

# **NOTICE OF MEETING**

Notice is hereby given that a meeting of the Council will be held in the

Council Chamber - Glenelg Town Hall Moseley Square Glenelg

12 December 2023 at 7.00pm

Roberto Bria Chief Executive Officer



## 1. Opening

The Mayor will declare the meeting open at 7.00pm.

# 2. Kaurna Acknowledgement

We acknowledge Kaurna people as the traditional owners and custodians of this land.

We respect their spiritual relationship with country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to Kaurna People today.

## 3. Service to Country Acknowledgement

The City of Holdfast Bay would like to acknowledge all personnel who have served in the Australian forces and services, including volunteers, for our country.

# 4. Prayer

Heavenly Father, we pray for your presence and guidance at our Council Meeting. Grant us your wisdom and protect our integrity as we carry out the powers and responsibilities entrusted to us on behalf of the community that we serve.

### 5. Apologies

- 5.1 Apologies received Nil
- 5.2 Absent Nil

## 6. Items Presented to Council

### 7. Declaration Of Interest

If a Member has an interest (within the terms of the Local Government Act 1999) in a matter before the Council they are asked to disclose the interest to the Council and provide full and accurate details of the relevant interest. Members are reminded to declare their interest before each item.

## 8. Confirmation Of Minutes

That the minutes of the Ordinary Meeting of Council held on 28 November 2023 be taken as read and confirmed.

# 9. Public Presentations

9.1 **Petitions** - Nil



## 9.2 Presentations

# 9.2.1 Glenelg Football Club

Justin Scripps, Chief Executive Officer and Darren Reeves, Senior Coach from the Glenelg Football Club will be presenting to Council.

9.3 Deputations - Nil

## 10. Questions by Members

10.1 Without Notice

# 10.2 On Notice

- 10.2.1 Park Benches Jetty Road, Glenelg Councillor Miller (Report No: 398/23)
- 10.2.2 Wheatland Street Car Park; West of Train Line Councillor Lindop (Report No: 411/23)
- 10.2.3 Pedestrian Kerbing and Crossing Point Corner of Kauri and Wheatland Street Councillor Lindop (Report No: 412/23)
- 10.2.4 Road Safety Councillor Lindop (Report No: 413/23)
- 10.2.5 Local Amenity at Seacliff Councillor Lindop (Report No: 414/23)

# 11. Member's Activity Reports - Nil

## 12. Motions on Notice

12.1 Feasibility into Expanding Community Safety Services – Councillor Abley (Report No: 418/23)

# 13. Adjourned Matters

13.1 Adjourned Report - Call for Nominations – Local Government Grants Commission (Report No: 407/23)

## 14. Reports of Management Committees and Subsidiaries

- 14.1 Minutes Audit and Risk Committee 15 November 2023 (Report No: 405/23)
- 14.2 Information Report Southern Region Waste Resource Authority Board Meeting –20 November 2023 (Report No: 403/23)

City of Holdfast Bay



## 15. Reports by Officers

15.1	Items in Brief (Report No: 415/23)
15.2	Business Hubs / Co-Working Facilities Review (Report No: 389/23)
15.3	Sir Douglas Mawson Memorial (Report No: 417/23)
15.4	Pigeon Control Update (Report No: 416/23)
15.5	Libraries Board of SA – Call for Nominations (Report No: 404/23)
15.6	Appointment to the Southern Region Waste Resource Authority Audit Committee
	(Report No: 406/23)
15.7	Policy Development Policy, and Policy Framework and Manual (Report No: 399/23)
15.8	Project Management Policy, and Framework and Manual (Report No: 400/23)
15.9	Prioritisation Policy, and Framework and Manual (Report No: 401/23)
15.10	Service Review Policy, and Framework and Manual (Report No: 402/23)
15.11	Review of Items Held in Confidence (Report No: 386/23)

## 16. Resolutions Subject to Formal Motions

Presented for the information of Members is a listing of resolutions subject to formal resolutions, for Council and all Standing Committees, to adjourn or lay on the table items of Council business, for the current term of Council.

## 17. Urgent Business – Subject to the Leave of the Meeting

### 18. Items in Confidence

18.1 Jetty Road Masterplan Stage 2 – Design Procurement Exemption (Report No: 409/23)

Pursuant to Section 83(5) of the *Local Government Act 1999* the Report attached to this agenda and the accompanying documentation is delivered to the Council Members upon the basis that the Council considers the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:

- b. Information the disclosure of which would reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and would, on balance, be contrary to the public interest.
- 18.2 Somerton Park Tennis Club Lighting and Court Renewal (Report No: 408/23)

Pursuant to Section 83(5) of the *Local Government Act 1999* the Report attached to this agenda and the accompanying documentation is delivered to the Council Members upon the basis that the Council considers the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:

k. tenders for the supply of goods, the provision of services or the carrying out of works;

City of Holdfast Bay Page 3



18.3 Glenelg Town Hall – Commercial Area – Summer Pop Up (Report No: 390/23)

Pursuant to Section 83(5) of the *Local Government Act 1999* the Report attached to this agenda and the accompanying documentation is delivered to the Council Members upon the basis that the Council considers the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:

- b. Information the disclosure of which -
  - i. would reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
- ii. would, on balance, be contrary to the public interest;
- 18.4 Code of Conduct (Report No: 424/23)

Pursuant to Section 83(5) of the *Local Government Act 1999* the Report attached to this agenda and the accompanying documentation is delivered to the Council Members upon the basis that the Council considers the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:

- Information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);
  - j. Information the disclosure of which -
    - i. would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the Council, or a person engaged by the Council); and
    - ii. would, on balance be contrary to the public interest.

19. Glosure

Roberto Bria

Chief Executive Officer

City of Holdfast Bay Page 4

**Item No:** 10.2.1

Subject: QUESTION ON NOTICE – PARK BENCHES – JETTY ROAD, GLENELG –

**COUNCILLOR MILLER** 

# Question

Councillor Miller asked the following question:

"Can Administration advise how many park benches are on or around Jetty Road, Glenelg, and what proportion of these are shaded or under cover?"

# Background

There seems to be a conception among some in our community that there aren't adequate shaded benches along Jetty Road.

**Answer - Project Manager Public Realm and Urban Design** 

The seating along Jetty Road and Moseley Square has been audited and found the following on a 34 degree day at noon.

Jetty Road (excluding Bouchée Walk and Chapel Plaza)

There are a total of 40 x three seater seats and two x one seater seats along Jetty Road. This number includes 29 x three seater seats in the shade at Noon. The remainder were in the sun.

## **Moseley Square**

There are eight x 12 seater seats all under shade surrounding the palm trees at Noon and five x six seater and tables that didn't have shade.

The seats are more concentrated in Moseley Square and the Transition and City Zones of the street. The Coast Zone on Jetty Road was lower in public seating however, a significant amount of spare space was taken up by outdoor dining tables and chairs from businesses in that section of the street.

While the seating usage was good, there were many empty seats that were available in the shade. The Jetty Road Masterplan design will look at public seating requirements for the street as we work through the design.

Council Meeting: 12 December 2023 Council Report No: 411/23

**Item No:** 10.2.2

Subject: QUESTION ON NOTICE – WHEATLAND STREET CAR PARK; WEST OF

TRAIN LINE - COUNCILLOR LINDOP

# Question

Councillor Lindop asked the following question:

"Can Council Administration please advise when the new line marking for the car park will occur?"

# **Background**

The car park area on Wheatland Street on the west side of the train line has been incorrectly line-marked since February 2023. In June via a Question on Notice, Council Administration advised that a design would go to nearby residents for engagement feedback, and then would be delivered.

# **Answer** – Traffic and Transport Lead

The car park design has been finalised and community engagement completed.

The car park works, inclusive of an additional crossing point on Wheatland Street are out for quote to several contractors with submissions due 8 December 2023.

Works are expected to be completed early 2024, depending on contractor availability.

Council Meeting: 12 December 2023 Council Report No: 412/23

**Item No:** 10.2.3

Subject: QUESTION ON NOTICE – PEDESTRIAN KERBING AND CROSSING POINT

CORNER OF KAURI AND WHEATLAND STREET - COUNCILLOR LINDOP

# Question

Councillor Lindop asked the following question:

"Could Administration please advise on the progress of a pedestrian kerbing and crossing point on Wheatland Street adjacent to the car park and community reserve on the corner of Kauri and Wheatland Street?

**Answer** – Traffic and Transport Lead

This work has been packaged together with the alterations to the Wheatland Street Car Park. Administration is currently seeking quotes from several contractors to complete the work.

Submissions are due by 8 December, with work to be completed early in 2024.

**Item No:** 10.2.4

Subject: QUESTION ON NOTICE – ROAD SAFETY – COUNCILLOR LINDOP

# Question

Councillor Lindop asked the following question:

"In February this year residents on Burnham Rodd and corner of Strickland Avenue/Kingston Crescent Elected Members met with Council Administration to discuss safety concerns on the sharp bend going down to the beach, as well as some footpath and overgrown vegetation restricting pedestrian access. There was action taken regarding the vegetation and footpath, however there has been no communication in regards to any plans or implementation of improvements to the road in this area. Could Administration please advise on the current plans for the road here, and a timeline for any planned works?"

## **Answer** – Traffic and Transport Lead

Traffic counts to confirm volume and speed of vehicles travelling west along Burnham Road around the sub-standard curve have been undertaken to gauge traffic behaviour. This curve is signed with an advisory 25km/h.

Traffic speeds measured just east of the curve recorded average speeds of just under 28km/h, over both weekdays and weekends, with over 99 per cent of vehicles recorded travelling at 40km/h or less. This indicates that the current speed advice is not too far removed from the drivers' comfort level when negotiating the curve.

Site visits identified maintenance painting of the median linemarking treatment including the pavement bars is required and has been requested from our contracted provider.

The hazard markers (signage) around the curve are currently installed to an older standard. A design is currently being developed to replace these markers with Chevron Alignment Markers (CAMs) as well as provide additional intersection warning signage improvements for safety and wayfinding at Burnham Road and Strickland Road. Aspects of the signage will require Department for Infrastructure and Transport (DIT) approval.

It is anticipated all linemarking and signage improvements will be installed by March 2024.

**Item No:** 10.2.5

Subject: QUESTION ON NOTICE – LOCAL AMENITY AT SEACLIFF –

**COUNCILLOR LINDOP** 

# Question

Councillor Lindop asked the following question:

"I have been made aware by residents of a few issues at the corner of the Esplanade and the bottom of Pine Gully. This area has been used by Holdfast Bay Council Administration for machinery and a shipping crate for storage while the Pine Gully works were under way. Is the new retaining walls and bare verges here under consideration for planting to help with weed and erosion control and to help make this part of the natural cliff faces?

The car parking in this street along the Brighton Caravan Fence is marked for the Seacliff Surf Lifesaving Club, however with the yellow lines fading, many cars are often parked illegally. The configuration of the parking bays means that often residents are unable to access their driveways. Recently there has been an incident where a car has reversed into the resident's retaining wall and fence.

Could Administration please advise what is being done to investigate the usage of this area, and to help improve the amenity for both the residents and the Seacliff Surf Life Saving Club."

# **Answer** – Manager, Engineering

Administration has an ongoing investigation in this area. Along with the parking concerns raised, additional concerns have been identified for pedestrian access, intrusion of parked vehicles onto the footpath, stormwater infrastructure, retaining as much parking as practicable and vegetation.

The native plantings on the pre-existing retaining walls are included within the Pine Gully vegetation management program. The next brush up will occur in December, where we have instructed the contractor to dedicate additional time to touch up and tidy this area. In the long-term, there is potential for denser planting of vegetation or native grasses in this area as well as the potential for one or two trees. This will be investigated prior to next winter and prioritised with respect to resourcing.

Administration has met with the Seacliff Surf Lifesaving Club and developed concepts of several parking layouts to determine the best use of this constrained land parcel. The concepts are being tested and refined using turn templates to ensure property access and parking movements are suitably provided.

Prior to any changes to the parking layout, consultation will be undertaken with the clubs and adjacent residents. Consultation will be undertaken in January 2024.

Council Meeting: 12 December 2023 Council Report No: 414/23

Regulatory controls (yellow lines) are currently visibly in place and enforceable. An updated parking scheme will still require enforcement of illegal parking over yellow lines. If illegal parking is a frequent occurrence, increased enforcement in the area can be implemented to change the behaviours.

**Item No:** 12.1

Subject: MOTION ON NOTICE – FEASIBILITY INTO EXPANDING COMMUNITY

**SAFETY SERVICES – COUNCILLOR ABLEY** 

# **Proposed Motion**

Councillor Abley proposed the following motion:

That Administration bring a report back to Council on the feasibility of expanding community safety services to include:

- the establishment of a Community Safety Committee, with representation from various State Government Departments, local Service Providers, and key stakeholders that oversee the community safety efforts in the City of Holdfast Bay; and
- expand the current community safety service to include the monitoring of the City's CCTV network to identify community safety issues in real-time and coordinate responses by relevant bodies.

The report should include the costs, benefits, risks and consultation required. Consultation should occur with the City of Onkaparinga on the model used for community safety.

# **Background**

There has been an increase in concerns regarding safety in the community over the last few years. In observing the services provided by other Council's regarding this matter, I believe Council should explore the services provided by other Councils' and investigate the feasibility of the City of Holdfast Bay expanding it services for the benefit of the community.

Item No: 13.1

Subject: ADJOURNED REPORT – CALL FOR NOMINATIONS – LOCAL

**GOVERNMENT GRANTS COMMISSION** 

# **Summary**

The Local Government Grants Commission is established under the *South Australian Local Government Grants Commission Act 1992*. It provides recommendations to the Minister for Local Government and performs the role of the Local Government Boundaries Commission.

The Local Government Association is seeking nominations from a Council member or employee of the council who has knowledge of or experience with the Commonwealth Financial Assistance Grants process, Boundary Reform process and exposure to financial management and decision making to fill a position on the Board for a period not exceeding five years, commencing immediately upon appointment by the Minister.

Any members who wish to be nominated need to have their nomination endorsed by Council prior to submission to the Local Government Association. If Council does not have a nominee, it may just note the report.

This report was most recently tabled at the ordinary meeting of Council on 28 November 2023 (Item 15.7 – Call for Nominations – Local Government Grants Commission Report No: 392/23) and was adjourned under Regulation 19, Local Government (Proceedings at Meetings) Regulations 2013, until the next meeting to allow for absent Councillor's to consider nominating for the position.

As the adjournment was moved prior to the moving of the motion, any Councillor can move, second and/or speak to the motion.

### Recommendation

#### **That Council:**

1. notes the report;

OR

nominates \_\_\_\_\_ for consideration by the Local Government
 Association of South Australia to be nominated for the Local Government Grants
 Commission.

# **Background**

The Local Government Grants Commission provides recommendations to the Minister for Local Government on distribution of untied Commonwealth Financial Assistance Grants to

Council Meeting: 12 December 2023 Council Report No: 407/23

councils and performs the role of the Local Government Boundaries Commission – the independent body that assesses and investigates council boundary change proposals and makes recommendations to the Minister for Local Government.

This report was most recently tabled at the ordinary meeting of Council on 28 November 2023 (Item 15.7 – Call for Nominations – Local Government Grants Commission Report No: 392/23) and was adjourned under Regulation 19, Local Government (Proceedings at Meetings) Regulations 2013, until the next meeting to allow Councillor Smedley to be present to accept/decline the invitation.

Refer Attachment 1

# Report

The Local Government Association (LGA) is seeking nominations to fill one of the LGAnominated positions for the Local Government Grants Commission. The current member is eligible for reappointment.

Appointments to the Local Government Grants Commission are for a period not exceeding five years. There are up to 15 meetings held per year and the role may require intra-state travel. The board fees are \$13,570 per annum.

To be eligible to nominate, you must have significant experience in the Local Government sector, knowledge of the Commonwealth Financial Assistance Grants process, knowledge of the Boundary Reform process and exposure to financial management and decision making across multiple Local Government bodies for example multiple councils, regional subsidiaries or the LGA Board, South Australian Regional Organisations of Councils (SAROC) or Greater Adelaide Regional Organisation of Councils (GAROC).

You are required to be a currently serving Council member or employee of a council or other Local Government entity (unless otherwise determined by the LGA Board of Directors). Only nominations submitted by a council, following a resolution of Council, will be considered.

The Call for Nominations Information Sheet is provided for Members' information. It provides further information about the role and a selection criterion to be addressed by the nominee. A current curriculum vitae must also be supplied by the nominee.

Refer Attachment 2

Council is required to complete the nomination form and forward to the Nominations Coordinator by **5.00pm Friday 22 December 2023.** 

Refer Attachment 3

# **Budget**

Not applicable

# **Life Cycle Costs**

Not applicable

Council Meeting: 12 December 2023 Council Report No: 407/23

# **Strategic Plan**

Not Applicable

# **Council Policy**

Not applicable

# **Statutory Provisions**

South Australian Local Government Grants Commission Act 1992

Written By: Executive Support Officer

Chief Executive Officer: Mr R Bria

# Attachment 1



**Item No:** 15.7

Subject: CALL FOR NOMINATIONS – LOCAL GOVERNMENT GRANTS

COMMISSION

# **Summary**

The Local Government Grants Commission is established under the *South Australian Local Government Grants Commission Act 1992*. It provides recommendations to the Minister for Local Government and performs the role of the Local Government Boundaries Commission.

The Local Government Association is seeking nominations from a Council member or employee of the council who has knowledge of or experience with the Commonwealth Financial Assistance Grants process, Boundary Reform process and exposure to financial management and decision making to fill a position on the Board for a period not exceeding five years, commencing immediately upon appointment by the Minister.

Any members who wish to be nominated need to have their nomination endorsed by Council prior to submission to the Local Government Association. If Council does not have a nominee, it may just note the report.

## Recommendation

**That Council:** 

1. notes the report;

OR

nominates \_\_\_\_\_\_ for consideration by the Local Government
 Association of South Australia to be nominated for the Local Government Grants
 Commission.

# **Background**

The Local Government Grants Commission provides recommendations to the Minister for Local Government on distribution of untied Commonwealth Financial Assistance Grants to councils and performs the role of the Local Government Boundaries Commission – the independent body that assesses and investigates council boundary change proposals and makes recommendations to the Minister for Local Government.

# Report

The Local Government Association (LGA) is seeking nominations to fill one of the LGA-nominated positions for the Local Government Grants Commission. The current member is eligible for reappointment.

Council Meeting: 28 November 2023 Council Report No: 392/23

Appointments to the Local Government Grants Commission are for a period not exceeding five years. There are up to 15 meetings held per year and the role may require intra-state travel. The board fees are \$13,570 per annum.

To be eligible to nominate, you must have significant experience in the Local Government sector, knowledge of the Commonwealth Financial Assistance Grants process, knowledge of the Boundary Reform process and exposure to financial management and decision making across multiple Local Government bodies for example multiple councils, regional subsidiaries or the LGA Board, South Australian Regional Organisations of Councils (SAROC) or Greater Adelaide Regional Organisation of Councils (GAROC).

You are required to be a currently serving Council member or employee of a council or other Local Government entity (unless otherwise determined by the LGA Board of Directors). Only nominations submitted by a council, following a resolution of Council, will be considered.

The Call for Nominations Information Sheet is provided for Members' information. It provides further information about the role and a selection criterion to be addressed by the nominee. A current curriculum vitae must also be supplied by the nominee.

Refer Attachment 1

Council is required to complete the nomination form and forward to the Nominations Coordinator by **5.00pm Friday 22 December 2023.** 

Refer Attachment 2

# **Budget**

Not applicable

**Life Cycle Costs** 

Not applicable

Strategic Plan

Not applicable

**Council Policy** 

Not applicable

**Statutory Provisions** 

South Australian Local Government Grants Commission Act 1992

Written By: Executive Support Officer

Chief Executive Officer: Mr R Bria

# Attachment 1

ADJOURNED REPORT



# LGA Appointments and Nominations to Outside Bodies

**PART A** 

# Local Government Grants Commission — Call for Nominations

Governing Statute (if applicable)	South Australian Local Government Grants Commission Act 1992
Purpose/Objective	<ol> <li>The Local Government Grants Commission has two primary roles:</li> <li>To provide recommendations to the Minister for Local Government on distribution of untied Commonwealth Financial Assistance Grants to councils; and</li> <li>To perform the role of the Local Government Boundaries Commission – the independent body that assesses and investigates council boundary change proposals and makes recommendations to the Minister for Local Government.</li> </ol>
Administrative Details	Appointment term not exceeding 5 years Up to 15 meetings per year Some intra-state travel required Board fees \$13,570 per annum
Selection Criteria (to be addressed by applicant)	<ul> <li>Significant experience in the local government sector</li> <li>Knowledge of the Commonwealth Financial Assistance Grants process</li> <li>Knowledge of the Boundary Reform process</li> <li>exposure to financial management and decision making across multiple local government bodies for example multiple councils, regional subsidiaries or the LGA Board, SAROC or GAROC</li> <li>In accordance with the LGA Appointments and Nominations to Outside Bodies Policy, selection for appointment or nomination to this Outside Body may include the conduct of interviews and checking of referees by the LGA. By applying, the applicant accepts that the LGA may request an interview and/or the details of referees.</li> </ul>
Liability and indemnity cover	The LGA requires that persons appointed to Outside Bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by the Outside Body on an annual basis.

**For more information contact:** LGA Nominations Coordinator at <a href="mailto:nominationscoordinator@lga.sa.gov.au">nominationscoordinator@lga.sa.gov.au</a> or 8224 2000

at 2
Report



LGA Appointments and Nominations to Outside Bodies

**PART B** 

# **Local Government Grants Commission — Nomination Form**

## **Instructions**

### This form:

- Must be submitted by a council
- Must be emailed in PDF format to nominationscoordinator@lga.sa.gov.au
- Receipt of nomination will be acknowledged by return email
- CV and response to selection criteria (if applicable) may be emailed separately by the nominee and will be treated confidentially

This nomination form fulfils the requirements of the LGAs Appointments and Nominations to Outside Bodies Policy, <u>available here</u>.

SECTION 1 to be completed by Council, SECTION 2 to be completed by Nominee.

Please refer to the *Call for Nominations* information sheet (PART A) for details of the Outside Body and the selection criteria to be met by the nominee.

# **SECTION 1: COUNCIL to complete**

Local Government Grants Commission					
Council Details					
Name of Council submitting the nomination					
Contact details of council officer	Name:				
submitting this form	Position:				
	Email:				
	Phone:				
Council meeting date and minute reference					
Nominee Full Name					
elected member	OR employee of council  OR employee of local government entity				
Note: by submitting this nomination council is recommending the nominee is suitable for the role.					



# **SECTION 2: NOMINEE to complete**

# **Local Government Grants Commission** Nominee Details \* Denotes a Mandatory Field. The information in this form is provided by the LGA to the relevant Minister/State Government Authority for the purposes of actioning an appointment to an outside body. Successful Nominees may be contacted directly by the relevant body using the information provided in this form. First Name:\* Gender Middle Name:\* Surname:\* **Home / Personal Postal** Address:\* Phone: Mobile: **Personal Email:** Why are you interested in this role? CV attached OR forwarding separately Nominee to provide response to selection criteria (of no more than 2 Response to selection pages) for consideration by the LGA Board of Directors. criteria (if applicable) Please refer to the Call for Nominations information sheet attached OR forwarding separately for the selection criteria to be addressed. Do you agree for your details to be retained on the LGA Nominees Database for a period of 12 months in order to be considered for other vacancies on Outside Bodies? Yes $\square$ OR No 🔨 If Yes, please list any fields of interest or Outside Bodies of interest: **Undertaking:** The LGA Board resolved in January 2015 to ensure that appointees to external Boards and Committees remain current local government members or officers. If you leave local government for any reason during the term of your appointment, are you prepared to resign your appointment if requested to do so by the LGA? Yes Nο Signature of Nominee:

# Attachment 2



# LGA Appointments and Nominations to Outside Bodies

**PART A** 

# **Local Government Grants Commission — Call for Nominations**

Governing Statute (if applicable)	South Australian Local Government Grants Commission Act 1992
Purpose/Objective	<ol> <li>The Local Government Grants Commission has two primary roles:</li> <li>To provide recommendations to the Minister for Local Government on distribution of untied Commonwealth Financial Assistance Grants to councils; and</li> <li>To perform the role of the Local Government Boundaries Commission – the independent body that assesses and investigates council boundary change proposals and makes recommendations to the Minister for Local Government.</li> </ol>
Administrative Details	Appointment term not exceeding 5 years Up to 15 meetings per year Some intra-state travel required Board fees \$13,570 per annum
Selection Criteria (to be addressed by applicant)	<ul> <li>Significant experience in the local government sector</li> <li>Knowledge of the Commonwealth Financial Assistance Grants process</li> <li>Knowledge of the Boundary Reform process</li> <li>exposure to financial management and decision making across multiple local government bodies for example multiple councils, regional subsidiaries or the LGA Board, SAROC or GAROC</li> <li>In accordance with the LGA Appointments and Nominations to Outside Bodies Policy, selection for appointment or nomination to this Outside Body may include the conduct of interviews and checking of referees by the LGA. By applying, the applicant accepts that the LGA may request an interview and/or the details of referees.</li> </ul>
Liability and indemnity cover	The LGA requires that persons appointed to Outside Bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by the Outside Body on an annual basis.

For more information contact: LGA Nominations Coordinator at nominationscoordinator@lga.sa.gov.au or 8224 2000

# Attachment 3



LGA Appointments and Nominations to Outside Bodies

**PART B** 

# **Local Government Grants Commission — Nomination Form**

## **Instructions**

### This form:

- Must be submitted by a council
- Must be emailed in PDF format to nominationscoordinator@lga.sa.gov.au
- Receipt of nomination will be acknowledged by return email
- CV and response to selection criteria (if applicable) may be emailed separately by the nominee and will be treated confidentially

This nomination form fulfils the requirements of the LGAs Appointments and Nominations to Outside Bodies Policy, <u>available here</u>.

SECTION 1 to be completed by Council, SECTION 2 to be completed by Nominee.

Please refer to the *Call for Nominations* information sheet (PART A) for details of the Outside Body and the selection criteria to be met by the nominee.

# **SECTION 1: COUNCIL to complete**

Local Government Grants Commission					
Council Details					
Name of Council submitting the nomination					
Contact details of council officer	Name:				
submitting this form	Position:				
	Email:				
	Phone:				
Council meeting date and minute reference					
Nominee Full Name					
elected member	OR employee of council  OR employee of local government entity				
Note: by submitting this nomination council is recommending the nominee is suitable for the role.					



# **SECTION 2: NOMINEE to complete**

# **Local Government Grants Commission** Nominee Details \* Denotes a Mandatory Field. The information in this form is provided by the LGA to the relevant Minister/State Government Authority for the purposes of actioning an appointment to an outside body. Successful Nominees may be contacted directly by the relevant body using the information provided in this form. First Name:\* Gender Middle Name:\* Surname:\* **Home / Personal Postal** Address:\* Phone: Mobile: **Personal Email:** Why are you interested in this role? CV attached OR forwarding separately Nominee to provide response to selection criteria (of no more than 2 Response to selection pages) for consideration by the LGA Board of Directors. criteria (if applicable) Please refer to the Call for Nominations information sheet attached OR forwarding separately for the selection criteria to be addressed. Do you agree for your details to be retained on the LGA Nominees Database for a period of 12 months in order to be considered for other vacancies on Outside Bodies? Yes $\square$ OR No $\square$ If Yes, please list any fields of interest or Outside Bodies of interest: **Undertaking:** The LGA Board resolved in January 2015 to ensure that appointees to external Boards and Committees remain current local government members or officers. If you leave local government for any reason during the term of your appointment, are you prepared to resign your appointment if requested to do so by the LGA? Yes Nο Signature of Nominee:

Item No: 14.1

Subject: MINUTES – AUDIT AND RISK COMMITTEE – 15 NOVEMBER 2023

# **Summary**

The minutes of the meeting of the Audit and Risk Committee held 15 November 2023 are presented to Council for information.

## Recommendation

That Council notes the minutes of the meeting of the Audit and Risk Committee of 15 November 2023, namely that the Audit and Risk Committee recommends that Council:

- adopts the Policy Development Council Policy and notes the Policy Framework and Manual;
- 2. adopts the Project Management Council Policy and notes the Project Management Framework and Manual;
- 3. adopts the Prioritisation Council Policy and notes the Prioritisation Framework and Manual; and
- 4. adopts the Service Review Council Policy and notes the Service Review Framework and Manual.

# **Background**

The Audit and Risk Committee is established under Section 41 of the *Local Government Act* 1999, and Section 126 of the *Local Government Act* 1999 defines the functions of the Audit and Risk Committee to include:

- reviewing annual financial statements to ensure that they present fairly the state of affairs of the council;
- proposing, and providing information relevant to, a review of the council's strategic management plans or annual business plan;
- proposing, and reviewing, the exercise of powers under section 130A;
- if the council has exempted a subsidiary from the requirement to have an audit committee, the functions that would, apart from the exemption, have been performed by the subsidiary's audit committee;
- liaising with the council's auditor; and
- reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the council on a regular basis.

Council Meeting: 12 December 2023 Council Report No: 405/23

# **Report**

The minutes of the meeting of the Audit and Risk Committee held on 15 November 2023 are attached for Members' information.

Refer Attachment 1

The reports relating to the recommended policies are included on this agenda for Council's consideration.

# **Budget**

Not applicable

# **Life Cycle Costs**

Not applicable

# **Strategic Plan**

Statutory compliance

# **Council Policy**

Not applicable

# **Statutory Provisions**

Local Government Act 1999, Sections 41 and 126

Written By: Executive Assistant, Strategy and Corporate

**General Manager:** Strategy and Corporate, Ms S Wachtel

# Attachment 1



Minutes of the meeting of the Audit and Risk Committee of the City of Holdfast Bay held in the Kingston Room, Civic Centre, 24 Jetty Road, Brighton on Wednesday 15 November 2023 at 6:00pm.

### **PRESENT**

#### **Members**

Presiding Member – Councillor J Smedley Councillor R Snewin Ms P Davies Ms C Garrett Mr D Powell

#### Staff

Chief Executive Officer – Mr R Bria General Manager Strategy and Corporate – Ms S Wachtel Manager Strategy and Governance – Ms A Karzek Manager Finance – Mr C Blunt

#### Guests

Ms Janna Burnham, Partner, Galpins Ms Danika Brown, Analyst (Internal Audit), Galpins

### 1. OPENING

The Chairman declared the meeting open at 6.02pm.

# 2. KAURNA ACKNOWLEDGEMENT

We acknowledge Kaurna people as the traditional owners and custodians of this land.

We respect their spiritual relationship with country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to Kaurna People today.

### 3. APOLOGIES

- 3.1 Apologies Received
- 3.2 Absent

## 4. DECLARATION OF INTEREST

Members were reminded to declare their interest before each item.

#### 5. CONFIRMATION OF MINUTES

#### Motion

That the minutes of the Audit and Risk Committee held on 18 October 2023 be taken as read and confirmed.

Moved by P Davies, Seconded by D Powell

Carried

#### 6. ACTION ITEMS

The Action Items were tabled and discussed.

### 7. PRESENTATIONS - Nil

### 8. REPORTS BY OFFICERS

8.1 **Policy Development Policy and Policy Framework and Manual** (Report No: 369/23)

Policy-making is an important part of Council's role in fulfilling its obligations under the *Local Government Act 1999* and other legislation.

To ensure that Council fulfills its legislative obligations effectively and is able to set and administer clear, well-considered, evidence-based, practical and useful policy, a Council Policy to guide policy development, and an associated Policy Framework and Manual have been developed and were provided to the Audit and Risk Committee for consideration and endorsement, ahead of being presented to Council.

## Motion

### That the Audit and Risk Committee:

- 1. recommends the Policy Development Council Policy (Attachment 1) to Council for adoption; and
- 2. recommends the Policy Framework and Manual (Attachment 2) for Council to note and Administration to adopt.

Moved Councillor Snewin, Seconded P Davies

Carried

8.2 **Project Management Policy, Framework and Manual** (Report No: 370/23)

The City of Holdfast Bay delivers millions of dollars of works and services on behalf of ratepayers every year. To prove that we meet community expectations, and adhere to approved budgets, schedules and quality standards, it is important that we properly prioritise, plan, execute and report what we do. Managing projects consistently and transparently is one aspect of this.

To ensure that Council fulfills its legislative obligations effectively and is able to effectively scope, schedule and deliver projects, a Project Management Council Policy and associated Project Management Framework and Manual have been developed, and were provided to the Audit and Risk Committee for consideration and endorsement, ahead of being presented to Council.

#### Motion

#### That the Audit and Risk Committee:

- 1. recommends the Project Management Council Policy (Attachment 1) to Council for adoption; and
- 2. recommends the Project Management Framework and Manual (Attachment 2) for Council to note and Administration to adopt.

Moved P Davies, Seconded D Powell

Carried

8.3 **Prioritisation Policy, Framework and Manual** (Report No: 371/23)

Elected Members bear a heavy legislative burden when it comes to decision-making on behalf of the community. To enable Elected Members to fulfill their legislative obligations to make informed and responsible decisions on new investment proposals in the interests of the community, a Prioritisation Policy and a supporting Prioritisation Framework and Manual have been developed and were provided to the Audit and Risk Committee for consideration and endorsement, ahead of being presented to Council.

While transparent and evidence-based decision-making is necessary at all times, careful scoping and objective prioritisation is even more prudent with current economic conditions causing rampant cost increases and various supply-chain shortages.

The purpose of these documents is to support evidence-based decision-making by enabling objective assessments and prioritisation of options and projects.

## **Motion**

#### That the Audit and Risk Committee:

- 1. recommends the Prioritisation Council Policy (Attachment 1) to Council for adoption; and
- recommends the Prioritisation Framework and Manual (Attachmentfor Council to note and Administration to adopt.

Moved D Powell, Seconded C Garrett

**Carried** 

### 8.4 Service Review Policy, Framework and Manual (Report No: 181/23)

Periodic service reviews are a useful support in fulfilling the requirements of the *Local Government Act 1999* "to provide and co-ordinate various public services and facilities and to develop its community and resources in a socially just and ecologically sustainable manner".

A proposed Service Review Council Policy and Service Review Framework and Manual have been developed to guide service reviews and were presented for the Audit and Risk Committee's review and endorsement.

The underlying approach is based on a human-centred design approach, with the rationale that to be of value, services need to be useful and effective for those using them. This approach provides assurance that the voices of users are heard in the design of services. It also provides an inclusive and psychologically safe way to design services (that is, 'designing with' not 'doing to' staff and service users).

## **Motion**

#### That the Audit and Risk Committee:

- 1. recommends the Service Review Council Policy (Attachment 3) to Council for adoption;
- 2. recommends the Service Review Framework and Manual (Attachment 1) for Council to note and Administration to adopt; and
- 3. notes the report from the test service review (Attachment 2).

Moved P Davies, Seconded Councillor Snewin

Carried

# 8.5 **Organisational Generative AI Use Policy** (Report No: 372/23)

Generative AI (GenAI) is a type of artificial intelligence (AI) that uses machine learning algorithms trained on very large data sets to create new/original content, such as text, images, videos and audio.

GenAI tools can provide many benefits but also carry risks. The proliferation and widespread availability of these tools means that blocking their use is not feasible or desirable. To support their safe use, an organisational Generative AI Use Policy has been developed and was provided for noting.

## **Motion**

It is recommended that the Audit and Risk Committee notes the Organisational Generative AI Use Policy (Attachment 1).

Moved P Davies, Seconded C Garrett

Carried

9. URGENT BUSINESS – SUBJECT TO THE LEAVE OF THE MEETING - Nil

# 10. CONFIDENTIAL ITEMS - Nil

# 11. DATE AND TIME OF NEXT MEETING

The next meeting of the Audit and Risk Committee will be held on Wednesday 13 March 2024 in the Kingston Room, Civic Centre, 24 Jetty Road, Brighton.

# 12. CLOSURE

The Meeting closed at 7.24pm.

## CONFIRMED 13 March 2024

**Item No:** 14.2

Subject: INFORMATION REPORT – SOUTHERN REGION WASTE RESOURCE

**AUTHORITY BOARD MEETING – 20 NOVEMBER 2023** 

#### **Summary**

The Information Report of the Southern Region Waste Resource Authority Board meeting held on 20 November 2023 is provided for information.

#### Recommendation

That Council notes the Information Report of the Southern Region Waste Resource Authority Board meeting held on 20 November 2023.

#### **Background**

Southern Region Waste Resource Authority (SRWRA) is a regional subsidiary established by the Cities of Onkaparinga, Marion and Holdfast Bay (the "Constituent Councils"), pursuant to Section 43 of the *Local Government Act 1999*. The functions of SRWRA include providing and operating waste management services on behalf of the Constituent Councils.

In accordance with Section 4.5.2 of the SRWRA Charter - 2022, there shall be at least six ordinary meetings of the Board held in each financial year.

Furthermore, Section 4.5.11 states that prior to the conclusion of each meeting of the Board, the Board must identify which agenda items considered by the Board at that meeting will be the subject of an information report to the Constituent Councils.

#### Report

In accordance with the above, the Information Report from the Board Meeting held on 20 November 2023 is provided for Members' information.

Refer Attachment 1

#### **Budget**

Not applicable

#### **Life Cycle Costs**

Not applicable

#### Strategic Plan

A city, economy and community that is resilient and sustainable.

## **Council Policy**

Not applicable

### **Statutory Provisions**

Not applicable

Written By: Chief Executive Officer

**Chief Executive Officer:** Mr R Bria

# Attachment 1





# Constituent Council Information Report

### **PUBLIC**

Board Meeting Date: 20 November 2023

Report By: Chief Executive Officer

In accordance with Section 4.5.11 of the *Southern Region Waste Resource Authority Regional Subsidiary Charter - 2022*, the SRWRA Board identified the following Agenda Items to be the subject of a Public Information Report to the Constituent Councils (Cities of Onkaparinga, Marion, and Holdfast Bay).

#### Report Name

#### Report Summary

#### Audit & Risk Committee Membership

SRWRA's Audit & Risk Committee is made up of four members, with the term of City of Holdfast Bay Independent Member (Sam Spadavecchia) due to expire before the next meeting, the Committee will put forward a nomination for Presiding Member following the first meeting after establishment of a full Committee.

Policy Review – Procurement & Asset Management SRWRA undertakes regular policy reviews in line with scheduled document review dates and legislative, governance or organisational change. The SRWRA Procurement Policy, Asset Management Policy and Disposal of Land and Other Assets Policy were reviewed by the Audit & Risk Committee and their feedback was presented in an updated document to the Board.

Long Term Financial Plan Model – Key Assumptions The draft Long Term Financial Plan (LTFP) model was presented to the Board for consideration and feedback. The updated financial model allows for integration of existing management financial models and ensures that assumptions and data used for preparation of strategic plans, budgets and financial statements are consistent and a reporting standard can be applied across financial reporting and analysis.

Landfill Capping & Post Closure Provisions – Key Assumptions SRWRA maintains financial provisions for the closure and post closure management of landfill cells in line with SA EPA guidelines. A policy framework for these liabilities was reviewed by the Audit & Risk Committee and adopted by the Board in May 2023, setting out parameters and timeframes for the regular review and recalculation of these liabilities.

Key economic assumptions to inform these calculations were presented to both the Audit and Risk Committee and Board for review and feedback.

## Constituent Council Information Report – Public

# Budget Review 1 – FY24

Budget Review 1 for the 2024 financial year was presented to the Board, with the forecast based on results to September 2023.

SRWRA adopted a budget forecast with a surplus of \$604,000, this forecast has been revised to a surplus of \$547,000, with key variances relating to the adoption of the SMRF joint venture budget after the adoption of the SRWRA budget.

#### Release of Confidential Information Report Items

SRWRA provided confidential information reports to the Constituent Councils to improve communication and awareness of the activities of SRWRA. These reports are included in Constituent Council confidential items registers and subject to annual review regarding public release of information.

#### Telecommunications Tower Lease

SRWRA entered into a lease agreement with Vodafone in 2018, for the construction of a telecommunications tower on SRWRA land. Indara Digital Infrastructure plan to commence tower construction in late 2023.

# Communications and Engagement Plan

A draft Communications and Engagement Plan has been developed to guide SRWRA's communication activities with its stakeholders. The plan was prepared following workshops with SRWRA, Constituent Council and Joint Venture Partner staff.

#### Chief Executive Officer's Report

The CEO summarised key activities over the last few months:

- SRWRA received a response from The Minister for Infrastructure and Transport, the Hon Tom Koutsantonis MP, advising that the DIT will fund the re-construction of 100m of road on both Bakewell Drive and Ostrich Farm Road from the arterial roads. Bakewell Drive was closed for three weeks while Main South Road upgrade works continued at that intersection. Bakewell Drive intersection was reopened to allow left in and out movement only. The upgrade of Ostrich Farm Road and gazettal of B-Double access are now the key activities required to improve transport outcomes to and from SRWRA.
- SRWRA offers regular Board member development opportunities, these
  include attendance at Waste 2024 to be held in Coffs Harbour in May
  2024, and the Waste & Recycling Expo 2024 to be held in Sydney in
  September 2024, targeted at industry professionals, and purchasing
  decision makers with the opportunity to see equipment in action.

Waste Expo 2024 to be held in Melbourne in October 2024, is the largest gathering of waste management and resource recovery professionals in the country.

# Constituent Council Information Report – Public

SRWRA Risk Appetite and Strategic Risk Register Review The SRWRA Risk Management Policy and Framework was adopted by the Board in September 2022. A draft Risk Appetite Survey has been developed and was provided for review and feedback of the Board.

Results of the survey will inform development of a Risk Appetite Statement for the Authority.

Risk Management Report SRWRA provides quarterly risk management reporting to the Audit & Risk Committee and the Board, this includes regular reviews of the SRWRA risk register and identification of new and emerging risks.

**Next Meeting** The next scheduled meeting date for the SRWRA Board is 18 March 2024.

**Item No:** 15.1

Subject: ITEMS IN BRIEF

#### **Summary**

This item is presented for the information of Members.

After noting the report any item of interest can be discussed and, if required, further motions proposed.

#### Recommendation

That the following item be noted and item of interest discussed:

1. Minda Community Christmas Carols and Markets

#### Report

#### 1. Minda Community Christmas Carols and Markets

Minda's Community Christmas Carols and Markets were held at North Brighton on Saturday 2 December from 2.00 pm - 7.00 pm. The event included performances from  $10^{th}/27^{th}$  Battalion Royal SA Regiment Band, Precizion Dance, Satin Sun, Australian Girls Choir, South Australian Public Primary School Choir and Tutti Choir as well as 45 market stalls, numerous food trucks, rides, amusements and Santa's cave.

The event was attended by approximately 4,500 people including Mayor Amanda Wilson and was a fantastic way to bring in the festive season while also raising much needed funds for Minda clients.

Written By: Executive Officer and Assistant to the Mayor

Chief Executive Officer: Mr R Bria

**Item No:** 15.2

Subject: BUSINESS HUBS / CO-WORKING FACILITIES REVIEW

#### **Summary**

At the 11 July 2023 Council Meeting, the motion (C110723/7485) was carried for Administration to investigate the viability of establishing a Council-run business hub/coworking facility and to provide a report back to Council within the next three months.

This report provides an overview of the current co-working spaces available and includes findings from the Business Confidence Survey 2023 where businesses were asked about co-working spaces within the City of Holdfast Bay.

#### Recommendation

#### **That Council:**

- 1. notes this report; and
- does not proceed with developing a Council-run business hub/co-working facility at this time.

#### **Background**

Council, at its meeting of 11 July 2023, carried unanimously resolution number C110723/7485:

That Administration investigates the viability of establishing a Council-run business hub/co-working facility and provide a report back to Council within the next three months.

Business hubs provide a collaborative space for people in micro or home-based businesses to access shared facilities. People may base their businesses in such facilities full-time under short or long-term rental or use on an ad hoc basis.

Home-based business has been a feature of the Australian business landscape for a long time; the post-COVID trends analysis predicts that 25% - 30% of the professional workforce will be at home or work remotely and that this trend will continue. The trends show co-working spaces have adapted to rebuild communities and workspaces in light of logistically complicated commuter models since COVID. The benefits include greater connection to community, better work/life balance, reduced overheads for businesses and rapid uptake of digital technologies.

#### Report

The City of Holdfast Bay is reported to have just under 900 businesses with revenues of less than \$50,000 (24.2% of all businesses) and 1,220 with revenues of between \$50,000 and \$200,000 (34.11% of all businesses). Those with revenues less than \$50,000 are either micro or home-based business and for these businesses to thrive and contribute to community vibrancy

and diversity, councils often make available library or community centre spaces to help reduce the transactional costs to businesses and increase their prospects of success. In the case of Holdfast Bay, the library services offer copying and 3D printing services, computers, secure document disposal and a limited amount of meeting space.

The target users for business hub/co-working facility are home-based or micro businesses which often lack the financial capacity for facilities and thus work isolated and without appropriate success factors, infrastructure and connection. While the focus is on businesses that employ people, nationally 97.5% of all businesses only employ 19 or fewer people.

Furthermore 27.2% of businesses report revenues of less than \$50,000 per annum and 32.1% report revenues of \$50,000 - \$200,000. Only 1.7% of all businesses in Australia have annual revenues of over \$10million. This demonstrates there is a high number of self-employment in businesses that would benefit from nurturing.

A collaborative workspace makes it possible to network and ideate with professionals outside your niche while you work.

#### Co-working space models

There are several recognised hub models:

- Resource Centre: A place where you can access internet, a scanner, a printer or even a 3D printer, ad hoc basic technology assistance, shared workspaces, meeting rooms.
- Pop-up or temporary resource centre/business hub: These can be to either pilot initiatives to test demand and model or special purpose.
- **Co-Working:** Different business owners share office space, creating a collaborative environment and a sense of community.
- **Serviced Offices:** Higher level of infrastructure, services and support.
- Incubator: A curated co-working space specifically designed to accelerate start-ups, provides structured mentoring, both individually and collectively, for the participating businesses.
- Accelerator: Qualified businesses work through a structured program to fast-track business growth. The accelerator is the most resource intensive model, and has a substantive user pays element. Universities often run accelerator programs. (e.g., Think Lab, University of Adelaide).

The different needs of small and micro business are identified in the following five stages of business growth:

- Stage 1 Existence
- Stage 2 Survival
- Stage 3 Success
- Stage 4 Take-off
- Stage 5 Business maturity

A council supported hub predominately focusses on business in Stages 1 and 2, by helping businesses plan and prepare for Stage 3 when they move onto their own premises or into a commercial co-working space.

Businesses in Stage 1 have two main problems: cash flow and finding customers; in Stage 2, profitability and scale. By providing support services on these and other essential foundational knowledge, councils can add value to the local business economy, create diversity and more successful tenants for commercial property owners. The City of Holdfast Bay supports business through all five stages, through the delivery of the Southern Business Mentoring Program with up to nine disciplines fully subsidised. Additionally, there are business workshops and extension programs to support their business growth.

Businesses in the City of Holdfast Bay are currently served by a private serviced office space in Glenelg and a creative co-working space in Somerton Park. The libraries also offer a level of resource centre facilities for the community. Prior to 2020 a third serviced office space was operating within Glenelg, however ceased operation because of the pandemic. Additionally, the City of Holdfast Bay provides a pop-up space within the Glenelg Town Hall to four businesses which were previously home-based businesses. This pilot has enabled businesses to assess their capacity to grow their business and extend into commercial bricks and mortar space.

The Somerton Park co-working space offers very affordable daily rates for up to 14 businesses and the Glenelg Business Hub operates as a commercial serviced office space complete with meeting rooms, a variety of office space at a more commercial price point.

The Holdfast Bay area has an abundance of hospitality businesses that benefit from businesses utilising these spaces as meeting places that increases the vibrancy of those precincts.

#### **Business Confidence Survey 2023**

Holdfast Bay businesses were asked in the latest Business Confidence Survey 2023 'Would your business use a co-working space in the City of Holdfast for you or your staff if a facility was available?' 302 businesses provided input to the survey question, with 17% indicating they would utilise such a space, 24.8% would not and a further 57.7% didn't know or were unsure. The survey closed 31 November 2023. These figures indicate a small percentage of businesses would be interested in some type of co-working space and further investigation is required into their awareness of current facilities available or what type of facility would meet their business needs.

#### Key requirements of a co-working space

- Accessibility proximity to public transport / parking / cycle ways / cost
- Pleasant environment (edgy), inspirational
- Meeting rooms and areas with flexible options
- Staffed reception/concierge services
- Printing, fast internet, scanner, video conferencing facilities
- Activation relevant seminars and networking events
- Combination of rented options
- Tea room facilities or pop-up hospitality space
- Proximity to other facilities
- A booking system

#### Summary of findings

Current investigations have indicated there is low interest in seeking a Council-run business hub/co-working facility. The current commercially run serviced offices and creative hub spaces are underutilised, with the latter offering attractive rates of \$10 per day in the creative hub in Somerton Park. Both Brighton and Glenelg Library are limited in space and while offering some support services and space to businesses, do not have the capacity to expand their services due to lack of floor space. Analysis of data within the business confidence survey indicated only 17% of respondents would be interested in some type of co-working space and could be directed to underutilised commercial operators.

Further investigation is required into potential council owned facilities and available spaces and interest from the commercial sector for underutilised spaces that could be maximised as co-working facilities.

#### **Budget**

Further investigation and consideration in future budget cycles as opportunities arise.

#### **Life Cycle Costs**

The measurement of value back to the community would take place in three ways: delivery on strategic plan, allocation of a value to community challenges addressed by hub residents and revenues generated by the hub itself.

Costs are measured against value:

- 1. Delivery of Strategic Plan objectives, based on the measures outlined in the plan.
- 2. Growth in prosperity and circularity in the business community with increase in business to business activity and collaboration.
- 3. Initiatives that deliver solutions to council and community challenges.
- 4. Revenues generated for fee to service.
- 5. Costs of human resourcing and booking systems.

#### **Strategic Plan**

#### Innovation:

- A thriving economy that values creativity and entrepreneurialism and facilitates growth in the number of home-based businesses to reduce transit distances.
- Maximise the value of public buildings.
- Partner to facilitate entrepreneurship.

#### Sustainability:

Support mixed use neighbourhood development.

#### Wellbeing:

- Support business to operate in mixed use neighbourhoods.
- Establish Community hubs and integrate community support.

## **Council Policy**

Economic Activation Plan 2018-2023

### **Statutory Provisions**

Not applicable

Written By: Business Development Partner

**General Manager:** Community and Business, Ms M Lock

**Item No:** 15.3

Subject: SIR DOUGLAS MAWSON MEMORIAL

#### Summary

Council resolved that Administration investigate the commissioning of a memorial bronze bust and plaque in honour of Sir Douglas Mawson and bring back a report to Council. This report summarises potential locations and costs, as well as details of other existing memorialisations of Mawson identified as part of the investigation process.

#### Recommendation

That Council considers an allocation of \$48,000 in the 2024-25 annual business planning process for the commissioning of a memorial bronze bust to Sir Douglas Mawson on the corner of Wattle and Colton Avenues; and that a suitably qualified artist be commissioned to create the memorial through an Open Invitation process in accordance with Council's public art guidelines.

#### **Background**

Council resolved at its meeting on 25 July 2023:

<u>Motion</u> C250723/7496

That Administration investigate the commissioning of a memorial bronze bust and plaque in honour of Sir Douglas Mawson and bring back a report to Council by October 2023 for consideration. The investigation should also include an assessment of potential locations for its placement including the corner of Wattle Avenue and Colton Avenue in front of the sign/or on the roadside of the oval fencing (on the Mawson Oval, previously Mawson High School) and the corner of King Street and Mawson Close, Brighton (where Sir Douglas's home was prior to demolition).

Moved Councillor Snewin, Seconded Councillor Lonie

**Carried Unanimously** 

#### Report

#### International and Local Significance

Sir Douglas Mawson is a significant international historical figure, having been presented in 1914 with a knighthood, a fellowship of the Royal Society, King's Polar Medal with two bars and numerous American and other foreign decorations. While Mawson was not one for heroics, he risked his life for his work and became one of South Australia's greatest successes. Mawson's local links are primarily through his marriage to Brighton local Francisca Delprat, commonly known as Paquita, in 1914. The Mawson's family home Jerbii, at 44 King Street,

Brighton was built in 1919. When speaking on Sir Douglas Mawson in the Holdfast Bay context, it is important to recognise Lady Paquita Mawson as a leading community figure, with her contributions to Holdfast Bay's community often outweighing Mawson's. Paquita was the daughter of Brighton residents Guillaume Daniel Delprat and Henrietta Marie Wilhelmine Sophia, née Jas. Though Mawson was world famous, it was Paquita who dedicated her life to community and the betterment of those around her, particularly refugee and young mothers and babies. In her own right, Paquita was appointed an Officer of the Order of Orange-Nassau, the equivalent of a Knighthood, and in 1951 she was awarded an Order of the British Empire (OBE).

Sir Douglas Mawson died at his Brighton home 14 October 1958 at the age of 76. A State funeral was held in St Jude's Church, Brighton where both Douglas and his wife Paquita are buried.

#### **Existing memorialisations**

Within the City of Holdfast Bay, Sir Douglas Mawson is currently acknowledged through the following:

- Memorial bench and plaque at the end of King Street, dedicated to Mawson with relatives' permission in 1999.
- Mawson Close, Brighton, named upon the demolition of Jerbii by Council and developers in 1966.
- Mawson Oval, previously part of Mawson Technical High School, successfully lobbied by the then Brighton Residents Committee in the late 1990s after the name change of Mawson Technical High School to Brighton High.
- Mawson Medical Centre, Brighton Road was renamed in the 1970s from the original 'Brighton Road Clinic'. Dr Richard Bowering who ran the clinic saw it as a fitting tribute to Mawson. In response to this tribute Lady Mawson presented the Clinic with Mawson's medical kit from one of her husband's Antarctic expeditions. The medical kit remained in the clinic for many years before it was donated to the South Australian Museum in North Terrace as part of the permanent Douglas Mawson Exhibition.
- In 2008, the Brighton Historical Society with support from the Mawson family and members of the Sprigg family (and endorsed by the City of Holdfast Bay), installed an official monument at the grave site of both Paquita and Douglas. At this site a porphyry granite boulder taken from the Arkaroola Wilderness Sanctuary in the Northern Flinders Ranges, part of Mawson's 'geological playground' with friend, colleague and renowned South Australian geologist, Reginald Sprigg. The memorial was gifted by the Sprigg family who also lived for a time at Somerton Park. Sprigg has his own memorial along the Patawalonga, the Reg Sprigg Diving Chamber.
- In 2020, Council endorsed the exhibition *Casa Paquita* at the Bay Discovery Centre after Council was awarded a National Cultural Heritage account grant to acquire two of Lady Paquita's shawls. Since this exhibition has been installed, the Centre has continued to work with family members who have further donated items of Paquita's to be displayed. These items have been added alongside the Mawson family's original loan of items carried by Sir Douglas during 1911-1914 expedition.

Outside of Holdfast Bay, other commemorations to Sir Douglas Mawson exist including the South Australian Museum being home to the Australian Polar Collection, a group of more than

100,000 items from Mawson's personal collection. It is also important to note that a number of memorials to Mawson also exist across Australia and internationally.

Significant among these existing memorials is the Mawson Bust memorial on North Terrace, Adelaide, by South Australian artist Dr John Stuart Dowie AM (1915-2008), unveiled in 1982. The bronze bust, mounted on a marble base, also includes two boulders, located on each side of the bust. The eastern boulder is of pegmatite from Mawson Valley, Arkaroola, Flinders Ranges, whilst the western boulder is of charnoktite, from Mawson, Antarctica.

In considering the various existing memorials in both Holdfast Bay and greater South Australia, it is important to consider existing commemorations of Sir Douglas Mawson, and how such a memorial can differentiate itself from previous commemorations, in particular the existing bust by John Dowie.

#### **Commissioning Process for Memorials**

Council's Public Art Policy and associated Guidelines outline the principles and processes around the commissioning of public art. In accordance with these guidelines, it is recommended that any artwork commemorating Sir Douglas Mawson be commissioned through an Open Invitation process. Following an open call to artists to express their interest, Council's Public Art Acquisition Selection Panel would shortlist up to three artists to each produce a concept for the memorial bronze bust (for a fee), from which one artist would be engaged to produce the final artwork.

#### **Possible Locations**

#### Mawson Close and King Street

The corner of Mawson Close and King Street has been assessed as unsuitable. There is insufficient space to install an appropriate memorial and significant works would be required to create a space not affecting pedestrian access and creating further access issues.

The existing memorial bench at the end of King Street, less than 100 metres away, is a subtle memorial to the Mawson home and Mawson's memory and acknowledges its original intent.

#### 2. Wattle and Colton Avenue

The corner of Wattle and Colton Avenues has been assessed as more suitable. Though not attracting foot traffic off the Esplanade, this site does have ample space to accommodate a memorial, whilst also being a safe environment for the community to enjoy. The proximity to McAuley Community School grounds and the playground, only metres away, offers an opportunity for the community that is accessible whilst also creating a chance for younger generations and families to connect with both Mawson's work and acknowledge his great feats. This location also aligns with the historical work of the Brighton Residents Committee, who saw the value of memorialising Mawson through the naming of Mawson Oval. Choosing this location provides Council with opportunity to further celebrate this historical decision through a tangible art installation, whilst also adding to the narrative of this piece of land being Mawson's namesake in Holdfast Bay.

#### 3. Mawson Oval

An art installation at Mawson Oval offers Council the opportunity to share with the community that Mawson Oval is open for public access. This would activate the space, inviting community to engage with the green space and playground, whilst enhancing wellbeing and positive social interactions.

#### **Budget**

A budget of \$48,000 is recommended: \$3,000 to pay three artists each a fee of \$1,000 to develop a concept in response to the brief, and \$45,000 to produce the final selected artwork. This is considering \$36,000 (including bust, plinth and plaque) was the cost of the most recent memorial installed in the City of Holdfast Bay in 2022. The total budget factors increases on labour and materials over the past 12 months.

#### **Life Cycle Costs**

Council will be responsible for all costs related to the maintenance of the artwork. These costs will be factored into Council's Operating Budget.

#### Strategic Plan

Wellbeing: Arts and culture create vibrancy, celebrate creativity, and encourage people to connect with country, place, and each other.

#### **Council Policy**

**Public Art Policy** 

#### **Statutory Provisions**

Not applicable

Written By: Art and Culture Coordinator

General Manager: Community and Business, Ms M Lock

**Item No:** 15.4

Subject: PIGEON CONTROL UPDATE

#### **Summary**

Council endorsed a range of pigeon control strategies on 26 April 2022, motion C260422/2580. These strategies included improved signage, education and enforcement, and funding pigeon proofing via a grant program for local businesses.

This report reviews the success of these strategies and provides a recommendation for the future management of pigeon control.

#### Recommendation

#### **That Council:**

- 1. not proceed with a Pigeon Policy; and
- 2. reviews Council bylaws, affording consideration for a specific bylaw to prevent Pigeon feeding.

#### **Background**

At the 26 April 2022 Council Meeting, the following motion for pigeon control strategies was endorsed:

Motion: C260422/2580

#### That Council:

- 1. endorses the following additional strategies for pigeon control:
  - Review and update the existing bird feeding prohibited signage.
  - Provide signage to businesses with outdoor dining permits to encourage patrons not to feed birds and to discard their waste.
  - Investigate and trial grants for businesses to assist property owners undertaking approved pigeon management actions for proofing and deterrents.
  - Increased communication and enforcement with businesses to clear food waste from tables.
  - Provision of information and education campaign via the council's website, social media channels and newsletters.
- 2. endorses \$10,000 to be included in the 2022/23 Draft Annual Business Plan for the additional pigeon control strategies.

3. Review the success of the above strategies over the next 12 months and report back to Council with the results and draft Pigeon Management Policy.

Moved Councillor Abley, Seconded Councillor Patton

Carried

#### Report

This report discusses the implementation and the effectiveness of each of the Pigeon control strategies.

#### Review and update the existing bird feeding prohibited signage

Prior to the introduction of the pigeon control strategies, the signage in Moseley Square was outdated and deteriorated. Signage was refreshed and placed in prominent locations and new signage introduced into the foreshore playground, a common spot for bird feeding.

Importantly signage informs community whilst supporting council's Community Safety Officers with law enforcement concerning littering.

#### Provide signage to businesses with outdoor dining permits

To assist businesses with outdoor dining permits, council developed a suite of collateral to include posters, stickers, and plastic disks to be displayed in outdoor dining areas. The messaging includes 'fines apply' to encourage compliance. Council received positive feedback from local businesses and high level of participation and engagement.

This messaging was important, as food scraps from outdoor diners is a significant contributor to increasing the pigeon population.

# Investigate and trial grants for business to assist property owners undertaking approved pigeon management actions for proofing and deterrents

Grants of up to \$500 were available to businesses to assist to pay for pest proofing. Two businesses applied for the grant in 2022-23 financial year. The remaining grant money was available for businesses in 2023-24. This will be promoted through council's newsletters to business.

#### Increased communication and enforcement with businesses to clear food waste from tables

Businesses were sent a reminder about their responsibilities around food waste in outdoor dining areas during the permit renewal period.

In addition, Environmental Health Officers monitor compliance during routine food inspections, to ensure businesses were clearing food waste from tables. Enforcement action is taken where applicable.

Overall, Officers observed improved compliance and reductions in pigeon numbers in outdoor dining areas. Officers will continue to monitor and enforce.

# Provision of information and education campaign via the council's website, social media channels and newsletters

Council undertook a social media campaign reaching 800 Facebook accounts, while publishing information on council's website and Our Holdfast e-newsletter.

Direct communication to local businesses within the Glenelg area, highlighting the grant money available occurred with limited take up.

There was significant commentary on the Facebook posts, highlighting the need for pigeon control.

#### Conclusion

Prior to the implementation of the strategies, an approximate count of the pigeons was conducted within Moseley Square and the foreshore area (between the Stamford Grand and the Glenelg Townhall). The result was approximately 20 birds in each area. This count was then conducted throughout the year, with population numbers remaining consistent with the original count.

More recently the numbers appear to have dropped slightly in each area. While the strategies have not shown a significant decline, it is pleasing there doesn't appear to be an increase. There are many food source opportunities and harbourage sites, therefore Glenelg will always attract pigeons. However, numbers are significantly less than other city precincts.

Environmental Health Officers will continue to remind businesses of their obligations and enforce when required.

Community Safety Officers will continue to monitor Moseley Square and the foreshore area, warning the public not to feed birds.

Therefore, the strategies have had marginal impact on reducing pigeon population. However, continuing these strategies is worth pursuing for the remainder of the financial year.

As previously reported, there is no specific legislation which prevents feeding birds in public places, however, the *Local Nuisance and Litter Control Act 2016* (the Act) can and has been used to penalise people for littering and/or causing a nuisance by continuing a specific activity deemed a nuisance.

For isolated incidents, an Expiation Notice can be issued for causing a Local Nuisance and/or for Littering, under the Local Nuisance and Litter Control Act 2016 (the Act).

For ongoing activities that attract pigeons, Section 30 of the Act enables Authorised Officers to issue an Abatement Notice requiring a person to discontinue a specified activity or refrain from carrying on that activity. Council can also request clean-ups and/or repairs and, if this does not occur, council has the ability to undertake the works, for example cleaning, and charge the offender under provisions in the Act.

Causing a Local Nuisance or failing to comply with an Abatement Notice carries a maximum penalty of \$30,000 with the expiation fee \$500.

Issuing expiations is challenging unless their food source is excessive. It is also difficult to gain people's details and officers can be met with aggression. However, signage with financial penalties may act as a significant deterrent.

For feeding in a domestic setting, enforcement relies on complaints from the public. Administration often uses the *SA Public Health Act 2011* instead for these types of complaints as they often involve large infestations which presents a health risk. This legislation is more suited for more extensive problems as opposed to a one-off feeding in Moseley Square. Notwithstanding, the *Local Nuisance and Litter Control Act 2016* may also be used.

Currently the legislation is limited to the Act which has limitations and can be successfully challenged if the food doesn't fall to the ground. However, if council introduced a bylaw which prevented feeding birds, council would be in a better position to enforce and expiate.

Therefore, Administration is recommending replacing the development of a policy with introducing a bylaw when the bylaws are due for renewal.

#### **Budget**

No new allocation is required as there is remaining budget from previous years that can be utilised.

#### **Life Cycle Costs**

Not applicable

#### **Strategic Plan**

Good health and economic success in an environment and a community that supports wellbeing.

#### **Council Policy**

Not applicable

#### **Statutory Provisions**

Local Nuisance and Litter Control Act 2016 South Australian Public Health Act 2011

Written By: Manager Community Safety

General Manager: Community and Business, Ms M Lock

**Item No:** 15.5

Subject: LIBRARIES BOARD OF SA – CALL FOR NOMINATIONS

#### **Summary**

The Local Government Association (LGA) of South Australia is seeking nominations from a suitably qualified Council member, employees of Council, or other Local Government entities to fill a position on the Libraries Board of South Australia for a three-year term.

Any member who would like to be nominated will need to have their nomination endorsed by Council prior to submission to the LGA. If Council does not have a nominee, it may just note the report.

#### Recommendation

Th	at.	$C_{0}$	un	ci	ŀ

1. notes the report;

OR

2. nominates \_\_\_\_\_ for consideration by the Local Government Association of South Australia to be nominated for the Libraries Board SA.

#### **Background**

The Libraries Board of South Australia is established by the *Libraries Act 1982* and is responsible for developing policies and guidelines for the provision of public library services, collaborating with administrative units of the Public Services for the provision of library and information services and to make recommendations to the Minister on allocation of funds for public library services.

#### Report

Nominations are now open for a Local Government representative on the Libraries Board SA. The Libraries Board SA consists of up to eight members appointed by the Governor, with three of those members nominated by the Local Government Association.

The LGA is seeking nominations to fill one LGA-nominated position on the Libraries Board SA following the resignation of a current member.

The Board meets ten times per year, with a sitting fee of \$590 per session. The role may also require some intra-state travel.

In accordance with section 42 of the *Legislation Interpretation Act 2021* the LGA must submit a panel of three nominees to the Minister. The panel must include at least one male and one female.

The Call for Nominations Information Sheet (Part A) provides further information regarding the role, as well as the selection criteria to be addressed by the nominee.

Refer Attachment 1

The LGA Appointments and Nominations to Outside Bodies Policy sets out the process to examine nominees with respect to the responsibilities and strategic importance of the outside body.

Refer Attachment 2

LGA nominations on Outside Bodies will, unless determined otherwise by the LGA Board of Directors, be currently serving Council members or employees of a council or other Local Government entity. Only nominations submitted following a resolution of Council will be considered.

Any nomination by Council requires the Nomination Form (Part B) to be completed and returned to the LGA by close of business 1 February 2024. An up-to-date curriculum vitae and response to the selection criteria (of no more than two pages) must be supplied by the nominee. By applying, the nominee accepts that the LGA may request an interview and/or details of referees.

Refer Attachment 3

#### **Budget**

Not applicable

#### **Life Cycle Costs**

Not applicable

#### **Strategic Plan**

Not applicable

#### **Council Policy**

Not applicable

#### **Statutory Provisions**

Libraries Act 1982 Legislation Interpretation Act 2021

Written By: Executive Support Officer

Chief Executive Officer: Mr R Bria

# Attachment 1



## LGA Appointments and Nominations to Outside Bodies

#### **PART A**

# **Libraries Board SA — Call for Nominations**

Governing Statute (if applicable)	section 9, <i>Libraries Act 1982</i>
Purpose/Objective	<ul> <li>The functions of the Libraries Board SA are to:</li> <li>formulate policies and guidelines for the provision of public library services; and</li> <li>establish, maintain and expand collections of library materials and, in particular, collections of such materials that are of South Australian origin, or have a particular relevance to this State; and</li> <li>administer the State Library; and</li> <li>establish and maintain such other public libraries and public library services as may best conduce to the public interest; and</li> <li>promote, encourage and assist in the establishment, operation and expansion of public libraries and public library services by councils and others; and</li> <li>collaborate with an administrative unit of the Public Service or any other public sector agency (within the meaning of the Public Sector Act 2009) and any other authority or body, in the provision of library and information services; and</li> <li>make recommendations to the Minister on the allocation of funds that are available for the purposes of public libraries and public library services; and</li> <li>initiate and monitor research and experimental projects in relation to public libraries and public library services; and</li> <li>keep library services provided in the State under continuing evaluation and review; and</li> <li>to carry out any other functions assigned to the Board under this or any other Act or by the Minister.</li> </ul>
Administrative Details	<ul> <li>up to 10 meetings held per year</li> <li>some intrastate travel required</li> <li>appointments are for a period not exceeding 3 years</li> <li>a sitting fee of \$590 per session is payable</li> </ul>
Selection Criteria (to be addressed by applicant)	LGA nominees may comprise: <ul> <li>council members</li> <li>librarians employed in a public library</li> </ul>



	<ul> <li>community information officers employed by a council</li> <li>any other officers or employees of a council</li> <li>Nominees must have local government knowledge and experience</li> <li>Representatives of regional councils are encouraged to nominate.</li> </ul>
Liability and indemnity cover	The LGA requires that persons appointed to Outside Bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by the Outside Body on an annual basis.

**For more information contact:** LGA Nominations Coordinator at <a href="mailto:nominationscoordinator@lga.sa.gov.au">nominationscoordinator@lga.sa.gov.au</a> or 8224 2000

# Attachment 2





# **Policy**

#### **Procedure**

#### **Work instructions**

# LGA Appointments and Nominations to Outside Bodies — Policy

As endorsed 19/12/19 and as amended 19/3/20

## **Purpose**

The LGA is required by statute to make nominations to various state government or state agency boards or committees. In other cases, statute requires the relevant Minister to consult with the LGA prior to making an appointment to a state government board or committee. The LGA is also asked from time to time to nominate or appoint local government representatives to a range of non-statutory boards and working or advisory groups of relevance to local government or consult on the appointment of a local government representative. Collectively, these may be referred to as Outside Bodies.

The purpose of this Policy is to provide the principles by which the LGA will appoint or nominate local government representatives to Outside Bodies.

The intent of this Policy is to facilitate the LGA in taking a proactive approach to upcoming vacancies and provide for varied rigour in the examination of applicants that is commensurate with the responsibilities and strategic importance of the Outside Body.

This Policy should be read in conjunction with the LGA *Appointments and Nominations to Outside Bodies—Procedure*.

Note: The LGA also makes direct appointments to LGA related entities. These appointments are not covered by this Policy.

#### **Part 1: Administration**

This Part provides for the administrative arrangements necessary to support the LGA's appointment and nominations processes.

#### 1.1. LGA Nominations Coordinator

The LGA Secretariat will assign a staff member as the LGA Nominations Coordinator, with responsibility for facilitating the appointments and nominations processes in accordance with this Policy.

#### 1.2. LGA Outside Bodies Database

The LGA Secretariat will maintain an Outside Bodies Database.

The *Outside Bodies Database* will record the particulars of each Outside Body and will be primarily used by the LGA Secretariat to:



- Forward-plan upcoming vacancies and proactively commence appointment and nomination processes when possible
- Implement the applicable appointment or nomination process for the Outside Body based on its classification
- Ensure the relevant mandatory and special selection criteria (as applicable) are included in the call for nominations
- Track current local government representatives and ensure ongoing engagement and support is provided by the LGA Secretariat
- Assign a relevant LGA staff member to each Outside Body, with responsibility for providing the LGA Board of Directors with strategic policy advice, assisting the LGA Nominations Coordinator with the appointment and nomination processes, and being the ongoing LGA liaison for the local government representative

The LGA Board of Directors will review the *Outside Bodies Database* periodically and assess the classification of bodies and special selection criteria for alignment with strategic objectives, emerging policy issues for local government, diversity, and any recommendations by the LGA Secretariat or Nominations Committee.

#### 1.3. LGA Nominees Database

The LGA Secretariat will maintain a Nominees Database.

The *Nominees Database* will record the particulars of nominees who have agreed to be considered for other vacancies for a period of twelve months.

A nominee agreeing to appear on the *Nominees Database* does not prevent that nominee from being otherwise nominated for any other Outside Body during that twelve months.

The LGA Secretariat will utilise the *Nominees Database* only to assist with meeting nomination requirements when insufficient nominations are received in response to the call for nominations (including where there is a gender imbalance and the LGA is required by statute to provide at least one male and one female nominee).

The LGA Secretariat will not disclose information on the *Nominees Database* to a third party without the express permission of the relevant nominee.

A nominee taken from the *Nominees Database* will **not** require a new council nomination.

Where suitable nominees are not registered on the *Nominees Database* the LGA Secretariat will conduct a second call for nominations.

#### 1.4. Classification of Outside Bodies

The LGA Board of Directors will assign each Outside Body to one of the following classifications in order to determine the appropriate appointment or nomination process:

- LGA Direct Appointments to boards or committees (excluding LGA related entities)
- LGA Priority Nominations:
  - Class A Authorities and Commissions and other Outside Bodies of strategic importance



- Class B Skills Based Advisory Boards and Committees or other Outside Bodies of key interest (not otherwise captured by Class A)
- Class C Advisory Boards and Committees requiring only local government knowledge (not otherwise captured by Class A or Class B)
- Joint Nominations
- Appointments or Nominations to non-statutory working or advisory groups

The intent of classification is to acknowledge that some Outside Bodies require greater expertise and time commitment as well as offer higher remuneration than others and the level of examination and consideration of nominees should be commensurate with the position. It is also to reflect that some Outside Bodies have greater strategic importance to the LGA and the local government sector and therefore the appropriate representative on those Outside Bodies should receive a more thorough examination.

#### 1.4 Special selection criteria for Outside Bodies

This Policy permits the LGA Board of Directors to set its own special selection criteria for appointment or nomination of a local government representative to any Outside Body (that will apply in addition to any mandatory criteria set by statute and/or the Outside Body). Selection criteria set by the LGA Board of Directors may address, but is not limited to, specific skills or experience deemed important, alignment of strategic objectives and policy positions of local government, proof of relevant qualifications, and diverse representation of local government.

The special selection criteria will be set by the LGA Board of Directors in the *Outside Bodies Database* and reviewed periodically to ensure relevancy.

A call for nominations must ensure that adequate information is sought from an applicant to satisfy the assessment of the applicant against the special selection criteria (in addition to any mandatory criteria set by statute and/or the Outside Body).

#### 1.5 LGA Right to Decline Appointment or Nomination

The LGA Board of Directors reserves the right to decline to appoint or nominate a person to an Outside Body unless it is required by statute.

The LGA Secretariat may provide a report to the LGA Board of Directors with its recommendation(s) and reason(s) for declining to appoint or nominate. The LGA Board of Directors may also on its own motion determine to not proceed with an appointment or nomination unless it is required by statute.

#### 1.6 Delegation of Decision Making

In accordance with the LGA Constitution, the LGA Board of Directors must nominate local government representatives to Outside Bodies where statute requires the LGA's nomination to the Governor or Minister. This responsibility cannot be delegated, but the LGA Board of Directors may be informed in its decision making by a Nominations Committee (See *Nominations Committee*) and/or the LGA Secretariat.

The LGA Board of Directors may delegate to the LGA CEO and LGA President the power and responsibility to nominate or appoint local government representatives to non-statutory boards and working or advisory groups where there is no statutory role for the LGA.

There are some Outside Bodies where the Minister is either required by statute or may elect to consult with the LGA prior to making appointments. The LGA Board of Directors may delegate via resolution to



the LGA CEO and the LGA President the power and responsibility to undertake this consultative role, with the delegate(s) to exercise discretion to escalate the matter to the LGA Board of Directors.

Following exercise of the delegated power, the CEO or President (as applicable) must notify the LGA Board of Directors of the actions taken.

Using the classifications assigned below, responsibility for decision making is as follows:

**Table 1: Appointment and nomination responsibilities** 

LGA Direct Appointments to boards or committees	LGA Board of Directors
LGA Priority Nominations  - Class A - Class B	LGA Board of Directors
- Class C Joint Nominations	LGA Board of Directors
Appointments or Nominations to non-statutory working or advisory groups	LGA Board of Directors. May be delegated to LGA CEO and LGA President
Ministerial Consultation Only	LGA Board of Directors. May be delegated to LGA CEO and LGA President

#### 1.7 Insurance

Where an Outside Body is a statutory board or committee of the state government or a state agency, the South Australian Insurance Corporation (SAICORP) provides insurance cover. Where SAICORP insurance is not available, the LGA Secretariat through contact with the Outside Body or LGA Mutual Pty Ltd will ensure that an appointee or nominee of the LGA is adequately covered.

#### 1.8 Nominations Committee

The LGA Board of Directors may establish a Nominations Committee comprising four Board Directors, being two metropolitan council and two regional council Directors. The purpose of the Nominations Committee is to assess applicants (including referee checks and interviews where applicable) and make recommendations to the Board of Directors to assist the selection process.

The Nominations Committee will also periodically assess the classification of bodies and special selection criteria for alignment with strategic objectives, emerging policy issues for local government, diversity, and make recommendations to the LGA Board of Directors.

The Nominations Committee will be convened by the LGA Nominations Coordinator on a sessional basis when a call for nominations is made for a relevant Outside Body or when a review of the *Outside Bodies Database* is to be conducted.

The business of the Nominations Committee will primarily be conducted via email.

The Nominations Committee will receive secretariat support from the LGA Nominations Coordinator.

The Nominations Committee may seek the assistance of specialist members to assist with making informed assessment of technical or specialist roles and may be engaged for any part of the assessment process, including as a member of the interview panel.



The Nominations Committee may request the LGA Nominations Coordinator to complete referee checks on its behalf with written reports of the checks to be provided to the Nominations Committee.

Where referee checks and interviews are conducted, the Nominations Committee must include written advice on the outcomes in its report to the LGA Board of Directors.

The Nominations Committee may determine on a case by case basis that certain sensitivities or policy issues warrant sending the applications directly to the full LGA Board of Directors for consideration.

#### 1.9 Confidentiality

All LGA appointment and nomination processes under this Policy will be conducted in confidence. This includes the consideration of applicants by the Nominations Committee and the LGA Board of Directors.

## Part 2: Eligibility for appointment or nomination

This part outlines the eligibility requirements for appointment or nomination to an Outside Body as the local government representative. These eligibility requirements are **in addition** to the examinations to be made by the Board of Directors regarding an applicant's suitability for the position and any applicable mandatory or special criteria.

#### 2.1 Nominees must be current council members or local government employees

Appointees or nominees to Outside Bodies will, unless the LGA Board of Directors determines otherwise, be current council members, council employees or employees of another local government entity.

#### 2.2 Membership of multiple Outside Bodies

Local government representatives to Outside Bodies should not hold more than three positions on Outside Bodies, unless the LGA Board of Directors believes there are circumstances that make further representation beneficial to local government, such as where certain expertise is uncommon.

The LGA Board of Directors will consider diversity in its appointment and nomination processes to ensure broad sector representation that accurately reflects the composition of local government.

#### 2.3 Council Nominations only

The LGA will only accept endorsed nominations sent by member councils; The LGA will not accept nominations from individuals such as councillors, potential nominees or council employees, unless the LGA Board of Directors determines otherwise.

Only two (2) nominations will be accepted from any one council.

The LGA will not accept incomplete nominations. Nominations must include all information requested in the call for nominations.

Nominations received from member councils after the deadline stipulated in the call for nominations will be flagged as having been received late, but this does not mean that such nominations are invalid.

The LGA Board of Directors may nominate candidates for positions on their own motion.

#### 2.4 Re-appointment

Local government representatives on Outside Bodies will not have an automatic right to reappointment.

If permitted by the Outside Body, a current appointee reaching the end of their term may reapply for appointment or nomination to the Outside Body during the call for nominations.



Generally, reappointments will not be made for a period of more than two full terms per Outside Body unless the LGA Board of Directors considers there is special circumstances, such as strategic value to local government, in retaining the membership for a longer period.

# Part 3: Expectations of local government representatives on Outside Bodies

This part outlines the general expectations of all local government representatives on Outside Bodies.

#### 3.1 Annual Report

The LGA Secretariat, on behalf of the LGA Board of Directors, will request copies of the annual reports of all Outside Bodies to which the LGA appoints or nominates a member, where such reports are produced by the Outside Body. The annual reports (or relevant link) may be posted on the LGA website for the information of members.

Where the Outside Body does not produce an annual report, a local government representative of an Outside Body may be asked by the LGA Secretariat to provide an annual short written report (subject to any confidential considerations of the Outside Body) outlining the activities and outcomes of the Outside Body that are likely to be of interest to local government. In requesting a written report, the LGA Secretariat must provide a period of not less than four (4) weeks for the member to submit the report.

#### 3.2 Strategic engagement with the LGA

LGA appointed or nominated members on Outside Bodies are not required to represent local government or the views of any stakeholders or interest groups. The representatives are expected to apply their skills and experience, particularly their skills and experience arising from participation in local government to the betterment of the work and understanding of the Outside body to which they are appointed. However, the LGA expects the local government representative on an Outside Body to welcome LGA communication regarding strategic or policy issues that the LGA believes relevant to the Outside Body and that benefits the local government sector.

#### 3.3 Resignation

When an LGA appointed or nominated representative on an Outside Body ceases to be a council member, council employee or an employee of another local government entity, the LGA Board of Directors will request that the person resign from the Outside Body. At call for nominations, an applicant will be required to sign an undertaking that they will resign from an Outside Body, if requested to do so by the LGA, should they cease to be a council member, council employee or an employee of another local government entity.

However, the LGA Board of Directors may waive its request for resignation in circumstances where the person:

- has unique qualifications, experience or other personal qualities which allow him or her to continue to remain on the Outside Body; and/or
- is appointed directly by the Minister or Governor for a fixed term, and the appointment is specific to that person.



### Part 4: LGA Direct Appointments to boards or committees

This part outlines the factors to be considered by the LGA Board of Directors in making direct appointments to boards or committees (noting that direct appointments to LGA related entities are excluded from this Policy).

#### 4.1 considerations relevant to all appointments

The following considerations will be applied to all LGA direct appointments to boards or committees:

#### a) Merit Selection

All appointments will be based on merit.

#### b) Mandatory Criteria

Mandatory selection criteria for appointments (whether statutory or set by the Outside Body) must be met by the applicant.

#### c) Special Selection Criteria

Any special selection criteria set by the LGA Board of Directors in accordance with paragraph 1.4. must be met by the applicant.

#### d) Body Composition

Outside Bodies should have members with an appropriate mix of expertise, experience, backgrounds, and gender balance. A local government representative should add value to the work of the Outside Body and possesses skills and experience that complement other members.

#### e) Knowledge and Experience

An applicant's knowledge and experience in local government and their explanation for why they are interested in the Outside Body.

#### f) Skills, Expertise and Attributes

Core competencies relevant to a board or committee may include accountability, strategic thinking, networking, and teamwork. It may be desirable to appoint a member with specific expertise needed by the Outside Body in areas such as finance, law, business, or human resources.

#### g) Availability and Commitment

Applicants should be prepared to make the necessary commitment to the Outside Body and provide a self-assessment of their availability.

#### h) Referee Reports

Referee reports may be used to clarify, confirm or counterbalance information presented in the application.

The call for nominations will ask the applicant to provide 2-3 referees who can attest to the applicant abilities relevant to the criteria requested by the call for nominations.

#### i) Interview

Interviews may be conducted to ensure that the applicant has the necessary knowledge and experience, skills, expertise and attributes for appointment to the Outside Body.



The Nominations Committee will be the interview panel. The Nominations Committee may seek the assistance of specialist members to assist with making informed assessment of technical or specialist roles. This person may be engaged for any part of the assessment process, including as a member of the interview panel.

## **Part 5: LGA Priority Nominations to Outside Bodies**

This Part outlines the factors to be considered by the LGA Board of Directors in making nominations to the following classes of Outside Bodies:

#### **LGA Priority Nominations**

- Class A Authorities and Commissions and other Outside Bodies of strategic importance
- Class B Skills Based Advisory Boards and Committees or other Outside Bodies of key interest (not otherwise captured by Class A)
- Class C Advisory Boards and Committees requiring only local government knowledge (not otherwise captured by Class A or Class B)

#### 5.1 factors relevant to all priority nomination classifications

The following considerations will be applied to all LGA priority nominations:

#### a) Gender balance and panel of nominees

Where the nomination is for a statutory body and is to be made to the Governor or Minister, the provisions of section 36A of the *Acts Interpretation Act 1915* apply regarding gender balance and the number of nominees to be provided from which the Governor or Minister will select the appointee.

#### b) Merit Selection

All nominations will be based on merit.

#### c) Mandatory Criteria

Mandatory selection criteria for nominees (whether statutory or set by Outside Body) must be met by the applicant.

#### d) Knowledge and Experience

An applicant's knowledge and experience in local government and their explanation for why they are interested in the Outside Body.

#### e) Curriculum Vitae

An up-to date curriculum vitae highlighting the relevant knowledge and experience and interest of the nominee must be included with the nomination.

Note, it is a requirement of state government or state agency boards and committees that a CV is provided for consideration by the Governor or Minister.



#### 5.2 Class A — Authorities and Commissions

In addition to the factors specified in paragraph 5.1, the LGA Board of Directors will consider:

#### a) Special Selection Criteria

Any special selection criteria set by the LGA Board of Directors in accordance with paragraph 1.4 must be met by the applicant.

#### b) Referee Reports

Referee reports may be used to clarify, confirm or counterbalance information presented in the application.

The call for nominations will ask the applicant to provide 2-3 referees who can attest to the applicant's abilities relevant to the criteria requested by the call for nominations.

#### c) Interview

Interviews may be conducted to ensure that the applicant has the necessary knowledge and experience, skills, expertise and attributes for nomination to the Outside Body.

The Nominations Committee will be the interview panel.

The LGA Board of Directors and/or Nominations Committee may seek the assistance of specialist members to assist with making informed assessment of technical or specialist roles. This person may be engaged for any part of the assessment process, including as a member of the interview panel.

#### 5.3 Class B — Skills based Advisory Boards and Committees

In addition to the factors specified in paragraph 5.1, the LGA Board of Directors will consider:

#### a) Special Selection Criteria

Any special selection criteria set by the LGA Board of Directors in accordance with paragraph 1.4 must be met by the applicant.

The LGA Board of Directors and/or Nominations Committee may seek the assistance of specialist members to assist with making informed assessment of technical or specialist roles. This person may be engaged for any part of the assessment process.

# 5.4 Class C — Advisory Boards and Committees requiring only local government knowledge

The LGA Board of Directors will only consider the factors specified in paragraph 5.1.

**Table 2: Processes for Primary Nominations** 

	Class A	Class B	Class C
Nominees to be current	$\sqrt{}$	V	V
Council submission	$\sqrt{}$	V	V
Gender balance and panel requirements	V	V	V
Merit Selection	V	V	V
Mandatory Criteria	V	V	V



Knowledge and Experience	V	V	V
Curriculum Vitae	V	V	V
Special Criteria (if any)	V	V	
Specialist Members	Optional	Optional	
Nominations Committee	Optional		
Referee Reports	Optional		
Interviews	Optional		

#### **Part 6: Joint Nominations**

This Policy acknowledges that the process for joint nominations will differ depending on the position and approach of the relevant Minister.

Where the Minister asks the LGA to put forward a panel of nominees from which the Minister may select a joint nominee, the LGA will use the same nominations process as for Class A or Class B nominations, which will be assigned to that Outside Body in the *Outside Bodies Database*.

Where the Minister asks for the LGA Board of Directors to support a specified candidate, the LGA will consider that candidate. Where the LGA Board of Directors does not support that candidate, the LGA will ask the Minister to allow it to conduct a call for nominations process in accordance with this Policy.

# Part 7: Appointments or Nominations to non-statutory working or advisory groups

This Policy acknowledges that the process for appointments or nominations to non-statutory working or advisory groups will differ depending on the position and approach of the Outside Body.

Where a delegation to the LGA President and LGA CEO is in place, the President and CEO will exercise discretion regarding the appropriate process for appointments and nominations for an Outside Body. They will be guided but not bound by the processes outlined in this Policy.

#### Review

The effectiveness of this Policy will be reviewed and evaluated every two years or earlier if required to enhance the effectiveness of the Policy.

## **Availability**

This Policy is available on the LGA's intranet.

## Attachment 3



#### LGA Appointments and Nominations to Outside Bodies

**PART B** 

## Libraries Board SA — Nomination Form

#### **Instructions**

#### This form:

- Must be submitted by a council
- Must be emailed in PDF format to nominationscoordinator@lga.sa.gov.au
- Receipt of nomination will be acknowledged by return email
- CV and response to selection criteria (if applicable) may be emailed separately by the nominee and will be treated confidentially

This nomination form fulfils the requirements of the LGAs Appointments and Nominations to Outside Bodies Policy, <u>available here</u>.

SECTION 1 to be completed by Council, SECTION 2 to be completed by Nominee.

Please refer to the *Call for Nominations* information sheet (PART A) for details of the Outside Body and the selection criteria to be met by the nominee.

## **SECTION 1: COUNCIL to complete**

Libraries Board SA			
Council Details			
Name of Council submitting the nomination			
Contact details of council officer	Name:		
submitting this form	Position:		
	Email:		
	Phone:		
Council meeting date and minute reference			
Nominee Full Name			
elected member	OR employee of council  OR employee of local government entity		
Note: by submitting this nomination council is recommending the nominee is suitable for the role.			



## **SECTION 2: NOMINEE to complete**

## **Libraries Board SA Nominee Details** \* Denotes a Mandatory Field. The information in this form is provided by the LGA to the relevant Minister/State Government Authority for the purposes of actioning an appointment to an outside body. Successful Nominees may be contacted directly by the relevant body using the information provided in this form. First Name:\* Gender Middle Name:\* Surname:\* **Home / Personal Postal** Address:\* Phone: Mobile: **Personal Email:** Why are you interested in this role? CV attached OR forwarding separately Nominee to provide response to selection criteria (of no more than 2 Response to selection criteria (if applicable) pages) for consideration by the LGA Board of Directors. Please refer to the Call for Nominations information sheet attached OR forwarding separately for the selection criteria to be addressed. Do you agree for your details to be retained on the LGA Nominees Database for a period of 12 months in order to be considered for other vacancies on Outside Bodies? Yes $\square$ OR No $\square$ If Yes, please list any fields of interest or Outside Bodies of interest: **Undertaking:** The LGA Board resolved in January 2015 to ensure that appointees to external Boards and Committees remain current local government members or officers. If you leave local government for any reason during the term of your appointment, are you prepared to resign your appointment if requested to do so by the LGA? Yes Nο Signature of Nominee:

**Item No:** 15.6

Subject: APPOINTMENT TO THE SOUTHERN REGION WASTE RESOURCE

**AUTHORITY AUDIT COMMITTEE** 

#### **Summary**

The Southern Region Waste Resource Authority (SRWRA) has established an Audit Committee comprising an independent member appointed by each of the three constituent councils being Marion, Onkaparinga and Holdfast Bay, plus one Board Audit Committee member.

SRWRA is seeking from Council the appointment of a new Audit and Risk Committee member to serve on the SRWRA Audit Committee.

#### Recommendation

#### That Council:

- 1. appoints Mr David Powell to the Southern Region Waste Resource Authority Audit Committee for a term of 24 months; and
- 2. acknowledges Mr Sam Spadavecchia's contribution to the SRWRA Audit Committee as the City of Holdfast Bay representative.

#### **Background**

The Southern Region Waste Resource Authority (SRWRA) has established an Audit Committee comprising an independent member appointed by each of the three constituent councils being Marion, Onkaparinga and Holdfast Bay, plus one Board Audit Committee member.

In 2019, the City of Holdfast Bay initially appointed Mr Sam Spadavecchia to the SRWRA Audit Committee, subsequently re-appointing him for a further term in 2021. Mr Spadavecchia's term on the SRWRA Audit Committee expires at the end of February 2024.

#### Report

SRWRA is seeking from Council either the re-appointment of Mr Spadaveccia or the appointment of a new Audit and Risk Committee member to serve on the SRWRA Audit Committee. Mr Spadaveccia has indicated his intention to retire from this position.

Currently, each of the other Constituent Councils (Marion and Onkaparinga) has a current independent member from their Audit Committee sitting on the SRWRA Audit Committee.

The SRWRA Audit Committee Terms of Reference state:

#### 2. Membership

- 2.1. The SRWRA Board will determine the members of the Audit and Risk Committee and after the Constituent Councils have nominated and approved the members, appoint the members for an initial term of twelve months, unless resolved otherwise by the SRWRA Board.
- 2.2. The Audit and Risk Committee shall consist of four (4) members: One (1) member who is a Board Member of SRWRA: and Three (3) members who are not Board Members of SRWRA ('independent members').
- 2.3. The Audit and Risk Committee will have one deputy member who is a Board Member of SRWRA. The deputy member will deputise during any period of absence of the appointed Board Member appointed under clause 2.2.1.
- 2.4. Independent member(s) of the Audit and Risk Committee must have recent and relevant financial, risk management or internal Audit and Risk experience but must not be an employee of SRWRA or its Constituent Councils and must not be the Constituent Council's External Auditor or SRWRA's External Auditor.
- 2.5. The SRWRA Board shall appoint the Presiding Member of the Audit and Risk Committee.

City of Holdfast Bay's Audit and Risk Committee has three independent members who would be eligible for appointment to the SRWRA Audit Committee.

In discussion with the Chair of SRWRA, the Audit Committee has had a change of all its members. The Chair is looking, if possible, for a member from City of Holdfast Bay that has some experience of SRWRA. David Powell from the Audit and Risk Committee has been on the SRWRA Audit Committee previously as a representative from City of Onkaparinga. Therefore it is recommended that David Powell be appointed to the SRWRA Audit Committee.

Mr David Powell is an independent member of Council's Audit and Risk Committee, appointed in January 2021 and has been extended by Council until 21 January 2027.

Mr Powell is an experienced Non Executive Director, Audit and Risk Committee Chair, Managing Director and Chartered Accountant with over thirty five years of experience, including over twenty five years in Big 4 accounting firms, with ten years as a partner in two firms. He has experience on various Audit and Risk Committees including State and Local Government. Mr Powell is also the Founder and Managing Director of Powell & Co., providing expert risk management, probity and governance advice to Boards and Audit Committees.

Mr Powell is amenable to the appointment to the SRWRA Audit Committee.

#### **Budget**

There are no budget costs associated with this report.

Council Meeting: 12 December 2023 Council Report No: 406/23

## **Life Cycle Costs**

Not applicable

## **Strategic Plan**

A city, economy and community that is resilient and sustainable.

## **Council Policy**

Not applicable

## **Statutory Provisions**

Local Government Act 1999 (Schedule 2 Part 2)

Written By: Executive Assistant to the CEO

**Chief Executive Officer:** Mr R Bria

Council Meeting: 12 December 2023 Report No: 399/23

**Item No:** 15.7

Subject: POLICY DEVELOPMENT POLICY, AND POLICY FRAMEWORK AND

MANUAL

#### **Summary**

Policy-making is an important part of Council's role in fulfilling its obligations under the *Local Government Act 1999* and other legislation.

To ensure that Council fulfills its legislative obligations effectively and is able to set and administer clear, well-considered, evidence-based, practical and useful policy, a Council Policy to guide policy development, and an associated Policy Framework and Manual have been developed and are presented to Council.

On 15 November 2023, the Audit and Risk Committee of Council considered the:

- Policy Development Policy, and recommended it to Council for adoption, and
- Policy Framework and Manual, and noted it.

#### Recommendation

#### **That Council:**

- 1. adopts the Policy Development Council Policy (Attachment 1); and
- 2. notes the Policy Framework and Manual (Attachment 2).

#### **Background**

According to the *Local Government Act 1999* the role of a council is to "provide for the government and management of its area at the local level and, in particular —

- (a) to act as a representative, informed and responsible decision-maker in the interests of its community; and
- (b) to provide and co-ordinate various public services and facilities and to develop its community and resources in a socially just and ecologically sustainable manner; and
- (c) to encourage and develop initiatives within its community for improving the quality of life of the community; and
- (d) to represent the interests of its community to the wider community; and

Council Meeting: 12 December 2023 Report No: 399/23

(e) to exercise, perform and discharge the powers, functions and duties of local government under this and other Acts in relation to the area for which it is constituted."

Fulfilling this role requires Council, and Administration on Council's behalf, to set and administer policy. 'Policy' is the collective term for policy statements, policy instruments and policy documents. It articulates the decisions of Council (or Administration) and sets out an agreed position and direction concerning particular matters. Policy is important because it sets out boundaries and expectations, steers direction and decision-making and makes commitments to particular positions or courses of action.

On 15 November 2023, the Audit and Risk Committee of Council considered the:

- Policy Development Policy, and recommended it to Council for adoption, and
- Policy Framework and Manual, and noted it.

The Audit and Risk Committee were supportive of the intent and content of the documents. Suggestions were made to ensure that the role of the Audit and Risk Committee in having oversight of policy was clarified. This has been strengthened in the documents, as requested by the Committee. Formatting changes recommended by the Committee were also made.

#### **Report**

To ensure that Council fulfills its legislative obligations effectively and is able to set and administer clear, well-considered, evidence-based, practical and useful policy, a Council Policy governing policy development has been developed and is provided as Attachment 1.

As part of the review of policy development practices undertaken to inform this new recommended policy, and coupled with the recent branding refresh, a new set of templates has been developed for strategies, plans, policies and procedures. The proposed policy is in the new *Council Policy* template, which makes roles and responsibilities clear at the beginning of the document, simplifies the content and moves administrative details (such as document numbers, references and dates published) to the end of the document. Existing Council Policies will be transferred to this format as they become due for review/renewal.

Refer Attachment 1

The Policy Development Council Policy defines the differences between Council Policy versus Organisational Policy, sets review parameters and establishes key processes to ensure effective policy development.

To support this policy, an associated Policy Framework and Manual has been developed, which is provided as Attachment 2.

Refer Attachment 2

The Policy Framework and Manual has been developed based on extensive research of similar frameworks across multiple sectors and combines the best elements found in each. The document is nevertheless contextualised for the City of Holdfast Bay and articulates the service models and process by which policy will be developed within the organisation.

Council Meeting: 12 December 2023 Report No: 399/23

While the Policy Framework and Manual is based on a typical policy development process, it incorporates elements of human-centred design<sup>1</sup> to introduce 'user' voices into policy development wherever feasible and to support building these key capabilities in the organisation.

In keeping with the human-centred design approach, it is intended that the Policy Framework and Manual will be a living document, which is updated as lessons are learned and improvements are identified.

#### **Budget**

There are no budget requirements associated with this proposal.

#### **Life Cycle Costs**

There are no life cycle costs associated with this proposal.

#### **Strategic Plan**

High quality policy development ensures alignment with strategic directions can optimise the delivery of strategic objectives and aspirations.

#### **Council Policy**

Policy Development Council Policy (proposed)

#### **Statutory Provisions**

Local Government Act 1999

Written By: Manager, Strategy and Governance

**General Manager:** Strategy and Corporate, Ms S Wachtel

\_

<sup>&</sup>lt;sup>1</sup> Human-centered design is an approach that aims to make services and systems usable and useful by focusing on the users, their needs and requirements. It differs from typical policy development processes (or service and product design processes) in a number of key ways: (1) it starts with the human need, not an organisational goal, (2) it is rooted in empathy, not process, (3) it requires co-design, not consultation, and (4) it is iterative and built on feedback, not presented 'fully formed'. Importantly, it devotes significant time to understanding and securing agreement on the problem to be solved, which saves resources and effort at the solution-implementation stage and is more likely to address root causes rather than symptoms.

## Attachment 1





## **Policy Development**



#### 1. Purpose

The purpose of this policy is to ensure consistency in the development and review of all policy, in order to minimise risk to Council and set a standard of good governance practice across the organisation.

#### 2. Scope

This policy applies to Council, with the exception of Alwyndor.

#### 3. Roles and Responsibilities

Council	Adoption, amendment and revocation of Council policies, strategies and plans.		
Audit and Risk Committee	Per section 126A of the <i>Local Government Act 1999</i> , "provide independent assurance and advice to the council on governance matters".		
Senior Leadership Team (SLT)	Adoption, amendment and revocation of Organisational policies, Procedures and plans. Adoption and periodic review of the Policy Framework and Manual.		
Leadership Team	Reviewing, providing input on and endorsing the content of policy documents, prior to SLT consideration.		
Policy Owners	Responsible for ensuring documents are correct, up to date, reviewed as necessary, maintained, implemented and monitored for compliance.		
Employees	Required to comply with policy documents.		
Strategy and Governance Team	Responsible for: - maintaining the Policy Framework and Manual - maintaining the policy register - reporting on policy documents - providing advice on the most appropriate policy instrument to achieve a goal - triggering policy document reviews according to agreed review schedules - supporting Policy Owners in developing policy documents.		

#### 4. Policy Statement

- 4.1 'Policy' is the collective term for policy statements, policy instruments and policy documents. Policy articulates the decisions of Council (or Administration) and sets out an agreed position and direction concerning particular matters. Policy is important because it sets out boundaries and expectations and steers our direction and decision-making. Policy manages and reduces risk by ensuring we are fulfilling our regulatory functions and legislative obligations, fostering credibility and trust in government.
- 4.2 Policy is an expression of Council's commitment to a particular position or course of action. Therefore,

Council and Administration are bound by the policy instruments and policy documents they adopt. Exceptions may, on occasion be warranted, but these should be granted judiciously and conservatively.4.3 Council policy instruments and policy documents, including any significant amendments or revocations, must be adopted formally by Council. Minor amendments such as updated legislative references, typographical improvements, or other editorial improvements that do not change the intent of the policy may be made with the approval of the Chief Executive Officer, without being returned to Council.

- Organisational policy documents, including any significant amendments or revocations, must be adopted formally by the Senior Leadership Team. Minor amendments such as updated legislative references, typographical improvements, or other editorial improvements that do not change the intent of the policy may be made with the approval of the Manager, Strategy and Governance, without being returned to the Senior Leadership Team.
- 4.5 A Policy Framework and Manual will be developed and maintained on Council's behalf by Administration to guide policy development. This document may be updated from time to time as best practice changes, or as lessons from implementation need to be applied. Updates must be approved by the Senior Leadership Team.
- 4.6 A Policy Register will be maintained, which documents all Council and Organisational Policies, their owners and review dates.

#### **Developing New Policy**

- 4.7 As all policy instruments must be both implemented and monitored for compliance, it is important that the most appropriate policy instrument be selected to achieve desired outcomes.
- 4.8 Administration will assess all proposals for new policy instruments and will provide advice to the relevant authority regarding what type of policy instrument is most appropriate to achieve the desired outcome.

#### **Reviewing Existing Policy**

4.9 All policy instruments should be reviewed periodically. Review periods are:

Document	Frequency	Notes
Strategic Plan	Within two years after each general election	Legislative requirement, LG Act, S8(4)(b).
Strategy	3-10 years	
Long Term Financial Plan	Annually	Legislative requirement, LG Act, S8(4)(a)(i).
Asset Management Plans	Within two years after each general election	Legislative requirement, LG Act, S8(4)(b).
Plans	3-5 years	
Annual Business Plan	Annually	Legislative requirement, LG Act, S123.
Council or Organisational Policy	Four years	If a policy relates to high-risk activities or relates to a fast-changing topic, earlier review intervals may be set.
Procedure	Four years	Earlier review intervals may be set as required.

4.10 It is appropriate to periodically revoke policy instruments. Advice on revocations is to be provided by Administration to the relevant authority.

Policy Development Policy Page 2

- 4.11 Adopted Council policy documents will be public and must be published on the Council's website.
- 4.12 Adopted organisational policy documents will be published on appropriate organisational information channels and may be made public at the discretion of the Chief Executive Officer.
- 4.13 The Audit and Risk Committee will be provided a report annually regarding the status of policies, including any new documents adopted in the last year and any documents that are outside their specified review periods.

#### 5. Definitions

Key term or acronym	Definition		
Administration	Staff, processes and systems that make up the organisation which delivers services to the community under the guidance of Council.		
Council	The elected body.		
Council Policy	Policy documents adopted by Council that:  * are legislatively required of Council (ie, mandatory), and/or  * apply to the City (not the organisation), and/or  * relate to elected members and/or the operations of Council, and/or  * are deemed to be of strategic importance by the Chief Executive Officer.		
Organisational Policy	Policy documents adopted by the Senior Leadership Team that:  * are legislatively required of the organisation, and/or  * apply to the organisation, and/or  * relate to the operations of the organisation / staff only.		
Policy documents	Relevant policy instruments that make policy statements.		
Policy instruments	Policy instruments include legislation and regulations, international conventions, intergovernmental agreements and other legal instruments, strategies and plans, policies, procedures and similar documents, as well as tools used to implement policy positions (for example, fees and charges, permits, etc).		
Relevant Authority	Council is the relevant authority for Council policies, strategies and plans.  The Senior Leadership Team is the relevant authority for Organisational policies, procedures and plans.		
Strategy	A strategy is a Council-endorsed, strategic document that defines Council's direction and objectives in a focus area. Strategies are primarily concerned with where we want to be in the future. They commonly contain policy statements and are, therefore, a type of policy instrument.		

Policy Development Policy

#### 6. Administration Use Only

Reference Number:	
Strategic Alignment:	This policy supports the delivery of the Strategic Plan by ensuring policy alignment
Strategic Risk:	This policy mitigates strategic risk by ensuring strategic alignment throughout all policies
Responsible Officer(s):	Manager Strategy and Governance
First Issued / Approved:	
Minutes Date and Council Resolution Number:	
Last Reviewed:	
Next Review Date:	
Applicable Legislation:	Local Government Act 1999
Related Policies:	
Other Reference Documents:	Policy Framework and Manual

Policy Development Policy

## Attachment 2



# Policy Framework and Manual



## **Contents**

Mes	ssage from the CEO	3
1.	Purpose	4
2.	Background	5
3.	Definitions	6
4.	Principles	7
5.	What is a Strategy?	8
6.	What is a Policy?	9
7.	What is a Procedure?	10
8.	Outcomes Sought	11
9.	The Approach	12
10.	Governance	13
0	ther Key Roles	17
11.	Policy Development Process	
12.	Appendices	25
Α	ppendix 1 – Discovery Guide	25
Α	ppendix 2 – Cognitive Traps to Avoid	30
Α	ppendix 3 – Ideation Guide	32
Α	ppendix 4 – Analysis Guide	34
	ppendix 5 – Evaluation and Prioritisation Guide	
	ppendix 6 – Setting a Review Date	
	ppendix 7 – Document Checklist	
Α	ppendix 8 – Implementation Guide	50
Δ	nnendix 9 – Lesson-Learned Log	51

## Message from the CEO

In its strategic plan, *Our Holdfast 2050+*, Council describes its vision for the city:

Protecting our heritage and beautiful coast while creating a welcoming and healthy place for all in South Australia's most sustainable city.

This vision drives all Council activities and is supported by three focus areas:

- 1. Wellbeing Good health and economic success in an environment and a community that supports wellbeing
- 2. Sustainability A city, economy, and community that is resilient and sustainable
- 3. Innovation A thriving economy and community that values life-long education, research, creativity, and entrepreneurialism.

As we navigate the complexities of the rapidly changing environment we work in, we need to be cognisant of the impact that well-crafted policies can have on the lives of individuals, the vitality of communities, and the sustainability of our planet.

This framework is designed to inspire mindful decision-making and purposeful, aligned action. At its core, it is a call to action to recognise that policy is not a passive reflection of rules but a dynamic force that can shape behaviour, drive innovation, and foster collaboration.

Embedded within this framework is the understanding that policy positions, when crafted thoughtfully and implemented effectively via the correct instruments, can drive transformative change in our organisation and community. They can pave the way for inclusive economic growth, ensuring that prosperity is shared and no one is left behind. They can safeguard the rights and dignity of individuals, fostering an environment of justice and equality. They can steward our natural resources, preserving the beauty and vitality of our City for generations to come.

Our journey towards being the most sustainable city in the state necessitates a departure from narrow silos of thought. Ethics and integrity lie at the foundation of every effective policy initiative. This framework puts a strong focus on being clear, taking responsibility, and making sure everyone's rights are protected. We're facing challenges, but we're not backing down. We're making choices that match our values and will lead us into the future.

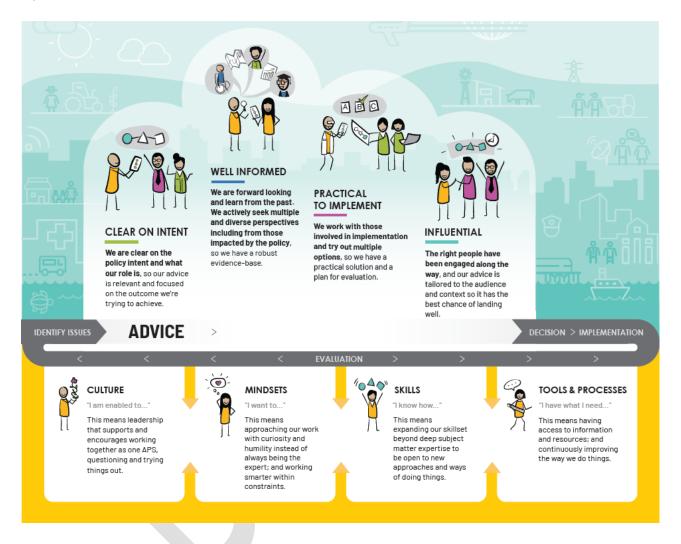
Our journey forward is about learning, working together, and being flexible. By sharing ideas and listening to different views, we're keeping our community strong and our policies effective.

So, let's come together, think positively, and join in the ongoing conversation. We have the power to shape our future, making sure everyone is treated with respect and creating a world where generations to come can flourish.

## 1. Purpose

We have designed this document to guide consistent and effective policy development in our Council organisation.

Having a common language and process to align with ensures we can provide high-quality policy advice to Council and create high-quality policy for our city. Through clear, evidence-based, and practical policy directions and instruments, we can ensure that our decisions are wise, strategically aligned, consistent, and equitable.



Source: <a href="https://www.policyhub.gov.au/model">https://www.policyhub.gov.au/model</a>

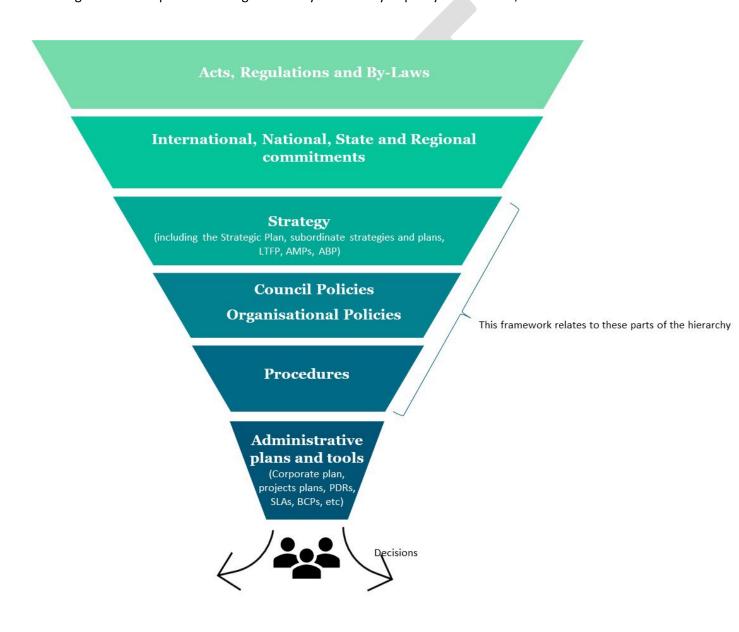
## 2. Background

Local government in South Australia is established under the *Local Government Act 1999* (SA) and forms part of Australia's third tier of government. Local government has legislative responsibility for many functions, activities and services in addition to the traditionally recognised 'roads, rates and rubbish'.

How a local government chooses to invest in its resources (dollars and staff) can significantly affect the area and the wellbeing of the communities that live within it.

Each local government is a body corporate. It is thus a legal entity with all the legal powers to act within its legislated jurisdiction. It can sue and be sued, issue lawful directives and make lawful decisions either directly or through delegations.

Local government operations are governed by a hierarchy of policy instruments, as indicated below.



#### 3. Definitions

**City** – relates to the geographic area within the council boundaries of the City of Holdfast Bay.

**Council** – refers to the Elected Members as the decision-making body.

**Council Policy** – defines what Council will do and why for our customers and community.

**Council's Strategic Vision** – contained in *Our Holdfast 2050+*, 'Protecting our heritage and beautiful coast while creating a welcoming and healthy place for all in South Australia's most sustainable city'.

**Leadership Team (LT)** – refers collectively to the organisation's managers.

**Organisation** – refers to the administration of the City of Holdfast Bay.

**Organisational Policy** – defines what the administration will do and why and relates to the internal operations/workings of the organisation.

**Policy** – the collective term for policy statements and policy instruments.

**Policy Author** – refers to the employee who is responsible for writing or reviewing a policy.

**Policy Coordinator** – refers to the employee within the Strategy and Governance Team who ensures the process of developing, approving, reviewing, and rescinding (revoking) a policy is managed effectively for the organisation.

**Policy Owner** – refers to the employee who is accountable for a particular policy and is a subject-matter expert.

**Policy Instruments** – legislation and regulations, international conventions, intergovernmental agreements and other legal instruments, strategies and plans, policies, procedures and similar documents. The term can also be applied to tools used to implement or give effect to policy positions such as fees and charges, permits and licences—but for this framework, the term refers to documents that make policy statements.

**Policy Statement** – a statement of intent, a position, or a commitment.

**Procedures** – instructions on how to apply policies.

**RelianSys** – an online policy/procedure register for scheduling, issuing reminders, tracking, and centralising all critical information in one place.

Senior Leadership Team (SLT) – refers collectively to the organisation's Executives.

**Subject Matter Expert (SME) Lead** – Policy Owner for strategies and plans.

Strategic Document – makes policy statements that define Council's direction, approach, or objectives.

**Strategy Lead** – refers to the employee within the Strategy and Governance Team who partners with SME Leads to review and/or develop strategies and plans.

Work Instructions – relates to internal workplace health and safety (WHS) documents.

## 4. Principles

The foundations that underpin this framework are our corporate values and behaviours, captured in the acronym ARISE:

Achievement – delivering things that matter in ways that work

Respect – constantly asking questions, not being seduced by our own expertise

Innovation – challenging ourselves to keep improving

Simplicity – doing the hard work to make it simple

Engagement – feeling what the service user feels.

The planning, review, and implementation of policy is driven by ARISE, along with these supporting principles:

- **User-centric**. Policies exist for users and should be assessed against how well they meet user needs. Users may include individual persons, groups, and the whole community.
- **Future-focused**. Policy development must consider current best practice, as well as improvements in the short and longer term. We are committed to pursuing both innovation and continuous improvement.
- Evidence-based. Policy informed by data and evidence, so that sound decisions can be made.
- **Value for money**. Policy development should consider value-for-money principles to ensure the best outcomes are achieved within available resources.
- Outcome-oriented. Policies must be outcome-oriented, rather than establishing process for process' sake.
- **Sustainability**. Policies should be geared towards achieving the best possible outcomes for the social, environmental, and economic thriving of the community and our city.
- **Systems thinking.** Most policies relate to and operate in complex adaptive systems. To ensure outcomes can be achieved efficiently and effectively, a systems-based approach should be used whenever possible.
- **Inclusion and equity**. All policy must ensure equity and further inclusion.

The Australian Government has also articulated the mindsets underpinning great policy advice that policy writers should consider:<sup>1</sup>

- Humble. We have expertise but not all the answers. We can't solve everything on our own.
- Proactive. We develop policy options ahead of being asked for them—we are ready to respond.
- Curious. We are interested in the evolving issues and new approaches as they emerge.
- **Timely**. We see timeframes as a boundary rather than a constraint. We work smarter rather than harder and can deliver great policy advice in any timeframe.
- **Collaborative**. We involve those affected by the policy, not just to tell them what we're doing but to get their input into the best way to go about it.
- **Consider the wider context.** We understand how policy issues are linked and work together across government to solve problems.
- **Adaptive**. We avoid the approach that one size fits all, ensuring our approach, advice, and solutions are appropriate to the context.
- **Practical**. We test and iterate possible solutions to make sure our policies will work in the real world.

-

<sup>&</sup>lt;sup>1</sup> <https://www.policyhub.gov.au/model>

## 5. What is a Strategy?

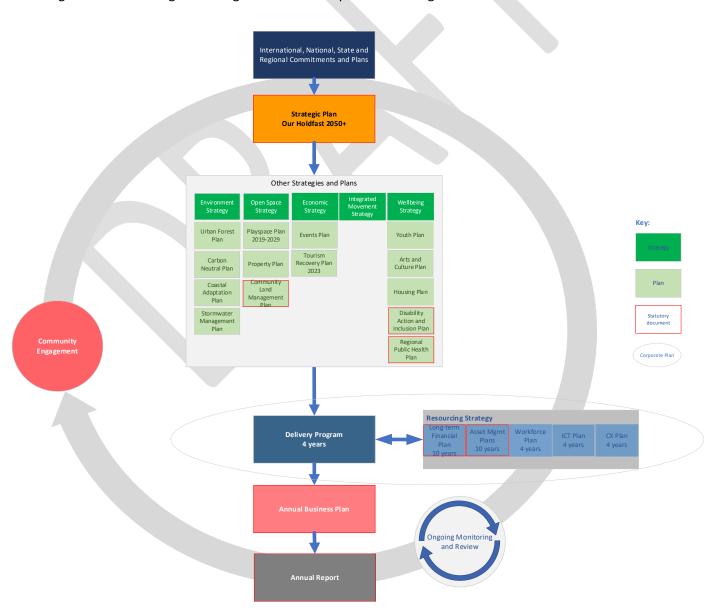
In simple terms, a strategy is a plan for getting from A to B.

In the context of this framework, a strategy is a Council-endorsed, strategic document that defines Council's direction and objectives in a focus area. Strategies are primarily concerned with where we want to be in the future. They commonly contain policy statements and are, therefore, a type of policy instrument.

A strategy can be broad like our strategic plan *Our Holdfast 2050+*, which covers the whole of the City and multiple focus areas with a long-time horizon, or it can be narrower like the Environment Strategy, which relates primarily to one focus area (environmental outcomes) and has a shorter time horizon.

Strategies are necessary for planning because they set a vision and articulate objectives to achieve it. Strategies are generally higher level and holistic with longer time horizons, while plans tend to be shorter term and may be discipline-specific and action-oriented. The one exception to this rule of thumb is the Annual Business Plan. Although its time horizon is short (one financial year), it is a statutory document (i.e. required by legislation) that relates to the whole of the City. It is not a strategy, but as a statutory document it is hierarchically above administrative plans.

The organisation's Strategic Planning Framework is represented in Figure 3 below.



## 6. What is a Policy?

Policies are decisions of Council that set out an agreed position and direction concerning an area of organisational responsibility. They are important because they set out Council's boundaries and expectations and steer organisational direction. They manage and reduce risk by ensuring Council is fulfilling its regulatory functions and legislative obligations, fostering credibility and trust in Council.

A policy contains principles, statements of intent or position statements that define what we will do and why. It can:

- set parameters for decision-making
- provide guidance on what must or may be done and why
- regulate a behaviour, action, or activity
- translate values into the way we operate
- achieve compliance with our responsibilities and legal obligations
- help achieve Our Holdfast 2050+ and other strategic documents
- help manage risk.

Policies are either Council policies or organisational policies.

#### **Council policies**

- are legislatively required of Council (i.e. mandatory)
- apply to the City (not the organisation)
- relate to elected members and/or the operations of Council, and/or
- are deemed to be of strategic importance by the Chief Executive Officer.

#### **Organisational policies**

- are legislatively required of the organisation
- apply to the organisation, and/or
- relate to the operations of the organisation/staff only.

#### 7. What is a Procedure?

A procedure prescribes the specific actions needed to implement a policy or other requirement, such as a legal obligation or work instruction. It sets out the how, when, and who to:

- provide clear instructions on how to implement a policy or work instruction
- ensure uniformity and compliance across the organisation.

Procedures are written when controls are required over certain processes. Flowcharts, checklists, and forms are often helpful addendums to procedures, but they must link to a policy or procedure to be officially approved.

Standard Operating Procedures such as WHS SOPs are a type of procedure. Material Safety Data Sheets are a type of procedure because they relate to controls over high-risk activities. These documents describe controlled activities and specify sequences of actions.

Individual job manuals, checklists, or guidelines created by individuals to assist colleagues to understand processes are not procedures for the purposes of this framework. As such, they are not enforceable.

Procedures are only ever administrative, even if they relate to a Council policy. This is because they strictly relay the steps involved in implementing an existing policy direction. They are operational in nature and, therefore, do not require Council decision-making.



## 8. Outcomes Sought

To ensure Council's policies are effective, this framework seeks to achieve the following outcomes:

Communication	<ul> <li>Strategies, plans, policies and procedures communicate important instructions and, therefore, must be clear, written in plain language where feasible and inclusive in nature.</li> <li>Strategies, plans, policies and procedures must be accessible and available to their intended audience.</li> </ul>
Consistency	<ul> <li>Policy decisions align with Council's vision, objectives, and strategies.</li> <li>Policy documents align with relevant strategies, plans, and existing policies.</li> <li>Policy owners comply with this framework.</li> </ul>
Compliance	<ul> <li>Policy supports the management of organisational risk compliance and legislative requirements.</li> <li>Policies that outline mandatory requirements use language such as 'will' and 'must', and appropriate monitoring and enforcement activities are factored into implementation plans.</li> </ul>
Engagement	<ul> <li>External engagement is undertaken for policies as mandated by legislation, where there are significant trade-offs that the community should help decide and where it is determined that the community could provide valuable evidence, insights, or deliberative contributions.</li> <li>Internal engagement is undertaken through the LT and the SLT; however, policy owners should engage internally across the organisation, as needed, to create well-developed policies.</li> <li>Council strategies, plans, and policies are published on the Council website.</li> <li>Organisational policies and procedures are published on the Council intranet, Baywatch.</li> </ul>

## 9. The Approach

Policy development is an ongoing activity that contains rich opportunities for learning organisations. A learning organisation is one skilled in creating, acquiring, and transferring knowledge and at modifying its behaviour to reflect new knowledge and insights.<sup>2</sup>

The City of Holdfast Bay is committed to inclusion and honouring lived experience. Accordingly, it takes a human-centred design approach to policy development.

#### Our approach is based on:

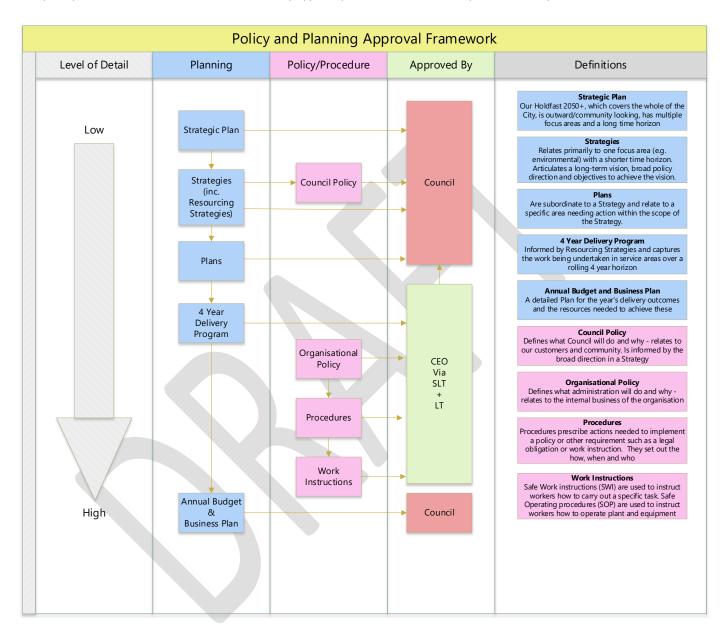
- Human-centred design principles
  - o Start with the human.
  - o Talk to real users—feel what they feel.
  - o Make sure you understand the problem you're trying to solve.
  - o Ideate divergently before you converge on solutions.
  - o Test your hypothesis(es).
  - o Prototype quickly, iterating from there (to get from A to B, build the skateboard first, not the Rolls-Royce).
  - o Keep testing/getting feedback and keep building.
- Engaging in the process with an explorer's mindset
  - o Assume nothing.
  - o Ask why at least five times, and then ask some more.
  - o Dig for the root cause.
  - o We are all creative given, the space and opportunity.
  - o No idea is stupid, albeit some are less practical in shorter timeframes.
  - o Moonshots are worth exploring.
  - o It's OK to change your mind.
  - o Look for all the shades of grey.
  - o Divergence before convergence—seek out unexpected lenses to view through.
- Understanding that learning may cause us to fail, which is best done fast and forward
  - o A failed first attempt in learning is nothing to be ashamed of or fear.
  - o Failures are an important part of continuous improvement cycles.
  - o Fail in order to learn, not to embed poor practice.
- The underpinning principle of agile delivery is: iterate, iterate.
  - o Don't expect to get it right the first time.
  - o Try, collect feedback, tweak, rinse, repeat.
- A deeply held belief that progress is a team sport and we're all playing on the same team.

12 |

<sup>&</sup>lt;sup>2</sup> < https://hbr.org/1993/07/building-a-learning-organization>

#### 10. Governance

Council is ultimately responsible for policy positions and decisions for the City and community, while the CEO is responsible for matters related to the organisation. The figure below illustrates the different types of policy documents, the level of details they typically contain, and the responsible body.



The approval pathways for documents are given in the table below.

DOCUMENT	NEW DOCUMENTS			
TYPE	Endorsement	Adoption		
Strategy	SLT	Council		
Plan	SLT	Council		
<b>Council Policy</b>	LT + SLT	Council		
Organisational Policy	LT	SLT		
Procedure	LT	SLT		

EXISTING DOCUMENTS				
Minor Amendments on Review	Substantive Amendments on Review	No Amendments on Review	Revocation on Review	
Council	Council	SLT	Council	
SLT	Council	Policy Owner	Council	
Policy Owner	Council	Policy Owner	Council	
Policy Owner	SLT	Policy Owner	SLT	
Policy Owner	SLT	Policy Owner	SLT	

Administering the overall policy program is the responsibility of the Strategy and Governance Team, which:

- establishes and maintains the policy framework
- assists in the development of policy per agreed service delivery models (see Tables 4 and 5)
- maintains the policy register
- ensures scheduled policy reviews occur
- champions policy documents through LT, SLT, and Council endorsement/approval.
- monitors and reports, including to the Audit and Risk Committee.

#### Other Key Roles - Audit and Risk Committee of Council

Council's Audit and Risk Committee has, under section 126A of the *Local Government Act 1999*, a role to "provide independent assurance and advice to the council on .... governance matters".

To enable the Audit and Risk Committee to meet this functional obligation, the Committee will be provided a report annually regarding the status of policies, including any new documents adopted in the last year and any documents that are outside their specified review periods.

### Strategy Service Model

Process	Discovery	Project Scoping	Determine Policy Positions	Develop Strategy	Finalise Document	Implementation	Monitoring, Measurement and Review
Primary	SME Lead	Strategy Lead	Strategy Lead	SME Lead	Strategy Lead	SME Lead	SME Lead
Who else may be involved	Support/guidance from S&G as needed	SME Lead Project Sponsor Project Team Comms & Engagement Other SMEs	SME Lead Project Team Other SMEs Contractors as needed Community	Strategy Lead Project Team Other SMEs Community	Creative Services	Other SMEs Partners	Corporate and Service Planning Lead Other SMEs
Activities	Clarify strategy scope and purpose (eg, what are the problems we're trying to solve? Where are we? Where do we want to be? Over what time horizon will we get there? Who is affected? What do they want?)  Council and other organisation comparisons  Identify key issues and challenges  Identify trends and possible futures	Project Planning, including project duration, budget and scheduling gateways  Identify project sponsor (either CEO or GM)  Confirm roles and responsibilities  Form project team  Preliminary Engagement Plan  Order any required studies / data	Undertake relevant research  Develop possible options  Test possible options within organisation  Test possible options with Elected Members  Engage with community to confirm problems to be solved and seek all possible solutions	Analyse data and information  Confirm A (current state) to B (future state)  Confirm time horizon  Confirm path between A & B, and the delta between  Identify activities to be included	Confirm strategic alignment Ensure design consistency Facilitate production Facilitate approvals	Schedule implementation  Develop projects / services  Secure resourcing  Undertake implementation	Monitor and report on activities  Measure and report on outcomes  Schedule review
Trigger / Gateway	18-12 months from existing strategy expiry date  Change in government or council policy  Substantial change in conditions	For strategies - Project Board endorses Project Plan, SLT approves  For subordinate plans - Project Board notes Project Plan, Sponsor approves  (Strategy Lead and SME Lead must be identified as committed resources)	LT input SLT approval Council workshop for preliminary forming Council approval for release for engagement	LT input SLT approval Council approval for engagement	SLT approval Council approval	SLT / Council approval for projects / initiatives if required	Corporate Reporting to LT SLT and Council

## Policy service model

Process	Discovery	Determine Policy Positions and Develop Policy	Approvals	Implementation	Monitoring and Measurement	Review
Primary	Policy Owner	Policy Author	Policy Coordinator (S&G)	Policy Owner	Policy Owner	Policy Coordinator (S&G)
Who else may be nvolved	Support/guidance from S&G as needed Policy Author Subject Matter Experts (SME)	Policy Owner Policy Coordinator (S&G) SMEs	Policy Owner Policy Author Line Manager Le adership Team	SMEs	Policy Coordinator (S&G) Line Manager	Policy Owner
Activities	Clarify policy scope and purpose (eg, what are the problems we're trying to solve? Is a policy/procedure the right instrument to use? Who is affected?)  Council and other organisation comparisons	Policy/procedure development (eg, what are the positions proposed? What are the activities or behaviours we're seeking to regulate? What do the people the policy applies to need to know? How will training and communications be delivered? How will compliance be monitored and measured?)  Confirm roles and responsibilities  Consider who needs to be consulted, including workshop with EMs if relevant	Finalise documentation for relevant approval via  1. Leadership Team for review  2. SLT for endorsement  3. Audit Committee if relevant  4. Council if relevant	Communicate the contents of the policy to relevant stakeholders  Deliver any required training Implement any relevant systems or processes  Consider how compliance will be monitored and measured	Monitor and measure compliance  Consider consequences of non-compliance	Schedule review  Advise of need to commence review 6 months from existing policy expiry date or as conditions change
Trigger / Gateway	6 months from existing policy expiry date  Change in government policy or council position  Substantial change in conditions	Liaise with S&G re: timing of engagements to ensure adequate time for subsequent stages	LT input SLT approval for organisational policies and all procedures  Council (and Audit Committee where relevant) approval of Council Policies	SLT / Council approval for projects / initiatives if required	Reporting to Line Manager, SLT, Audit Committee, Council as required	6 months from existing policy expiry date  Change in government policy or council position  Substantial change in conditions

## Other Key Roles

#### **Policy/Procedure Coordinator**

The Policy/Procedure Coordinator (in the Strategy and Governance Team) ensures that the process of developing, approving, reviewing, and rescinding (revoking) a policy/procedure is managed effectively for the Council and organisation. This function is undertaken by the Strategy and Governance section, which also administers the policy/procedure register/rationale and stores the policies and procedures via ECM, Baywatch, the City's public-facing website, and RelianSys.

#### Policy Owner/Subject Management Expert (SME)

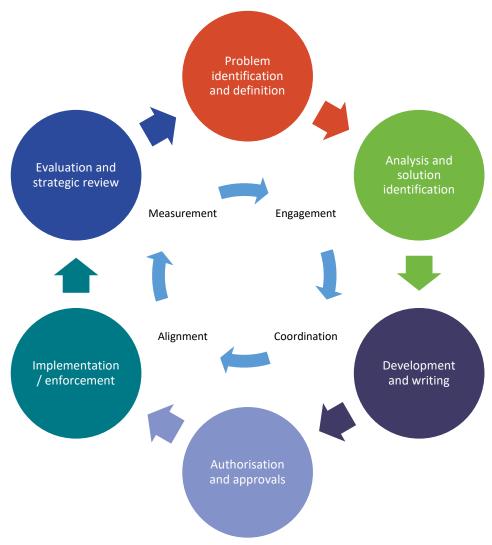
Employees who are relevant subject-matter experts are Policy Owners. This role ensures that the strategies, plans, policies and procedures they are accountable for are kept up to date, reviewed on time, and communicated effectively. The role is also responsible for policy implementation.

#### **Policy Author**

Policy Owners may assign the responsibility of writing or reviewing a policy to a Policy Author in their team. The Policy Owner still has accountability for the policy/procedure and must ensure it meets its objectives.

### 11. Policy Development Process

At the highest level, strategy, policy, and procedure development is similar:



Strategy, policy, and procedure development should be treated as projects (refer to Project Management Framework). Throughout the project, consideration must be given to:

- strategic alignment with Council's stated wellbeing, sustainability, and innovation objectives and aspirations
- ensuring the strategy or policy does not have a disproportionate effect on any one segment of the community
- the perspectives of Aboriginal and Torres Strait Islander peoples
- accessibility by people with disabilities and the aged
- social inclusion, including young people and those traditionally marginalised by government engagement
- the assessment and mitigation of risks
- compliance with relevant other policy instruments, including legislation
- ensuring all feedback, issues and questions have been considered and addressed
- ensuring an implementation strategy has been developed, including education or promulgation and compliance or measurement, as relevant.



Aim	To understand the problem(s) we are trying to solve or the
	opportunities we're trying to create when we're thinking about creating policy
Key activities in this stage	Discovery is undertaken (Policy Owner/SME).
	Project Plan is developed (Strategy and Governance).
Who is involved	Policy Coordinator/Strategy Lead
	Policy Owner/SME
	Policy Author
	Project Sponsor
	Stakeholders as relevant
Outputs produced during this stage	Discovery artefacts (see Appendix 1)
	Project Plan
Things to think about	What is the objective or purpose of the document?
	What is the current state?
	<ul> <li>Who are the stakeholders and when should you engage them?</li> </ul>
	<ul> <li>What is the future state you're trying to get to?</li> </ul>
	<ul> <li>What's the gap (delta) between where we are and where we want to be?</li> </ul>
Timeframe	The development of new policy can commence at any time.
	Reviews of strategies and plans need to be factored into the budget process, so planning should commence the October/November before the financial year in which the document needs to be reviewed.
	Reviews of existing policies and procedures will commence six months prior, with a prompt from RelianSys.
	A kick-off meeting will be held firstly with the Policy Owner/SME Lead and Policy Coordinator/Strategy Lead to gather data for the project plan and agree on how the project will proceed.
	Expected delivery timeframe: 2–4 weeks
Templates	Project Plan (see Project Management Framework)
	Discovery Guide (See Appendix 1)
	I



Aim	To understand the range of possible solutions and narrow in on preferred options
Key activities in this stage	<ul><li>Solution identification</li><li>Solution analysis</li></ul>
Who is involved	<ul> <li>Policy Owner/SME</li> <li>Policy Author</li> <li>Policy Coordinator/Strategy Lead</li> <li>Project Sponsor</li> <li>Stakeholders as relevant</li> </ul>
Outputs produced during this stage	Solutions evaluation artefacts
Things to think about	<ul> <li>Start by generating as many ideas as possible. Do not censor, limit, or evaluate them too early. Quantity over quality <i>first</i>. Evaluation is a separate process.</li> <li>Including stakeholders in ideation and evaluation can provide</li> </ul>
	fresh perspectives.
	<ul> <li>Ensure all ideation participants are clear on the problem to be solved.</li> </ul>
	<ul> <li>Beware of cognitive traps. (See Appendix 2 and resources such as <a href="https://thedecisionlab.com/biases">https://thedecisionlab.com/biases</a>, <a href="https://yourlogicalfallacyis.com/">https://yourlogicalfallacyis.com/</a>&gt; to better understand biases and heuristics.)</li> </ul>
Timeframe	The timeframe will depend on the size and complexity of the topic. Broadly, the steps in this stage are:
	1. Ideate to come up with a range of solutions.
	2. Analyse the pros and cons of the solutions identified.
	3. Evaluate the feasibility of solutions.
	4. Prioritise solutions.
	Expected delivery timeframe: 2++ weeks (depending on complexity).
Templates	Cognitive traps to avoid (see Appendix 2)
	Ideation Guide (see Appendix 3)
	Analysis Guide (see Appendix 4)
	Evaluation and Prioritisation Guide (see Appendix 5)



Aim	To develop policy positions and write the document(s)
Key activities in this stage	<ul><li>Policy development</li><li>Writing content</li><li>Document production</li></ul>
Who is involved	<ul> <li>Policy Owner/SME</li> <li>Policy Author</li> <li>Policy Coordinator/Strategy Lead</li> <li>Project Sponsor</li> </ul>
Outputs produced during this stage	Draft policy instrument(s)
Things to think about	<ul> <li>Clarity in policy positions being expressed</li> <li>Legislative requirements—what is the extent of Council's authority?</li> <li>Plain language</li> </ul>
	Are there any supplementary documents that need to be produced (e.g. communications plan, implementation plan, explanatory documents, FAQs, covering memo, or Council report)?
Timeframe	The timeframe will depend on the size and complexity of the policy instrument being produced. Broadly, the steps are:
	1. Develop proposed policy positions.
	Verify/socialise them as needed (e.g. via discussions with stakeholders, Council workshops).
	3. Draft your content (including setting a review date). (See Appendix 6.)
	4. Edit for plain language.
	5. Produce the draft document (via Creative Services for strategies and plan, or via the pre-prepared templates for policies and procedures).
	Expected delivery timeframe: 1 week++ (depending on complexity).
Templates	Strategy or plan (facilitated by Creative Services, via Strategy and Governance)
	Policy Template (available via Word)
	Procedure Template (available via Word)
	Document Checklist (see Appendix 7)



Aim	To secure relevant authorisations and approvals and to publish documents
Key activities in this stage	LT review and endorsement
	SLT review and endorsement and adoption
	Audit Committee review and endorsement (if required)
	Council review and adoption (if required)
	Publication on websites
Who is involved	Policy Coordinator/Strategy Lead
	• LT
	• SLT
	Council and relevant committees (if required)
Outputs produced during this stage	Final document(s)
	Report to Council or covering memos to LT/SLT
Things to think about	Do any of the approving authorities need a workshop or
	briefing before receiving the document(s) for approval?
	What are the appropriate publication channels?
Timeframe	The timeframe will depend on meeting availability and how many endorsing/approval bodies are involved.
	Expected delivery timeframe: 1–6 weeks.
Templates	Council Report (available via Word)
	Memo (available via Word)



Aim	To implement the policy instruments and policy within them
Key activities in this stage	<ul><li>Implementation actions</li><li>Monitoring</li><li>Enforcement activities (as required)</li></ul>
Who is involved	<ul><li>Policy Owner/SME</li><li>Other stakeholders</li><li>Policy Coordinator/Strategy Lead</li></ul>
Outputs produced during this stage	<ul> <li>Expiations (if required)</li> <li>Responses to requests (as appropriate)</li> <li>Licences (if required)</li> <li>Project plans and reports (as required for individual actions)</li> <li>Six-monthly report to SLT</li> </ul>
Things to think about	<ul> <li>What is the best way to ensure your stakeholders are understanding and abiding by your policy instruments?</li> <li>How often do you need to educate/remind?</li> <li>How might you spot-check/internally audit compliance with your policy instrument?</li> <li>What are you learning along the way that you can carry forward to a review when the time comes?</li> </ul>
Timeframe	Implementation and enforcement continue for the life of your policy instrument.
Templates	Implementation Guide (Appendix 8) Lessons Learned Log (Appendix 9)



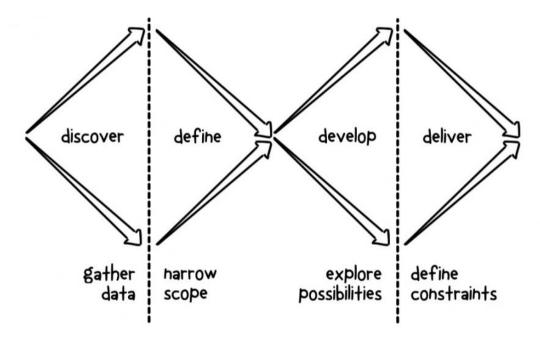
Aim	To continue adapting and improving to meet user needs
Key activities in this stage	Evaluation
	Review scoping
Who is involved	Policy Owner/SME/Policy Coordinator/Strategy Lead
Outputs produced during this stage	Evaluation (see Appendix 5)
	Lessons Learned (see Appendix 8)
	Review scope (to inform the Project Plan—see 'problem identification and definition' stage)
Things to think about	Consider whether conditions have changed—for example, social changes, new technologies, changes in state or federal policies, unexpected events (pandemics, natural disasters, conflicts, etc.), trends, etc.
	Keep an eye on strategic alignment.
	What lessons have been learned during implementation?
Timeframe	Per Appendix 6, review timeframes may be legislated or set by the organisation.
	Reviews should commence in plenty of time to ensure deadlines are met.
Templates	Evaluation Guide (Appendix 5)
	Lessons Learned Log (Appendix 9)
	Project Plan (see Project Planning Template)

## 12. Appendices

## Appendix 1 - Discovery Guide

Problem identification and definition is a crucial step in the development of policy. The primary purpose of this stage is to explore widely and deeply and to make sure that all relevant stakeholders agree on the problem to be solved or the opportunity being pursued. This is not the stage to come up with solutions, so resist the urge to put forward and evaluate potential options at this time.

A human-centred design approach emphasises unbiased discovery to ensure that problems are correctly defined before solutions are developed and evaluated. The process requires different phases of divergence and convergence:



The first part of this stage—problem identification—is all about asking questions and gathering data. But before you begin your discovery journey, make sure you know who your stakeholders are.

#### Stakeholder identification

A stakeholder map is a visual representation of the various individuals and groups involved with the policy you're creating. A stakeholder is any person or organisation that may be positively or negatively impacted by the policy, that contributes to or may be able to affect it, or that may be regulated by it.

Types of stakeholders may include:

- specific demographic groups
- interest groups
- people who are inadvertently affected
- government agencies and regulatory authorities
- funders
- service partners

- suppliers
- other teams who are part of the policy eco-system
- decision-makers (managers, GMs, LT, SLT, Council, etc.)
- the general community.

There are many ways to represent who your stakeholders are visually. This template is suggested, but you are welcome to use others if you prefer.

Organisational Stakeholders	Existing Policy 'Users'
Partners / Other Providers	Relevant non-users

Post-it notes work well with one stakeholder per note, including quantities if known (e.g. '300 women aged 45–55', '20 men aged 20–30'). Information can then be transcribed to a digital format, or a photo can be taken.

#### Discovering policy

Below are some questions that might help you explore the problem space related to your strategy, plan, or policy. This list is neither exhaustive nor prescriptive—you don't have to answer every question. The aim of this list of questions is to stimulate deep and broad thinking.

#### What is the objective or purpose of the document?

- How does this align with Council's strategic vision and any other parent plan(s)?
- o What are you providing guidance/direction for?
- O What will change/be better/be different because of this document?
- Are there any matters that are obviously in or out of scope for this document? (e.g. legislative requirements)?
- Are there any ethical, social, environmental, economic or philosophical matters you should consider?

## What is the current state?

- What are the problems you're trying to solve? Who are they a problem for?
- o What are the risks, strengths and weaknesses or the pros and cons of the current state?
- O What are the known or likely trade-offs?
- O What are you legally obligated to do?
- O What is the behaviour you're trying to regulate?
- o How successful is compliance currently?

#### Who are the stakeholders?

- O Who are you trying to reach, serve, or impact?
- What are the characteristics and needs of your target audience(s)?
- Who is the target audience(s) for the document?
- O Who might need to be involved in providing inputs to this document or policy position?
- Who will be or should be involved in making decisions on this topic?
- Who might we have traditionally left out of giving input or decision-making on this subject?

- What are the key points or messages you want to convey before, during, and after strategy development and adoption?
- O What are all the ways you might engage your stakeholders (internal and external)?
- What are all the ways your stakeholders might influence or direct your direction, tactics, or communications?

### What is the future state you're trying to get to?

- What are the opportunities you're trying to create or capitalise on? Who would the opportunities benefit? Who might miss out? Who might lose out?
- O What are you expecting to change, or will change?
- o What specific results/outcomes are you trying to achieve?
- What are the objectives or measures that will indicate whether you're achieving the desired outcomes/changes?
- What trends or changes in the external environment could affect your future state or your plan to get there?
- O What risks will be mitigated and what new risks might be created?

#### What's the gap (delta) between where we are and where we want to be?

- What policy positions need to be in place to achieve the intended results/outcomes?
- O What is an appropriate time horizon for managing the delta?
- O What's the case for change?
- o How much support or opposition is there likely to be to change? From what sources?

You can explore these questions as written text (via interview transcripts) and/or quotes from stakeholders (via surveys or through creative tools such as mindmapping, card sorting, journey mapping, or empathy walls). If you need ideas or assistance, please contact Strategy and Governance.

#### Discovering procedures

While the questions above might be of some use when considering the context for developing a procedure, these are much more pragmatic documents. These require a more practical process to identify problems and opportunities. Process mapping is a useful tool to unearth these.

A process map visually shows the steps of a work activity and the people who are involved in carrying out each step. When mapping a process, you simply draw a box for each step and connect the boxes with arrows to show a flow.

You can use software to create process maps but a whiteboard or Post-it notes on a wall work just as well, particularly in group settings. A basic process map looks like this:



Business process mapping is a discipline in its own right. Different types of maps can be developed and around 30 standard shapes can be used.<sup>3</sup> For complex services, it may be worth having a Business Analyst undertake the business processing mapping activity with the review team; however, for most services, an analogue process involving internal participants should suffice.

<sup>&</sup>lt;sup>3</sup> See < <a href="https://creately.com/blog/diagrams/process-mapping-guide/">https://creately.com/blog/diagrams/process-mapping-guide/</a> for more detailed information.

#### Method

- 1. Gather all relevant stakeholders.
- 2. List all the human tasks. What are all the things that humans do as a part of this process? This is often best done with one task per Post-it note.
- 3. List all the system tasks. Examples might include data transfers, bulk notifications, or workflows. Again, one task per Post-it note is most useful.
- 4. Determine who is responsible for each task, whether it's a person or a group.
- 5. Determine the sequence of tasks until you map the service from end to end. What needs to happen first? Can some tasks be done at the same time? Which tasks are dependent on others? When is the process complete? What are the decision points?
- 6. If the process is lengthy, transcribing it in appropriate software may be worthwhile. Alternatively, for simpler processes, a photo can be taken of the final version of the process.

#### NB:

- Choose a meeting space appropriate to how you're planning to map. If you're using Post-it notes, make sure there are enough walls or tables to put up sequences of notes.
- There should be group consensus at each step.
- There may be more than one way some processes run—record all that apply. Separate maps may be needed.

It is important to record what is *actually* happening, not what should or is supposed to happen.

#### Summary

However you choose to record your discovery process, keep the artefacts created along the way so that you can return to them as you move through the process as a way of checking in—that is, have you strayed from your original purpose/problem definition, or has your understanding of the problem changed?

By the end of this stage, you should be able to produce a problem statement, which will serve as a guide for the next stages. A problem statement is a short, clear explanation of an issue or challenge that sums up what you want to change. It helps you, your team members, and other stakeholders to focus on the problem, why it's important, and who it impacts.

A problem statement should consider:

- Who are the stakeholders that are affected by the problem?
- What is the current state, desired state, or unmet need?
- When is the issue occurring, or what is the timeframe involved?
- Where is the problem occurring? For example, is it in a specific department, location, or region?
- Why is this important or worth solving? How is the problem impacting your customers, employees, other stakeholders, or the organisation? What is the magnitude of the problem? How large is the gap between the current and desired state?

A good way to test a problem statement for bias is to ask questions like those given in the table overleaf.

Question	Action
Does the problem appear to have only one possible solution?	Look for ways to rephrase it to open up more possibilities.
Does the statement describe a symptom instead of the problem?	Dig deeper for the root cause.
Does the statement suggest the problem is that you don't have enough time, money, or people?	Find a way to pose the problem that will lead to more creative solutions.
Does the problem statement lack an obvious solution?	Great! You're probably ready to start exploring solutions.
Does the statement stimulate brainstorming and discussion?	Good job! Keep the discussion going by asking why.

.

<sup>&</sup>lt;sup>4</sup> Source: <a href="https://www.betterup.com/blog/problem-statement#:~:text=A%20problem%20statement%20is%">https://www.betterup.com/blog/problem-statement#:~:text=A%20problem%20statement%20is%</a>

## Appendix 2 – Cognitive Traps to Avoid<sup>5</sup>

When developing policy, we need to understand the full complexity of the issues we're dealing with. This means we must be authentic in our approach to learning through discovery, not just look to have our existing ideas confirmed. When undertaking policy research, we must be aware of our biases and how they can affect our research.

Many biases and heuristics routinely play in our psyches, but the main five to consider are described below. Ultimately, the key is to understand the cognitive biases that might be at play; just being aware of these—and taking practical steps to address them—can help us make better decisions.



During research, we might ignore user pain points because they don't fit with our existing assumptions



# Anchoring Bias

Information we receive before going out and doing user research can anchor us



## Overconfidence Effect

The team can be led to believe that one thing a user said is the most important thing and applies to everyone



## Social Desirability

Users being interviewed in your research might not behave the same way that they would if they were elsewhere



## Blind-spot Bias

Not being aware of our own biases might lead us to fall into a few traps, including those outlined here in this article



#### Confirmation bias

What is it? – Our tendency to focus on information that confirms our assumptions rather than letting the data in front of us speak for itself.

**Impact** – During research, we might inadvertently ignore important facts and 'pain points' that users are raising because they don't fit with our existing assumptions.

**How to avoid** – Be very careful not to build preconceptions of what users need before you see the research. Listen to them with an open mind for anything possible. Don't validate—discover!

#### Anchoring

What is it? – Our tendency to rely too heavily on, or 'anchor' our thinking to, the first thing that we hear and therefore give less importance to what comes next.

**Impact** – Information we receive before going out and doing user research can anchor us, which might lead to confirmation bias during the research-insights consolidation phase.

**How to avoid** – Be especially mindful that things you learn before, during, and after user research have equal weight, especially the things mentioned by the users, whom we're here to serve.

#### Overconfidence effect

What is it? – Our tendency to be too sure that we're right.

**Impact** – This bias can affect users who are being interviewed. During the Discover stage, the team can be led to believe that one thing a user said is the most important thing and applies to everyone. The team can also be too confident about what they can achieve. Can we really interview 100 people in a week?

<sup>&</sup>lt;sup>5</sup> Adapted from <a href="https://www.dta.gov.au/blogs/5-cognitive-traps-avoid-discovery">https://www.dta.gov.au/blogs/5-cognitive-traps-avoid-discovery</a>.

**How to avoid** – Confirming information with multiple users; not fully relying on one person's answers when they claim that something is their biggest pain point and they are completely sure about it.

#### Social desirability bias

What is it? – Our tendency to make more 'socially acceptable' decisions when in the presence of someone else, which differ from the decisions we might make when left alone or acting independently.

**Impact** – Be aware that users being interviewed in your research might not behave the same way that they would if they were elsewhere, not being observed or not in a group situation.

**How to avoid** – As much as possible, observe users in their real environments, under the real conditions that they will be using a service. This maximises the likelihood that they will behave how they usually do when not being 'researched'.

### Blind-spot bias

What is it? — Our tendency to lack awareness of our biases and think, 'These biases affect other people, not me'. If this thought has crossed your mind while reading this, the chances are you've just experienced blind-spot bias.

Impact – Not being aware of our biases might lead us to make poor decisions not based on evidence.

**How to avoid** – Pay attention to the lived experience of others, be curious about things that are different about others' experience and understand that many biases might be at play.

## Appendix 3 – Ideation Guide

By now, you should have a solid understanding of the problem(s) that need to be solved.

Questions to consider during this stage might include:

#### What do we know about the journey from current to future state?

- O What trends or changes in the external environment could impact the journey?
- O What might be the major milestones, signposts, or checkpoints?
- What might be the tactics, actions, or steps to achieve desired outcomes, and who might be responsible?
- What are all the ways the organisation might need to change to deliver the desired outcomes?
- o What financial, human, technological, or other resources might be needed?
- What are all the ways your strategy might be funded/resourced?
- o Are there any partnerships that can or need to be leveraged?
- O How might we track progress and measure success?
- o Are there any constraints or limitations that need to be considered?

## How are others managing this issue?

- O What are other councils in South Australia and interstate doing?
- o Are there any international models to learn from?
- Are there examples from other sectors where this is being managed effectively?

#### Are there any known constraints?

- o Are there legislative limitations?
- o Are there resource constraints?
- o Are there technology constraints?
- o Are there political constraints?
- Are there physical, geographic, or other practical constraints?

### How might we create new opportunities?

- Are there opportunities to simplify?
- Are there opportunities to address root causes?
- Are there opportunities to improve quality?
- o Are there opportunities to digitise?
- o Are there opportunities to be more inclusive?
- o Are there opportunities to be more sustainable?

## What are the implementation options for the proposed options?

- What are the implementation needs in the organisation?
- O What are the implementation needs in the community?
- O How might we implement them through partnerships?
- o How might we implement them creatively or unexpectedly?

This list of questions is not exhaustive nor prescriptive but is designed to stimulate deep and broad thinking.

The purpose of 'ideation' is to come up with as many ideas for solutions as possible. It is important not to be bound by any existing constraints at this point. This is not the time to analyse the ideas or to filter them (that happens later).

The most common way of generating ideas is brainstorming. Allowing a short amount of time for the exercise (around three minutes is ideal), just write down any and every idea that comes to mind as a solution to the problem you're trying to solve. Consider framing your problem as a 'How might we ...?' question to help the team's brains get going. No filters, no ideas are bad, and no ideas are off the table at this stage.

If you're stuck and struggling to generate sufficient ideas or worried that the ideas aren't going to solve the problem(s), take inspiration from de Bono's Six Thinking Hats to move your thinking along.



## White Hat

Data, facts, information known or needed



## Red Hat

Feelings, hunches, instinct and intuition



## Black Hat

Difficulties, potential problems, why something may not work



## Yellow Hat

Values and benefits, why something may work



## Blue Hat

Manage process, next steps, action plans



## Green Hat

Creativity, solutions, alternatives, new ideas

How might you solve this problem if you were ...

- a developer at Google
- a designer at Apple
- the head of the UN
- a centenarian
- a child
- an astronaut
- a dancer

- an engineer
- a politician
- an army general
- a travelling circus performer
- a pilot
- an advocate
- an alien?

The point of this exercise is not to worry so much about the character/role but to 'try out' scenarios/ thinking from different and especially unexpected or unlikely perspectives.

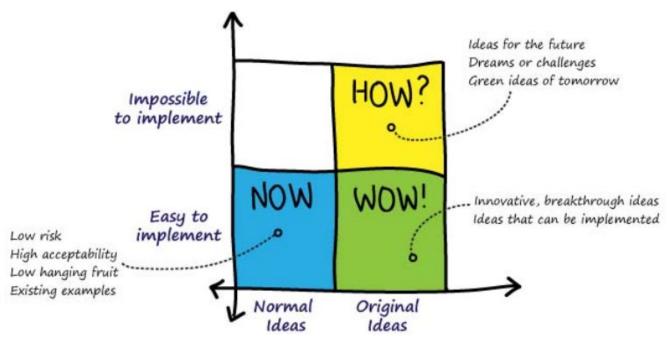
Another simple way of expanding ideas is to build on the ideas of others by saying 'Yes, and ...' or thinking 'What if ...'.

<sup>&</sup>lt;sup>6</sup> Source: <a href="https://readingraphics.com/uploads/2015/06/Six-Thinking-Hats\_The-6-hats.png">https://readingraphics.com/uploads/2015/06/Six-Thinking-Hats\_The-6-hats.png</a>

## Appendix 4 - Analysis Guide

There are many ways to analyse ideas.

The first step is always to sort ideas, removing duplications and finding themes, and then working out which ideas are worth pursuing early and which might need more work. Sorting can be done in various ways—for example, via a speed versus cost matrix or something like this:



Once you have a smaller number of ideas, you can analyse them further through a range of different lenses—for example:

pros versus cons

7

- risks versus rewards
- costs versus benefits
- level of reach or impact
- strategic alignment
- contribution to wellbeing, sustainability, or innovation
- likelihood of community acceptance.

Drawing either matrices (like the one above) or Venn diagrams or relationship maps can be a way to visualise analyses, particularly when comparing numerous ideas and assessing their relative benefits.

The following list of questions might also help you assess which ideas to take further.

-

<sup>&</sup>lt;sup>7</sup> Source: <a href="https://www.sessionlab.com/methods/how-now-wow-matrix">https://www.sessionlab.com/methods/how-now-wow-matrix</a>

Who	benefits from this? is this harmful to? would be the best person to consult? will be the key people in this? is most directly affected? deserves recognition for this?
What	are the strengths/weaknesses? is the best/worst case scenario? is another perspective? is most/least important? can we do to make a positive change? is getting in the way of our action?
Where	would we see this in the real world? can we get more information? do we go for help with this? will this idea take us? in the world would this be a problem? are the areas for improvement?
When	is this acceptable/unacceptable? will we know we've succeeded? has this played a part in our history? can we expect this to change? should we ask for help with this?
Why	is this a problem/challenge? should people know about this? has it been this way for so long? have we allowed this to happen? is there a need for this today?
How	is this similar to? does this benefit us/others? does this disrupt things? does this harm us/others? do we know the truth about this? do we see this in the future? will we approach this safely? can we change this for our good?

Ideas relating to who	Ideas relating to what	Ideas relating to where
Are there different solutions for different users?	If you were counter-arguing, what other solutions might you propose?	If the location of the solution changed, what else might be possible?
Ideas relating to when	Ideas relating to why	Ideas relating to how
If the solution were to be beamed from the future, what might it look like?	If the solution had to create a best-case scenario or mitigate a worst-case scenario, what might it look like?	If the solution was to disrupt the status quo, what might it look like?

<sup>&</sup>lt;sup>8</sup>Source: www.globaldigitalcitizen.org

## Appendix 5 – Evaluation and Prioritisation Guide

#### Option evaluation

Once you have analysed your options, you can evaluate and prioritise which ones you're going to propose/include in your policy.

As you're progressing through your evaluation and prioritisation, keep in mind:

#### How might we evaluate success/failure?

- O What is the review period for your strategy, plan, policy, or procedure?
- o How will you measure success?
- o Who do you need to report your evaluation(s) to?

### How might we adapt as needed?

- o How will you incorporate changing conditions or learnings?
- How will you manage any necessary adaptations?
- What cognitive traps have we fallen into? (See Appendix 2 and resources such as
  - < https://thedecisionlab.com/biases >, < https://yourbias.is/ >, and
  - <a href="https://yourlogicalfallacyis.com/">https://yourlogicalfallacyis.com/"> to better understand biases and heuristics.)

Evaluation is the process of arriving at a conclusion. Prioritisation is the process of determining what's most important.

Your evaluation and prioritisation method will depend on the complexity of your topic, your policy response(s) and what was identified in your analysis.

A simple way of evaluating and prioritising your options can be found in the Prioritisation Framework, which provides a matrix of impact and urgency.

Another simple evaluation tool is the RACAP method:

Relevancy	Is the solution relevant to the problem(s) identified?
<b>A</b> ppropriateness	Is the solution appropriate for all relevant stakeholders?
Currency	How long will the solution remain current/viable?
Authority	Do we have authority to implement the solution?
<b>B</b> ias	Have we corrected for any biases in our decision-making?

#### Implementation evaluation<sup>9</sup>

Depending on the significance and complexity of your policy instruments, the following types of evaluation may be appropriate:



#### **Post-commencement evaluation**

A 'check in' on a policy instrument soon after its commencement, focusing on initial implementation, design, and delivery. Reporting to internal stakeholders enables issues to be identified and corrective action taken early in the program lifecycle.



#### **Monitoring evaluation**

An assessment of a policy instrument's progress in its 'business as usual' phase, focusing on short and medium-term outcomes and contribution to Council's vision and objectives. It is also an opportunity to test data sources/evidence. Reporting is primarily intended for internal stakeholders but can also include external stakeholders.

<sup>9</sup> Adapted from <a href="https://www.policyhub.gov.au/resources/evaluation-question-bank-diis">https://www.policyhub.gov.au/resources/evaluation-question-bank-diis</a>>.



## **Impact evaluation**

An assessment of a policy instrument's performance against its objectives, together with its impact. It may also assess value for money, cost-effectiveness and other attributes. In most cases, the evaluation report is intended for external publication.

Questions that may be asked in each type of evaluation include the following: (This list is neither prescriptive nor exhaustive and Policy Owners/SMEs should use evaluation criteria that are applicable to their policy instrument.)

KEY QUESTION: H	low ap	pro	priate was the design of the policy instrument?
	Ques	tion	s
Original rationale for the	0	•	What was the nature, magnitude and distribution of the problem or opportunity that the policy instrument was designed to address?
policy instrument			<ul> <li>What was the concern or opportunity that gave rise to the policy instrument?</li> </ul>
			<ul> <li>How many people were potentially affected? Who were they?</li> <li>What costs or obstacles were apparent? What potential benefits were being forgone?</li> </ul>
			<ul> <li>What particular areas were affected?</li> </ul>
		•	What services or service improvements were needed?
			<ul> <li>What actions were needed to overcome the problem or exploit the opportunity?</li> </ul>
	0	•	What was the likely consequence of not addressing the problem or opportunity?
			<ul> <li>Had no action been taken, how likely is it that the problem or opportunity would have continued?</li> </ul>
			<ul> <li>To what extent might the problem have worsened or the opportunity dissipated in the absence of any action? How many people might have been affected? What might have been the consequence for those people?</li> </ul>
	0	•	Did changes in the nature of the problem or opportunity occur over the policy instrument's lifetime that warranted a change in the policy instrument's design or scale? If so, how was this addressed?
Continuing	M	•	Is there still a need for the policy instrument?
rationale for the policy instrument			<ul> <li>Has the nature, magnitude, or distribution of the problem or opportunity changed since the introduction of the policy instrument? If yes, how, and to what extent, and does the policy instrument still address this changed need?</li> </ul>
			<ul> <li>How and to what extent would businesses and the economy be affected if the policy instrument were to be reduced or abandoned?</li> </ul>
	PC	•	Are the original and current policy objectives still relevant?
	M		<ul> <li>Have changes in the situation or environment overtaken the policy objectives? What, if any, amendments to the objectives would enable a more effective response to the problem or opportunity?</li> </ul>

	PC M	•	Are the original targets or outcomes still desirable and achievable?
Original rationale for Council intervention	•	•	<ul> <li>Was it appropriate for Council to intervene? Why/why not?</li> <li>Were existing or prospective activities likely to be less than fully effective in resolving the problem or maximising the potential benefits?</li> <li>Was a 'market failure' apparent? What gaps or barriers prevented a solution from being reached independently of Council involvement?</li> </ul>
Continuing rationale for Council intervention	PC M	•	Is Council intervention still appropriate?  O Are others still unlikely to deliver effective outcomes?
Alignment with strategic objectives	All	•	To what extent was the policy instrument consistent with Council's vision and objectives?
Interaction with other policy instruments	PC M	•	<ul> <li>How well did the policy instrument align or interact with other government or community policy instruments targeting similar objectives, clients, or activities?</li> <li>Did any other government or community policy instruments target similar objectives? If so, to what extent did the objectives of the different policy instruments complement or conflict with each other?</li> <li>Did any other government or community policy instruments engage in similar activities? If so, to what extent did the activities of the different policy instruments complement or conflict with each other?</li> <li>Were conflicting incentives being delivered?</li> </ul>
Level of government	All	•	<ul> <li>Was the activity undertaken by the most appropriate level of government?</li> <li>Did the activity lie within the powers and responsibilities of Council? If not (or not solely), what was the reason for Council involvement?</li> <li>Did other levels of government take action instead of, or alongside, Council? Why or why not?</li> <li>To what extent were federal, state, territory, and other local governments involved in policy instrument activities?</li> </ul>
Policy instrument design	All	•	Did the policy instrument have clear and consistent objectives?  Did clear, evidence-based links exist between the policy instrument's
	All	•	inputs and activities and its expected outcomes?  Were mechanisms in place for outcome achievement to be assessed?  Were appropriate KPIs identified?  Was the policy instrument adequately resourced to undertake its planned activities?
	All	•	Did the policy instrument design address the need?

			<ul> <li>Did any changes reduce the effectiveness of the original design elements? Could changes to elements of the design have produced a better outcome?</li> </ul>
	All	•	What evidence supported the design choice to use this type of policy instrument? What alternatives existed?
	All	•	Were lessons from previous policy instruments or previous rounds considered when designing the policy instrument?
		•	If previous reviews or evaluations of the policy instrument had been conducted, were the findings considered and recommendations actioned?
	All	•	Have any changes or improvements been made to the design of the policy instrument since its inception (because of continuous improvement or other)? How effective were they?
Governance	All	•	How effective were the policy instrument's governance arrangements?
			<ul> <li>Were the roles and responsibilities of all parties involved in the administration of the policy instrument clearly defined?</li> </ul>
			<ul> <li>Were lines of accountability clear for all parties involved in the administration of the policy instrument?</li> </ul>
			<ul> <li>Are there record-keeping procedures to demonstrate compliance and ensure consistency in decision-making?</li> </ul>
			<ul> <li>Are there procedures to identify and manage potential conflicts of interest?</li> </ul>
			<ul> <li>Is the governance structure appropriate to achieve the intended objectives?</li> </ul>
	All	•	Were there areas for improvement in the policy instrument's governance structure?

KEY QUESTION: \	Ouest:	
Category	Questi	
Rollout	PC	Was the policy instrument rollout completed within the expected timeframes? If not, what obstacles were encountered? What, if any, action was taken to overcome them?
	PC	• Was the policy instrument rollout completed on budget? If not, why not?
Administration	All	Did operations and procedures work effectively?
	PC	Were delivery timetables realistic? Were there delays? If so, what caused the delays? What action was taken?
	All	Were any significant administrative constraints or costs experienced?
	All	Was the policy instrument clear enough to enable consistent administrative decision-making?
	All	Were there mechanisms to enable continuous improvement? If so, how effective were they?
	All	Were there areas in which the policy instrument's operations and procedures could have been more efficient? What changes or improvements were introduced? How effective were they?
Inter-or intra- organisational cooperation	All	If other organisations or teams were involved in the administration of the policy instrument, how effective were the joint working arrangements?
Risk management	All	What were the major risks associated with the policy instrument? How well did the policy instrument design anticipate and mitigate those risks?
	All	Were there changes made to policy instrument operations or governance arrangements to improve the management of identified risks?
	All	• What were the consequences of facing or managing policy instrument risks?
Participation	All	To what extent did the characteristics of stakeholders match those of the policy instrument's intended stakeholders?
	All	To what extent did stakeholder needs match the policy instrument's intended focus?
	All	Were efforts made to increase awareness of the policy instrument among traditionally under-represented or marginalised groups? What was the outcome of those efforts?
Project/Activity management	All	Did all projects/activities envisaged in the policy instrument commence as planned? If not, what obstacles were encountered? How were they dealt with?
	All	Were all projects/activities completed as planned? Why/why not?
	All	In what ways did projects/activities that were completed differ from those that were not completed? What obstacles were encountered?
	All	Were the reporting requirements and processes adequate and effective?

Project/Activity reporting	All	•	Were reports submitted in a timely way?				
Project/Activity monitoring	All	•	Was oversight efficient and effective?				
	All	•	To what extent were projects/activities able to change course to accommodate unexpected barriers or developments, or to take advantage of unexpected opportunities?				
Policy instrument	All	•	Was the policy instrument implemented on budget and on schedule?				
monitoring	All	•	Did the financial records provide a transparent, accurate, and reliable view of how policy instrument funds were allocated and used?				
	All	•	Was reporting sufficiently informative and timely to ensure that problems or opportunities could be identified and addressed quickly?				
Monitoring and evaluation	All	•	Were the KPIs appropriate and related to the policy instrument objectives?				
			<ul> <li>Were there data to demonstrate that the policy instrument addressed the problem underpinning its rationale?</li> </ul>				
			<ul> <li>Were there measures to assess high-level policy instrument attributes (such as cost-effectiveness and value for money)?</li> </ul>				
			<ul> <li>Were there measures to assess contributions to high-level outcomes?</li> </ul>				
	PC M	•	Are more or different KPIs required?				
	All	•	Did the policy instrument have sound data-collection methodologies?				
	All	•	Were any problems encountered with data collection? If so, how were they resolved?				

KEY QUESTION: Did the policy instrument work?				
Category	Ques	Questions		
Achievements to date	M	What data are available to determine initial outputs and early outcomes of the policy instrument?		
	M	What early outcomes or indications of future outcomes are suggested by the data?		
	M	Are the desired outcomes occurring as expected?		
		What is the likelihood that they will continue to be achieved?		
	M -	<ul> <li>Are there mechanisms for robust later assessment of the policy instrument's outcomes and impact in terms of:</li> </ul>		
		<ul> <li>what was achieved</li> </ul>		
		<ul> <li>how much was achieved</li> </ul>		
		o who was affected		
		<ul> <li>where the outcomes were concentrated</li> </ul>		
		<ul> <li>how/why the outcomes were achieved (attribution vs contribution)</li> </ul>		
		<ul> <li>unintended consequences?</li> </ul>		

	M -	Is there a mechanism for identifying and analysing lessons learned from the policy instrument?
Obstacles and success factors	PC ·	Have any issues or developments emerged that might limit the achievement of intended outcomes? If so, what actions are being taken to address them?
	M -	Have any issues or developments emerged that might reinforce the achievement of intended outcomes? If so, what actions are being taken to exploit them?
	All -	Have external factors affected the policy instrument's operations or outcomes in any way? If so, is mitigating action required?
	M -	What obstacles, if any, have been encountered by policy instrument managers or policy instrument participants?
	M -	What characteristics distinguish the most successful projects and participants from those that are less successful?
What was achieved	0.	Did the policy instrument achieve its intended outcomes?
How much was achieved	0.	What was the magnitude of the changes that occurred?
	•	Did the outcomes meet the targets, if any, established for the policy instrument?
	0.	How do the outcomes compare with those of related or alternative policy instruments?
	0.	Was the policy instrument's reach sufficient to realise the required scale of change?
	•	How durable or sustainable are the outcomes?
		<ul> <li>To what extent do participants have sufficient ownership, capacity, and resources to maintain outcomes after the funding has ceased?</li> </ul>
Who was affected	0.	What were the characteristics of the policy instrument's participants and beneficiaries (size, sector, etc.)?
	0.	Did the actual participants/beneficiaries differ from the intended participants/beneficiaries?
	0.	Were any groups negatively affected by the policy instrument? If so, how?
Where the outcomes were	0.	To what extent did the outcomes differ by demographics or geography?
concentrated	0.	Did particular people or areas participate in, or benefit from, the policy instrument more than others?
	0.	Did the actual distribution of the outcomes differ from the intended?
How/why the outcomes were	0.	What were the main factors contributing to the outcomes?
achieved	•	What obstacles, if any, were encountered? What was done to reduce their effect?
	0.	What external factors, if any, affected the policy instrument's operations or outcomes?
	0.	Were the assumptions underpinning the policy instrument correct?

Unintended consequences	All	Did the policy instrument have any unintended consequences, positive or negative? If so, what were those consequences? How and why did they occur?
	All •	What action, if any, was taken to reinforce positive unintended consequences and reduce negative ones?
Counterfactual	0	Were methods considered or developed to determine what the situation would have been had the policy instrument not been conducted?
	0.	What would have been the situation had the policy instrument not been conducted?
Return on investment	0.	To what extent can the return on investment be quantified for the policy instrument?
Cost- effectiveness	0.	Were methods considered or developed to enable future assessments of the cost-effectiveness of the expected activities, outputs, outcomes, impacts, and benefits?
	0.	Was the policy instrument cost-effective? How did its outcomes compare with similar policy instruments elsewhere or with alternative ways of achieving the same outcomes?
	0.	To what extent did the benefits of the policy instrument outweigh the costs?
Evaluation- readiness	M .	How ready is the policy instrument for evaluation of its outcomes and impacts?

KEY QUESTION: What lessons does this policy instrument offer for future design?			
Category Question			
Lessons learned	•	<ul> <li>What lessons, if any, can be drawn from the policy instrument to improve the efficiency or effectiveness of future policy instruments? (What went well? What didn't go well? What can be improved? How can we improve it?)</li> </ul>	

## Appendix 6 - Setting a Review Date

The need to commence a new or amend an existing strategy, plan, policy, or procedure may be triggered by a range of events—for example:



The review of a policy or the development of a new policy may be commenced by teams, Strategy and Governance, or at the request of Council, the SLT, the LT or General Managers.

At a minimum, reviews must be undertaken as indicated in the following table, noting that if legislation requires a particular review frequency, that will override the guidelines provided here. Reviews may also be brought forward if needed to respond to changing conditions or in response to events.

Document	Frequency	Notes
Strategic Plan	Within 2 years of each general election	Legislative requirement, LG Act, s8(4)(b)
Strategy	Every 3–10 years	
Long Term Financial Plan	Annually	Legislative requirement, LG Act, s8(4)(a)(i)
Asset Management Plans	Within 2 years of each general election	Legislative requirement, LG Act, s8(4)(b)
Plans	Every 3–5 years	
Annual Business Plan	Annually	Legislative requirement, LG Act, s123
Policy	Every 3 years	If a policy relates to high-risk activities or relates to a fast-changing topic, earlier review intervals may be set.
Procedure	Every 3 years	Earlier review intervals may be set as required.

## Policy register

The Policy Coordinator will enter a document's review date in RelianSys and reminders will be sent:

- the October before the start of the final year of the strategy/plan
- six months in advance for each policy/procedure review.

Reminders will not be sent for the strategic plan, long-term financial plan, asset management plans, or annual business plan.

Every six months, a report will be provided by the Policy Coordinator to the SLT on the status of review dates. The Policy Owner/SME will be responsible for ensuring the review schedule is met.

## Appendix 7 – Document Checklist

√, X	Question	Notes		
or N/A				
	Are you clear, and do you have agreement, on the problem you're trying to solve/what you're trying to achieve?	How you frame the problem/task/mission will greatly influence the tool(s) you select for the job to be done.		
	Have you contacted Strategy and Governance to let them know of your needs and plans?	Strategy and Governance will help you meet the requirements of this framework and manual.		
	Have you applied wellbeing, sustainability, and innovation lenses to your problem definition and proposed solutions?	This will ensure thorough evaluation and alignment with the strategic plan.		
	Have you applied a First Nations perspective?			
	Have you considered inclusion AND accessibility?			
	Have you considered people from culturally and linguistically different backgrounds?	Consider a wide range of diversity and inclusion		
	Have you considered people of varying gender and sexual orientations?	matters.		
	Have you thought about who is normally missing from this discussion due to their age, socio-economic conditions, power, or other constraints?			
	Have you considered including the people affected by your document in its development?	Consider whether you can use a human-centred approach to confirming the problem and identifying solutions.		
	Have you selected the right policy instrument?	If you're not setting a direction or regulating a behaviour, you may not need a tool within this framework and manual.		
	Does your document set a new direction that will take a long time to achieve?	You may need a strategy.		
	Does your document work within existing directions over a shorter timeframe (e.g. less than 10 years)?	You may need a plan.		
	Does the document align with existing strategies or plans?	You may need another strategy or plan.		
	Does it set out things for others (external people or organisations) to do, or is it for Council staff only?	It may need to be an administrative plan.		
	the document relate to a matter that only ncil has delegated decision-making powers?			
	the document relate to Elected Members ifically or the Council as an elected body?	If you have answered YES to one or more of these questions, then the document should be developed		
	s the document relate to a service or resource of ncil provided to the Community?	and approved as a Council Policy. This should be taken into consideration when assessing, consulting and creating the content.		

Does the document need to be publicly available to and accessible by the community?	
Does the document relate to a specified statutory requirement of Council?	
Does the document relate to the management or principles of financial transactions of Council?	
Identify any relevant legislation, regulations, guidelines or codes.	When doing a review—is there anything new?
Determine who else within the organisation should be involved.	Consider who the policy will impact. For a complex issue, a working group may be appropriate.
Identify who will be affected by the policy and any other stakeholders.	Or who is affected by the problem? Could be internal and or external to Council. Includes internal committees (e.g. risk, Occupational Health & Safety, consultative committee).
Identify the purpose, scope, and objective.	If there is any doubt, a brief should be prepared and endorsement sought from the responsible manager or the SLT before work commences.
Is the policy consistent with the Council Plan and not in conflict with any other policies or strategic documents?	Council requirement and good practice.
For a review, identify if the document is still relevant and in use.	Are there any examples to support this?
Identify what has changed since the last review.	Internal and external to Council.
Are any future changes anticipated that will impact the policy?	For example, legislation under consideration or a report about to be published.
Consider compatibility with other requirements where relevant, e.g. Local Government Act 1999 (SA), Aged Care Act 1997 (Cwlth).	Council must consider the implications of the strategy on all relevant legislation and obligations it adheres to.
Identify links to other City of Holdfast Bay documentation.	For example, another policy, procedure, or strategy, Council's Code of Conduct, its strategic plan <i>Our Holdfast 2050+</i> , or the Council Budget.
Undertake a review of any lower-level City of Holdfast Bay documentation at the same time.	Such as associated procedures, forms, or templates.
Benchmark against documents adopted by other councils.	Use your networks and the internet. Being specific in what you are looking for will save time. Selection of councils is generally based on size. However, depending on the topic, a larger or smaller council could be useful, or any councils known to be leading in this area.

Research or review for any guidance on best practice.	Use your networks, the internet, and publications by the Local Government Association or other relevant authorities. Reports by the Auditor-General's Department or the Ombudsman are a good source of guidance.
Are there any delegations applicable?	Check against instruments of delegation to identify any statutory powers, duties, or functions that apply.
Identify legal, financial, environmental, social, and political implications.	Ensure that policy development or review considers these implications.
Consider risk analysis implications.	Refer to Council's risk management process.
Identify potential policy options.	This could include doing nothing, saying no to an issue, educating rather than regulating, and developing a 'for and against' case for a range of options.
Identify any discretion that may be required in implementing the policy.	Include the basis for that discretion with the policy.
Prepare a draft document using the appropriate template. For a review of an existing policy or procedure, track the changes proposed to the existing document.	Use the Policy Template and guidance included in the Strategy Policy and Procedure Framework.
Take an overall look at the document and identify any improvements or potential changes required.	Use possible scenarios to test the policy to ensure no unintended consequences.
Check that the document does not stray into irrelevant considerations.	Irrelevant considerations must not be taken into account in making administrative decisions.
Identify how the document will best be communicated once approved.	How, when, and to whom?
Identify the appropriate timeframe for the document to be reviewed.	Refer to the criteria in the Strategic Document, Policy and Procedure framework. The maximum is four years.
Obtain endorsement of the draft document.	From responsible authority (see Governance).
Circulate to all stakeholders for feedback and amend or develop further as necessary, including presentation of the draft to the Management and Leadership Team meeting and endorsement by internal committees.	By this step, there should be no surprises in the feedback received, provided consultation occurred during the development of the document.
Prepare report/s on new or reviewed documents for the relevant authority.	Refer to Governance for relevant authorities.
Update Council records.	Once a policy is adopted or approved, provide the electronic version to the Policy Coordinator to add the Council resolution number, PDF the document, update the policy register, and post the policy on the intranet or public-facing website.
Implement.	Ensure implementation per the completed implementation guide.

Communicate.	Confirm approval or adoption to all stakeholders involved in the process. Disseminate communication. Conduct training or information sessions if necessary.
Review.	Continue to schedule reviews according to the timeframe set—or earlier if changes are identified.

## Appendix 8 - Implementation Guide

There is no single way to implement a strategy, plan, policy, or procedure; however, the following outline may assist you in developing an implementation plan appropriate to your policy instrument.

Implementation Task	Action Steps	Responsibility	Timeline
Communication:			
• awareness			
• instruction(s)			
Training/education			
Administrative changes			
System/ICT changes			
Associated policy or procedure updates			
·			
Cost/resourcing plan			
Issues likely to arise during			
implementation			
Monitoring and measuring			
effectiveness			
Compliance			

## Appendix 9 - Lesson-Learned Log

Collecting lessons that are learned while implementing a policy is extremely useful and can fast-track the evaluation/review stage, as well as improve the quality with each iteration.

There is no specific process or mechanism that must be used. Lessons learned can be captured collectively or individually, but sharing is encouraged.

A simple template could contain the following information and could be set up at the beginning of a process to ensure lessons learned are captured from the start.

ID	Lesson	Туре	Priority	Date	Logged by
1	Describe what was learned—it could be a failure, a problem encountered, an opportunity previously not perceived, a risk that grew or didn't eventuate, an unexpected exception/circumstance that hadn't been envisaged, etc.	Organisation	Very High		Name
	5 /	Team	, 3 High		
		Process	Medium		
		User Need	Low		
		Myself	Very Low		

Council Meeting: 12 December 2023 Report No: 400/23

Item No: 15.8

Subject: PROJECT MANAGEMENT POLICY, AND FRAMEWORK AND MANUAL

## Summary

The City of Holdfast Bay delivers millions of dollars of works and services on behalf of ratepayers every year. To prove that we meet community expectations, and adhere to approved budgets, schedules and quality standards, it is important that we properly prioritise, plan, execute and report what we do. Managing projects consistently and transparently is one aspect of this.

To ensure that Council fulfills its legislative obligations effectively and is able to effectively scope, schedule and deliver projects, a Project Management Council Policy and associated Project Management Framework and Manual have been developed and are presented to Council.

On 15 November 2023, the Audit and Risk Committee of Council considered the:

- Project Management Council Policy, and recommended it to Council for adoption, and
- Project Management Framework and Manual, and noted it.

#### Recommendation

#### **That Council:**

- adopts the Project Management Council Policy (Attachment 1); and
- 2. notes the Project Management Framework and Manual (Attachment 2).

## **Background**

Pursuant to the *Local Government Act 1999* and other legislation, councils have a range of functions that results in 'projects'. A project is a group of interrelated activities that are planned and then executed to create a product or service, to agreed cost and quality criteria, within a specific timeframe, in order to achieve agreed results. Typical projects include building infrastructure, or deploying new technologies, but almost everything can be managed as a project.

Project management is a discipline that involves planning, executing, monitoring, controlling, and closing projects to achieve specific goals or objectives within defined constraints, such as time, budget, scope, and quality. It is a structured way of delivering agreed results, focusing on articulating and then delivering outputs that are to be delivered by a certain time, to a defined quality and with a given level of resources so that planned outcomes are achieved.

Council Meeting: 12 December 2023 Report No: 400/23

On 15 November 2023, the Audit and Risk Committee of Council considered the:

- Project Management Council Policy, and recommended it to Council for adoption, and
- Project Management Framework and Manual, and noted it.

The Audit and Risk Committee were supportive of the intent and content of the documents. Suggestions were made regarding a number of matters, including:

- changing the name of the Project Board to the Project Oversight Committee to more accurately reflect its role (adopted); and
- consider including a description of project sizes in the Project Management Council Policy (adopted).

## Report

The City of Holdfast Bay delivers millions of dollars of works and services on behalf of ratepayers every year. To prove that we meet community expectations, and adhere to approved budgets, schedules and quality standards, it is important that we properly prioritise, plan, execute and report what we do. Managing projects consistently and transparently is one aspect of this. To guide project management, a Project Management Council Policy has been developed and is provided as Attachment 1.

Refer Attachment 1

The Project Management Council Policy articulates key responsibilities and crucial decision points to ensure that investment decisions are being made prudently and the systems and processes to support their implementation are in place. This includes the establishment of a Project Oversight Committee to oversee the delivery of key projects. The Project Oversight Committee is established to provide a forum for review and oversight of projects being currently delivered and still in the pipeline. The Project Oversight Committee is made up of three General Managers and four senior staff, selected for their skills (not their positions).

To support this policy, an associated Project Management Framework and Manual has been developed, which is provided as Attachment 2.

Refer Attachment 2

The Project Management Framework and Manual articulates the processes, tasks and tools needed to take a project at the City of Holdfast Bay from beginning to end. The document and the processes and tools within it are intentionally 'light-touch' and do not limit staff to a particular methodology. Rather, the intention is to ensure that a minimum level of scoping and planning is undertaken, and a minimum standard of information is available for decision-making.

The Project Management Framework and Manual has been tested with Project Managers, who confirmed that the bulk of the requirements are already being met. This document simply formalises and provides structure and rigour, as well as clarifying some accountabilities.

It is intended that the Project Management Framework and Manual will be a living document, which is updated as lessons are learned and improvements are identified. Furthermore, the organisation is currently working on the implementation of a technology solution for project lifecycle management, which is expected to digitise a significant proportion of project management processes and render many (if not all) of the templates redundant. Nevertheless,

Council Meeting: 12 December 2023 Report No: 400/23

until the technology solution is deployed, the templates can be used, as well as inform the configuration of the technology solution.

## **Budget**

There are no budget requirements associated with this proposal.

## **Life Cycle Costs**

There are no life cycle costs associated with this proposal.

## **Strategic Plan**

High quality policy development ensures alignment with strategic directions can optimise the delivery of strategic objectives and aspirations.

## **Council Policy**

Project Management Council Policy (proposed)

## **Statutory Provisions**

Local Government Act 1999

Written By: Manager, Strategy and Governance

**General Manager:** Strategy and Corporate, Ms S Wachtel

# Attachment 1





# **Project Management**

Council Policy

## 1. Purpose

The purpose of this policy is to ensure projects are delivered effectively, in order to provide the best possible outcomes for our community.

## 2. Scope

This policy applies to the whole of Council, excluding Alwyndor.

## 3. Roles and Responsibilities

Council	Adoption of the Project Management Council Policy, making decisions		
Council	about project variations over 5%.		
Senior Leadership Team (SLT)	Adopting the Project Management Framework and Manual.		
Chief Executive Officer	Making decisions about project variations over 5%.		
Project Sponsor	A nominated Executive with overall accountability for the delivery of projects within approved scope, timeframes and budget, provides direction for projects, approves project documentation, appoints the project manager, signs off on project deliverables, makes decisions about project variations under 5%.		
Project Manager	Deliver the project with guidance from the Project Sponsor and Project Oversight Committee within the agreed timeframe, to the required quality, and with an established budget.		
Project Oversight Committee	Review and oversight of projects, ensuring that processes are followed, governance requirements are being met, projects are being delivered to agreed parameters and appropriate connections are being made between activities across the organisation.		
Employees	Participation in projects as required.		
Strategy and Governance Team	Responsible for: - maintaining the Project Management Framework and Manual - supporting Project Managers to comply with the Project Management Framework and Manual - Executive Officer support to the Project Oversight Committee.		

#### 4. Policy Statement

- 4.1 The City of Holdfast Bay delivers millions of dollars of works and services on behalf of ratepayers every year. To meet community expectations, and stick to approved budgets, schedules and quality standards, it is critical that activities are objectively prioritised, properly planned, effectively executed and transparently reported on. 4.2 A Project Management Framework and Manual will be developed and maintained on Council's behalf by Administration to guide project management. This document may be updated from time to time as best practice changes, or as lessons from implementation need to be applied. Updates must be approved by the Senior Leadership Team.
- 4.3 Without dictating a specific project delivery methodology, the Project Management Framework must ensure that all activities commence with a confirmation of need and that investment decisions are staged, to enable proper scoping and objective prioritisation.
- 4.4 The Project Management Framework will define which activities are within its scope, which in turn, defines the application of this policy.
- 4.5 A skills-based Project Oversight Committee will be set up by the Chief Executive Officer to ensure effective project management across the organisation, which will be guided by the Project Management Framework and Manual.
- 4.6 Key decisions and authorities are:

Decision	Project Size	Approving Authority	Timing
Identification – confirmation of need	Small – Medium	Project Oversight Committee	Any time
	Large	Council	
Approval of budget for investigations	Small – Medium	Chief Executive Officer	
	Large	Council	
Authorisation to undertake a Prudential Report	Large	Project Sponsor	
Based on the preliminary assessment, what is the priority?	Small	Project Sponsor	
	Medium – Large	Project Oversight Committee	
Approval of budget for concept design	Small	Chief Executive Officer or Project Sponsor / GM	
	Medium – Large	Council	As part of annual business planning process
Prioritisation based on the full business case	Medium – Large (not required for small)	Project Oversight Committee	Anytime
Approval of project budget	Operational within approved budget	Chief Executive	Anytime
	All capital and operational unfunded	Council	As part of annual business planning process
Approval of project plan	All	Project Sponsor	Anytime
Approval of detailed designs	All capital new	Council	
	Up to 5%	Project Sponsor	

Project Management Policy Page 2

Decision	Project Size	Approving Authority	Timing
Variations in scope, time or budget	Over 5%	Chief Executive Officer / Council	
Project review and lessons learned	Medium -Large	Project Oversight Committee	
	Exceptions / significant issues	Council	
Launch / opening	All	Council	
Benefits review	Medium-Large	Project Oversight Committee	

#### 5. Definitions

Key term or acronym	Definition
Administration	Staff, processes and systems that make up the organisation which delivers services to the community under the guidance of Council.
Council	The elected body.
Project	A project is a group of interrelated activities that are planned and then executed to create a product or service, to agreed cost and quality criteria, within a specific timeframe, to achieve agreed results. The Project Management Framework and Manual will identify which projects it applies to.
Project size	Appendix 1 of the Project Management Framework and Manual provides a project sizing tool. For clarity, a copy of the tool is attached to this policy but does not form part of it.

#### 6. Administration Use Only

Reference Number:	
Strategic Alignment:	This policy supports the delivery of the Strategic Plan by ensuring projects are appropriately assessed and scoped to ensure strategic alignment, and delivered efficiently and effectively.
Strategic Risk:	This policy mitigates strategic risks by ensuring projects are delivered to agreed time, quality and budget parameters.
Responsible Officer(s):	Manager Strategy and Governance
First Issued / Approved:	
Minutes Date and Council Resolution Number:	
Last Reviewed:	
Next Review Date:	
Applicable Legislation:	Local Government Act 1999
Related Policies:	
Other Reference Documents:	Project Management Framework and Manual

Project Management Policy Page 3

#### Appendix 1 - Project Sizing

To size your project, place a tick  $\checkmark$  in the relevant box for each attribute.

	Small	Medium	Large
Size of Project Team (FTEs)	1-2	2-5	5+
Delivery Time	< 6 months	6-12 months	>12 months
Timeframe	Schedule is flexible	Schedule can undergo minor variations but deadlines are firm	Deadline is fixed and cannot be changed, schedule has no room for flexibility
Complexity	Easily understood problem, solution and the solution is readily achievable	Either difficult to understand problem, solution unclear or solution difficult to achieve	Both problem and solution difficult to define or understand, and solution difficult to achieve
Strategic Importance	Internal interest only	Some direct business impact and/or relates to an objective in the Strategic Plan	Affects core service delivery and/or directly relates objectives or aspirations in the Strategic Plan
Political Importance	No political implications to either proceeding or not proceeding	Some political implications	Major political implications
Total Cost	< \$50,000	\$50,000 - \$250,000	> \$250,000
Level of Change	Impacts a single business unit	Impacts a number of business units	Impacts whole of organisation, more than one organisation, or more than one tier of Government
Cultural Sensitivity	Nil to low risk activities (ie, no earthworks) and / or low risk areas	Includes some medium risk activities and / or medium risk areas	Includes any high risk activities and / or works in high risk or highly sensitive areas
Dependencies and Interrelated Projects	No major dependencies or inter-related projects	Some major dependencies or interrelated projects but considered low-risk	Major, high-risk dependencies or interrelated projects
Imperative	Optional	Committed via Council decision, Plan or Strategy	Legislatively required, and/or committed via Council decision, plan or Strategy

#### A Large Project is where there is:

- a tick indicating that the project impacts on the whole organisation, more than one organisation, or more than one tier of Government, or
- includes any activities in an area that is deemed to be of high cultural sensitivity, or
- three or more categories with ticks in the Large column.

#### A Medium Project is where there is:

- four or more categories with ticks in the Medium column, or
- two categories with a tick in the Large column and three or more categories with ticks in the Medium column.

A Small Project covers the remaining combinations.

Project Management Policy Page 4

# Attachment 2



# Project Management Framework



# Contents

CEC	O Message	3
1.	Purpose	4
2.	Background	5
3.	What is a Project?	6
4.	Are All Projects Required to Follow This Framework?	7
5.	Governance	8
6.	What is the Project Management Process at the City of Holdfast Bay?	12
App	pendix 1 – Project Sizing	26
App	pendix 2 - Project Identification	28
App	pendix 3 - Preliminary Business Case	29
App	pendix 4 - Communications Plan	31
App	pendix 5 - Community Engagement Plan	32
App	pendix 6 – Full Business Case	41
App	pendix 7 - Project Plan	63
App	pendix 8 - Project Oversight Committee Report	72
App	pendix 9 - Decision Log	75
App	pendix 10 - Issues Log	76
App	pendix 11 – Handover Checklist	77
App	pendix 12 - Closure Report	79

#### **CEO Message**

As a Council, we want to be known for delivering great things.

In its Strategic Plan – Our Holdfast 2050+, Council describes its Vision for the city:

Protecting our heritage and beautiful coast, while creating a welcoming and healthy place for all in South Australia's most sustainable city.

This vision drives all of the activities of the Council and is supported by three focus areas:

- Wellbeing Good health and economic success in an environment and a community that supports wellbeing.
- Sustainability A city, economy and community that is resilient and sustainable.
- Innovation A thriving economy and community that values life-long education, research, creativity and entrepreneurialism.

To deliver on this vision and be true to the intent of the focus areas, we need to ensure our projects are delivered effectively to time, budget and quality parameters.

With the large variety of projects we deliver each year, consistent and effective project management will be the cornerstone of success.

This framework isn't a one-size-fits-all solution, but rather, a practical toolkit. It's your go-to resource for every step of the project lifecycle, from pre-project identification, through execution to closure. Drawing on industry best practices and real-world experiences, it equips you with the methods and techniques needed to steer projects to success.

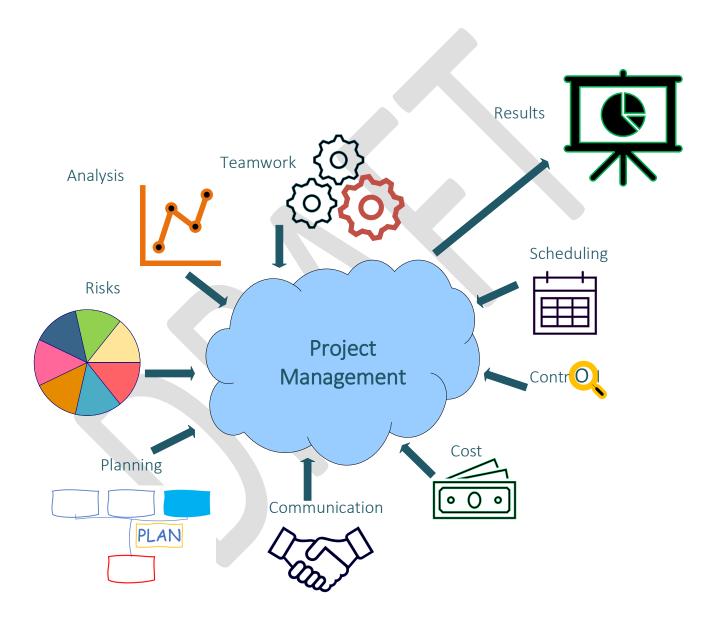
Every project comes with its own distinct challenges and the strength of this framework and manual lies in its adaptability. While we want to ensure rigour in our project management, we also don't want to create administrative burdens. Our approach is therefore to scale documentation to be appropriate to the size and complexity of the project.

I invite you to use this framework and manual actively and provide ongoing feedback to the Strategy and Governance team to ensure it can be optimised for our organisation, and it can grow as our capability does.

# 1. Purpose

The City of Holdfast Bay delivers millions of dollars of works and services on behalf of ratepayers every year. To prove that we meet community expectations, and stick to approved budgets, schedules and quality standards, it is important that we properly prioritise, plan, execute and report what we do. Managing projects consistently and transparently is one aspect of this.

This framework and manual articulates the processes, tasks and tools needed to take a project at the City of Holdfast Bay from beginning to end.



### 2. Background

Project management is a discipline that involves planning, executing, monitoring, controlling, and closing projects to achieve specific goals or objectives within defined constraints, such as time, budget, scope, and quality. It is a structured way of delivering agreed results, focussing on articulating and then delivering outputs that are to be delivered by a certain time, to a defined quality and with a given level of resources so that planned outcomes are achieved.

Project management provides:

- clarity of purpose and expectations
- clarity of commitments (budget, resources)
- assurance that we're taking an inclusive approach to decision-making
- accountability.

However, before project management begins, decisions are made about where to invest. As a public entity responsible for furthering the best interests of its community, Council must consider returns on its investments (social, environmental and financial) and make inevitable trade-offs.

Effectively analysing the cost of projects, planning them carefully and executing them effectively is a crucial skill-set for the organisation. It is also essential for the organisation to achieve strategic objectives, deliver value to the community, and comply with legislative obligations. It requires a combination of technical skills, leadership, communication, and adaptability to successfully navigate the challenges of different projects.

There are a number of project management approaches, including:

- Waterfall, where sequential phases are planned, with each phase dependent on the completion of the previous one
- Agile, which is an iterative and flexible approach, where requirements and solutions evolve through collaboration
- Hybrid, which combines elements of both waterfall and agile approaches to suit specific project needs.

This framework and manual does not intend to limit project managers to a specific project management approach. Rather, it sets a minimum standard of information that should be developed in order to pass through each governance gateway.

# 3. What is a Project?

A project is a group of interrelated activities that are planned and then executed to create a product or service, to agreed cost and quality criteria, within a specific timeframe, to achieve agreed results.

Not every activity is a project and projects can vary in size and complexity. For example, they may:

- result in something being built
- involve changes to existing systems, policies, and/or procedures
- create organisational change
- involve a single person or many people
- require the engagement and management of external resources
- range in cost, and/or
- range in time span.

The City of Holdfast Bay (COHB) does not consider ongoing business-as-usual activities as projects. Notwithstanding this, a General Manager/Project Sponsor may deem an activity to be a 'project' for the purposes of this Framework.

A group of related projects managed in a coordinated manner to obtain benefits and control not available from managing them individually is called a Program. Programs may include elements of related work outside of the scope of the individual projects within the program. A General Manager may determine that a program should be managed through the governance process outlined in this Framework and Manual.

# 4. Are All Projects Required to Follow This Framework?

Not all projects are required to follow this framework and manual, although it should be noted that it is based on good practice and therefore provides a useful structure to follow regardless of whether the gateways are deemed necessary.

Projects that **must** follow this framework are:

- initiatives that require dedicated funding as part of the annual business plan (new initiatives)
- capital new projects over \$20,000
- medium and large projects (to work out your project size, refer to Appendix 1)
- small projects with major dependences, high risks or significant inter-related projects, or
- other projects, programs or activities that do not meet the above criteria but are identified by Council, the Chief Executive Officer or a General Manager/Project Sponsor as being of strategic importance.

Projects that do not fall into these categories may choose to use the templates to apply minimum levels of project discipline, but are not obligated to follow the governance pathways in this document.

Exemptions to this framework and manual (unless otherwise indicated by the General Manager/Project Sponsor or Chief Executive Officer) are:

- capital renewal projects
- small projects
- programs
- other projects specifically exempt.

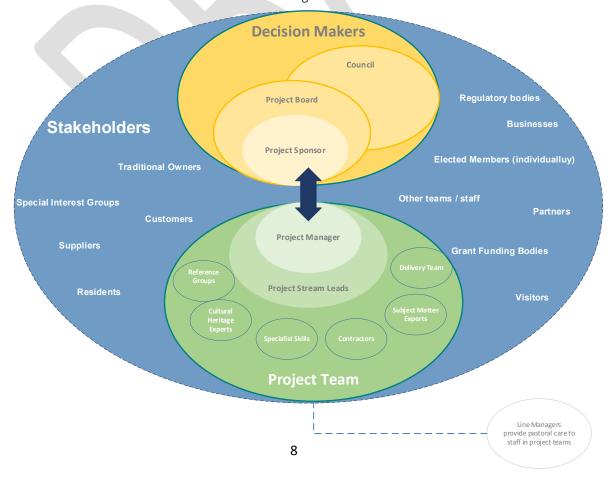
#### 5. Governance

Projects will only succeed with effective governance. Governance refers to the processes and decisions that define expectations, grant authority and verify performance. Effective project governance ensures clear directions and alignment, effective decision-making and appropriate oversight so that projects deliver the value expected of them. Project management structures and processes are set up to enable good governance.



#### **Project Governance Structure**

Project governance should be scaled to the complexity of a project, however, in general, projects subject to this framework and manual work within the following structure.



# **Approval Authorities**

Decision	Project Size	Approving Authority	Timing
Identification – confirmation of need	Small – Medium	Project Oversight Committee	
	Large	Council	
Approval of budget for	Small – Medium	Chief Executive Officer	
investigations	Large	Council	
Authorisation to undertake a Prudential Report	Large	Project Sponsor	Any time
Based on the preliminary	Small	Project Sponsor	
assessment, what is the priority?	Medium – Large	Project Oversight Committee	
Approval of budget for	Small	Chief Executive Officer or Project Sponsor / General Manager	
concept design	Medium – Large	Council	As part of annual business planning process
Prioritisation based on the full business case	Medium – Large (not required for small)	Project Oversight Committee	Anytime
	Operational within approved budget	Chief Executive	Anytime
Approval of project budget	All capital and operational unfunded	Council	As part of annual business planning process
Approval of project plan	All	Project Sponsor	
Approval of detailed designs	All capital new	Council	
	Up to 5%	Project Sponsor	
Variations in scope, time or budget	Over 5%	Chief Executive Officer / Council	
Project review and lessons learned	Medium -Large	Project Oversight Committee	Anytime
	Exceptions / significant issues	Council	
Launch / opening	All	Council	1
Benefits review	Medium-Large	Project Oversight Committee	1

# Roles and Responsibilities

#### Project Oversight Committee

A Project Oversight Committee has been established to oversee the delivery of key projects.

The Project Oversight Committee provides a forum for review and oversight of projects, ensuring that processes are followed, governance requirements are being met, projects are being delivered to agreed parameters and appropriate connections are being made between activities across the organisation.

The Project Oversight Committee is made up of three General Managers and four senior staff, selected for their skills (not their positions).

The governance role of the Project Oversight Committee is to monitor all projects to ensure the successful delivery of expected outputs and outcomes within scope, time and budget.

The Project Oversight Committee is also responsible for:

- confirming the need for small-medium projects
- prioritising projects for referral to Council (refer Prioritisation Framework)
- forecasting any potential conflicts between projects
- oversee project delivery to ensure projects are delivered and outcomes are realised
- ensuring projects pass through each project gateway.

#### Project Oversight Committee members are required to:

- attend Project Oversight Committee meetings
- review regular status reports, ensuring compliance with project management processes
- evaluate small-medium proposals to confirm their need
- review business cases and participate in the prioritisation of proposals in accordance with the
   Prioritisation Framework and Manual
- ensure the project meets the organisation's statutory obligations and protects its interests
- ensure the project delivers the required benefits, and
- consider how to embed project lessons throughout the organisation.

#### **Project Sponsor**

Every project will have a Project Sponsor who is a member of the Senior Leadership Team. The Project Sponsor is ultimately responsible for the outcomes of their projects.

The Project Sponsor is also the project champion. They are responsible for defining the vision of the project and generating enthusiasm in participating stakeholders. The Sponsor must have a strong commitment to the project and must have the power to commit resources to the project.

Additional responsibilities of the Sponsor include:

- approving the project plan
- facilitating resolution of issues at a senior level
- ensuring adequate funding is allocated to meet project outcomes
- accountability for delivery of the project within approved scope, timeframe, and budget
- accountability for the benefits that the project delivers.

#### To achieve this, the Project Sponsor:

- provides direction and oversight
- ensures the project meets the organisation's statutory obligations and protects its interests
- appoints (or supports the appointment of) the Project Manager, and other key roles
- signs off on project deliverables
- ensures that resources are available to the project
- approves the Project Planning documents
- approves project scope, budget, objective, and planned changes according to delegated authority
- ensures that all risks are effectively identified and managed
- monitors progress against objectives
- ensures the proper financial and procurement policies and procedures are observed

- ensures the project delivers the required benefits/outcomes, and
- ensures the project is appropriately closed off and evaluated.

#### Project Manager

Every project will have a designated Project Manager, who will be formally identified as such at Phase 1.

The role of the Project Manager is to deliver the project with guidance from the Project Sponsor and Project Oversight Committee within the agreed timeframe, to the required quality, and with an established budget.

The Project Manager directs day-to-day activities for the project team and is responsible for managing and operating within the processes, procedures, deliverables, and activities described in the project plan and this Framework. The Project Manager must have the authority to manage and bring together all resources and activities necessary to ensure the successful completion of any project.

The Project Manager can change throughout the life of the project. If this is the case, the changeover should be clearly identified and communicated accordingly.

The Project Manager must have the appropriate skills to deliver a quality project within time and budget expectations. When appointing the PM, the Sponsor should consider things such as:

- the type of project according to its technical nature or business domain
- risks associated with the project
- the politically sensitive nature of the project, and
- any other work commitments the project manager may have.

Any training requirements that the Project Manager might need prior to undertaking the task should be discussed by the Project Sponsor and the Project Manager at the outset of the project.

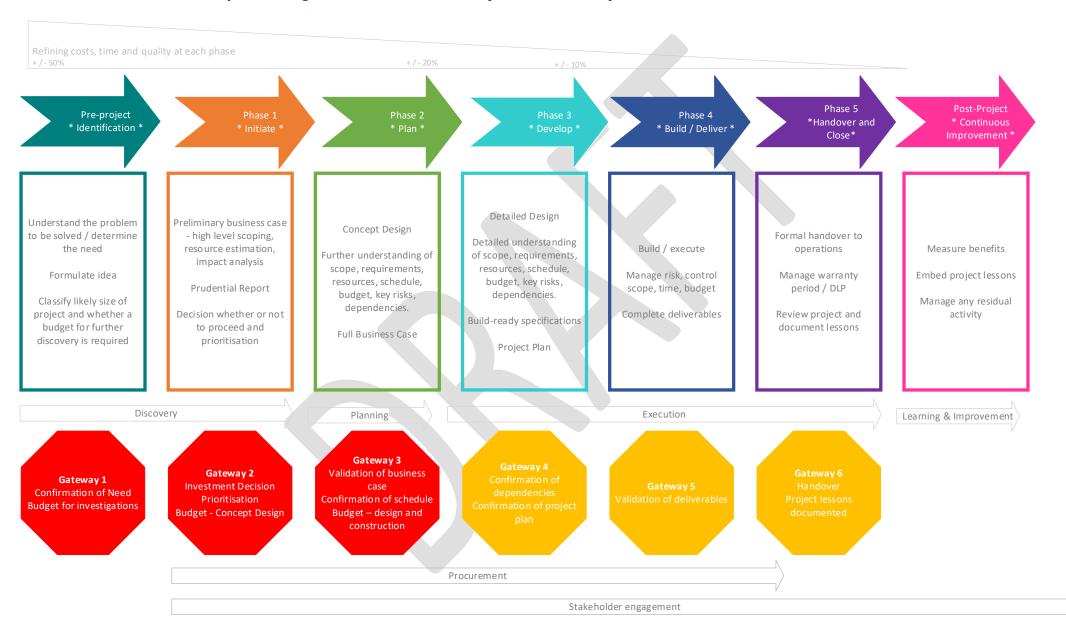
The Project Manager's responsibilities include:

- developing and maintaining the Project Plan and other key project documentation
- leading the Project Team
- day-to-day management of the project against the approved Project Plan, budget, and scope to deliver the specified objectives and benefits
- providing project communications to stakeholders
- maintaining all monitoring and control processes during the project execution
- managing change controls, including contract variations
- liaising with the Design Authority (if required)
- regularly reporting (monthly) to the Project Oversight Committee via the Project Sponsor, ensuring progress against milestones, decisions and issues are effectively reported.

#### Staff Members

To be effective and efficient in carrying out their duties, any staff member may propose a project and participate in the pre-project phase to help identify issues that need to be addressed or improvements. The pre-project phase does not require a formal project manager to be identified.

# 6. What is the Project Management Process at the City of Holdfast Bay?





Projects can be arise from a number of triggers, for example:

- new initiatives proposed as part of the Annual Business Planning process
- motions by Elected Members
- operational requirements arising outside the annual budgeting process
- as a response to safety or other unexpected issues arising
- triggered by grant funding announcements that align with Council priorities
- asset renewal requirements, or
- ongoing program requirements.

Regardless of their origins, all projects start with the pre-project identification stage.

Aim	The purpose of this stage is to: - understand the problem(s) to be solved	
	- determine the need for action	
	- formulate ideas, and	
	- undertake a preliminary assessment of what may be required (project	
	sizing and request for discovery investment).	
Key activities in this stage	- Project is identified as subject to this framework and manual (refer section 4)	
112, 1121111111111111111111111111111111	- Discovery is undertaken	
	- The need for action is confirmed	
	- A project sponsor is formally identified by the Project Oversight Committee	
	- A budget for investigations is approved (if necessary)	
Who is involved	- Staff members	
	- Project Sponsor	
	- Project Oversight Committee	
Outputs produced during	- Project Identification document	
this stage	- Budget allocation for investigations (if required)	
Things to think about	It is important to recognise that at conception, there may be limited information	
	available and resource estimates are typically very preliminary. This stage should	
	therefore concentrate on achieving agreement on the problem to be solved,	
	rather than on potential solutions.	
	- What are the problem(s) to be solved?	
	- Who are they problems for?	
	- Is action required?	
	- What are all the ways we could frame the problem(s)?	
	- What size is the problem(s) and possible responses?	
	- How urgent is the problem(s)?	
	- What are the implications of not acting?	
Templates	Project Identification Template - Appendix 2.	



Before progressing to the next phase, the relevant authority (see section 5) must formally decide whether to proceed with further investigations and must approve a budget for investigation if one is required.



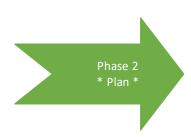


Phase 1 enables decisions to be made about whether to proceed with solving the problem(s) identified at the pre-project phase.

Aim	<ul> <li>The purpose of this stage is to: <ul> <li>define the high level scope of the project</li> <li>estimate resources that are likely to be required</li> <li>assess the likely impact or value of proposed solution(s)</li> <li>undertake a Prudential Report (if required – refer to Council's Prudential Policy)</li> <li>develop a preliminary business case to enable decisions about further investment, and</li> <li>prioritise the project, thereby creating a project pipeline for the organisation.</li> </ul> </li> </ul>
Key activities in this stage	<ul> <li>Project Manager is formally identified by the relevant Project Sponsor</li> <li>Discovery is completed, with the high level project scope agreed</li> <li>Resource estimation</li> <li>Impact analysis</li> <li>Prudential reporting (if required)</li> <li>Prioritisation</li> <li>Investment approval - a budget for Concept Design is approved (if necessary)</li> </ul>
Who is involved	<ul><li>Project Manger</li><li>Project Sponsor</li><li>Project Oversight Committee</li></ul>
Outputs produced during this stage	<ul> <li>Preliminary business case</li> <li>Prudential Report (if required – refer Local Government Act 1999 or Strategy and Governance if unsure)</li> <li>Procurement Plan (if required – refer Procurement Officer if unsure)</li> <li>Communications and/or Engagement Plan (if required)</li> <li>Prioritisation Assessment</li> <li>Budget allocation for concept design if required</li> </ul>
Things to think about	Procurement activities may be required as part of this phase. Refer to Council's Procurement Policy and seek advice from the Procurement Officer if required.  If stakeholder communications or engagement activities are required as part of this phase, a Communications Plan and/or an Engagement Plan should be produced and discussed with the Communications and Engagement Team.  - What are all the solutions possible? - What are all the ways the solutions might be delivered? - Who needs to be involved in assessing the efficacy and desirability of the potential solutions? - What is in scope / out of scope? - What are the implications of doing nothing (base case)? - Does the Design Authority need to be engaged, and at what stage?

	<ul> <li>Will a cultural management plan be required, and at what stage?</li> <li>Have you considered resourcing costs and availability in the options being put forward?</li> </ul>
Templates	Preliminary Business Case template – Appendix 3 Communications Plan - Appendix 4 Engagement Plan - Appendix 5
Gateway	Before progressing to the next phase, the project <i>must</i> have:  1. been assessed for priority  2. been subject to an investment decision, and  3. had a concept budget allocated (if required).
Gateway 2 Investment Decision Prioritisation Budget - Concept Design	





Phase 2 enables high quality planning of the project and proposed solutions, as well as prioritisation of further investment.

Aim	The purpose of this stage is to:
Key activities in this stage	<ul> <li>Project scope is refined</li> <li>Concept planning is completed (where relevant)</li> <li>Full business case is completed</li> <li>Resource estimation to within 20%</li> <li>Prioritisation by Project Oversight Committee</li> <li>Investment approval - a budget for Detailed Design is approved (if required)</li> </ul>
Who is involved	<ul> <li>Project Manger</li> <li>Project Team</li> <li>Consultants / Contractors</li> <li>Project Sponsor</li> <li>Project Oversight Committee</li> </ul>
Outputs produced during this stage	<ul> <li>Full business case</li> <li>Procurement Plan (if required – refer Procurement Officer is unsure)</li> <li>Communications and/or Engagement Plan (if required – refer Communications and Engagement if unsure)</li> <li>Prioritisation Assessment</li> <li>Budget allocation for detailed design if required</li> </ul>
Things to think about	Procurement activities may be required as part of this phase. Refer to Council's Procurement Policy and seek advice from the Procurement Officer if required.  If stakeholder communications or engagement activities are required as part of this phase, a Communications Plan (Appendix 4) or an Engagement Plan (Appendix 5) should be produced and discussed with the Communications and Engagement Team, if it hasn't been produced at the previous stage.  - Which of the solutions explored so far are the best contenders for further development?  - What the relative merits of each assessed option (including the base case of 'do nothing')?  - What re the likely costs and value to Council of undertaking this project?  - Who needs to be involved in assessing the efficacy and desirability of the selected solutions?  - What is in scope / out of scope?

being put forward? Consider also maintenance and ongoing operational costs, as well as whether any training, equipment or additional handover costs need to be factored into the project budget.
Communications Plan - Appendix 4 Engagement Plan - Appendix 5 Full Business Case template – Appendix 6
Before progressing to the next stage, a business case <i>must</i> have been completed and accepted. The scheduling of the project needs to have been confirmed, and an appropriate budget <i>must</i> have been approved.





Phase 3 commences solution delivery or project execution.

Aim	<ul> <li>The purpose of this stage is to:</li> <li>finalise the scope, requirements, resources, budget, risks, dependencies and schedules into a Project Plan</li> <li>undertake detailed design (if relevant), and</li> <li>issue build-ready specifications (as relevant).</li> </ul>
Key activities in this stage	<ul> <li>Project scope is finalised</li> <li>Detailed is completed (where relevant)</li> <li>Build-ready specifications are issued</li> <li>Resource estimation to within 10%</li> <li>Project Plan is developed and approved</li> </ul>
Who is involved	<ul> <li>Project Manger</li> <li>Project Team</li> <li>Consultants / Contractors</li> <li>Project Sponsor</li> <li>Project Oversight Committee</li> <li>Operations and maintenance team(s)</li> </ul>
Outputs produced during this stage	<ul> <li>Project Plan (Design Brief and Testing Plan if using Agile)</li> <li>Procurement Plan (if required – refer Procurement Officer if unsure)</li> <li>Communications and/or Engagement Plan (if required – refer Communications and Engagement if unsure)</li> </ul>
Things to think about	Procurement activities may be required as part of this phase. Refer to Council's Procurement Policy and seek advice from the Procurement Officer if required.  If stakeholder communications or engagement activities are required as part of this phase, a Communications Plan (Appendix 4) or an Engagement Plan (Appendix 5) should be produced and discussed with the Communications and Engagement Team, if it hasn't been produced at the previous stage.  - What is in scope / out of scope?  - Are there any known constraints?  - What are the risks arising and who is responsible for management and mitigation?  - Are there any key dependencies?
Templates	Communications Plan - Appendix 4 Engagement Plan - Appendix 5 Project Plan – Appendix 7  NB: Design Brief and Testing Plan templates for Agile projects have not been developed. Project Managers may use their own preferred templates as required.

# Gateway 4 Confirmation of dependencies Confirmation of project plan Before progressing to the next stage, a project plan or design brief and testing plan must have been completed and accepted.





Phase 4 is when solutions are delivered, in accordance with approved plans and budget.

Aim	The purpose of this stage is to:
	- build or deliver the planned solution(s)
	- manage risk, and
	- control scope, budget and scheduling
Key activities in this stage	- Building / construction
ney delivities in this stage	- Product development
	- Monitoring and controls
	- Reporting
Who is involved	- Project Manger
vviio is involved	- Project Hunger
	- Consultants / Contractors
	·
	- Project Sponsor
O deside and deside deside	- Project Oversight Committee
Outputs produced during	- Decision log
this stage	- Issues log
	- Project Reports
	- Updated Project Plan (as required)
Things to think about	By this stage, stakeholder communications or engagement activities should be
	well established, however, if not, a Communications Plan (Appendix 4) or an
	Engagement Plan (Appendix 5) should be produced and discussed with the
	Communications and Engagement Team as required.
	- Are there any risks emerging that were not anticipated?
	- Are conditions changing in ways that may impact scope, budget, time or
	quality?
Templates	Communications Plan - Appendix 4
	Engagement Plan - Appendix 5
	Project Plan – Appendix 7
	Project Report – Appendix 8
	Decision Log – Appendix 9
	Issues Log – Appendix 10
	133de3 E66 Appendix 10
Gateway	The deliverables should be formally signed off as completed by the Project
Gateway	Manager.
	Wallager.
Gateway 5	
Validation of deliverables	
validation of deliverables	



Phase 5 sees the transition from project to operations.

	TI C.I.S
Aim	The purpose of this stage is to:
	- manage warranty and defect liability periods
	- ensure that the product / solution is handed over correctly to operational
	teams,
	- undertake a project review, and document lessons learned.
Key activities in this stage	- Formal handover to operations
	- Manage DLP
	- Review project and document lessons
Who is involved	- Project Manger
	- Project Team
	- Consultants / Contractors
	- Operations and maintenance team(s)
	- Project Sponsor
	- Project Oversight Committee
Outputs produced during	- Completed handover checklist
this stage	- Warranty schedule
	- Project Review
Things to think about	The handover to operations need to be formal and signed off by both parties,
	with clear responsibilities assigned for managing the defects and liability period.
	Everyone involved in the project should participate in project review and time
	should be allocated to identify lessons learned, document them and undertake
	any follow-up actions that may be necessary.
	any tonow up decions that may be necessary.
	Responsibility for any ongoing or residual activities or actions must be identified,
	and mutually agreed.
	and mateurly agreed.
Templates	Project Report – Appendix 8
. S Ipiatos	Handover checklist – Appendix 11
	Project review – Appendix 12
	Troject review Appendix 12
Gateway	Before progressing to the next phase, it is good practice to ensure handover has
Cuteway	been formally completed and documented, and project lessons have been
	documented.
	accumented.
Gateway 6	
Handover	
Project lessons	
documented	



While a project may officially end in operational handover, residual activities may continue.

Aim	The purpose of this stage is to: - implement any lessons learned - ensure continuous organisational improvements - measure benefits over time.
Key activities in this stage	<ul> <li>Measuring the benefits of the project / solution(s) delivered</li> <li>Embedding lessons learned during the project</li> <li>Residual engagement or communications activities, or</li> <li>Related continuous improvements.</li> </ul>
Who is involved	<ul> <li>Project Sponsor</li> <li>Project Manager – available for advice / comments</li> <li>Operations and maintenance team(s)</li> </ul>
Outputs produced during this stage	<ul> <li>No specific outputs required, however, lessons learned should be formally captured to enable the rationale for changes in organisational practice to be captured</li> </ul>
Things to think about	<ul> <li>Are there any current projects or activities the lessons should or could be applied to?</li> <li>Can the lessons be systematized to ensure their automatic uptake in organisational processes?</li> <li>What is the trajectory for benefits realisation?</li> </ul>

#### Whole of project

#### Issue Management

Issues are addressed immediately to minimise impact to the project.

Issues need to be articulated, logged, and assigned to an owner that ensures actions are completed and brings the issue to a close.

Both a Decision Log (Appendix 10) and an Issues Log (Appendix 11) should be maintained throughout the project's life, regardless of the project management methodology used.

#### Record Keeping

All final project documents must be stored in ECM.

#### Risk

Projects use the corporate risk matrix and consequences tool, outlined in the Organisational Risk Management Policy and Procedure, to enable project risks to be captured and managed using the same principles as corporate risks. This ensures that projects are managed in alignment with other areas of service delivery and strategic decision making, and provides a single point of truth for the management of all project related risks and enables appropriate reporting and oversight at an senior management level.

Risks identified within each project will have a risk owner and adequate controls put in place to effectively manage and/or mitigate. Project Managers are responsible for the identification, management, control, review and reporting of all project risks until a project is finalised.

All risk related issues are addressed via regular reporting to the Project Oversight Committee, with more urgent issues being escalated directly to the Project Sponsor. An action plan is then devised, and the issue is assigned to an owner who ensures actions are prioritised and completed.

Upon project completion, any residual risks are then transferred to the appropriate service delivery area for ownership and ongoing risk management.

#### Reporting

Project reports include a standard RAG rating against the baseline established in project documentation, as follows:

- Green 'on track' on schedule, on budget, scope on target
- Amber 'at risk', but within the tolerable range for the Project Manager to manage (ie, does not require intervention from the Project Sponsor)
- Red 'off track', and beyond the scope of the Project Manager to manage, therefore requiring the Project Sponsor, CEO or Council to intervene and re-set the baseline.

#### **Change Control**

Any variations to the project must be managed through a formally controlled change process.

Examples of possible changes include:

- Scope change, including reductions or increases to scope.
- Schedule variations, either to accommodate additional scope, or because the plan has changed due to slippage etc. Rarely does a schedule variation occur in isolation. Even if scope is unchanged, the resourcing and budget requirements will often require variation also.
- Budget / cost variation, which may be necessary to accommodate scope change, or simply to increase the available budget because costs are exceeding, or forecasted to exceed, the budgeted allocation.

The Project Manger will raise project change issues with the Project Sponsor, and it will be flagged via 'off track' (red) report indicator(s) on the regular project reports. Project Managers are required to exercise their full responsibility to recover the project. In raising the red status, the Project Manager is acknowledging that they have explored the possible corrective actions in full, have actioned (or are in the process of actioning) the corrective actions, or are raising request(s) to the Project Sponsor to exercise actions that are beyond the Project Manager's authority.

In actioning an 'off track' (red) indicator, the Project Sponsor (or Chief Executive Officer or Council) agree to a new baseline, which should therefore return the project to 'on track' (green).

Records of all prior baselines are recorded and are reported, for historical context, for the duration of the project. When assessing the performance of the project during the Closure review (and possibly earlier), the Project Oversight Committee will examine situations that gave rise to the changes and re-baselining are scrutinised for lessons learned and performance reporting.

# Appendix 1 - Project Sizing

To size your project, place a tick  $\checkmark$  in the relevant box for each attribute.

	Small	Medium	Large	
Size of Project Team (FTEs) 1-2		2-5	5+	
Delivery Time	Delivery Time < 6 months		>12 months	
Timeframe Schedule is flexible		Schedule can undergo minor variations but deadlines are firm	Deadline is fixed and cannot be changed, schedule has no room for flexibility	
Complexity	Easily understood problem, solution and the solution is readily achievable	Either difficult to understand problem, solution unclear or solution difficult to achieve	Both problem and solution difficult to define or understand, and solution difficult to achieve	
Strategic Importance	Internal interest only	Some direct business impact and/or relates to an objective in the Strategic Plan	Affects core service delivery and/or directly relates objectives or aspirations in the Strategic Plan	
Political Importance	No political implications to either proceeding or not proceeding	Some political implications	Major political implications	
Total Cost	< \$50,000	\$50,000 - \$250,000	> \$250,000	
Level of Change	Impacts a single business unit	Impacts a number of business units	Impacts whole of organisation, more than one organisation, or more than one tier of Government	
Cultural Sensitivity	Nil to low risk activities (ie, no earthworks) and / or low risk areas	Includes some medium risk activities and / or medium risk areas	Includes any high risk activities and / or works in high risk or highly sensitive areas	
Dependencies and Interrelated Projects	No major dependencies or inter-related projects	Some major dependencies or interrelated projects but considered low-risk	Major, high-risk dependencies or interrelated projects	
Imperative	Optional	Committed via Council decision, Plan or Strategy	Legislatively required, and/or committed via Council decision, plan or Strategy	

#### A Large Project is where there is:

- a tick indicating that the project impacts on the whole organisation, more than one organisation, or more than one tier of Government, or
- includes any activities in an area that is deemed to be of high cultural sensitivity, or
- three or more categories with ticks in the Large column.

#### A Medium Project is where there is:

- four or more categories with ticks in the Medium column, or
- two categories with a tick in the Large column and three or more categories with ticks in the Medium column.

A Small Project covers the remaining combinations.

# Documentation Requirements

Document	Small <sup>1</sup>	Medium	Large
Project Identification (Template 2)	✓	✓	✓
Preliminary Business Case (Template 3)		✓	✓
Communications Plan (Template 4)		Only if relevant	
Engagement Plan (Template 5)		Only if relevant	
Prudential Report		Only if re	equired
Procurement Plan		Only if relevant	
Cultural Management Plan		Only if relevant	
Full business case (Template 6)		✓	✓
Communications Plan (Template 4)		Only if relevant	
Engagement Plan (Template 5)		Only if relevant	
Procurement Plan		Only if relevant	
Project Plan (Template 7) (if using waterfall		· ·	✓
or hybrid)		V	<u> </u>
Design Brief and Testing Plan (if using Agile)	<b>✓</b>	✓	✓
Communications Plan (Template 4)	,		
Engagement Plan (Template 5)	Only if relevant		
Procurement Plan	Only if relevant		
Project Report (Template 8)	✓	$\checkmark$	✓
Project Plan (Template 7) (if using waterfall or hybrid)	Update only as required		
Design Brief and Testing Plan (if using Agile)	Update only as required		red
Communications Plan (Template 4)	Only if relevant		
Engagement Plan (Template 5)	Only if relevant		
Decision Log (Template 9)	<b>✓</b>	✓	✓
Issues Log (Template 10)	✓	✓	✓
Project Report (Template 8)	✓	✓	✓
Handover checklist (Appendix 11)		Only if relevant	
Project Review (Appendix 12)	<b>√</b>	✓	✓
Learnings should be recorded and shared as appropriate	✓	✓	✓
	Project Identification (Template 2) Preliminary Business Case (Template 3) Communications Plan (Template 4) Engagement Plan (Template 5) Prudential Report Procurement Plan Cultural Management Plan Full business case (Template 6) Communications Plan (Template 4) Engagement Plan (Template 5) Procurement Plan Project Plan (Template 7) (if using waterfall or hybrid) Design Brief and Testing Plan (if using Agile) Communications Plan (Template 4) Engagement Plan (Template 5) Procurement Plan Project Report (Template 8) Project Plan (Template 7) (if using waterfall or hybrid) Design Brief and Testing Plan (if using waterfall or hybrid) Design Brief and Testing Plan (if using Agile) Communications Plan (Template 4) Engagement Plan (Template 5) Decision Log (Template 9) Issues Log (Template 10) Project Report (Template 8) Handover checklist (Appendix 11) Project Review (Appendix 12) Learnings should be recorded and shared	Project Identification (Template 2)  Preliminary Business Case (Template 3)  Communications Plan (Template 4)  Engagement Plan (Template 5)  Prudential Report  Procurement Plan  Cultural Management Plan  Full business case (Template 6)  Communications Plan (Template 4)  Engagement Plan (Template 5)  Procurement Plan  Project Plan (Template 7) (if using waterfall or hybrid)  Design Brief and Testing Plan (if using Agile)  Communications Plan (Template 4)  Engagement Plan (Template 5)  Procurement Plan  Project Report (Template 8)  Project Plan (Template 7) (if using waterfall or hybrid)  Design Brief and Testing Plan (if using Agile)  Communications Plan (Template 4)  Engagement Plan (Template 5)  Decision Log (Template 10)  Project Report (Template 8)  Handover checklist (Appendix 11)  Project Review (Appendix 12)  Learnings should be recorded and shared	Project Identification (Template 2)  Preliminary Business Case (Template 3)  Communications Plan (Template 4)  Engagement Plan (Template 5)  Procurement Plan  Cultural Management Plan  Cultural Management Plan  Cultural Management Plan  Full business case (Template 6)  Communications Plan (Template 4)  Engagement Plan (Template 5)  Procurement Plan  Only if relevant  Engagement Plan (Template 5)  Procurement Plan  Project Plan (Template 7) (if using waterfall or hybrid)  Design Brief and Testing Plan (if using Agile)  Project Report (Template 8)  Project Plan (Template 7) (if using waterfall or hybrid)  Design Brief and Testing Plan (if using Agile)  Communications Plan (Template 8)  Project Plan (Template 7) (if using waterfall or hybrid)  Design Brief and Testing Plan (if using Agile)  Communications Plan (Template 7)  Update only as required to the property of the plane of

<sup>1</sup> Small and within scope of this framework and manual. Projects outside of scope may use the same templates, but are not required to do so.

# Appendix 2 - Project Identification

# Project Identification

ls you	ır proposal a:	Delete all prompts in green from your final document					
0	new initiative medium or large project capital new project over \$20,000 small project with major dependences, high risks or significant inter-related projects	What's the problem you're trying to solve or the opportunity?  Provide a short description of the problem being solved or the opportunity being created or responded to. This description should focus on the problem and the desired outcome rather than the solution. The best solution cannot be known at the start of the process and it is best to keep an open mind about potential solutions. For example, the problem/opportunity might be a lack of access to library services in a particular geographical part of the council. The desired outcome is improved access and the solution could be a multitude of different mechanisms to increase access to services, such as a new library, an improved mobile service or providing transport to existing services, library services by mail, or integration into another council service.	Who is it a problem for?  Consider:  - demographics, eg, older people, younger people, people living with a disability, workers, business owners, residents, visitors etc  - extent of impacts (eg, ALL visitors, MOST residents, SOME business owners, etc	Why?	What is the desired out Some questions to conside What is the desired outcome is it improved safety or an is it an improved service? Is it a long-standing issue: Is the proposed project recefficient service or outcome	er: me? nenity? sponding to a service ga	p or delivering a better or more
	identified by Council, the Chief Executive Officer or a General Manager as being of strategic importance a program or activity specifically earmarked by a	Origins / history  Provide a short description of the origins or history of the problem or opportunity. Some questions to consider include: Is it in the annual business plan or identified through another strategic process (policy development) Is it a long-known issue? Is it a Resident driven complaint or proposal? Is this an issue identified by Council administration? Is there a demonstrated need for the proposal (traffic report, engineer's report, resident petitions?)					
	General Manager/	Consequences of inaction	Strategic Alignment		Initial Resource Estimates		
	Project Sponsor	Some questions to consider:	It is important to understand how a prope	-	Description	Amount	Brief description / notes
follov Mana	ore likely to need to or the Project agement Framework Manual. Other	What will or might happen if no action is taken? Is it a safety issue? Is this a degenerative problem — ie, will it get worse? Are there legal consequences of non-action. Will CoHB be non-compliant or negligent? Is this to provide a new service or guarantee continuation of existing service? Is this a time-limited opportunity?	and policy approach of Council to ensure everything we do pulls in the same direction.  Not all proposals will relate directly to an existing document, but the impact of any proposal on existing policies and strategies does need to be considered.  Some of the questions to consider: Is the proposal directly resulting from or aligned to any existing objective, target etc in any existing strategy or policy? Is the proposal outlined in current or previous annual business plans? If the proposal is not directly aligned, how will it impact or support existing strategies and policies?		Capital  Operating  Full time equivalents (internal staff)  Equipment		
to fol Mana and N	ore not likely to need low the Project agement Framework Manual but you may				Software / Technology		
	he templates if you	Any other considerations?					
wish		Are there any other considerations which may affect the decision-making pro- ls it in a culturally sensitive area?	cess or other matters that should be consid	dered?			

Business Owner: Approved by <xx> Project Manager: <xxx> Authors: <xxx> Version: Onn Status: Work in Progress Page 1 of 1

# Appendix 3 - Preliminary Business Case

Current State A	nalysis			Future State Analys	is				
<describe a="" and="" currently="" is="" it="" lies="" occurring,="" opportunity="" or="" problem="" the="" what="" where="" why=""></describe>			Target G	roup	Current	Demand	T	Future Demand	
			   		<numbers description:<="" or="" th=""><th>&gt;</th><th><numbers (<="" th=""><th>or description&gt;</th></numbers></th></numbers>	>	<numbers (<="" th=""><th>or description&gt;</th></numbers>	or description>	
				Future State		Outcomes	Benefits		Status Quo
				<outline future<br="" the="" what="">will be&gt;</outline>	state <expected< th=""><th>outcomes&gt;</th><th><why for="" good="" is="" th<br="" this="">community? State both and tangible benefits&gt;</why></th><th></th><th><state not<br="" project="" the="" where="" will="">improve the current state (e.g. This project will/will not achieve significant tangible benefits in either staff number reductions or increased revenue).&gt;</state></th></expected<>	outcomes>	<why for="" good="" is="" th<br="" this="">community? State both and tangible benefits&gt;</why>		<state not<br="" project="" the="" where="" will="">improve the current state (e.g. This project will/will not achieve significant tangible benefits in either staff number reductions or increased revenue).&gt;</state>
				1   1   1 					
Strategic Alignn	nent			Stakeholders					
		Alignment to Strategic Plan		Engagement Activity Rec	quired		Stakeholder		
Wellbeing		Sustainability	Innovation		ement activity require	d eg, survey, consultation	<state au<="" intended="" th="" the=""><th>dience for the</th><th>activity&gt;</th></state>	dience for the	activity>
<state object<br="" which="">applies and how&gt;</state>	ive or aspiration	<state and="" applies="" aspiration="" how="" objective="" or="" which=""></state>	<state and="" applies="" aspiration="" how="" objective="" or="" which=""></state>	on document etc>					
							I		
L			L	Core Team Involved Stakeholders		Informed Stakeholders			
	Alig	nment to Other Council Plans and Pol	icies	<core including="" members,<br="" project="" team="">gavernance bodies, project inputs, vendors stakeholders involved in the stakeholders that need to be</core>		in the design, <stakeholders be<="" like="" need="" or="" th="" to="" who="" would=""></stakeholders>			
Plan or Policy Name		Objective or Target	Description of alignment					ers who need or would like to be	
<name o<="" of="" plan="" th="" the=""><th>or policy&gt;</th><th><state etc<br="" objective="" or="" target="" which="">applies &gt;</state></th><th><state applies="" how="" it=""></state></th><th>/contractors etc &gt;</th><th></th><th>&gt;</th><th></th><th></th><th></th></name>	or policy>	<state etc<br="" objective="" or="" target="" which="">applies &gt;</state>	<state applies="" how="" it=""></state>	/contractors etc >		>			
								L	
Options Analysi	s								
Title	Recommended	Option	Option 2		Option 3		Do Not	hing	
Description									
Benefits:	1. 000		1. 000		1. <000		1.000		
	2. 000		3	2. «xx»			2. <00		
Disadvantages/	1.000		1.000		1. 000		1. 000		
detriments/	2. <009		2. cao		2000		2009		
drawbacks:	3	3			3		3		
Costs:				! !					
Direct				i					
Indirect			j		<del></del>				
Recurrent			ł						
Cost Savings:					i i				
Comments /					i				
Notes:									
	~		ł		^				

Business Owner: Approved by <xx> Project Manager: <xxx> Authors: <xxx> Version: Onn Status: Work in Progress Page 1 of 2

Key Risks				
Risk	Likelihood	Consequence	Risk Rating	Mitigations
			Extreme	
			High	
			Medium	
			Low	

#### Cultural Sensitivity

<ld><ld><ld>
< cultural\_risks associated with the site(s) and / or activities that will be undertaken, and how these are proposed to be managed.>

#### **Business Readiness**

<Describe how ready the business is <u>undertake</u> the project. Include consideration of resource availability, any training needs to become ready, change management that will be required before, during, or after project is completed, whether maintenance funding/resources are available on completion, etc, >

#### Dependencies, Constraints & Assumptions

<Describe any known dependencies, constraints and assumptions >

	inancial Assessment							
	Cost Type	Amount	Notes / Comments	Funding Option				
	Capital	\$ <u>xx,xxx</u>	<any comments="" notes="" or=""></any>	<capital new,="" new,<br="" operating="">capital renewal, operating, grant, part-grant, etc&gt;</capital>				
	Operating	\$ <u>xx,xxx</u>	<include how="" many="" over="" years,<br="">consider maintenance costs&gt;</include>					
į	Depreciation							
ĺ	Staff (FTEs)	X.X						

Savings / Income	Amount	Notes / Comments
Income or savings sources	\$ <u>XX,XXX</u>	<any comments="" include<br="" notes="" or="" –="">over what period the income or savings will occur&gt;</any>

#### LTFP Impact

<Describe how the proposal will impact the LTFP and key financial indicators and rates >

#### **Priority Assessment**

Score / 5

Urgency	Score / 20
Safety	
Statutory Requirements	
Strategic Value	
Asset Life	
Resource Availability	
TOTAL URGENCY	

Business Owner: Approved by <xx> Project Manager: <xxx> Authors: <xxx> Version: Onn Status: Work in Progress Page 2 of 2

# **Appendix 4 - Communications Plan**

#### **PROJECT OVERVIEW**

Write a short summary of the project. This can be the project summary already reflected in your project plan.

#### **COMMUNICATIONS STRATEGY**

This section will be completed by the Communications Advisor in consultation with you, once the background and key messages sections have been completed.

#### **KEY MESSAGES**

Describe in bullet point form (one idea per bullet point) what you want people to know about your project. This should include the key information – What? When? Where? Who? Why? How?

Things to think about include:

What is the overall objective of the project?

How will it impact people in the short and long term?

Positive impact, negative issues etc.

For example, with an infrastructure project, you should include: what the project is, what the end result will be, how much it costs, who has provided the funding, when the construction will start, when it is anticipated to be completed, who are the third parties involved, details of the positive impacts and any challenges that may occur pre and during the project (e.g. road closures during construction, but improved access/facilities once project is completed).

It may help to group the key messages into sections (for example overarching messages about the project, but then having specific sections e.g. community engagement, construction, funding etc).

The Communications Advisor will then work with you to refine these key messages.

- <insert key messages>
- <insert key messages>
- <insert key messages>

#### FREQUENTLY ASKED QUESTIONS

The Communications Advisor will work with you to draft the FAQs once the key messages have been developed.

# Appendix 5 - Community Engagement Plan



# **COMMUNITY ENGAGEMENT PLAN**

P	ro	i	e	C	t	1	a	r	Υ	e	•
	the state of the s	J.									

Project Manager:

Start and end date

Sign off	Name	Date
Project Manager submitted for approval		
Reviewed by Communication and		//
Engagement		
General Manager approved		//

ECM No:

1.PROJECT OVERVIEW  Write a short summary of the project. This can be the project summary already reflected in your project plan. If your project will have a YourHoldfast page, this overview will be used as the introduction/summary paragraph at the top of the web page.	
2. PURPOSE OF ENGAGEMENT Why are you asking the community to engage? What are the opportunities to be explored/ What do you intend to do with the data/ what is the decision to be made? What will this help you achieve? How will this help you make you decision?	
3. CALL TO ACTION On one sentence, what is the instruction to the community. Be specific.	
4. KEY MESSAGES Dot points	
5. FREQUENTLY ASKED QUESTIONS Add the FAQs for the main questions you think someone with no prior knowledge of this engagement may ask.  Some standard FAQs are already included in the template for possible inclusion.	How can I provide my feedback? You can share your ideas and feedback in the following ways: OR You can read the draft XX plan and provide your feedback in the following ways: Online yourholdfast.com/Elena-to-provide
	In person The draft plan and feedback forms are available at the Brighton Civic Centre (24 Jetty Road, Brighton) and the Glenelg and Brighton libraries.  Mail Writing to us at: Name of engagement Reply paid 85436 PO Box 19 Brighton SA 5048

#### **Emai**

<u>mail@holdfast.sa.gov.au</u> with the subject header (insert name of engagement)

All feedback must be received by 5pm DAY DATE MONTH 202x.

### What happens to my feedback?

The results from this engagement will be collated and used ..... All personal details provided will be removed from council reports.

### What are the next steps for this project?

Results from this engagement will be used to ....

### What is the budget for this project?

A budget of \$xx has been included in the City of Holdfast Bay's 202x/202x business plan to....

### Who can I contact for more information?

Project Manager, position City of Holdfast Bay 8229 9999 mail@holdfast.sa.gov.au

## 6. Is the engagement legislative according to the LGA Act 1999

If yes what is required (i.e. print ad/ 21 days) if you are unsure please refer to

- Ye:
- 21 days
- Advert in paper

### 7.OBJECTIVES/DELIVERABLES

what do you hope to achieve Include how feedback will be used and any process that it goes through Example: by holding a community engagement we hope to find out what option the community prefer and why. This information will help us refine the project specifications for the developers

### 8. STAKEHOLDER AND COMMUNITY ASSESMENT

Who is effected by, interested in or impacted by this project? Who can influence the outcomes of this engagement process? Who do we need to engage?

\*\*Please ensure you consider the inclusion of people of diverse backgrounds and those living with disabilities\*\*

		Level of engagement
Who to contact/leads	How to communicate/engage with them	(Inform, Consult, Involve, Active participation)
		Involve
	wno to contact/leads	Who to contact/leads  How to communicate/engage with them

### 9. ENGAGEMENT APPROACH

Stage/ task	Activity (the below are examples only)	Stakeholders/ Who's involved	Engagement level	Due Date	Organiser	Resources required*	Budget cost/code
Stage 1 (Prep)	Online platforms developed (YourHoldfast and CHB website)  - Add timeline to website - FAQs – add the media questions		Involve			Depot/marketing/print/ Social Media	
	- Timelines, budget, next steps etc. Plan onsite sessions with stakeholders						
	Develop promotion  - Brochure with consultation details for letterbox drop and other customer sites - Email / EDM notification - Bin corflutes for site promotions - Article for the project - Holdfast news - Social media campaign (EP) - Banner – onsite Publish notification in CHB/JR EDMS					Marketing / Print / Social Media	
	Communications to SLT/EMs Elected Member pre-notification						
Stage 2	Drop collateral off at Civic, Community Centres, Libraries, HBDC, Alwyndor etc						

	Email external stakeholders listed in plan					
	Email database from previous engagement					
	Covid management for onsite sessions					
	Councillor briefing prior to onsite sessions				<ul> <li>Attachment of FAQ</li> <li>Points to remember if they would like to attend</li> </ul>	
Stage 3	Onsite drop in sessions x 2 Set up		Involve		Depot infrastructure (marquee, furniture, tables, chairs, games, white fence)	
Stage 4	Collate and evaluate results					
	Refine concept with consultants					
	Consultation summary report					
	Table findings and final concept at Council Meeting					
	Round back to elected members					
	Close the loop with consultation participants	Update project page – send notification to followers				

8. NEGIOTABLE AND NON- NEGIOTABLE	Negotiable		
What are the tangible things that can be influenced?			
What are the things that cannot be influenced, that you may need to clarify?	Not Negotiable		
9. ENGAGEMENT RISKS	Issue	Level	Mitigation strategy
What could go wrong in your	Engagement opportunities are not broadcast widely enough or it is perceived that the channels for engagement are inappropriate, inaccessible or too exclusive.	Low	Provide engagement opportunities in a variety of platforms and promote through a variety ways
engagement?	Information presented does not meet expectations - either it is not comprehensive or it's over complicated	Med	Develop clear concise messaging and consultation tools
What can you do to prevent this from happening?	Community expectations of Council's consideration to their input is not met	Low	Provide results of previous engagement results
	Low attendance at drop in sessions / not enough participants	Low/ medium	Promotion and marketing of the consultation
	Bad weather at drop in sessions	Medium	Arrange marquees and contingency
	The community dislike the proposal	Low	Ensure SLT, Council and architects approve the materials and concepts for consultation
	Under represented communities/diverse backgrounds are not reached		

12. EVALUATION	
What will a successful engagement look like for you?	Examples only Over 30% of the residents within the area responded Passive participation rate was high Participants from under presented groups responded.
Use your project engagement objectives as a guide (See section 6.)	Feedback helped inform next steps
13. DATA ANALYSIS  Do you require an engagement Report findings summary.  Who will analyse and report the data/feedback	
Is it going up to council for review)	
(External consultant/ engagement coordinator/project manager)	
14. REPORTING BACK –	
CLOSING THE LOOP	
How and when will you let people know that their input was considered?	
Do you need different reports for community and for decision makers?	

For the City of Holdfast Bay, Community Engagement is a process that can involve one or a combination of three engagement levels as outlined below $^2$ .

INFORM	CONSULT	ACTIVE PARTICIPATION	
Definition	Definition	Definition	
One-way relationship with the community in which information is communicated to the community and individuals.  It covers both access to information via a range of mediums and active measures through education and awareness activities.	Two-way relationship with the community where the views of individuals and communities are sought on a range of matters that may affect them directly and/or interest them.  Consultation can occur at various points in the process and can be used to help frame an issue and identify and assess options.	Multi-level relationship with the community, actively involving members of the community members to shape policy, project and program options and recommendations.  Active Participation may extend further into collaboration where participants partner with Council, sharing the roles and responsibilities of a project.  Like consultation, Active Participation can occur at various points in the process.	
Purpose	Purpose	Purpose	
To provide the community with balanced and objective information to increase awareness and assist them to understand the project, problem, alternatives, opportunities and/or solutions.	To obtain community feedback on projects, issues, proposals or/and options.	To work directly with the community throughout the process to ensure concerns and aspirations are understood and the community is included in the identification and development of alternatives and solutions.	
Techniques	Techniques	Techniques	
<ul> <li>Media Releases</li> <li>Promotional material</li> <li>Publications</li> <li>Website</li> <li>Advertising and Public Notices</li> <li>Displays and Exhibitions</li> <li>Public Information Sessions</li> <li>Community Events</li> <li>Fact Sheets</li> <li>YourHoldfast newsfeed and articles and database</li> </ul>	<ul> <li>Surveys</li> <li>Discussion Forums</li> <li>Your View Surveys and Forums</li> <li>Public Meetings</li> <li>Face to Face Conversations</li> <li>Written Submissions</li> <li>Polls</li> <li>Road Shows</li> <li>Open Days</li> </ul>	<ul> <li>Focus Groups</li> <li>Workshops</li> <li>Steering Committees</li> <li>Community Reference Groups</li> <li>Advisory Committees</li> <li>YourHoldfast Database</li> </ul>	

<sup>&</sup>lt;sup>2</sup> Adapted from the IAP2 Public Participation Spectrum

### Appendix 6 – Full Business Case



# Full Business Case – Project Name

Author

Title

Date

### Instructions for using this template

- Many elements of the Full Business Case will build on the Preliminary Business Case. For the
  Full Business Case, however, the information needs to be at a higher level of certitude and
  exactitude. For example, the capital costs should be based on a full itemised costing of a
  much more advanced and precise design than the one used for the Preliminary Business Case.
- In this template all text in italics needs to be replaced with project specific information.
- Please refer to the drafting instruction boxes for guidance and suggestions. These boxes should be deleted upon completion.
- Additional pages can be added to include photos, graphs, any visual representations and additional information but the total length of this document should not exceed 30-50 pages.
- Delete this page before submitting.

### Contents

**Document Control** 

**Document History** 

Internal consultation

External consultation

**EXECUTIVE SUMMARY** 

Background

Financial Summary

Summary of Benefits and Risks

PROJECT DESCRIPTION

STRATEGIC ALIGNMENT

STAKEHOLDER ENGAGEMENT

**OPTIONS ANALYSIS** 

Financial Analysis Assumptions

Options Analysis - Financial

Options Analysis - Benefits

Options Analysis – Risks

Options Analysis – Multi-criteria assessment

Options Analysis – Conclusion

RECOMMENDATION AND APPROVAL

### **Document Control**

**Drafting Instruction** 

Outline document history and any previous iterations.

Project/Program name	
Project/Program location	
Project/Program sponsor	General Manager
Document author	
Primary contact	

### Document History

Drafting Instruction

This is to ensure version control and make it clear if this is a reworked proposal returning to Council.

Version no.	Amendment nature	Amendment date	Amended by

### **Drafting Instruction**

Internal consultation

Outline any internal consultation undertaken and indicate that internal consultees agree with the assumptions in the proposal. Proposals will be approved by the Senior Leadership Team before presentation to Council. The results of the consultation can be included in the body of the Business Case. External consultation will not be appropriate or needed for all projects.

Person	Role	Date	Supportive of assumptions (i.e., agrees with the factual basis of the proposal – but does not imply support for the project

### External consultation

Person	Role	Date

### **Drafting Instruction**

The executive summary should be considered as a stand-alone document. It should provide a brief description of the project and contain all the necessary information required to make a decision.

#### **EXECUTIVE SUMMARY**

Include an Executive level overview of the business case outlining the purpose and reason for the project as well as the anticipated outcome. The executive summary should be no longer than 4 pages. This should adequately summarise key elements of the business case for decision making and should identify where this project is part of a larger program of work and whether it is critical for the success of that program.

### Background

Outline the background to the project. This could include any decisions or changes or circumstances have led to the need for the project.

### Summary

*Drafting Instruction:* Cleary indicated the status of each option and provide the option summary. Other summary positions such as viable option, preferred option.

Not Recommended	Recommended	Not Preferred	Not Considered Further
Option 1	Option 2	Option 3	Option 4
Do Nothing/Do Minimum/Base Case	Title	Title	Title
One line description	One line description	One line description	One line description
Final Costs	Final Costs	Final Costs	Final Costs
Key elements of the option			
Additional info that might not be captured in the NPV — perhaps a key non- quantifiable element	Additional info that might not be captured in the NPV – perhaps a key non- quantifiable element	Additional info that might not be captured in the NPV – perhaps a key non- quantifiable element	Additional info that might not be captured in the NPV – perhaps a key non- quantifiable element

### Summary of Benefits and Risks

	Key Benefits	Key Risks
Option 1	► <u>Outline key benefits</u>	► Outline key risks
Option 2	► Outline key benefits	► <u>Outline key risks</u>
etc	► Outline key benefits	► <u>Outline key risks</u>

### Recommendation

Provide a clear recommendation of the preferred option based on the risks and benefits of the project and taking into consideration the financial analysis of the previous page

#### **Drafting Instruction:**

The project description section should provide a greater level of detail than the executive summary. There will be a degree of repetition which is unavoidable but use the space to explore the project in greater detail.

It is helpful to think of the description in terms of the following framework: 1) what's the problem, 2) what happens if the problem is not addressed 3) what are the benefits of the proposed solution.

The project description might have changed from the Preliminary Business Case. If it has not changed, the Full Business Case should confirm the description of the Preliminary Business Case but with a greater degree of precision and certitude.

### PROJECT DESCRIPTION

Elaborate on the Project Description outlined in the Executive Summary. Outline the conditions and circumstances that have led to the need for this project. What is the need or the opportunity?

Describe the details of the project including the main steps and components. The main steps should be much better understood at this stage of the process than they were in Preliminary Business Case. There should be a much clear idea at this point whether the project will be staged or completed as one stage. There should also be a clearer indication of any disruption in service or traffic flow etc at this point. The benefits should also be more clearly understood and more highly verifiable. Include the result of any needs and demand analysis

### Drafting Instruction:

The project description *might* include some architectural drawings. These can be included as an attachment.

### STRATEGIC ALIGNMENT

The purpose of this section is to ensure that the proposal is aligned to the City of Holdfast Bay's broader strategic and policy intent. The tables below enable the proponent to demonstrate how the proposal specifically aligns to the objectives of Our Holdfast 2050+ Strategic Plan and the various supporting plans and strategies.

Again, this section might be just confirming what was in the Preliminary Business Case if there have been no changes to the proposed project.

### Drafting Instruction:

The proposal should build upon and reinforce the Strategic objectives of CoHB. IF it does not but is still worthy of consideration, the Business Case will need to explain why.

Please refer to Our Holdfast 2050+ Strategic Plan and any other relevant strategies or plans

	Detailed alignment to council plans				
Council Plan	Plan objective or action the proposal impact	Description			
Refer the relevant Plan – eg. Open Space and Public Realm Strategy 2018–2030	Outline the specific objective or action the proposal impacts	Outline how the proposal will help to advance or achieve the objectives or actions outlined.			

#### **OPTIONS DESCRIPTION**

#### **Drafting Instruction:**

- Outline the potential options for analysis
- Define the base case (or status quo) to allow incremental analysis against each of preliminary options identified. The base case may be a "do-nothing" or "do minimum" scenario.
- Consider existing refurbishment options / 'Brownfield' options as alternatives to 'new construction' / 'Greenfield' infrastructure solutions.
- o Knock-on effects such as new hardware requirements.
- o Consider resourcing implications for delivering the project across the organisation (not just the cost of a project manager)
- o Is it an off-the shelf or tailored option?
- Additional training requirements.
- O Describe each option. Each option will be anlaysied in the options analysis section which follows

Provide detail of the options considered. Where an option is an infrastructure option, architectural plans (or engineering reports) will need to be provided and might be included as an appendix

BASE CASE

**OPTION 1** 

**OPTION 2** 

Etc

This section considers each option systematically.

### Option 1 (Base Option)

### Description

Describe the base case which can be a "do nothing" or a "minimum" action required for business as usual

### Benefits and Risks

Outline the main benefits and risks of this option

### Financial Impact –

Use either the Net Present Value (for commercial projects) or Lifecycle Discount Model (for non-commercial projects).

### Net Present Value (Delete if not used)

Drafting Instructions for Net Present Value (best applied to projects with a commercial value)

- Seek assistance from Financial Services
- Complete the Financial Analysis Assumptions in Appendix 1
- Develop an estimated whole of life cost (capital and recurrent) including a brief description outlining the basis for this estimate and any key cost assumptions
- Outline savings or efficiency gains generated
- Outline changes to budgeted operational costs associated with the options i.e. additional FTEs, repairs and maintenance etc.
- > Identify and include infrastructure and ongoing IT and other technological requirements

Financial analysis							
	2018	2019	2020	2021	2022	Total nominal 5yr	25 yr NPV
(\$000s)							
Costs to CoHB							
Construction costs	-	_	_	-	_	-	-
Lifecycle costs	-	_	_	-	_	-	-
Operating costs	-	_	_	_	_	-	
Project delivery costs							
End of Life costs	-	-	-	-	-	-	-
Total costs	-	_	_	-	_	-	-
Benefits to CBH							
Quantifiable Benefits	-	_	_	_	_	-	-
Net benefit / (cost) to CoHB	-	_	_	_	_	-	-

### Lifecycle Discount (Delete if not used)

Drafting Instructions for Lifecycle Discount (best applied to projects with a non-commercial value)

- Input costs and known benefits as required (adding more columns if necessary)
- > Outline changes to budgeted operational costs associated with the options i.e. additional FTEs, repairs and maintenance etc.
- > Identify and include infrastructure and ongoing IT and other technological requirements
- Apply the 'discount' per the diagram in Appendix 2

Financial analysis						
	Year 1	Year 2	Year 3	Year 4	Year 5 (etc)	Total over lifecycle
Design and planning costs						
Construction costs	-	-	-	-	-	-
Lifecycle costs	-	-	-	-	-	-
Operating costs	-	-	-	-	-	-
Project delivery costs						
End of Life costs	-	-	-	-	-	-
Total cost	-	-	-	_	-	-
Income / savings						
Quantifiable Benefits	-	-	-	_	-	-
Total benefit						
Raw (cost) / benefit	-	-	-	-	-	-
Add any relevant discounts						
Adjusted (cost) / benefit						

### Option 2 (Option Name)

Drafting Instructions: Repeat for as many options as required

### Description

Describe the base case which can be a "do nothing" or a "minimum" action required for business as usual

### Benefits and Risks

Outline the main benefits and risks of this option

### Financial Impact

### Net Present Value (Delete if not used)

Financial analysis							
	2018	2019	2020	2021	2022	Total nominal 5yr	25 yr NPV
(\$000s)							
Costs to CoHB							
Construction costs	-	_	_	_	_	-	-
Lifecycle costs	-	_	_	_	_	-	-
Operating costs	-	_	-	_	-	-	
Project delivery costs							
End of Life costs	-	_	-	_	-	-	-
Total costs	-	_	-	_	-	-	-
Benefits to CoHB							
Quantifiable Benefits	_	_	_	-	-	-	-
Net benefit / (cost) to CoHB	-	_	_	_	-	-	-

### Lifecycle Discount (Delete if not used)

Financial analysis						
	Year 1	Year 2	Year 3	Year 4	Year 5 (etc)	Total over lifecycle
Design and planning costs						
Construction costs	-	_	-	-	-	-
Lifecycle costs	-	_	-	-	-	-
Operating costs	-	_	-	-	-	-
Project delivery costs						
End of Life costs	-	_	-	-	-	-
Total cost	-	_	-	_	-	-
Income / savings						
Quantifiable Benefits	-	_	-	-	-	-
Total benefit						
Raw (cost) / benefit	-	-	-	-	-	-
Add any relevant discounts						
Adjusted (cost) / benefit						

### **OPTIONS ANALYSIS**

Drafting Instruction: Projects with shorter life-cycles may not benefit from an NPV and can be expressed in 5 year nominal terms. For projects that are not commercial in nature, use Lifecycle Discount model. Consider project delivery costs and resourcing impacts when costing projects.

### Options Analysis - Financial Summary

- ▶ Outline and explain the nature of the calculations and analysis
- ▶ Explain the nature of large differences in quantifiable benefits and costs
- ► The The table below presents the total nominal costs for the five years to the end of FYXX for the modelled Options, as well as the net present value ("NPV") as at 1 July 20XX for twenty five years.

Option	Option 1	Option 2	Option 3
	- <option title=""></option>	<pre><option title=""></option></pre>	- <option title=""></option>
Five year nominal cost (\$000s)			
Costs to CHB			
Construction costs	-	-	-
Lifecycle costs	-	-	-
Operating costs	-	-	-
End of Life costs	-	-	-
Total costs	-	-	-
Benefits to CHB			
Quantifiable Benefits	-	-	-
Net benefit / (cost) to CBH	-	-	-
Twenty five year NPV (\$000s)			
Net benefit / (cost) to CHB	-	-	-

► The table below presents the total nominal costs for the modelled Options when using the Discounted Lifecycle model.

Option	Option 1	Option 2	etc
	- <option title=""></option>	- <option title=""></option>	- <option title=""></option>
Costs			
Construction costs	-	-	-
Lifecycle costs	-	-	-
Operating costs	-	-	-
Project delivery costs			
End of Life costs	-	-	-
Total costs	-	-	-
Benefits			
Quantifiable Benefits	-	-	-
Net (cost) / benefit	-	-	-
Lifecycle Discount			
Adjusted (cost) / benefit	-	-	-

### Options Analysis - Benefits

Drafting Instruction: This is the opportunity to promote the value of the project. Outline all qualitative benefits identified. Benefits might include: operational benefits, improved community outcomes, improved efficiencies, meeting current standards or expectations, etc.

The benefits analysis is a high level qualitative assessment of the key benefits identified by CoHB and based on information available on project information to date. Use a five-tick system to indicate the individual benefits and the level of benefit. Five ticks indicates a very high benefit. The benefit analysis box can be expanded.

Option	Benefit Description	Benefit Analysis	Benefit Rating
Ontion 1	Describe benefit	Outline how it will benefit CoHB	<u> ✓</u>
Option 1			
			<u> </u>
Option 2			<u> </u>
			<u> </u>
			<u> </u>
			<u> </u>
etc			<u> </u>
			<u> </u>

### Options Analysis – Risks

**Drafting Instruction:** 

High level identification of key risks

- Referring to Council's Risk Management Policy and Procedure, identify any risks with the project (both in the construction and operational phases) and outline any risk mitigating actions or strategies that could be employed
- Consider, ICT, commercial; commissioning; completion/construction; contractual; demand; economic; environmental; financial; implementation; investment planning; management; obsolescence; operations; organisational; political; regulatory; benefit realisation risks.

Option	Risks	Likelihood	Impact	Mitigating Actions
	Outline key risks	Almost certain	Extreme	Outline mitigating actions taken or planned
Option 1		Likely	High	
		Possible	Medium	
		Unlikely	Low	
		Rare	Low	
Option 2				
Etc				

### Options Analysis – Multi-criteria assessment

IMPACT - Score / 5	Option 1	Option 2	Etc
Public Value			
Breadth of Benefit			
Spatial Alignment			
Environmental			
Wellbeing			
Inclusion			
Accessibility			
Commercial			
Economic			
Innovation			
Regulatory			
Strategic Alignment			
Existing Commitment			
Ease of Implementation			
Risk to Council			
Risk to Community			
Opportunity Costs			
Safety			
Reputational Impacts			
Amenity			
TOTAL IMPACT			

Urgency - Score / 20	Option 1	Option 2	Etc
Safety			
Statutory Requirements			
Strategic Value			
Asset Life			
Resource Availability			
TOTAL URGENCY			

### Options Analysis – Conclusion

	Observations and Key Conclusions
Option 1	Outline the key strength and weakness of this option. This section should make it clear why this option has been endorsed or rejected.
Option 2	Outline the key strength and weakness of this option. This section should make it clear why this option has been endorsed or rejected.
Option 3	Outline the key strength and weakness of this option. This section should make it clear why this option has been endorsed or rejected.

### RECOMMENDATION AND APPROVAL

Clearly state the recommendation for the project

### APPENDIX 1

### **Financial Analysis Assumptions**

Drafting Instruction: Outline any construction, capital or operating assumptions upon which the options analysis is based.

### **Funding Assumptions**

Outline any previously approved funding or use of funds from pre-approved programs.

Key assumptions/inputs	
Model start date:	1 July 20XXX
Project start period:	FYXXX
CPI or LGPI	X.X% Either use a current CPI or LGPI or develop a model with none included in costs or revenue
End of life costs and residual value:	Outline the life cycle cost assumptions and any end of life costs – such as decommissioning or demolishing or making good commitments.  Or explain why no end of life costs have been included, nor have costs been modelled into perpetuity.
Any other assumptions:	Outline any other assumptions made for the project maybe in relation to costs or savings made on the project. For example, there might be increased or decreased rental, hiring, or staffing costs.  Outline any previously approved funding or use of funds from pre-approved programs.

### **Project Costs**

Outline how the project costs have been obtained. Project costs might have been obtained from a quantity surveyor or through a quote for services.

Outline any assumptions or qualifications and allowances.

### **Operating Costs**

The operating costs normally include costs for cleaning and utilities. There might also be license fees or other ongoing costs related to the project. There could also be staffing implications which should be considered.

Please indicate whether escalation has been included.

#### **Maintenance Costs**

Outline the limitations or extent of maintenance programs considered and calculated in the maintenance costs.

### Any other Assumptions or Exclusions

Outline any other matters or considerations that should be brought to the reader's attention.

### **APPENDIX 2**

### Lifecycle Discount Model

#### **Our Spaces and Services**

Healthy and active transport, health-supporting places, art and soul-nurturing, sports and leisure, community access to assets, welcoming places 20% discount per annum

#### **Systemic Equity**

Intergeneration fairness, closing the gap, expanding circles of privilege, freedom from discrimination, inclusive decision-making 15% discount per annum

### **Community Richness and Identity**

Celebrating diversity, honouring heritage, freedom of expression 10% discount per annum

#### **Positive State of Being**

Physical and mental wellbeing, contributing to community, feeling secure, growing as a person 5% discount per annum



#### **Economic Prosperity**

Sood quality housing, meaningful work, business expansion, economic inclusion, innovation, 15% discount per annum

#### **Environment**

Clean environments, safe environments accessible environments, biodiversity, climate resilience, thriving, nature-based wellness 20% discount per annum

### Formal and Informal Learning

Early Years, Lifelong learning, skills and training for work, education for young people 5% discount per annum

### **Positive Connections**

Connecting the community, connecting the region, connecting neighbours connecting people with services, connecting knowledge, mentors or champions 10% discount per annum

### **Appendix 7 - Project Plan**

Title: <*Project Title>* 

**Background/Context:** Provide a brief explanation of the background and/or context

of the project.

Relevant Legislation, Policy or

Rules:

Identify any policies, legislation or rules and document their

impact on the project.

**Objective:** What is the aim of this project?

A useful way to frame the objective is to answer the question 'why are you doing the project?' The result is a one sentence statement, or series of statements, starting with the word 'To'

Target Outcomes are expressed in the past tense and usually

start with a word ending in 'ed', such as improved, increased, enhanced or reduced. They are the benefits that the project

intends to achieve.

Include relationship to Objectives or Aspirations in the

Strategic Plan and/or other plans.

How will the success of the project

be measured:

Describe the measure(s) that will used to indicate that the

project has been successfully completed.

Each measure will be linked to one or more target outcomes. At the end of the project the measures will help answer such questions as 'what have we achieved?' and 'how do we know?'

Output(s): What things will be delivered by the project? Outputs link with

outcomes, in that the outputs are used by the project's customers to achieve the outcomes. Outputs are usually

expressed as nouns.

Project Scope of Work and

Schedule:

See Appendix 1 for detail. A high level description can be

provided here.

Budget and Resources: See Appendix 2 for detail. A high level description can be

provided here.

Governance: Describe the management arrangements that will be put in

place to govern the project. As a minimum this will include the name and title of the Project Manager and Project Sponsor.

**Reporting Requirements:** What is the reporting frequency, format and to whom?

Stakeholders & Communication

Strategy:

List the key stakeholders or stakeholder groups who will

impact the project or be impacted by the project and describe how they will be engaged. For medium and large projects an Engagement Plan should be developed (refer Communications

and Engagement team)

**Assumptions and Constraints:** Provide a list of any underlying assumptions and/or

> constraints. Assumptions might include: resource availability, environment, technology, security etc. Constraints might include: deadlines, finance and budget, legislation, etc.

**Related Projects:** List any projects which are dependent on this project, or

> projects that are interdependent on this project, or projects upon which this project is dependent. Briefly describe the

relationship.

Risk Management: See Appendix 3 for details. A high level summary can be

provided here.

**Issues Management:** What will be the process used to manage issues throughout the

project, particularly in relation to issue identification, review

and reporting?

Capturing the Lessons Learnt: Describe any review process (internal or external) to capture

any lessons as they are learned throughout the project.

Organisational Change

Where relevant (delete row if not) Management:

Organisational Change Management refers to the management of realigning an organisations practices and processes to meet the changing demands imposed by the delivery of project outputs.

Outline the following details in this section:

Who are the outputs going to be handed over to (ie. Business Owner), and how?

- Describe the new roles and responsibilities for staff positions, if any are required.

- Who will be responsible for any ongoing costs (eg. Software licenses)?
- Are any outputs outstanding and has a delivery timeframe been agreed?
- Who has responsibility for any changes to ensure the transition is managed properly?
- What are the training requirements?
- What ongoing output maintenance arrangements have been made/are required once the project is completed?
- Will there be any contracts that require ongoing management, if so, by whom will they be managed?

Quality Control:

What levels of review will be undertaken throughout the development of the project outputs? For example the timing of output reviews, how the reviews will be conducted and who will be involved.

**Outcomes Realisation:** 

Outcome Realisation refers to the management of the utilisation of outputs to meet the specified outcomes, and bring about longer term benefits.

### Outline the following details in this section:

- At what point will the project be closed?
- How will you establish that the project has been successfully completed?
- What form of evaluation of the project will be undertaken?
- Who is responsible for monitoring progress and reporting towards outcome realisation once the work of the project team is finished?

Regardless of the size or complexity of the project, measurement of the project's success against well-defined criteria is necessary. Establishing criteria helps with the measurements taken during the project and after the project has finished. These measurements include determining whether key performance milestones are being met, how well managed the project is, and whether the specified project outputs have been delivered and the outcomes realised.

### Consider the following:

- The timing for any reviews, which may be conducted at the end of a phase or each and every phase, and/or after all outputs have been delivered prior to the project being closed.
- What each review(s) will cover, for example:
  - A technical review of the outputs from the project;
  - A review of the success of the project;
  - A review of the processes used to produce the outputs;
  - Lessons learnt from the project; or
  - o A combination of the above.
- Who is responsible for arranging and managing the review(s)?
- Who will perform the review(s)?
- Who is responsible for the post implementation review process?
- Who will the report(s) be delivered to?
- Who is responsible for accepting the reports produced by the process?
- Will all relevant stakeholders be included within the review process?
- What action will be taken once the report(s) have been received?
- At what point will the project be closed and what will be done to formally close the project?

Ideally, an independent person conducts a review and the cost for the reviews should be included in the project budget.

Evaluation:

Closure:

Projects can be closed because they are completed successfully, or because it is clear the proposed benefits of the project are unlikely to be attained or are unlikely to be relevant in the current organisational context.

To gain formal acceptance of project outputs, and confirm the realisation of the outcomes, the closing down of a project should be planned using the following formal Project Closure steps:

- 1. Business Owner(s) acceptance of project outputs
- 2. Issues Management
- 3. Risk Management
- 4. Project Team disbandment
- 5. Financial close-out
- 6. Asset Management Plan (where relevant)
- 7. Post Project Responsibilities
- 8. Post-project Review
- 9. Outcome Realisation Reporting
- 10. Formal closure by the Project Oversight Committee/relevant authority

### DOCUMENT ACCEPTANCE and RELEASE NOTICE

This is <release/version> <n.n> of the <Project Title> **Project Plan**.

The Project Plan is a managed document. For identification of amendments each page contains a release number and a page number. Changes will only be issued as complete replacement. Recipients should remove superseded versions from circulation. This document is authorised for release once all signatures have been obtained.

PREPARED:		DATE://
(for acceptance)	( <name>, <project title=""> Project Manager)</project></name>	
ACCEPTED:		DATE://
(for release)	(Project Sponsor, <name, title="">)</name,>	

### Appendix 1 to the Project Plan - Scope of Work and Schedule

The scope of work is defined as a clear statement of the areas of impact and the boundaries of the work of the project. The following model will help to identify all of the project work that clearly falls within the scope of the project, that which is outside the scope, and any work that requires further consideration. Reviewing the Customer Map (see Appendix B) may assist in clarifying what is inside or outside the scope.

Where the project is dependent on other work being completed (i.e. outside the scope of the project), agreement must be sought in terms of who is responsible and timelines for completion. At the time that the Project Business Plan is endorsed by the Project Oversight Committee as Version 1.0, there should be no work that remains uncertain or unresolved – it should be either inside or outside scope. Examples are provided:

Table 1: <Project Title> Scope of Work

Part of the Project (Inside Scope)	Responsibility	Not Part of the Project (Outside Scope)	Responsibility	Uncertain or Unresolved
Training operational staff to use the new system	Project Manager			
		Updating the induction manuals	People and Culture	Timeline for completion

Table 2: Project Activities and Milestones

Id	Description	Who	Scheduled Start	Scheduled Finish	Predecessor
1	Formal approval to commence project obtained				-
2	Complete consultants brief for documentation of current processes	Project Team			1
3	Document current processes	Consultant			2
4	Review of present processes documentation with Stakeholders	Project Manager			3
5	Investigate and develop enforcement methodology options	Project Manager			1
6	Decide on preferred option for development of business process	Steering Committee			5

### Appendix 2 to the Project Plan - Budget and Expenditure

Identify and summarise the project's funding sources, budget and expected expenditure.

Where the project is beginning the transition to program mode, Business Owners need to be made aware of the level of recurrent expenditure required for ongoing maintenance of the outputs.

Table 3 - Funding Sources

Council	\$XXX, XXX
Department of (South Australian Government) <i>Remove row if not applicable</i>	\$XXX,XXX
Department of (Australian Government) Remove row if not applicable	\$XXX,XXX
Total project funding	\$XXX,XXX

### Table 3a – Expenditure

Operating Expenses	FY <a b=""> \$,000</a>	<i>FY <b c=""></b></i> \$,000
Salary		
Other Employee related expenses		
Total – Salary (1)		
Operating Costs (including maintenance)		
Communications		
Travel (including motor vehicle expenses)		
Advertising and promotion		
Consultancies		
Information Technology		
Other administrative expenses		
Total – Operating Costs (2)		
Capital Expenditure		
Construction Program		
Other Capital		
Total – Capital Expenditure (3)		
Total Expenditure (1)+(2)+(3)		

Table 3b – Total Project Budget Overview For multi-year projects only – remove if not applicable

Total Project funding	\$XXX,XXX
Budgeted Expenditure for Financial Year A/B	\$XXX,XXX
Budgeted Expenditure for Financial Year B/C (add more rows as needed)	\$XXX,XXX
Remaining budget for life of project	\$XXX,XXX

### Other Resources

List other resourcing requirements, for example accommodation, IT equipment and information requirements.

### Procurement Plan

If relevant, identify how procurement will be undertaken (see Procurement Policy and Procedure).

#### Appendix 3 to the Project Plan - Risk Management

The purpose of risk management is to ensure levels of risk and uncertainty do not impede the success of the project. Any potential threat to the delivery of outputs (level of resourcing, time, cost and quality) and the realisation of outcomes/benefits by the Business Owner(s) needs to be properly managed. All projects require a risk assessment to be undertaken upon commencement, which is regularly reviewed throughout the project life, using the following process:

- Identification The assumptions and constraints should be included where relevant
- Analysis grading risks in terms of likelihood and seriousness
- **Evaluation** determining which risks require priority action
- Mitigation preventative and contingency planning, including accountability
- Monitoring & Review determining a strategy to keep abreast of risk related issues

#### Please refer to the Risk Framework.

A Risk Register is an essential chart to include in reports to convey a 'snap-shot' of current risks and management strategies for smaller scale projects. However, for more complex projects, an additional standalone Project Risk Management Plan may be necessary. Such documents can be maintained separately to avoid the need to continually re-release the Project Business Plan.

Persons involved in risk identification are: <enter names, titles>

Risks will be reviewed <enter review frequency> by <whom>

Reports will be provided to <enter audience> <enter frequency or dates>

#### Risk Matrix

Consequence	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	Medium	Medium	High	Extreme	Extreme
Likely	Low	Medium	High	High	Extreme
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Medium	Medium

Project sponsor.			
Project Manager:			
For Small and medium projects (delete whichever does not apply)			

Id	Description of Risk	Consequence	Likelihood	Risk Rating		Individual/Group Responsible for Mitigation Action	Timeline for Mitigation Action
<n></n>	<description of="" risk=""></description>	eg Minor	eg possible	eg Medium	<describe mitigations=""></describe>	<responsible person=""></responsible>	 <by when=""></by>

#### For large projects (delete whichever does not apply)

Project Risk Register

Project Name:

ID	Risk Event	Risk Statement	Issue / Cause Event	Root Cause	Inherent Likelihood	Likelihood Description	Inherent Impact / Consequence	Impact Description	Inherent Risk Rating	Existing Controls (in place and operational)	Control Description	Control Status	Residual Likelihood	Residual Impact Consequence	Residual Risk Rating	Treatment Recommendatio n	Type of Control	Impact on Risk	Treated Likelihood	Treated Impact / Consequence	Treated Risk Rating
Guid	Short Title given to Risk	Description of the risk event	Known possible Issues (These may be raised through the Issues Register)	How may the issue eventuate	Rating before controls	Description of likelihood of risk event	Impact before controls	Description of impact to Council	Combined score	Controls that are in place and operational	Describe what the control does, in addition to the scope and coverage of the control.	Description of current status (eg, effective, mostly effective etc)	Current likelihood (Considering operational controls in place)	Current Impact rating (Considering operational controls in place)	Combined score	Based on the known cause events / Issues, how can they be managed?	Description. Does the control help to Prevent, Detect, Respond or Recover	What the control does to the risk (Reduce likelihood/conse quence or both)	Planned or anticipated likelihood rating post implementation of new controls / improvements	Planned or anticipated impact rating post implementation of new controls / improvements	Combined score
																				-	

#### **Appendix 8 - Project Oversight Committee Report**

Report for: Project Name/Brief Description

Project sponsor: General Manager's Name

Project Manager: Name of Officer Writing Report

Project Objective: As stated in the Project Plan

Report Date: Date of Project Oversight Committee Meeting

PROJECT SCOPE: Summary of overall objective (1 paragraph). Confirm if a multi-year

program

Project Status: Select one of the following options below & remove the rest

On-track On-watch Off-track Completed

#### Recommendations

It is recommended that the Project Oversight Committee:

Endorse / consider / recommend to SLT XXXXX or Note this report.

#### Activities and Issues in this Reporting Period

Describe activities, issues and scope changes in this reporting period. Dot points are acceptable.

•

#### Milestones / Program

This section should report on milestones listed in the Project Plan. Expected Date refers to new dates that differ from those originally scheduled in the Project Plan. Older milestones from previous reporting periods can be deleted.

*Table 1* – Milestones / Program scheduled for achievement since last report and performance against those milestones:

Milestone / Program	Original Scheduled	Expected Date	Explanation of Variance and Effects	
	Delivery Date			
Description of affected/amended/changed milestone	dd-mm-yyyy	dd-mm-yyyy	Explain any variances and their effects	

#### **Budget**

#### *Table 2* – Overall Total Budget (Life of Project):

Council Identify & list source. Eg Budget / Council Report etc	\$XXX,XXX
Other Approved Sources Identify & list source. Eg Renewals / Budget Adjustments	\$XXX,XXX
Council - Uncommitted	\$XXX,XXX

Grants - Received to Date	\$XXX,XXX
(List name of Government Department / Organisation providing grant)	
Add more rows as needed	
Grants - Committed but not Received	\$XXX,XXX
(List name of Government Department / Organisation providing grant)	
Add more rows as needed	
Total Project Budget	\$XXX,XXX

#### Grant Funding Deadlines / Major Conditions

Additional comments. Dot points are acceptable.

#### *Table 3* – Monthly Summary of Expenditure and Remaining Project Funds:

Project Ledger Account Code/s: PR Enter budget line account code/s that costs are being charged to.

Source below data from Tech One Ledger Account.

Available Budget Take figure from Total Project Budget row [last row in	\$XXX,XXX
bold] in Table 2 above	
Previous Year Expenditure (Multi-year Projects) From Ledger	\$XXX,XXX
Current Year to Date Expenditure From Ledger	\$XXX,XXX
Expected Remaining Expenditure for Current FY	\$XXX,XXX
Balance – Future FY	\$XXX,XXX

#### **Budget Comments**

Additional comments or changes to budget. Dot points are acceptable.

#### Resourcing

#### *Table 4* – Resource Commitments for the Remainder of the Project:

Key staff resource commitments from this report's date until the end of the project. If there are significant external authorities that may affect the delivery of the project (for example, Kaurna Advisory Services, SAPN, SA Water), flag these in this table. If there are any availability issues or scheduling issues, identify them with commentary after the table.

This table should only include staff with an involvement likely to exceed one (1) day over a month. Team members should not be included on this list unless they have been consulted and have the capacity at the time.

Name	Project Team (PT) or Subject Matter Expert (SME)	Commitment	Start Date	End Date
Name	PT or SME	Number of days or % of FTE	dd-mm-yyyy	dd-mm- yyyy

#### **Resourcing Comments**

Additional comments should be included to indicate reasons for the deficit/overspend or surplus/underspend in the monthly budget and anticipated expenditure for the year to date. Dot points are acceptable.

#### Project Risk Management

Table 5 – Changes to Risk in this Reporting Period: Select 1 option under each column per risk & remove all other. Add more rows as required

If a previously listed Risk is no longer a Risk, remove from table.

Risk	Likelihood	Consequence	Rating	Change	
Brief description	Almost Certain	Catastrophic	Extreme	Increase	
	Likely	Major	High	Decrease	
	Possible	Moderate	Medium	New	
	Unlikely	Minor			
	Rare	Insignificant	Low	No Change	

#### Risk Matrix

Consequence	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	Medium	Medium	High	Extreme	Extreme
Likely	Low	Medium	High	High	Extreme
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Medium	Medium

#### Comments

Include explanation of why the risk rating has been changed. Where the rating has been increased, include details of mitigation actions.

Discuss the effectiveness of risk mitigation strategies that have been applied to High and Extreme category risks. This can include any changes to risk mitigation strategies.

Dot points are acceptable.

.

#### Stakeholder Engagement

Brief description of any stakeholder engagement activities in this reporting period.

Table 6 – Stakeholder Engagement Summary for this Reporting Period

Stakeholder	Activities Undertaken in	Future Activities Scheduled
	Reporting Period	
Name/Organisation	dd-mm – Activity ABC	dd-mm – Activity ABC
	dd-mm – Activity XYZ	dd-mm – Activity XYZ

# Appendix 9 - Decision Log

Project Name:

Project sponsor:

Project Manager:

ID	Decision	Rationale	Source	Owner	Priority	Decision Date	Status	Date Completed	Notes on Implementation	Further Reporting
Unique identifier	Brief description of decision made	Why was this decisions made?	Meeting / conversation /person from which this need for a decision came	Who is responsible for implementin g the decision	Relative priority: 1-High, 2- Medium, 3-Low	Date this decision was made	Status of item: 1-Not started, 2-In progress , 3- Complet e	Date this item was completed / implemented	Notes or results on the completion of this item, such as final decision document location, results of implementing requested fix, etc	eg, Council Report, SLT Report etc

# Appendix 10 - Issues Log

Project Name:

Project sponsor:

Project Manager:

Issue ID	Issue raised by	Date Raised	Туре	Description of Issue or Opportunity	Associated Risk?	Recommendation	Management Decision (Agreed Actions)	Authorised By	Target Completion Date	Action Officer	Status	Actions Completed to Date	Deliverables Approved	Date closed	Post Incident Report Reference (If applicable)
Notes	Outline where/how the issue was raised.  Is the issue relating to general observation, opportunity for improvement or was it a near miss event or incident?	dd/mm/yyyy	Is it considered an Event, operational issue, opportunity for improvement or a non-compliance? (This would help indicate its urgency)	Outline the findings / opportunity etc	Is the issue adding details / is relevant to an existing risk? Or has the issue created a new risk? (Refer to Risk and Improvement Officer.	Outline what the team intend to do	Outline what has been agreed	Name	dd/mm/yyyy	Name	In Progress		When closing an issue make note of management review/approval of changes to validate the task is complete	dd/mm/yyyy	Link to an incident notification / post incident report if relevant

# Appendix 11 – Handover Checklist

Pro	ject	Nar	ne:

Project sponsor:

Project Manager:

DONE	DESCRIPTION	DATE DUE	DATE COMPLETED	STATUS	COMMENTS
	CLOSEOUT PER SPECIFICATION				
✓				Not Completed	
				In Progress	
				Completed	
				Needs Review	
				On Hold	
				Overdue	
				Finalised - Accepted by Operations Team	
	REQUIRED TESTING				
	PUNCH LIST				

	CERTIFICATES				
	WARRANTIES / GUARANTEES				
	OTHER				
PROJECT	ACCEPTANCE				
NAME		PROJECT MANAGER		SIGNATURE	DATE
NAME		PROJECT SPONSOR		SIGNATURE	DATE
21222		ODED ATIONS LEAD		CLONIATURE	DATE
NAME		OPERATIONS LEAD		SIGNATURE	DATE

## Appendix 12 - Closure Report

Title:	<project title=""></project>
Background/Context:	Provide a brief explanation of the background and/or context of the project.
Outcomes Achieved:	Summarise outcomes achieved
Lessons Learned:	Articulate lessons learned and any suggestions for how they can be embedded in the organisation or other projects
Closure:	Projects can be closed because they are completed successfully, or because it is clear the proposed benefits of the project are unlikely to be attained or are unlikely to be relevant in the current organisational context.
	To gain formal acceptance of project outputs, and confirm the realisation of the outcomes, the closing down of a project should be planned using the following formal Project Closure steps:
	<ol> <li>Business Owner(s) acceptance of project outputs</li> <li>Issues Management</li> <li>Risk Management</li> <li>Project Team disbandment</li> <li>Financial close-out</li> <li>Asset Management Plan (where relevant)</li> <li>Post Project Responsibilities</li> <li>Post-project Review</li> <li>Outcome Realisation Reporting</li> <li>Formal closure by the relevant authority</li> </ol>

**Item No:** 15.9

Subject: PRIORITISATION POLICY, AND FRAMEWORK AND MANUAL

#### **Summary**

Elected Members bear a heavy legislative burden when it comes to decision-making on behalf of the community. To enable Elected Members to fulfill their legislative obligations to make informed and responsible decisions on new investment proposals in the interests of the community, a Prioritisation Policy and a supporting Prioritisation Framework and Manual have been developed and are presented to Council.

While transparent and evidence-based decision-making is necessary at all times, careful scoping and objective prioritisation is even more prudent with current economic conditions causing rampant cost increases and various supply-chain shortages.

The purpose of these documents is to support evidence-based decision-making by enabling objective assessments and prioritisation of options and projects.

On 15 November 2023, the Audit and Risk Committee of Council considered the:

- Prioritisation Council Policy, and recommended it to Council for adoption, and
- Priortisation Framework and Manual, and noted it.

#### Recommendation

#### **That Council:**

- 1. adopts the Prioritisation Council Policy (Attachment 1); and
- 2. notes the Prioritisation Framework and Manual (Attachment 2).

#### Background

The purpose of local government is to be a representative, informed and responsible decision-maker in the interests of its community. As well as participating in public policy development and planning activities with other tiers of government, local government also provides a wide range of direct services to its community and a significant range of investments into various types of infrastructure.

On 15 November 2023, the Audit and Risk Committee of Council considered the:

- Priortisation Council Policy, and recommended it to Council for adoption, and
- Prioritisation Framework and Manual, and noted it.

The Audit and Risk Committee were supportive of the intent and content of the documents. Suggestions were made regarding a number of matters, including correct an error relating to Net Present Value as presented in the draft (adopted).

#### Report

Council's role per section 6 of the Local Government Act 1999 is:

- (a) to act as a representative, informed and responsible decision-maker in the interests of its community; and
- (b) to provide and co-ordinate various public services and facilities and to develop its community and resources in a socially just and ecologically sustainable manner; and
- (c) to encourage and develop initiatives within its community for improving the quality of life of the community; and
- (d) to represent the interests of its community to the wider community; and
- (e) to exercise, perform and discharge the powers, functions and duties of local government under this and other Acts in relation to the area for which it is constituted.

In order to fulfil these roles, Elected Members (and those exercising delegated decision-making on their behalf) need to be well informed and need to have appropriate evidence upon which to base their decisions. Beyond this basic need, there is also an ongoing need to balance tradeoffs, as councils' ability to generate income often does not keep up with community expectations of services. Not all goals can be funded and delivered at the same time.

To manage this tension, investments need to be prioritised, so as to meet community expectations while maintaining organisational sustainability. While Elected Members, as community representatives, have the right to prioritise and make investment decisions, they must make informed and responsible decisions that are in the interests of the community.

Making such decisions without a transparent, objective and consistent framework has the potential to expose Elected Members to risks of unfair criticism if, for example, particular interest groups don't have their needs met. To mitigate these risks and support Elected Members in fulfilling their obligations of due diligence in decision-making, a transparent and objective methodology has been developed.

A proposed Prioritisation Council Policy has been developed and is provided as Attachment 1. The policy ensures prudent financial management by creating a system for ensuring that proposed activities can be objectively prioritised, properly planned, effectively executed and transparently reported on. It also introduces two levels of objectivity and rigour, in that prioritisation must occur both during the analysis of options (to ensure Council is informed about options explored and the rationale for recommendations made) and as part of assessing the overall project pipeline (to ensure Council can make informed investment decisions about how to best use available resources).

Refer Attachment 1

To support this policy, an associated Prioritisation Framework and Manual has been developed, which is provided as Attachment 2.

Refer Attachment 2

The Prioritisation Framework and Manual provides practical detail to guide prioritisation processes, ensuring the objectivity of assessments and securing sufficient information for Council to fulfil its obligation of making informed and responsible decisions. This includes the establishment of a Project Oversight Committee with an appropriate level of expertise and to oversee the delivery of key projects and to assess potential projects through this framework and manual.

Additionally, the criteria developed ensures that Council's strategic priorities and values can be consistently applied. For example, in the 'Lifecycle Discount Model' which has been developed to enable the objective evaluation of options in non-commercial projects, Council's commitment to high quality spaces and services, as well as to the environment, is reflected in the discount rates. While all the domains in this model are important and valuable, the weightings allow Council's values to be applied in a practical and objective manner.

Furthermore, in assessing the relative priority of project X versus project Y, the Project Oversight Committee (in preparation for providing advice to Council via the Chief Executive Officer / Senior Leadership Team) will be able to meet Council's obligations to ensure benefit to the whole community, through objective impact criteria such as 'Breadth of Benefit', 'Public Value' and 'Spatial Alignment'. These legislative obligations will be considered alongside others such as 'Inclusion', 'Accessibility' and 'Regulatory' as well as pragmatic considerations such as 'Organisational Readiness', risk to council and community, and 'Alignment with Strategic Plan'. Applying multiple lenses across both impact and urgency domains provides high levels of confidence that informed decisions can be made by Council.

Refining existing investment decision-making processes to ensure adequate scoping can be undertaken is particularly prudent at this time, when costs are unpredictable and, typically, rising rapidly.

While it is intended that the Prioritisation Framework and Manual will be a living document, which is updated as lessons are learned and improvements are identified, it is proposed that the Audit and Risk Committee, as part of their assurance role, review the document once each Council term for strategic alignment, and to ensure the parameters and values are valid.

#### Budget

There are no budget requirements associated with this proposal.

#### **Life Cycle Costs**

There are no life cycle costs associated with this proposal.

#### Strategic Plan

High quality policy development ensures alignment with strategic directions can optimise the delivery of strategic objectives and aspirations.

#### **Council Policy**

Prioritisation Council Policy (proposed)

### **Statutory Provisions**

Local Government Act 1999

Written By: Manager, Strategy and Governance

**General Manager:** Strategy and Corporate, Ms S Wachtel

# Attachment 1





# **Prioritisation**



#### 1. Purpose

The purpose of this policy is to ensure Council is able to make informed and prudent investment decisions about new initiatives and projects.

#### 2. Scope

This policy applies to the whole of Council, excluding Alwyndor.

#### 3. Roles and Responsibilities

Council	Adoption of the Prioritisation Policy, making investment decisions as part of the Annual Business Planning process, putting forward proposals for assessment
Audit and Risk Committee	Reviewing the Prioritisation Framework and Manual once per Council term to confirm strategic alignment
Senior Leadership Team (SLT)	Adopting the Prioritisation Framework and Manual
Project Oversight Committee	Assessing potential projects through the objective measures outlined in the Prioritisation Framework and Manual
Employees	Participation in the analysis and scoping of potential initiatives, in accordance with the Prioritisation Framework and Manual and Project Management Framework
Strategy and Governance Team	Responsible for: - maintaining the Prioritisation Framework and Manual - supporting compliance with the Prioritisation Framework and Manual - facilitating the Annual Business Planning process - Executive Officer support to the Project Oversight Committee

#### 4. Policy Statement

- 4.1 The City of Holdfast Bay administers millions of dollars on behalf of ratepayers every year. To meet community expectations, and ensure prudent financial management, activities must be objectively prioritised, properly planned, effectively executed and transparently reported on.
- 4.2 A Prioritisation Framework and Manual will be developed and maintained on Council's behalf by Administration to guide the investigation, development and analysis of potential initiatives, so that evidence-based recommendations about investment decisions can be made to Council. This document may be updated from time to time as best practice changes, or as lessons from implementation need to be applied. Updates must be approved by the Senior Leadership Team.

- 4.3 Once in every Council term, the Audit and Risk Committee will review the Prioritisation Framework and Manual to provide assurance that the objective parameters and the values reflected in option assessment criteria are valid and current.
- 4.4 The Prioritisation Framework must ensure that all new activities and potential projects commence with a confirmation of need and that investment decisions are staged, to enable proper scoping and objective prioritisation.
- 4.5 Prioritisation must occur both during the analysis of options (to ensure Council is informed about options explored and the rationale for recommendations made) and as part of assessing the overall project pipeline (to ensure Council can make informed investment decisions about how to best use available resources).
- 4.6 Project scoping, planning, analysis and evaluation for prioritisation may be undertaken at any time (i.e., as problems and opportunities are identified or initiatives are proposed), however, except in cases of emergency, investment decisions will be limited to being made as part of the annual business planning process. This will ensure both financial and staffing resources are available to deliver on investment decisions.
- 4.7 Proposals for activities should be framed according to the following steps:
  - an investigation to confirm the need
  - if a need is confirmed, approval of a budget to undertake investigations to inform preliminary scoping
  - preliminary assessment of priority by the Project Oversight Committee
  - approval of budget for further investigations/concept design if priority is high (as part of Annual Business Planning processing year X)
  - development of full business case to confirm scope
  - approval of project budget (as part of Annual Business Planning process year X + 1)
  - detailed planning
  - delivery
  - handover and maintenance
  - applying lessons learned/continuous improvement.

#### 5. Definitions

Key term or acronym	Definition
Administration	Staff, processes and systems that make up the organisation which delivers services to the community under the guidance of Council
Council	The elected body
New Initiative	A possible project or service proposed

#### 6. Administration Use Only

Reference Number:	
Strategic Alignment:	This policy supports the delivery of the Strategic Plan by ensuring projects are appropriately assessed and scoped to ensure strategic alignment, and prioritised to ensure Council's stated policy positions and commitments are met

Prioritisation Policy Page 2

Strategic Risk:	This policy mitigates strategic risks by enabling prudent financial management and by providing an objective and transparent way of assessing the many possible activities Council could invest in, through evidence-based recommendations
Responsible Officer(s):	Manager Strategy and Governance
First Issued / Approved:	
Minutes Date and Council Resolution Number:	
Last Reviewed:	
Next Review Date:	
Applicable Legislation:	Local Government Act 1999
Related Policies:	
Other Reference Documents:	Prioritisation Framework and Manual

Prioritisation Policy Page 3

# Attachment 2



# Prioritisation Framework and Manual



## **Contents**

1.	CEO Message	3
	Purpose	
	Background	
	Outcomes Being Sought	
5.	Prioritisation Approach	7
6.	Investment Prioritisation Principles	9
7.	Prioritisation Process	10
8.	Prioritisation (Evaluation) of Options	13
9.	Prioritisation of Initiatives	17

#### **CEO** Message

In its Strategic Plan – Our Holdfast 2050+, Council describes its Vision for the city:

Protecting our heritage and beautiful coast, while creating a welcoming and healthy place for all in South Australia's most sustainable city.

This Vision drives all of the activities of the Council and is supported by three focus areas:

- Wellbeing Good health and economic success in an environment and a community that supports wellbeing.
- Sustainability A city, economy and community that is resilient and sustainable.
- Innovation A thriving economy and community that values life-long education, research, creativity and entrepreneurialism.

To deliver this bold vision, objectives and aspirations, Council needs to carefully prioritise its investments.

This framework serves as a structured methodology for evaluating and ranking the many initiatives that may be desirable, based on predefined criteria.

It helps us answer critical questions such as, 'what should we focus on first?', 'where should we allocate our time, money, and effort for maximum impact?', and 'how can we strike a balance between short-term gains and long-term goals?'

In essence, this Framework and Manual acts as a compass, guiding us through the maze of possibilities and enabling us to make informed choices that align with our strategic objectives and values. It provides transparency, accountability, and consistency in decision-making, thereby encouraging collaboration and buy-in from our stakeholders.

I invite you to use this Framework and Manual actively and provide ongoing feedback to the Strategy and Governance team to ensure it can be optimised for our organisation, and it can grow as our capability does.

#### 1. Purpose

This Framework and Manual is designed to enable a clear, consistent and robust approach to the development and assessment of new investment proposals.

The bespoke prioritisation process outlined in this Framework and Manual is designed to accommodate the wide variety of projects undertaken by the City of Holdfast Bay, in a manner that is commensurate with the value of projects undertaken and the resources available. The purpose of this Framework and Manual is to:

- ensure Elected Members and other decision makers have the information they need to facilitate informed decision making
- allow the comparison of different proposals on an "apples for apples" basis by using standardised templates which will ensure that projects and initiatives can be more readily compared on similar terms
- ensure the impact of new proposals in relation to the longer-term strategic plans is understood
- help form an early understanding of the impact of new proposal on council budgets, debt ratios and, if required, council rates
- assist the prioritisation and scheduling of different proposals
- create a clear project pipeline that enables effective workforce planning, and accurate forward estimates and resource scheduling, and
- ensure that administration is appropriately prepared for, and resourced to deliver, on Council's decisions.

#### 2. Background

The purpose of local government is to be a representative, informed and responsible decision-maker in the interests of its community. As well as participating in public policy development and planning activities with other tiers of government, local government also provides a wide range of direct services to its community and a significant range of investments into various types of infrastructure.

All of these activities require investment. However, councils' ability to generate income often does not keep up with community expectations. To manage this tension, investments need to be prioritised, to meet community expectations while maintaining organisational sustainability.

While Elected Members have the prerogative to make decisions at their pleasure, Council's role (per the *Local Government Act 1999*) is:

- (a) to act as a representative, informed and responsible decision-maker in the interests of its community; and
- (b) to provide and co-ordinate various public services and facilities and to develop its community and resources in a socially just and ecologically sustainable manner; and
- (c) to encourage and develop initiatives within its community for improving the quality of life of the community; and
- (d) to represent the interests of its community to the wider community; and
- (e) to exercise, perform and discharge the powers, functions and duties of local government under this and other Acts in relation to the area for which it is constituted.

In order to fulfil these roles, Elected Members (and those exercising delegated decision-making on their behalf) need to be well informed and need to have appropriate evidence upon which to base their decisions.

This Framework and Manual provides a basis for objective, multi-disciplinary decision-making as a way of systematically structuring investment decisions so that the many competing interests and trade-offs that need to be considered can be reconciled.

# 3. Outcomes Being Sought

The outcomes have been aligned to Council's role, as defined by the Local Government Act 1999.

Ensure informed and responsible decision-making  - Understanding the impact and urgency of investment proposals - Being able to effectively compare different types of investment proposals - Understanding trade-offs - Ensuring proposals are effectively scoped - Where possible, solving problems rather than managing them  Social justice - Favouring equity over equality - Applying Council's vision of a welcoming place for ALL  Ecological sustainability - Working within nature's constraints - Ensuring intergenerational equity - Taking a precautionary approach - Applying Council's vision of being South Australia's most sustainable city  Quality of life - Investing in wellbeing - Investing in sustainability - Extending quality of life for ALL - Applying Council's vision of protecting our heritage and beautiful coast - Applying Council's vision of being a a healthy place for ALL  Broad representation - Levels of reach/impact of investment proposals - Evaluation of opportunity costs - Value for money for the whole community	Outcomes	Elements to be considered
investment proposals  Understanding trade-offs  Ensuring proposals are effectively scoped  Where possible, solving problems rather than managing them  Social justice  Favouring equity over equality  Applying Council's vision of a welcoming place for ALL  Ecological sustainability  Working within nature's constraints  Ensuring intergenerational equity  Taking a precautionary approach  Applying Council's vision of being South Australia's most sustainable city  Quality of life  Investing in wellbeing  Investing in sustainability  Extending quality of life for ALL  Applying Council's vision of protecting our heritage and beautiful coast  Applying Council's vision of being a a healthy place for ALL  Evels of reach/impact of investment proposals  Evaluation of opportunity costs	· ·	·
Ensuring proposals are effectively scoped  Where possible, solving problems rather than managing them  Favouring equity over equality  Applying Council's vision of a welcoming place for ALL  Ecological sustainability  Working within nature's constraints  Ensuring intergenerational equity  Taking a precautionary approach  Applying Council's vision of being South Australia's most sustainable city  Quality of life  Investing in wellbeing  Investing in sustainability  Extending quality of life for ALL  Applying Council's vision of protecting our heritage and beautiful coast  Applying Council's vision of being a a healthy place for ALL  Broad representation  Levels of reach/impact of investment proposals  Evaluation of opportunity costs		- ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' '
Where possible, solving problems rather than managing them  Social justice      Favouring equity over equality     Applying Council's vision of a welcoming place for ALL  Ecological sustainability      Working within nature's constraints     Ensuring intergenerational equity     Taking a precautionary approach     Applying Council's vision of being South Australia's most sustainable city  Quality of life      Investing in wellbeing     Investing in sustainability     Extending quality of life for ALL     Applying Council's vision of protecting our heritage and beautiful coast     Applying Council's vision of being a healthy place for ALL  Broad representation      Levels of reach/impact of investment proposals     Evaluation of opportunity costs		Understanding trade-offs
Social justice  Pavouring equity over equality Applying Council's vision of a welcoming place for ALL  Ecological sustainability  Working within nature's constraints Ensuring intergenerational equity Taking a precautionary approach Applying Council's vision of being South Australia's most sustainable city  Quality of life  Investing in wellbeing Investing in sustainability Extending quality of life for ALL Applying Council's vision of protecting our heritage and beautiful coast Applying Council's vision of being a a healthy place for ALL  Broad representation  Levels of reach/impact of investment proposals Evaluation of opportunity costs		Ensuring proposals are effectively scoped
Applying Council's vision of a welcoming place for ALL      Working within nature's constraints     Ensuring intergenerational equity     Taking a precautionary approach     Applying Council's vision of being South Australia's most sustainable city  Quality of life     Investing in wellbeing     Investing in sustainability     Extending quality of life for ALL     Applying Council's vision of protecting our heritage and beautiful coast     Applying Council's vision of being a a healthy place for ALL  Broad representation     Levels of reach/impact of investment proposals     Evaluation of opportunity costs		
Ecological sustainability  • Working within nature's constraints • Ensuring intergenerational equity • Taking a precautionary approach • Applying Council's vision of being South Australia's most sustainable city  Quality of life  • Investing in wellbeing • Investing in sustainability • Extending quality of life for ALL • Applying Council's vision of protecting our heritage and beautiful coast • Applying Council's vision of being a a healthy place for ALL  Broad representation  • Levels of reach/impact of investment proposals • Evaluation of opportunity costs	Social justice	Favouring equity over equality
<ul> <li>Ensuring intergenerational equity</li> <li>Taking a precautionary approach</li> <li>Applying Council's vision of being South Australia's most sustainable city</li> <li>Investing in wellbeing</li> <li>Investing in sustainability</li> <li>Extending quality of life for ALL</li> <li>Applying Council's vision of protecting our heritage and beautiful coast</li> <li>Applying Council's vision of being a a healthy place for ALL</li> <li>Broad representation</li> <li>Levels of reach/impact of investment proposals</li> <li>Evaluation of opportunity costs</li> </ul>		
Taking a precautionary approach     Applying Council's vision of being South Australia's most sustainable city      Investing in wellbeing     Investing in sustainability     Extending quality of life for ALL     Applying Council's vision of protecting our heritage and beautiful coast     Applying Council's vision of being a a healthy place for ALL  Broad representation     Levels of reach/impact of investment proposals     Evaluation of opportunity costs	Ecological sustainability	Working within nature's constraints
Applying Council's vision of being South Australia's most sustainable city      Investing in wellbeing     Investing in sustainability     Extending quality of life for ALL     Applying Council's vision of protecting our heritage and beautiful coast     Applying Council's vision of being a a healthy place for ALL  Broad representation     Levels of reach/impact of investment proposals     Evaluation of opportunity costs		Ensuring intergenerational equity
Quality of life  Investing in wellbeing Investing in sustainability Extending quality of life for ALL Applying Council's vision of protecting our heritage and beautiful coast Applying Council's vision of being a a healthy place for ALL  Broad representation  Levels of reach/impact of investment proposals Evaluation of opportunity costs		Taking a precautionary approach
<ul> <li>Investing in sustainability</li> <li>Extending quality of life for ALL</li> <li>Applying Council's vision of protecting our heritage and beautiful coast</li> <li>Applying Council's vision of being a a healthy place for ALL</li> <li>Broad representation</li> <li>Levels of reach/impact of investment proposals</li> <li>Evaluation of opportunity costs</li> </ul>		
<ul> <li>Extending quality of life for ALL</li> <li>Applying Council's vision of protecting our heritage and beautiful coast</li> <li>Applying Council's vision of being a a healthy place for ALL</li> <li>Broad representation</li> <li>Levels of reach/impact of investment proposals</li> <li>Evaluation of opportunity costs</li> </ul>	Quality of life	Investing in wellbeing
<ul> <li>Applying Council's vision of protecting our heritage and beautiful coast</li> <li>Applying Council's vision of being a a healthy place for ALL</li> <li>Broad representation</li> <li>Levels of reach/impact of investment proposals</li> <li>Evaluation of opportunity costs</li> </ul>		Investing in sustainability
<ul> <li>and beautiful coast</li> <li>Applying Council's vision of being a a healthy place for ALL</li> <li>Broad representation</li> <li>Levels of reach/impact of investment proposals</li> <li>Evaluation of opportunity costs</li> </ul>		Extending quality of life for ALL
for ALL  Broad representation  • Levels of reach/impact of investment proposals  • Evaluation of opportunity costs		
Evaluation of opportunity costs		
	Broad representation	Levels of reach/impact of investment proposals
Value for money for the whole community		Evaluation of opportunity costs
lacksquare		Value for money for the whole community

#### 4. Prioritisation Approach

To manage the challenges of delivering a broad range of responsibilities in a way that is responsive to community expectations, both investment and resourcing need to be allocated thoughtfully.

The prioritisation approach adopts an outcomes-driven approach to assessing the merits of different investment opportunities by using multi-disciplinary criteria to categorise ideas and funding requests as short, medium or long-term priorities. Prioritisation based on such an approach is an efficient way of filtering and identifying options that are most likely to meet Council's strategic vision, assess and confirm the value of opportunities and prioritise resources accordingly.

To fulfill the purpose of this framework and manual, the priortisation approach:

- ensures the comprehensive exploration of problems to be solved and adequate time for project planning
- requires that investment decisions be staged, so that decisions can be made as information becomes available
- standardises assessments of benefits so that different proposals can be compared equitably
- provides an objective and inter-disciplinary methodology by which investments can be assessed and prioritised
- provides Elected Members with clarity about what might be traded off when decisions are made.

#### **Prioritisation Process** - Detailed scoping **ABP Process** possible - Limited time for - Higher confidence scoping in costings and options analysis - Variable confidence in costings and - High levels of Ad-hoc options analysis strategic alignment investments - Partially informed - Informed and decision-making - Limited information evidence-based available decision-making - Over-runs likely - Inconsistent - Variable strategic decisions alignment - Limited strategic alignment - Subjective assessment of need - Variable confidence in costsing and options analysis

It is important to recognise that there is a separation of duties between (1) investigating and preparing proposed solutions, (2) analysing their merits and relative priority, and (3) making investment decisions.

Investigating and preparing proposed solutions is most appropriately within the remit of staff who have skills, experience and professional qualifications relevant to the matter in hand. Staff are best placed to correctly identify needs/problems/opportunities and provide evidence-informed recommendations on potential solutions.

Analysing the merits and relative priority of potential projects/initiatives is also best done by Administration who have a responsibility to provide 'frank and fearless' advice to decision-makers (Council). To enable an appropriate level of expertise and independence, a Project Oversight Committee has been established to oversee the delivery of key projects and to assess potential projects through this framework and manual.

The Project Oversight Committee provides a forum for review and oversight of projects being currently delivered and still in the pipeline. The Project Oversight Committee is made up of three General Managers and four senior staff, selected for their skills (not their positions).

Making investment decisions is firmly within the remit and responsibility of Council. Nevertheless, to make effective decisions, Council must be well-informed of the consequences of potential choices. To this end, Council will receive advice on recommended options and the relative priority of projects in a methodical and ordered manner. Whether Council chooses to accept the advice provided will always remain a matter for Council.

# 5. Investment Prioritisation Principles

Principle	Definition
Investment decisions should be made in the context of long-term planning	Decisions should account for strategic commitments, interdependencies with other potential investments, changes in technology, and market and regulatory developments that are likely to impact community needs over the coming decades.
Investment decisions should be made in response to problems or opportunities, but must be contextualised in the broader systems they exist within	A shared understanding of the problem to be solved or opportunity to be pursued must be articulated before any investment decision is taken. Problems and opportunities should not be considered in isolation of other commitments, activities, outcomes or intentions.
Proposals must be well formulated	Adequate studies or investigations should be undertaken to identify risks to the viability and delivery of proposals. As part of this pre-planning, proponents should consider a range of options, including those that might make better use of resources. Investment in investigations should be proportional to the scale of the problem/opportunity and investment likely to be required.
An appropriate level of detailed analysis through a business case should be undertaken and preferred options should not be selected before undertaking detailed analysis involving multiple options	Business cases should include a rigorous examination of potential benefits relative to its costs, show the proposal to be resilient to change under a range of future scenarios, and show the split between public and private benefits.
Where a need for investment is identified, Council must ensure potential activities can be delivered affordably and efficiently	The overall pipeline of existing commitments should be considered as well as the most appropriate time frames and models of delivery.
Investment proposals should be evidence-based, strategically aligned, of demonstrable value to the community and prioritised for optimal community benefit	Investment proposals should be assessed for priority by a dedicated group of senior officers, using objective, multi-disciplinary criteria
Investment decisions should be taken incrementally, to avoid the sunk-cost fallacy	Investment proposals must be staged to facilitate adequate opportunity to correctly scope activities, and must provide an opportunity for proposals to be paused, deferred or abandoned when needed.
Trade-offs and opportunity costs must be considered	Advice to Council must include reference to trade-offs (for example, impacts on other activities) and opportunity costs (for example, activities that might need to be forgone if the proposal goes ahead).

#### 6. Prioritisation Process

The prioritisation process provides a staged approach for:

- identifying problems and opportunities and assessing which of these are most important
- developing potential options to solve problems or realise opportunities and assessing these
  options to select those with the highest net value to the community
- developing in detail the preferred options in a business case. Ideally, this includes at least two
  options in addition to a 'do minimum' base case
- assessment of the proposal according to objective, multi-disciplinary criteria, and
- review of the implemented solution to understand whether benefits have been realised as expected, whether costs estimations were accurate, and what lessons can be learnt.

Prioritisation occurs at two levels, namely:

- the prioritisation of options within a business case (refer section 7), and
- the overall prioritisation of projects against each other (refer section 8).

The prioritisation process is, by necessity, closely aligned to planning and project management processes.



Gateways 1, 2 and 3 are 'hard' stops in that an idea cannot proceed to the next stage without authorisation an appropriate delegate, and without appropriate budgetary provisions being made to undertake necessary investigations.

Gateways 4, 5 and 6 are 'soft' stops in that they are concerned with monitoring and evaluation against already agreed criteria. Should there be departures from agreed expectations, matters may be escalated as necessary.

Prioritisation analysis will occur at two intervals:

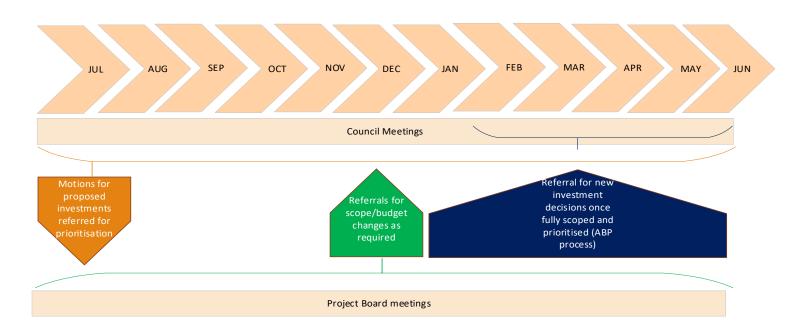
- 1. At Gateway 2 for the purposes of determining whether investment should be made in concept designs (or equivalent for non-construction projects), and
- 2. At Gateway 3 for the purposes of scheduling investments, thereby creating a project pipeline.

While the intention is to undertake project scoping, planning, analysis and evaluation for prioritisation at any time (i.e., as problems and opportunities are identified or initiatives are proposed) investment decisions will generally be limited to being made as part of the annual business planning process. This will ensure both financial and staffing resources are available to deliver on investment decisions.

It should be noted that proper scoping and planning, particularly for large or complex proposals, may take weeks or months to complete. Therefore, motions or initiatives proposed may not be ready for prioritisation or for an investment decision in the same year it is proposed.

Exceptions may be made in case of emergencies, but these should not be the norm. Therefore proposals for projects should be framed according to the following steps:

- 1. seek an investigation to confirm the need
- 2. if a need is confirmed, seek approval of a budget to undertake investigations to inform preliminary scoping
- 3. preliminary assessment of priority
- 4. approval of budget for further investigations/concept design if priority is high (as part of Annual Business Planning processing year X)
- 5. development of full business case to confirm scope
- 6. approval of project budget (as part of Annual Business Planning process year x + 1)
- 7. detailed planning
- 8. delivery
- 9. handover and maintenance
- 10. applying lessons learned/continuous improvement.



## Approving Authorities

Decision	Project Size	Approving Authority	Timing
Identification –	Small – Medium	Project Oversight	
confirmation of need	Sitiali Wicalaili	Committee	
	Large	Council	
Approval of budget for	Small – Medium	Chief Executive Officer	
investigations	Large	Council	
Authorisation to undertake a Prudential Report	Large	Project Sponsor	Any time
Based on the preliminary	Small	Project Sponsor	
assessment, what is the priority?	Medium – Large	Project Oversight Committee	
Approval of budget for	Small	Chief Executive Officer or Project Sponsor / General Manager	
concept design	Medium – Large	Council	As part of annual business planning process
Prioritisation based on the full business case	Medium – Large (not required for small)	Project Oversight Committee	Anytime
- Tull 2 45 in 1000 Case	Operational within approved budget	Chief Executive	Anytime
Approval of project budget	All capital and operational unfunded	Council	As part of annual business planning process
Approval of project plan	All	Project Sponsor	
Approval of detailed designs	All capital new	Council	
\/	Up to 5%	Project Sponsor	
Variations in scope, time or budget	Over 5%	Chief Executive Officer / Council	
Project review and lessons learned	Medium -Large	Project Oversight Committee	Anytime
	Exceptions / significant issues	Council	
Launch / opening	All	Council	-
Benefits review	Na divers la :	Project Oversight	
	Medium-Large	Committee	

#### 7. Prioritisation (Evaluation) of Options

To enable options within projects to be evaluated effectively, a full business case is required for mediumlarge projects that fall within the scope of the Project Management Framework and Manual.

The business case requires the use of either a Net Present Value or Lifecycle Discount Model to be used, so that options considered can be standardized within business cases.

#### **Net Present Value**

For commercial projects, a Net Present Value model will be used to evaluate options being considered.

Net Present Value (NPV) is the difference between the present value of cash inflows and the present value of cash outflows. NPV is used in capital budgeting to analyse the profitability of a projected investment or project.

The following is the formula for calculating NPV:

 $NPV = Cash flow / (1 + i)^t - initial investment$ 

i = required return or discount rate and

t = number of time periods.

A positive net present value indicates that the projected earnings generated by a project or investment (in present dollars) exceeds the anticipated costs (also in present dollars).<sup>1</sup>

The NPV makes allowances that enables the cost to be expressed in present dollars – i.e. what the project would cost or earn in today's dollars over a fixed time period. The benefit of using an NPV is that it allows an assessment of the costs or revenue of projects over time and accounts for all monetary costs and benefits not just upfront costs. Many local government projects will have a negative NPV because the aim of the project is not to generate profit but to provide a social benefit, such as improved facilities or local services.

The NPV should include all known quantifiable costs and benefits such as capital costs, and other implementation costs such as license fees, training requirements, travel, on-going maintenance, operational costs including utilities and cleaning and any staffing implications. All revenue measures and identified savings need to be incorporated.

An NPV requires a discount rate which is used to allow for increasing uncertainty over time. The discount rate changes demand on the economic circumstances and the nature of the project. Two options are the overnight interest rate from LGFA or South Australian Government discount rates.

Projects with long life-cycles (over 20 years) must outline whole of life costs as an NPV. However, projects with shorter life-cycles may not benefit from an NPV and can be expressed in 5 year nominal terms.

An example of a comparison following the calculation of NPV follows.

<sup>&</sup>lt;sup>1</sup>This definition of NPV is from https://www.investopedia.com/terms/n/npv.asp#ixzz4znTqRtB2

Net Present Value			
	Option 1	Option 2	Option 3 –
	Do nothing	Alternative Option	Preferred Option
Benefits			
Rental income	319,350	584,180	405,030
Residual Value	260,240	361,840	324,270
Total Benefits	579,590	946,020	729,300
Costs			
Capital costs	509,620	708,590	635,020
Maintenance costs	65,880	91,600	82,090
Operating costs	-	-	-
Loss of existing income	354,800	283,890	-
Total Costs	930,290	1,084,080	717,110
NPV	-350,710	-138,060	12,200

#### **ASSUMPTIONS**

- > Inputs as per real cost analysis
- > NPV prepared in accordance with SA Treasury guidelines for infrastructure projects
- Discount rate:

Risk free rate	0.82%	Australian Bond fixed coupon 10 year yield (nominal) as at 09/08/2020
Beta	0.50	Low market risk
Risk premium	6.00%	Australian historical market risk premium
Real discount rate	3.82%	(risk free rate + (beta x risk premium))

For complex commercial projects, it may be appropriate to engage a consultant to undertake the analysis and calculations.

#### Lifecycle Discount Model

For projects that do not have a commercial return for which NPV is not appropriate, a lifecycle discount model has been developed.

This model enables Council to prioritise (and adjust from time to time, as needed) the outcomes it values most and apply these values in a quantitative way.

Net cost / benefit is calculated by the formula:

total costs – total quantifiable project benefits = raw net (cost) / benefit

raw net (cost) / benefit – ((discount per annum x life of project) x raw net cost benefit) = adjusted (cost) / benefit

The discount rates are as follows:

Our spaces and services	20%
Environment	20%
Systemic equity	15%
Economic prosperity	15%
Community richness and identity	10%
Positive connections	10%
Positive state of being	5%
Formal and informal learning	5%

#### Our Spaces and Services

Healthy and active transport, health-supporting places, art and soul-nurturing, sports and leisure, community access to assets, welcoming places

#### **Systemic Equity**

Intergeneration fairness, closing the gap, expanding circles of privilege, freedom from discrimination, inclusive decision-making

Community Richness and Identity
Celebrating diversity, honouring heritage,
freedom of expression

#### **Positive State of Being**

Physical and mental wellbeing, contributing to community, feeling secure, growing as a person



#### **Economic Prosperity**

Good quality housing, meaningful work, business expansion, economic inclusion, innovation

#### **Environment**

Clean environments, safe environments accessible environments, biodiversity, climate resilience, thriving, nature-based wellness

#### Formal and Informal Learning

Early Years, Lifelong learning, skills and training for work, education for young people

#### **Positive Connections**

Connecting the community, connecting the region, connecting neighbours connecting people with services, connecting knowledge, mentors or champions

An example of a calculation follows.

Lifecycle Discount Model			
	Option 1	Option 2	Option 3 –
	Do nothing	Preferred Option	Alternative Option
Costs			
Capital costs	100,000	200,000	150,000
Maintenance costs (total over life cycle)	800,000	400,00	600,000
Operating costs (total over life cycle)	800,000	400,000	350,000
Opportunity costs (if known)	-	200,000	150,000
Total Costs	1,700,000	1,200,000	1,250,000
Benefits			
Partner funding	-	100,000	75,000
Income generated	-	50,000	25,000
Total Quantified Benefits	0	150,000	100,000
Raw net (cost) / benefit	(1,700,000)	(1,050,000)	(1,150,000)
Biodiversity Improvement (total environment discount over life cycle)	-	120%	-
Positive state of being (total over lifecycle)	-	-	35%
Adjusted (cost) / benefit	(1,700,000)	210,000	(747,500)

#### 8. Prioritisation of Initiatives

To ensure that Council can discharge its legislative obligations to make investment decisions that provide the best outcomes for the community, a methodology has been developed to enable objective advice to be provided.

Prioritisation analysis will be performed by the Project Oversight Committee and the outcomes will be presented to Council as part of the Annual Business Planning process each year.

Prioritisation analysis will occur via the use of transparent and objective criteria for impact (20 domains) and urgency (5 domains). The domains are:

Impact	Urgency
1. Public Value	A. Safety
2. Breadth of Benefit	B. Statutory Requirements
3. Spatial Alignment	C. Strategic Value
4. Environment	D. Asset Life
5. Wellbeing	E. Resource Availability
6. Inclusion	
7. Accessibility	
8. Commercial	
9. Economic	
10. Innovation	
11. Regulatory	
12. Alignment with Strategic Plan	
13. Existing Commitments	
14. Organisational Readiness	
15. Risk to Council	
16. Risk to Community	
17. Opportunity Costs	
18. Safety	
19. Reputational Impacts	
20. Amenity	

# Impact Criteria

	1. Public Value	2. Breadth of Benefit	3. Spatial Alignment	4. Environment	5. Wellbeing
Highly desirable 5	Uncontested / widely agreed as valuable to most; when applicable, protects and enhances heritage values	Beneficial to whole of the city / large number of people / or place of state or regional significance	Appropriate to the area / or substantially improves the area / or fills an identified gap in the area	Increases greening and/or improves biodiversity and doesn't negatively impact threatened species, and/or reduces greenhouse gas emissions, and/or reduces waste, and/or increases nature connection, and doesn't reduce water quality, doesn't create erosion or flooding and diverts stormwater away from the sea.	Proactively supports physical and/or mental health
Desirable 4	Strong and broad community support; when applicable protects heritage values	Beneficial to a large part of the city / many people / or a place of district significance	Appropriate to the area / or improves the area	Contributes to greening, greenhouse gas or waste reduction, or biodiversity improvements	Contributes to good physical and/or mental health outcomes
Neutral 2	No significant community opposition; when applicable, maintains heritage status quo	Beneficial to a ward / some people / or a place of neighbourhood significance	Marginal to no improvement to an area, but not inappropriate for the area	No detrimental impacts on environmental outcomes	No detrimental impacts on wellbeing
Low benefit 1	Minor community opposition / or supported by a small or localised cohort; when applicable, may interfere with some heritage values but overall net benefit to community	Local benefits / or beneficial for a small/well-serviced cohort	Not ideal for the area, but some benefits relevant to some people	Neither improves environmental outcomes nor contributes to increased environmental impacts	Neither improves wellbeing, nor interferes with wellbeing outcomes
Undesirable 0	Widespread opposition / detrimental to most of the community; when applicable, weakens, damages, reduces or interferes with heritage values	Exclusively benefits a well-serviced cohort / or of limited benefit to the city / or creates dis-benefits for some or more people	Inappropriate for the area / or creates problems for the area	Reduces greening or biodiversity, and/or increases greenhouse gas outputs or waste, and / or negatively impacts threatened species, and/or reduces water quality, and/or causes erosion or flooding, and/or increases stormwater loads	Contributes to ill health and / or impedes improvement of physical or mental wellbeing, and / or maintains a suboptimal status-quo

	6. Inclusion	7. Accessibility	8. Commercial	9. Economic	10. Innovation
Highly desirable 5	Universal inclusivity by design / or actively encourages participation by marginalised groups	Full DDA compliance and accessible by design	Immediate and/or ongoing, substantial economic return to Council	Demonstrably contributes to economic development in the city	Encourages creativity or innovation / creates or supports an ecosystem / provides substantial learning opportunities for a large and diverse cohort / is visionary
Desirable 4	Inclusive of traditionally marginalised or historically excluded groups	Meets universal access principles	Some economic return to Council	Likely to have a positive economic impact on the city	Encourages creativity or innovation / provides learning opportunities for a diverse or cohort / supports positive change
Neutral 2	Considers inclusion of traditionally marginalised groups or substantially improves upon current levels of inclusion, even if not universal	May not meet universal access principles but improves existing access levels	Little or nil return to Council	Economic impact can't be quantified but will not be negatively impacted	Neither supports nor hinders innovation, creativity, learning or positive change
Low benefit 1	Inclusion not considered or does not improve upon existing levels of inclusion	Requires modification by Council to be universally accessible	No return but no cost	businesses may be negatively impacted, limited offsets within proposal	Little to no benefit to innovation, creativity, learning or positive change
Undesirable 0	Not inclusive, exclusionary by design	Exclusionary by design or reduces existing access levels	High cost to Council, no economic return	Significantly negative economic or widespread business impacts	Stifles innovation, creativity, learning or positive change / or entrenches status quo in opposition to Council's vision / or contributes to Council lagging behind others

	11. Regulatory	12. Alignment with Strategic Plan	13. Existing Commitment	14. Organisational Readiness	15. Risk to Council
Highly desirable 5	Contributes to furthering objectives of regulatory instruments	Achieves specific objective(s) or measure(s), or contributes to aspiration(s)	Is contained as a specific commitment in one or more adopted plans	Very fast and easy to implement, or resources for design, building and maintenance are already available within Council	No risk to Council in doing the project / activity or extreme risk to Council of not doing the project / activity
Desirable 4	Aligns with regulatory instruments	Supports objectives, measures or aspirations	Is strongly aligned to outcomes intended by one or more adopted plans	Easy to implement, or resources for design, building and maintenance can be sourced easily	Low inherent risk to Council in doing the project / activity or high risk to Council in not doing the project / activity.
Neutral 2	Neither supports nor contradicts	Neither supports nor contradicts	Not included in adopted plans but not contradictory to any existing adopted plans	Delivery and maintenance requirements are already known and accounted for (regardless of complexity of implementation)	May be some risks, but can be effectively managed
Low benefit 1	Contrary to lower- level regulatory instruments (eg, Council policy)	Little contribution to achieving objective(s), measure(s) or aspiration(s)	Limited alignment with outcomes intended by any adopted plans	Significant resources required that are not currently available but can be sourced with some effort	Medium to low risk to Council whether or not the project / activity proceeds or not
Undesirable 0	Contrary to existing regulatory instruments (ie, would require regulatory change)	Contradicts or impedes delivery of objective(s), measure(s) or aspiration(s)	Contradicts or works against the intended outcomes of any adopted plans	Resources are unavailable and unlikely to become available in the foreseeable future, or resources for parts of the process are available (eg, design and build) but not others (eg, maintenance and replacement)	High or extreme risk to Council of doing the project or activity

	16. Risk to Community	17. Opportunity Costs	18. Safety	19. Reputational Impacts	20. Amenity
Highly desirable 5	No risk to the community in having the project / activity done or extreme risk to the community of not doing the project / activity	No loss of existing use / amenity and no exclusion of future options	Public safety is enhanced	Positions the City and/or Council as a leader in the field	Amenity is demonstrably increased for a large number of users
Desirable 4	Low inherent risk to community arising from the project / activity or high to medium risk to the community if the project / activity is not done	No detriment caused by loss of existing uses, and/or limited exclusion of future options	Existing levels of safety are maintained	Positive reputational impacts for the City or Council	Amenity is increased for some users
Neutral 2	May be some risks, but can be effectively managed	Loss of existing uses is traded-off, albeit the new use is of greater benefit	Safety is neither enhanced nor reduced (ie, status quo)	Reputationally neutral	Amenity is neither increased nor reduced
Low benefit 1	Medium risk to the community if the project / activity proceeds;	Loss of existing uses, and/or future options are limited	Safety is improved at an increased cost	Limited reputational benefits	Amenity is decreased for some users
Undesirable 0	High or extreme risk to community if the project / activity proceeds	New use is beneficial only for an exclusive group	Safety is compromised and/or requires significant investment to reinstate	Negative reputational impacts	Amenity substantially decreases for most or amenity is increased only for an exclusive group of users

# Urgency

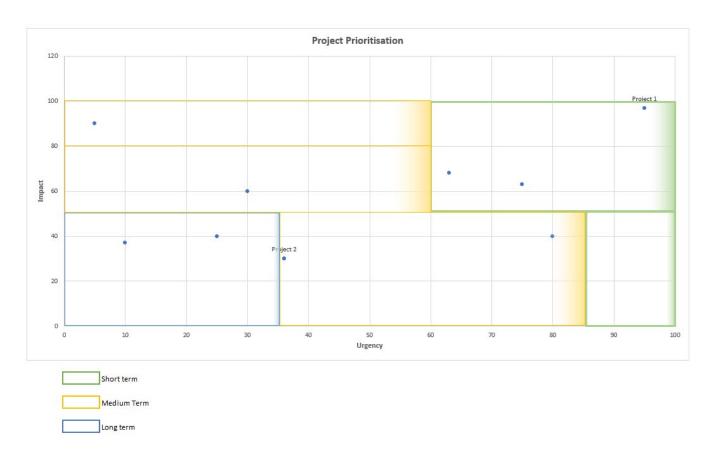
	A. Safety	B. Statutory Requirements	C. Strategic Value	D. Asset Life	E. Resource Availability
Highest Priority 20	Current danger to people or high risk and above relating to safety	A statutory requirement to act immediately	High strategic value in actioning now / or increased efficiency / or ongoing financial benefit from unplanned opportunity / or other clear benefits / or future costs minimised / or relates to a place of state/ regional significance	Involves assets beyond their scheduled end of life	Resources are available to design, deliver, manage and maintain
Second Highest Priority 15	Imminent danger to people developing or medium safety risk	A statutory requirement to act imminently	Minimal opportunity costs / or tangible benefits from acting now / or some synergies or efficiencies gained / or previously deferred commitment from a strategy or plan / or relates to a place of district significance	Involves assets at the end of their scheduled life	Resources can be allocated or sourced to design, deliver, manage and maintain without substantial impost on other activities
As soon as practical 10	Safety risks may develop over time if not addressed	A statutory requirement to act as soon as practical	Can be deferred without substantial imacts / or included in a strategy or plan without a scheduled timeframe / or relates to a place of neighbourhood significance	Involves assets that will be reaching end of life within a short period	Resources are not currently available but can be allocated in future / or resources are available for some stages but not all
When resources allow 5	Low risk of danger / low safety risks	Statutory requirement to act but no timeframe specified	Can be deferred without substantial imacts and not included in a strategy or plan / or relates to a place of local significance	Assets are not near end of life but could benefit from improvement or replacement	Resources are not currently available but are likely to become available in future / or resources are available only for early (planning and design) stages
Lowest Priority 0	No risks relating to safety	No statutory requirement	Can be deferred without substantial impacts and not included in a strategy or plan	Assets are not near end of life and replacement would offer little to no benefit / no existing assets involved in the proposal	Resources are not currently available and taking on the proposed activity would jeopardise other activities

Projects will be scored by the Project Oversight Committee according to the criteria above, giving a total impact and total urgency score. For example:

	Project 1				
IMPACT	Score / 5	Urgency	Score / 20		
Public Value	5	Safety	19		
Breadth of Benefit	5	Statutory Requirements	19		
Spatial Alignment	5	Strategic Value	19		
Environmental	5	Asset Life	19		
Wellbeing	5	Resource Availability	19		
Inclusion	5				
Accessibility	5				
Commercial	3				
Economic	5				
Innovation	5				
Regulatory	5				
Strategic Alignment	5				
Existing Commitment	5				
Ease of Implementation	4				
Risk to Council	5				
Risk to Community	5				
Opportunity Costs	5				
Safety	5				
Reputational Impacts	5				
Amenity	5				
TOTAL IMPACT	97	TOTAL URGENCY	95		

	Project 2				
IMPACT	Score / 5	Urgency	Score / 20		
Public Value	1	Safety	13		
Breadth of Benefit	2	Statutory Requirements	9		
Spatial Alignment	1	Strategic Value	8		
Environmental	2	Asset Life	1		
Wellbeing	1	Resource Availability	5		
Inclusion	2				
Accessibility	1				
Commercial	2				
Economic	1				
Innovation	2				
Regulatory	1				
Strategic Alignment	2				
Existing Commitment	1				
Ease of Implementation	2				
Risk to Council	1				
Risk to Community	2				
Opportunity Costs	1				
Safety	2				
Reputational Impacts	1				
Amenity	2				
TOTAL IMPACT	30	TOTAL URGENCY	36		

Projects will then be indicatively scheduled for investment over a short, medium or long term time-frame, and a report on notional investment prioritisations will be provided to the relevant authority, for example:



At the next available annual business planning process, the relevant authority will then authorise the initiatives that are to be funded in that financial year, from the short-term pool.

Council may at any time choose to re-prioritise an initiative that has been prioritised as medium or long-term, noting that this will impact resourcing for other scheduled activities.

Item No: 15.10

Subject: SERVICE REVIEW POLICY, AND FRAMEWORK AND MANUAL

# Summary

Periodic service reviews are a useful support in fulfilling the requirements of the *Local Government Act 1999* "to provide and co-ordinate various public services and facilities and to develop its community and resources in a socially just and ecologically sustainable manner".

A proposed Service Review Council Policy and Service Review Framework and Manual have been developed to guide service reviews and are presented for Council's review and endorsement.

The underlying approach is based on a human-centred design<sup>1</sup> approach, with the rationale that to be of value, services need to be useful and effective for those using them. This approach provides assurance that the voices of users are heard in the design of services. It also provides an inclusive and psychologically safe way to design services (that is, 'designing with' not 'doing to' staff and service users).

On 15 November 2023, the Audit and Risk Committee of Council considered the:

- Service Review Policy, and recommended it to Council for adoption, and
- Service Review Framework and Manual, and noted it and associated documents.

# Recommendation

#### **That Council:**

- adopts the Service Review Council Policy (Attachment 3);
- 2. notes the Service Review Framework and Manual (Attachment 1); and
- 3. notes the report from the test service review (Attachment 2).

# **Background**

Periodic service reviews are a useful support in fulfilling the requirements of the *Local Government Act 1999* "to provide and co-ordinate various public services and facilities and to develop its community and resources in a socially just and ecologically sustainable manner".

<sup>&</sup>lt;sup>1</sup> Human-centered design is an approach that aims to make services and systems usable and useful by focusing on the users, their needs and requirements. It differs from typical policy development processes (or service and product design processes) in a number of key ways: (1) it starts with the human need, not an organisational goal, (2) it is rooted in empathy, not process, (3) it requires co-design, not consultation, and (4) it is iterative and built on feedback, not presented 'fully formed'. Importantly, it devotes significant time to understanding and securing agreement on the problem to be solved, which saves resources and effort at the solution-implementation stage and is more likely to address root causes rather than symptoms.

A range of service review models were considered, and a human-centred design (also known as user-centred design) approach was selected on the basis that:

- to be of value, services need to be useful and effective for those using them; and
- this approach provided an inclusive and psychologically safe way to design services 'with' staff and service users, and not 'do to' them.

On 15 November 2023, the Audit and Risk Committee of Council considered the:

- Service Review Policy, and recommended it to Council for adoption, and
- Service Review Framework and Manual, and noted it and associated documents.

The Audit and Risk Committee were supportive of the intent and content of the documents. Suggestions were made to ensure that service contestability and appropriate models were considered as part of the Framework and Manual. While these points already existed in the draft documents, they have been further strengthened in line with the Committee's suggestion.

# Report

In September 2022, the Senior Leadership Team (SLT) first considered a draft Service Review Framework and Manual. The primary objectives of service reviews were established at the outset to be:

- 1. ensuring the effectiveness of existing services, and
- 2. collecting data to enable evaluation of, and decisions about, service design and scope.

SLT requested that the Framework be tested and the Manager, Field Services volunteered to participate in the test. The service selected for the Framework test was event traffic management. The reasons this service was selected were:

- it spanned more than one work group.
- staff involved in the service were feeling various pain points but these had not been fully articulated or previously documented.
- existing processes were not mapped.
- service users were internal, hence risks were low.

#### **Review Process**

The review process followed the draft Service Review Framework with the following departures from intended processes:

- for efficiency, and as it was an internal service with known stakeholders, the initial stakeholder identification was undertaken via interview and desktop review, rather than as a workshop with the Service Review Team.
- external stakeholders were not interviewed.
- indicative timeframes were not applied, due to staff availability.
- engagement with a service review sponsor did not occur.

Staff participating in the 'test' review responded positively throughout. All participants were honest, open and actively engaged in discussions. Participants advised that they felt the process was psychologically safe and welcomed the opportunity to put forward their

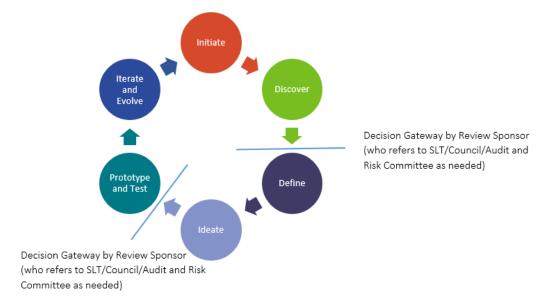
perspectives and hear the views of others. Participants also entered the discussions positively disposed to identifying improvements and advised that they'd like to repeat such processes for other aspects of their roles.

#### Findings - Service Review Model and Process

The Service Review Framework and Manual worked effectively during the test review. The human-centred design approach was instrumental in gaining insights into pain-points, achieving agreement on the problems to be solved, and allowing open consideration of possible solutions.

Based on the testing experience, minor tweaks were made to decision-making gateways in the model, to better reflect the rhythms of the process. An additional gateway was also added to ensure that investments decisions about solutions could be made before any actions were taken to focus in on particular solutions.

The final proposed model, which is now in the Service Review Framework and Manual (provided as Attachment 1) is as follows:



Refer Attachment 1

The only significant issue that arose during testing was the ability to meet indicative timeframes. Reviews are dependent on competing priorities for both the lead team (Strategy and Governance) and the team involved in delivering the services. In many instances when the lead team was available the service teams were not, and vice versa.

At present, there is a general capability gap in human centred design and/or service design in the organisation. Based on the tests undertaken, within current resources, it is unlikely that more than two service reviews could be undertaken per year. Given the organisation has around 200 distinct services, it would be a long time before a full suite of reviews was undertaken (even accounting for the size differences within this tally, and the possibility of amalgamating multiple services into one review). This is a matter that will need to be considered as part of the implementation of the Service Review Framework and Manual, and SLT's scheduling of proposed reviews.

#### Findings - Service Review: Event Traffic Management

For the Event Traffic Management service review, a Discovery Report was submitted to SLT in February 2023 which identified a number of pain points and opportunities for improvement. Some were relatively minor, needing a one-off clarification. Others were symptoms of deeper issues.

The two key root causes of most of these pain points were identified as being:

- services have grown significantly without being intentionally designed to scale, or fully costed to ensure optimal service models are implemented; and
- there are resulting conflicts in priorities between different parts of the organisation with no clear process in place to resolve them.

In considering the Discovery Report, SLT agreed to the Review continuing to the Define and Ideation stages.

Through the Ideation stage there were several matters identified that could be addressed through day-to-day improvements. For example, there was already a notable increase in internal collaboration as a result of the service review process. It was also noteworthy that operational Depot staff became increasingly involved in the service review as it progressed, and also increased participation in the planning of event traffic management more generally.

Key findings from the Definition and Ideation stages were that:

- there were risks associated with the current approach to event traffic management;
   and
- the current approach was having a negative effect on Depot staff and interfering with their ability to complete other regular work.

One of the ideas proposed from the ideation phase was that elements of event traffic management be considered for outsourcing. This was perceived as potentially reducing the risk profile of these activities and alleviating pressures on delivery of other work by Depot staff. Following discussion with the service review team and the General Managers involved in event traffic management it was agreed that the 2023-24 events season would continue as is, with the following adjustments to be considered during the season:

- the introduction of a casual pool of Depot staff who can undertake event traffic roles and/or backfill regular Depot staff to undertake this work.
- traffic planning templates have been developed as a part of the service review which simplifies and reduces the work required to plan for regular events.
- more detailed recording of data relating to time taken in planning and delivery of event traffic management and recording the impact on the other work of the Field Services team to quantify the opportunity cost of 'in-house' delivery.
- seek quotes for event traffic management for one/two events to enable comparison (These have been obtained and will be assessed against actual cost /opportunity cost for a significant event in 2023-24).
- monitor income from events to see if it adequately covers for the cost of event traffic management.
- it was acknowledged that the General Manager Community and Business 'owns' event traffic management.

A Service Review Report<sup>2</sup> detailing the process and findings is provided as Attachment 2.

\*\*Refer Attachment 2\*\*

#### Findings – Service Review: Test 2 – Community Transport

When it became apparent that certain aspects of the Service Review Framework and Manual were not going to be fully tested during the 'Traffic Management for Events' test, a second test commenced, to review the Community Transport Service.

This service review was expected to test the elements of the Framework that were not previously tested, namely:

- involving external stakeholders
- applying expected timeframes
- engaging more fully with the review sponsor.

While the Community Transport service review is still in progress, one of those elements has been tested successfully, namely engaging with external stakeholders. Interviews, field observations and participation in the service were the techniques that were successfully employed to gather external stakeholder data. This has provided a richness of understanding about community desires as well as pain points in existing service delivery methods. While a number of improvements have been made as issues have been identified, outcomes for this service review are still pending.

Unfortunately, timeframes have not been met in this test. The primary reason is other priorities for both the lead team and the service team. The review started out efficiently, but was quickly overcome by other key priorities. While delivery will improve with practice, there is nevertheless a resourcing shortfall, as identified above.

Data about service costs is currently being collected, after which the Discovery Report will be completed. Engagement will then occur with the Review Sponsor, to present what is known and to seek direction on next steps (and thereby test the third element missed previously).

#### Conclusions

Despite resourcing challenges, the Service Review Framework and Manual is considered successfully tested and ready for formal adoption, as it meets the two objectives of service reviews, namely:

- 1. ensuring the effectiveness of existing services, and
- 2. collecting data to enable evaluation of, and decisions about, service design and scope.

In keeping with the human-centred design approach, it is intended that the Service Review Framework and Manual continue to be a living document, which is updated as lessons are learned and improvements are identified.

<sup>&</sup>lt;sup>2</sup> NB: the model diagram is slightly different in the Review Report as the service review was being undertaken in accordance with the draft Service Review Framework and Manual. The model has now been updated based on this test.

Nevertheless, there are certain policy directions that underpin the document, which should be set by Council. To this end, a Service Review Council Policy has been drafted and is provided as Attachment 3.

Refer Attachment 3

# **Budget**

There are no current budget adjustments requested as part of this proposal.

# **Life Cycle Costs**

Life cycle costs are dependent on the volume of service reviews required. At current resourcing levels, a small number can be undertaken each year.

# **Strategic Plan**

Service reviews provide an important opportunity to ensure alignment with strategic directions and that services are being delivered in ways that optimise the delivery of strategic objectives and aspirations.

# **Council Policy**

Service Review Council Policy (proposed)

# **Statutory Provisions**

Local Government Act 1999

Written By: Manager, Strategy and Governance

**General Manager:** Strategy and Corporate, Ms S Wachtel

# Attachment 1



# Service Review Framework and Manual



# Contents

Me	ssage from the CEO	3
1.	Purpose	4
2.	Background	4
3.	What Are Services?	4
4.	What is a Good Service?	5
5.	Service Principles	7
6.	Outcomes Being Sought	8
7.	The Approach	9
8.	Program and Service Review Governance	11
9.	Human-Centred Design Method	13
Арр	endix 1 – Service Catalogue	23
Арр	endix 2 – Service Review Program	29
Арр	endix 3 – Paying for User Research	30
Арр	endix 4 – Cognitive Traps to Avoid During the Discover Stage	31
Арр	endix 5 – Project Plan Template for Service Reviews	33
Арр	endix 6 – User Research Plan	35
Арр	endix 7 – Business Process Mapping Instructions	38
Арр	endix 8 – Stakeholder Mapping	39
Арр	endix 9 – Collecting User Insights	40
Арр	endix 10 – Persona	42
App	endix 11 – Journey Map	43
App	endix 12 – Cost Calculations	44
Арр	endix 13 – Analysing User Research	46
Арр	endix 14 – Problem Definition	47
App	endix 15 – Discovery Report	52
Арр	endix 16 – Ideation	53
Арр	endix 17 – How to Analyse Ideas	55
Арр	endix 18 – How to Prototype	57
Apr	endix 19 – Lesson-Learned Log	58

# Message from the CEO

As a Council, we want to be known for delivering great things—and service reviews are a genuine effort to deliver the best possible services for our community.

In its Strategic Plan, *Our Holdfast 2050+*, Council describes its vision for the city:

Protecting our heritage and beautiful coast while creating a welcoming and healthy place for all in South Australia's most sustainable city.

This vision drives all Council activities and is supported by three focus areas:

- 1. Wellbeing good health and economic success in an environment and a community that supports wellbeing
- 2. Sustainability a city, economy, and community that is resilient and sustainable
- 3. Innovation a thriving economy and community that values life-long education, research, creativity, and entrepreneurialism.

To deliver on this vision and be true to the intent of the focus areas, we are about to embark on a program of service reviews. The purposes of these reviews are:

- 1. To evaluate the effectiveness of existing services.
- 2. To collect data to enable evaluation and decision on which services the organisation should invest in.

We all know that the range of services being demanded of councils is growing. At the same time, our community quite rightly expects a high standard of service. This means we need a robust review method that is attuned to service users' needs.

Service reviews will be undertaken using a human-centred design method. This manual explains what this method is all about. In essence, it means that we need to develop a richer understanding of our community's experiences. We then use this to increase service effectiveness and develop novel solutions or improve existing service designs.<sup>1</sup>

I am committed to ensuring staff and service users are fully engaged in the service reviews. They will be conducted 'with' staff rather than being done 'to' staff and users of the services.

<sup>&</sup>lt;sup>1</sup> Adapted from <a href="https://www.vic.gov.au/introduction-human-centred-design">https://www.vic.gov.au/introduction-human-centred-design</a>.

# 1. Purpose

This document is designed to provide guidance for a program of service reviews across all City of Holdfast Bay (Council) operations. It outlines the reasons for undertaking service reviews and the methodology adopted.

# 2. Background

The purpose of local government is to be a representative, informed and responsible decision-maker in the interests of its community. As well as participating in public policy development and planning activities with other tiers of government, local government provides a wide range of direct services to its community.

Like all service providers (whether private, public or otherwise), its actions and activities must be of value to the intended users. There is no point in providing a service no one wants or providing it in a way that inappropriately limits access. That is, local government must be effective.

And like all tiers of government, there is consistent pressure to do more with less to meet a diverse range of needs and growing expectations. The needs of the many must be balanced against the needs of vulnerable populations, and cost–quality relativities require consideration. That is, local government must be efficient.

Additionally, as a public entity responsible for furthering the best interests of its community, local government must consider returns on its investments (social, environmental, and financial) and make inevitable trade-offs. The precautionary principle, intergenerational equity, and accountable governance all factor into decision-making. That is, local government must be a responsible leader (not reactive to populism).

To promote effectiveness, efficiency, and responsible leadership, the City of Holdfast Bay has created a service review framework that enables our organisation to employ a permanent user-informed, explorer mindset for continuous improvement.

It is important to note that service reviews are not punitive, nor is it their purpose to introduce efficiency dividends. Service reviews should be approached as opportunities, not perceived as threats. As such, this framework does not include scores or grades and is based on a co-design, 'doing with, not doing to' approach.

## 3. What Are Services?2

A service is something that helps someone do something—like being able to get to the shops, build a house, or play a sport.

Services comprise a group of transactions, activities, and information that share a user need. They might take place online or offline. The user might need to deal with different parts of government or third-party suppliers to use the service to get what they need done.

Government services are different from commercial services because often the user doesn't have a choice in how to use the service. The user must go through the service in the way the government has designed it, and often the design is not simple or easy to follow.

<sup>&</sup>lt;sup>2</sup> Adapted from <a href="https://www.dta.gov.au/help-and-advice/build-and-improve-services/service-design-and-delivery-process/own-whole-user-experience">https://www.dta.gov.au/help-and-advice/build-and-improve-services/service-design-and-delivery-process/own-whole-user-experience</a>.

# 4. What is a Good Service?<sup>3</sup>

A good service enables a user to complete the thing they set out to do as seamlessly as possible, without having to understand how the organisation providing it does so. There is a view that a good service is like a verb<sup>4</sup>—it tells what the value to the user is and helps them to do something. This contrasts with a service described as a noun, which tells what the function of the service is from the organisation's perspective. For example, you can describe a service as 'parking legally' (verb) versus 'expiation notices' (noun).

A user can do what they need to do, from start to finish. A good service considers everything from the moment a user is considering doing a task to the moment they have completed it. And it accommodates any further steps a user might need to take—or support they might need afterwards.

A user has to do as few things as possible. Good services get a user to take the smallest number of steps possible to reach their goal, including reducing how much data a user must give. For example, using a postcode lookup to help find an address rather than asking the user to enter the address manually or asking users to review information they provided previously rather than having them enter it again. This improves accuracy by reducing opportunities for mistakes.

Where there is a risk, a user will fail if they act too quickly; a good service slows them down. For example, it will show a warning screen before people make significant changes to their personal data.

**There are no dead ends.** Every user needs to be led to a clear outcome, even if they are not eligible for the service itself. If somebody's needs are outside the scope of the service, the service should clearly direct them to what to do next. No user should be left stranded within a service without knowing how to continue.

It's straightforward to get human assistance. If people get stuck when doing something by themselves, a good service gives them an easy way to communicate with a human being. This might be over the phone or in an email, face-to-face, or online. Ideally, the service will cater for most users' needs, and people will not need to make unexpected contact. But there will always be exceptions—for example, a technical problem nobody could have predicted or a user who is unable to provide a particular piece of evidence and so cannot carry on using a service without help.

**Internal structures are not shown to users.** A good service does not unnecessarily expose a user to the internal structures behind it, even if the service has to work across organisational boundaries. For example, if a user needs to access saved information that's stored in two different back-end systems, they do not need (and probably do not want) to know this. What they need is one quick way of accessing their information.

**The service is easy to find.** A service needs to be easy to find in the first place. Because most people will not know exactly how to reach their goal, it's important to choose a good name for your service.

What the service is for and what it involves are clear. The purpose of a good service is clear to a user before they start using it. People understand what it will do for them—and if they are eligible to use it in the first place.

**How decisions are made is clear.** When a user receives a decision, a good service makes sure it's obvious how this decision was made. People must have a way of challenging a decision if they need to. This helps build users' trust and confidence both in the service and in Council.

The service is consistent. We should make a service look and feel like one service to users. Even if different organisations are involved or users get information in more than one way (like an online form followed up by a letter). How you collect, store and display data should also be consistent. This helps users understand and use the information and know what is expected of them.

<sup>&</sup>lt;sup>3</sup> Adapted from <a href="https://www.gov.uk/service-manual/design/introduction-designing-government-services">https://www.gov.uk/service-manual/design/introduction-designing-government-services</a>.

<sup>&</sup>lt;sup>4</sup> < https://designnotes.blog.gov.uk/2015/06/22/good-services-are-verbs-2>

The service works in a familiar way. People expect services to work in a certain way based on what they have seen or used before. A good service uses familiar design conventions to help people use it easily. For example, users who have signed up for a new service often expect an email confirming this. It takes into consideration changing behaviour or emerging patterns, too—like email addresses replacing usernames as the usual way of signing into a service online.

**Everyone can use and understand the service.** People have different needs at different times and in different circumstances. A good service is inclusive so that everyone who needs it can use it as easily as possible. It uses the same language as its users to make things easy for anyone to read and understand. It looks out for places where users might be excluded—like insisting people make contact in one way or accepting only specific documents as evidence.

**Users and their information are treated with care and respect.** A good service does not treat users with unnecessary suspicion or scrutiny, like running identity checks that are not needed. People working on the service handle users with care. The service does not put people at risk or do things that are not in the users' best interests. For example, it minimises the personal data collected from users.

## Services use products

A service may need smaller products to meet user needs. For example, being able to build a house might involve these products:

- information on what you need to build a house—an information product
- an online assessment process—a web application product
- booking a planning hearing—a calendar booking product
- getting an approval—a process that creates a digital or physical document
- paying relevant fees—an online payment product.

If these products are owned by different parts of government that are working in different ways, it can make it harder for the user to do what they need to do (*user journey*) and, therefore, create a poor user experience.

# User experience and user journeys

A user journey is the series of processes and touchpoints that the user needs to go through to complete the service. Different users could go through similar user journeys but may have completely different user experiences.

For example, a user who doesn't have a stable internet connection may have a bad user experience when trying to complete the service. Another user may go through a similar journey with a good connection and have a good user experience.

The aim is to try to create a good experience for all users and all journeys. This is for all interactions with Council, even if they are not desirable activities. For example, if someone is paying a fine, they should be assured that it is legitimate, the process is simple, they are treated fairly, and the interaction is as pleasant as it can be.

# 5. Service Principles

The foundations that underpin our framework are our corporate values and behaviours, captured in the acronym ARISE:

Achievement—delivering things that matter in ways that work

Respect—constantly asking questions, not being seduced by our own expertise

Innovation—challenging ourselves to keep improving

Simplicity—doing the hard work to make it simple

**E**ngagement—feeling what the service user feels.

The planning, review and assessment of services are driven by ARISE while specific principles show that services are:

- **best delivered by great staff**. Staff who work in a safe and progressive environment and are committed to quality service delivery will give the service user the best results.
- **user-centric**. Services exist for users; they can only be assessed against how well they meet user needs. Service users include individual persons, groups, and the whole community.
- **future-focused**. Service planning and reviews must consider improvements in the short and longer term. There is a commitment to pursuing innovation and continuous improvement.
- **evidence-based**. Decisions and recommendations are based on data and evidence on levels of performance and industry-wide good practice.
- **cognisant of value for money**. The service planning process should consider the value-for-money principle to ensure the best outcomes are achieved with available resources.
- **outcome-oriented**. Outcomes represent value for service users. Service planning and reviews must consider outcome performance, not just activity or output performance.
- **socially and environmentally sustainable**. The service planning and review process should aim to achieve best possible outcomes for social and environmental sustainability initiatives undertaken by Council.
- **designed for systems thinking**. A service is a system of components and players that work together to produce outcomes for service users. The review must engage with all system components to understand their contribution to service performance. This, in turn, provides a greater ability to see services holistically.
- **equitably delivered**. Services will take into account the barriers or impediments to access by some cohorts. Services will be designed to limit these barriers.

# 6. Outcomes Being Sought

To ensure the services provided are effective, efficient, and appropriate, the following criteria must be considered (in order of importance):

Service Outcome	Elements To Be Considered
High Service User Value	<ul> <li>Reach of service to community—cohorts defined, the right people are getting the right services in the right ways</li> <li>Impact and magnitude of any changes to service on the service user</li> <li>Critical vs discretionary service for council operations, community, etc.</li> </ul>
High Service Performance and Satisfaction	<ul> <li>How well is the service performing (meeting key performance indicators, standards, etc.)?</li> <li>How satisfied are the service users?</li> </ul>
Strong Strategic Alignment	<ul> <li>The degree to which the service is required by legislation or regulation</li> <li>How well the service is supporting the achievement of strategic goals</li> <li>Any upcoming changes that will impact the service and its viability</li> <li>Any other identified opportunities for improvement, cost savings, efficiency gains, etc.</li> </ul>
Value for Money	<ul> <li>Qualitative identification of service as a cost versus an investment</li> <li>Evaluation of opportunity costs</li> <li>Best 'bang for buck'</li> <li>Ensuring the most effective model of delivery is selected</li> </ul>
Lowest Possible Service Costs	<ul> <li>Unit cost of service per capita, including direct, indirect, and opportunity costs of service provision</li> <li>Any possible efficiencies via automation, economies of scale, service redesign, etc.</li> <li>Funding sources for the service and ongoing appropriateness of the existing funding model</li> <li>How revenues and costs are changing and trending</li> <li>Impact on short, medium, and long-term budget</li> </ul>

# 7. The Approach

Service reviews are an ongoing activity for learning organisations. A learning organisation is an organisation skilled at creating, acquiring, and transferring knowledge, and at modifying its behaviour to reflect new knowledge and insights.<sup>5</sup>

Reviews are scaled depending on the complexity of the service being reviewed. The frequency of a review should be appropriate to the nature of the service and its operating environment. The principles, outcomes being sought, and the process to be followed are common to all reviews, no matter the size of the service or scale of the review.

The City of Holdfast Bay is committed to inclusion and honouring lived experience. Accordingly, it will take a human-centred design approach to service reviews.

Our approach is based on:

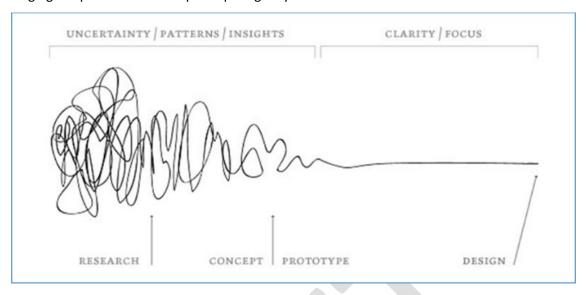
- Human-centred design principles
  - o Start with the human.
  - o Talk to real users and feel what they feel.
  - o Make sure you understand the problem you're trying to solve.
  - o Ideate divergently before you converge to solutions.
  - o Test your hypothesis(es).
  - o Prototype quickly, iterate from there (to get from A to B, build the skateboard first, not the Rolls-Royce).
  - o Keep testing/getting feedback and keep building.
- Engaging in the process with an explorer's mindset
  - o Assume nothing.
  - o Ask why at least five times, and then ask some more.
  - o Dig for the root cause.
  - o We are all creative, given space and opportunity.
  - o No idea is stupid, albeit some are less practical within shorter timeframes.
  - o Moonshots are worth exploring.
  - o It's OK to change your mind.
  - o Look for all the shades of grey.
  - Divergence before convergence—seek out unexpected lenses to view through.
- Understanding that learning may cause us to fail, which is best done fast and forward
  - o A failed first attempt at learning is nothing to fear or be ashamed of.
  - o Failures are an important part of continuous improvement cycles.
  - o Fail in order to learn, not to embed poor practice.
- The underpinning principle of agile delivery is: iterate, iterate.
  - o Don't expect to get it right the first time.
  - o Try, collect feedback, tweak, rinse, repeat.
- A deeply held belief that progress is a team sport and we're all playing on the same team.

**9** | Page

-

<sup>&</sup>lt;sup>5</sup> < https://hbr.org/1993/07/building-a-learning-organization>

Acknowledging the process for those participating may resemble this:



# Why use a human-centred design approach?

A human-centred process helps us design services quickly and reduces risk. By teams delivering quickly and adjusting their work to the new information they get about users and their needs, they reduce the risk of building or creating the wrong thing.

#### Deliver the right thing

The process focuses teams on building end-to-end services, which helps users get things done in the way that suits them best.

#### Deliver quickly

Frequent incremental changes increase value for users quickly and give opportunities for users to provide feedback on what needs more work. This helps the team prioritise its resources so they keep building what users actually need.

#### More visibility

Teams discover very quickly if something is not meeting users' needs.

## More adaptable

The process is iterative and transparent, with quick feedback loops. Teams learn more about user needs earlier on and can make better decisions to meet them with the available resources.

The process helps teams work in progressive increments designed to meet specific needs. They can test those parts of the service and quickly adjust to iterate them.

#### Manage risk

The process allows teams to break large risks into smaller, more manageable risks. Teams tackle the most valuable thing first.

Teams can also test assumptions, especially the risky ones, early, which allows them to make data-driven decisions based on rigorous research.

Releases become routine for the team rather than major milestones. They won't waste time working towards a big change only to find out it doesn't help users.

# 8. Program and Service Review Governance

The Senior Leadership Team (SLT) is ultimately responsible for the organisation's quality of service delivery. As such, the SLT will ensure the building blocks for high-quality service reviews are in place.



As the authorising body, SLT will consider the overall Service Review Program. The Program Sponsor is the General Manager of Strategy and Corporate. The Manager of Strategy and Governance will be the Program Manager, and the Corporate and Service Planning Lead will have lead responsibility for program support and project management of the reviews.

The Program team (Strategy and Governance) will be responsible for:

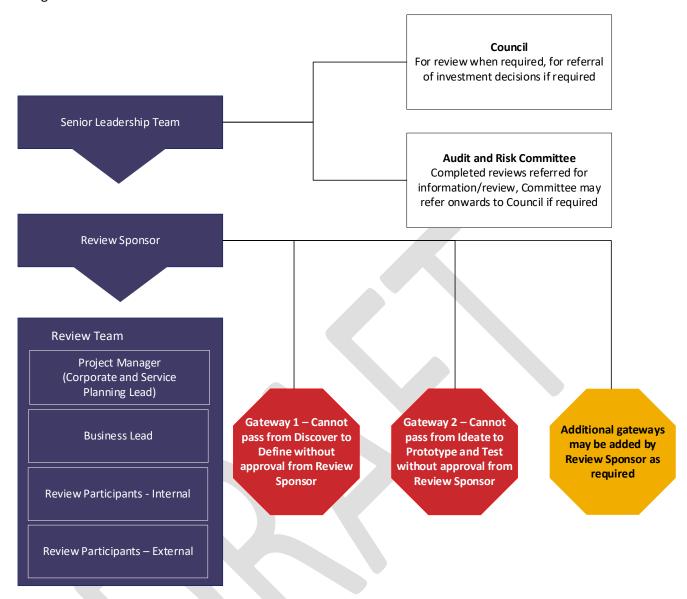
- developing and maintaining a service catalogue (which appears in this document)
- designing and refining the service-review approach
- making recommendations to the SLT on the schedule of service reviews
- · ensuring service reviews are conducted appropriately and at the right time
- conducting lessons learnt for each service review and making improvements based on these
- reporting to the SLT on the results of service reviews.

The Senior Leadership Team will:

- at least once a year, review and confirm the Service Review Forward Program
- appoint a Review Sponsor to each service review, which will be the General Manager of the area being reviewed
- ensure the outcomes of reviews are, where appropriate, communicated to the Elected Members and the public via a report to the Audit and Risk Committee and/or Council as appropriate.

<sup>&</sup>lt;sup>6</sup> Source: Australian Centre of Excellence for Local Government, Service Delivery Review: A how to manual for Local Government, June 2015

The governance for each service review is as follows:



**Review Sponsor—General Manager of service being reviewed**. Responsible for overseeing the review, signing off on the project plan, ensuring adequate resources are engaged, approving progression through key gateways or deciding to refer decisions to the SLT or Council as required, managing the political interface, facilitating whole-of-organisation matters, and removing roadblocks to the process.

**Project Manager—Corporate and Service Planning Lead**. Responsible for developing the project plan, managing the review process, updating the Review Sponsor, maintaining project documentation, and developing relevant reports.

**Business Lead—Manager responsible for the service being reviewed**. Responsible for input into developing the project plan, ensuring adequate team resources are available to participate in the review, providing relevant information to the review, and acting on any implementation actions arising from the review.

Review Participants – Internal—staff involved in delivering and supporting the service. Responsible for participating in the review and providing relevant information to the review. Staff may be from the team, be corporate staff or come from other teams involved in delivering the service or from areas not aligned with this particular service. Staff may also include contractors if services or parts of services are outsourced. Consideration will be given to seconding staff from other councils (or similar organisations) to assist in the review by providing a fresh view.

**Review Participants – External—users of the service**. Responsible for providing input into the review, including candid information about their objectives in using their service, their satisfaction with the current service, suggestions for changes, and testing prototypes of changes (if relevant). External Review participants may be paid for their time if deemed appropriate. Appendix 3 provides guidelines.

# **Outputs**

As part of the service review program, the following outputs will be generated:

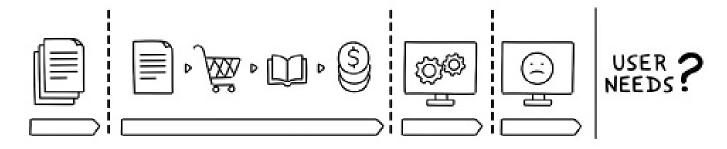
- **1. Service Catalogue** A service catalogue, including service levels where available/appropriate, has been developed and will be updated following each service review (see Appendix 1).
- **2. Service Review Forward Program** While service reviews may be required on an ad-hoc basis in response to changing conditions, a schedule of reviews will be developed.
- **3. Project Plans**—A project plan will be developed for each service review (see Appendix 5 for template).
- **4. Service Review Reports**—A Discovery Report will be developed and published via a report to the Audit Committee at the end of the 'Discover' stage. Further reports should be developed if implementing additional stages (see Appendix 15 for a template).

# 9. Human-Centred Design Method

The purpose of undertaking service reviews is to ensure the right things are being done in the right ways.

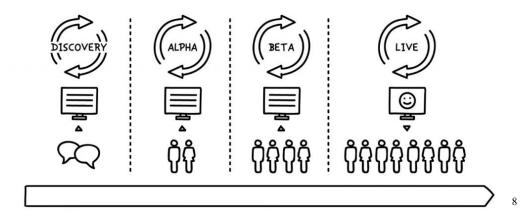
Traditional models of service review start with a policy need or an organisational review of services and converge on solutions as swiftly as possible. While they can often achieve efficiency gains, it is more difficult to extract effectiveness gains reliably from traditional approaches.

Traditionally, governments have built services in response to policy needs. Teams or experts typically assess the need, get the resources required, and then build and launch the service or system. While consultation may occur, true user needs would be discovered after the thing was built and finished, commonly through a complaints process.



<sup>7</sup>Human-centred design approaches change this to start with user needs. The team continues to research with users (rather than relying on expertise) through all stages to check they are building and improving the right thing.

<sup>&</sup>lt;sup>7</sup> Source: <a href="https://www.dta.gov.au/help-and-advice/build-and-improve-services/service-design-and-delivery-process/getting-started-service-design-and-delivery-process">https://www.dta.gov.au/help-and-advice/build-and-improve-services/service-design-and-delivery-process</a>

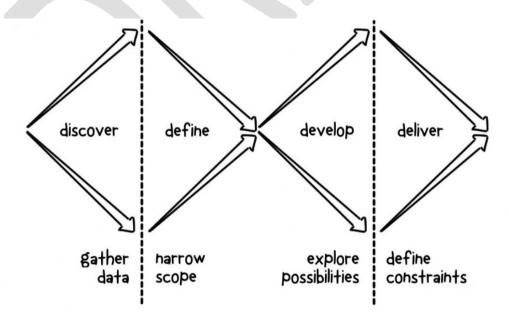


A human-centred design approach emphasises unbiased discovery to ensure that problems are correctly defined before solutions are developed and evaluated. This model seeks divergence and a broad range of information regarding the human experience of service users before any suggestions for changes are put forward. Changes (or solutions to fix problems within services or improve them) are then prototyped and tested iteratively with users.

If, after discovery, no changes or improvements to services are needed, a Discovery Report will close off the review. However, in most cases, some improvements will be identified during the Discover stage. Further stages (including reporting) can be scaled to the size of proposed or required changes.

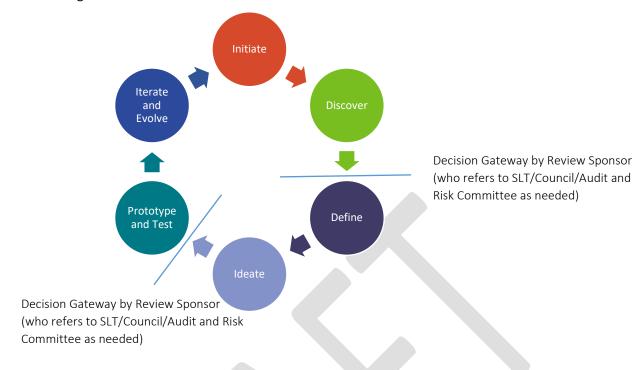
The process requires different phases of divergence and convergence:

- In the **Discover** stage, you go wide with user research to understand the problem.
- In the **Define** stage, you narrow in on the biggest pain points to understand them thoroughly so you can hypothesise.
- In the **Ideate** stage, you come up with possible solutions for testing your hypotheses.
- In the **Prototype and Test** stage, you test your hypotheses using prototypes until you can define a minimum viable product.
- In the Iterate and Evolve stage, you build the minimum viable product and then refine it.



<sup>&</sup>lt;sup>8</sup> Source: <a href="https://www.dta.gov.au/help-and-advice/build-and-improve-services/service-design-and-delivery-process/getting-started-service-design-and-delivery-process">https://www.dta.gov.au/help-and-advice/build-and-improve-services/service-design-and-delivery-process</a>

Based on a human-centred design approach, the methodology for service reviews in the City of Holdfast Bay has the following elements:



The following pages provide an overview of these elements.

It should be noted that there are two gateways in this process at which the Review Sponsor must determine whether to proceed:

- after the Discovery report is completed, and
- after Ideation.

The Review Sponsor may choose to refer the decision to the SLT or Council or both.

At their discretion, the Review Sponsor may request additional 'gateways' in the process.



Aim	To commence a service review
Key activities in this stage	<ul> <li>The SLT decides to undertake a service review.</li> <li>A Review Sponsor is appointed (an SLT member).</li> <li>A Project Plan is developed by Corporate and Service Planning Lead and the manager responsible for the service.</li> </ul>
Who is involved	<ul> <li>The SLT</li> <li>Strategy and Governance</li> <li>Team who delivers and/or supports the service</li> </ul>
Outputs produced during this stage	Project Plan
Things to think about	<ul> <li>Do I have any previous experience of service reviews?</li> <li>How am I feeling about a review of services I'm involved in providing?</li> <li>What data might be needed to inform the review? How easy is it to source?</li> <li>Are there any days/dates/periods that should be flagged in the project plan?</li> <li>Who else in the organisation is involved in delivering this service?</li> </ul>
Once the SLT decides to commence a service review, developing a project p should be relatively fast.  A kick-off meeting will be held firstly with the service manager (Business Lea and then the service delivery team (Review Participants – Internal) will intro the process, gather data for the project plan, and agree on how the project proceed and how the team will work together. There is a second opportunithe Discover stage to invite internal participants to the team if they're misse this stage.  Expected delivery timeframe: 2–3 weeks	
Templates	Project Plan (see Appendix 5)



Aim	To understand:
	What the service is and why we provide it (and how contested it is)
	Trend data over a 3–5-year period if possible
	How the service currently operates
	o Existing business processes
	o What tools/products are used to deliver the service?
	o Costs to the organisation/funding sources and costs to users
	Who are the users of the service?
	o What is their experience of the service?
	o What are the touchpoints for the service?
	o What channels do people use to access and receive the service?
	o Is anyone currently excluded from this service?
	Value of the service to the community, the organisation, and individual users
Key activities in this stage	Mapping business processes
	Identifying stakeholders and main user groups
	Undertaking user research to understand how users use the service
	Calculating costs
Who is involved	Review Sponsor
	Strategy and Governance
	Team who delivers and/or supports the service
	Users of the service
Outputs produced during this	Business process maps
stage	Stakeholder map
	User insights
	• Personas
	Journey maps
	Cost calculations
Things to think about	• Services exist because someone wants to do something—real needs go beyond the activities of the service itself (e.g. 'enjoy life in Brighton', not 'development application'). What is the service being provided, considering where it starts and ends, and what is its purpose?
	• Is there any existing research and data about the service and the current user experience?
	Are there other services or providers in the wider problem space?
	<ul> <li>Who are all the participants in your service (internal and external)—for example, is Finance or are ICT services involved in processing payments?</li> </ul>
	Who are the users, and what are they really trying to do when they use the service and its products?
	What are the specific needs of existing users:

stated needs — the things that users explicitly tell you that they need (e.g. they may need your service to be mobile responsive) unstated needs — the things that users take for granted that your service will have (e.g. they may need information that's easy to understand) o created needs — the things that users are forced to do because of policy and the way government works (e.g. they may have to use different online accounts for different stages of the same service). Are there users missing out on the service currently? What are the best ways to get feedback from your users? Consider options such as interviews, focus groups, surveys, task analysis, and observational techniques. Both quantitative and qualitative data can be useful, but keep in mind that the purpose of user research is to build empathy and understand the user experience. What data are we collecting as part of the service, and how does the data travel through the processes? How does the service align with Council's vision, objectives, and aspirations? What is the operating and financial model for the service? Are there any technical, legislative, or other constraints relating to the service? The Discover stage is for discovering, not validating, and for learning, not confirming. What cognitive traps am I susceptible to? (See Appendix 4 and resources such as < https://thedecisionlab.com/biases>, <https://yourbias.is/>, <https://yourlogicalfallacyis.com/>) **Timeframe** The timeframe will depend on the size and complexity of the service. Broadly, the steps in this stage are: 1. Gather any existing data and information. Draw the current service process. Identify who is involved in the process and decide whether anyone else should be involved in the project team. Identify who uses the service, check for any user gaps, and agree on who the main service users are. Decide on how best to engage with the main service users. (Review Sponsor to sign off) and undertake user research to get a deep understanding of the current service and user needs, and develop personas, journey maps, and user insights. You may need to do more than one round of research. Analyse the gap between the current experience and user needs to identify pain points. There may be some that only a small number of people experience. These are important, but you want to look for the big problems that most people are facing. Find what will add the most value. 7. Calculate service costs. Expected delivery timeframe: 4-8 weeks **Templates** Cognitive traps to avoid during the Discover stage (see Appendix 4) Business process map(s) (see Appendix 7)—to understand the service Stakeholder map(s) (see Appendix 8)—to brainstorm stakeholders and work out which are the main users of the service User insights (see Appendix 9)—to sort user research data Persona(s) (see Appendix 10)—to build empathy with key service users Journey map(s) (see Appendix 11)—to understand the current experience of service users Cost calculations (see Appendix 12)—to understand how much it costs to deliver the service



Aim	To understand any problem(s) that need to be solved.
Key activities in this stage	<ul> <li>Analysing user research to identify any pain points or process improvement opportunities</li> </ul>
	<ul> <li>Assessing pain points and process improvement opportunities to work out which ones are the most important and offer the most value to fix</li> </ul>
	Prioritising actions
	Defining problem statements/hypotheses for testing
Who is involved	Review Sponsor
	Strategy and Governance
	Team who delivers and/or supports the service
Outputs produced during this	User research analysis
stage	Problem statements/hypotheses/user stories
	Discovery Report
Things to think about	• It is human nature to begin working on a solution as soon as the hint of a problem emerges. Don't! A problem cannot be solved if it is not completely understood. Solutions come in the next stage; this stage is strictly about defining the problem(s). The better you understand and define the problem, the more likely you are to develop a useful solution.
	There may be kinds of pain points that only a small number of people experience. These are important, but you want to look for the big problems that most people are facing. Find what will add the most value.
	• How you frame the problem will affect your solution—for example, Disney's amusement parks were criticised for the long waits for every ride, and seemingly the only solutions were to create more rides or allow fewer visitors in, both of which would cost millions. The problem was reframed: how to add value instead of reducing wait time. By adding music, videos, and introduction stories to the waiting areas, waiting became a positive part of the experience. Problems aren't always what they seem, and solutions don't always involve radical change to what is in place already.
Timeframe	The timeframe will depend on size and complexity. Broadly, the steps in this
	stage are:
	1. Analyse the outcomes of the user research.
	2. Develop hypotheses/problem statements/user stories if required.
	3. Complete the Discovery Report. If there are no improvements required, this closes off the Service Review. If there are improvements required, include
	recommendations in the report.
	4. Update the project plan if further stages are required.
	Expected delivery timeframe: 2–3 weeks
Templates	User Research Analysis (Appendix 13)
-	Problem Definition (Appendix 14)
	Discovery Report (see Appendix 15)
	Project Plan (see Appendix 5)



Aim	To identify possible solutions for testing		
Key activities in this stage	<ul><li>Creative ideation</li><li>Idea sorting</li><li>Idea evaluation</li></ul>		
Who is involved	<ul> <li>Review Sponsor</li> <li>Strategy and Governance</li> <li>Team who delivers and/or supports the service</li> <li>Users can be beneficial for this stage</li> </ul>		
Outputs produced during this stage	<ul><li>Idea list and evaluation</li><li>Updated Project Plan</li></ul>		
Things to think about	<ul> <li>This is another stage of divergence—start by generating as many ideas as possible. Do not censor ideas, limit, or evaluate them too early. Quantity over quality <i>first</i>. Evaluation is a separate process.</li> <li>Including users in ideation and evaluation can provide fresh ideas.</li> <li>Ensure all ideation participants are clear on the problem to be solved.</li> </ul>		
Timeframe	The timeframe will depend on the size and complexity of the problem(s) to be solved. Broadly, the steps in this stage are:  1. Ideate broadly, preferably with users.  2. Analyse ideas.  3. Evaluate which ideas to prototype.  4. Obtain any approvals if required.  5. Update the project plan.  Expected delivery timeframe: 1–3 weeks		
Templates	Ideation (see Appendix 16) How to Analyse Ideas (see Appendix 17) Project Plan (see Appendix 5)		

# Prototype and Test

Aim	To test solutions with users and iteratively fix problems or implement improvements		
Key activities in this stage	<ul> <li>Prototyping</li> <li>User testing</li> <li>Iterative changes to service</li> </ul>		
Who is involved	<ul> <li>Review Sponsor</li> <li>Strategy and Governance</li> <li>Team who delivers and/or supports the service</li> <li>Users</li> </ul>		
Outputs produced during this stage	<ul> <li>Alpha prototype</li> <li>Beta and live improvements</li> <li>Updated Project Plan</li> </ul>		
Things to think about	<ul> <li>There are three steps in this stage—Alpha, Beta, and Live.</li> <li>Alpha is low-fidelity prototypes first—wireframes/storyboards, models, etc.</li> <li>Beta is a limited rollout.</li> <li>Live is a service-wide rollout of a change.</li> <li>Alpha to beta stage may repeat if needed.</li> <li>Get user feedback at every stage: <ul> <li>make changes quickly</li> <li>get feedback quickly</li> <li>incorporate changes quickly.</li> </ul> </li> <li>Break changes down so they're not too big to manage—to get from A to B, start with a skateboard, not a Rolls Royce.</li> <li>Don't be afraid be wrong—this is a safe way to experiment.</li> </ul>		
Timeframe	The timeframe will depend on the size and complexity of the problem(s) to be solved and how many components there are in responding to them. Broadly, the steps in this stage are:  1. Create a low-fidelity prototype (Alpha).  2. Test the prototype (gather feedback).  3. Incorporate required changes.  4. Build/set up change for limited release (Beta).  5. Gather feedback.  6. Incorporate required changes (return to step 1 if needed).  7. Prepare to go live.  8. Gather feedback.  9. Close the project.  Expected delivery timeframe: 3+ weeks		
Templates	How to Prototype (see Appendix 18) Project Plan (see Appendix 5)		



Aim	To continue adapting and improving to meet user needs	
Key activities in this stage	<ul><li>User research</li><li>Alpha, Beta, Live iterative changes to service as needed</li></ul>	
Who is involved	<ul> <li>General Manager</li> <li>Team who delivers and/or supports the service</li> <li>Users and other stakeholders</li> </ul>	
Outputs produced during this stage	Updates to any documents previously developed	
Things to think about	<ul> <li>Consider how long user research is valid—external conditions such as social changes, new technologies, changes in state or federal policies, unexpected events (e.g. pandemics, natural disasters, conflicts), trends, etc. can all affect user expectations.</li> <li>Keep an eye on strategic alignment, digital exclusion, data ethics, and public value, and always maintain democratic health.</li> <li>Maintain the discipline of service design (as contained in this framework)</li> </ul>	
	to ensure experimentation risks are adequately managed.	
Timeframe	There is no defined period for this stage as it can be incorporated into continuous improvement.	
Templates	Lessons learned log (see Appendix 19)	

# Appendix 1 - Service Catalogue

A service catalogue has been developed and will inform the roll out of the service reviews. This catalogue will be refined and reviewed over time and as service reviews are undertaken.

Division	Business Unit	Services
CEO's Office	CEO's Office	Council Meeting Support
		CEO and Elected Member EA services
		Council Registers
		Council Documentation and Reporting
Strategy and Corporate	Strategy and Governance	Annual Business Plan
		Corporate Planning
		Organisational Performance
		Strategic Plan
		Strategy Development
		Delegations and Authorisations
		Public Information (e.g. FOI)
		Policy and Procedures
		Procurement and Contracting
		Risk Management
		Reviews (internal and external, including section 270 of the Local Government Act 1999, etc.)
		Reporting (including Annual Report, corporate reporting, community reporting etc)
		Internal Audit
		Whole-of-Council Coordination
		Strategy and Governance Advisory
		Project Management Governance Support
	People and Culture	Organisational Development
		Professional Development
		Workplace Relations
		Workforce Planning
		Return to Work
		Reward & Recognition
		WHS Training Requirements
		WHS Plans and Program Delivery
		WHS Management System Maintenance
	Finance	Accounts Payable
		Accounts Receivable
		Insurance

Division	Business Unit	Services				
		Financial Management				
		Payroll				
		Rating				
	Innovation and	Digital Transformation				
	Technology Services	Information Management				
		Innovation				
		IT and IS Strategy				
		IT Applications				
		IT Infrastructure Services				
		IT Support				
	Public Realm	Sport and Recreation Programs				
	and Urban Design	Sport Facilities Planning				
	3	Mainstreet & Open Space Masterplanning and Upgrades				
		Urban Design & Planning				
		Sporting Club Capacity Building				
		Construction Management of Public Realm and Urban Design Projects				
	Development	Development Assessment				
	Services	Development Compliance & Complaints				
		Appeals				
		CAP Support				
		Leasing & Licensing and Community Land Management Plans				
		Heritage Grants				
		Cemeteries				
		Memorial Benches				
		Code Amendments				
		SA Planning Inputs				
		Liquor Licencing				
Community and	Community	Fire Prevention Enforcement				
Business	Safety	Permits				
		Public Safety				
		General Enforcement				
		Animal Management				
		Parking Enforcement				
		After Hours Enforcement and Security				
		Foreshore Inspection				
		Expiation Reviews				

Division E	Business Unit	Services			
		Complaint Management			
		Administration – Enforcement & Statutory reporting			
		Education – Community Safety			
		Supported Residential Facilities			
		Cooling Tower Inspections			
		Warmwater Systems			
		Food Business Inspections			
		Management of Hoarding/Squalor			
		Food Permits			
		Public Health			
		Local Nuisance and noise			
		Community Safety Advice			
		Immunisation			
		Education – Environmental Health			
	Communications	Marketing and Branding			
and Engageme	and Engagement	Strategic Communications Management and Support, Issues and Media Management			
		Community Engagement			
		Creative Services			
		External Communications: Social Media, Newsletters and Publications			
		Website Content Management			
	Community	Community Development			
1	Wellbeing	Community Bus			
		Personal Transport			
		Community Grants			
		Community Centres			
		Volunteer Activities			
		Volunteer Management			
		Networking & Partnerships			
		Disability Access and Inclusion			
		Youth Programs Coordination			
	City Activation	Arts and Culture			
		Events – Internal and Supported			
		Events – External			
		Commercial Licenced operations (e.g. Moseley Beach Club, Ferris Wheel)			
		Civic Functions and Ceremonies			
		Bay Discovery Centre/Visitor Information Outlet			
		Day Discovery Centre, visitor information Outlet			

Division	Business Unit	Services				
		Ringwood House/History Centre				
		Air Raid Shelter				
		Jetty Road Glenelg Mainstreet Committee				
		Business Development				
		Tourism				
		Partridge House				
		Commercial				
		Caravan park				
	Customer	Rate Payments				
	Experience and Library Services	Mail Physical and Online				
	-	Waste & Recycling Info				
		Searches				
		Expiation Payments				
		Council Customer Requests				
		Library Customer Assistance				
		Book Clubs				
		Digital Equipment Access				
		Digital Lending				
		Digital Literacy Courses				
		Digital Service support				
		Learning Support, Exam Invigilation				
		General Digital Assistance				
		Kaurna and Community Languages and Services				
		Home Library & Services for Active Aging				
		Meeting Rooms				
		Newspapers & Magazines				
		Lending Physical Items				
		Printing & Copying				
		Toy Collection				
		Reading Spaces				
		School Visits/Excursions				
		Learning Programs				
		Study Spaces				
		Wi-Fi/Internet Access				
		Early Literacy – Story Time/ Kindergarten Visits				
		Weather Relief/Refuge				

Division	Business Unit	Services			
		JP Services			
		Youth Programs			
Assets and Delivery	Field Services	Deceased – Animal (Reactive)			
		Life Buoy (Reactive)			
		Jetty Maintenance (Reactive)			
		Jetty Lighting (Reactive)			
		Playground Maintenance (Reactive)			
		Reserves & Council Garden Maintenance (Reactive)			
		Stormwater (Beach Outlet) (Reactive)			
		Sign maintenance/missing (Reactive)			
		Stairs/Ramps Maintenance (Reactive)			
		Litter (Reactive)			
		Event Support (Reactive)			
		Marketing & Advertising Support (Reactive)			
		Transport Assistance (Reactive)			
		Art Install/Refurbishment (Reactive)			
		Reposition Public Bin (Reactive)			
		Footpath Maintenance (Reactive)			
		Kerb Maintenance (Reactive)			
		Road Maintenance (Reactive)			
		Broken/Dislodged Pit Lid (Reactive)			
		Flooding (Reactive)			
		Street Furniture/Bus Shelter Maintenance (Reactive)			
		Sweeping (Reactive)			
		Weed Removal/No Spray List (Reactive)			
		Top Up Dolomite (Reactive)			
		Fallen or Damaged Tree or Branch (Reactive)			
		Pruning Request (Reactive)			
		Tree Health and Condition Assessment (Reactive)			
		Tree Growing in Powerlines/Phonelines (Reactive)			
		Vandalism & Graffiti (Reactive)			
		Verge Management (Reactive)			
		Graffiti (Reactive)			
		Irrigation (Reactive)			
		Mowing North (Scheduled)			
		Mowing South (Scheduled)			

Division	Business Unit	Services				
		Sports Field Mowing (Scheduled)				
		Garden Bed Maintenance (Scheduled)				
		Sweeper North (Scheduled)				
		Sweeper South (Scheduled)				
		Small Sweeper (Scheduled)				
		Beach Cleaning (Scheduled)				
	Building and Facilities	CCTV Maintenance				
	Facilities	Facilities Cleaning				
		Operations (Buildings)				
		Patawalonga Lock Maintenances				
		Lease Audits				
		Facility Project Management				
		Public Toilets				
	Engineering	Civil Works				
		Infrastructure Planning & Design				
		Stormwater and Drainage				
		Traffic Management				
		Biodiversity				
		Climate Action				
		Coastal Protection				
		Natural Resource Management				
		Street Tree Management				
		Waste Management – plus Waste Contracts \$4,072,000				
		Grant Management				
		Energy Efficiency				
		Development Engineering				
		Asset Management				
		GIS Services				

# Appendix 2 – Service Review Program

The SLT will consider the full range of services described in the Service Catalogue and then determine the schedule of reviews.

It is proposed that there will be a rolling schedule of service reviews with two or three underway at any one time. For example:

Financial Year	Quarter	Service	Scope
23/24	1	Service A	Initiate, Discover
23/24	3	Service B	Initiate, Discover
23/24	4	Service A and B	Ideate, Prototype and Test
23/24	4	Service C	Initiate, Discover



# Appendix 3 – Paying for User Research

Paying incentives to participants is acceptable in many types of research. It reflects appreciation for the participants' input to the service.

You can thank people for their time in many ways. In some types of research, paying incentives isn't appropriate. If incentives are to be paid, these should be factored into the project plan.

# Work out if you will pay an incentive

Incentives are rewards that can motivate people to take part in research. They are different from reimbursements for costs such as travel expenses.

It's usual to pay incentives to people who take part in usability testing. However, there are some other types of research where incentives might not be appropriate. For example, payment may represent a conflict of interest or may become a form of indirect coercion (where the participants are vulnerable or disadvantaged).

Think about these questions to help decide whether to recommend that incentives be paid:

- What is the participant's relationship to the organisation? Is there a power relationship? Is the participant a supplier or public servant?
- Would an incentive influence the results?
- Would the participant get involved without the incentive?
- Does the incentive take account of the participant's socioeconomic situation? Could it be seen as coercion if they are from a disadvantaged or vulnerable group?
- Is the incentive appropriate to the participant's cultural background?

# What to pay and how

If it is appropriate to pay an incentive, decide the type of incentive to be offered.

Paying incentives through research recruitment agencies. An agency can be useful in recruiting participants, and they typically use cash or voucher incentives. The value will depend on the cohort to be involved and the length of the research session. Recruitment agencies can provide advice on how much incentives should be.

If using a recruitment agency, avoid handling cash incentives internally. The agency, for a fee, can transfer the incentive to the participants once the research is complete.

**Paying incentives to participants**. If not using a recruitment agency, incentives to participants can still be paid. Normal principles of being a public officer, such as fairness, equity, probity, and transparency, apply.

The incentive must be appropriate to the participant's background and personal circumstances. For example, vouchers or gift cards should be offered for places the participant can travel to easily or can use online.

Keep a record of incentives given to participate—for example, by recording the number of a gift card and having the participant sign for it.

# Appendix 4 – Cognitive Traps to Avoid During the Discover Stage<sup>9</sup>

Discovery is for discovering, not validating. This means we must be authentic in our approach to learning through discovery, not just look to have our existing ideas confirmed. When undertaking user research, we must be aware of our own biases and how they can affect our research.

There are many biases and heuristics routinely at play in our psyches, but the main five to consider are described below. Ultimately, the key is to understand the cognitive biases that might be at play; just being aware of these—and taking practical steps to address them—can help us make better decisions.



During research, we might ignore user pain points because they don't fit with our existing assumptions



# Anchoring Bias

Information we receive before going out and doing user research can anchor



# Overconfidence Effect

The team can be led to believe that one thing a user said is the most important thing and applies to everyone



# Social Desirability

Users being interviewed in your research might not behave the same way that they would if they were elsewhere



# Blind-spot Bias

Not being aware of our own biases might lead us to fall into a few traps, including those outlined here in this article



# Confirmation bias

What is it? – Our tendency to focus on information that confirms our assumptions rather than letting the data in front of us speak for itself.

**Impact** – During research, we might inadvertently ignore important facts and 'pain points' that users are raising because they don't fit with our existing assumptions.

**How to avoid** – Be very careful not to build preconceptions of what users need before you see the research. Listen to them with an open mind for anything possible. Don't validate—discover!

# Anchoring

What is it? – Our tendency to rely too heavily on, or 'anchor' our thinking to, the first thing we hear and therefore give less importance to what comes next.

**Impact** – Information we receive before going out and doing user research can anchor us, which might lead to confirmation bias during the research-insights consolidation phase.

**How to avoid** – Be especially mindful that things you learn before, during, and after user research should have equal weight, especially the things mentioned by the users, whom we're here to serve.

# Overconfidence effect

What is it? – Our tendency to be too sure we're right.

**Impact** – This bias can affect users who are being interviewed. During the Discover stage, the team can be led to believe that something a user said is the most important thing and applies to everyone. The team can also be too confident about what they can achieve. Can we really interview 100 people in a week?

<sup>9</sup> Adapted from <a href="https://www.dta.gov.au/blogs/5-cognitive-traps-avoid-discovery">https://www.dta.gov.au/blogs/5-cognitive-traps-avoid-discovery</a>.

**How to avoid** – Confirming information with multiple users; not fully relying on one person's answers when they claim that something is their biggest pain point and they are completely sure of it.

# Social desirability bias

What is it? – Our tendency to make more 'socially acceptable' decisions when in the presence of someone else that differ from the decisions we might make when left alone or acting independently.

**Impact** – Be aware that users being interviewed in your research might not behave the same way that they would if elsewhere, or not being observed, or not in a group situation.

**How to avoid** – As much as possible, observe users in their real environments, under the real conditions they will be using the service. This maximises the likelihood that they will behave how they usually do when not being 'researched'.

# Blind-spot bias

What is it? – Our tendency to lack awareness of our own biases and think, 'These biases affect other people, not me'. If this thought has crossed your mind while reading this, the chances are, you've just experienced the blind-spot bias.

Impact – Not being aware of our own biases might lead us to poor decisions that are not based on evidence.

**How to avoid** – Pay attention to the lived experience of others, be curious about things different from your experience and understand that many biases might be at play.



Title:

# **Project Plan for Service Reviews**

Description:	Briefly describe the service.					
Relevant Legislation, Policy or Rules:	Identify any policies, legislation or rules.					
Scope of Review and Schedule:	Articulate scope of review (e.g., full, partial) or any const Estimated dates					
	Stage	Estimated Start	Estimated Finish	Notes		
	Initiate					
	Discover					
	Define					
	Discovery Report to Council					
	Ideate					
	Prototype and Test					
	Iterate and					

Service Review for XXXXX

**Staff involved:** List staff involved in the team.

**Evolve** 

User research summary: (see Appendix A for full plan)

Summarise the proposed user research that will be undertaken—for example:

- Interviews with a sample of 20 mixed users
- Full-day observations on three weekdays across two sites
- Survey of funding partners to determine the value of the service to them ... etc.

NB – you need to undertake user research, not market research. Market research is broad; user research is deep.

**Related activities:** List any recent reviews or any interdependent activities.

Briefly describe the relationship.

# **DOCUMENT ACCEPTANCE and RELEASE NOTICE**

This is <release/version> <n.n> of the <Project Title> Service Review Project Plan.

The Project Plan is a managed document. For identification of amendments, each page contains a release number and a page number. Changes will only be issued as complete replacement. Recipients should remove superseded versions from circulation. This document is authorised for release once all signatures have been obtained.

PREPARED:		_DATE:_	_//_	_
(for acceptance)	Project Manager			
ACCEPTED:		_DATE:_	_//_	
(for release)	(Review Sponsor, <name, title="">)</name,>			

# Appendix 6 – User Research Plan<sup>10</sup>

Research questions:

What do you need to know?

User groups:

Do your research with people who are existing or potential future users of your services. **Representative experts aren't substitutes for actual users.** 

Remember to include all user groups, including those who:

- have a disability or use assistive technologies
- have low digital skills
- have low literacy
- come from culturally and linguistically diverse backgrounds
- may need help to use your service/product/project output
- are typically excluded from normal engagements.

There is a risk that groups of people can be included or excluded, depending on:

- what the activity is
- what time of day you schedule the sessions
- where you do the research
- the method you use to recruit your users.

Limit this risk by using a variety of research activities and recruitment approaches.

Consider how many users you want for each research activity. Bear in mind that surveys A/B testing and benchmarking need hundreds of participants to produce clear findings, while experience mapping, in-depth interviews, or usability testing need between four and eight people.

### **User recruitment:**

There are different ways to recruit participants:

- Use a research recruitment agency.
- Work with a professional body, specialist charity, or community group.
- Work with specialist sections of other agencies (e.g. Multicultural Services in Services Australia, Disability Panel).
- Create a panel of potential participants (for regular research with a specific group of people).
- Invite existing users of your service to take part.

Recruiting participants is a lot of work and agencies tend to be able to do it at a reasonable rate. This can be good value for money.

But you may also need to try different ways of finding specific users. Relevant professional bodies, charities, or community groups might be more effective.

Think about paying incentives to research participants.

### Research activities:

Research is a team sport and all team members should observe/undertake research sessions, although professional researchers may be appointed if necessary.

<sup>10 &</sup>lt;https://www.dta.gov.au/help-and-advice/build-and-improve-services/user-research/consent-forms-user-research>;
<https://www.gov.uk/service-manual/user-research/getting-users-consent-for-research>

A range of different methods can be found at <a href="https://methods.18f.gov/discover/">https://methods.18f.gov/discover/</a> or <a href="https://www.gov.uk/service-manual/user-research#user-research-methods">https://www.gov.uk/service-manual/user-research#user-research-methods</a>.

Doing small batches of user research in each stage is more effective than doing one or two large studies at the beginning and end of the process.

Expect this research plan to evolve in response to what you learn in each stage. Note that you will go from doing more generative research (making sure you are designing the right thing) in the Discover stage to more evaluative research (making sure you are designing it the right way) in the later stages.

### Research locations:

When you plan what kind of research you want to do, choose an appropriate location. You can run research sessions in:

- research studios or labs
- meeting rooms
- a participant's home or workplace
- your office (using a laptop or phone for remote research)
- public spaces
- a place relevant to your service

### Consent:

How will consent be obtained and managed during research and after?

Every user research session is different. Think about all the information you may need to capture during the research. Adjust the consent form to reflect this. For example, the participant may be sharing artefacts that contain their address and details of disability.

The most important information you need in a consent form is:

- who is conducting the research the researcher, team, and agency
- why you are conducting the research
- what you will be recording this should be the participant's choice
- what you will do with the information and recording
- how long the information will be stored for
- how the participant can withdraw their consent include a contact phone number or email address
- a place for the participant to sign and date.

Your participant may decide on arrival that they don't want to be recorded. You can still conduct the research. Check with the participant if it's okay to take notes by hand.

# Using a consent form in an interview

You should start interviews with users by explaining the purpose of the research. Show participants the consent form.

Explain that they have a choice about what they wish to consent to. Get permission before starting any form of recording (audio, visual, or written).

Sometimes a participant may say something that they don't feel comfortable sharing. After the interview, ask them again if they are happy for the conversation to be used as part of the research. Make sure they still consent to your using the information.

Leave a copy of the consent form with the participant at the end of the session. This gives them a record of what they have agreed to. It also lets them know how they can withdraw consent if they want to do so later.

A good way to do this is to take a photograph of the form and leave the original with the participant.

# Handle receipts for incentives and consent forms separately

Consent forms and incentive receipts are separate parts of the research process.

Make sure you treat consent as a separate discussion from giving the incentive payment and the receipt—otherwise, participants may feel a financial obligation to consent to the research.

# **Keep personal information secure**

There are rules around how the government can use personal information. You need to make sure the information you collect is secure from misuse or unauthorised access.

Some users may need their information to be treated differently (e.g. if the user has a disability or if they have children present during a recording). Factor this into your user research plan.

# Help people share their story widely

It's important to allow people to protect their privacy. It's also important to help people share their stories more widely. Many people are keen for their experiences with governments to be shared with anyone who can help improve those services.

Informed consent should focus on the participant's choice to participate and share their experience, not 'locking down' or anonymising the research data.

Constraints and risks:

Identify any constraints to user research activities and any risks of both undertaking the research and not undertaking it.

Findings:

How will the findings be shared and used?

# Appendix 7 – Business Process Mapping Instructions

A process map visually shows the steps of a work activity and the people who are involved in carrying out each step. When mapping a process, you simply draw a box for each step and connect the boxes with arrows to show a flow. A service may be made up of multiple processes, and it is up to the team to work out to what level a process map should be created.

You can use software to create process maps but a whiteboard or Post-it notes on a wall work just as well, particularly in group settings. A basic process map looks like this:



Business process mapping is a discipline in its own right. Different types of maps can be developed, and around 30 standard shapes can be used. <sup>11</sup> For complex services, it may be worth having a Business Analyst undertake the business processing mapping activity with the review team; however, for most services, an analogue process involving internal participants should suffice.

### Method

- 1. Gather all internal stakeholders, considering both the team delivering the service and others throughout the organisation who may be involved in some way.
- 2. List all the human tasks. What are all the things humans do as a part of this process? This is often best done with one task per Post-it note.
- 3. List all the system tasks. Examples might include data transfers, bulk notifications, or workflows. Again, one task per Post-it note is most useful.
- 4. Determine who is responsible for each task, whether it's a person or a group.
- 5. Determine the sequence of tasks until you map the service from end to end. What needs to happen first? Can some tasks be done at the same time? Which tasks are dependent on others? When is the process complete? What are the decision points?
- 6. If the process is lengthy, transcribing it in appropriate software may be worthwhile. Alternatively, for simpler processes, a photo can be taken of the final version of the process.

### NB:

- Choose a meeting space appropriate to how you're planning to map. If you're using Post-it notes, make sure there are enough walls or tables to put up sequences of Post-it notes.
- There should be group consensus at each step.
- There may be more than one way some processes run—record all that apply. Separate maps may be needed.
- It is important to record what is *actually* happening, not what should or is supposed to happen.

<sup>&</sup>lt;sup>11</sup> See <a href="https://creately.com/blog/diagrams/process-mapping-guide/">https://creately.com/blog/diagrams/process-mapping-guide/</a> for more detailed information.

# Appendix 8 - Stakeholder Mapping

A stakeholder map is a visual representation of the various individuals and groups involved with the service you're reviewing. A stakeholder is any person or organisation that has the capacity to be positively or negatively impacted by the service, as well as any person or organisation that contributes to or may be able to affect the service. Types of stakeholders may include:

- existing users of the service
- future users of the service
- people who would like to use the service or need it but currently don't (whether because they don't know about it or are ineligible)
- government agencies and regulatory authorities
- funders of the service

- other providers of the service, or similar or dependent services
- service partners
- suppliers
- those who help deliver the service
- service decision-makers
- the general community.

Regarding users, relevant demographic information might include:

- age
- gender
- cultural background
- any disabilities

- socio-economic levels
- educational attainment levels
- whether they are residents in the area or visitors.

There are many ways to represent visually the stakeholders in a service. This template is suggested, but teams are welcome to use others if they prefer.



The entire team should brainstorm the content. Post-it notes work well with one stakeholder per note, including quantities if known (e.g. '300 women aged 45–55', '20 men aged 20–30'). Information can then be transcribed to a digital format, or a photo can be taken.

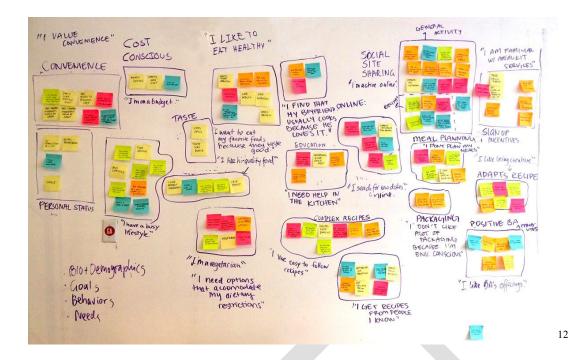
# Appendix 9 - Collecting User Insights

User-research activities produce a lot of raw data in the form of:

- written and digital notes
- sketches and photos
- audio and video recordings.

Filtering and organising these data will help you produce meaningful insights.

- 1. Invite anyone who observed the user research to take part in the insights sessions. Involving lots of people will help your team make better decisions. It reduces the risk of researcher bias and limits the influence of individual team members or stakeholders. It also means everyone has a chance to be part of deciding what you should work on next.
- 2. Extract insights as soon as you can after each round of research while they are still fresh in people's minds. Aim to spend up to two hours extracting insights for every one hour of research.
- 3. To gather observations, hand out Post-it notes and ask team members to review the notes they took during the research. They can then write interesting or relevant observations on the Post-it notes (one for each observation). Write exactly what was seen or heard (e.g. verbatim quotes or observed behaviour), not what they think it means. This way, the Post-it notes will be unbiased and represent the voice of the user. You can use the colour of the note strategically (e.g. red to denote pain points; green for what works well).
- 4. Once team members have written down their observations, ask them to stick their Post-it note on a wall. Start sorting them into similar themes. You can group them by:
  - o common topics (e.g. identity, delivery, payment)
  - stages in a user journey (e.g. 'supply photo', 'attend interview', 'pay')
  - o individual pages or steps in a transaction
  - o types of users (e.g. first-time users, business users).
- 5. Allow people to move Post-it notes placed by other people. The idea is to look for patterns or clusters in the data by grouping the Post-it notes until clear themes emerge. In some cases, this means duplicating Post-it notes that may be relevant to more than one cluster. This is often called 'affinity mapping'. Affinity mapping helps your team uncover how your user insights relate to each other.
- 6. Once you have your groups, agree on a title for each that explains the theme of the cluster. Check if you can break large groups into smaller themes based on matching observations. For example, if users are required to supply a photo to use your service, you might have a 'photos' group that could be broken down into:
  - o photo rules and requirements
  - o using a photo booth or department store photographer
  - o taking a photo at home
  - o reasons a photo might be rejected.
- 7. Capture the results of the insights sessions by either transcribing them to a digital format or by taking photos.



If there is space available for the length of your service review, you may wish to create an empathy wall or an insights wall. Such tools can introduce new people to the service review by providing a visual record of the project so far and can be used to keep track of critical user data. For example, coloured flags can be used on top of personas (see Appendix 10), journey maps (see Appendix 11), or affinity maps as data become available (i.e. red Post-it flags can indicate pain points in user journeys and blue ones can indicate where research has been validated).



<sup>&</sup>lt;sup>12</sup> Source: <a href="https://miro.medium.com/max/1200/1\*t1vl0lPG\_Bhve0xSUQ4H7A.jpeg">https://miro.medium.com/max/1200/1\*t1vl0lPG\_Bhve0xSUQ4H7A.jpeg</a>

<sup>&</sup>lt;sup>13</sup> Source: <https://www.dta.gov.au>

# Appendix 10 – Persona

wно	Name: Age: Role:	Communication Preferences:	<u>2</u> 22	<u></u>			<u>~</u>	<u> </u>		
	Daily routines:				Goals and aspir	rations:				
	Likes:				Dislikes:					
WHAT	What do I want to do and what services do I currently use?				What is it like n	now?				
	What's important to me?				What would he	elp me?				

# Appendix 11 – Journey Map

Service name		Service user persona this Journey Map applies	to	Date created and by who	
First work down the column, then across.  What action did you take? (e.g. called Customer Service, sent an email)	And then?	And then?	And then?	And then?	And then?
Who is involved? (e.g. me, customer service representative)					
What did you want to achieve?					
Technology and/or channel used					
Decisions that needed to be made					
How did you feel?					

# Appendix 12 - Cost Calculations

Cost calculations need to consider all the inputs and offsets of your service, as well as the quantum of services provided. This template is not exhaustive; there may be other quantitative or qualitative information relevant to your services that you need to consider. Include this information as needed.

Item	Description
Service model	
Unit of service (i.e. per transaction, per hour, per person, etc.)	
Number of units per period (i.e. 50 transactions per month, 24 hours per month, or 500 users per annum, etc.)	
Number of service users compared to possible market size (i.e. 500 users in cohort of over 65s of 15,000 in the city)	
Financial model (i.e. user pays, subsidised, free to user, etc.)	
Funding sources (i.e. Council-funded, joint Council-state grant-funded, etc.)	
Other relevant information	

Item	Amount \$	Notes
Inputs		
X/% FTE		e.g. 1.2 x L5
On-costs		20% of relevant salary
Materials & equipment		
Contracting/third-party costs		
etc.		
Subtotal		
Offsets		
Revenue from service		
Grant funding		
etc.		
Subtotal		
Unit cost of service		
Total cost of service		
(Offsets minus Inputs)		
Number of units per period		Per transaction, per period, per person, etc.
Unit cost per period		
(Total cost of service ÷ number of units		
per period)		
Return on Investment		
		What is forgons to provide this
Opportunity costs		What is forgone to provide this service (e.g. using public land
		for parking rather than planting
Value and benefit		trees)?
value and benefit		Any additional benefits arising from the service (e.g.
		immunisation saves \$x in health
		care and \$y in lost business revenue)
		- 3.125,

# Appendix 13 - Analysing User Research

Once you have collated all your user research, you will need to determine what the observations mean.

When you agree on what you've learned, write it as a finding or 'insight' on a different coloured Post-it note. Add it to the relevant group on your affinity map.

Write findings as short statements that summarise what you've learned—for example:

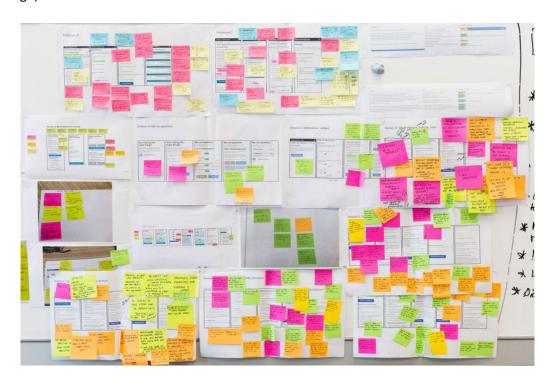
- 'The legal declaration is threatening and difficult to understand.'
- 'People think they can click the progress bar to navigate.'
- 'Users are confused about what they need to do because so many questions are optional.'

You can use your findings to make recommendations or decisions about what to improve, change, or research next. This supports the agile method of continuous planning with new facts or requirements.

As a group, discuss if there are any actions you want to take. Write these on Post-it notes in another colour. Add them to the relevant group on your affinity map. Actions might include:

- new design ideas to work on
- new questions to include in user research
- things you want to change in a prototype and test in another research session
- new user stories to add to the product backlog
- new details you need to add to an existing story
- strategic insights you can use to develop your user needs, proposition or product roadmap.

Collate your findings by either transcribing them to a digital format or taking photos of your updated affinity map. Another option is to create a 'shareback wall'—similar to empathy or insights walls, a shareback wall quickly displays what's working (green) and where problems still need to be solved (red and orange).



# Appendix 14 - Problem Definition

Once you have analysed your user research, you can define the problem(s) that need to be solved. This can be done in different ways, which include the following tools. Choose whichever seems best for your service.

### Problem statement

A problem statement identifies the gap between the current state (i.e. the problem) and the desired state (i.e. the goal) of a service, process, or product. Think of the user problem as an unmet need. By designing a solution that meets this need, you can satisfy the user and ensure a more pleasant user experience.

A problem statement provides a clear description of the issue that needs to be addressed, always keeping focus on the user. There is no single way to write a problem statement, for example:

- From the user's perspective: 'I am a young working professional trying to eat healthily, but I'm struggling because I work long hours and don't always have time to go grocery shopping and prepare my meals. This makes me feel frustrated and bad about myself.'
- From a user research perspective: 'Busy working professionals need an easy, time-efficient way to eat healthily because they often work long hours and don't have time to shop and meal prep.'
- Based on the four Ws—who, what, where, and why: 'Our young working professional struggles to eat healthily during the week because she is working long hours. Our solution should deliver a quick and easy way for her to procure ingredients and prepare healthy meals that she can take to work.'

Each of these statements addresses the same issue, just in a slightly different way. As long as you focus on the user, what they need and why, it's up to you how you choose to present and frame your service problem. Some guidelines:

- **Focus on the user:** The user and their needs should be front and centre of your problem statement. Avoid statements that start with 'We need to ...' or 'The product should ...'; instead, concentrate on the user's perspective: 'Young working professionals need ...', as in the examples above.
- Keep it broad: A good problem statement leaves room for innovation. Keep it broad enough to
  invite a range of different ideas and avoid any references to specific solutions or technical
  requirements.
- Make it manageable: At the same time, your problem statement should guide you and provide
  direction. If it's too broad in terms of the user's needs and goals, you'll struggle to narrow in on
  a suitable solution. So, don't try to address too many user needs in one problem statement;
  prioritise and frame your problem accordingly.

Tools that can help you decide how to frame a problem statement include:

# The four Ws

Asking the right questions will help you put your finger on the right problem statement. With all your findings from the Discover stage in one place, ask yourself the four Ws: Who, what, where, and why?

- Who is experiencing the problem? In other words, who is your target user; who will be the focus of your problem statement?
- What is the problem? Based on the observations, evidence, and insights you generated, what are the problems and pain points that frequently came up? What task is the user trying to accomplish, and what's standing in their way?
- Where does the problem present itself? In what space (physical or digital), situation, or context is the user when they face this problem? Are there any other people involved?

• Why does it matter? Why is it important that this problem be solved? What value would a solution bring to the user—and to the business?

Approaching your observations with these four questions in mind will help you identify patterns within your user research. In identifying the most prevalent issues, you'll be one step closer to formulating a meaningful problem statement.

### The five whys

Another question-based strategy—the **five whys**—can help you delve deeper into the problem and drill down to the root cause. Once you've identified the root cause, you have something that you can act on; somewhere specific to focus your problem-solving efforts.

In the previous example of the young working professional who wants to eat healthily but finds it difficult to do so, here's how you might use the five whys to break the problem down and get to the root cause:

- 1. Why is she not eating healthily? → She orders takeaway every day.
- 2. Why does she order takeaway every day? → Her fridge and cupboards are empty.
- 3. Why are the fridge and cupboards empty? → She hasn't been grocery shopping in over a week.
- 4. Why hasn't she been grocery shopping? → She doesn't have time to go to the supermarket.
- 5. Why doesn't she have time? → She works long hours and is exhausted.

The root cause here is a lack of time, so your solution might focus on efficiency and convenience. Your final problem statement might look something like this: 'Young working professionals need a quick, convenient solution to eating healthily'.

# Use the wrong words and you'll focus on the wrong problems

# Unclear activities

What actually needs to happen?

Managing...

Reviewing...

Working a case

Verify application

Streaming work

Find out how...

Check eligibility

Get proof

Report something

Stop something

Make a decision

Working a case

Check suitability
Check eligibility
Check entitlement
Make decision
Notify of a decision

Issue proof

# What actually needs to happen

Ways we could do these activities

Check eligibility

Check entitlement

Make decision

checks

Remove need for

Use what we know

Manual checks

Automate checks

Triage checks

Issue proof

# Hypothesis

A hypothesis is a prediction of the relationship between a solution and a problem. It assists in defining the problem to be solved, helps focus solution ideation, and provides parameters against which solu

Hypothesis			
	for	(these people)	
Hyk	will achieve	(this outcome/result)	

Experiments

We will test these assumptions by

	We will know this hypothesis is valid i	f by DD MMM YYYY we see	
	Quantitative measures	Qualitative measures	
tion			
Validation			
\ Va			

### User stories

As with every part of good service design processes, start with user needs.

User needs are usually written in the format of:

I need/want/expect to ... [What does the user want to do?]

So that ... [Why does the user want to do this?

If it's helpful, you can add:

As a ... [Which type of user has this need?]

When ... [What triggers the user's need?]

Because ... [Is the user constrained by any circumstances?]

# **Example:**

As an [Australian citizen] I need [to provide proof of my identity and visa permissions to border control] so that [I can travel abroad and prove my identity].

Write user needs from a personal perspective using words that users would recognise and use themselves. Focus on what's most important for your users so you do not create an unmanageable list of user needs.

User needs tend to be high-level, broad in scope, and stable over time. As you design your service, you'll use them to write user stories. These describe the specific features and content you need to create for your service to meet your users' needs.

User stories are usually written in a more constrained format than the user needs and include additional information like acceptance criteria, level of complexity, and dependencies. Use them to organise work into manageable chunks that create tangible value.

When writing a user story, you should keep track of the user needs it relates to. This traceability allows you to track related activities and determine how well you're meeting a particular user need.

# Appendix 15 – Discovery Report

Service Summary	Issues for resolution or opportunities for improvement		What would the future look like or what results do you expect to see if this problem was solved?		
(Include description of service, information about users, service costs, etc.)			was solveu:		
Outcomes of user research	Who is it a problem for?	Why?	Who should be involved in further stages?  Co-design with		
			Approving authority	Keep informed	
			Approving authority	keep informed	

# Appendix 16 - Ideation

By now, you should have a solid understanding of the problem(s) that need to be solved.

The purpose of 'ideation' is to come up with as many ideas for solutions as possible. It is important not to be bound by any existing constraints at this point. This is not the time to analyse or filter the ideas (that happens later).

The most common way of generating ideas is brainstorming. Allowing a short amount of time for the exercise (around three minutes is ideal), just write down any and every idea that comes to mind as a solution to the problem you're trying to solve. Consider framing your problem as a 'How might we ...?' question to help the team's brains get going. No filters, no ideas are bad, and no ideas are off the table at this stage.

If you're stuck and struggling to generate sufficient ideas or worried that the ideas aren't going to solve the problem(s), take inspiration from de Bono's Six Thinking Hats to move your thinking along.



# White Hat

Data, facts, information known or needed



# Red Hat

Feelings, hunches, instinct and intuition



# **Black Hat**

Difficulties, potential problems, why something may not work



# Yellow Hat

Values and benefits, why something may work



# Blue Hat

Manage process, next steps, action plans



# Green Hat

Creativity, solutions, alternatives, new ideas

14

<sup>&</sup>lt;sup>14</sup> Source: <a href="https://readingraphics.com/uploads/2015/06/Six-Thinking-Hats\_The-6-hats.png">https://readingraphics.com/uploads/2015/06/Six-Thinking-Hats\_The-6-hats.png</a>

How might you solve this problem if you were ...

- a developer at Google
- a designer at Apple
- the head of the UN
- a centenarian
- a child
- an astronaut
- a dancer
- an engineer
- a politician
- an army general
- a travelling circus performer
- a pilot
- an advocate
- an alien?

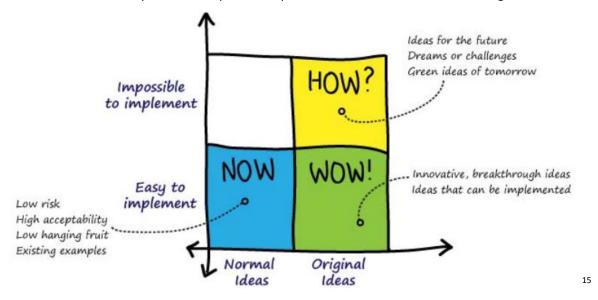
The point of this exercise is not to worry so much about the character/role but to 'try out' scenarios/ thinking from different and especially unexpected or unlikely perspectives.

Another simple way of expanding ideas is to build on the ideas of others by saying 'Yes, and ...' or thinking 'What if ...'.

# Appendix 17 - How to Analyse Ideas

There are many ways to analyse ideas.

The first step is always to sort ideas, removing duplications and finding any common themes, and then working out which ideas are worth pursuing early and which ones might need more work. Sorting can be done in different ways—for example, via a speed versus cost matrix or something like this:



Once you have a smaller number of ideas, you can further analyse them through a range of different lenses—for example:

- risk versus reward
- cost versus benefit
- level of reach or impact
- strategic alignment
- contribution to wellbeing, sustainability, or innovation
- likelihood of community acceptance, etc.

Drawing either matrices (like the one above) or Venn diagrams or relationship maps can be a useful way of visualising analyses, particularly if you're comparing ideas and assessing their relative benefits.

The following list of questions might also assist you in further assessing which ideas to take further.

<sup>&</sup>lt;sup>15</sup> Source: <a href="https://www.sessionlab.com/methods/how-now-wow-matrix">https://www.sessionlab.com/methods/how-now-wow-matrix</a>

Who	benefits from this? is this harmful to? makes decisions about this? is most directly affected?	have you also heard discuss this? would be the best person to consult? will be the key people in this? deserves recognition for this?
What	are the strengths/weaknesses? is another perspective? is another alternative? would be a counter-argument?	is the best/worst case scenario? is most/least important? can we do to make a positive change? is getting in the way of our action?
Where	would we see this in the real wor are there similar concepts/situal is there the most need for this? in the world would this be a prob	ions? do we go for help with this? will this idea take us?
When	is this acceptable/unacceptable? would this benefit our society? would this cause a problem? is the best time to take action?	will we know we've succeeded? has this played a part in our history? can we expect this to change? should we ask for help with this?
Why	is this a problem/challenge? is it relevant to me/others? is this the best/worst scenario? are people influenced by this?	should people know about this? has it been this way for so long? have we allowed this to happen? is there a need for this today?
How	is this similar to? does this disrupt things? do we know the truth about this? will we approach this safely?	does this benefit us/others? does this harm us/others? do we see this in the future? can we change this for our good?

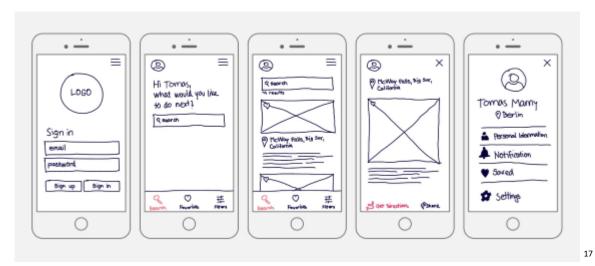
Ideas relating to who	Ideas relating to what	Ideas relating to where
Are there different solutions for different users?	If you were counter-arguing, what other solutions might you propose?	If the location of the solution changed, what else might be possible?
Ideas relating to when	Ideas relating to why	Ideas relating to how
If the solution were to be beamed from the future, what might it look like?	If the solution had to create a best- case scenario or mitigate a worst- case scenario, what might it look like?	If the solution was to disrupt the status quo, what might it look like?

<sup>&</sup>lt;sup>16</sup> Source: www.globaldigitalcitizen.org

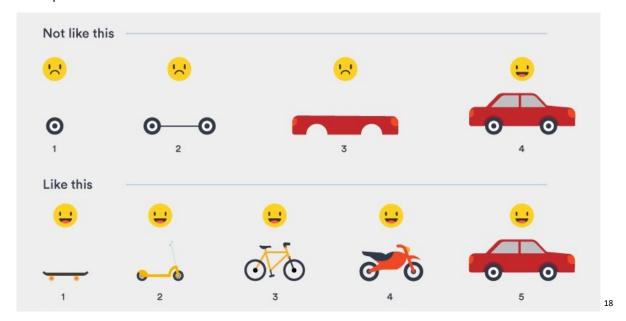
# Appendix 18 - How to Prototype

The purpose of prototyping is to experiment by designing low-fidelity versions of products or services and then testing them with users. Prototypes allow ideas to be refined and validated to make sure that whatever is created meets user needs.

Prototypes are often made on paper to start with. For example, wireframes describe an app before one is built:



When it comes to a service, you might introduce a change to a smaller cohort first to work out if it's functioning as you expect it to. Once you have some confidence in your proposed change, you can scale up, but remember to keep testing with users and keep iterating. The idea is not to go from skateboard to Rolls-Royce but to iterate. The way to move from prototyping to implementation is via a 'minimum viable product':



<sup>&</sup>lt;sup>17</sup> Source: <a href="https://miro.com/templates/low-fidelity-prototype/">https://miro.com/templates/low-fidelity-prototype/</a>

 $<sup>^{18} \,</sup> Source: < https://www.leansixsigmadefinition.com/wp-content/uploads/2020/04/Minimum-Viable-Product-MVP.jpg>$ 

# Appendix 19 – Lesson-Learned Log

It is extremely valuable to reflect on lessons learned after reviewing a service.

There is no specific process or mechanism that must be used. Lessons learned can be captured collectively or individually, but sharing is encouraged.

A simple template could contain the following information and could be set up at the beginning of a process to ensure lessons learned are captured from the start.

ID	Lesson	Туре	Priority	Date	Logged by
1	Just describe the lesson	Organisation	Very High		Name
		Team	High		
		Process	Medium		
		User Need	Low		
		Myself	Very Low		

# Attachment 2





# EVENT TRAFFIC MANAGEMENT SERVICE REVIEW

October 2023

**Version Two** 

# Contents

INTRODUCTION	3
THE APPROACH	3
INITIATE	4
The Problem Hunch	4
DISCOVER	5
Stakeholder mapping	6
Process Mapping	7
Exploring the Problem Space - Ladder of Abstraction	9
Costings	9
Discovery Report	10
DEFINE	12
How Might We	12
DEATE	13
Crazy Eights	13
Impact and Effort ratings	13
PROTOTYPE AND TEST	14
Risk Assessment	14
Meeting with General Managers	15
General Managers and Service Review Team meeting	16
2023-24 Event Season	
References	
Attachment One - Empathy Map	19
Attachment Two - Costings	20
Attachment Three – Stakeholders	21

# INTRODUCTION

Events are important in Holdfast Bay. Council's *Creative Holdfast – Arts and Culture Strategy 2019 – 2024* includes a Strategic Theme to "provide meaningful arts and cultural encounters, activities and events" (City of Holdfast Bay, 2019).

As a busy coastal area, Holdfast Bay:

- "Has over 3,500 businesses which support 14,340 jobs and has an annual economic output of \$2.903 billion
- Is home to approximately 37,500 residents, covering an area of 14 square kilometres, with no part of the city more than 2.5 kilometres from the beach.
- Is the site of Glenelg, South Australia's original mainland settlement.
- Has an extensive public transport system which includes tram, train and bus routes directly to the heart of the Adelaide CBD.
- Provides easy access to community services, superior education and health options.
- Comprises quality retail precincts, recreation facilities, rich heritage and beautiful natural environment.
- Is notable for its vibrant tourism sector which attracts over 800,000 day-trip visitors annually." (Remplan, 2022)

Council runs its own events each year, big and small. This adds to the cultural dynamic of the city and contributes significantly to economic activity.

To run successful events, several activities happen simultaneously. These support the customer journey and include 'frontstage, backstage actions, and support processes' (Nielsen Norman Group, 2022). Traffic management is one such activity that requires effort in each of these areas. In this case the Council's Events team is the 'customer' of this service, and the traffic team and depot staff are the frontstage, backstage and support for traffic management.

# THE APPROACH

The purpose of service reviews is to:

- 1. evaluate the effectiveness of existing services.
- 2. collect data to enable evaluation and decision on which services the organisation should invest in.

Service reviews are being undertaken using a human centred design method. In essence it means that we need to better develop a rich understanding of our community's experiences. We then use this as a way to increase service effectiveness and develop novel solutions and/or improve existing service designs.

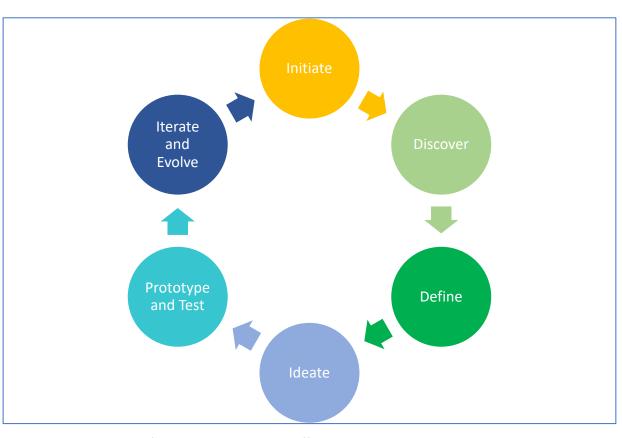
The process requires different phases of divergence and convergence:

- In the Discover stage you go wide with user research to understand the problem
- In the Define stage you narrow in on the biggest pain points to really understand them so you can define hypotheses
- In the Ideate stage you come up with possible solutions for testing your hypotheses
- In Prototype and Test stage you test your hypotheses using prototypes until you can define a minimum viable product
- In the Iterate and Evolve stage you build the minimum viable product and then refine it.

This report is ordered in the same way.

# **INITIATE**

Senior Leadership Team approved the testing of the Service Review Framework in September 2022. The Manager Field Services, volunteered to participate in the testing.



A discussion was held about various services and pain points, and the service selected for the test was *event traffic management*. The reasons this service was selected were:

- 1. It spanned more than one work group.
- 2. Staff involved in the service were feeling various pain points but these had not been fully articulated or previously documented.
- 3. Existing processes were not mapped.
- 4. Service users were internal, hence risks were low.

# The Problem Hunch

Internal discussions about issues with event traffic management had been occurring for some time, particularly at critical flash points in the event season – for example, when a traffic plan was urgently required or unexpected work orders came to the Depot. It was clear that there were tensions occurring between conflicting priorities, and that resource pressures were creating pinch-points in internal processes that caused frustration and stress.

This led to the problem hunch being defined as:

There is a lack of clarity in roles, responsibilities and authority to implement and adapt event traffic management in a timely way.

# **DISCOVER**

The aim of the Discover stage is to understand:

- What the service is and why we provide it/
- Trend data over a 3-5 year period if possible/
- How the service currently operates;
  - Existing business processes;
  - What tools / products are used to deliver the service;
  - o Costs to the organisation / funding sources; and,
  - Costs to users.
- Who users of the service are;
  - What their experience of the service is;
  - What are the touchpoints for the service;
  - o What channels do people use to access and receive the service; and,
  - o Is anyone currently excluded from this service.
- Value of the service to the community / the organisation / individual users.

Interviews were conducted with the events team as the customer. From this an Empathy Map was created (see Attachment One).

This provided insights that informed the design challenge and the understanding of the problem.

The event management team who are responsible for running events are frustrated by the current event traffic management planning and delivery. In some cases, they are signing off on event traffic plans although they acknowledge they are not suitably qualified to do so. This is bought about by spasmodic communication with the relevant section within Council and a seeming lack of priority for events within Council.

Staff at the depot are best placed to deliver the 'on the ground' traffic management but often find they are not able to deliver the plans as provided to them. This results in last minute work arounds which have been successful to date but opens risks that can be avoided.

When interviewing the event team members (the customer in this case) they were clear about what some key pain points which includes poor response to requests, a lack of priority for events traffic management amongst other traffic needs and not having the people with correct qualification signing off plans. The Depot staff (part of service delivery) also indicated similar concerns and they are left to deliver the traffic management to the best level they can which is sometimes at odds with the plans.

# Stakeholder mapping

Early in review process, the current stakeholders were identified and their respective roles described (Attachment Three). This was then translated into this table.

Stakeholder	Role in Service	Requirements	Expectations	Impact on Service
External Customers – Direct Interest	Receivers of service	Traffic Management for events be undertaken to ensure patron safety and adequate traffic flows and management	<ul> <li>That traffic management will be undertaken:</li> <li>In time for their event</li> <li>In accordance with relevant standards, so people are safe</li> <li>Effectively, so people can access their event</li> </ul>	High – if event organisers are unhappy with traffic management they are likely to complain, or if traffic management is inappropriate for an event, impacts on event patrons and surrounding areas/businesses can be high
External Customers  – Strong Interest	Receivers of service	Traffic management be undertaken in a way to maximise benefits to them and minimise disruptions to them	<ul> <li>That traffic management will:</li> <li>Not inconvenience or disadvantage them</li> <li>Encourage or facilitate patronage of their business</li> </ul>	High – if event organisers are unhappy with traffic management they are likely to complain, or if traffic management is inappropriate, impacts on event patrons and surrounding areas/businesses can be high
Primary Internal Customer – City Activation/ Events Team	Receiver of the service – liaison with Event Organisers	A traffic management plan for events to ensure events can be safely staged	Getting timely advice to ensure safety measures can be implemented in time for scheduled or requested events	High – carries responsibility for the successful delivery of events. Includes safe traffic management to protect event attendees & others.

Stakeholder	Role in Service	Requirements	Expectations	Impact on Service
Internal Customer – Comms & Engagement Team	Interested party – disseminating information	Information about road closures / other relevant information that needs to be communicated to stakeholders	Able to rely on the traffic plans so that messaging to event attendees, residents and local businesses is accurate.	Moderate-high – better information to residents and businesses will allay concerns.
Internal Customer – Community Safety	Interested Party – enforcement of controls	Needs to be aware of changes in controls / enforces temporary traffic controls	Able to rely on traffic plans to ensure that enforcement is within regulation.	Moderate – assists in ensuring compliance with traffic plans.
Technical Experts – Traffic Team	Technical Experts – qualified technical expertise	Need to provide the content of traffic management plans to be compliant with legislation	That plans can be reviewed and are accurate. That they comply with regulation and are enforceable.	High – Ensuring that plans are compliant, able to be implemented and are enforceable.
Delivery / Fulfillment – Depot Team	Implement traffic management plan	Need a plan that can be followed	That plans will need minimal work arounds and staff are clear on what is required. Seek to ensure that staff are not exposed to WHS issues such as rogue traffic and irate people.	monitoring is essential to the success of the

# **Process Mapping**

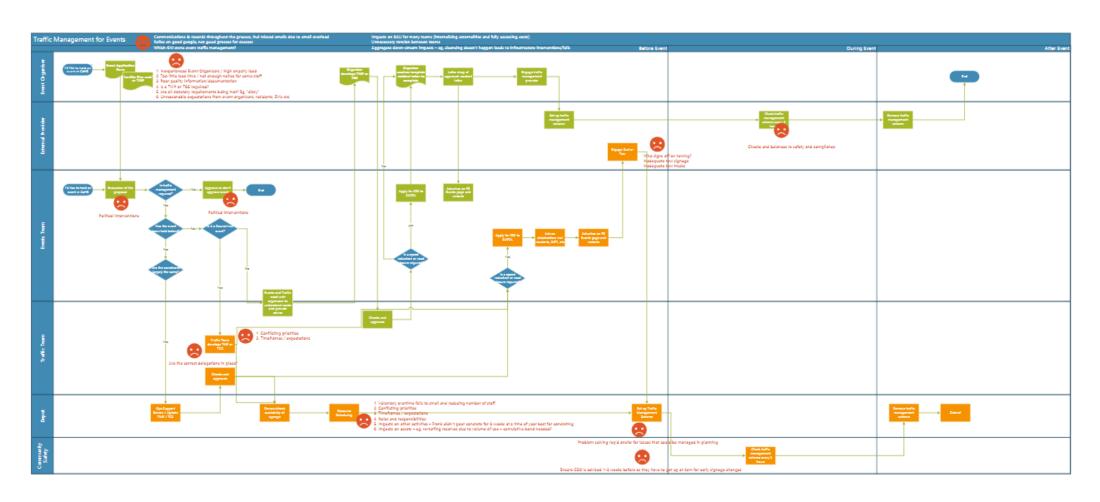
A detailed current Process Map was completed in a workshop. This helped to articulate the current processes and highlighted a number of pain points that needed to be addressed.

The process mapping exercise enabled staff involved in different parts of the process to understand each other's perspectives and to see the impacts of their work and actions in the process chain. This common understanding of the pain points was cathartic in its own right, and there was a palpable sense of relief that problems were solvable and that there was agreement about their existence.

A clear articulation of problems also allowed small impediments to be resolved almost immediately, and enabled participants to see where deeper problems and root causes lay, which would need more effort to resolve.

The exercise provided a safely impersonal mechanism by which participants could put forward their perspectives on processes, explain what they did and why, and question each other as to how things were currently done.

Building a common understanding of the full extent of the problem space prevented the friction that often arises when solutions are debated prematurely. Given there was already tension arising across inputs into this service, moving to solutions without this common understanding would likely have exacerbated feelings of frustration. Through process mapping, participants were able to express their frustrations without judgement and without the risk of putting forward solutions that might create unintended consequences.



# Exploring the Problem Space - Ladder of Abstraction

To hone down the problem to be solved, the 'problem hunch' identified during initiation was explored using the 5 Whys and 5 Hows (the Ladder of Abstraction).

This tool is designed to get closer to the root cause of a problem. The 5 Whys assist in getting the bigger picture, while the 5 Hows delves more into practical considerations.

This uncovered that there is a general lack of dedicated resources for event traffic management which is masked by a 'can do' approach by staff. This tends to over stretch staff in the high events season.

Coupled with costings data, it became apparent that event traffic management has a negative impact on other areas of work at the Depot that ais left underdone while staff attend to event traffic needs.

# Costings

Costings for event traffic management were collated. These were based on examples of large, medium and small events. Most of the costs were in the planning and for depot staff to set up and monitor traffic at the event (see Attachment Two). In short, the total direct costs per event type are:

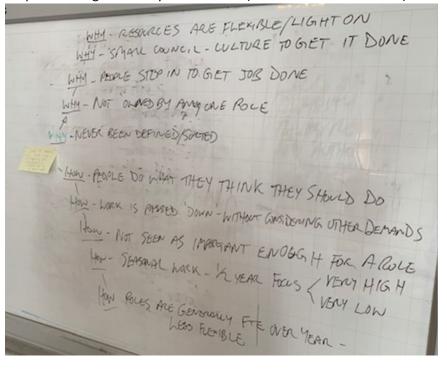
- Large Event \$9,115.
- Medium Event \$2,135.
- Small Event \$865.

It should be noted that these costs relate only to event traffic management and do not include other event support from the Depot such as irrigation mark outs, beach work with machines etc.

When considering costs, it is important to note that the Depot Staff who assist on event traffic management are drawn from other duties, and that event management typically involves activities that occur outside of scheduled working hours, resulting in over-time.

To date, staff have been invited to work on events on a voluntary basis. The volunteer pool has dwindled over time and event traffic management is increasingly falling to a small number of staff willing to take the over-time hours. This presents potential WHS risks, and potentially impacts morale.

The Depot staff mostly impacted are in the City Clean Rapid Response area. Regular activities that may be forgone due to the event traffic management load typically includes sweeping, beach cleaning, rubbish dumping, graffiti removal etc, but can also extend to other parts of Depot operations.



These works are often completed the next working day but can fall well behind in summer while delivering nonstop Events. While an accurate assessment of the impact on regular work due to event traffic management is not possible, it is estimated that time lost over November to March (the busiest event times) would be roughly 250 work hours. There is also time taken to fill shifts by administration staff due to this extra load, although this time is difficult to quantify.

# Discovery Report

At the conclusion of the Discovery stage, this Discovery Report was prepared to describe in summary what had been uncovered at that point, and provided to the Senior Leadership Team (SLT) in February 2023. This represented the end of the Discovery phase, and SLT approved continuation of the service review.

Service Summary  Traffic management for events is a critical service, which ensures public	A number of signific	or opportunities for improvement ant pain points and opportunities for identified during the process. These are	What would the future look like or what results do you expect to see if this problem was solved?  If the problem was solved, traffic management
safety and provides useful guidance for motorists navigating around events.	articulated in the pro- emerging relates to time demands.	ocess map. The most concerning issue potential staff safety risks caused by ov	for events would be fully costed into the events service, resulting in an appropriate service model that provided timely advice on requirements, and ready implementation of traffic plans, without
Traffic management for events may either be provided by external contractors or by Council (Depot) staff.  The service involves a number of business units across Council, including the Events Team, Depot, the Traffic team, and Community Safety.	- services hav intentionally service mod - there are co	e evolved organically without being designed or fully costed to ensure optels are implemented inflicting priorities between different pairsation with no clarity about how to res	creating negative 'downstream' impacts on other parts of the organisation.  mal
Outcomes of user research  User research identified all the participants in the service and their relationships (see Attachment 1A).	Who is it a problem for?  Events team	Why?  Getting timely advice to ensure safety measures can be	Who should be involved in further stages?  Co-design with  Events team, traffic team, Depot team, GMs Community Services and City Assets

The user research process was		implemented in time for scheduled		
extremely positive, despite the pain		or requested events		
points identified.			Approving	Keep Informed
	Depot team	Demands caused by events	Authority	
It was clear that every person was		calendar are stopping other BAU	CLT	Floated Marchana
committed to ensuring great outcomes		work from being done. Further,	SLT	Elected Members, as
for the community and that despite		events are largely voluntary		needed
tensions created by existing processes,		overtime and there is a shrinking		
everyone was willing to work in a		pool of staff willing to do the extra		
collegiate, supportive way to arrive at		hours, resulting in increased		
appropriate solutions.		pressure on a small number of staff		
		and potentially leading to WHS		
Service commissioners and service		issues in the future.		
providers were honest in their				
discussions and were willing to openly	Traffic team	Timeframes are often not feasible		
explore opportunities for improvement.		in the face of BAU workload		
	City Assets	BAU work such as cleansing and		
		maintenance not being done can		
		result in bigger issues arising.		

# **DEFINE**

The aim of the Define stage is to understand any problem(s) that need to be solved.

# How Might We.....

To define what action could be taken as session was held to explore 'How Might We' statements.

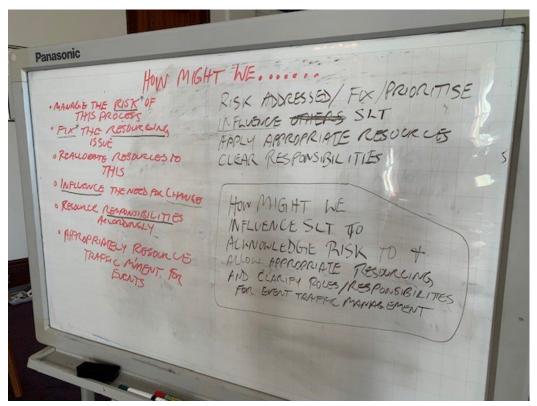
A How Might We statement turns the challenge or problem into a question that can be solved. It turns problems into opportunities for generative thinking and organises how you think about the problem and possible solutions. It starts with a call to action, and in moments of ambiguity, it provides clarity to guide a way forward.

The format is three simple words, but it's also intentional. 'How' suggests that the problem can be solved. 'Might' allows imagination and exploration of possibilities without committing to them. 'We' acknowledges that collaborative effort is required.

Each person provided one statement. From these the key words were agreed upon to then come up with the final statement:

How might we influence SLT to acknowledge risk, to allow appropriate resourcing and clarify roles and responsibilities for Event Traffic Management?

This is consistent with resolving the root causes identified during Discovery, which were:



- services have evolved organically without being intentionally designed or fully costed to ensure optimal service models are implemented
- there are conflicting priorities between different parts of the organisation with no clarity about how to resolve them.

Answering this 'how might we statement' would also sensibly lead to the future state that was identified in the Discovery report, namely:

If the problem was solved, traffic management for events would be fully costed into the events service, resulting in an appropriate service model that provided timely advice on requirements, and ready implementation of traffic plans, without creating negative 'downstream' impacts on other parts of the organisation.

# **IDEATE**

The Ideate stage aims to identify possible solutions for testing. It involves:

- Creative idea generation.
- Idea sorting.
- Idea evaluation.

There are a wide variety of techniques that can be used for ideation and idea evaluation. For this review, the techniques are detailed below.

# **Crazy Eights**

Participants were asked to come up with eight crazy ideas that might fulfill the 'how might we' statement. These were then ranked in priority using a 3,2,1 voting system where 3 was for the best idea, 2 for second best and 1 for third best.

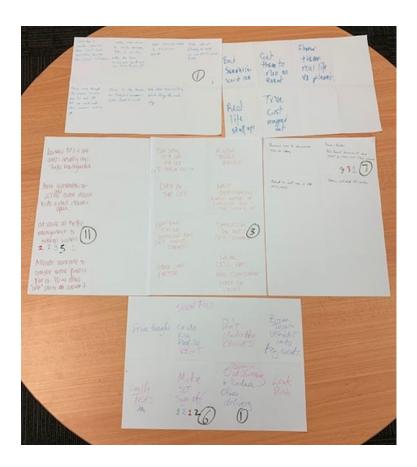
Votes were then tallied to come up with a list if ideas that could be progressed. It generated these results:

- Outsource all traffic management to an external business (11 votes)
- Make SLT sign off on event traffic management (6 votes)
- Simulation on worst case scenario (3 votes)
- Risk Based Scenario of what could go wrong and likely outcome (7 votes)
- Make Glenelg a Mall (1 Vote).

# Impact and Effort ratings

Participants were then asked to plot the ideas on a matrix with a high/low effort axis and a high/low impact axis. They were then asked for any other 'bleedingly obvious' ideas that have not some from the Crazy Eights. These additions were:

- More Resources with the right skills and time available.
- Clarify roles.
- Standardise traffic plans.



The combined seven ideas (the two risk scenario ideas were combined) were then plotted.

The two ideas requiring the most effort were:

- Make Glenelg a Mall (Very High Effort may be considered in Jetty Road Mainstreet upgrade – not in scope for this service review).
- Outsource all traffic management to an external business (High effort initially but less effort over time).

There was a group of five ideas that would be low to moderate effort and would have high/very high impact. These were:

- Develop risk-based scenarios with likely outcomes.
- More resources with the right skills and time available.
- Clarify roles and responsibilities.
- Have SLT sign off on event traffic management.
- Standardise traffic plans.

These five ideas were seen as a bundle of work that could be undertaken.

# PROTOTYPE AND TEST

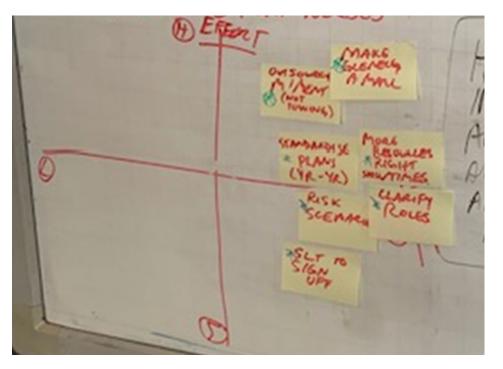
The aim of the Prototype and Test stage is to test solutions with users and iteratively fix problems / implement improvements. It involves:

- Prototyping.
- User testing.
- Iterative changes to service.

It is proposed that work be undertaken to test the outsourcing of parts of event traffic management. This was the most well supported idea in the ideation stage. Outsourcing may address many of the areas of risk, although the feasibility of an outsourced model has not yet been tested.

# Risk Assessment

To help frame the prototyping and testing of future event traffic management approaches, further work has already been undertaken to assess its inherent risk. This is now included in the Council's Operational Risk Register as shown below with the inherent risk rating provided.



Risk Description	Date of last review	Responsible General Manager	Responsible Manager	Causes Potential and Actual What would cause this event to ocurr in the future (based on what we know)?	Consequences  What would the consequences be to the City of Holdfast Bay if the risk did occur?	Likelihood	Consequence	Inherent Risk Rating
TE04 - Inadequate implementation of traffic management during events	15/06/23	General Manager Community and Business	Manager City Activation	- Inadequate assessment of risk ie: hostile vehicles etc - Poor interpretation of TMP, leads to abusive crowds - Insufficient/ineffective signage &/or staffing levels - Lack of training/inexperienced staff	- Vehicles in pedestrian areas/major injury to individuals - Damage/harm to staff/property/businesses/livelihoods - Damaged reputation/loss of event sponsors/attendance - Community dissatisifaction	Possible	Major	HIGH
TT02 - Inadequate traffic management processes in place to support corporate/community events	15/06/23	General Manager Assets and Delivery	Manager Engineering	- Lack of specialist knowledge/expertise re legistation - Poor consideration of road traffic management safety - Inadequate support for corporate/community events	- non-compliant traffic/road management - increased potential for incidents/accidents - damaged reputation	Possible	Major	HIGH

Critical risk controls that are in place and/or being considered are:

- Experienced event coordinators on team.
- Updated event documentation and senior management sign off.
- Event management team undertake Crowded Places Self-Assessment.
- Larger events Traffic Management Plans reviewed by SAPOL.
- Qualified/specialised staff in place.
- Documented traffic management policy/process.
- Stakeholder communication/community signage.

With these controls in place the residual risk rating is medium. This service review is one of the key treatment actions to further reduce risk.

# Meeting with General Managers

Following the early discussions about the options available, a meeting was held with the two General Managers (Assets & Delivery and Community & Business) involved in this activity.

There were several points discussed and some decisions taken:

- It was noted that there have been several improvements in event traffic management since the commencement of this review. These include:
  - o Improvement in processes following the process mapping exercise.
  - o Regular meetings between the Events and Field Services teams, which have greatly improved coordination and delivery.
  - The recruitment of a casual pool of Field Services staff to back-fill for regular staff involved in event traffic or directly run event traffic management.
  - o There are now 'templates' for event traffic management plans for regular areas in the city.
- Trying to get an understanding of the 'tipping point' that may occur whereby there are too many events which means that other Field Services work falls too far behind.
- Acknowledged that the underlying problem is one of resources to deliver event traffic management while continuing to deliver all that is required of Field Services staff.
- Outsourcing is an option that could be considered to address resourcing needs however other options may also be warranted.
- Events and event traffic management are part of the important business of Council. It is not legislated but does assist in delivering Council's strategic objectives.
- The General Manager Community and Business 'owns' event traffic management.
- It was noted that events now bring in some \$250k per annum, much of this is surplus.
- Agreed that a meeting with the Service Review team and the General Managers will be held to decide on next steps.

# General Managers and Service Review Team meeting

A meeting with the General Managers and Service Review Team was held. The discussion was very productive and considered the information gathered through the service review. The meeting acknowledged that resourcing was the primary issue to resolve. The outcomes of this meeting were:

- Agreement that we focus on Council or Council-supported events. Independent events will continue to operate under their own traffic management arrangements.
- The need to monitor to ensure that we can adequately absorb the load of event traffic management.
- Being clear about the two main areas of event traffic management (1. Planning and 2. Delivery) when considering options such as outsourcing.
- Operating the 2023-24 events season largely along current lines noting:
  - o More detailed recording of data relating to time taken in planning and delivery of event traffic management.
  - o Also recording the impact on the other work of the Field Services team to quantify the opportunity cost of 'in-house' delivery.
  - o Seek quotes for event traffic management for one/two events to enable comparison.
  - o Monitor income from events to see if it adequately covers for the cost of event traffic management.
  - o Acknowledged that the General Manager Community and Business 'owns' event traffic management.
- Agreed that the service review team meet again to decide on specific actions for the coming events season. This will include getting quotes for outsourcing of event traffic management.

## 2023-24 Event Season

The Service Review Team met again. They noted the improvements that had taken place to date and agreed to these actions:

- The Events/Depot meeting will look at what data should be collected in the coming events season with special attention on the NYE event. This should note:
  - o Time/resources needed for event traffic management.
  - Impact on the other work of the depot. For example, it was noted that there is a backlog in kerb works of about 18 months. (e.g. work not done, increase in backlogs etc.).
  - o How well the casual pool works.
  - o If the day of the week impacts on this (i.e. a weekend event versus a weekday event)
  - Other information that can be useful.

It was also agreed that this group reconvene in April 2024 to review the events season and consider if outsourcing the 2024/25 New Year's Eve is worth considering.

# References

City of Holdfast Bay. (2022). Our Holdfast 2050+. Brighton: City of Holdfast Bay.

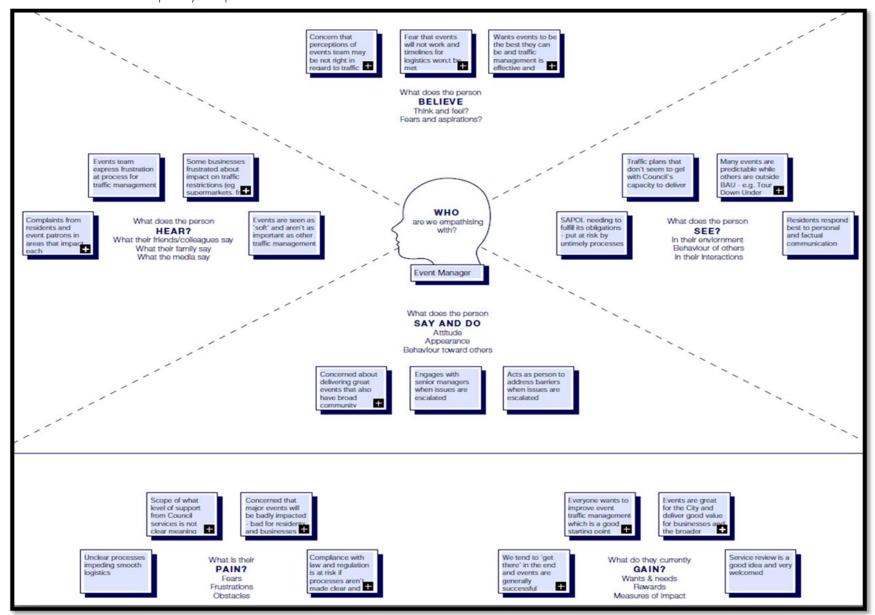
City of Holdfast Bay. (2019). Creative Holdfast - Arts and Culture Strategy 2019 - 2024. Brighton: City of Holdfast Bay.

Luma Institute. (2022, December). *Abstraction Laddering*. Retrieved from Luma Institute: https://www.luma-institute.com/abstraction-laddering/#:~:text=Abstraction%20Laddering%20provides%20a%20template,the%20scope%20of%20your%20inquiry.%20

Nielsen Norman Group. (2022, December). Service Blueprints: Definition. Retrieved from Nielsen Norman Group - World Leaders in Research-Based User Experience: https://www.nngroup.com/articles/service-blueprints-definition/

Remplan. (2022, December). *City of Holdfast Bay, Economy Jobs and Business Insights*. Retrieved from REMPLAN - City of Holdfast Bay Economy: https://app.remplan.com.au/holdfastbay/economy/summary?state=dQXmclWE0fMWeP0laD5LrYl8SqSAGR

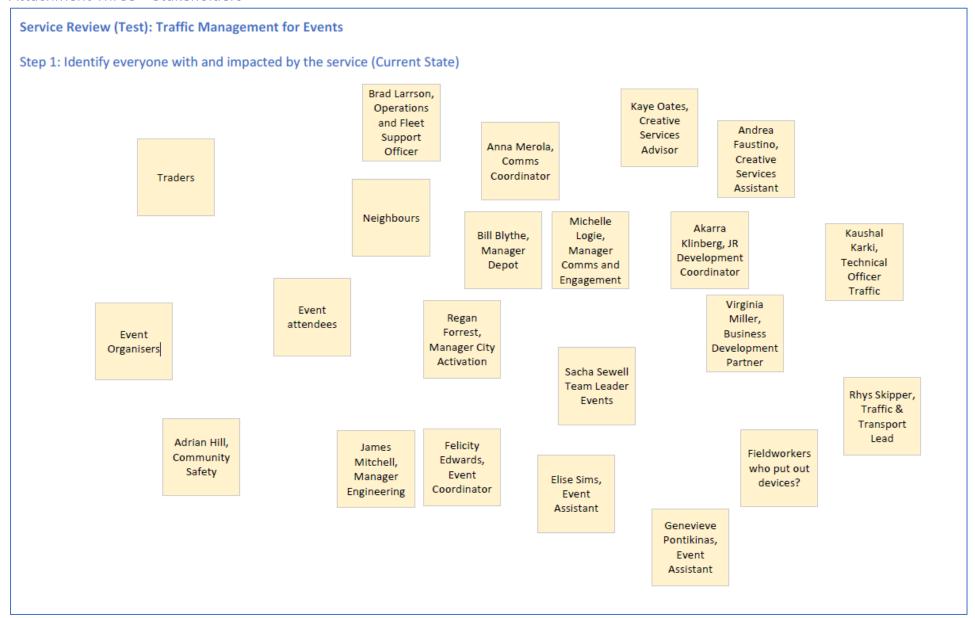
# Attachment One - Empathy Map

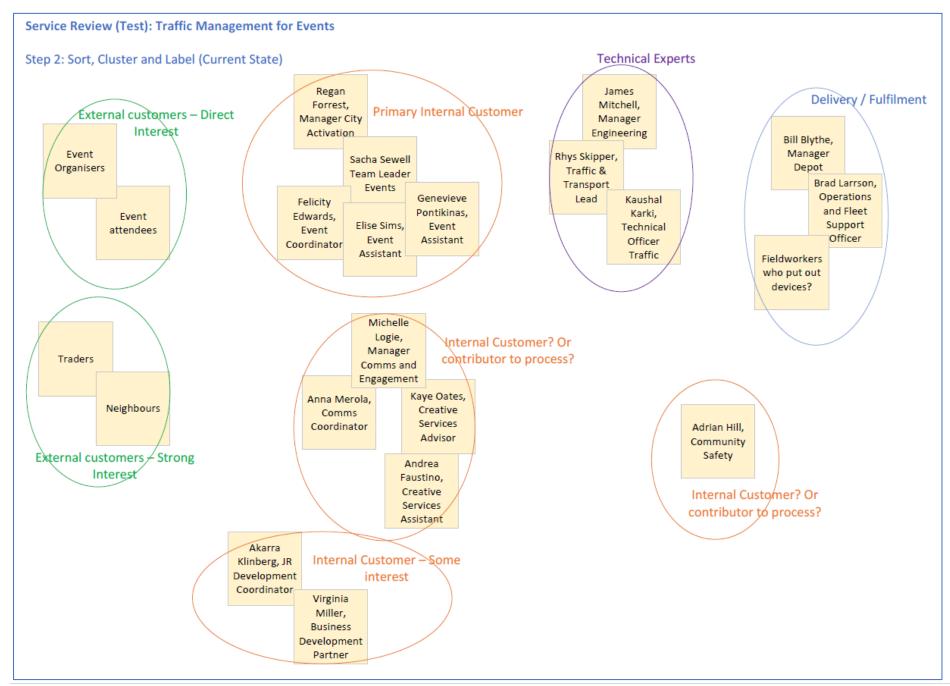


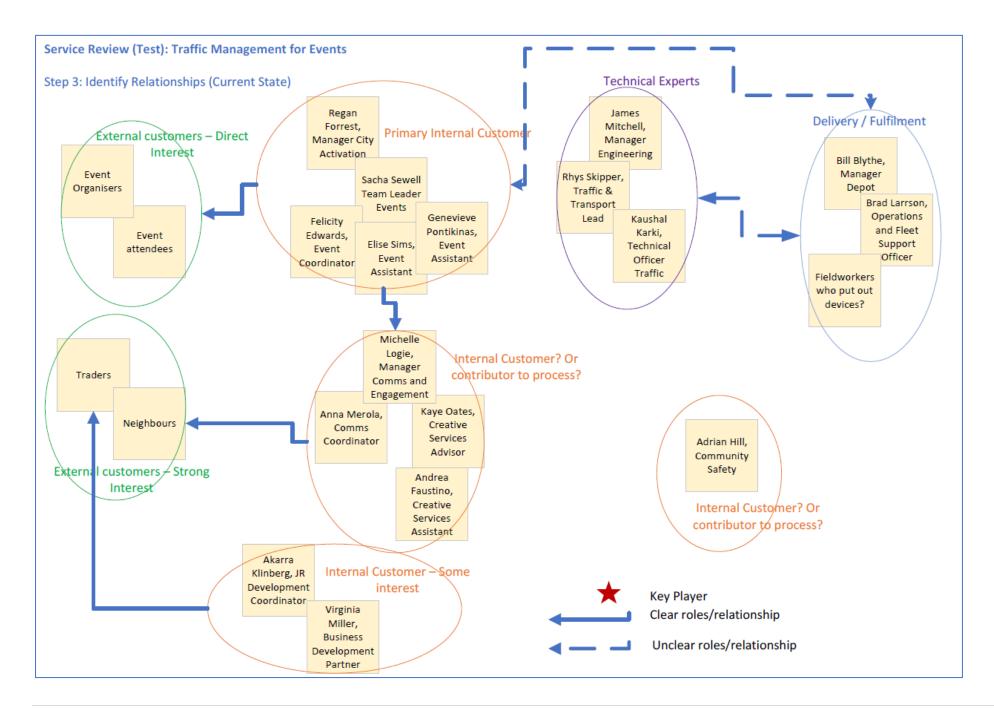
# Attachment Two - Costings

The table below shows detailed costings for large medium and small event traffic management.

Event Traffic C	Cost Breakdown																					
arge Event (C	City to Ray																					
arge Event (C	City to Bay)																					-
		Depot Staff (hours)					Traffic Planning						Community Safety					Events				
		Activity	number of staff	Hours	hourly rat	e Total	Activity	number of sta	f Hours	hourly rate	Total	ı		number of staff	Hours	hourly rate	Total	Activity	number of sta	f Hours	hourly ra	te Total
		Gather signs /load trucks		4		0 \$1,120.00	Planning	1	1	4 \$ 45.00	0 \$	180.00	Checking signage	1		2 \$ 45.00	\$ 90.00	Pre Planning	1	1 15	\$ 45.	.00 \$ 675.00
		Set Up		.0	2 \$ 70.0	0 \$1,400.00	Create Plan	1		4 \$ 45.00		1,080.00	Towing	4		4 \$ 45.00	\$ 720.00	Event Day	1	1 2	\$ 45.	.00 \$ 90.00
		Pack Down	1	.0	2 \$ 70.0	0 \$1,400.00					\$	-	Follow ups	1		3 \$ 45.00	\$ 135.00	Post Event	1	1 2	\$ 45.	.00 \$ 90.00
		Marshalls	1	.0	3 \$ 70.0	0 \$ 2,100.00					\$	-					\$ -					
		create work orders		1	1 \$ 35.0	0 \$ 35.00					\$	-					\$ -					\$ -
FULL TOTAL	\$ 9,115.00	Total				\$6,055.00	Total				\$	1,260.00	Total				\$945.00	Total				\$855.00
Medium Even	nt (Proclamation Day)																					
		Depot Staff (hours)					Traffic Planning						Community Safety					Events				
		Activity	number of staff	Hours	hourly rat		Activity	number of sta	f Hours	hourly rate	Total		Activity	number of staff	Hours	hourly rate	Total	Activity	number of sta	f Hours	hourly ra	te Total
		Gather signs /load trucks				0 \$ 35.00	Planning	1		4 \$ 45.00		180.00	Checking signage	1		1 \$ 45.00		Pre Planning				.00 \$ 315.00
		Set Up				0 \$ 280.00	Create Plan	1	1	2 \$ 45.00		90.00	Towing	1		2 \$ 45.00		Event Day	1		•	.00 \$ 90.00
		Pack Down				0 \$ 280.00					\$	-	Follow ups	1		2 \$ 45.00	\$ 90.00	Post Event	1	1 1	\$ 45.	.00 \$ 45.00
		Marshalls				0 \$ 560.00					\$	-					\$ -					\$ -
		create work orders		1	1 \$ 35.0	0 \$ 35.00					\$	-					\$ -					\$ -
FULL TOTAL	\$ 2,135.00	Total				\$1,190.00	Total				\$	270.00	Total				\$225.00	Total				\$450.00
Small Event (S	Surf Life Saving Junior	Carnival)																				
		Depot Staff (hours)					Traffic Planning						Community Safety					Events				
			number of staff	Hours	hourly rat	o Total	Activity	number of sta	flour	hourly rate	Total			number of staff	Haure	hourly rate	Total	Activity	number of sta	floure	havely sa	to Total
		Gather signs /load trucks				0 \$ 35.00	Planning	number of sta		4 \$ 45.00		180.00	Activity	number of staff	nouls	nourly rate	\$ -	Pre Planning				.00 \$ 315.00
		Set Up				0 \$ 70.00	Create Plan	-		1 \$ 45.00		45.00					\$ -	Event Day	1			.00 \$ 313.00
		Pack Down				0 \$ 70.00	Create Fidil	<u>'</u>		2 73.00	5	43.00					S -	Post Event				.00 \$ 45.00
		Marshalls		_		0 \$ 70.00					S	-					S -	POSC EVEIIL	1	1	Ų <del>1</del> 3.	\$ -
		create work orders		-		0 \$ 35.00					\$	-					\$ -					\$ -
FULL TOTAL	\$ 865.00	Total				\$ 280.00	Total				Ś	225.00	Total				\$ -	Total				\$360.00







# Attachment 3





# **Service Review**



# 1. Purpose

The purpose of this policy is to ensure council services deliver the best possible outcomes for our community.

# 2. Scope

This policy applies to the whole of Council, excluding Alwyndor.

# 3. Roles and Responsibilities (examples below)

Council	Adoption of the Service Review Council Policy
Audit and Risk Committee	Periodic review of the Service Review Framework and Manual, consideration of review matters referred to it, advice to Council as required.
Senior Leadership Team (SLT)	Adopting and maintaining the Service Review Framework and Manual, scheduling service reviews, and referring review matters to Audit Committee and Council as relevant.
Employees	Participation in service reviews as required.
Strategy and Governance Team	Responsible for: - maintaining the Service Review Framework and Manual - leading and supporting service reviews as instructed by the Senior Leadership Team - reporting on service reviews undertaken.

# 4. Policy Statement

- 4.1 Council acknowledges that the community expects a high standard of service and commits to ensuring that service reviews be undertaken in order to ensure services are:
  - effective, that is, they achieve what the service user needs
  - efficient, that is, cost-value considerations are appropriately balanced
  - appropriate, that is, they are within Council's power and are strategically aligned
  - equitable, that is, they can be accessed by those who need them
  - responsible, that is, the precautionary principle, intergenerational equity and accountable governance are embedded in their design.
- 4.2 Service reviews must apply a robust human-centred design methodology that ensures services meet service users' needs. Users' views and inputs will be actively sought out in service reviews and a codesign model is preferred.

- 4.3 Service reviews will be undertaken in a respectful and psychologically safe manner. They will not be used to undertake performance management or as a method to achieve savings targets.
- 4.3 A Service Review Framework and Manual will be developed and maintained on Council's behalf by Administration to guide service reviews. This document may be updated from time to time as best practice changes, or as lessons from implementation need to be applied. Updates must be approved by the Senior Leadership Team.
- 4.4 The Audit and Risk Committee will review the Service Review Framework and Manual once in every Council term.
- The Audit and Risk Committee will receive reports regarding service reviews, as they are completed. The Audit Committee may choose to refer these reports to Council for noting or further attention, as required.

#### 5. Definitions

Key term or acronym	Definition					
Administration	Staff, processes and systems that make up the organisation which delivers services to the community under the guidance of Council.					
Audit and Risk Committee	The Audit and Risk Committee of Council					
Council	The elected body					
Human centred design approach	Human-centered design is an approach that aims to make services and systems usable and useful by focusing on the users, their needs and requirements, and by applying human factors, and usability knowledge and techniques. (Paraphrased from ISO 9241-210:2019(E)).					
Service	A service is an 'end to end' process that delivers an output to an identified user. That is, a service may be experienced by a user as a transaction (for example, paying rates), or as a benefit they use (for example, a road), or as something they receive (for example, waste collection).					

# 6. Administration Use Only

Reference Number:	
Strategic Alignment:	This policy supports the delivery of the Strategic Plan by ensuring services provided align with the strategic intent and goals of the plan.
Strategic Risk:	This policy mitigates strategic risk by ensuring strategic alignment throughout all services.
Responsible Officer(s):	Manager Strategy and Governance
First Issued / Approved:	
Minutes Date and Council Resolution Number:	
Last Reviewed:	
Next Review Date:	
Applicable Legislation:	Local Government Act 1999
Related Policies:	
Other Reference Documents:	Service Review Framework and Manual

Service Review Policy Page 2

Item No: 15.11

Subject: REVIEW OF ITEMS HELD IN CONFIDENCE

# **Summary**

An extensive review of all items held in confidence is being undertaken, in stages, under section 90(3) of the *Local Government Act 1999*.

The Confidential Items Review considers the nature of the information contained within the confidential items, the grounds on which it was originally held in confidence and the length of time the information can be kept confidential. Each item is reviewed individually, resulting in a determination as to whether the confidentiality order for each item is still current under the Act.

The purpose of this report is to present to Council a summary of standing confidential orders, as well as recommended actions (release/retain confidentiality) for review and decision.

This report recommends that 80 Confidential Items (reports and/or attachments and/or minutes) be released from confidence and 96 Confidential Items reviewed at this time should be retained in confidence.

# Recommendation

### That Council approves:

- the Confidential Items presented as Attachment 1 to this report be released from confidence; and
- the Confidential Items presented as Attachment 2 to this report be retained in confidence and included in future stages of the Confidential Items Review.

# Background

Underpinning Council's commitment to transparent decision making is the principle that unless there is good reason, as defined by section 90(3) of the *Local Government Act 1999*, all of the material presented to, and discussed at Council as well as its decisions, should be publicly available.

It is recognised that Council will occasionally have cause to retain some items in confidence, it is also best practice that these decisions be reviewed regularly to determine the earliest opportunity to release them to the public, aiming to keep as few matters in confidence as possible.

Council Meeting: 28 November 2023 Council Report No: 386/23

# Report

Civic Governance has completed an extensive review of 196 Confidential Items (including reports, attachments and minutes), liaising with relevant Managers, General Managers and the Chief Executive Officer. The Chief Executive Officer has delegated authority to release certain confidential items.

A summary of the 80 Confidential Items recommended for release by Council resolution is provided for Members' information.

Refer Attachment 1

A summary of the 96 Confidential Items recommended to be retained in confidence and included in future stages of the extensive Confidential Items review is provided for Members' information.

Refer Attachment 2

# **Budget**

Not applicable

# **Life Cycle Costs**

Not applicable

# **Strategic Plan**

Statutory compliance

# **Council Policy**

Not applicable

# **Statutory Provisions**

Section 90 (3) Local Government Act 1999 Section 91 (9)(a) Local Government Act 1999

Written By: Executive Support Officer

Chief Executive Officer: Mr R Bria

# Attachment 1



Meeting Date	Council or Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
22/06/2004	Council	Internal Review of Council Decision - C02/0186 and C03/0033 - Liberty Towers Encroachment Fees	295/04	(b) Commercial Advantage	Report, Minutes and Attachments	Release report, attachments and minutes.
09/11/2004	Council	Liberty Towers Encroachment Fees	531/04	(i) Litigation	Report, Minutes and Attachments	Release report, attachments and minutes.
24/07/2007	Council	Minutes - Southern Region Waste Resource Authority Meeting – 2 July 2007	347/07	(d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Release report, attachments and minutes.
28/08/2007	Council	Minutes - Southern Region Waste Resource Authority Meeting – 6 August 2007	384/07	(d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Release report, attachments and minutes.
13/11/2007	Council	Minutes - Southern Region Waste Resource Authority Meeting – 29 October 2007	515/07	(d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Release report, attachments and minutes.
26/02/2008	Council	Minutes - Southern Region Waste Resource Authority Meeting – 4 February 2008	67/08	(d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Release report, attachments and minutes.
25/03/2008	Council	Minutes - Southern Region Waste Resource Authority Meeting – 3 March 2008	114/08	(d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Release report, attachments and minutes.
22/04/2008	Council	Minutes - Southern Region Waste Resource Authority Meeting – 7 Apil 2008	182/08	(d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Release report, attachments and minutes.
27/05/2008	Council	Minutes - Southern Region Waste Resource Authority Meeting – 5 May 2008	244/08	(d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Release report, attachments and minutes.

Meeting Date	Council or Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
24/06/2008	Council	Minutes - Southern Region Waste Resource Authority Meeting – 2 June 2008	291/08	(d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Release report, attachments and minutes.
08/07/2008	Council	Minutes - Southern Region Waste Resource Authority Meeting – 23 June 2008	309/08	(d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Release report, attachments and minutes.
14/04/2015	Council	Glenelg Colley Reserve – Lease to Rimhart Nominees Pty Ltd for Ferris Wheel	107/15	(a) Personal Affairs	Attachment 2	Release attachment 2.
23/08/2016	Council	Information Report – Southern Region Waste Resource Authority – 1 August 2016	201/16	(d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Release report, attachments and minutes.
13/12/2016	Council	Information Report - Southern Region Waste Resource Authority – 7 November 2016	298/16	(d) Commercial Advantage not a trade secret	Attachment 1	Release attachment 1.
13/12/2016	Council	Minutes - Alwyndor Management Committee – 10 November 2016	307/16	(a) Personal Affairs	Attachments	Release attachments.
28/03/2017	Council	Minutes - Alwyndor Management Committee – 21 February 2017	89/17	(b) Commercial Advantage	Attachment	Release attachment.
09/05/2017	Council	Minutes – Alwyndor Management Committee – 18 April 2017	136/17	(b) Commercial Advantage	Report and Minutes	Release report and minutes.
13/06/2017	Council	Waste Management Cost Savings and Contract Renewal	193/17	(d) Commercial Advantage (k) Supply of Goods and Services	Report and Minutes	Release report and minutes.

Meeting Date	Council or Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
13/06/2017	Council	Minutes - Alwyndor Management Committee – 16 May 2017	190/17	(d) Commercial Advantage not a trade secret	Report and Minutes	Release report and minutes.
11/07/2017	Council	Minutes - Alwyndor Management Committee – 20 June 2017	232/17	(d) Commercial Advantage not a trade secret	Attachment	Release attachment.
08/08/2017	Council	Minutes - Alwyndor Management Committee – 18 July 2017	266/17	(d) Commercial Advantage not a trade secret	Attachment	Release attachment.
15/08/2017	Council	Minutes - Alwyndor Management Committee – 15 August 2017	304/17	(d) Commercial Advantage not a trade secret	Attachment	Release attachment.
12/12/2017	Council	Brighton Oval Complex - Business Case	449/17	(b) Commercial Advantage	Report and Minutes	Release report and minutes.
14/08/2018	Council	Moseley Beach Bar	269/18	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Attachment 2	Release attachment 2 with redacted financials.
28/08/2018	Council	Brighton Oval Complex - Redevelopment Contract Approval	294/18	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Report, attachments and minutes	Release report, attachments 4, 5 and 6 with redactions and minutes.
12/03/2019	Council	Council Wide Recycling Contract	93/19	(b) Commercial Advantage (d) Commercial Information	Report and Minutes	Release report and minutes.
23/04/2019	Council	Appointments to the Council Assessment Panel	142/19	(a) Personal Affairs	Attachment 1	Release attachment 1.
14/05/2019	Council	Buffalo Update	185/19	<ul><li>(b) Commercial Advantage</li><li>(d) Commercial Advantage not a trade secret</li><li>(h) Legal Advice</li></ul>	Report, Minutes and Attachments	Release report, attachments and minutes.

Meeting Date	Council or Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
19/06/2019	Council	Application for New Lease – Rimhart Nominees Pty Ltd	205/19	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	This item was adjourned but: Report, , attachments and minutes	Release report, attachments and minutes.
13/08/2019	Council	Memorial Seats Update	222/19	(h) Legal Advice	Report, , Minutes, Attachments	Release report, attachments and minutes.
27/08/2019	Council	Beach Concerts	321/19	(b) Commercial Advantage	Reports and Minutes	Release report and minutes with redacted fees.
25/02/2020	Council	Question on Notice - Belgravia Leisure Lease - Kauri Community and Sports Centre - Councillor Bradshaw	56/20	(d) Commercial Advantage not a trade secret	Report and Minutes	Release report and minutes.
14/04/2020	Council	Appointments to the Council Assessment Panel	87/20	(a) Personal Affairs	Attachment 1	Release attachment 1.
12/05/2020	SRWRA	Information Report - Southern Region Waste Resource Authority – 3 February 2020	122/20	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Attachment 2	Release attachment 2.
26/05/2020	SRWRA	Information Report - Southern Region Waste Resource Authority Board Meeting - 4 May 2020	136/20	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Attachment 2	Release attachment 2.
26/05/2020	Council	The Future of Community Wellbeing	135/20	(d) Commercial Advantage not a trade secret (e) Employee protection	Report	Release report with redacted financial analysis.
23/06/2020	Council	Appointment to the Council Assessment Panel	160/20	(a) Personal affairs	Attachment 1	Release attachment 1.

Meeting Date	Council or Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
23/06/2020	Council	Weekly Food Organics -Green Organics (FOGO) Collection Pilot	165/20	(c) Trade Secret	Attachment 2	Release attachment 2.
11/08/2020	Council	Kauri Community & Sporting Complex – Management Review	222/20	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Report and Attachments	Release report and attachments.
22/09/2020	Council	Unsolicited Proposal – Proposed Activation	293/20	k) Supply of Goods and Services	Reports and Attachments	Release report and attachments with redacted financials.
22/09/2020	Council	Tender Exemption Request – Supply of Asphalt Services	275/20	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Report and Attachment	Release report and attachment.
13/10/2020	Council	Purchase of Road and Footpath Sweepers – Budget Increase	320/20	(b) Commercial Advantage (k) Supply of Goods and Services	Report and Minutes	Release report and minutes.
27/10/2020	Council	Information Report - Southern Region Waste Resource Authority Board Meeting - 21 September 2020	348/20	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Attachment 2	Release attachment 2.
27/10/2020	Council	Waste Contract	345/20	(b) Commercial Advantage	Report and Minutes	Release report and minutes.
27/10/2020	Council	Verge Management – Artificial Turf – Update	286/20	(h) Legal Advice	Report	Release report
27/10/2020	Council	Bay Sheffield Event	335/20	(d) Commercial Advantage not a trade secret	Report and minutes	Release report and minutes.
24/11/2020	Council	Alwyndor Strategic Plan 2020/23	383/20	(d) Commercial Advantage not a trade secret	Alwyndor Strategic Plan	Release Alwyndor Strategic Plan.

# Attachment 1 – Release of Confidential Items

Meeting Date	Council or Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
24/11/2020	Council	Information Report - Southern Region Waste Resource Authority Board Meeting - 2 November 2020	384/20	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Attachment 2	Release attachment 2.
16/12/2020	Audit	Internal Audit - Cyber Security Review	420/20	(e) Employee Protection	Report, Attachment and Minutes	- Release report and minutes - Retain attachments
16/12/2020	Audit	IT Disaster Recovery Plan	421/20	(e) Employee Protection	Report, Attachment and Minutes	- Release report and minutes - Retain attachment
27/01/2021	Council	Information Report - Southern Region Waste Resource Authority Board Meeting – 23 December 2020	04/21	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Attachment 2	Release attachment 2.
27/01/2021	Council	Glenelg Oval Unisex Change Rooms	32/21	(d) Commercial Advantage not a trade secret (k) Supply of Goods and Services	Report, Attachment and Minutes	Release report, attachment and minutes with redacted financial figures.
09/03/2021	Council	Information Report - Southern Region Waste Resource Authority Board Meeting - 15 February 2021	78/21	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Attachment 2	Release attachment 2.
23/03/2021	Executive	Draft Minutes - Executive Committee Meeting – 16 March 2021	93/21	(a) Personal Affairs (e) Employee Protection	Report Attachments and Minutes	Release report, attachments and minutes.
27/04/2021	Council	Information Report - Southern Region Waste Resource Authority Board Meeting - 8 April 2021	128/21	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Attachment 2	Release attachment 2.

Meeting Date	Council or Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
11/05/2021	Council	Informational Report - Southern Regional Waste Resource Authority Board Meeting - 3 May 2021	149/21	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Attachment 2	Release attachment 2.
22/06/2021	Council	Information Report - Southern Region Waste Resource Authority Board Meeting - 7 June 2021	200/21	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Attachment 2	Release attachment 2.
13/07/2021	Council	Somerton Surf Lifesaving Club  - Request to Extend Council's Approval of Management Agreement	211/21	(d) Commercial Advantage not a trade secret	Report and Attachments	Release report and attachments.
27/07/2021	Council	Jetty Road Stage 1 Chapel Plaza and Hindmarsh Lane Execution of Land Sale Purchase Contract and Licence Agreement with Uniting Church in Australia (SA)	247/21	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Release report, attachments and minutes.
27/07/2021	Council	Kauri Community & Sporting Complex – EOI Tender	250/21	<ul><li>(b) Commercial Advantage</li><li>(d) Commercial Advantage not a trade secret</li></ul>	Report	Release report.
25/08/2021	Audit	Loan Receivables	269/21	(d) Commercial Advantage not a trade secret	Report	Release report.
14/09/2021	Audit	Minutes – Audit Committee Meeting – 25 August 2021	303/21	(d) Commercial Advantage not a trade secret	Report and Attachments	Release report and attachments.
14/09/2021	Council	Event Activation	310/21	(d) Commercial Advantage not a trade secret	Report and Minutes	Report and minutes can be released.

Meeting Date	Council or Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
14/09/2021	Council	Proposed Event Activation	313/21	(d) Commercial Advantage not a trade secret	Report and Minutes	Release report and minutes with redactions to financial information.
28/09/2021	Council	Event Activation	323/21	(d) Commercial Advantage not a trade secret	Report and Minutes	Release report and minutes with redactions to fee information.
12/10/2021	Council	Somerton SLSC Development Application	340/21	<ul><li>(b) Commercial Advantage</li><li>(d) Commercial Advantage not a trade secret</li></ul>	Report, Attachment and Minutes	Release report, attachment and minutes.
12/10/2021	Council	Information Report - Southern Region Waste Resource Authority – 20 September 2021	338/21	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	attachment	Release attachment.
09/11/2021	Council	Information Report - Southern Region Waste Authority Board Meeting – 25 October 2021	386/21	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	attachment 2	Release attachment 2.
14/12/2021	Council	Kerbside Waste Recycling Sustainable Services Model	405/21	(b) Commercial Advantage	Report and Minutes	Release report and minutes.
12/04/2022	Council	Kingston Park Kiosk - Final Concept Designs	104/22	(b) Commercial Advantage	Report and Attachment 1	Release report with redactions and attachment 1.
26/04/2022	Executive	Performance Review Process - Chief Executive Officer	125/22	(a) Personal Affairs (e) Employee Protection	Report, Attachment and Minutes	Release report, attachment and minutes.
17/05/2022	Executive	Appointment of Independent Member	142/22	(e) Employee Protection	Report and Attachment	Release report and attachment.

## Attachment 1 – Release of Confidential Items

Meeting Date	Council or Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
17/08/2022	Audit	Loan Receivables	345/22	(d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Release report, attachments and minutes.
14/09/2022	Council	Information Report - Southern Region Waste Resource Authority Board Meeting - 23 August 2021	301/21	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Attachment 2	Release attachment 2.
14/02/2023	Council	Tram 361 Expressions of Interest Results	32/23	(b) Commercial Advantage	Report, Attachment and Minutes	Release report, attachment and minutes.
14/02/2023	Council	Event Activation	27/23	(g) Breach of Law	Report and Minutes	Release report and minutes.
14/03/2023	Executive	Minutes - Executive Committee Meeting – 28 February 2023	80/23	(d) Commercial Advantage not a trade secret	Attachment	Release attachment.
28/03/2023	Executive	Minutes - Executive Committee - 14 March 2023	96/23	(d) Commercial Advantage not a trade secret	Attachment	Release attachment.
23/05/2023	Council	Tramside Kiosk Lease	173/23	(b) Commercial Advantage	Report and Minutes	Release report and minutes.
16/08/2023	Audit	Loan Receivables	267/23	(d) Commercial Advantage not a trade secret	Report, Attachment and Minutes	Release report, attachment and minutes.

# Attachment 2



Meeting Date	Council of Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
28/07/2008	Executive	Annual Performance Review of the Chief Executive Officer	194/08	(a) Personal Affairs	Attachment 1	Retain in confidence for a further 12 months.
23/06/2009	Council	Questions by Members - 7.2.2.1 Outstanding Action List	N/A	(d) Commercial Advantage not a trade secret	Attachment - Item Number 7.2.2.1	Retain in confidence for a further 12 months.
08/02/2011	Council	Liberty Towers - Outstanding Encroachment Fees	35/11	(i) Information relating to litigation	Reports, Attachments and Minutes	Retain in confidence for a further 12 months.
10/07/2012	Council	Liberty Towers Outstanding Encroachment Fee	240/12	(i) Information relating to litigation	Reports, Attachments and Minutes	Retain in confidence for a further 12 months.
14/06/2016	Council	Glenelg Jetty Regeneration Project – Update	154/16	(b) Commercial Advantage	Minutes, Report and Attachment	Retain in confidence for a further 12 months or until all matters are finalised.
14/11/2017	Council	Brighton Pump Track Maintenance	415/17	(a) Personal Affairs	Report attachment and minutes	Retain in confidence for a further 12 months.
28/11/2017	Council	New School Hove	436/17	(b) Commercial Advantage	Report, Attachment and Minutes	Retain in confidence for a further 12 months.
28/11/2017	Council	Adjourned Report - Brighton Pump Track Maintenance [Report No: 415/17]	437/17	(a) Personal Affairs	Report, Attachment and Minutes	Retain in confidence for a further 12 months.
12/12/2017	Council	Adjourned Report - Brighton Pump Track Maintenance [Report No: 437/17]	445/17	(a) Personal Affairs	Report, Attachment and Minutes	Retain in confidence for a further 12 months.

Meeting Date	Council of Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
12/12/2017	Council	Brighton Oval Complex - Business Case	449/17	(b) Commercial Advantage	Attachment 1	Retain attachment 1 for a further 12 months
13/02/2018	Council	Urgent Business - New Catholic Primary School at Hove	17.2	(b) Commercial Advantage	Minutes	Retain in confidence for a further 12 months.
13/02/2018	Council	Correspondence regarding Business Opportunity	39/18	(d) Commercial Advantage a trade secret	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
27/02/2018	Council	Motion on Notice - Business Proposal - Councillor Lonie	47/18	(d) Commercial Advantage not a trade secret	Report and Minutes	Retain in confidence for a further 12 months.
27/02/2018	Council	Release of Business Proposal to Alwyndor Management Committee - Councillor Charlick	60/18	(d) Commercial Advantage not a trade secret	Report and Minutes	Retain in confidence for a further 12 months.
13/03/2018	Council	Motion on Notice - Release of Business Proposal to Alwyndor Management Committee - Councillor Bouchee	75/18	(d) Commercial Advantage not a trade secret	Report and Minutes	Retain in confidence for a further 12 months.
13/03/2018	Council	Minutes - Alwyndor Management Committee - 16 January and 20 February 2018	67/18	(b) Commercial Advantage	Attachments 2 and 4	Retain in confidence for a further 12 months.
10/04/2018	Council	Motion on Notice - Alwyndor Aged Care - Councillor Aust	115/18	(a) Personal Affairs	Report and Minutes	Retain in confidence for a further 12 months.
10/04/2018	Council	Minutes - Alwyndor Management Committee - 20 and 28 March 2018	109/18	(b) Commercial Advantage	Attachments	Retain in confidence for a further 12 months.

Meeting Date	Council of Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
24/07/2018	Council	Attachment 1 - Items in Brief	246/18	(a) Personal Affairs	Attachment 1 and Minutes	Retain in confidence for a further 12 months.
28/08/2018	Council	Brighton Oval Complex - Redevelopment Contract Approval	294/18	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Attachments 1, 2 & 3	Retain in confidence for a further 12 months.
29/08/2018	Audit	Audit Committee - Brighton Oval Redevelopment	304/18	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Attachment 5	Retain in confidence for a further 12 months.
09/04/2019	Council	Buffalo Licence Agreement – Application for Extension of Time	145/19	<ul><li>(b) Commercial Advantage</li><li>(d) Commercial Advantage not a trade secret</li><li>(h) Legal Advice</li></ul>	Report, Attachment and Minutes	Retain in confidence for a further 12 months.
13/08/2019	Council	Synthetic Turf on Verges	310/19	(h) Legal Advice	Report, Minutes and Attachments	Retain in confidence for a further 12 months.
10/12/2019	Council	Material Recovery Facility (MRF)	459/19	(d) Commercial Advantage not a trade secret	Report and Attachments	Retain in confidence for a further 12 months.
11/02/2020	Council	Minutes - Special Audit Committee - 4 December 2019	32/20	(d) Commercial Advantage not a trade secret	Attachment 2	Retain in confidence for a further 12 months.
02/06/2020	Executive	Chief Executive Performance Review	153/20	(a) Personal Affairs (e) Employee Protection	Report, Attachment and Minutes	Retain in confidence for a further 12 months.
09/06/2020	Executive	Chief Executive Performance Review	157/20	(a) Personal Affairs (e) Employee Protection	Report, Attachment and Minutes	Retain in confidence for a further 12 months.

Meeting Date	Council of Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
23/06/2020	Council	Entertainment Activation	132/20	(b) Commercial Advantage	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
23/06/2020	Council	Broadway Kiosk – Application for Rent Review	151/20	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
04/08/2020	Audit	Minutes – Audit Committee Meeting - 23 July 2020	221/20	<ul><li>(b) Commercial Advantage</li><li>(c) Trade Secret</li><li>(d) Commercial Advantage not a trade secret</li><li>(k) Supply of Goods and Services</li></ul>	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
11/08/2020	Council	Urgent Business – Independent Investigation – Mayor Wilson	237/20	(e) Employee Protection	Report and Minutes	Retain in confidence for a further 12 months.
08/09/2020	Council	Broadway Kiosk – Partial Assignment of Lease	252/20	(d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Retain - review in 2025 when a new lease is negotiated.
22/09/2020	Council	New Management Agreement  – Brighton Caravan Park	288/20	<ul><li>(d) Commercial Advantage not a trade secret</li><li>(k) Supply of Goods and Services</li></ul>	Reports, Attachments and Minutes	Retain in confidence for a further 12 months.
22/09/2020	Council	Late Contract Claim	276/20	(b) Commercial Advantage (h) Legal Advice	Report, Attachment and Minutes	Retain in confidence for a further 12 months.
07/10/2020	Audit	Waste Contract	312/20	(b) Commercial Advantage	Report, Attachment and Minutes	Retain in confidence for a further 12 months.
10/11/2020	Council	Kingston Park Kiosk	368/20	(b) Commercial Advantage	Report, Attachment and Minutes	Retain in confidence for a further 12 months.

Meeting Date	Council of Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
08/12/2020	Council	Brighton Beachfront Holiday Park – Master Plan	392/20	(d) Commercial Advantage not a trade secret	Report, Attachment and Minutes	Retain in confidence for a further 12 months.
16/12/2020	Audit	Internal Audit - Cyber Security Review	420/20	(e) Employee Protection	Attachment	Retain attachment
16/12/2020	Audit	IT Disaster Recovery Plan	421/20	(e) Employee Protection	Attachment	Retain attachment
27/01/2021	Council	Beach Activation Agreement	17/21	(d) Commercial Advantage not a trade secret (k) Supply of Goods and Services	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
27/01/2021	Council	Minutes – Audit Committee – 16 December 2020	15/21	(e) Employee Protection	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
10/02/2021	Audit	Confidential Standing Items - February 2021	53/21	(e) Employee Protection	Attachment 2	Retain in confidence for a further 12 months.
16/03/2021	Executive	Remuneration Benchmarking Report - Chief Executive Officer	84/21	(a) Personal Affairs (e) Employee protection	Report, Attachment and Minutes	Retain in confidence for a further 12 months.
23/03/2021	Council	Community Centres Contribution Funding	80/21	(d) Commercial Advantage not a trade secret (e) Employee Protection	Attachments	Retain in confidence for a further 12 months.
23/03/2021	Council	Chapel Plaza Road Closure	74/21	(h) Legal Advice	Attachment 5	Retain in confidence for a further 12 months.
23/03/2021	Council	Proposed Land Purchase and License Agreement	96/21	(b) Commercial Advantage	Report, Attachments and Minutes	Retain in confidence for a further 12 months.

Meeting Date	Council of Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
21/04/2021	Audit	Confidential Standing Items - April 2021	115/21	(e) Employee Protection	Attachment 3	Retain in confidence for a further 12 months.
18/05/2021	Executive	Chief Executive Officer's Performance Review	157/21	(a) Personal Affairs	Report, Attachment and Minutes	Retain in confidence for a further 12 months.
25/05/2021	Executive	Chief Executive Officer's Performance Review	168/21	(a) Personal Affairs	Report, Attachment and Minutes	Retain in confidence for a further 12 months.
02/06/2021	Audit	Standing Items - April (June) 2021	162/21	(e) Employee Protection	Attachment 3	Retain in confidence for a further 12 months.
08/06/2021	Council	Kauri Community and Sporting Complex – Management Review and New EOI Tender	166/21	<ul><li>(b) Commercial Advantage</li><li>(d) Commercial Advantage not a trade secret</li></ul>	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
08/06/2021	Council	Unsolicited Proposal – Proposed Activation	197/21	(k) Supply of Goods and Services	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
13/07/2021	Council	Claim Against Council	221/21	(h) Legal Advice (i) Information relating to litigation	Report and Minutes	Retain in confidence - matter is ongoing.
13/07/2021	Audit	Minutes – Audit Committee – 30 June 2021	220/21	<ul><li>(b) Commercial Advantage</li><li>(d) Commercial Advantage not a trade secret</li></ul>	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
27/07/2021	Council	Claim Against Council	249/21	(h) Legal Advice (i) Information relating to litigation	Report and Minutes	Retain in confidence - matter is ongoing.
24/08/2021	Council	Proposed Sale of Land	286/21	<ul><li>(b) Commercial Advantage</li><li>(d) Commercial Advantage not a trade secret</li></ul>	Report Attachments and Minutes	Retain in confidence - matter is ongoing.

Meeting Date	Council of Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
25/08/2021	Audit	Standing Items - August 2021	270/21	(e) Employee Protection	Attachment 4	Retain in confidence - matter is ongoing.
28/09/2021	Council	Claim Against Council	326/21	(h) Legal Advice (i) Information relating to litigation	Reports, Attachments and Minutes	Retain in confidence - matter is ongoing.
12/10/2021	Council	Hoarding Fee Relief	339/21	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Report, Attachment and Minutes	Retain in confidence for a further 12 months.
14/12/2021	Council	Hoarding Fee Relief	424/21	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Report and Attachments	Retain in confidence for a further 12 months.
25/01/2022	Council	Code of Conduct Complaint	10/22	(a) Personal Affairs (h) Legal Advice	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
25/01/2022	Council	Hoarding Fee Relief	14/22	(b) Commercial Advantage (d) Commercial Advantage not a trade secret	Report and Attachments	Retain in confidence for a further 12 months.
22/02/2022	Council	Hoarding Fee Relief	40/22	(b) Commercial Advantage (c) Trade Secret	Report and Attachments	Retain in confidence for a further 12 months.
12/04/2022	Council	Glenelg Town Hall - Commercial Area	100/22	(b) Commercial Advantage	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
12/04/2022	Council	Kingston Park Kiosk - Final Concept Designs	104/22	(b) Commercial Advantage	Attachment 2	Retain in confidence for a further 12 months.
10/05/2022	Executive	Minutes - Executive Committee – 26 April 2022	137/22	(a) Personal Affairs (e) Employee Protection	Report, Attachments and Minutes	Retain in confidence for a further 12 months.

Meeting Date	Council of Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
24/05/2022	Council	Seacliff Plaza Amenities and Beach Access	151/22	(i) Information relating to litigation	Report and Attachment 5	Retain in confidence for a further 12 months.
14/06/2022	Council	Legal Claim	199/22	(i) Information relating to litigation	Report and Minutes	Retain in confidence for a further 12 months.
26/07/2022	Executive	Performance Review - Chief Executive Officer	306/22	(a) Personal Affairs	Report, Attachment and Minutes	Retain in confidence for a further 12 months.
09/08/2022	Executive	Performance Review - Chief Executive Officer	320/22	(a) Personal Affairs	Report, Attachment and Minutes	Retain in confidence for a further 12 months.
09/08/2022	Executive	Minutes – Executive Committee – 26 July 2022	324/22	(a) Personal Affairs	Report, Attachment and Minutes	Retain in confidence for a further 12 months.
17/08/2022	Audit	Cyber Threats	346/22	(e) Employee Protection	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
23/08/2022	Executive	Chief Executive Officer's Performance Review	349/22	(a) Personal Affairs	Report, Attachments 2, 3, 4, 5 and Minutes	Retain in confidence for a further 12 months.
23/08/2022	Council	Jetty Road Masterplan Stage 2	327/22	<ul><li>(b) Commercial Advantage</li><li>(d) Commercial Advantage not a trade secret</li></ul>	Attachment 1	Retain in confidence for a further 12 months.
23/08/2022	Council	Kingston Park Kiosk Construction Funding	359/22	(b) Commercial Advantage	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
23/08/2022	Council	Commercial Activation, Spring 2023	316/22	(d) Commercial Advantage not a trade secret	Report and Minutes	Retain in confidence for a further 12 months.

Meeting Date	Council of Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
23/08/2022	Council	Former Buffalo Site Detailed Design	358/22	(k) Supply of Goods and Services	Report	Retain in confidence for a further 12 months.
23/08/2022	Council	Commercial Activation, Spring 2023	316/22	(d) Commercial Advantage not a trade secret	Report and Minutes	Retain in confidence and review in 12 months.
13/09/2022	Council	Legal Claim	383/22	(i) Information relating to litigation	Report and Minutes	Retain in confidence for a further 12 months.
11/10/2022	Council	Legal Claim	408/22	(h) legal advice (i) Information relating to litigation	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
19/10/2022	Audit	Internal Audit Program Report	421/22	(e) Employee Protection	Attachment 2	Retain in confidence for a further 12 months.
24/01/2023	Council	Jetty Road Masterplan Stage 2 Coastal Zone - Engagement of Design Services	10/23	(d) Commercial Advantage not a trade secret (k) Supply of Goods and Services	Report and Minutes	Retain in confidence for a further 12 months.
28/02/2023	Council	Electric Vehicle Charging	52/23	(d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
28/02/2023	Executive	Appointment of Qualified Independent Person	59/23	(d) Commercial Advantage not a trade secret	Attachments	Retain in confidence for a further 12 months.
14/03/2023	Executive	Appointment of Qualified Independent Person	94/23	((d) Commercial Advantage not a trade secret	Report, Attachment and Minutes	Retain in confidence for a further 12 months.
15/03/2023	Audit	Internal Audit Program Report	77/23	(e) Employee Protection	Attachment 4	Retain in confidence for a further 12 months.

Meeting Date	Council of Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
28/03/2023	Council	Claim Against Council	105/23	(h) Legal Advice (i) Information relating to litigation	Report, Attachment and Minutes	Retain in confidence - matter is ongoing.
28/03/2023	Executive	Executive Committee - Appointment of a Qualified Independent Person	82/23	(d) Commercial Advantage not a trade secret	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
11/04/2023	Council	Shared E-Bike Trial	108/23	(d) Commercial Advantage not a trade secret	Report, Attachment and Minutes	Retain - until matter returns to council.
11/04/2023	Council	Adjourned Report - Motion on Notice - Order of Australia Nomination - Councillor Lindop	126/23	<ul><li>(a) Personal Affairs</li><li>(o) information relating to a proposed award recipient before the presentation of the award</li></ul>	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
26/04/2023	Council	Former Buffalo Site Design	140/23	(k) Supply of Goods and Services	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
09/05/2023	Council	Review of Service	152/23	(j) Information the disclosure of which would divulge information provided on a confidential basis by or to a Minister of the Crown, or another authority or official (not being an employee of Council, or a person engaged by the Council.	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
09/05/2023	Council	Legal Claim	150/23	(h) Legal Advice (i) Information relating to litigation	Report, Attachments and Minutes	Retain in confidence for a further 12 months.
23/05/2023	Council	Jetty Road, Glenelg Masterplan Investment and Design Parameters	168/23	(b) Commercial Advantage	Report and Minutes	Retain in confidence for a further 12 months.

Meeting Date	Council of Committee of Council	Report Title	Report No.	Grounds	Documents to be Release	Recommendation
22/08/2023	Council	Event Activation	274/23	(g) Breach of Law	Report, Attachment and Minutes	Retain in confidence. Not yet public.
22/08/2023	Audit	Confidential Minutes - Audit and Risk Committee - 16 August 2023	281/23	(d) Commercial Advantage not a trade secret	Report, Attachment and Minutes	Retain in confidence for a further 12 months.