

## 8 Criterion 5: Productivity improvements and cost containment strategies

In this section, provide details of any productivity improvements and cost containment strategies that the council has undertaken in the last 2 years (or longer), before considering an increase in rates.

Also provide details of plans for productivity improvements and cost containment strategies during the period of the special variation. These proposed initiatives, which may be capital or recurrent, must be to reduce costs.

Where possible, all productivity improvements and savings (including forward plans) should be quantified in dollar terms. The council may also wish to identify its current and/or projected financial position without the (savings) initiatives.

Productivity improvements should include consideration of:

- ▼ levels of service provision (eg, utilisation rates of community halls and number of service enquiries per FTE)
- ▼ measures of input (eg, FTE levels, contracting costs)
- ▼ reviews of organisational structures or service delivery.

Identify how and where the proposed initiatives have been factored into the council's resourcing strategy (eg, LTTP and AMP).

As additional supportive information, the council may wish to provide evidence of improvements in its performance on key indicators that measure productivity or efficiency. This information is not essential for this criterion to be met. However, we will be reviewing the council's labour costs against the DLG Group average, to help assess the council's costs.

### *Council's Response:*

Council received approval for a special rate variation under Section 508A of the Local Government Act in 2011. The application submitted to the IPART in 2011 included productivity improvements which had been implemented and proposed initiatives to further improve Council's efficiency. This section will provide a link back to the productivity improvements referred to in the 2011 application and further initiatives which Council has implemented since.

Continuing on from 2011 Council has held staffing levels constant with the \$700,000 of savings identified in the 2011 application remaining and assisting Council's overall budget position. The only growth in Council positions has been in fully grant/government funded positions. The Strategic Alliances referred to in the 2011 application have continued to deliver efficiencies through both the sharing of

information and joint business initiatives such as the Hunter Legal Services established through the Hunter Council's alliance.

### **Service Level Review**

The 2011 application indicated that a Service Level Review would be undertaken with the aim of providing services as efficiently as possible in line with service levels agreed with the community. Key Council staff attended the UTS Centre for Local Government "Enhancing Local Government Service Delivery" Training. Arising from that a Service Level Review process was designed and implemented during 2011/12. In the design of the process it was estimated that a 2 year timeframe would be required to progress through the review of services and implement recommendations.

Council's 2011/2015 Delivery Program includes the following activity:

*4.26.1 Regularly review Council's levels of service to ensure they are in line with community expectations.*

The 2012/13 Operational Plan includes the following activity:

*Implement adopted recommendations from Stage 1 of the Service Level Review and continue investigations of matters referred to Stage 2 of the Service Level Review*

In August 2011 Council adopted the following two stage service level review process:

#### ***Stage 1***

##### ***Organisational Service Review***

*High level scan of services delivered by Council asking key questions around the services delivered barriers and challenges, and structural changes to improve service delivery. This is an internal based review which may result in the identification of positive changes that can be made to Council's operations. The review may also identify issues requiring an in depth review for referral to Stage 2.*

*Timeframe: August 2011 to April 2012 - adopt recommendations by 30 June 2012.*

#### ***Stage 2***

##### ***Deep Service Level Review of Core Council Services to:***

- *Re-test and confirm service levels within the community.*
- *Review service delivery models.*
- *Identify alternative models of service delivery to achieve efficiencies and service improvements.*

*This stage requires community engagement.*

*Timeframe - to be undertaken in conjunction with the review of the Community Strategic Plan required under the IP&R Legislation to avoid a duplication of the community engagement effort - August 2012 to December 2013.*

Council also adopted the following objectives for Stage 1 of the review:

1. To improve the delivery of existing services to both internal and external customers.
2. To improve the financial sustainability of Great Lakes Council by:
  - a. Identifying cost savings and revenue generating opportunities.
  - b. Increasing productivity.
  - c. Minimising waste and ensuring optimal allocation of services.
3. To ensure that an appropriate organisational structure exists to support the delivery of services identified in Council's Delivery Program.

An interim report was presented to Council on 26<sup>th</sup> June 2012 with recommended actions. These are progressively being implemented. Some issues have been finalised and some require detailed investigations prior to decisions being made. For example the review of hall facilities requires a methodology and consultative process prior to recommendations being formulated for Council's consideration.

The actions implemented and key areas to be reviewed from the Service Level Review which relate to productivity improvements or cost containment are summarised below:

### **Service Level Review**

#### **Actions Implemented**

##### ***1. Home and Community Care (HACC) Services***

A full and independent review of HACC services was undertaken. Morrison Low consultants reviewed the overhead cost contribution methodology to establish a formula which would ensure Council was receiving a fair overhead contribution from this fully government funded service. The service utilises Council's back office support services such as Human Resources, Information Technology, Finance, and Administration.

While HACC had historically paid all of its direct employment costs, office accommodation costs, and made a contribution to corporate overheads it was found that the corporate overhead contribution was below the amount which should be contributed. Council has now adopted a position where the corporate overhead contribution will be calculated according to the Morrison Low methodology and this will be implemented for the 2013/14 financial year. This results in a contribution to Council's general fund of \$328,000 which is some \$120,000 greater than for the 2012/13 year. A major restructure of HACC has been undertaken during 2012/13 to

enable the service to operate more efficiently and to be in a position to contribute the required overhead contribution from 1 July 2013.

Savings of \$120,000 per year (growing in line with growth in Government Funding) have been achieved.

## ***2. Asset Management***

A deficiency in the management and coordination of Council's building asset management function was identified. Council's approach to building asset management saw multiple managers with building asset management responsibilities. Lack of coordination resulted in non strategic allocation of building maintenance budgets with no systems in place for determining building maintenance priorities according to sound asset management methods.

An internal re-structure has occurred which has placed building asset and property coordination under the control of a new position of Manager Building Assets and Property. Also property acquisition tasks previously allocated to a vacant 3 day per week Technical Officer Position within the Engineering Division have been allocated to the Building Asset and Property section avoiding the need to replace the position.

These changes have been implemented on a cost neutral basis. As a result efficiencies and savings due to better asset management coordination will ensure Council's building maintenance budgets will deliver better value for the amount invested. The non replacement of the Technical Officer position is a saving of \$40,000 per year.

## ***3. Procurement Roadmap***

Council currently has a position of Purchasing Officer in its structure which as a cost saving measure has not been filled for a period of four years. As part of the Service Level Review process inefficiencies in Council's procurement practices were identified.

In 2012 Council participated in a Procurement Roadmap Program facilitated through Local Government Procurement. This program looked at Council's current level of procurement expertise and identified opportunities for improvements. It was identified that considerable scope existed for improvements in Council's expertise and systems which would result in greater efficiencies and generation of actual savings.

Council currently spends approximately \$50 million per year with external suppliers. Independent studies in this area (Ernst & Young - Victorian Local Government Procurement Strategy – September 2008) have identified that savings of between 5% and 8% are achievable through a focus on core procurement skills and capabilities. A 5% saving for Great Lakes Council would represent an amount of \$2.5 million on the above spend. A more realistic target may be in the vicinity of 1% - 1.5% which would represent approximately \$500,000 to \$750,000. This amount of

actual savings would cover the cost to Council of funding the position and provide a significant sum that could be allocated to community and organisational priorities and works.

Recent discussions have been held with Mid Coast Water, a County Council which delivers water and sewerage services across the region, in relation to the potential for a cooperative resource sharing approach to procurement across both organisations. At the present time both MCW and GLC do not have any central coordination of procurement activities. The combined spending of both organisations is significant and represents an opportunity to potentially recruit a high level procurement specialist to advance procurement systems and savings. Should however the resource sharing option not eventuate Council can still achieve significant efficiencies and savings through the employment of a procurement coordinator to implement the roadmap recommendations.

Discussions with MCW are progressing and it is hoped that Council will be in a position to recruit a Procurement Coordinator by 1 July 2013

#### **Key Reviews still to be undertaken**

1. Review the structure and efficiency of Waste, Health and Regulatory as one section and whether the various sections would fit better elsewhere in the organisation
2. Conduct a review of the Engineering Services Division structure to consider whether the existing structure is the most efficient way to deliver services. Also include options for simplifying the lines of authority that currently exist.
3. Internal Audit - investigate potential to resource share the internal audit function with adjoining councils.
4. Investigate the capability of our systems to provide service request lodgement on line, and the resources required to setup and support this function.
5. Develop a methodology for undertaking a critical review of the current public hall provisions. Present this methodology to Council; undertake the review and report findings and recommendations to Council.
6. Undertake an in-depth review of cemetery services including should we be in the business of cemeteries or are there other options.
7. Undertake an in-depth review of Children's Services and present findings for Council's consideration.
8. Investigate the segregation of the Library IT services and Council IT services and whether it would be more efficient to run centrally and report results to Council.

9. Develop an IT Strategic Plan to assist in establishing priorities across the organisation.
10. Investigate what could be done to improve/save/share services between Midcoast Water and/or other Councils in our region.
11. Raise the possibility with MIDGOC and HROC to see if there are opportunities for use of common software systems. If found there would be efficiencies and cost savings from such regional cooperation.

At this stage outcomes from the areas still to be reviewed have not been factored into Council's Long Term financial position. The HACC and Asset maintenance restructure savings have been factored in and the Procurement position has been included at a cost neutral basis. Any actual savings above the procurement position salary and support costs will improve Council's financial position. It is most likely that these will eventuate from 2014/15 once some procurement foundations have been put in place.

#### **Other Initiatives**

Council has also implemented other cost saving initiatives over the past 2 years which have assisted Council's overall financial position. Some of these are listed below:

#### ***Great Lakes Leisure & Aquatic Centre***

Works to extensively renovate and refurbish the centre were undertaken in 2011 under the Commonwealth Government's Regional & Local Community Infrastructure Program (RLCIP). The facility received a \$2.2 million facelift which expanded the dry areas of the facility.

An important part of the grant application and works ultimately constructed was that the design included many energy efficient measures - natural lighting in sports hall and group fitness areas, cross flow ventilation in sports hall and group fitness areas, water harvesting and re-use, 10 Kw solar array system, as well as energy efficient lighting. In addition the centres hot water services were converted to gas.

The refurbishment and extension works were officially opened in early September 2011.

The objective of the RLCIP project was to expand the centre facilities to allow an increased range and number of activities to be provided by the centre and hence increase the revenue generating capacity of the centre. At the same time the energy efficiency measures installed were designed to assist in restraining the operational costs (including utilities) of the centre. Hence whilst the primary objective of the project was to provide a community facility that could meet the health, fitness and social wellbeing needs of the community it was expected that the project would enhance the financial sustainability of the facility and reduce the reliance on loan

borrowings to finance essential capital works renewals by enabling the centres activities to finance those in a strategic manner by funding an asset management reserve.

Whilst the electricity costs of the expanded centre have only incurred a minor cost increase (approx 7%) the actual consumption of energy has reduced from 840,199kwh in 2010/2011 to 823,528 kWh in 2011/2012. The significant increase in electricity costs have been offset by the energy efficient design of the refurbishment.

Since the opening of the renovations in September of 2011 the centre has experienced a significant growth in membership and general patronage. Memberships have increased from 737 at the end of July 2011 to 1531 as at the end of December 2012. This is an increase of 107% over a 17 month period.

The table below demonstrates the improvement of the centres financial operations since the renovations were completed.

	2009/2010	2010/2011	2011/2012	Projected for 2012/2013 (revised budget as at Dec 2012)
<b>A) Revenue from operations</b>	\$1,032,668	\$1,070,205	\$1,381,312	\$1,711,247
<b>B) Expenses from operations</b>	\$1,496,289	\$1,528,805	\$1,810,290	\$1,958,593
<b>C) (A-B) Nett cost from operations prior to capital expenses</b>	\$463,621	\$458,600	\$428,978	\$247,346
<b>D) Capital expenses from revenues (excludes grant funded projects etc)</b>	\$27,996	\$48,239	\$184,103- includes GLC's contribution to extension project	\$73,833 includes replacement of air conditioners due to breakdowns
<b>E) (C+D) Cost of operations prior to transfer to asset reserves</b>	\$491,617	\$506,839	\$613,082	\$321,179
<b>F) Transfers to reserves (to fund future years projects plus asset management matters)</b>	\$102,385	\$110,911	\$20,078	\$280,303
<b>G) (E+F) Total cost of facility for year- includes tfr to reserves</b>	\$594,002	\$617,750	\$633,160	\$601,482

Based on current estimates revenues are projected to increase by 60% from those achieved in 2010/2011. However the expenses have increased by only 28% over the same period and hence have reduced the operational costs prior to capital expenses quite significantly (37% reduction). The amounts transferred to asset management reserves represent the amount that the centre has improved on its budgeted position. The centres costs prior to 2010 were approaching \$600k pa and when the operations improved the surplus generated was allocated to the strategic asset management reserve - the renovations have dramatically increased the capacity to place funds into that reserve whilst retaining the net cost to Council at \$600k pa.

### ***Great Lakes Leisure & Aquatic Centre - Asset Management Issues***

The centre is now nearly 22 years old and much of the essential pool infrastructure is approaching the end of its useful life. A report on the state of the pool plant indicates that much of the current pool plant is deficient, aged and in need of replacement. It identifies that approximately \$755k needs to be spent to ensure that the pool plant can meet the demands of the community for the next 15-20 years.

In addition a further asset condition report has identified that approximately \$3.3 million (exclusive of pool plant as detailed above) needs to be spent on asset maintenance (preventative and defective maintenance) over the next 15 years (average of \$220k/year).

The need to allocate funds into an asset management reserve is borne out in these reports otherwise the only other option to fund such critical asset renewals and replacements is through loan borrowings. Currently an amount of \$242k is held in the centre's asset management reserve and a further \$280k is projected to be available from the current year operations. These funds will be available to address the funding issues identified in the centres asset condition audits.

As demonstrated above this is a significant cost containment initiative which has been both strategic and effective. The alternative would have seen the facility continue to deteriorate and decline with any funding for maintenance and renewal being a burden on Council's financial position.

### ***Council Advertising Costs***

A review of Council's advertising was undertaken to identify wastage. As a result the manner in which Council advertises in the main print media was amended from classifieds to a regular paid advertisement in the body of the newspaper.

This initiative will generate savings of \$30,000 per year and this has been factored into Council's long term financial plan.

### ***Energy Saving Initiatives***

Energy saving initiatives utilising loan funds through Low Carbon Australia have been implemented in Council's two main energy consuming buildings.



Low Carbon Australia provides financial solutions to Australian business, government and the wider community to encourage action on energy efficiency, cost-effective carbon reductions, and accreditation for carbon neutral products and organisations.

Council's initiatives and savings are outlined below:

#### Administration Centre

13 projects within the building were undertaken which provide energy savings estimated at \$14,805 per annum (based on 2011 energy rates) and produce a reduction in greenhouse gas emissions by 58.87 tonnes p.a.

#### Aquatic & Leisure Centre

7 projects within the facility were undertaken which provide energy savings estimated at \$20,442 per annum (based on 2011 energy rates) and produce a reduction in greenhouse gas emissions by 119.58 tonnes p.a. In addition annual maintenance cost will be reduced by approximately \$10,000 per annum.

Hence total energy cost savings of approximately \$35,247 plus a reduction of annual maintenance costs of approximately \$10,000 across both buildings will be achieved.

The estimated total payback period of the project is expected to be around 6 years and the loan funding from Low Carbon Australia has been structured around that payback period after which time the savings are realised direct to Council. The loan repayments are \$35k per annum which is less than the expected total savings of \$45k pa.

## 9 Other information

### 9.1 Previous Instruments of Approval for expiring special variations

If your council has an existing special variation which is due to expire in the proposed special variation period, we request that you attach a copy of the Instrument of Approval for this variation, which has been signed by the Minister or IPART Chairman.

#### *Council's Response:*

The requested documents are included as Annexures 35-37. They include the following Instruments:

1. A copy of the Department of Local Government's advice incorporating the Minister for Local Government's signed section 508(2) Instrument dated 3 July 2009.
2. A copy of the Instrument issued under section 508A(1) by IPART and signed and dated by the Chairman on 24 June 2011.
3. A copy of the letter from IPART regarding an amended special variation instrument to include the carbon price advance and the Instrument signed by the Chairman of IPART and dated 15 May 2012.

### 9.2 Reporting

Provide details of the mechanisms that the council will put in place to transparently report to the community on the special variation (being applied for).

Indicate how the council proposes to report this information to the community and what performance measures it will be putting in place to measure the success of the projects or activities funded from the variation.

As specified in the Guidelines, reporting information should clearly identify:

- ▼ the additional income obtained through the variation
- ▼ the productivity offsets outlined through the variation
- ▼ the projects or activities funded from the variation
- ▼ details of any changes to the projects or activities funded from the variation compared with the council's initial proposal (noting such changes must be consistent with the terms of the Instrument of Approval)
- ▼ the outcomes achieved as a result of the projects or activities.

## 7 Productivity improvements

Council must provide details of any productivity improvements and expenditure reductions made in the last two years (or longer) to improve its financial sustainability. The costing should clearly indicate if the savings are one-off or ongoing in nature.

Also provide details, including estimated costing of plans for efficiencies and productivity improvements during the period of the special variation. These proposed initiatives, which may be capital or recurrent, must be to reduce costs.

The application should identify how and where the proposed initiatives have been factored into the council's resourcing strategy (e.g., LTFP and AMP).

As additional supportive information, Council may wish to provide evidence of improvements in its performance on key indicators that measure productivity. Council may also wish to include its current and/or projected financial position if these initiatives had not been implemented. Note that the criteria may still be met without these elements.

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### *Council's Response*

The following summarises measures taken to achieve productivity improvements and efficiencies in Council's operations in recent years.

#### **Budget Savings 2008/11 to achieve Balanced Budget**

##### **Non Replacement of Staff Positions (ongoing savings)**

Purchasing Officer	\$70,000
Records Team Leader	\$56,300
Records Part Time Support	\$8,500
Customer Service Part Time Support	\$20,500
Development Assessment Planner	\$76,000
Trainee Planner	\$35,400
Strategic Planner	\$76,000
Design Engineer	\$66,700
Property Engineer Part Time	\$34,000
Cleaner (Restructure 2 positions to 1 position)	\$60,000
Manager Environmental Services (Area Restructured)	\$85,500
Senior Strategic Planner	\$80,000
Debt Recovery Officer	\$50,000
<b>Total savings</b>	<b>\$718,900</b>

## Service Reductions

Close Bulahdelah and Pacific Palms Tourist Office	\$83,200	Ongoing savings
Reduction in library book purchases (\$99,000 in 2009 and \$36,200 in 2010)	\$67,600	To be incrementally reinstated under rate variation.
Reduce Indoor Staff Overtime	\$43,500	Ongoing saving
Reduce training, conferences and recruitment	\$89,750	Ongoing saving
Discontinue Continuous Improvement Program Consultancy	\$25,000	Ongoing saving (now delivered in-house)
Reduce Flood Studies	\$57,000	To be incrementally reinstated under rate variation
Reduce Engineering Consultancy	\$20,000	Ongoing saving
Discontinue Community Grant Program and Donations	\$54,500	To be reinstated under rate variation
Discontinue Surf Club Donations	\$28,000	To be reinstated under rate variation
Discontinue Australian Post Payment option for rate payments	\$46,000	Ongoing saving
Reduce Hall and Facility Maintenance	\$80,850	To be incrementally reinstated under rate variation
Reduce Mowing Maintenance	\$35,000	To be incrementally reinstated under rate variation
Reduce various Parks and Recreation Maintenance	\$79,000	To be incrementally reinstated under rate variation
Reduce Urban Road Rehabilitation	\$120,650	To be incrementally reinstated under rate variation
Reduce Road Maintenance	\$65,600	To be incrementally reinstated under rate variation
Discontinue Urban Road Construction	\$836,000	To be incrementally reinstated under rate variation
Discontinue Rural Road Construction	\$893,600	To be incrementally reinstated under rate variation
Reduce Rural Road Maintenance	\$163,200	To be incrementally reinstated under rate variation
Reduce Drainage Maintenance	\$61,300	To be incrementally reinstated under rate variation
Reduce Traffic Management Facilities	\$35,500	To be incrementally reinstated under rate variation
Reduction in Misc Road, Cycleway and Footpath Budgets	\$17,400	\$3,543,450
<b>Total Staff &amp; Service Reductions</b>		<b>\$4,262,350</b>

### Efficiency Measures Introduced

#### **Contract Renegotiations (ongoing savings)**

<b>Contract</b>	<b>Savings P.A</b>
Energy - Small Sites	\$15,000
Mooring Permissive Occupancy with LPMA	\$10,000
Library IT Equipment Replacement (3 to 4yr Replacement Cycle)	\$8,500
Telecommunications (Group Tender with various Council's being pursued for further savings)	\$97,000
Bulk Diesel Fuel Purchases	\$7,500
Freight Services	\$5,000
Banking Services	\$25,000
<b>Sub-total</b>	<b>\$168,000</b>
Signage Contract (link with Hunter Council's tender)	5% Annual Saving

### Co-operative Arrangement Efficiencies

- **Strategic Alliances**

Council is an active member of two Strategic Alliances (Hunter Councils and the Mid North Coast Group of Councils) which has provided a number of benefits over the years (and continues to do so). Examples include the financial savings from joint purchasing, the development of joint policies in such areas as Human Resources, Occupational Health and Safety, Information Technology, Geographical Information Systems, etc., access to Records Storage (in the joint facility owned by all member councils of Hunter Councils), and access to the Hunter Council's Environmental Management Program (and the funding it attracts).

Council has initiated and developed partnerships with Greater Taree City Council, Hunter Central Rivers CMA and the Department of Environment, Climate Change to tackle catchment management, environment restoration and coastal management. This has delivered substantial external funding through pooling of resources and has improved the efficiency of Council's staff time and financial resources for natural resource management.

Council resource shares a Section 94 Planning Officer with Greater Taree City Council. This initiative sees a full time officer job share between two councils to facilitate costs savings and consistency of policy across adjoining councils.

#### **Joint Waste Contracts**

Council has joined with the neighbouring councils at Gloucester and Taree to provide a more comprehensive 3 bin waste collection system and one centralised recycling facility which would not be possible on its own.

Council has also joined with other nearby Councils to provide a more cost effective collection and processing service for :

- hazardous waste
- scrap metal

Council is presently pursuing other efficiencies with regional contracts for green waste processing and concrete grinding.

- **Library Radio Frequency Identification System**

Introduced concurrently with Greater Taree City Council through a joint Grant Application to the State Library. \$100,000 of grant funds received. Achieves auto checkout of library stock reducing pressure on limited staff resources and limiting future staff growth demands.

- **Organisational Restructures**

**Restructure to create Governance Manager Role - January 2007**

For some time Council recognised the need to focus on Governance issues to ensure compliance with legislation and best practice requirements. With budget limitations, it was not possible to fund a new Governance Role. A restructure proposal was developed and negotiated with relevant staff which enabled the creation of a Governance Manager Role at no additional cost. Prior to the restructure, Council had an Executive Manager Corporate Finances and a Finance Manager. These roles were combined into a Finance Manager Role and additional responsibilities shared across existing finance resources. The former Finance Manager moved to the role of Administration Manager and the former Administration Manager moved to the new role of Manager of Corporate Governance.

This is a significant productivity saving in the order of \$90,000 ongoing and has enabled Council to achieve important Governance improvements across Council's operations including Risk Management, Internal Audit, Delegations, Policies, Fraud Prevention, Councillor Training and general Governance Compliance.

**Library Restructure - December 2007**

The Great Lakes Library Service has one of the highest per capita usage in NSW. The Council's demographic is weighted heavily towards retirees who value the library services. Many residents in this demographic group have special needs. The service was unable to meet many of these needs due to budget constraints. Through the use of technology and outsourcing the position of Technical Services Librarian was removed from the structure. The savings from this position were applied to outsourcing book cataloguing work and increasing the hours of the Children's Librarian Position from 21 hours to 35 hours with the position amended to an Outreach Librarian position. As a result additional services to meet community needs were achieved at no additional cost.

### **Release Area Program**

Implementation of a Release Area Program where developers completely funded a section within Council to undertake the timely and efficient rezoning of land already identified in Council's growth strategies. Probity issues were addressed by compliance with ICAC recommendations - the total program was valued at \$1.6M. The program is no longer continuing as development has slowed after the GFC however the model is still considered when developers who own land with development potential wish to accelerate the study process. One proposal is currently under consideration by Council.

### **Restructure of Environmental Services Section**

With the implementation of Council's Waste Strategy a number of major projects were commencing within the waste program e.g. closing 3 landfills, design and construct 3 waste transfer stations and construction of a new landfill facility. Rather than employ an additional Project Engineer Council restructured the Environmental Services section to elevate the Waste portfolio with the new Manager taking on Project Management and former Managers duties divested to other branch supervisors.

- **Sustainability Efficiencies**

#### **S - Team (Sustainability Team)**

Council established an S-Team in November 2007 to develop a Sustainability Strategy and progress sustainability initiatives across Council's operations. Some of these initiatives have resulted in water and energy saving initiatives which translate to cost savings. These are summarised below:

- Water and Energy Efficiency Audit across Council's operations resulting in various initiatives which are being progressively implemented such as use of timers on hot water units, more efficient use of air conditioning units, improved scheduling of cleaning of facilities to avoid use of power when buildings are unoccupied.
- Great Lakes Aquatic Centre
  - Power Factor Correction Unit resulting in savings of \$6,000 p.a. from 2009.
  - Water Harvesting Tanks installed to reduce water consumption, resulting in a saving of 1 million litres of water p.a. from 2009.
  - RLCIP Funding of \$1.8 Million obtained to renovate and expand the Centre and install a solar energy unit to reduce ongoing operational costs of the centre. Current energy costs

for the Centre are \$160,000. Conservative savings are estimated to be \$8,500 p.a. (increasing as energy prices rise).

- Stage two of energy efficiency audits - Funding from DECCW has been secured which will fund 70% of the costs. Council contribution will be approximately \$5450. Professional opinion estimates that with rising energy costs the likely outcomes/recommended actions are expected to produce a 3-5 year payback period

– Admin Headquarters Building

- Various energy and water efficiency measures taken in 2008 including energy efficient exit lighting, dual flush toilets, electronic water dispensing taps, hot water service timers and replace inefficient dishwashing units.

– Fleet Vehicles

- Light vehicle purchasing - retention period of 6 cylinder and commercial vehicles increased in line with life cycle costing optimum retention period (5yr - 120,000km). Also many vehicles have been changed from 6 cylinder to 4 cylinder or diesel resulting in better resale value and lower running costs and petrol consumption.

– Parks

- Sub surface irrigation system installed in 1 key reserve with another due to be installed in 2009. This results in water savings as irrigation occurs according to need and sub surface conditions rather than on a routine basis.
- Savings in parks fertilisation costs of \$15,000 p.a. by replacing previous supply with organic chicken manure solution.

• **Miscellaneous Efficiencies**

**Volunteer Parks Program**

Council has an award winning program which provides many willing community members an opportunity to contribute to the community through dune care, parks, maintenance etc. Through Council's support of this program, \$500,000 of works is estimated to be contributed which would otherwise be required through Council resources.

**Implementation of New Website**

Council utilised a team of internal staff to implement a new hosted website solution which provided improved functionality and service to the community. This was implemented at a fraction of the cost of website redevelopments at other councils. The solution cost \$10,000 for



set up, a savings of \$90,000 - \$150,000 on the estimated costs of external solutions.

- **Council Office Refurbishment**

Council's headquarters at Breese Parade, Forster was originally constructed in 1981 and has basically remained unchanged since that time (in terms of space, furniture and floor coverings). Due to severe overcrowding and totally inadequate working conditions for the staff, Council had been planning a second floor extension for some time (at an estimated cost of \$6 million).

However in view of the financial constraints that Council has been constantly operating under for some years, a decision was made to utilise an existing reserve account (that was originally established to help fund initial loan repayments on the second floor extension) to purchase a demountable building (to house 22 staff) and refurbish the current building with new carpet and systems furniture, in order to improve conditions and make more efficient use of the limited space available. This project has cost in the vicinity of \$400,000 but has resulted in the major \$6 million extensions being deferred.

- **Great Lakes Improvement Program (GLIP)**

Council has a continuous improvement program known as GLIP which utilises a team based approach to review key work processes with a view to seeking productivity improvements and/or improved customer service. Since the program was introduced in 2004, some 22 work processes have been reviewed, with over 120 employees gaining important skills to date. An example of one of these processes that has been undertaken is Customer Service. The outcome was the very successful introduction of Council's current Customer Service Centre which acts as a one stop shop. It has provided improved customer service for Council's customers as well as increased productivity through Council's technical officers (Planners, Building Assessment Officers, etc) having more time to focus on their professional role through not having to answer general enquiries etc.

The GLIP program previously cost around \$25,000 per annum as external consultants were utilised in the training associated with this process (which was more than offset by productivity increases and improved customer service). Due to budget constraints for 2009/10 Council increased in-house capability and continues with the program through the use of internal staff who have gained the required experience in recent years. The Program focuses on cost saving initiatives, service improvements, environmental outcomes and risk minimisation. The 2010 program focussed on two key projects across Council boundaries and was undertaken with Greater Taree City Council where Great Lakes Council expertise was used to facilitate the process in Taree. The two projects were sediment and erosion control in Council operations and the Review of Environmental Factors (a key risk area). Grant funding has been sourced to implement the recommendations.

Two to three processes are reviewed each year and this program will continue.

- **Minimbah Quarry Site**

Establishment of the Minimbah Landfill Quarry Site which will service the maintenance of Council roads in the Minimbah area for many years. Estimate savings of \$1 million over 20 years. Previously no quarry with suitable materials was available in this locality. The other major benefit was the material needed to be excavated to create the Landfill void space and had a beneficial reuse on local roads and the clay material used for capping its main Tuncurry Landfill rather than buying suitable material.

- **Food Premises (Food Safety Partnership)**

New inspection fee for food Premises which funded one Environmental Health Officer enabling all high and medium risk food premises to be inspected thereby reducing risk of public safety. This service was not previously provided.

### **Future Productivity Improvements**

Council's approach to future productivity improvements will depend on the success or otherwise of the rate variation application.

Should Council's application be successful a Service Level Review will be undertaken with the aim of ensuring that what we do, we do as efficiently as possible in line with service levels agreed with the community. This review will be undertaken generally in line with the following Framework:

- a. Where are we now – analysis of current direction, current service levels and costs
- b. Where do we need to be – analysis of change drivers for service and service levels
- c. Gap analysis – Identify the gap between the current and future provision
- d. How can the gap be resolved – options and implications for reducing the service level gap
- e. Engagement of elected members in service level setting
- f. Engagement of the community in an informed debate on future service levels
- g. Determining new affordable Service Levels
- h. Identifying performance measures for successful service delivery.

The above review Framework aligns directly with Councils Community Strategic Plan and Delivery program:

Key Direction 4 - Leadership to Challenge and Inspire;

Strategy 26 - Ensuring Actions taken and decisions reached are sustainable;

Activity 4.26.1 - Regularly review Council's levels of service to ensure they are in line with community expectations.

Should Council's application be unsuccessful the Service Level Review will be structured differently with a focus on Service level reductions to address the forecast budget deficits which would arise from the long term financial plan base case scenario. While ultimately there could be service level adjustments arising from the service level review under a successful rate variation application scenario the consequences of the rate variation application not being successful would require a major deconstruction of Council Services and then a subsequent re-build of a significantly downsized Council operation providing minimal services. Such a scenario would actually be in direct conflict with the desired community outcomes identified in the Community Strategic Plan as many services would have to be discontinued.

## 8 Implementation of Integrated Planning and Reporting framework (IPRF)

Implementation of the IPRF is a criterion for section 508A applications. If Council has not implemented the IPRF, it should consider applying for a section 508(2) special variation instead.

▼ Has the Council implemented the IPRF? Yes X No ☐

If Yes, which IPRF Grouping did the Council nominate to be in?

*Great Lakes Council has nominated as a Group 2 council*

Councils should provide a brief summary of their progress in implementing the IPRF to date.

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### *Council's Response*

Great Lakes Council formally commenced on the IPR journey in late 2009 when, in collaboration with the community, workshops were held to inform *Great Lakes 2030*, the 20-year community strategic plan. In anticipation of the IPRF legislation however, Council had undertaken preliminary work to guide us through the IPR process.

A timeline summarising Council's key initiatives to implement the framework, including preliminary financial sustainability studies and community survey is included in this application on page 31. In addition to the items indicated in that diagram, Council has also undertaken the following;

- Long Term Financial Strategy undertaken by Morrison Low in August 2009
- Submission of draft IPR documents to the DLG in March 2011 following on from Council's meeting with IPART on 7 March 2011

Council resolved to adopt the following documents for the purpose of community consultation and exhibition at their meeting on 22 February 2011:

*Community Engagement Strategy*

*Community Strategic Plan (20-year)*

*Resourcing Strategy*

*Long Term Financial Plan*

*Asset Management Strategy*

*Workforce Management Plan*

*Delivery Program (2011-2015) encompassing the Operational Plan (2011-2012), statement of revenue policy and fees & charges (2011-2012)*



# ICT Schedule of Improvements

as at February 2015

Details	Reference	Time Saved	Internal Service	Customer Service
Communications - Wide Area Network				
<p>Improve speeds at existing remote offices to access corporate applications including:</p> <ul style="list-style-type: none"> <li>• Tuncurry Depot</li> <li>• Tea Gardens District Office</li> <li>• Aging &amp; Disability Services Library</li> <li>• Stroud District Office, Library and depots</li> <li>• Forster Visitor Information Centre</li> </ul>	IT	<p><b>Productivity Gain</b> WAN connectivity providing better response times to Corporate Systems resulting in increased performance</p> <p>Reduction in IT travel time to sites to resolve issues</p>	<ul style="list-style-type: none"> <li>• Improved access to Corporate Systems at all locations</li> <li>• Improved communications</li> <li>• IT staff can connect to a PC remotely to resolve and issue and the user can be aware of the resolution</li> <li>• Reduction in down time and helpdesk calls</li> </ul>	<ul style="list-style-type: none"> <li>• Improved customer service</li> </ul>
<p>Extension of WAN to include additional remote council offices:</p> <ul style="list-style-type: none"> <li>• Bulahdelah Depot</li> <li>• Tea Gardens Depot</li> <li>• Aged &amp; Disability Services in Hawks Nest</li> </ul>	IT	<p><b>Productivity Gain</b> Time saved logging on to the system and accessing corporate software resulting in increased performance</p> <p>Reduction in IT travel time to sites to resolve issues</p>	<ul style="list-style-type: none"> <li>• Improved access to Corporate Systems at all locations</li> <li>• Improved communications</li> <li>• IT staff can connect to a PC remotely to resolve and issue and the user can be aware of the resolution</li> <li>• Reduction in down time and helpdesk calls</li> </ul>	
<p>New connections to WAN to include Waste Management Facilities:</p> <ul style="list-style-type: none"> <li>• Tuncurry</li> <li>• Tea Gardens</li> <li>• Bulahdelah Transfer Station</li> </ul>	Waste Services	<p><b>Productivity Gain</b> Reduction of Staff travel time to remote sites</p> <p><b>Risk Reduction</b></p> <p>Reduction in IT travel time to sites to resolve issues</p>	<ul style="list-style-type: none"> <li>• Monitoring of weighbridge and match receipts</li> <li>• Waste Transfer Station monitoring of sediment ponds to reduce incidents eg EPA</li> </ul>	<ul style="list-style-type: none"> <li>• Contractors easier access to support systems</li> </ul>

Details	Reference	Time Saved	Internal Service	Customer Service
Communications - High Speed Broadband - Internet Access				
Implementation of High Speed Broadband Connection as part of CountryTell Project	All Staff	<b>Productivity Gain</b> Increase bandwidth from 3/.8 to 15/15 resulting in increased performance	<ul style="list-style-type: none"> <li>• Providing a service to enable council to improve external adaptability by having stable high speed broadband access</li> <li>• Increased performance for all online activities</li> <li>• Easier access for Staff to online training videos and to have multiple instances without impacting other internet services</li> <li>• Reduced time spent by IT to monitoring Internet speeds</li> </ul>	<ul style="list-style-type: none"> <li>• Better response time when resourcing information for the customer</li> </ul>
	Administration	<b>Productivity Gain</b> Reduction of 25 minutes for each meeting	<ul style="list-style-type: none"> <li>• Reduction in time uploading of Council Business paper to the website and for distribution to councillors</li> </ul>	
	All Staff	<b>Productivity Gain</b> Reduction in travel time and being able to take advantage of knowledge sharing	<ul style="list-style-type: none"> <li>• Ability to communicate external parties: information sessions, product demos, online training</li> </ul>	<ul style="list-style-type: none"> <li>• Intention to provide webcam access for customers at District Offices to communicate with staff back at head quarters</li> </ul>
	All Staff	<b>Productivity Gain &amp; reduction in travel costs</b> Travel time an example of one meeting saving 12 hours for staff allowing them to do other tasks and cost savings	<ul style="list-style-type: none"> <li>• Ability to conduct online meetings with staff at remote locations</li> <li>• Improved communications</li> </ul>	

Details	Reference	Time Saved	Internal Service	Customer Service
		associated with the reduced use of vehicle and fuel consumption		
	All Staff	<b>Productivity Gain &amp; provision of new services</b>	<ul style="list-style-type: none"> <li>• Ability to access Cloud based services eg Promapp</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of new online services eg Payments &amp; DA Tracking</li> </ul>
Communications - Mobile Devices				
Mobile Devices	Building Inspectors	<b>Productivity Gain</b>  Administrative support to type up inspection notes no longer required	<ul style="list-style-type: none"> <li>• Ability to access calendars, email and have access to the internet in the field to see and make bookings for inspections in the field</li> <li>• Ability to record inspection results in the field directly into the system</li> </ul>	<ul style="list-style-type: none"> <li>• Have the ability to confirm future inspections when on a building site</li> </ul>
	Ageing and Disability	<b>Productivity Gain</b>	<ul style="list-style-type: none"> <li>• Required operation changes as required by government agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Package applications completed at time of client visit</li> </ul>
	OSMS	<b>Productivity Gain</b> reduction in the cost of printing and processing hard copies	<ul style="list-style-type: none"> <li>• Ability to record inspection information in the field and workflow associated tasks</li> </ul>	
	Nominated Staff	<b>Productivity Gain</b>	<ul style="list-style-type: none"> <li>• Ability to access calendars, email and have access to the internet in the field</li> </ul>	<ul style="list-style-type: none"> <li>• Have the ability to contact council staff when they are in the field</li> </ul>
Communications - Telephony				
Telephony - MS Lync	All Staff	<b>Productivity Gain</b> improved call functionality with	<ul style="list-style-type: none"> <li>• Increase the capacity of telephone services to</li> </ul>	<ul style="list-style-type: none"> <li>• Staff are able to ascertain if another staff</li> </ul>



Details	Reference	Time Saved	Internal Service	Customer Service
		the use of VoIP and reduced costs for inter-office calls	meet the needs of the organisation <ul style="list-style-type: none"> <li>• Reduction in the outages</li> <li>• Improved communications by the use of functionality of MS Lync including caller id, presence, scheduling meetings, voicemail to Outlook, individual customisation of call forwarding, speaker phones</li> </ul>	member can take a call - at a glance they can see if the person is on a call or in a meeting and can advise the customer of availability
	All Staff	<b>Productivity Gain</b> provision of new collaboration tools	<ul style="list-style-type: none"> <li>• Improved communications available including online meetings, sharing desktops and applications, video conferencing</li> </ul>	<ul style="list-style-type: none"> <li>• Future develop can include video conferencing with customers</li> </ul>
	Ageing and Disability	<b>Productivity Gain</b> reduced cost of advertising numbers in directories	<ul style="list-style-type: none"> <li>• Merge of four different telephone systems into one</li> </ul>	<ul style="list-style-type: none"> <li>• One telephone number for all services and can be routed for various office locations</li> </ul>
<b>Website</b>				
Adaptive Responsive Website	Communication	<b>Productivity Gain</b>	<ul style="list-style-type: none"> <li>• Ability to view website on mobile devices</li> </ul>	<ul style="list-style-type: none"> <li>• Website can be accessed by any device services Anywhere Anytime 24/7</li> </ul>
Automatic upload of Business Papers from ECM to Website	Communication / IT	<b>Productivity Gain</b> Automated process	<ul style="list-style-type: none"> <li>• Manually had to enter HTML code to publish Business papers and attachments - the task can now be completed by non-technical staff</li> </ul>	<ul style="list-style-type: none"> <li>• Easier access to Meeting Agendas &amp; Minutes, with the ability to text search across all meetings</li> </ul>

Details	Reference	Time Saved	Internal Service	Customer Service
Accessibility Readspeak	Communication	<b>Statutory Requirement</b>	<ul style="list-style-type: none"> <li>Meets the majority of Legislative Requirements for Web 3.0</li> </ul>	<ul style="list-style-type: none"> <li>Functionality for converting text to speech including web pages and attachments</li> </ul>
Public Access GIS	GIS Officer	<b>New Service</b>	<ul style="list-style-type: none"> <li>Online Public access to mapping information</li> </ul>	<ul style="list-style-type: none"> <li>Public access to GIS - zones and conditions</li> </ul>
Planning LEP & DCP	Strategic Planning	<b>New Service</b>	<ul style="list-style-type: none"> <li>Staff access to LEP and DCP documents in easy to use format</li> </ul>	<ul style="list-style-type: none"> <li>Public access to LEP and DCP documents</li> </ul>
Planning Enquiry	Strategic Planning	<b>New Service</b>	<ul style="list-style-type: none"> <li>Staff access to see what type of developments are permissible on a property</li> </ul>	<ul style="list-style-type: none"> <li>Public access to see what type of developments are permissible on a property</li> </ul>
Property Enquiry	Strategic Planning	<b>New Service</b>	<ul style="list-style-type: none"> <li>Summary of planning rules for a particular property</li> </ul>	<ul style="list-style-type: none"> <li>Summary of planning rules for a particular property</li> </ul>
Development -DA Tracking	Development Assessment	<b>New Service</b> Yet to be measured show reduce the number of calls to Customer Service and Assessment officers	<ul style="list-style-type: none"> <li>Public access to see the progress of a DA</li> </ul>	<ul style="list-style-type: none"> <li>Public access to see the progress of a DA and available 24/7</li> </ul>
DA's on Notification	Development Assessment	<b>Productivity Gain</b> Automated process from a manually produced a list and uploaded the file to website - information not current	<ul style="list-style-type: none"> <li>Public access for DA's are on notification - find out the notification period and link through to details on the application and ability to email a submission</li> </ul>	<ul style="list-style-type: none"> <li>Information is current and available 24/7</li> </ul>
Online Services - ePathway	Rates & Debtors	<b>Productivity Gain</b> Reduction in the time spent to download payments via bank	<ul style="list-style-type: none"> <li>Public access to making payments online with automatic update into</li> </ul>	<ul style="list-style-type: none"> <li>More options for payments</li> </ul>

Details	Reference	Time Saved	Internal Service	Customer Service
		and manual upload into Pathway	Pathway real time	
Report a Request	Communication Team	<b>New Service</b>	<ul style="list-style-type: none"> <li>• Provision of a new service to the public to lodge a request</li> </ul>	<ul style="list-style-type: none"> <li>• Public access to lodge a request on line</li> </ul>
Have Your Say	Community Engagement	<b>New Service</b>	<ul style="list-style-type: none"> <li>• Provision of a new service to post topics and invite the community to provide input</li> </ul>	<ul style="list-style-type: none"> <li>• Ability for the community to have their say on specific topics</li> </ul>
Works & Projects	Engineering	<b>New Service</b>	<ul style="list-style-type: none"> <li>• Program and Update of current and proposed projects</li> </ul>	<ul style="list-style-type: none"> <li>• Details of projects in the council area available to the public</li> </ul>
MyRoads Info	Engineering & Customer Service	<b>New Service</b>	<ul style="list-style-type: none"> <li>• Provide details of road closures and works in progress that may affect travel</li> </ul>	<ul style="list-style-type: none"> <li>• The public have access to road issues in the council</li> </ul>
<b>Corporate Systems - functionality</b>				
Rates Notices - Issue of rate notices via email	Rates	<b>Reduction in Costs</b> eg printed notices, envelopes and postage	<ul style="list-style-type: none"> <li>• Provision of rate notices to be delivered via email</li> </ul>	<ul style="list-style-type: none"> <li>• Rate Payers nominate to receive their rate notice via email with an option to pay immediately</li> <li>• Additional option to pay via B-Pay and add their transaction to Bpay View</li> </ul>
Rates - Reminder for Payments to - Text messaging	Rates	<b>Productivity Gain</b> 45 minutes per day	<ul style="list-style-type: none"> <li>• Program to extract information from Pathway to automatically generate a text message to remind customers of payment later in the week</li> </ul>	<ul style="list-style-type: none"> <li>• Provide the customer with a reminder to ensure money is available for transfer and reduce dishonour fees</li> </ul>

Details	Reference	Time Saved	Internal Service	Customer Service
Records New scanners	Records	<b>Productivity Gain</b> reduced staff time spent scanning <b>documents</b>	<ul style="list-style-type: none"> <li>• Better resolution of scanned images</li> <li>• OCR functionality</li> <li>• Reduced helpdesk calls</li> </ul>	
Scanning Software	Records	<b>Productivity Gain</b> reduced manual processing, less printing, improved accuracy	<ul style="list-style-type: none"> <li>• Templates allow staff to set up templates with associated indexes</li> <li>• Text recognition for printed forms and automatic data uptake</li> </ul>	
Fleet Management	Plant	<b>Productivity Gain</b> change from manual card system	<ul style="list-style-type: none"> <li>• System to track plant requirements and schedule and record maintenance for plant</li> </ul>	
OSMS	Environmental Services	<b>Productivity Gain</b> reduction in printed hard copies  Estimated increase of inspections by 100% annual	<ul style="list-style-type: none"> <li>• Implement Standard Conditions</li> <li>• Data Integrity</li> <li>• Improved Reporting</li> <li>• Ability to plan work by area and type of inspection</li> <li>• Ability to record the results of an inspection in the field and provide data for auditing purposes</li> <li>• Ability to access previous inspections for background on site</li> <li>• Automated letter</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to conduct more inspections</li> </ul>

Details	Reference	Time Saved	Internal Service	Customer Service
			<ul style="list-style-type: none"> <li>generation</li> <li>• Workflows and gauges to monitor work</li> </ul>	
Applications Standard Conditions	Development Assessment	<b>Productivity Gain</b> reduced time for officers in generating documents	<ul style="list-style-type: none"> <li>• Implementation of Standard Conditions</li> <li>• Conditions are applied to an application and this information is embed into documents generated for the associated application</li> </ul>	<ul style="list-style-type: none"> <li>• Customer provided with the reason why a condition is applied to an application</li> </ul>
Viewing plans	Development Assessment	<b>Productivity Gain</b>	<ul style="list-style-type: none"> <li>• Scan plans can be view, measured and marked up</li> <li>• Extracts can be attached to email for further information</li> </ul>	<ul style="list-style-type: none"> <li>• Clear document is made available for the customer if further information is required</li> </ul>
Internal referrals	Development Assessment	<b>Productivity Gain</b> reduce printing and risk of hard copy being lost	<ul style="list-style-type: none"> <li>• Officers can monitor referrals via gauges in Pathway</li> </ul>	<ul style="list-style-type: none"> <li>• Customer can monitor DA Tracking via the website</li> </ul>
Section 149 Certificates	Strategic Planning	<b>Increase in income</b> Increased by 22% over 4 years due to data integrity and change to parcel based	<ul style="list-style-type: none"> <li>• Certificates now issued on a parcel not property - this has increased the number of certificates issues with no increase in staff</li> </ul>	
Flood Data available for Section 149 certificates	Engineering / Strategic Planning	<b>Productivity Gain</b>	<ul style="list-style-type: none"> <li>• Ability to meet NSW Planning Requirement to supply flood data as part of the EHC project</li> <li>• Initial check for flooding for the purpose of issuing 149 certificates has been automated</li> </ul>	

Details	Reference	Time Saved	Internal Service	Customer Service
Smart Client	IT	<b>Productivity Gain</b> maximising use of existing systems	<ul style="list-style-type: none"> <li>Implementing Pathway Smart Client providing new user interface for Pathway ie better tools to process work</li> <li>Staff can monitor their workload in real time to identify task requiring action</li> <li>Developed business processes and implemented workflows to guide an officer through relevant procedures</li> </ul>	
Staff Training	IT / HR	<b>Productivity Gain</b> training staff in the use of existing corporate systems	<ul style="list-style-type: none"> <li>Internal training of staff in the use of corporate applications</li> <li>External training for nominated staff in specific programs</li> </ul>	
<b>NSW Planning Projects</b>				
EHC - Complying Development enquiry tool	Building Assessment / Strategic Planning	<b>Productivity Gain</b> one source of truth for data	<ul style="list-style-type: none"> <li>Staff access via NSW Planning Portal to enquire and assess prior to accepting a Complying Development Application - communications with customer tracked via this application</li> <li>Once lodged the application is automatically created in Pathway and Plans are uploaded into</li> </ul>	<ul style="list-style-type: none"> <li>Public access via NSW Planning Portal to enquire and lodge a Complying Development Application</li> </ul>

Details	Reference	Time Saved	Internal Service	Customer Service
		<b>Data Integrity Checks</b>	ECM <ul style="list-style-type: none"> <li>• Comparison of Council record against LPI record 99.87%</li> <li>• Comparison of LPI record against Council record 99.66%</li> <li>• Data Integrity results provide staff confidence in corporate systems</li> </ul>	<ul style="list-style-type: none"> <li>• Reliable data for provision of 149 Certificates</li> </ul>
DA Tracking	Development Assessment	<b>Productivity Gain</b>	<ul style="list-style-type: none"> <li>• Public access to see the progress of a DA based on standard codes provided by ATDIS data interchange specification</li> </ul>	<ul style="list-style-type: none"> <li>• Public access to see the progress of a DA</li> <li>• Next step is to provide access to relevant documents</li> </ul>
<b>Digital Mapping</b>				
LEP	Strategic / GIS	<b>Productivity Gain</b> one source of truth for data	<ul style="list-style-type: none"> <li>• Provision of LEP spatially</li> <li>• Staff can use the data for decision making processes</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of LEP data to the NSW Planning in required format</li> </ul>
LPI cadastre	GIS	<b>Productivity Gain</b> change in process saved around 4 days per month in processing time - this time is used to provide the increasing number of GIS maps  Working with LPI on improving data quality	<ul style="list-style-type: none"> <li>• Change from using internal cadastre to using LPI cadastre to create a single point of truth for GIS data</li> <li>• GIS data is now in held in an SQL database and updates are received overnight</li> <li>• Processes have been</li> </ul>	<ul style="list-style-type: none"> <li>• Spatial data is current and has an accuracy rate above 99.5%</li> </ul>

Details	Reference	Time Saved	Internal Service	Customer Service
			automated and have built in checking process	
Map Info Manager	GIS	Productivity Gain	<ul style="list-style-type: none"> <li>Created a searchable catalogue of spatial data with provision of metadata</li> </ul>	
Exponare	GIS	Productivity Gain	<ul style="list-style-type: none"> <li>New graphical user graphical information provides integration to property information system data</li> </ul>	<ul style="list-style-type: none"> <li>Ability for the public to search for a property and display zones</li> </ul>
Aerial Photography	GIS	Productivity Gain	<ul style="list-style-type: none"> <li>Aerial image processing, analysis &amp; snapshots</li> <li>Generation of mosaic image sets at variable compression ratios</li> </ul>	<ul style="list-style-type: none"> <li>Create a link back to aerial images as provided by LPI</li> </ul>