

2020/21 Operational Result Improvement Strategies Update - May 2021

	2019/20	2020/21	2021/22	Total
Improvement Strategy Targets (Item 6a.19.004)	2,669,591	1,294,481	0	3,964,072
Amount Recognised year to date	415,509	1,980,512	1,812,437	4,208,459
Remaining Improvement Strategy Target Amount - May 2021	2,254,082	(686,031)	(1,812,437)	(244,387)

#	Strategy	6 monthly progress report	2019/20 Amount	2020/21 Amount	2021/22 Amount	Total
1	Rates Payment Options - Review AusPost Contract and promotion of E-Notices to reduce postage	Active promotion of E-Notices and use of electronic communication methods for rating functions has seen a reduction in postage. AusPost Contract yet to be reviewed	14,212	32,384	-	46,596
2	Works & Civil Services - Following co-location of services at RRWD, undertake service review in line with CiAnywhere Systems Upgrade and procurement Review to reduce duplication. Including structure review	Service review is being completed in alignment with CiAnywhere Systems Upgrade and the procurement review with a focus on streamline	-	-	-	-
3	Cemeteries - Undertake a review of cemeteries service with a view to outsourcing.	Review of cemeteries service has commenced	-	-	-	-
4	Buildings, Facilities & Open Spaces - Develop a rationalisation program with a view to reducing asset base	Review of Council properties with a view to acquire and dispose to better suit current and future operational needs. Disposal of surplus properties will generate an ongoing income stream.	-	40,000	206,158	246,158
5	Regulatory Compliance Activity - Review compliance activity to identify increased streams of revenue	Not yet started	-	-	-	-
6	DA and CC Lodgement Procedures - Increase efficiency through online lodgement and payment	Project is currently underway with efficiencies slowly being realised through online lodgement and payment. New online lodgement and payment portal set to go live 1 July 2021. No financial savings identified as yet.	-	-	-	-
7	Strategic Procurement - Reduced costs through panel suppliers and centralised purchasing	Implementation of strategic procurement actions for stationery has resulted in the centralisation of procurement and a streamlining of the stationery products purchased. Centralised purchasing processes have also been implemented for general purchasing and work is currently underway to implement panel suppliers as well as streamline tendering processes.	50,000	-	-	50,000
8	Water Fund Dividend Payment - Payment of dividend based on the lesser of 50% of surplus operating result or \$27 per assessment.	Investigation into the payment of a water fund dividend has been undertaken and whilst currently unable to be recognised in 2019/20, there is potential that this may be able to be realised in the 2020/21 financial year	-	609,741	-	609,741
9	Sewer Fund Dividend Payment - Payment of dividend based on the lesser of 50% of surplus operating result or \$27 per assessment.	Investigation into the payment of a sewer fund dividend has been undertaken and whilst currently unable to be recognised in 2019/20, there is potential that this may be able to be realised in the 2020/21 financial year Improvement Strategy no longer viable as Sewer Fund made a loss in 2019/20.	-	-	-	-
10	Library - Review operations of City Services	Review planned to commence in 2020/21	-	-	23,582	23,582
11	South Grafton Pool Operations - Review per resolution with a view to sell or long term lease	Council resolved to finalise this improvement strategy in 21/22. Refer to CM XX.XXX.XXXX	-	-	425,031	425,031
12	Glenreagh Pool Operations - Review per resolution with a view to sell or long term lease	Improvement Strategy no longer viable. Refer CM XX.XXX.XXXX	-	-	-	-
13	Population growth - realise projections in LTFP	A population growth factor of 0.5% has been included in the 20/21 budgeted income. A population growth factor has been included in the 2021/22 Budget Assumptions and will be calculated and included in the 2021/22 LTFP for presentation to Council in March 2021.	-	-	-	-
14	Corporate & Governance - Automate process to reduce manual workloads and workarounds	Various investigations are underway. Implementation of automated systems and subsequent restructures will be finalised in late 20/21, early 21/22.	-	313,169	120,910	434,079
15	Centralise budgets - (legal, stationery & printing, training & development and conference & seminars) for better control and greater efficiency and organisational benefits	Budget centralisation processes have started. To date legal, stationery & printing and conference & seminars budgets have been reviewed and consolidated. Further review of these costs will occur throughout 20/21.	60,000	-	-	60,000
16	Compliance with DA Conditions - Review to ensure appropriate developer contribution income	A review is in its early stages to review the levying and collection of Developer contribution income with a view to maximising allowable collections.	-	-	-	-
17	LED street lighting installation - Account for savings	Savings expected to be realised in 2020/21	-	246,000	-	246,000
18	Project Income - Review understated income	Reviews are currently underway across various services within Council to ensure all income is being collected. Initial savings represent completion of reviews around regulatory income.	-	218,847	-	218,847
19	CiAnywhere Systems Upgrade - Reduce duplication, increase efficiency, automate activity	Project commenced with a view to be implemented by 1/7/2020. Systems were partially implemented 1/7/2020 with remaining efficiencies from stage 1 to be implemented 1/7/2021. Any savings will be realised in 2021/22.	-	-	-	-
20	Implement Project Management Framework - increase efficiency	This framework has been endorsed and is being piloted on some projects in 2019/20. Furthermore project management systems are being implemented as part of the CiAnywhere Systems Upgrade and any savings will be recognised late in 20/21, early 21/22.	-	312,873	450,866	763,739
21	Biodiversity Stewardship - Investigate opportunity	Not yet started	-	-	-	-
22	Capitalisation - Review of capitalisation elements and timely capitalisation of projects	Investigations into process change have begun however full efficiency will not be realised until the CiAnywhere Systems Upgrade has been implemented. Initial savings relate to review of elements capitalised, and process change ensuring all eligible elements are captured for capitalisation	-	-	292,426	292,426
23	Advertising / Marketing Space - Investigate opportunities (bus shelters / airport)	Not yet started	-	-	-	-
24	Reduction of Workers Compensation Premium - Reduce through the implementation of safety strategies / activities to reduce claims	Safety focussed strategies implemented leading to our premium rate dropping from an average 3-3.5% to some where in the 2.5-3% range.	152,306	30,864	-	183,170

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25	Telephone & Communications - Review expenditure and telephone plans to ensure services are maximised.	A change in phone / data plans arrangements has occurred during 19/20 which has ultimately saved money on call costs whilst maximising our data plan benefits.	25,000	49,957	-	74,957
26	Electricity - Review of current electricity services and associated costs	A trend analysis of budgeted electricity costs as compared to actual expenditure has been completed and electricity services mapped to correct services resulting in duplicated / overstated budgets being removed.	50,432	38,415	-	88,847
27	Advertising Costs - review ensure budgets reflect new methodologies	Recent changes in advertising methodologies including increased use of electronic platforms and social media have resulted in general savings across council	38,344	21,133	-	59,477
28	Employee Cost Review - Review of activity and costs associated with ancilliary employee costs such as uniforms, meeting expenses and recruitment costs	To date meeting expenses, uniforms and personal and protective equipment costs have been reviewed in light of current requirements and trend analysis over the past 3 years. Further review of these costs will occur throughout 20/21.	25,215	25,000	-	50,215
29	Grafton Sports Centre - Transition ownership and running costs to PCYC	Ownership of the Grafton Sports Centre has occurred early in 2019/20. The final transition of ownership including ongoing running costs for the building etc. will be transferred in line with contract events and the resulting value will then be realised in the relevant financial years.	-	42,130	48,012	90,142
30	Contractor Costs - review of costs and services provided by Contractors as opposed to employees with a view to finding the most cost efficient outcome.	Initial investigation into understanding contractor costs and potential savings in this area has begun. Proposed organisational structural changes will generate savings in contracted labour hire.	-	-	245,452	245,452