

His Worship the Mayor
Councillors
CITY OF MARION



**NOTICE OF
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING**

Notice is hereby given pursuant to the provisions under Section 83 of the Local Government Act 1999 that a General Council meeting will be held

Tuesday 2 May 2017

Commencing at 6.30pm

In the Chamber

Council Administration Centre

245 Sturt Road, Sturt

A copy of the Agenda for this meeting is attached in accordance with Section 83 of the Act.

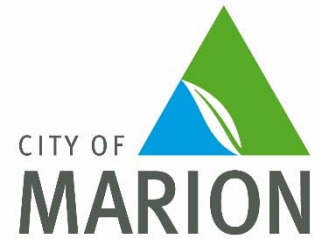
Meetings of the Council are open to the public and interested members of this community are welcome to attend. Access to the Chamber is via the main entrance to the Administration building on Sturt Road, Sturt.

A handwritten signature in black ink, appearing to read "Adrian Skull", with a horizontal line extending to the right.

Adrian Skull
CHIEF EXECUTIVE OFFICER

27 April 2017

**CITY OF MARION
INFRASTRUCTURE & STRATEGY COMMITTEE AGENDA
FOR THE MEETING TO BE HELD ON
TUESDAY 2 MAY 2017
COMMENCING AT 6.30 PM
COUNCIL CHAMBER
245 STURT ROAD, STURT**



1. OPEN MEETING

2. KAURNA ACKNOWLEDGEMENT

We acknowledge the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.

3. MEMBER'S DECLARATION OF INTEREST (if any)

4. CONFIRMATION OF MINUTES

Confirmation of the minutes for the Infrastructure & Strategy Committee meeting held on 7 March 2017 and 4 April 20174

5. BUSINESS ARISING

Review of the Business Arising from previous meetings of the Infrastructure and Strategy Committee Meetings..... 13

6. PRESENTATION

Nil

7. REPORTS

7.1 Feature project: Marion Outdoor Swimming Centre Master Plan
Report Reference: ISC020517R7.119

7.2 Project and Program Oversight
Report Reference: ISC020517R7.226

7.3 Infrastructure Projects Progress Update
Report Reference: ISC020517R7.341

7.4 Community Data and Community Survey
Report Reference: ISC020517R7.471

7.5 Morphettville Sports Club Update – *Verbal Briefing*

8. WORKSHOP

8.1 Asset Systems Service Review
Report Reference: ISC020517R8.180

8.2 Drainage Service Review
Report Reference: ISC020517R8.286

9. CONFIDENTIAL ITEMS

Nil

10. ANY OTHER BUSINESS

11. MEETING CLOSURE

The Infrastructure & Strategy Committee meeting shall conclude on or before 9.30 pm unless there is a specific motion adopted at the meeting to continue beyond that time.

12. NEXT MEETING

The next meeting of the Infrastructure & Strategy Committee is scheduled to be held:

Time: 6.30pm

Date: 6 June 2017

Venue: The Council Chamber, Administration Office, 245 Sturt Road, Sturt

**MINUTES OF THE INFRASTRUCTURE AND STRATEGY COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 7 MARCH 2017**



PRESENT

Elected Members

Councillor Byram (Chair), Councillor Hull and Councillor Westwood

His Worship the Mayor Kris Hanna

Independent Member

Mr Christian Reynolds

In Attendance

Councillor Raelene Telfer
Councillor Jason Veliskou

Mr Adrian Skull

Ms Abby Dickson

Ms Sherie Walczak

Ms Jaimie Thwaites

Ms Carol Hampton

Ms Fiona Harvey

Ms Patrice Pearson

Mr Tony Lines

Chief Executive Officer

General Manager City Development

Acting Unit Manager Governance & Records (minute taker)

Acting Manager Governance

Manager City Property

Manager Innovation and Strategy

Engagement Officer

General Manager Operations

1. OPEN MEETING

The meeting commenced at 6.34pm.

2. KAURNA ACKNOWLEDGEMENT

We begin by acknowledging the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.

3. MEMBERS DECLARATION OF INTEREST

The Chairman asked if any Member wished to disclose an interest in relation to any item being considered at the meeting.

No interests were disclosed.

4. 6.35pm CONFIRMATION OF MINUTES

Moved Councillor Westwood, Seconded Christian Reynelds that the minutes of the Infrastructure and Strategy Committee Meeting held on 7 February 2017 be taken as read and confirmed with the following amendments:

Item 7.1 *Infrastructure and Strategy Committee Terms of Reference and Overview of Skills* dot point 3 to read: *A quorum for a meeting of the Committee shall be four Members of the Committee.*

Carried Unanimously

5. BUSINESS ARISING

The business arising statement was noted and no comments made.

6. PRESENTATION

Nil

7. REPORTS

7.1 6.36pm Work Program and Meeting Schedule for 2017 Report Reference: ISC070317R7.1

The Committee noted the Work Program and Meeting Schedule for 2017 and provided feedback as outlined:

- Tonsley Project and the value of the Infrastructure and Strategy Committee providing guidance with regards to a strategic approach during the project:
 - Potential for internal participation regarding the site itself ie street beautification
 - It links community with the TOD connection, Glenelg walkway and rail overpass
- Morphettville Sports Club –recently won \$500k state funding with work commencing soon
 - Opportunity for staff to meet with the Club regarding a concept plan
 - Consideration for inviting them to a meeting
 - Question raised if Council should be matching the grant funding
 - Prioritise for discussion at the next meeting scheduled for 4 April 2017
- Renewal SA's transfer of 387 (ex Housing Trust) homes in Morphettville to housing association provider, Junction Australia
 - Impact to Council is a 75% rate reduction to housing association providers
 - When one house is knocked down it will be replaced with 2 or 3
 - Renewal SA are not developers so they have no obligation with regards to infrastructure
 - There is an opportunity for Council to meet growing expectation to provide infrastructure
 - Some concern that the density of Morphettville development is below expectation in the 30-year plan and should be bigger, however it may be dense enough with urban infill
 - Strategic design avoids adhoc development issues such as parking on one side of street and restricting vehicle movement which attracts long term versus short term residents
 - Renewal SA increased level of density following Council's response to the original plans
 - A fiscal responsibility remains regarding approval of high density - Long term, Councils will be impacted for not ensuring density as per State Government requirements

- Morphettsville Renewal SA project
 - Working on a Partner Agreement as Council have been asked to contribute to costs of existing infrastructure (sewer, kerb & water table, footpaths). Negotiations are progressing.
 - Rates will increase as a result of the project will take 2 or 3 years to realise the cost to offset the upfront cost to Council
 - Great work on this project was acknowledged
- Infrastructure Assessment Studies
 - City's assets groaning under pressure of higher urban density... roads, sewer, water, utilities, internet with more people 'hooking in'
 - Time for review with major projects in Tonsley, Morphettsville and Castle Plaza
 - Council has great assessments of its own assets but not of others (eg gas, electricity)
 - Consideration for further studies to be undertaken but noted the Urban Planning Committee may be undertaking some
 - Suggestion that we should be undertaking infrastructure assessment studies across Council eg Castle Plaza redevelopment will max out sewerage in the area if it goes ahead in its current proposal – noted that developers interstate are required under legislation to contribute to infrastructure but this is not a requirement in South Australia
- Service provision
 - This is an agenda item for June 2017 meeting
 - Review ability to deliver services better – expand session to look at road map of how technologies are integrated services into current services not stand alone
 - Alternative energies / solar panels plus other ie wind – use buying capacity – identify the gap between the current plan and what is achievable
 - Smart cities to be further explored
 - Emulate Melbourne Councils approach to carbon efficient fleet including trucks
 - Plus other costs mechanisms that can be leveraged on or consolidated into the business ie solar, generators, battery backups etc...
 - Create energy roadmap instead of being reactive to incidents ie power outage
 - Acknowledged ICT has advanced significantly which provides new opportunities
- Feature project every second month
- Key risks need to be assessed with regards to projects and analyse the impact on Council
- Mid-year review on the performance of the Committee scheduled for 4 July 2017

Actions:

- Morphettsville Sports Club to be placed on 4 April 2017 Agenda
- Members are to submit their feedback on the Work Program and Meeting Schedule for 2017 which will be incorporated into the program for further discussion at the next meeting.

**7.2 7.16pm Marion Outdoor Swimming Centre
 Report Reference: ISC070317R7.2**

The Unit Manager Cultural Facilities gave a presentation on the Marion Outdoor Swimming Centre (MOSC) Master Plan and provided feedback as outlined:

- Foyer redevelopment:
 - There have been no changes to foyer since inception.
 - As part of the foyer redevelopment there must be synergies with Touched by Olivia (TBO) inclusive playground and Oaklands Plaza and ensure equitable access to people with a disability
 - The entrance needs to be creative and inviting

- Concerns were raised that customers can walk through without paying
- Opportunities to combine staff services ie ticket staff/ kiosk staff should be considered
- Timing of Stages
 - Suggestion to switching the Waterslide in Stage 1 and Splash pad in Stage 2
 - It was noted that the slide generates income and without it, patronage could decrease.
 - Consideration for adding a waterslide next financial year, separate to this plan, so its delivery is not delayed. Manager City Property to check prudential advice with regards to waterslide being an 'add-on' or part of the holistic project
 - Suggestion to align the timing of the car park with the timing with TBO playground
 - Mr Reynolds suggested undertaking a review of patronage numbers, with 75000 (known/paying) users, to prioritise the components of the stages.
- Energy efficiency
 - The energy efficiency ratings were discussed and the possibility of cogeneration of energy – reference was made to a report which had already been provided to Council.
 - Confirmation was given that solar panels are being installed
 - Discussed the use of gas as an energy source given concern energy costs will increase 300% however this will be included in whole of life costs as part of the Section 48 prudential report
 - Request to upgrade the aging change facilities, with consideration for dual flush toilets, metered showers, which will have a positive environmental impact
- Accessibility to disabled patrons
 - Plans need synergy with TBO to ensure accessibility to people with a disability
 - Consideration should be given to modifications to the pool design for ramp accessibility
- General comments with regards to the plan:
 - Discussed the multipurpose room use and the proposed functionality
 - Support was noted for the upgrade of change facilities and storage for clubs
 - Mr Reynolds questioned if a benchmarking exercise was undertaken against other outdoor pools, will proposed upgrades align contemporarily to other pools? It was noted that the improvements will raise the outdoor swimming centre above others in this area.
- Challenge to Council: how do we make use of the facility during the off season?
- Financial comments with regards to the plan:
 - Original MOSC masterplan of \$11.6m has been scaled down
 - Proposing upgrades around \$4m undertaken in a staged approach.
 - Need to market the upgrades to capitalise on the upgrades. General Manager City Development responded that it will be included in the Section 48 prudential report. Also noted that a marketing plan has been developed and the Facebook page has 3.5k engaged likers.
 - Manager City Property seeking funding for the next step of design and prudential reporting via an upcoming report to Council.
 - Mr Reynolds understands that fiscal loss is outweighed by community benefit however advised Council to develop plans to stabilise the position.
- Community engagement and benefits:
 - Consultation was questioned, specifically the Community Survey Study in the Master Plan. The online survey didn't specify elements that would increase patronage. Consensus is that the slide will be the income generator and should be prioritised.
 - It was noted that the City of Marion is well served with aquatic facilities where kids learn to swim and can carry through to Olympic Swimmers and/or divers.

As this was the first feature project, discussion was had in terms of the value of the feedback. The Committee acknowledged it was of value and staff in attendance agreed that it contributed to them moving forward with the next stage of reports and plans

7.3 8.16pm Overview of Strategic Management Framework
Report Reference: ISC070317R7.3

8.17pm Councillor Veliskou left the meeting and did not return

Manager Innovation and Strategy tabled draft 10-year plan, environment scan and a suite of community trend indicators which resulted in the following discussion:

- It was noted that with no commitment for a regular survey there will be no longitudinal result.
- It was confirmed that last year's survey is to be run this year and an annual survey is a KPI.
- Mr Reynolds advised that strategy plans should be live documents and customer feedback surveys are important to advise improvements.
- It was suggested that we need to take heed of the environment but we need to get on with making it happen even if it needs tweaking along the way.
- It was noted that the term Biophilia has been removed
- Reference was made to a statement from a battalion team at Warradale "deeds and not words" and the need for achieving outcomes.
- Mr Reynolds suggested annual review of the 3 or 4 year plans would be beneficial.
- New and/or changing feature projects will impact on the long-term plan as other infrastructure may need to be bolstered.
- To ensure responses are collective opinions of the community, can we send a sheet in annual rates notices to bolster numbers of responses?
- Mr Reynolds to provide some tools to the group that will assist raise numbers in the survey.
- The Mayor has a number of minor amendments to make with regards to the plan... eg the wording of 'playspaces' but will consolidate and provide to staff.
- Reference was made to page 48 regarding rate capping by the State and raised the question on how do we respond to manage and assess them strategically. Need to ensure we advocate for the voices on issues such as rate capping and that Council may need to consider them in the current 3-year plan.
- Questions were raised regarding the 'blacked out areas' and how these will be reported through to Council. Manager Innovation and Strategy responded that they are a watching brief and if anything in those areas spiked, they would be reported. The Finance and Audit Committee was identified as the appropriate forum for reporting.
- It is amazing that we can see where we have been and where we are going.
- Does the year 2026 align with Council terms?
- A missing component is a governance commitment. How we are going to become a Council of Excellence? This strategy can be built in when it is submitted to Council in April.

Actions:

- **Any further comments are to be submitted to General Manager City Development and/or Manager Innovation and Strategy by 30th March 2017.**

7.4 8.41pm Community data
Report Reference: ISC070317R7.4

The Committee noted the report on Community Data and provided feedback as outlined:

- Survey items categorised as: People, places and services... used to inform planning.
- The survey provides good information about satisfaction levels but doesn't provide information about what the respondents value.
- Question raised if data is available to identify patterns etc that can inform decisions.

- Is there technology with regards to attendances at tennis clubs and swimming centres etc... Are their opportunities like DPTI use ie mobile phone technology to count cars going through Oaklands Crossing?
- A requirement to build in an ethics component is needed when collecting data (ie staff looking through resident's bins to collect data).
- Need to identify what data is missing and what data be collected, including people value?
- Mr Reynolds questioned how data is aggregated to analyse, build profiles, select key metrics and provide for informed decisions.
- ABS data will be available starting next month through till October.
- Parramatta City Council's Importance Vs Satisfaction modelling was provided
- Concern raised regarding the depth and breadth of our current data collection, specifically playgrounds, including how it is used in reporting. Like service reviews, data review needs to be undertaken. Once data identified, how can the data be accessed?
- It was agreed that a better matrix is required in order to make better decisions.
- It was suggested that past data was manipulated to give a certain result (eg statistics done on incoming direct calls vs number of calls to the call centre)
- Information was provided about the Pulse survey currently being undertaken with staff.
- Mr Reynolds spoke to the correct methodology to collect data given the demographic split and honing in on 'what the customer/resident wants'. Potential for business intelligence tool called teamguage. Hard data and soft data coming together to deliver a strategy. Digital solutions are needed.
- Better marketing is required to remove the perception that all we provide is 'bin night'.
- Mr Reynolds advised undertaking a gap analysis of community engagement for asset and project management.
- The Members agreed that a report from Administration is required, including options and costings, prior to money being committed.

7.5 9.19pm Oaklands ASR

9.20 pm Mayor Hanna left the meeting and did not return

General Manager Operations, presented an update on Oaklands ASR.

- It was questioned if selling water commercially over South Road was core business of Council and it was suggested that we should focus on core business being watering parks and reserves. The General Manager Operations responded that 10 parks are being irrigated and the inclusion of more would require an investment in capital expenditure.
- Drought concerns were raised and our contingencies if there is no water to recycle.

9.32pm Moved Councillor Hull, Seconded Christian Reynolds that the meeting be extended by 10 minutes

Carried Unanimously

- Mr Reynolds suggested analysis was required through a lens of commercial viability.
- If there was more use for water, the cost per kl would reduce given infrastructure costs having been already spent. The Committee was uncertain regarding the amortization of the capital costs. This should be considered in the report to Council.

8. WORKSHOP

Nil

9. CONFIDENTIAL ITEMS

Nil

10. ANY OTHER BUSINESS

9.35pm Letter from Hon Leon Bignell, Minister for Recreation and Sport

Councillor Byram, tabled a letter (Appendix 1) with regards to the regional football facility proposed for Majors Road O’Halloran Hill.

Moved Councillor Westwood, Seconded Councillor Hull that the Infrastructure and Strategy Committee:

1. Note the letter.
2. Refer the letter to the CEO to take appropriate action.

Carried Unanimously

11. MEETING CLOSURE

The meeting was declared closed at 9.40pm

12. NEXT MEETING

The next meeting of the Infrastructure and Strategy Committee will be held at 6.30pm on Tuesday 4 April in the Council Chamber, 245 Sturt Road, Sturt.

CONFIRMED

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CHAIRPERSON

/ /

Appendices

Appendix 1: Letter from Hon Leon Bignell, Minister for Recreation and Sport



Leon Bignell MP

MRECS F2017/000010

Mayor Kris Hanna
City of Marion
PO Box 21
OAKLANDS PARK SA 5047

Dear Mayor *Kris* Hanna

Thank you for your letter updating me about the City of Marion's resolve to commit \$2.5 million in its 2017/18 budget toward a regional football facility on Majors Road, O'Halloran Hill. I note this resolution is contingent upon State Government funding.

As you may be aware, the maximum amount of matched funding available through the *Community Recreation and Sport Facilities Program* is \$1 million. Whilst this amount falls short of all you are seeking, it may be possible for the City of Marion to progress the project as a staged development. I therefore encourage the City of Marion to apply for funding for this project through the 2017/18 round of the *Community Recreation and Sport Facilities Program*, which is now open and closes 10 April 2017.

I also encourage the City of Marion to prepare a business case, such as the one it prepared for the Mitchell Park Sports and Community Centre. Business cases are an important tool to inform State Government decision-making regarding funding for projects of this scale.

I still have concerns of whether the two sports could co-exist. The Sam Willoughby International BMX Track, as part of BMX regulations, will have loud speakers commenting on races throughout the day which could have implications on football matches adjacent this facility. As you would agree, the development of this BMX track on time and on budget is the City of Marion's and State Government's most pressing joint priority at this time.

Thank you again for providing me with an update about this project. I wish you well in securing funds for this project.

Yours sincerely

Leon Bignell MP
Minister for Recreation and Sport

March *3* 2017



Government of South Australia

Minister for Agriculture, Food and Fisheries
Minister for Forests
Minister for Tourism
Minister for Recreation and Sport
Minister for Racing
Level 10, 1 King William Street
Adelaide SA 5000
GPO Box 1671
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MinisterLeonBignell@sa.gov.au

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**MINUTES OF THE INFRASTRUCTURE AND STRATEGY COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 4 APRIL 2017**



1. MEETING ADJOURNMENT

The meeting was adjourned, due to want of a quorum to 6.30pm, to Tuesday 2 May 2017 in the Council Chamber, 245 Sturt Road, Sturt.

CONFIRMED

A handwritten signature in black ink, appearing to read "Adrian", is written over a horizontal line.

CHIEF EXECUTIVE OFFICER
04/04/17

**CITY OF MARION
BUSINESS ARISING FROM THE INFRASTRUCTURE AND STRATEGY COMMITTEE MEETINGS
AS AT 04 APRIL 2017**



	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date	
1.	7 February 2017	7.2	Provide a report to the Committee and Council on governance, systems, technology and processes applied that relate to major projects	Ms Dickson/ Mr Lines	4 April 2017	Scheduled as agenda item 7.3 'Overview of Project and Program Oversight' for 4 April 2017 I&S Committee meeting	Completed
2.	7 February 2017	7.2	Organise an opportunity for Committee members to have input into Council's asset service review	Ms Harvey	4 April 2017	Scheduled as agenda item 8.1 'Asset Systems Service Review' for 4 April 2017 I&S Committee meeting	Completed
3.	7 February 2017	8.1	Environmental Scan to be forwarded to Committee members	Ms Harvey	7 March 2017	Attached to I&S Committee report for agenda item 'Overview of Strategic Management Framework'	Completed
4.	7 March 2017		Morphettville Sports Club to be placed on 4 April 2017 Agenda	Ms Hampton	4 April 2017	Scheduled as agenda item 7.5 'Morphettville Sports Club Update' for 4 April 2017 I&S Committee meeting	Completed
5.	7 March 2017		Members are to submit their feedback on the Work Program and Meeting Schedule for 2017 which will be incorporated into the program for further discussion at the next meeting.	All Members	4 April 2017	Draft works program and meeting scheduled attached to this item	Completed
6.	7 March 2017		Any further comments regarding the overview of the Strategic Management Framework are to be submitted to General Manager City Development and/or Manager Innovation and Strategy by 30th March 2017.	All Members	30 March 2017	Feedback received and incorporated into the draft Strategic Plan. The Plan is being tabled at the General Council meeting on 11 April for adoption to go to community consultation	Complete
7.	7 March 2017		The letter from the Hon Leon Bignell, Minister for Recreation and Sport, be referred to the CEO to take appropriate action.	Mr Skull	10 April 2017		

* completed items to be removed are shaded

Appendix 1 – Draft works program

7 February	6.30 – 9.30	Infrastructure & Strategy
7 March	6.30 – 9.30	Infrastructure & Strategy
4 April	6.30 – 9.30	Infrastructure & Strategy
2 May	6.30 – 9.30	Infrastructure & Strategy
6 June	6.30 – 9.30	Infrastructure & Strategy
4 July	6.30 – 9.30	Infrastructure & Strategy
1 August	6.30 – 9.30	Infrastructure & Strategy
5 September	6.30 – 9.30	Infrastructure & Strategy
3 October	6.30 – 9.30	Infrastructure & Strategy
7 November	6.30 – 9.30	Infrastructure & Strategy

- 1st Tue of each month from February – November 2017
- Membership – 5 Elected Members
- Quorum - 4 Elected Members
- Reference Minutes – SGC011116R04

Presiding Member - Janet Byram

Expert Member – Christian Reynolds

Members

- Tim Pfeiffer
- Nick Kerry
- Bruce Hull
- Nick Westwood
- Janet Byram

Draft works program

Infrastructure & Strategy Committee Date: Tuesday, 7 February Time: 6.30pm – 9.30pm					
Venue: Committee Room					
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Committee Introduction and Terms of Reference	COMPLETE				
Infrastructure Projects Update	COMPLETE				
Future City Infrastructure Workshop	COMPLETE				

Infrastructure & Strategy Committee Date: Tuesday, 7 March Time: 6.30pm – 9.30pm					
Venue: Committee Room					
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Feature Project – Marion Outdoor Swimming Centre	COMPLETE Presentation of Marion Outdoor Swim Centre Masterplan				Carol Hampton
Community Data	COMPLETE <ul style="list-style-type: none"> • Presentation on current community data sets • Examples of opportunities to expand community data • Potential tools for data collection 				Fiona Harvey
10 year Strategic Plan	COMPLETE Presentation of feedback on draft 20 year Strategic Plan				Fiona Harvey
Overview of Strategic Management Framework	COMPLETE				Fiona Harvey
Oaklands ASR	COMPLETE Verbal update provided by General Manager Operations				Tony Lines

Draft works program

Infrastructure & Strategy Committee					
Date: Tuesday, 4 April Time: 6.30pm – 9.30pm - MEETING NOT HELD – AGENDA ITEMS SCHEDULED FOR 2 MAY MEETING					
Venue: Committee Room					
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Marion Outdoor Swimming Centre	Discussion following deferral of item on General Council on 28 March				Carol Hampton
Infrastructure Projects Update	Progress updates on key infrastructure projects Update on any emerging risks, significant changes				Abby Dickson
Overview of Project Governance	An overview will be provided to the committee on how the organisation currently achieves oversight of project and program delivery				Abby Dickson/Tony Lines
Community Data	Discuss current community satisfaction survey and opportunity to expand data collected through this process in the future				Fiona Harvey
Asset Systems Service Review	Overview of current service review to seek Committee's input into the progress of the review as a key stakeholder				Fiona Harvey
Drainage Service Review	Seek Committee's input into the drainage service review				Mathew Allen
Morphettville Sports Club	Provide update on Morphettville Sports Club upgrade				Carol Hampton

Infrastructure & Strategy Committee					
Date: Tuesday, 2 May Time: 6.30pm – 9.30pm					
Venue: Committee Room					
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Feature Project – To be determined					TBC
Community Data – tools and progress	Update on progress with community data tools, opportunity for further scoping, consideration of specific focus areas RESCHEDULED TO APRIL MEETING				Fiona Harvey
Community Facilities Strategy	Presentation on review and update of community facilities information and strategy RESCHEDULED TO JUNE MEETING				Carol Hampton
Infrastructure – connecting communities	Overview of key infrastructure projects which will strengthen community connections. Input to be sought from Committee Members RESCHEDULED TO AUGUST MEETING				John Valentine

Draft works program

Infrastructure & Strategy Committee		Date: Tuesday, 6 June Time: 6.30pm – 9.30pm			Venue: Committee Room
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Infrastructure Projects Update	Progress updates on key infrastructure projects Update on any emerging risks, significant changes				Abby Dickson
Customer Service provision from Council facilities	Workshop on service provision and how Councils facilities and technology can enhance service provision				TBC
Key Infrastructure Future Planning	Discussion on key infrastructure needs to support city development over the next 5-15 years				Tony Lines
Community Facilities Strategy	Presentation on review and update of community facilities information and strategy RESCHEDULED FROM MAY MEETING				Carol Hampton

Infrastructure & Strategy Committee		Date: Tuesday, 4 July Time: 6.30pm – 9.30pm			Venue: Committee Room
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Feature Project – To be determined					TBC
ICT strategy and future technology	Key priorities for ICT over the next 5-15 years				John Deally
Mid Year Committee Review					

Infrastructure & Strategy Committee		Date: Tuesday, 1 August Time: 6.30pm – 9.30pm			Venue: Committee Room
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Infrastructure Projects Update	Progress updates on key infrastructure projects Update on any emerging risks, significant changes				Abby Dickson
Infrastructure – connecting communities	Overview of key infrastructure projects which will strengthen community connections. Input to be sought from Committee Members RESCHEDULED TO AUGUST MEETING				John Valentine

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
2 MAY 2017**

Originating Officer: Tyson Brown, Unit Manager Cultural Facilities
Corporate Manager: Carol Hampton, Manager City Property
General Manager: Abby Dickson, General Manager City Development
Subject: Marion Outdoor Swimming Centre Master Plan
Ref No: ISC020517R7.1

REPORT OBJECTIVE

The purpose of this report is to present to the Infrastructure and Strategy (I & S) Committee options to upgrade the Marion Outdoor Swimming Centre (MOSC) facility. The Business Plan 2016-19 requires the Masterplan to be presented to Council in 2017-18 and for Council to complete a detailed design and seek grant/partnership funding in 2017-19. A report was prepared for the General Council meeting on 28 March 2017 and was referred to the I & S Committee for further analysis.

This report seeks to provide the committee with additional information to support decision making and enable administration to provide a report to the General Council Meeting on 9 May 2017.

The options proposed seek to progress elements within the Masterplan to improve the amenity, ensure the facility remains competitive with other Adelaide metropolitan pools and increase income generation through enhanced experiences for the children and family market segment.

RECOMMENDATIONS

That the Infrastructure and Strategy Committee:	Date
1. Recommends option _____ outlined in this report for the redevelopment of Marion Outdoor Swimming Centre to Council for consideration.	2 May 2017

EXECUTIVE SUMMARY

This report provides options for the upgrade of the MOSC and seeks further discussion with the Infrastructure and Strategy Committee to enable a recommendation be developed for Councils consideration.

The options include:

1. Undertake no changes and renew items at the end of their useful life.
2. Implement Masterplan in full – Option 2, \$11.6 million
3. Selected components of the Masterplan (as provided to Council 28 March 2017) – in the order of \$3.5m
4. Additional selected components of Masterplan.

Should Council recommend to undertake redevelopment of the MOSC funding is required for a detailed design and cost analysis.

The MOSC Masterplan is unfunded and has been considered by Council and this committee. There has been a diverse range of feedback, some members have raised concerns about the potential level of expenditure required to upgrade the facility as well as the extent of any upgrades.

The items listed within the proposal have been determined as a result of discussion received at various Elected Member forums and interactions. In addition, some members requested an upgrade to the change rooms be included in the redevelopment works. The cost to undertake change room upgrades has been estimated at \$250,000.

The allocation of funds in the 2017/18 budget will enable Council to develop detailed designs, staging options and accurate project costings. This information will subsequently enable Council to consider the project in the context of its capacity to fund this project alongside other prioritised strategic projects. Sound project management requires the development of detailed designs to provide accurate costing and allocate a final project budget. Should this work not be undertaken it would be difficult to provide an accurate budget, which could result in the project exceeding the allocated budget. This report seeks a recommendation from the I&S committee for Council's consideration of the components and staged approach the allocation of funds towards detailed design development and documentation.

DISCUSSION

The various elements for the development of the MOSC have been informed through the Master planning process and Elected Member forums and meetings. The feedback has been analysed alongside; additional outdoor pools across the state to determine our competitive advantage; local market/pool facilities to minimise duplication/competition; geographic proximity to various other low cost recreational opportunities; population demographics and trends for physical recreation; and enhancing a point of difference to increase income generation opportunities.

Further detailed analysis of consultant reports has contributed significantly to the various options within this report as well as the review of each suggested component against five categories including:

- Income generation opportunity
- Point of difference
- Safety and accessibility
- Aligning pool standard
- Financial viability.

Options to be considered for the upgrade of MOSC include:

1. Undertake no changes and renew items at the end of their useful life.
2. Implement Masterplan in full – Option 2, \$11.6 million
3. Selected components of the Masterplan (as provided to Council 28 March 2017) – in the order of \$3.5m
4. Additional selected components of Masterplan.

An analysis of each of these options is provided below.

1. Undertake no changes and renew items at the end of their useful life

The pool has not had any significant upgrade besides the water slide for many years. Compared to other metropolitan pools the facility is looking tired and dated, many of the other pools have undergone significant upgrades in recent years.

In 2015 Tonkin's undertook an audit of the condition of the MOSC which provided details on the condition, remaining useful life, maintenance, compliance and replacement costs (\$4.1m required over the next 60 years). Details of the asset, remaining life and replacement costs were provided to members at the Elected Member forum on 20 September 2016. These renewal costs have been built into the LTFP.

Council recently approved funding for a new slide which will provide a new attraction for the community and will see an increase in users specifically those aged 12 years and older.

Risks and opportunities for option one include:

Risks:

- Reduction of existing customers
- Negative community perception of Council / community assets
- Reduced community value of involvement in engagement processes
- Increased annual MOSC operating deficits
- Capital improvement costs increase, providing greater burden in the future

Opportunities

- Reduction of capital expenditure – cost savings

This option would not be recommended as items would only be upgraded at the end of their useful life, many assets would not be due to be replaced for over 10 years. The facility would remain tired and unattractive and struggle to attract new users, income would likely reduce.

2. Implement Masterplan in full – Option 2 \$11.6 million

In 2015 Council undertook a significant Master planning exercise with the community, which resulted in a preferred option that was estimated to cost \$11.6m. A Business Case Analysis was undertaken based on this option, the 10 year whole of life costs was shown to be \$19.1m. All components with the exception of one demonstrated that they would provide a deficit to council.

An \$11.6 million project is cost prohibitive within Council's current strategic priorities.

The original Masterplan also included indoor aquatic and health facilities which are currently provided by other local facilities.

Risks and opportunities for option two include:

Risks

- Duplication of indoor aquatic facilities
- Limited return on investment in the form of income generation and increased patronage
- Income generation does not offset capital expenditure
- Total project cost does not align with additional strategic priorities
- Significant increased ongoing management costs
- Upgrade of indoor facilities does not focus on MOSC point of difference as an outdoor facility

Opportunities

- Increased patronage
- Increased diversity of services/programs
- Value add to like facilities (Oaklands Plaza and Inclusive Playspace)
- Increase repeat customer interactions
- Further engage with a broad range of age groups and interests

This option is not recommended, while the Masterplan Option 2 would provide a significant redevelopment of the MOSC it needs to be considered in line with other major strategic priorities and projects and an investment of this level. The level of capital investment is significant and improvements to the facility can be made at a much lower cost to Council. A more modest redevelopment is recommended which will still ensure retention of existing users, minimise competition with local like facilities and attract new users.

3. Selected Components of Masterplan (as provided to Council 28 March 2017) – in the order of \$3.5m

At the Elected Member Forum in September 2016 feedback was provided on the components which were to be pursued and reported back to Council.

The review of the Master Plan Option 2 has been based on;

- Elected Member feedback
- Focusing on market segment e.g. families
- Income generation opportunities
- Point of difference
- Safety and accessibility
- Aligning with pool standard

A report was prepared for the March Infrastructure and Strategy Committee (ISC070317R7.2) to seek feedback on the proposed components, which were:

- Foyer reconfiguration e.g. multipurpose/party room, improved security, new counter
- Façade upgrade
- New water slide
- Renew shade structures
- Splash Pad
- New BBQ and picnic area (near toddler's pool)
- Improved pathway accessibility
- Bus drive through
- CCTV in car park
- Water play structure including plant upgrade.

(At the 28 March Council meeting funding was approved for a new water slide)

These proposed components are focused on increasing utilisation and income generation opportunities.

Below includes risks and opportunities for option three:

Risks

- Patronage does not increase
- Project costs exceeds high level estimate

Opportunities

- Further focus on market segment (not in competition with local business)
- Focus on upgrading elements of the outdoor pool which is its point of difference with local competitors ie. outdoor facilities
- Engage new customers
- Value add to like facilities (Oaklands Plaza and Inclusive Playspace)
- Project is achievable with other strategic priorities
- Enhance relationship with community who note value in contributing to Council's engagement processes
- Increase repeat customer interactions

- Further engage with a broad range of age groups and interests

This option is recommended as it will reduce the level of funding to be invested while still improving the facility and offering new attractions to focus on families. It poses less financial risk to Council. The risks associated with this option can be mitigated through sound project management and improved marketing of the facility.

4. Additional Selected Components of Masterplan

Feedback has been received that the change rooms should be upgraded as part of the upgrade this is costed in the order of \$250,000.

Members may wish to identify additional components to be incorporated in the upgrade, while this will increase the cost of the project it is recommended that should members identify components to be pursued this should be pursued at this stage.

Below is the risks and opportunities for option four:

Risks

- Total project cost do not align with additional strategic priorities

Opportunities

- Elected member community awareness enhances project deliverables

At this stage funding is being sought to proceed with a detailed cost analysis, proposed staging options, design development documentation for the construction of various elements within the facility to enable the MOSC to be upgraded. At this stage additional components could be included in the scope of works and once the costs are provided Council can determine the level of funding to be allocated to the upgrade.

DETAILED DESIGN

At present only high level concept designs have been developed which can enable Council to determine the scope of works to deliver. Detailed design is required for cost certainty and to establish a project budget.

The next stage in the facility redevelopment process is to engage professionals to undertake and coordinate detailed designs and documentation, this involves but is not limited to:

- Landscape design
- DDA pathways
- Architecture reconfiguration of built form
- Design documentation
- Cost analysis

Completed detailed design documentation will enable Council to be in a position to consider committing funds and/or use seek external grant funding and partnerships. Should Council endorse proceeding to detailed design an allocation of funds will be sought in the 2017-18 budget.

ENVIRONMENTAL DESIGN ELEMENTS

Council has raised the need for any redevelopments of the MOSC to incorporate environmental design elements.

There have been significant improvements to the MOSC energy efficiency to date which include:

- 20kw Solar installation to be completed by June 2017.

- Water saving measures implemented in 2016/17 which included irrigation connected to the Oakland's Wetlands recycled water program and daily use of pool covers to reduce heat loss and evaporation.
- Public change rooms have water saving timed showers and dual flush toilets have been installed throughout.
- Cogeneration was explored at the MOSC at a high level with the following advice from the consultant received

'To be financially viable a cogeneration plant needs to have a high level of utilisation. This is best suited to applications with a large and continuous demand for heat and electricity. As the Centre is closed for many months of the year it is not well suited to a cogeneration plant.'

The detailed design phase will further consider environmental initiatives.

COMMUNITY NEEDS ANALYSIS

The MOSC contributes to delivering value to rate payers delivering on goals contained within Council's business plan under the themes of liveable and prosperous

Liveable: *Communities that are safe and inclusive, embracing active and living and healthy lifestyles*

Prosperous: *A welcoming City offering resident and visitors a wide range of leisure and cultural experiences:*

The MOSC attendance rates post SAALC are comparable with benchmarked Adelaide metropolitan outdoor pools of 75,000 visits per season indicating the service is still well utilised by the community. This indicates community demand for an outdoor facility within the City remains relatively high.

The establishment of the indoor South Australian Aquatic and Leisure Centre (SAALC) in 2011/12 within the Council area has impacted on attendances and subsequent revenue at MOSC. Prior to SAALC's opening, attendances were 101,300 (2010/11) compared to 95,000 the year SAALC opened (2011/12) and 83,000 (2015/16). Essentially MOSC has not attained similar attendance rates since SAALC opened. In particular, the MOSC has seen a reduction in use by the education sector with an indoor aquatic facility being more reliable as it can be utilised by schools in all weather conditions.

Community and customer engagement both through the masterplan process and previous customer satisfaction surveys have indicated high levels of satisfaction with the services provided by the MOSC however customers do see room for improvement in the amenity of the facility.

SECTION 48 PRUDENTIAL PLANNING

Section 48 of the *Local Government Act 1999* (the 'Act') requires Council to consider a report for any project where the expected capital cost is likely to exceed \$4 million over the ensuing 5 years and addresses a number of key prudential issues. Should council approve progressing to detailed design, documentation and cost analysis of a scaled down redevelopment of the MOSC the cost will be in the order of \$3.5 million depending on what elements Council chooses to include in the project scope.

This Section 48 report examines the project's compatibility with Council's strategic plans and the Development Plan and investigates the:

- potential impact on the local economy
- consultation that has been undertaken with the local community
- financial implications, viability and sustainability of the project both in the short and long term

- potential risks arising from the project and the proposed strategies to manage those risks.

Should the MOSC redevelopment project capitals costs be below \$4 million Council may still wish to request a prudential management report be developed to better understand the financial implications, project risks and community and economic benefits. This report would be developed by staff within existing resources. Direction from Council is sought on this matter.

CONCLUSION

The MOSC contributes to delivering value to ratepayers through a focus on Council's strategic themes to build the liveability of the City by promoting active lifestyles, providing family friendly recreational facilities and by building community connections. The proposed facility upgrade plan for the MOSC delivers a revitalised facility that better serves the current and future needs of residents and visitors to the City as well as supporting Council in considering sound strategic decisions regarding asset management.

The allocation of funds in the 2017/18 operational budget to undertake a detailed cost analysis, proposed staging options, design development documentation for the construction of various elements to enable the MOSC to be upgraded, will enable Council to make an evidence based decision on the level of funding required and what elements should be upgraded or installed in the years ahead.

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
2 MAY 2017**

Originating Officer: Abby Dickson, General Manager City Development
Tony Lines, General Manager Operations

Subject: Project and Program Oversight

Report Reference: ISC020517R7.2

OBJECTIVE

This report provides an overview of City of Marion's Governance for project and capital works program delivery.

RECOMMENDATIONS

DUE DATES

That the Infrastructure and Strategy Committee:

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1. Notes this report which provides an overview of the organisation's project and capital works program delivery governance. | 2 May 2017 |
| 2. Notes the brief presentation as provided by the General Manager City Development and General Manager Operations. | 2 May 2017 |

BACKGROUND

The Strategy and Infrastructure Committee at its 7 March 2017 meeting requested that an overview be provided on how projects and capital works programs are managed by the organisation.

Sound oversight of Council's delivery of projects and capital works programs is essential to ensure projects meet Council's outcomes, are sustainable over time, are delivered on time and within budget, and that risks are managed proactively. Council's commitment to project management is outlined in its Prudential Management Policy which states:

The City of Marion recognises the importance of prudential management of all projects it undertakes. The policy aims to ensure:

- *A Council project is undertaken only after an appropriate level of "due care, diligence and foresight" is applied to the project;*
- *any risks associated with the project are identified, managed and mitigated;*
- *Council makes informed decisions and in the public interest;*
- *Council is accountable for the use of Council and other public resources*

A copy of this policy is attached as Appendix 1 to this report.

A project is defined as:

a new and discrete undertaking or activity that would involve the:

- expenditure of money, and/or
- deployment of resources, and/or
- incurring or assuming a liability, accepting an asset or divestment of an asset.

A project has a defined beginning and end. Regular, ongoing deliveries of Council services are not 'projects'.

Council manages over \$1 billion of assets including roads, footpaths, drains, community buildings, parks and reserves on behalf of the community. Each year Council invests in the renewal, upgrade and delivery of new infrastructure and this work is defined as its capital works program. The oversight of Council's capital works program is also essential to ensure programmed works are delivered on time and within budget.

This report provides a summary of the various processes which have been established to provide ongoing oversight of project and capital works program delivery.

Major Projects

For projects which have a whole of life cost greater than \$4 million (including grant assisted projects) a Section 48 Prudential Management report is developed. This is a requirement of the Local Government Act. A Section 48 prudential management report includes the following analysis:

- Relationship between the project and strategic management plans
- Objectives of the Development Plan for the area
- Level of consultation with the community
- Business Needs Analysis
- Project's intention to produce revenue, revenue projections and potential financial risks
- Recurrent and whole of life costs and financial viability
- Risks associated with the project and mitigation strategies
- Most appropriate mechanisms / arrangements for carrying out the project.

The Section 48 report is considered by Council's Finance and Audit Committee and Council before funds are allocated for construction and tenders called for construction.

When a major project is fully funded and committed to by Council, regular monthly reports on the project's budget form part of Council's monthly financial reports.

Reports are also brought to Council when key milestones or decisions are required, such as:

- Entering into funding agreements with project partners
- Approval of final design and cost estimate
- Land arrangements to facilitate projects.

Project Control Group

The Project Control Group (PCG) is an internal group consisting of ELT, Manager Strategic Projects and Project Support Officer. It meets monthly and considers reports for current projects and the status of the capital works program.

The role of the PCG is to:

- Provide oversight and direction for nominated projects consistent with Council's Strategic Plan 2017 – 2027
- Oversee time, cost, quality and risk management

- Provide direction, resource availability and co-ordination to achieve project outcomes
- Operate as a supervisor for a Project and a facilitator between internal departments to ensure their effective communication and efficient interaction during all Project delivery stages.

PCG meetings are held separately from ELT meetings to allow a focus on projects.

The projects currently being considered by PCG include:

- Edwardstown Oval
- Mitchel Park Community Facility Redevelopment
- Soccer Facilities
- BMX Facilities
- Glenthorne Farm
- CoM Connect (internal ICT project)
- Darlington Upgrade
- Tonsley Development

Work Area Plan (WAP) Reporting

There are multiple projects which are delivered at a departmental level which also require project management and oversight. Many of these projects are initiatives within the Business Plan such as the asset optimisation project, installation of solar panels, and energy efficiency initiatives at Council sites.

Project Managers use the WAP reporting tool to provide monthly updates on projects which are then reviewed by General Managers on a monthly basis.

This tool reports on project delivery timeframes, budget, achievements to date, and future milestones, emerging risks and mitigation strategies.

The WAP reporting tool also provides the ELT with a monthly update on the delivery of initiatives within the Business Plan. This provides oversight of projects and the organisation's performance in meeting its corporate KPI on the delivery of 95% of Business Plan initiatives.

Capital Works Program

As stated above, each year Council delivers a capital works program for the upgrade, renewal and delivery of new infrastructure. The capital works program is reported on under the following categories:

- Roads
- Kerbing
- Footpath
- Transport (including traffic control devices, cycle paths)
- Bridges
- Drainage
- Wetlands
- Street trees
- Streetscapes
- Irrigation
- Open Space Development
- Public Toilets
- Sport Facilities & Courts
- Building and Facility Upgrades

Oversight of the above works program is achieved through:

- Monthly report by project managers
- Internal monthly capital works program review meetings
- Monthly Update at PCG to provide ELT oversight
- Council receives reports on progress of capital works program as part of the monthly financial report. The most recent monthly capital progress report is attached as appendix 2.

Corporate Reporting

Council, as part of its Annual Business Plan, sets Corporate KPIs to monitor the organisation's performance. This includes KPIs concerning the delivery of projects and program work.

Each quarter Council receives a quarterly report on its performance against the KPIs which includes:

KPI: Delivery of agreed projects identified in the Annual Business Plan and first year targets in the 3 Year Plan.

Target: 95% or greater.

Infrastructure and Strategy Committee Reports

The Infrastructure and Strategy Committee meets each month and receives regular updates on a selection of Council's key project and capital works program through the following reports.

Project status report – tabled bi-monthly for the committee's consideration. Refer to agenda item.

Feature Project - each month the Committee focuses on a single project and undertakes a more detailed analysis.

Further Improvement of Project Management Framework

The organisation has sound practices in place which supports the oversight of project/program delivery.

Tools and processes are currently being refined to better support the development, assessment and prioritisation, and approval of new initiatives.

To further improve the organisation's project /program management, further resources will be dedicated towards project management through the creation of a new PMO position. This role will support overall coordination of the organisation's project /program management, refine corporate wide tools and processes, and build organisational capacity in project management.

Appendix 1 – City of Marion Prudential Management Policy

Appendix 2 – Capital Works Progress Report

Prudential Management Policy



1. Policy Statement

The City of Marion is committed to excellence in governance and using a best practice approach to transparent and accountable decision making. The City of Marion recognises the importance of prudential management of all projects it undertakes.

The policy aims to ensure:

- a Council project is undertaken only after an appropriate level of “due care, diligence and foresight” is applied to the project;
- any risks associated with the project are identified, managed and mitigated;
- Council makes informed decisions and in the public interest;
- Council is accountable for the use of Council and other public resources.

2. Policy Scope

The policy applies to all projects (as defined below) regardless of size undertaken by the City of Marion. In addition, specific reporting requirements apply to projects as defined within s48(1) of the *Local Government Act 1999* (the LG Act) (Refer 5 below).

3. Definitions

“Project”

Means a new and discrete undertaking or activity that would involve the:

- expenditure of money, and/or
- deployment of resources, and/or
- incurring or assuming a liability, accepting an asset or divestment of an asset.

A project has a defined beginning and end. Regular, ongoing deliveries of Council services are not “projects”.

“Whole of Life Cost”

The total cost of owning an asset over its entire life such as design and building costs, operating costs, associated financing costs, depreciation, and disposal costs. Whole-life cost also includes environmental impact and social costs.

4. Principles

4.1 The decision-maker for any proposed project may be the Council, the Chief Executive or an officer of the Council to whom sub-delegation has been made (as reflected in the Council’s *Schedule of Delegations and Sub-delegations*).

4.2 The decision maker should determine with respect to any project (based on the size, complexity and amount of financial or other risk) the level of:

- Due care and diligence that is required

At a minimum this should require an assessment of:

- the benefits and needs of the project
 - whether the project will (or might) generate any additional risks for the Council;
 - the financial sustainability of a project (large or small) and whether funding of the whole-of-life costs of the project will (or might) require additional allocations beyond those already accommodated in Council's annual budget and long-term financial plan
- Details required
This may range from a single page describing the project scope, to a comprehensive business case (using the Corporate "Project Management Template – Business Case" and/or the IIMM Continuous Improvement Matrix - Excellence).
 - Risk assessment appropriate
This may range from, a simple note that the proposed project has been determined as being of low or negligible risk, to a more detailed risk assessment in consultation with the Risk Management Unit.
 - Expertise required
This may range from a single staff member (for the smallest projects with least risk), to a working party of staff and external specialists with expertise in areas such as engineering, finance, project management, town planning (for more complicated and/or riskier projects).
 - Accountability and reporting required
 - Post project implementation review and evaluation appropriate
Evaluation and review can identify systemic issues and opportunities for improvement.

4.3 Adequate resources will be allocated to the prudential management of projects and staff will be appropriately trained.



5. Projects where a full prudential report is required under the LG Act

Under the LG Act, a report addressing the prudential issues set out in section 48(2) must be prepared for any project that meets the criteria set out in s48(1) of the Act:

- (i) where the expected expenditure of the council over the ensuing five years is likely to exceed 20 per cent of the council's average annual operating expenses over the previous five financial years (as shown in the council's financial statements); or
- (ii) where the expected capital cost of the project over the ensuing five years is likely to exceed \$4 000 000 (indexed); or
- (iii) where the council considers that it is necessary or appropriate.

This report must be prepared by a person whom the Council reasonably believes to be qualified to address the prudential issues s48(4) and must not be a person who has an interest in the relevant project as defined in s48(6a) - (6c).

For a full extract of section 48 of the LG Act refer Appendix 1.

7. Procedures

This Policy will be supported by internal practices and procedures.

8. Complaints

Any complaint about this policy or the way in which it has been applied should be made in writing to the Manager Governance.

9. References

City of Marion Strategic Plan 2012-20

An Organisation of Excellence - Recognised for Excellence in Governance - EG2 Policy Making

Related Policies

Procurement Policy

Risk Management Policy

Acquisition and Disposal of Land Assets

Disposal of Assets

Disposal of Assets other than Land.



Corporate Framework / Template References

Enterprise Wide Risk Management Framework

Business Case for [Project Name] Template

IIMM Continuous Improvement Matrix- Excellence

Other related references

City of Marion Schedule of Delegations and Sub-delegations

LGA Financial Sustainability Information Paper 27 – Prudential Management, April 2012

Local Government Act 1999 – section 48 (copy attached Appendix 1)

Council Agenda Reference

Adopted by Council 11 December 2012 reference GC111212R07

AUTHOR

Linda Graham, Unit Manager Council Support

Appendix 1

Extract of Section 48 of the *Local Government Act 1999*

48—Prudential requirements for certain activities

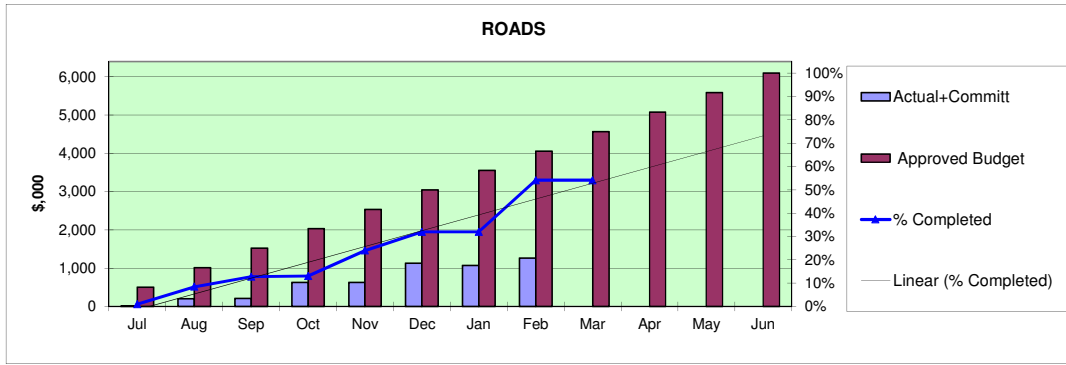
- (aa1) A council must develop and maintain prudential management policies, practices and procedures for the assessment of projects to ensure that the council—
- (a) acts with due care, diligence and foresight; and
 - (b) identifies and manages risks associated with a project; and
 - (c) makes informed decisions; and
 - (d) is accountable for the use of council and other public resources.
- (a1) The prudential management policies, practices and procedures developed by the council for the purposes of subsection (aa1) must be consistent with any regulations made for the purposes of this section.
- (1) Without limiting subsection (aa1), a council must obtain and consider a report that addresses the prudential issues set out in subsection (2) before the council—
- (b) engages in any project (whether commercial or otherwise and including through a subsidiary or participation in a joint venture, trust, partnership or other similar body)—
 - (i) where the expected expenditure of the council over the ensuing five years is likely to exceed 20 per cent of the council's average annual operating expenses over the previous five financial years (as shown in the council's financial statements); or
 - (ii) where the expected capital cost of the project over the ensuing five years is likely to exceed \$4 000 000 (indexed); or
 - (iii) where the council considers that it is necessary or appropriate.
- (2) The following are prudential issues for the purposes of subsection (1):
- (a) the relationship between the project and relevant strategic management plans;
 - (b) the objectives of the Development Plan in the area where the project is to occur;
 - (c) the expected contribution of the project to the economic development of the local area, the impact that the project may have on businesses carried on in the proximity and, if appropriate, how the project should be established in a way that ensures fair competition in the market place;
 - (d) the level of consultation with the local community, including contact with persons who may be affected by the project and the representations that have been made by them, and the means by which the community can influence or contribute to the project or its outcomes;

- (e) if the project is intended to produce revenue, revenue projections and potential financial risks;
 - (f) the recurrent and whole-of-life costs associated with the project including any costs arising out of proposed financial arrangements;
 - (g) the financial viability of the project, and the short and longer term estimated net effect of the project on the financial position of the council;
 - (h) any risks associated with the project, and the steps that can be taken to manage, reduce or eliminate those risks (including by the provision of periodic reports to the chief executive officer and to the council);
 - (i) the most appropriate mechanisms or arrangements for carrying out the project.
- (2a) The fact that a project is to be undertaken in stages does not limit the operation of subsection (1)(b) in relation to the project as a whole.
- (3) A report is not required under subsection (1) in relation to—
- (a) road construction or maintenance; or
 - (b) drainage works.
- (4) A report under subsection (1) must be prepared by a person whom the council reasonably believes to be qualified to address the prudential issues set out in subsection (2).
- (4a) A report under subsection (1) must not be prepared by a person who has an interest in the relevant project (but may be prepared by a person who is an employee of the council).
- (4b) A council must give reasonable consideration to a report under subsection (1) (and must not delegate the requirement to do so under this subsection).
- (5) A report under subsection (1) must be available for public inspection at the principal office of the council once the council has made a decision on the relevant project (and may be available at an earlier time unless the council orders that the report be kept confidential until that time).
- (6) However, a council may take steps to prevent the disclosure of specific information in order to protect its commercial value or to avoid disclosing the financial affairs of a person (other than the council).
- (6a) For the purposes of subsection (4a), a person has an interest in a project if the person, or a person with whom the person is closely associated, would receive or have a reasonable expectation of receiving a direct or indirect pecuniary benefit or a non-pecuniary benefit or suffer or have a reasonable expectation of suffering a direct or indirect detriment or a non-pecuniary detriment if the project were to proceed.
- (6b) A person is closely associated with another person (the **relevant person**)—
- (a) if that person is a body corporate of which the relevant person is a director or a member of the governing body; or
 - (b) if that person is a proprietary company in which the relevant person is a shareholder; or

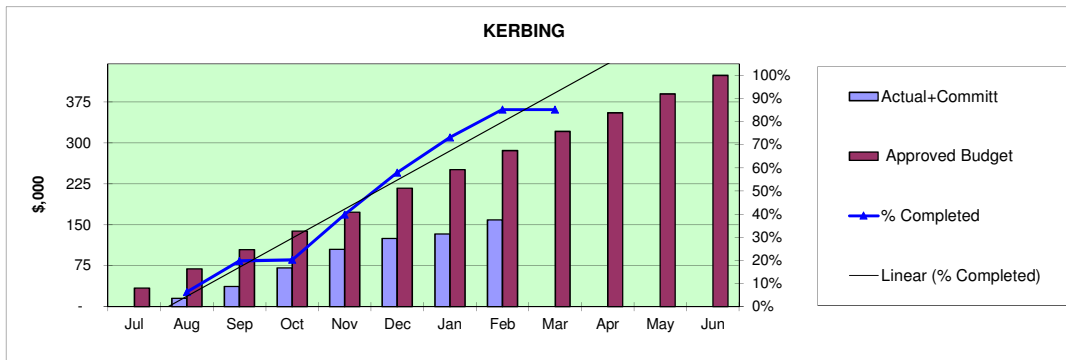
- (c) if that person is a beneficiary under a trust or an object of a discretionary trust of which the relevant person is a trustee; or
 - (d) if that person is a partner of the relevant person; or
 - (e) if that person is the employer or an employee of the relevant person; or

 - (f) if that person is a person from whom the relevant person has received or might reasonably be expected to receive a fee, commission or other reward for providing professional or other services; or

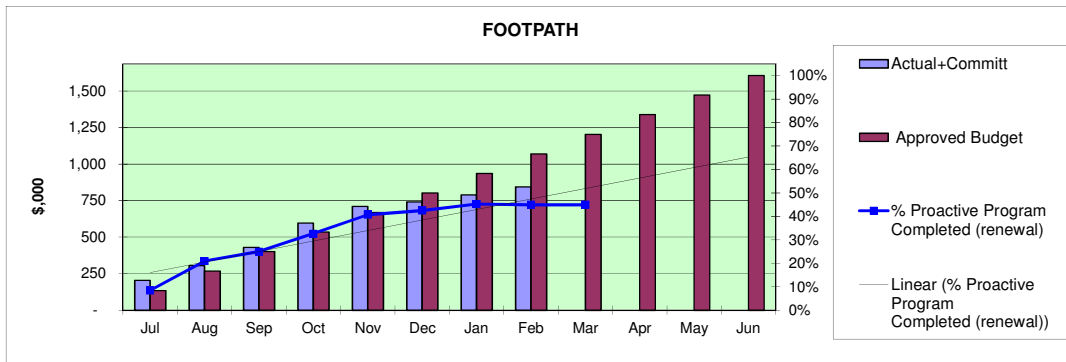
 - (g) if that person is a relative of the relevant person.
- (6c) However, a person, or a person closely associated with another person, will not be regarded as having an interest in a matter—
- (a) by virtue only of the fact that the person—
 - (i) is a ratepayer, elector or resident in the area of the council; or
 - (ii) is a member of a non-profit association, other than where the person is a member of the governing body of the association or organisation; or
 - (b) in a prescribed circumstance.
- (6d) In this section, \$4 000 000 (indexed) means that that amount is to be adjusted for the purposes of this section on 1 January of each year, starting on 1 January 2011, by multiplying the amount by a proportion obtained by dividing the CPI for the September quarter of the immediately preceding year by the CPI for the September quarter, 2009.
- (6e) In this section—
- employee** of a council includes a person working for the council on a temporary basis;
- non-profit association** means a body (whether corporate or unincorporate)—
- (a) that does not have as its principal object or 1 of its principal objects the carrying on of a trade or the making of a profit; and
 - (b) that is so constituted that its profits (if any) must be applied towards the purposes for which it is established and may not be distributed to its members.
- (7) The provisions of this section extend to subsidiaries as if a subsidiary were a council subject to any modifications, exclusions or additions prescribed by the regulations.



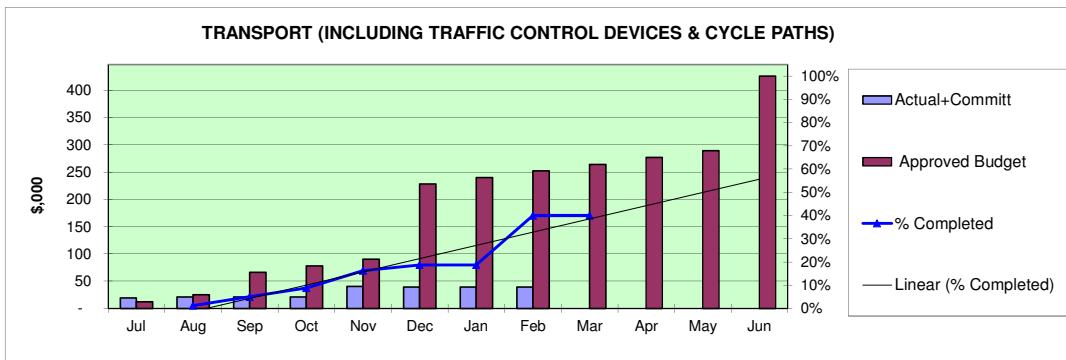
Program commenced, 54% of works carried out.
 - Contractor has three crews servicing Marion Council from January instead of the usual one. This is to catch up on works and is expected to be sufficient for the program to be completed by end of year. It should be noted that works have been carried out in February but have not been inspected and signed off.



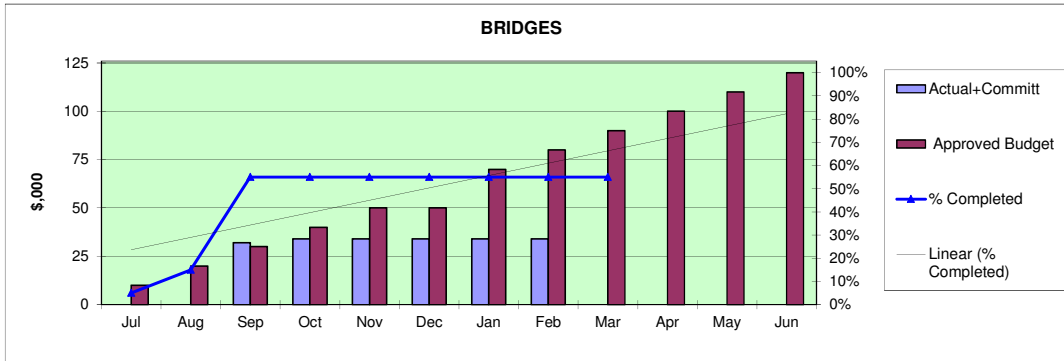
Program commenced, 85% of works carried out.
 - Program will be completed with anticipated savings. Condition assessment is underway to determine if any other proactive works are required.



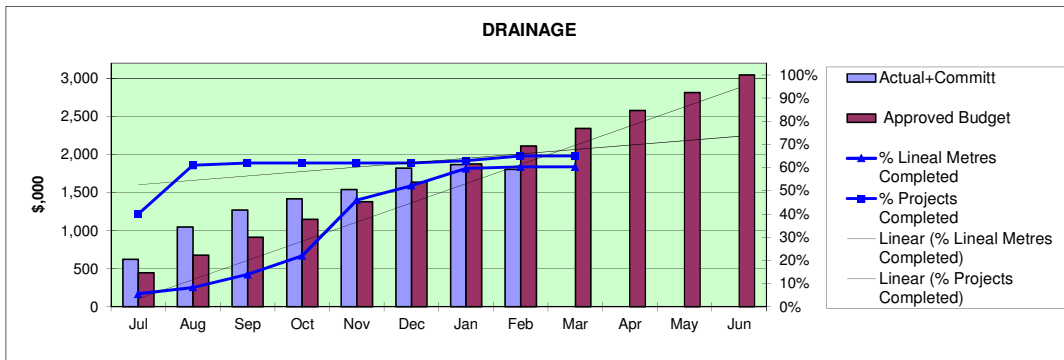
Program commenced, 45% of works carried out. External contractors are being sought to catch up on works with 100% completion expected by the end of the year.



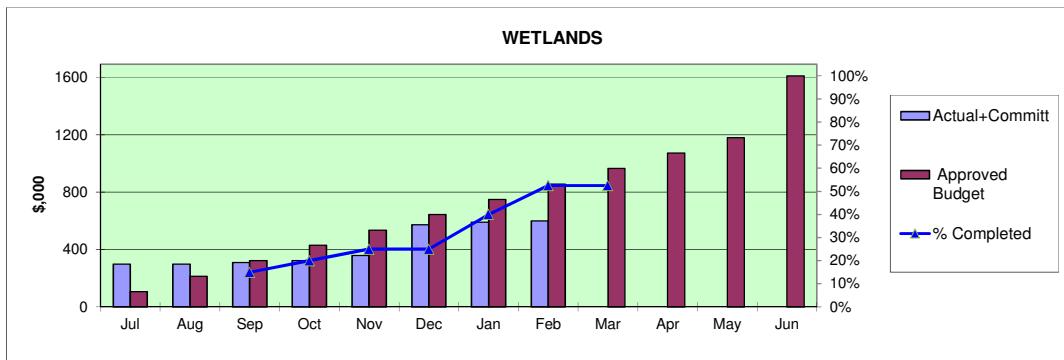
Program commenced, 40% of works carried out and expected to be completed by the end of year with the exception of Darling Street and George/Dwyer Traffic Control Devices which will now not be going ahead as traffic studies found they were not required at this point in time.
 - Sturt Linear Path (Oaklands - Carlisle and Sturt - Marion) design commenced, construction estimated to commence in March 2017.



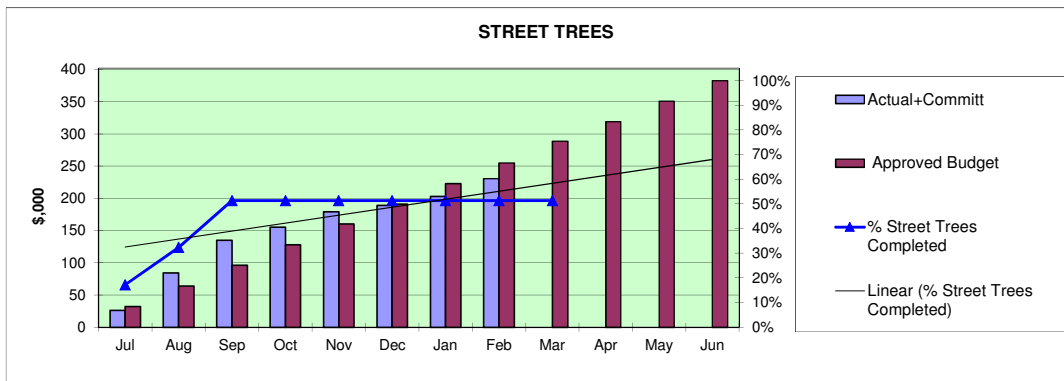
Program commenced, 55% of works carried out, no more expected for the year due to Barramundi Drive works as per "below".
 - Warriparinga Footbridge completed.
 - Barramundi Drive investigations commenced, to be retimed to 2017/18 to coincide with related works for stormwater and drainage for a more efficient program.



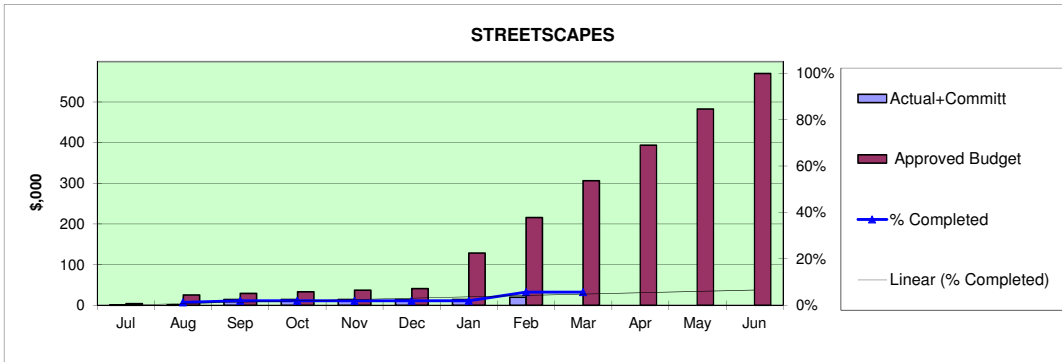
Linear metre program: 60% of works carried out, majority to be completed by end of 2016/17.
 - Keen Avenue, Farne Terrace, Pindee Street and, Hallett Cove Foreshore Stage 3 complete.
 - Railway Terrace not going ahead until DPTI have completed their works program in the area.
 Drainage projects: 65% of works carried out, and on track for completion by end of the year.
 - Maxwell Terrace, Hammersmith and Towers Terrace complete.



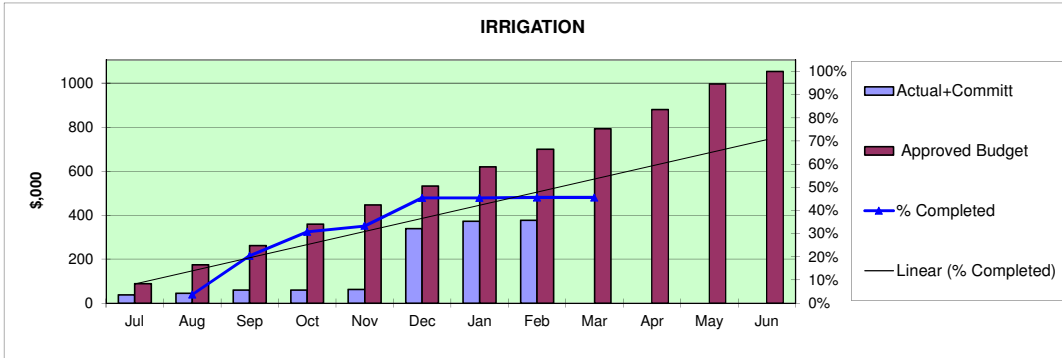
Glade Crescent works have been delayed due to bad weather. Inclement weather has also increased the scope of the current year program.
 Programmed works for 2016/17 are expected to be complete dependant on weather conditions, however this is an ongoing project and will continue into 2017/18.



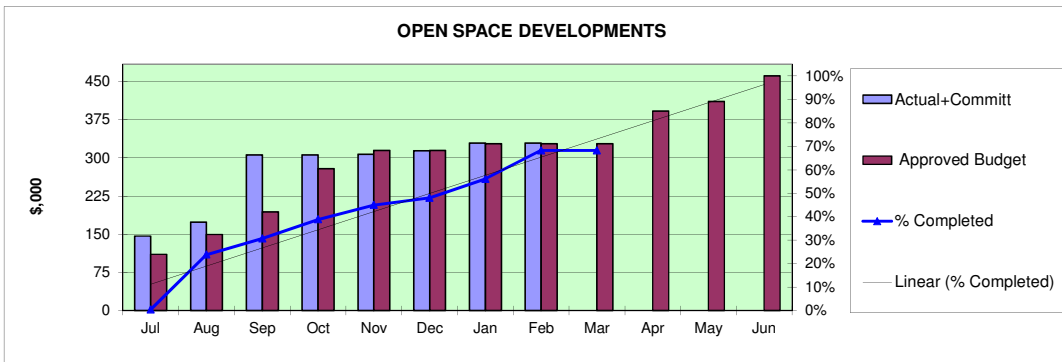
Program commenced, 51% of works carried out, program on track for completion.
 - No planting is scheduled over the Summer months due to nature of works, with new stock ordered for the new planting season.



Program commenced - construction expected to start in March, demonstration projects to commence in April. It is expected the majority of all works will be completed however there is a slight risk that some will not be finalised until early in 2017/18.



Program commenced, 46% of works carried out, program will be completed within budget.



Program commenced, 68% of works carried out - majority expected to be completed.

Completed

- Reserve Street Reserve Dog Park
- Reserve Signage (15)
- Removal of Lapwing Street, Luke Court, Oliphant Ave.
- Chestnut Grove and Marion Community House Playgrounds
- Hazelmere Reserve Shade sails
- Stage 2 Oaklands Recreation Plaza Concept

In progress

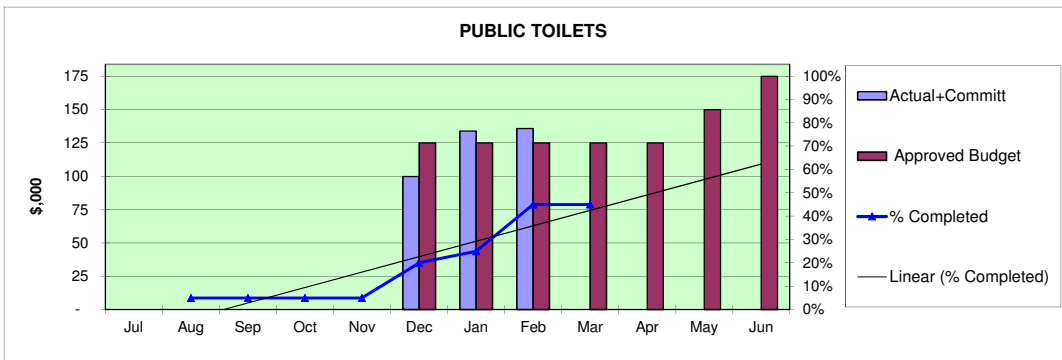
- Edwardstown Oval Southern Landscaping to be completed in May.
- Gully Road, Clare Avenue, Sixth Avenue and YMCA Breakout Creek playground concept developments underway.
- Appleby Reserve design in progress with Renewal SA
- Inclusive Playground Concept detailed design
- Glade Crescent Shade sails

In progress

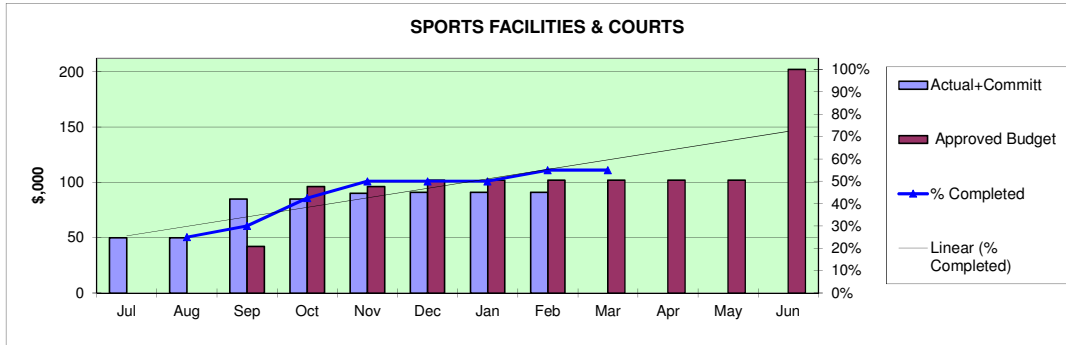
- Hallett Cove Foreshore Stage 5 detailed design in progress
- Oaklands Estate Reserve in tender process.

Retimed to 2017/18

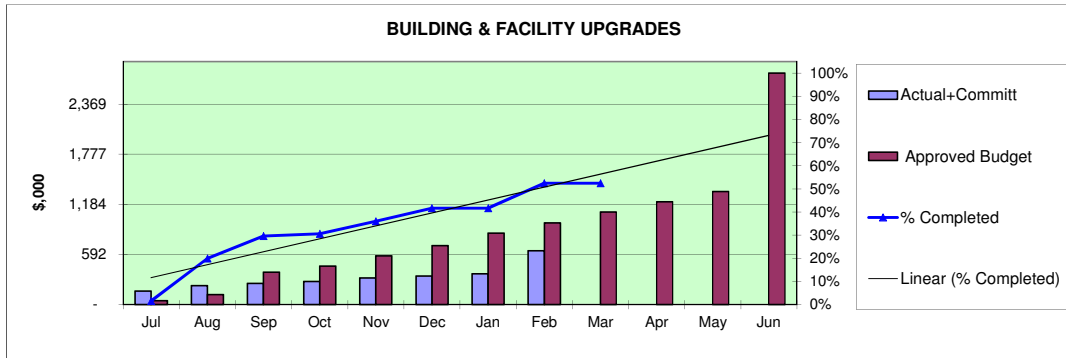
- Hallett Cove Foreshore Stage 4 detailed design
- Inclusive Playground Concept detailed construction



Installation of Reserve Street Reserve Toilet to follow community evaluation of Dog Park - toilet has been ordered, estimated arrival in May and will be completed pending consultation feedback. Costs incurred to date relate to the procurement of the toilet unit which accounts for the majority of the costs in relation to this project.



Program commenced, 55% of works carried out, program is on track for completion.
 - Edwardstown Sporting Club light works completed.
 - Budget of \$100k in June is for Sports Courts. Schedule of works has been prepared and quotes are being finalised.



Program commenced, 52% of works carried out. Program is on track for expected completion and savings may result. A Significant spend will occur in Jan-Jun with the progression of Glandore Laneways works and the installation of the Solar Panels.

Completed

- Coastal Walkway Handrail upgrade
- Coastal Walkway Asset renewal
- Admin/ Cooinda Signs
- Swim Centre Refurbish storeroom
- Edwardstown Senior Citizens Asbestos removal
- Outdoor Swim Centre Sign
- Marion Community House Asbestos removal
- Marion Cultural Centre Upgrade plaza amenity
- Administration CR1&2 doors and painting
- Marion City Band asbestos removal and new air conditioners

In Progress

- Trott Park Neighbourhood Centre Windows & Doors
- Trott Park Neighbourhood Centre Accessible toilet
- Glandore Laneways residential properties well progressed. Tender for site works currently being assessed.
- Solar Panels for Administration Building, City Services Depot, Cove Civic Centre, Glandore Community Centre, Marion Cultural Centre, Marion Outdoor Swimming Centre, Park Holme Library and Trott Park Neighbourhood Centre tenders have been finalised, currently negotiating start date. Two additional sites have been added Cooinda and LKCC as result of a Council resolution.
- LED for Marion Cultural Centre, Admin and Park Holme Library. Tender has been assessed and currently negotiating commencement date
- Admin Security doors have been ordered
- Rotary Book Club Kitchen Replacement

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
2 MAY 2017**

Manager: John Valentine, Manager Strategic Projects

General Manager: Abby Dickson, General Manager City Development

Subject: Infrastructure Projects Progress Updates

Report Reference: ISC020517R7.3

REPORT OBJECTIVE

To provide the Infrastructure and Strategy Committee with background on the various Council roles within different projects, the stages of projects from concept to close and a progress report on key infrastructure projects.

RECOMMENDATIONS

- | That the Infrastructure Committee: | DUE DATES |
|---------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 1. Notes the report on Council roles, projects stages and the progress reports on key strategic projects. | 2 May 2017 |
| 2. Reviews the format for the Edwardstown Oval redevelopment risk register and program as the preferred format for all strategic project reports. | 2 May 2017 |

DISCUSSION

The City of Marion is involved in a number of strategic projects in a variety of roles that generically can be categorized as:

Council Role	Past Examples	Current Examples
Council as sole funder and deliverer	City Services Redevelopment Marion Cultural Centre	Marion Outdoor Swimming Centre
Council as project partner (Council and others contribute funds) and Council as deliverer	Patpa Drive Oaklands Wetland Cove Civic Centre	BMX Edwardstown Oval Mitchell Park Sports and Community Centre Glade Crescent Wetlands
Council as project partner (Council and others contribute funds) and other party as deliverer	State Aquatic Centre GP Plus	Southern Regional Football

Council as advocate/facilitator (no Council funding) and other party as deliverer		Darlington Tonsley Oaklands Crossing* Glenthorne *
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* A Council contribution may be required.

With all strategic projects, Council is pursuing outcomes that are expressed in either Council resolutions, the City of Marion Business Plan 2016 - 2019 or the CEO's 13 Key Performance Indicators. In some instances, the projects are in all three.

Dependent on Council's role, and therefore Council's ability to manage or influence outcomes, the reporting of projects varies.

Where Council is the deliverer of a project (whether as sole funder or as a funding partner) it is managing Council's overall outcomes, and in terms of the physical project delivery is managing time, cost, quality and risk.

Where Council contributes financially to a project, and the project is delivered by another party, then Council is seeking to ensure that its required outcomes are met, however it does not have overall control over the physical delivery of the project. In such circumstances Council will be represented on the project delivery body and have an agreement with the other party (or parties) about Council outcomes.

Where Council is an advocate / facilitator with no financial contribution and no project delivery involvement, it is seeking to influence outcomes in the project through engagement with the party that is delivering the project.

Major Strategic Projects

Currently, many of the major strategic projects are being managed through five stages of delivery:

- Concept
- Commitment
- Construction
- Commissioning
- Close

Attached as Appendix 1 is a diagram demonstrating the 5 stages of a project, the generic activities in each stage and the approval process to progress to the next stage of delivery.

Risks are inherent in all projects; there are differing risks dependent on the stage of the project. Risks with strategic projects are generally categorised into the following:

- Strategy
- Liability
- Legal and regulatory compliance
- Financial sustainability
- Execution, (time, cost, quality) delivery and process management
- Environment and natural resource management
- Contracts and procurement

Attached as Appendix 2 is the risk register for the Edwardstown Oval Redevelopment. This risk register was reviewed by the Finance and Audit Committee and subsequently Council as part of the Section 48 prudential management process as required under the Local Government Act.

Attached as Appendix 3 is the project programme for the Edwardstown Oval Redevelopment project.

Attached as Appendix 4 are the progress reports for the following projects:

- Edwardstown Oval Redevelopment
- Sam Willoughby International BMX track
- Mitchell Park Sports and Community Centre
- Glenthorne Farm
- Darlington Upgrade
- Oaklands Crossing
- Tonsley Development
- Marion Outdoor Swimming Centre

Infrastructure Projects

Many other infrastructure-focused projects and programs are being managed across the organisation. As described in the Project and Program Oversight report, these initiatives are monitored and reported through the Work Area Plans (WAPs). A summary report (Appendix 5) is provided the initiatives nominated by the Infrastructure and Strategy Committee:

- Hallett Cove Foreshore development
- Tennis and Netball program
- Streetscapes program
- Solar Infrastructure
- Property Asset Optimisation
- Glade Crescent Wetland development
- Sustainable Public Lighting

APPENDICES

Appendix 1 – 5 Stages of a Project Diagram

Appendix 2 – Edwardstown Oval Redevelopment Risk Register

Appendix 3 – Edwardstown Oval Redevelopment Project Program

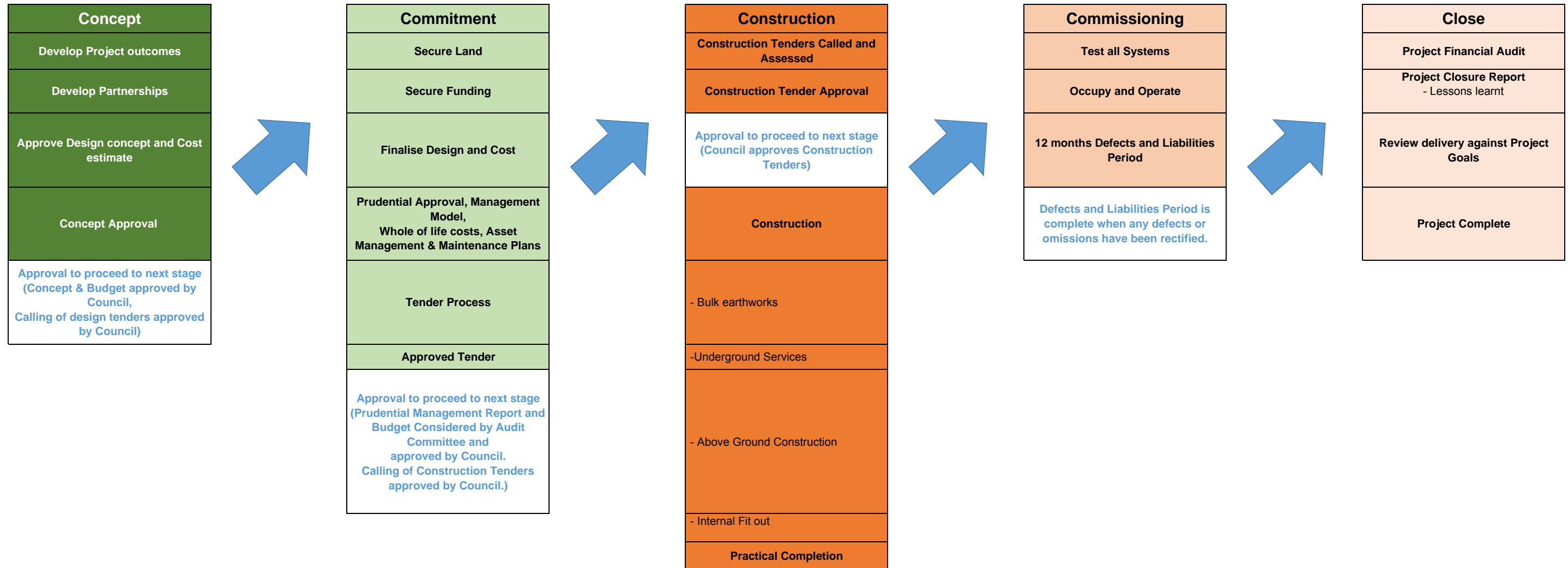
Appendix 4 – Project Progress Reports

Appendix 5 - Work Area Plans (WAPs) Summary Report

Generic Project Management Stages

ISC020517R7.3

Appendix 1



Edwardstown Oval - RISK REGISTER														
	Risk Description	Risk Category	Risk Consequence Type	Inherent (Before Controls) Consequence Rating	Inherent (Before Controls) Likelihood Rating	Inherent (Before Controls) Level of Risk	Existing Controls	Residual (Current) Consequence Rating	Residual (Current) Likelihood Rating	Residual (Current) Level of Risk	Treatment Plan	Risk Owner	Date Raised	Date Last Reviewed
EO1	Community dissatisfaction with Council spending a significant sum on one project	Strategy	Reputation & Public Admin	Moderate	Possible	Medium	1. Robust Corporate and Community Plan identified need and priority for project. 2. Long Term Financial Plan identified financial capacity to undertake project. 3. Council experience in managing significant projects	Moderate	Unlikely	Low	1. Seek Council approval of a Section 48 Report. 2. Continue local and Council-wide updates on the project.	Council	6/01/2016	31/03/2017
EO2	NSRF application is not successful	Strategy	Financial	Major	Likely	High	Strong experienced delivery team, good relationship with RDA and stakeholders, review of other successful applications	Major	Possible	High	Alternative Federal funding sources would be pursued. Elected member lobbying of Federal and State Governments	Council	6/01/2016	1/05/2016 CLOSED NSRF NO LONGER APPLICABLE
EO3	Facility does not cater for future changes to community demand	Strategy	Project Objectives	Moderate	Possible	Medium	Building layout and structural design allows for future changes and adaptability of spaces.	Moderate	Unlikely	Low	1. Monitor trends over time 2. Measure community demand and changing preferences	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017
EO4	Ineffective stakeholder engagement leads to a negative relationships between Council and Internal Facility Management Group (Note: Risk present throughout project period)	Strategy	People / OHS	Moderate	Possible	Medium	1 Communication and engagement strategy. 2 Facility managers actively engaged in developing business plan and forecast costs for maintenance and renewal costs.	Minor	Possible	Low	Review and update stakeholder engagement program	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017
EO5	Lack of realisation of projects economic benefits.	Strategy	Project Objectives	Major	Likely	High	Population projection data, ABS stats for participation rates, Club and Peak Association data used to estimate potential growth	Moderate	Possible	Medium	1. Council resourcing of transition to include requirement to engage with new users already identified and pursue additional KPI's. 2. Transitional resource plus committee required to maximise use.	Project Manager / Marion Project Team	6/01/2016	28/03/2017
EO6	New building does not meet strategic targets as outlined in the Strategic Plan (Community Plan)	Strategic projects	Project Objectives	Moderate	Possible	Medium	Included in Services Briefs in Consultancy Contracts	Moderate	Unlikely	Low	Inclusion of strategic targets into design documentation	Manager Strategic Projects	6/01/2016	28/03/2017
EO7	Breach of contractual terms / conditions / obligations by Council leads to contractual liabilities	Liability	Financial	Moderate	Possible	Medium	Project Managed to Australian Standard contract. Process for variations, scope change to be rigidly adhered to.	Minor	Unlikely	Low	Ensure regular meetings and project group meetings.	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017
EO8	Contractors fail to meet their contractual obligations resulting in delays and increases costs to Council	Liability	Financial	Moderate	Likely	High	1. Standard Conditions of Contract define Contractor's responsibilities. 2. Contractor performance and project progress formally reviewed each month.	Moderate	Possible	Medium	1. Include Special Conditions to cover any specific obligations not in standard conditions. 2. Create a checklist of Contractor's obligations to assist Superintendent and Marion in monitoring during construction.	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017

	Risk Description	Risk Category	Risk Consequence Type	Inherent (Before Controls) Consequence Rating	Inherent (Before Controls) Likelihood Rating	Inherent (Before Controls) Level of Risk	Existing Controls	Residual (Current) Consequence Rating	Residual (Current) Likelihood Rating	Residual (Current) Level of Risk	Treatment Plan	Risk Owner	Date Raised	Date Last Reviewed
EO9	Lack of consideration of WHS, legal and system requirements during development may result in enforcement action from Safe Work SA and delays to achieving project milestones.	Legal & regulatory compliance	Project Timeframe	Moderate	Possible	Medium	1. Included in Services Briefs in Consultancy Contracts and construction tenders requires robust WOHS methodologies and management commitment 2. Monthly monitoring of WOHS performance by contractor 2. Liaise with staff in appropriate areas of expertise	Moderate	Unlikely	Low	1. Contractual arrangements with contractors and consultants 2. Project management and monitoring. 3. Obligations in Construction Contracts.	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017
EO10	Lack of compliance with relevant legal and regulatory requirements leads to disruptions to works schedule and construction delays, e.g. EPA compliance, Aboriginal Heritage	Legal & regulatory compliance	Project Timeframe	Moderate	Possible	Medium	EPA and Aboriginal Heritage obligations included in standard Construction Specifications. Tender process requires methodology and commitment to EPA compliance	Moderate	Unlikely	Low	1. Contractual arrangements with contractors and consultants. 2. Project management and monitoring. 3. Heritage investigations.	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017
EO11	Long term financial plan and asset plan not updated as a result of this project	Legal & regulatory compliance	Financial	Moderate	Possible	Medium	Stakeholder engagement throughout project	Moderate	Unlikely	Low	Incorporate into Project handover process.	Manager Finance, Manager Strategy, Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017
EO12	Construction leads to traffic disruption for local residents, public safety issues and increased liability exposure	Legal & regulatory compliance	Financial	Moderate	Likely	High	1. Included in standard Construction Specifications 2. Tender process to specifically require construction methodology that minimises local disruption	Moderate	Possible	Medium	1. Ensure public safety aspects and specific traffic management requirements are included in detailed design and construction contracts. 2. Contractor performance and management regularly reviewed for traffic, noise, dust and environmental management 3. Regular and specific communication with community	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017
EO13	Changes to and increases in project scope after key phases leads to additional design and/or construction costs	Financial sustainability	Financial	Major	Possible	Medium	1. Studies have identified community and business needs. 2. Consultancy contracts define objectives and requirements. 3. Marion staff engagement throughout design process. 4. Project Control Group kept updated on the form and function of the facility throughout design process. 5. Council has endorsed design at the end of key phases. 6. Regular updates of cost estimates and monitoring against budget.	Minor	Unlikely	Low	1. Continue reporting to Project Control Group 2. Links to communications strategy 3. Stakeholder engagement	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017

	Risk Description	Risk Category	Risk Consequence Type	Inherent (Before Controls) Consequence Rating	Inherent (Before Controls) Likelihood Rating	Inherent (Before Controls) Level of Risk	Existing Controls	Residual (Current) Consequence Rating	Residual (Current) Likelihood Rating	Residual (Current) Level of Risk	Treatment Plan	Risk Owner	Date Raised	Date Last Reviewed
EO14	The cost of the facility as designed exceeds the budget	Financial sustainability	Financial	Moderate	Possible	Medium	1. Cost monitored regularly during construction by independent cost consultant. Manager Strategic Projects and Project Manager. 2 Project cost reviewed by Project Control Group on a monthly basis	Moderate	Unlikely	Low	1. Review costs and projected cost against project forecast. 2 Actively manage contractor performance.	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017
EO15	Site soil conditions lead to unexpected foundation costs.	Financial sustainability	Financial	Moderate	Possible	Medium	1. Geotechnical investigating and testing and site survey incorporated into design. 2. Design has taken geotechnical conditions and gradients into account.	Minor	Unlikely	Low	1. Initial test completed and satisfactory. 2. Soil conditions will be monitored during construction to confirm design phase testing.	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017
EO16	Lack of consideration of "whole of life" costing of materials and systems	Financial sustainability	Financial	Moderate	Likely	Medium	1. Asset management plan updates commenced. KPMG Report addresses reviews project finance 2. Whole of life costs assessed. 3. Whole of life costs included in LTFP and other strategic planning documents	Moderate	Possible	Low	Final designs with costings to whole of life to consider all aspects of project construction maintenance operation and renewal costs	Manager Finance, Manager Strategy, Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017
EO17	Tendered prices exceed cost estimate	Financial sustainability	Financial	Moderate	Likely	Medium	1. Cost Consultant engaged for cost estimating 2. Cost estimate updated regularly during design and prior to tender call. 3. Value Management workshops to ensure alignment of design with budget. 4. Cost estimate includes contingency. 5. Analysis of market to inform pricing applied, contingency and profit allowances in cost estimate.	Moderate	Possible	Medium	1. Negotiate with preferred tenderer. 2. Identify features/items that can be changed, delayed or removed.	Project Manager / Cost Consultant / Marion Project Team	6/01/2016	28/03/2017
EO18	Unexpected asbestos discovered during demolition/construction	Financial sustainability	Financial	Moderate	Possible	Medium	Checked asbestos register	Moderate	Unlikely	Low	1. Monitoring during construction. 2. Mechanism in Construction Contract for dealing with contamination.	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017
EO19	Unexpected buried services discovered during excavation leads to increased costs and delays.	Financial sustainability	Financial	Moderate	Possible	Medium	Service location identified during design.	Moderate	Unlikely	Low	1. Service locations monitoring during construction. 2. Mechanism in Construction Contract for dealing with latent (unexpected) conditions.	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017

	Risk Description	Risk Category	Risk Consequence Type	Inherent (Before Controls) Consequence Rating	Inherent (Before Controls) Likelihood Rating	Inherent (Before Controls) Level of Risk	Existing Controls	Residual (Current) Consequence Rating	Residual (Current) Likelihood Rating	Residual (Current) Level of Risk	Treatment Plan	Risk Owner	Date Raised	Date Last Reviewed
EO20	Inaccurate estimation of operational expenditure and revenue	Financial sustainability	Financial	Major	Possible	High	1. Use known benchmarks and attendance figures for estimates of revenue generation 2. Independent advice through consultant	Moderate	Possible	Medium	1. Transparency of reporting by Council and committee of Management on costs. 2. Council resources directly involved in management during transition period (2.5 years)	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017
EO21	Management of scope against budget	Financial sustainability	Project Financial	Major	Likely	High	Regularly monitor scope and budget and prioritise non essential items for inclusion and/or exclusion	Moderate	Possible	Medium	1. Include in contractual obligations. 2. Contract arrangement to ensure control remains with City of Marion 3. Monitoring by Projects Team on advice from Cost Manager	Manager Strategic Projects, Project Manager and Contracts Manager	6/01/2016	28/03/2017
EO22	Project is not adequately managed	Execution, delivery & process management	Project Objectives	Moderate	Possible	Medium	1. Additional Project Manager appointed for concept phase. 2. Monthly review by Project Control Group 3. Regular Marion Strategic Projects meetings with Lead Consultant.	Moderate	Unlikely	Low	Regular reviews of project management controls and processes.	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017
EO23	Project not delivered to Federal Government timeframes or conditions	Execution, delivery & process management	Reputation & Public Admin	Moderate	Possible	Medium	Project staff and Project Manager regularly review and measuring performance against funding requirements	Moderate	Unlikely	Low	Milestone reports to funding body	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017

	Risk Description	Risk Category	Risk Consequence Type	Inherent (Before Controls) Consequence Rating	Inherent (Before Controls) Likelihood Rating	Inherent (Before Controls) Level of Risk	Existing Controls	Residual (Current) Consequence Rating	Residual (Current) Likelihood Rating	Residual (Current) Level of Risk	Treatment Plan	Risk Owner	Date Raised	Date Last Reviewed
EO24	Unplanned and unexpected delays in construction leads to delayed completion date and commencement of operations	Execution, delivery & process management	Business Continuity	Moderate	Possible	Medium	1. Identify potential causes of delay during design phases and institute mitigation strategies. 2. Draw up a realistic construction program. 3. Construction contract has mechanism for dealing with delays.	Minor	Possible	Low	1. Monitor during construction and communicate with Marion stakeholders. 2. Ascertain if particular delay is a Marion or Contractor risk. 3. Authorise additional resources if necessary after cost/benefit analysis. 4. Contract management during construction.	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017
EO25	Construction activities and contractual requirements leads to increased dust, noise and potential contamination of water ways leading to community reaction and EPA intervention	Environmental & natural resource management	Environment	Minor	Likely	Medium	1. Included in standard Construction Specifications 2. Tender process to require robust methodology and contractors commitment to environmental performance and management.	Minor	Possible	Low	1. Include in contractual obligations. 2. Monitoring by Superintendent.	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017
EO26	Functionality, features and quality required by City of Marion are not provided	Contracts & procurement	Project Objectives	Moderate	Possible	Medium	1. Project procurement method separates design and construction. 2. Design carried out to 100% complete before work is tendered for construction. 3. Architect contract requires engagement with Marion staff to ascertain requirements. 4. Marion staff involved throughout the design process. 5. Risk, Value Management and Safety reviews carried out at key stages during design.	Moderate	Unlikely	Low	1. Construction contract to contain hold points and inspection points 2. Develop framework for Superintendent responsibilities 3. Contractor performance actively managed.	Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017
EO27	Tender process leads to disputes and impact on reputation.	Contracts & procurement	Reputation & Public Admin	Moderate	Possible	Medium	1. Existing procurement policy and procedures 2. Robust tendering arrangements and strict adherence to processes and confidentiality	Moderate	Unlikely	Low	Ensure external parties involved in tender process adhere to policies and procedures.	Contracts Manager	6/01/2016	28/03/2017
EO28	Contractor becomes insolvent during construction.	Contracts & procurement	Financial	Moderate	Possible	Medium	1. Tender documents required tenderers to submit evidence of insurances and financial details 2. Marion's tender assessment processes include financial checks. 3. Tender assessment includes referee checks and interviews with tenderer.	Moderate	Unlikely	Low	1. Use of DPTI prequalified contractors. 2. Maintain an awareness of industry conditions and information. 3. Monitor insurance expiry dates and obtain updated insurance certificates from Contractor before expiry.	Contracts Manager, Manager Strategic Projects and Project Manager	6/01/2016	28/03/2017

Action	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	14 month period	12 month period
Work with Board to determine the management model overarching principles																	
Detailed management model meetings and agreed management plan, lease etc.														Hold point			
Design development with Board. ESMRG Board endorses design for Council delivery									Hold point								
Documentation - plans, sections elevations, structural, civil and services drawings and specifications																	
Planning approval												Hold point					
Development approval														Hold point			
Tendering process																Hold point	
Construction period - establish Temporary accommodation and decant clubs, test completed building systems and clubs move into new facilities																	
Defects liability period																	

Infrastructure and Strategy Committee

Project Name: Edwardstown Oval redevelopment

Council Role: Council as project partner (Fed \$4m, Marion \$4m) and project deliverer

Report Ref No: I&SC020517R7.3



Project Status

STATUS: **GREEN** On-Track **AMBER** Warning (heading off track/ potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-HOLD** Complete/On-Hold

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
CONCEPT STAGE				
Develop project outcomes	COMPLETE	COMPLETE	COMPLETE	Council resolution to redevelop Edwardstown Soldiers Memorial Ground (14 April 2015) City of Marion Business Plan 2016 - 2019
Develop partnerships	COMPLETE	COMPLETE	COMPLETE	Worked with Oval Committee and clubs through concept stage New Constitution and Board established
Approve design concept and cost estimate	COMPLETE	COMPLETE	COMPLETE	Concept design and cost estimate approved by Council
Approval to proceed to next stage	COMPLETE	COMPLETE	COMPLETE	Federal funding agreement approved and approval to progress to Commitment Stage and further design and cost development
COMMITMENT STAGE				
Secure land	AMBER	COMPLETE	AMBER	Land owned by City of Marion. Current Development Plan zoning allows third party appeals that could delay the project. Rezoning process (Recreation Community DPA) currently on community consultation and will then progress to Minister for authorisation and the DPA would allow type development contemplated with no appeal rights.

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
Finalise design and cost	GREEN	AMBER	AMBER	Design development stage progressing with parallel cost estimation process. Project budget approved by Council is \$8 million. Current cost estimate is higher and being managed to align with approved budget.
Prudential management approval	GREEN	GREEN	GREEN	Inputs to prudential management report currently being developed. Management Plan being developed with Board and affiliate clubs. Design and cost estimate preparation feeds into whole of life costs.
Approval to proceed to call construction tenders	ON-HOLD	ON-HOLD	ON-HOLD	Finance and Audit Committee, then Council, to review Section 48 report prior to calling of tenders for construction stage.
CONSTRUCTION STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Construction stage to commence when Council approves calling of tenders, acceptable tenders are received and Council endorses contractor.
COMMISSIONING STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Commissioning commences when building complete and ready for occupation
CLOSE	ON-HOLD	ON-HOLD	ON-HOLD	Close process occurs after Commissioning Stage and specifically at the end of the defects and liability period

Infrastructure and Strategy Committee

Project Name: BMX

Council Role: Project Partner (ORS \$2m, Onkaparinga \$750,000, Marion \$750,000) and project deliverer

Report Ref No: I&SC040417R7.2



Project Status

STATUS: **GREEN** On-Track **AMBER** Warning (heading off track/
potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-
HOLD** Complete/On-Hold

Milestone	Time /Schedule	Quality / Scope	Cost /Budget	Summary / Comments
CONCEPT STAGE				
Develop project outcomes	COMPLETE	COMPLETE	COMPLETE	Council resolution to develop BMX track (14 April 2015) City of Marion Business Plan 2016 - 2019
Develop partnerships	COMPLETE	COMPLETE	COMPLETE	Feasibility Study included BMX Australia, BMX SA, Hallett Cove BMX club, Happy Valley BMX club, Office of Recreation and Sport, City of Onkaparinga and City of Marion
Approve design concept and cost estimate	COMPLETE	COMPLETE	COMPLETE	Feasibility Study considered by funding partners and \$3.5 million funding pool established
Approval to proceed to next stage	COMPLETE	COMPLETE	COMPLETE	State funding agreement approved and funds received (\$2 million) and approval to progress to Commitment Stage and further design and cost development
COMMITMENT STAGE				
Secure land	AMBER	GREEN	GREEN	Land owned by Department of Water and Natural Resources. Current Development Plan zoning allows third party appeals that could delay the project. Discussions being held with State agencies regarding possibility of a

Milestone	Time /Schedule	Quality / Scope	Cost /Budget	Summary / Comments
				state agency applying under Section 49 of the Development Act to streamline approval process. Lease being prepared between DEWNR and Marion to enable the development.
Finalise design and cost	GREEN	GREEN	GREEN	Design, cost and investigation stages progressing to prepare design and cost estimate for Council and stakeholder consideration and approval. Project funding pool of \$3.5 million to be reviewed against design and estimated cost. .
Prudential management approval (Section 48 report)	GREEN	GREEN	GREEN	Inputs to Section 48 currently being developed. Management Plan being developed clubs and funding stakeholder. Design and cost estimate preparation informs whole of life costs.
Approval to proceed to call construction tenders	ON-HOLD	ON-HOLD	ON-HOLD	Finance and Audit Committee, then Council, to review Section 48 report prior to calling of tenders for construction stage.
CONSTRUCTION STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Construction stage to commence when Council approves calling of tenders, acceptable tenders are received and Council endorses contractor.
COMMISSIONING STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Commissioning commences when building complete and ready for occupation
CLOSE	ON-HOLD	ON-HOLD	ON-HOLD	Close process occurs after Commissioning Stage and specifically at the end of the defects and liability period

Infrastructure and Strategy Committee

Project Name: Mitchell Park Sports and Community centre

Council Role: Project Partner (Council \$9.875m, balance to be achieved) and project deliverer

Report Ref No: I&SC040417R7.2



Project Status

STATUS: **GREEN** On-Track **AMBER** Warning (heading off track/
potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-HOLD** Complete/On-Hold

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
CONCEPT STAGE				
Develop project outcomes	COMPLETE	COMPLETE	COMPLETE	Council resolution (14 April 2015) City of Marion Business Plan 2016 - 2019
Develop partnerships	COMPLETE	COMPLETE	COMPLETE	Worked with MPCSS Committee and clubs through concept stage Working with Basketball SA.
Approve design concept and cost estimate	COMPLETE	COMPLETE	COMPLETE	Design and Cost approved through Section 48 report reviewed by Finance and Audit Committee and approval by Council. Council allocated 50% funding (\$9.875 m) and is seeking 50% from other levels of government.
Approval to proceed to next stage	COMPLETE	COMPLETE	COMPLETE	Section 48 report approved by Council .
COMMITMENT STAGE				
Secure land	AMBER	COMPLETE	AMBER	Land owned by City of Marion. Current Development Plan zoning allows third party appeals that could delay the project. Rezoning process (Recreation Community DPA) currently on community consultation and will then progress to Minister for authorisation and the DPA would allow type development contemplated with no appeal rights.

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
Secure funding	GREEN	GREEN	GREEN	State Government budget funding for 2017 / 18 being pursued. Subsequent funding opportunities include 2018 State election, 2019 Federal election. Federal policies monitored for potential funding opportunities
Finalise design and cost	ON-HOLD	ON-HOLD	ON-HOLD	Further design development is subject to securing balance of funding to develop the project.
Prudential management approval (Section 48 report)	ON-HOLD	ON-HOLD	ON-HOLD	Revised Section 48 report to be developed once balance of funding received and subsequent design and cost estimation, management model and whole of life costs are investigated.
Approval to proceed to call construction tenders	ON-HOLD	ON-HOLD	ON-HOLD	As above
CONSTRUCTION STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Construction stage to commence when Council approves calling of tenders, acceptable tenders are received and Council endorses contractor.
COMMISSIONING STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Commissioning commences when building complete and ready for occupation
CLOSE	ON-HOLD	ON-HOLD	ON-HOLD	Close process occurs after Commissioning Stage and specifically at the end of the defects and liability period

Infrastructure and Strategy Committee

Project Name: Glenthorne Farm

Council Role: Advocate / facilitator, other party as deliverer

Report Ref No: I&SC040417R7.2



Project Status

STATUS: **GREEN** On-Track **AMBER** Warning (heading off track/
potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-
HOLD** Complete/On-Hold

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
CONCEPT STAGE				
Develop project outcomes	COMPLETE	COMPLETE	COMPLETE	Council resolution to pursue community access and environmental outcomes City of Marion Business Plan 2016 - 2019
Develop partnerships	COMPLETE	COMPLETE	COMPLETE	On-going liaison and support for Friends of Glenthorne.
Approve concept and cost estimate	ON-HOLD	ON-HOLD	ON-HOLD	Land owned by Adelaide University and future development of the site subject to a State Government Agreement.
Approval to proceed to next stage	COMPLETE	COMPLETE	COMPLETE	Next stages dependent on land owner and State Government agreeing on a committing to specific outcomes for the property
COMMITMENT STAGE				
Land	ON-HOLD	ON-HOLD	ON-HOLD	Land owned by Adelaide University since early 2000's.
Finalise concept	ON-HOLD	ON-HOLD	ON-HOLD	Final concept for future of Glenthorne will be driven by Adelaide University and State Government.

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
				Liberal Party have announced the Glenthorne National Park which includes Glenthorne Farm and adjacent land parcels.
Prudential management approval (Section 48 report)	ON-HOLD	ON-HOLD	ON-HOLD	Future concept for Glenthorne and whether Council has a role will determine whether a prudential management report is required.
CONSTRUCTION STAGE	ON-HOLD	ON-HOLD	ON-HOLD	By other parties, unless Council has some form of involvement.
COMMISSIONING STAGE	ON-HOLD	ON-HOLD	ON-HOLD	By other parties
CLOSE	ON-HOLD	ON-HOLD	ON-HOLD	By other parties

Infrastructure and Strategy Committee

Project Name: Darlington Upgrade Project

Council Role: Advocate / facilitator, other party (State and Federal funding) State as deliverer

Report Ref No: I&SC040417R7.2



Project Status

STATUS: **GREEN** On-Track **AMBER** Warning (heading off track/
potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-HOLD** Complete/On-Hold

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
CONCEPT STAGE				
Develop project outcomes	COMPLETE	COMPLETE	COMPLETE	City of Marion Business Plan 2016 - 2019
Develop partnerships	COMPLETE	COMPLETE	COMPLETE	Regular liaison with Department of Planning Transport and Infrastructure, City of Mitcham, City of Onkaparinga, Renewal SA
Approve design concept and cost estimate	COMPLETE	COMPLETE	COMPLETE	Design developed by State, reviewed by Council and modified by State to accommodate Council (Marion and Mitcham) desired east-west connections inclusive of walking and cycling paths. Project budget \$620 million,(Federal \$496m, State \$124m)
Approval to proceed to next stage	COMPLETE	COMPLETE	COMPLETE	State (DPTI) currently constructing project.
COMMITMENT STAGE				
Land	GREEN	GREEN	GREEN	Land controlled by State Government. City of Marion local roads and walking and cycling paths involved in project to create east-west connections and alternatives to motorised vehicle transport.

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
Finalise design and cost	GREEN	GREEN	GREEN	Main project being delivered by State. Plans for local roads (Birch Crescent) and walking and cycling paths (Tonsley Greenway) being developed by Marion for incorporation into the wider project. Local road improvements and walking and cycling paths may require Council funding with separate reports to be brought to Council for consideration if expenditure is required.
Prudential management approval (Section 48 report)	ON-HOLD	ON-HOLD	ON-HOLD	Not applicable, Section 48 of local government act does not relate to local roads and walking and cycling paths and costs do not exceed S48 trigger.
Approval to proceed to call construction tenders	GREEN	GREEN	GREEN	Tenders called and approved by DPTI.
CONSTRUCTION STAGE	GREEN	GREEN	GREEN	Construction being undertaken by DPTI, Council staff involved in assessing construction for elements that will be transferred as local infrastructure to Council.
COMMISSIONING STAGE	ON-HOLD	ON-HOLD	ON-HOLD	To be undertaken by DPTI, with Council staff involvement in any infrastructure to be transferred to Council.
CLOSE	ON-HOLD	ON-HOLD	ON-HOLD	

Infrastructure and Strategy Committee

Project Name: Oaklands Rail Crossing

Council Role: Advocate / facilitator, other party as deliverer

Report Ref No: I&SC040417R7.2



Project Status

STATUS: **GREEN** On-Track **AMBER** Warning (heading off track/
potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-HOLD** Complete/On-Hold

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
CONCEPT STAGE				
Develop project outcomes	COMPLETE	COMPLETE	COMPLETE	Council resolution City of Marion Business Plan 2016 - 2019
Develop partnerships	GREEN	GREEN	GREEN	'Community partnership' established through public campaign. Mayor has regular liaison with relevant State and Federal Ministers
Design concept and cost estimate	COMPLETE	COMPLETE	COMPLETE	State considering options of rail under and rail over. State cost estimate is \$190 million. Council may need to contribute through local infrastructure provision
Approval to proceed to next stage	ON-HOLD	ON-HOLD	ON-HOLD	Next stage subject to State / Federal funding. Federal Government position is that redirecting funds from northern Adelaide projects (as suggested by State Government) is subject to audit at the end of the northern Adelaide projects
COMMITMENT STAGE				
Land	GREEN	GREEN	GREEN	Land controlled by State Government. Local roads and walking and cycling paths may be involved in the project to create community connections and to provide alternatives to vehicle transport. This could require capital contribution by Council

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
Finalise design and cost	ON-HOLD	ON-HOLD	ON-HOLD	Further design development will occur when State / Federal funding is approved. .
Prudential management approval (Section 48 report)	ON-HOLD	ON-HOLD	ON-HOLD	Not applicable, Section 48 of local government act does not relate to local roads and walking and cycling paths. Potential local infrastructure costs yet to be determined.
CONSTRUCTION STAGE	ON-HOLD	ON-HOLD	ON-HOLD	By State if funding approved. May be local Council infrastructure, dependent on final scheme.
COMMISSIONING STAGE	ON-HOLD	ON-HOLD	ON-HOLD	By State
CLOSE	ON-HOLD	ON-HOLD	ON-HOLD	By State

Infrastructure and Strategy Committee

Project Name: Tonsley Project

Council Role: Advocate / facilitator, other party (Renewal SA) as project deliverer

Report Ref No: I&CS040417R7.2



Project Status

STATUS: **GREEN** On-Track **AMBER** Warning (heading off track/
potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-HOLD** Complete/On-Hold

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
CONCEPT STAGE				
Develop project outcomes	COMPLETE	COMPLETE	COMPLETE	City of Marion Business Plan 2016 - 2019
Develop partnerships	GREEN	GREEN	GREEN	Regular liaison with Renewal SA Regular liaison with City of Mitcham
Approve design concept and cost estimate	GREEN	GREEN	GREEN	Site masterplan developed by State and reviewed and endorsed by Council
Approval to proceed to next stage	GREEN	GREEN	GREEN	State approved budget and civil works progressing. Businesses establishing TAFE opened Flinders University opened, with further two option sites
COMMITMENT STAGE				
Land	GREEN	GREEN	GREEN	Land owned by State Government, with progressive land sales.
Finalise design and cost	GREEN	GREEN	GREEN	Site masterplan and cost of infrastructure responsibility of State Government through Renewal SA.

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
				Public roads and footpaths will transfer to Council. Council staff involved in reviewing road and footpath designs and construction at key points.
Prudential management approval (Section 48 report)	ON-HOLD	ON-HOLD	ON-HOLD	Not applicable.
Approval to proceed to call construction tenders	GREEN	GREEN	GREEN	Tenders, budget and construction managed by Renewal SA.
CONSTRUCTION STAGE	GREEN	GREEN	GREEN	Construction stage to commence when Council approves calling of tenders, acceptable tenders are received and Council endorses contractor.
COMMISSIONING STAGE	ON-HOLD	ON-HOLD	ON-HOLD	By Renewal SA. Public roads and footpaths transferring to Council subject to inspections by Council staff at completion of defects and liability period.
CLOSE	ON-HOLD	ON-HOLD	ON-HOLD	By Renewal SA.

Infrastructure & Strategy Committee Project Report

Project Name: Marion Outdoor Swimming Centre (MOSC) Upgrade

Council Role: Funder and deliverer

Report Ref No: I&SC040417R7.2



Project Status

STATUS:	GREEN On-Track	AMBER Warning (heading off track/ potential to head off track)	RED Off Track / Problem	COMPLETE/ON-HOLD Complete/On-Hold
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Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
CONCEPT STAGE				
Develop project outcomes	COMPLETE	COMPLETE	COMPLETE	Concept developed through masterplan process. Council City of Marion Business Plan 2016 – 2019 required masterplan to be presented. The Infrastructure and Strategy committee (ISC070317R7.2) provided feedback on the masterplan which enabled a report to be prepared for the General Council meeting on 28 March 2017.
Design concept and cost estimate	GREEN	GREEN	GREEN	Considered at 28 March 2017 (GC280317R10) meeting, \$150,000 funds recommended for 2017 / 2018 budget for design process. Report deferred. Council approved funding for a second slide at 28 March 2017 meeting.
Approval to proceed to next stage	ON-HOLD	ON-HOLD	ON-HOLD	Council to consider design if funds allocated in 17/18 to enable progress to next stage.
COMMITMENT STAGE				
Land	GREEN	GREEN	GREEN	Land owned by City of Marion.
Finalise design and cost	ON-HOLD	ON-HOLD	ON-HOLD	Subject to Council funding in 2017/18.

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
Prudential management approval (Section 48 report)	ON-HOLD	ON-HOLD	ON-HOLD	Eventual scale and cost of project will determine whether a Section 48 report is required.
Approval to proceed to call construction tenders	ON-HOLD	ON-HOLD	ON-HOLD	Subject to design process funds in 17/18, design, cost and whole of life costs to be considered by Council.
CONSTRUCTION STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Other construction to be determined through design and cost process then subsequent Council review and approval.
Second water slide	GREEN	GREEN	GREEN	Council approved at 28 March 2017 meeting for second slide to be installed before the 2017/18 swimming season.
COMMISSIONING STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Subject to Council approvals to proceed.
CLOSE	ON-HOLD	ON-HOLD	ON-HOLD	Subject to Council approval to proceed.

 Report: I&S Committee		Home		Reporting at end Mar-17									
Project Objective	Status	Source	Original Start date	Revised Start date	Original End date	Revised End date	Status should be	Project start	Project end date	Progress in the quarter (by month)	Next steps	Risk status	Mitigation of risks & issues
Engineering C3-Streetscapes To provide consistent design for streets that balances the needs of pedestrians/cyclists and vehicles, provides visual amenity, supports connectivity and safety, and is environmentally sustainable.	Commenced	13 Special Projects & Busines Plan	27-Jan-15	27-Jan-15	31-Mar-17	28-May-17	Commenced	on track	delayed	Project ownership tranferred from Strategy 03.02.2017 Design guidelines finalised and adopted by Council	Pilot projects progressing, with design for Allawoona Avenue commenced, Council EM Forum 18/4 to discuss program of works	Medium	Integration of Project with existing works program, resources for coordination of program
City Property I4-Council Solar Infrastructure Install solar panels on Council buildings (project initiated in 2015/16)	Commenced	Business Plan	01-Jul-16	01-Jul-16	30-Jun-17	30-Jun-17	Commenced	on track	on track	Jan 17 - Finalised contract documents with supplier/installer; Feb 17 - initial site meetings with Suntrix (supplier/installer) to review requirements for safety platforms and static lines so design can proceed; panels have been ordered;	Jan 17 - Commence delivery of 8 approved projects; seek quotes for additional 2 approved projects (LKCC and Cooida); Feb 17 - final design of panels on 8 initial sites to be confirmed once WHS arrangements (safety platforms and static lines) have been finalised;	Low	Lack of suitable contractors/suppliers - procurement process

 Report: I&S Committee		Reporting at end Mar-17		Home		Original Start date Revised Start date		Original End date Revised End date		Status should be		Project start Project end date		Progress in the quarter (by month)		Next steps		Risk status Mitigation of risks & issues	
City Property	L2.6,13.9-Tennis & Netball	Deliver State of the Art Sport and Recreational Facilities across the City: • Modern Sustainable Tennis and Netball Facilities across the city to meet the needs of the community now and into the future (Business Plan) report results of tennis and netball review for council consideration by the end of April 2017 so budget allocation for implementation can be considered in the 2016/17 budget (13 special projects)	Not due to start	13 Special Projects & Business Plan	01-Mar-16	01-Mar-16	30-Jun-20	30-Jun-20	Commenced	on track	on track	Feb- Council approved directions for clubs and community courts at 28 February meeting, Council approved budget over three years to implement approve changes and improvements to club and community based courts. Meetings held with 6 identified clubs, as per Council resolution. Scenarios being developed clubs, some clubs not prepared to change. Further meetings with clubs to develop potential directions. Concept plan for Seaview high school. Consultation with residents living in close proximity to community courts. Council Report February 28 will include directions for sites and potential 3 year budget allocations for projects as well as a summary of all community engagement/consultation.	Mar - Roll out of Council approved three year works program to be commenced. Continue to work with Seaview High School and DECS to develop a design, costs and use agreement for Council consideration. Report prepared for consideration at 13 December Council meeting re negotiations with 6 clubs. Materials prepared for consultation on 6 other sites where potential changes (not necessarily courts) are being considered. Consultation to be completed on these 6 sites by 20 December 2016. - Council Report to be finalised. Meeting with Seaview High School and Tennis SA to progress the project and develop a funding model for the project.	Medium	Council approved directions for clubs are well supported by the clubs. Council to further consider directions for Nanningai and Capella Reserve.				
Open Space & Recreation	L4.3, 13.2-HallettCoveForeshore	Deliver Iconic Open Spaces and Playgrounds across the City: Hallett Cove Foreshore precinct redevelopment (Business Plan)(13 Special Projects) Substantial completion of Hallett Cove Foreshore project -subject to budget approval	Commenced	13 Special Projects & Business Plan	01-Jul-16	01-Jul-16	30-Nov-18	30-Nov-18	Commenced	on track	on track	Council endorsed stage 5 detailed design, proceed to DA, tender and construction. Budget for Stage 5 is \$1.035M. Construction to be complete by March 2018	Submit development application for planning and building approvals. Preparation for procurement phase.	Medium	Stage 5 delivery timeframes critical to deliver Concert in the Cove in March 2018. Council prioritised Stage 5 Amphitheatre in staggered delivery of Stages 4 Playground and Reserve and Stage 5 Amphitheatre				

 Report: I&S Committee		Reporting at end Mar-17		Home															
Project Objective	Status	Source	Original Start date	Revised Start date	Original End date	Revised End date	Status should be	Project start	Project end date	Progress in the quarter (by month)	Next steps	Mitigation of risks & issues	Risk status						
City Property L9.1-PropertyAsset Optimisation Review under-utilised council reserves and facilities to ensure facilities are optimised. Provide a brief description of the problem or opportunity. <ul style="list-style-type: none"> Continue implementation of priorities from the review of reserves and facilities A strategic review of Council facilities was undertaken several years ago but was not adopted by Council, this needs to be updated to enable Council to have a framework to guide future developments for sporting and community facilities. This will also assist Council to have service levels for community facilities, to guide funding levels and initiatives to be undertaken. Council has also identified that it has a lot of vacant land which could potentially be disposed of and funds invested in community facilities. 	Commenced	Business Plan	01-Jan-16	01-Jan-16	30-Jun-17	30-Jun-17	Commenced	on track	on track	Mar Toc H Hall - The property was passed in at Auction on 9 March 2017. A sale was negotiated with the bidder and a contract was entered into and due to settle on 11 May. Vacant Land - community consultation has been undertaken and closed on 15 March 2017. A report will be prepared for the 11 April 2017 General Council Meeting to consider the outcome of the consultation and seek authorisation to submit the request for the revocation to the Minister. Contamination investigations are being undertaken. It is anticipated that the reports will be finalised on 10 April 2017. A report on the outcome of the investigations for Oliphant Avenue Reserve will be prepared for the 9 May 2017 General Council Meeting. A report on the outcome of the investigations for Louise Avenue Reserve, Luke Court Reserve and Ranger Street Reserve will be prepared for Council upon receipt of the determination of the revocation by the Minister. McConnell Avenue Reserve (West) - Investigations are being undertaken into the potential for disposal. A report will be prepared for the 9 May 2017 General Council Meeting. Investigations - continuing to investigate vacant properties by suburb Travers St - obtained quotes/submission for a landscape architect, did appoint and then the contractor declined the offer. Another contractor has declined to submit a quote. Warratah Square - information provided to ward members and feedback sought on disposal of the property	April - report being prepared for 11 April General Council meeting on Ranger St, Luke Crt and Louise Ave for potential disposal. Oliphant Ave progressing site investigations including potential contamination. Travers St, landscape architect report to be provided on options for the tree Continuing to work through each suburb to identify potential land for disposal. Ward Members to provide feedback on Warratah Square to consider if this property could be considered for disposal.	Medium	Toc H Hall - Asbestos is known in the building. A contamination report has been received which determines that other than asbestos removal, no additional work is required to render the site suitable for future use. No further mitigation required. Vacant Land - Community not supportive of changes/disposal, Minister does not support revocation of community land status Community Facilities Strategy - this will provide a long term plan for the Council and potentially will require several years to implement any major changes as well may not be supported by future councillors.						
Engineering VN10-Glade Crescent Wetlands This project moved into the construction phase for wetland 1 and associated infrastructure (inc GPT, stormwater bypass access track, paths, and landscaping), following extensive planning consultation, approvals and grant funding	Commenced	Business Plan	01-Jul-16	01-Jul-16	30-Jun-17	30-Jun-17	Commenced	on track	on track	Civil Works now 90% complete. Ponds 1 and 2 complete	Remaining tasks inc complete sedimentation basin, install steel work and complete access road. Other contracts for footpaths, street furniture, plants supply, weeding and revegetation let, will commence this suite of works when civil works are complete	Medium	Rock (costs), weather (delays), contractor capacity, construction activities, complaints, confined space						

 Report: I&S Committee		Home		Reporting at end Mar-17											
Project Objective	Status	Source	Original Start date	Revised Start date	Original End date	Revised End date	Status should be	Project start	Project end date	Progress in the quarter (by month)	Next steps	Risk status	Mitigation of risks & issues		
Engineering VN2-Sustainable Public Lighting The transition to new LED lighting will reduce energy by 75% compared to existing lights and reduce Co2 greenhouse gas emission by over 1600 tonnes. The cost to transition to LED lighting is \$3,089,123 with a 6 year payback and potential ongoing savings of \$500,000.	Commenced	Business Plan	01-Jul-16	01-Jul-16	30-Jun-17	30-Jun-17	Commenced			Legal advice obtained, met with SAPN 28/2 to discuss tariff agreement, meeting was extremely collaborative.	Meeting with SAPN to discuss project plan 28/3	Medium	LGA Business Case Funding Kelvins		

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
2 MAY 2017**

Originating Officer: Patrice Pearson, Community Engagement Officer
Manager: Fiona Harvey, Manager Innovation and Strategy
General Manager: Abby Dickson, General Manager City Development
Subject: Community Data and Community Survey
Report Reference: ISC020517R7.4

OBJECTIVE

This report provides an overview of a suggested approach to conduct community satisfaction surveys in 2016/17 and 17/18 to collect additional data to assist Council's understanding of its community, and inform decision making on strategic priorities and investment in services in the future.

RECOMMENDATIONS

DUE DATES

That the Infrastructure and Strategy Committee:

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1. Notes that the community facilities and events survey is scheduled to be conducted in April 2017 as a follow up to the first survey in this format conducted in April 2016. | 2 May 2017 |
| 2. Advises Council of a suggested approach to develop and undertake a broader community satisfaction survey, to inform Council's strategic priorities and investment in services in the future. | 2 May 2017 |

BACKGROUND

The City of Marion has a current corporate KPI on Community Satisfaction: Overall satisfaction of greater than 75% with each of (1) community facilities (2) sports facilities and (3) events. A community satisfaction survey was conducted in April-May 2016 for the first time to collect data to inform this KPI. 1000 households across the city were provided hard-copy surveys, and the survey was made available via our Making Marion community engagement portal for residents wishing to self-select to complete the survey.

The survey has been refined and simplified in preparation for deployment again in April-May 2017 and is attached in Appendix 1.

DISCUSSION

At the Infrastructure and Strategy Meeting held on 7 March 2017, following the discussion on the draft 10-year Strategic Plan, it was noted that collection and use of community data, particularly data on what the community values and their levels of satisfaction, could be explored further to inform the ongoing review of strategic priorities and service levels. This

community data could also provide input on delivery and performance of strategic goals over time.

Current data

Currently there are a multitude of methods used to collect and compile information about our communities. These include demographic profiling, environmental scans, public health data, community satisfaction with our events and facilities, customer satisfaction with our front line customer services, and feedback relating to projects.

We currently collect data about our community, and directly from our community, which has informed the development of the 3 year Business Plan, the review of the 10 year Strategic Plan, a range of formal service reviews and ongoing improvement to services, programs and projects.

A current gap identified is relevant and comprehensive data about what our community values. Sourcing this data through an expanded community survey, using and traditional and new technological platforms, would enable us to trend how well we are delivering against our Strategic Plan and that our programs and projects are reflective of communities' genuine wants and needs.

The survey would assist us to identify those services, programs and facilities that communities and residents value highly which can inform strategic priority setting and planning, service levels and funding option into the future.

Hard data and soft data

To assist understanding of the benefits of completing a community satisfaction survey we can describe the types of data we collect as being 'hard' data and 'soft' data.

Hard data can be referred to as objective facts and statistics usually collected by systems or programs e.g. community age profiles, counts of residents using a service such as library borrowings, economic trends. Soft data can be referred to as subjective intelligence such as opinions, suggestions, interpretations and perceptions eg resident's feedback on service delivery, perceptions of safety, opinions on value for money.

Using either source of data independent of the other can affect decision-making and limit our understanding of issues and opportunities. When used together we can add value to our decisions, streamline resources and identify efficiencies and opportunities.

GAP ANALYSIS

Whilst City of Marion has access to, or hold, significant sets of hard data, there would be value in expanding the community (soft) data to support the measurement of how the community believe we are delivering against our strategic goals.

Focusing on the areas we require more community data will form the basis of our questioning and assist with a community engagement activity (survey or other mechanism) that can directly inform Council decision making.

CURRENT AND FUTURE SURVEY APPROACHES

Current Events and Facilities Survey to be rolled out in April/May 2017

The Community Facilities and Events Survey was designed with the aim of evaluating the City of Marion's facilities and events. The survey gives us a better understanding of the community's perception of the performance of Council and to inform future service delivery models and assist with planning of our sports and community facilities and events.

Approach	Tool	Benefits	Limitations	Approximate cost
Conduct Annual Events and Facilities Community Survey	<p>Hard copy sent to 5,000 geographically representative households (covering all suburbs) in the City of Marion</p> <p>+ Online opt-in survey</p> <p>+ advertising through Social Media</p>	<ul style="list-style-type: none"> • Sent to 5,000 randomly selected households in hard copy with reply paid envelopes – covers all suburbs across the City • Invite participation by conducting city wide promotion of survey and offer online engagement option, reporting separately on feedback • Currently have baseline information to report on trends from 15/16 survey results • Provides direct results for Corporate KPI • Process will enhance community perceptions of council and build stronger relationships between Council and the communities. 	<ul style="list-style-type: none"> • Households are geographically representative but not demographically representative (ie age, gender, ethnicity, culture) • Low level of participation is a risk • Focuses on specific events and facilities services only • Reliant on limited in-house skills for collation and analysis 	<p>\$15,000 pa</p> <p>including the distribution of hard copies, staff time to conduct survey, manually collate and analyse results</p>

Suggested option for broadening the Community Satisfaction Survey 17/18

The following option has been developed as a suggested approach for the Infrastructure and Strategy Committee to consider presenting to Council. This approach would require an allocation of funds and appointment of consultant to advise on techniques and methods to distribute and conduct the survey for 2017/18 financial year.

Approach	Tool	Benefits	Limitations	Approximate cost
Broaden the current Events and facilities survey to include satisfaction and importance questions on a broader range of services	To be determined, but could include + Hard copy + E Panel and Online surveying + Social media + focus groups + Other innovative techniques to be explored	<ul style="list-style-type: none"> Continue to baseline and trend the data received as part of the 2016 Events and facilities survey Begin collection of baseline data on broader range of council services Feedback obtained could be from demographically representative sample of the city's population A 95% confidence rating can be achieved using a range of innovative tools to ensure data is an accurate reflection of community feedback Results will track performance on strategic plan and priorities, Results can inform levels of service and resource allocation Results could identify opportunities for efficiencies Participants can be re engaged to develop online databases to streamline and target future consultations Process will enhance community perceptions of council and build stronger relationships between Council and the communities. Opportunity to engage survey and technology experts in design and delivery 	<ul style="list-style-type: none"> Complexity of survey will need to be managed based on wanting it to achieve a number of objectives Best approach for broader survey would be to run every 2 years rather than annually 	~\$40k - \$50k every 2 years to include the appointment of consultant to build and launch a new survey and advise on possible technological options to run the survey

Facilities and Events Survey

The City of Marion wants to hear from you about our sport and recreation facilities, community and cultural facilities, and events.

We are committed to providing you the best value for your rates. Surveys such as this provide us with information on how we can improve our services to you and better plan for the future.

We would appreciate 10 minutes of your time to complete the Facilities and Events Survey. It would be appreciated if the survey could be completed by one member of your household aged over 18 years.

The survey is divided into three sections covering Sports and Recreation Facilities, Community and Cultural Facilities and Community Events.

Section 1: Sports and Recreation Facilities

1. Have you used any sports and recreation facilities in the past 12 months?

- Yes (move to question 2)
- No (move to question 5)

2. How would you rate your overall satisfaction with the sport and recreational facilities you have used?

	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
Cove Sports and Community Club				
Edwardstown Soldiers' Memorial Recreation Ground (Edwardstown Oval)				
Glandore Recreation Centre (Glandore Oval)				
Marion Sports and Community Club (Club Marion)				
Mitchell Park Sports and Community Club				
Morphettville Park Sporting Club				
Plympton Sporting and Recreation Club				
Marion Outdoor Swimming Pool				
Tennis courts				
Netball courts				
Basketball courts				
Outdoor fitness equipment				
Cricket nets and pitches				
Skate parks				
BMX tracks				
Soccer Goals				
Parks and Reserves				
Playgrounds				
Walking and Cycle paths				

3. Please provide comments/feedback on specific sport and recreational facilities below

- Facility name/comment _____
- Facility name/comment _____
- Facility name/comment _____

Section 2: Community and Cultural Facilities

4. Have you used any community and cultural facilities in the past 12 months?

- Yes (move to question 6)
- No (move to question 9)
-

How would you rate your overall satisfaction with community and cultural facilities you have used?

	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
Administration centre				
Marion Cultural Centre Library				
Cove Civic Centre				
Marion Cultural Centre Theatre Space				
Marion Cultural Centre Gallery M				
Park Holme Library				
Cooinda Neighbourhood Centre				
Glandore Neighbourhood Centre				
Mitchell Park Neighbourhood Centre				
Trott Park Neighbourhood Centre				
Living Kurna Cultural Centre				
Community Halls and Centres				

5. Please provide comments/feedback on specific community and cultural facilities below

- Facility name/comment _____
- Facility name/comment _____
- Facility name/comment _____

Section 3 Community Events

6. Have you attended a City of Marion community events in the past 12 months?

A comprehensive list of City of Marion events are provided as an attachment to this survey

- Yes (move to question 7)
- No (move to section question 9)

7. If yes, please tell us what you liked about the event you attended

8. Tell us how you think the event might have been improved

9. If no, can you tell us why you did not attend an event

10. Please provide comments/feedback on specific community events below

- Event name/comment _____
- Event name/comment _____
- Event name/comment _____

Section 4: Information about you (optional)

Providing us with some information about you will help us to improve our facilities and events.

19. Which suburb do you live in?

- | | | |
|----------------------------------------|------------------------------------------|-------------------------------------------|
| <input type="checkbox"/> Ascot Park | <input type="checkbox"/> Marino | <input type="checkbox"/> Seacombe Gardens |
| <input type="checkbox"/> Bedford Park | <input type="checkbox"/> Marion | <input type="checkbox"/> Seacombe Heights |
| <input type="checkbox"/> Clovelly Park | <input type="checkbox"/> Mitchell Park | <input type="checkbox"/> Seaview Downs |
| <input type="checkbox"/> Darlington | <input type="checkbox"/> Morphettville | <input type="checkbox"/> Sheidow Park |
| <input type="checkbox"/> Dover Gardens | <input type="checkbox"/> Oaklands Park | <input type="checkbox"/> South Plympton |
| <input type="checkbox"/> Edwardstown | <input type="checkbox"/> O'Halloran Hill | <input type="checkbox"/> Sturt |
| <input type="checkbox"/> Glandore | <input type="checkbox"/> Park Holme | <input type="checkbox"/> Trott Park |
| <input type="checkbox"/> Glengowrie | <input type="checkbox"/> Plympton Park | <input type="checkbox"/> Warradale |
| <input type="checkbox"/> Hallett Cove | <input type="checkbox"/> Seacliff Park | <input type="checkbox"/> Other _____ |

20. How long have you lived in the City of Marion?

- | | |
|--------------------------------------------------|---------------------------------------------------------|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> 10 to less than 15 years |
| <input type="checkbox"/> 1 to less than 5 years | <input type="checkbox"/> 15 years to less than 20 years |
| <input type="checkbox"/> 5 to less than 10 years | <input type="checkbox"/> 20 years or more |

21. Which age group do you fall into?

- | | |
|-----------------------------------|-----------------------------------|
| <input type="checkbox"/> 18 to 24 | <input type="checkbox"/> 50 to 59 |
| <input type="checkbox"/> 25 to 34 | <input type="checkbox"/> 60 to 69 |
| <input type="checkbox"/> 35 to 39 | <input type="checkbox"/> 70 + |
| <input type="checkbox"/> 40 to 49 | |

22. What is your gender?

- Male Female Choose not to specify

24. Do you have any other comments relating to facilities and events?

(Please contact the Customer Service Centre on 8375 6600 if you have a specific service request)

If you would like to go into the draw to win one of the 5 movie ticket prizes please provide your contact details below:

Name:

Email address:

Best day time phone number:

Would you be willing to be involved in future City of Marion consultations to support our ongoing focus on improvement?

Yes No

If you answered yes, your details will be added to our database for future consultations.

Thank you for your feedback.

Community Events

Anzac Day event at Hallett Cove
Marion Celebrates
Marion Outdoor Pool Open Day
Glandore Christmas Carols
Glandore Halloween
Living Kurna Cultural Centre Open Day
Unsung heroes Awards
Citizen of the Year Awards – Australia Day Awards
Anzac Day Youth Vigil
Business Breakfasts
Parkholme Music in the Park
Rajah Reserve Events
Common Thread Events – Sustainability program
local neighbourhood/community centre events
local library events

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
2 MAY 2017**

Originating Officer: Fiona Harvey, Manager Innovation and Strategy
General Manager: Abby Dickson, General Manager City Development
Subject: Asset Systems Service Review
Report Reference: ISC020517R8.1

OBJECTIVE

This report provides an overview of the Asset Systems Service Review to seek the committee's input into the review.

RECOMMENDATION

DUE DATES

That the Infrastructure and Strategy Committee:

- | | |
|---------------------------------------------------------------------------------------------|-------------------|
| 1. Participates in a workshop to provide input into the Asset Systems service review | 2 May 2017 |
|---------------------------------------------------------------------------------------------|-------------------|

BACKGROUND

The City of Marion owns and manages a diverse portfolio of assets, valued in excess of \$1b. The assets are owned for the provision of services, and all areas of the organisation have some responsibility on the management of assets.

A service review was initiated to undertake an assessment of the City of Marion's asset management policies and strategies, systems, roles, structures and processes to optimise service efficiency, value for money and improve customer service.

The review is focussed on understanding the current state and opportunities for improvement of these key asset management elements and provide a plan for addressing them.

The review is scheduled to run from February- August 2017, with the Finance and Audit Committee as the governing body overseeing this review (as part of the broader service review program).

The high level service review plan (as provided to the Finance and Audit Committee on 28 February) is attached in Appendix 1.

DISCUSSION

The first stage of the Asset Systems service review was to undertake an assessment of our current asset management practices under 11 key practice areas based on National and International standards for asset management:

- Strategic Plans
- Budget
- Reporting
- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans
- Governance
- Levels of service
- Data and Systems
- Skills and Processes
- Evaluation

The assessment identified 3 key areas of high priority for improvement:

1. Levels of Service – developing and confirming current and target levels of service for all major asset classes to ensure our assets are provided, maintained, renewed and upgraded to meet these service levels in a sustainable manner
2. Data and Systems – consider a consolidated, integrated and contemporary ICT system that delivers data integrity, security and functionality to meet our current and future needs
3. Evaluation – Monitor and report on key Asset Management related targets, as well as an ongoing review system maturity

Workshop

A workshop will be held with the Infrastructure and Strategy Committee to consider key questions that will input into the review of the 3 high priority areas identified above:

- What are the things changing in the city and community that are likely to impact on our assets?
- What changes should we be considering for our assets based on these impacts?
- What information do Elected Members wish to access through an Asset ICT system?

Service Review Name:	Asset Systems
Service Review Number:	5
Service Review Manager:	Fiona Harvey
Service Review Sponsor:	Abby Dickson, General Manager & Executive Leadership Team
Date:	February 2017

1. Description of Service Review:

Undertake an assessment of asset management policy, systems, roles, structures and processes to optimise service efficiency and improve customer service.

2. Service Review Objectives:

The service review will seek to optimise Asset Management through:

- Review of high level policy, strategies and plans
- Undertake a “current state” Asset Management maturity assessment
- Review of organisational roles and responsibilities as they relate to Asset Management
- Review of focus and structure of Asset Systems team
- Review of current corporate ICT Systems to meet organisational needs

3. Deliverables:

To achieve the project objectives, the review will involve the following stages:

- Process Map the provision of the service
- Review of organisational policy and supporting documentation
- Gathering of relevant data and analysis
- Identify service improvements and cost efficiencies
- Report – a final report with recommendations will be prepared for Council and Finance & Audit Committee review with any significant changes to the service to be provided in a report to Council.

4. Description of Constraints:

- Time to undertake a review that delivers upon the intended / expected outcomes whilst continuing to provide the service. This service review involves many departments/teams across the organisation, with time constraints likely to be an issue for many groups

5. Justification/Comments supporting the Service Review:

- Council has a significant responsibility to effectively and efficiently manage over \$1bn assets
- Investment and the upgrade of systems in the recent past has been limited
- There is potential for improvements to be gained through the review in many areas of the organisations including; improved decision making, productivity, financial management; better alignment and integration

across the organisation, improvement community outcomes through better asset utilisation and performance, better customer service

6. Service Review Stakeholders:

Internal Stakeholders

- Elected Members / Council
- Executive Leadership Team / Senior Leadership Team
- Human resources
- Engineering & Field Services
- Community & Cultural Services
- City Property
- Innovation & Strategy
- Economic Development
- Strategic Projects
- Open Space Planning
- Finance
- ICT
- Contracts & operational Support
- Corporate Governance

External Stakeholders

- Surrounding councils

7. Program & Milestones:

Project Scope – Finance & Audit Committee: February 2017
 Project Team – First Team meeting February 2017
 Undertake Review – February 2017 to June 2017
 Asset Management Maturity Assessment: March/April 2017
 Key Stakeholder engagement – Infrastructure and Strategy Committee: April 2017
 Assessment of roles and responsibilities: May 2017
 Status Report – Finance & Audit Committee: May 2017
 Assessment and alignment of Asset Systems team: June 2017
 Assessment of current corporate ICT systems: June 2017
 Project Plan for Implementation of outcomes: July 2017
 Review Report – Finance and Audit Committee: August 2017
 Commence Implementation: August 2017

8. Estimated Service Review Cost:

- Project will be resourced internally
- Specialised consultant support and advice will be used for a number of key review tasks

9. Service Review Governance

Project Sponsor: Executive Leadership Team (CEO and General Managers)

Project Manager: Manager Innovation & Strategy

Project Team (internal):

- Engineering & Field Services
- City Property
- Open Space Planning
- Innovation & Strategy
- Finance
- ICT

Project Team (External):

- Specialised consultant

10. Risk Management Approach

- The breadth of the review will require dedicated resources and commitment across the organisation. This risk will be managed via engaging specialist consultants for some key review tasks. This ensures expert input, independent review and fast tracking critical components (eg Maturity Assessment)
- Need for “change management” approach. A critical component of the review will be engagement across the organisation and recognition of a focus on change management. This will be managed by early engagement of key leaders and strong communications throughout the review

Service Review (Stage 2) Scope

Asset Systems



Service Review Scope Approval

Service Review Manager

Name: _____ Position: _____

Signature: _____ Date: ___/___/___

Service Review Sponsor

Name: _____ Position: _____

Signature: _____ Date: ___/___/___

	Date
Service Review Scope to Finance & Audit Committee for review/feedback	___/___/___
Feedback from Finance & Audit Committee:	
Feedback Outcomes:	

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
2 MAY 2017**

Originating Officer: Mathew Allen, Manager Infrastructure and Field Services
General Manager: Tony Lines, General Manager Operations
Subject: Drainage Service Review
Reference No: ISC020517R8.2

REPORT OBJECTIVE

The purpose of this report is to provide the Infrastructure and Strategy Committee with the draft report detailing outcomes of the internal Service Review – Drainage and seek the committee’s feedback regarding the recommendations.

EXECUTIVE SUMMARY

Council has embarked on a series of service reviews to assess whether services being delivered by Council are efficient and effective.

The intent of the drainage service review is to assess Council’s current practices, determine what efficiencies can be implemented and bench mark with other Councils. The draft Service Review – Drainage report is provided in Appendix 1 for the committee’s consideration.

The service review has considered the following:

- The role and functions performed by Engineering and Civil
- Identifying service levels, standards and processes (omitting any duplication of processes)
- The costs associated with providing the service
- Exploring research opportunities with other industry providers to find efficiencies
- Improved resource usage
- Benchmarking with other Councils and exploring service delivery models including service sharing, strategic relationships
- Reviewing internal operations including staffing structure, processes, and work practices
- Exploring methods to optimise resource usage, including rationalising and making better use of assets
- Service and activity innovations
- Identifying and recommending opportunities for improvement

The committee will be provided with a short presentation followed by a workshop activity to seek feedback and advice.

RECOMMENDATION

DUE DATES

That the Infrastructure and Strategy Committee:

- | | |
|--------------------------------------------------------------------------------------------------------------|-------------------|
| 1. Considers and provides feedback for the draft Service Review - Drainage as attached in Appendix 1. | 2 May 2017 |
|--------------------------------------------------------------------------------------------------------------|-------------------|



Service Review - Drainage Report



Version:
Date:
Prepared by:

Insert version
Insert date
Insert name and position

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Executive Summary

Background

1 Service reviews

The purpose of a service review is to understand the current and likely future state of a service. This report provides an analysis of a rigorous process as identified within the City of Marion Service Review Framework.

1.1 Service review objectives

The review will include consideration of:

- The role and functions performed by Engineering and Civil
- Identifying service levels, standards and processes (omitting any duplication of processes)
- The costs associated with providing the service (testing current knowledge of costs and benchmarking)
- Identifying cost savings
- Exploring research opportunities with other industry providers to find efficiencies
- Improved resource usage
- Benchmarking with other Councils and exploring service delivery models including service sharing, strategic relationships
- Reviewing internal operations including staffing structure, processes, and work practices
- Exploring methods to optimise resource usage, including rationalising and making better use of assets
- Service and activity innovations
- Identify and recommend opportunities for improvement

1.2 Service review hypothesis

Prior to embarking upon the service review a SWOT (strengths, weaknesses, opportunities and threats) analysis was undertaken with management, Civil and Engineering teams regarding the drainage service. For the results of this exercise, please refer to 'Appendix 1 – SWOT analysis'.

Additionally, the following improvement levers were explored in order to determine where to invest detailed analytical effort;

Demand: The demand for capital drainage projects is developed using the original south west drainage scheme (SWDS), stormwater management plans and records of properties being flooded. These demands inform Council's drainage matrix (prioritised list of projects).

Process Optimisation: Process optimisation of administrative practices associated with the drainage service would not reap significant savings taking into consideration existing processes exist for project management including developing project briefs, cost estimates, risk management and community consultation.

Productivity: Productivity management for carryovers are a concern equating to a dollar value of \$2.3 million for the 15/16 financial year. Greater emphasis is required to reduce carryover costs.

1.3 Service requirements under legislative provisions

The Local Government Act 1999 outlines the principal role and function of Council including measures to protect its area from natural and other hazards and to mitigate the effects of such hazards. This also includes providing infrastructure for its community and for development within its area. Councils have the responsibility to manage hazards such as flooding caused by stormwater runoff. In addition, the Act outlines Councils responsibility to ensure their area is maintained in an ecologically sustainable manner.

During 2007, a Stormwater Management Authority (SMA) was established under the Local Government (Stormwater Management) Amendment Act 2007. The key roles of the SMA, are to clarify roles and responsibilities between Local and State Governments, promote stormwater management planning on a catchment basis, formulate policies, provide information to Councils and act as the administrator for the Stormwater Management Fund (SMF).

The SMF offers funding to approved applicants for stormwater planning and infrastructure projects. The SMF currently receives \$4 million of ongoing funding (annually from 2007 for 30 years) from State Government. The City of Marion has received \$57k of funding from SMA between 2011 – 2016 through the SMF for the following projects;

- Southern Area Catchment Stormwater Management Plant (2011)
- Drain 18 – Measuring Stormwater impact of urban infill (2013)
- Drain 18 – Monitoring extension (2015)

Council have to meet many legislative requirements including Australian and State legislation and State regulations. Details of these legislative requirements are provided in 'table 1'.

Table 1: Legislation requirements	
Legislation	Requirement
Local Government Act 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
Local Government (Stormwater Management) Amendment Act 2007	Establishes the Stormwater Management Authority which facilitates and coordinates stormwater management planning in councils.
NRM Act	Natural resource management requirement to manage catchments, including stormwater.
Environment Protection Act (Marine and Water quality)	To provide for the protection of the environment and related areas and legal obligations relating to stormwater pollution prevention.
Development Act 1993	Development and building approval and requirements to control stormwater from developments.
Highways Act 1926	State Government and Council responsibility for infrastructure relating to State Government Arterial Roads and Council Roads abutting the Arterial Road network.
Coastal Protection Act 1972	Councils responsible for the day to day maintenance of beach and coastal facilities.
Occupational Health, Safety and Welfare Act 1986	Proactive in occupational health, safety and welfare practices in all undertakings of Council.

1.4 Service history

1.4.1 History

The City of Marion possesses an extensive array of underground stormwater drainage infrastructure throughout its suburbs.

North of the Hills Face Zone and in the plains area of the City of Marion, almost all existing stormwater drainage infrastructure can generally be defined as components of the South-Western Suburbs Drainage Scheme (SWSDS). This complex drainage network was devised by the State Government in the 1960's to circumvent stormwater and flooding issues in the broader catchment that spanned an area combining a number of Councils. Apart from underground stormwater conduits, key components included the Sturt River Flood Control Dam (completed in 1966) and re-alignment and concrete lining of the Sturt River (completed in the early 1970's).

Prior to implementation of the SWSDS, vast areas and properties in the City of Marion surrounding the Sturt River were subject to extensive and frequent flooding. Whilst most major components of the SWSDS have been constructed, there are still many lateral connecting drains proposed by this scheme yet to be installed. In general, the sub-catchment areas that are susceptible to inundation concurs with corresponding 'missing' infrastructure proposed by the SWSDS. However, since the 1990s, the City of Marion has made concerted efforts with drainage capital works to construct these missing components. Consequently, there has been gradual, yet significant, improvements in the overall performance of our drainage network, resulting in an observed reduction in customer complaints pertaining to stormwater issues.

In the hilly southern suburbs, stormwater infrastructure has been progressively installed integral to each subdivisional development area. A few of the original natural watercourses (or parts of) still remain and are an integral part of stormwater management in the southern areas. Generally speaking, the undulating terrain of the south provides generous fall throughout the road network and limits the risk of flooding within the area. Nevertheless, improvements to the system are on-going, with a major focus placed on environmental and water quality improvements.

1.4.2 What Happens in Flood Events?

Since the advent of the SWSDS, flooding as a direct result of the Sturt River has basically become non-existent. The channel itself receives all stormwaters from upstream catchments, possessing a capacity to manage up to a 1 in 100-year Average Recurrence Interval (ARI).

The large drains, either connecting to the Sturt River or flowing directly to the Gulf, were essentially designed with a 1 in 5 year ARI. This provides a cost-effective pipe network capable of managing the vast majority of storm events. In the case where storms exceed the network design capacity, the road network takes the gap flows whereby the road reserve corridors store and/or convey stormwater. In the event of a 1 in 100-year storm, it is accepted in the stormwater industry that the road reserve may become inundated up to the property boundaries. As such, there are misconceptions about how stormwater systems should operate and that roads have more than one function. In effect, the road reserve is actually, by intent, an integral component utilised in the overall stormwater management.

Recent modelling undertaken as part of the Holdfast Bay – Marion Stormwater Management Plan indicated that the performance standards of the SWSDS network has declined, in no small part due to continued development and infill occurring throughout the plains areas. Consequently, the gap flows taken by the road become more frequent. Nevertheless, the overall performance of the system in Marion continues to be good. Occasionally, the Council receives complaints/reports on private property flooding, but these are generally isolated to single dwellings in various unrelated locations.

With regard to the unconstructed lateral branches of the SWSDS, our current practice is to re-model and design these drainage components with an aim of achieving a 1 in 5 year ARI, but also taking into account the evolution of the catchment characteristics. With the design intent already fixed by the overall scheme, it is inappropriate to design for a standard any greater, as the existing overall system (particularly downstream) has not been designed to accept higher performance infrastructure. This may actually compromise the system performance and create hazardous situations further downstream.

1.5 Current service process

1.5.1 Drivers

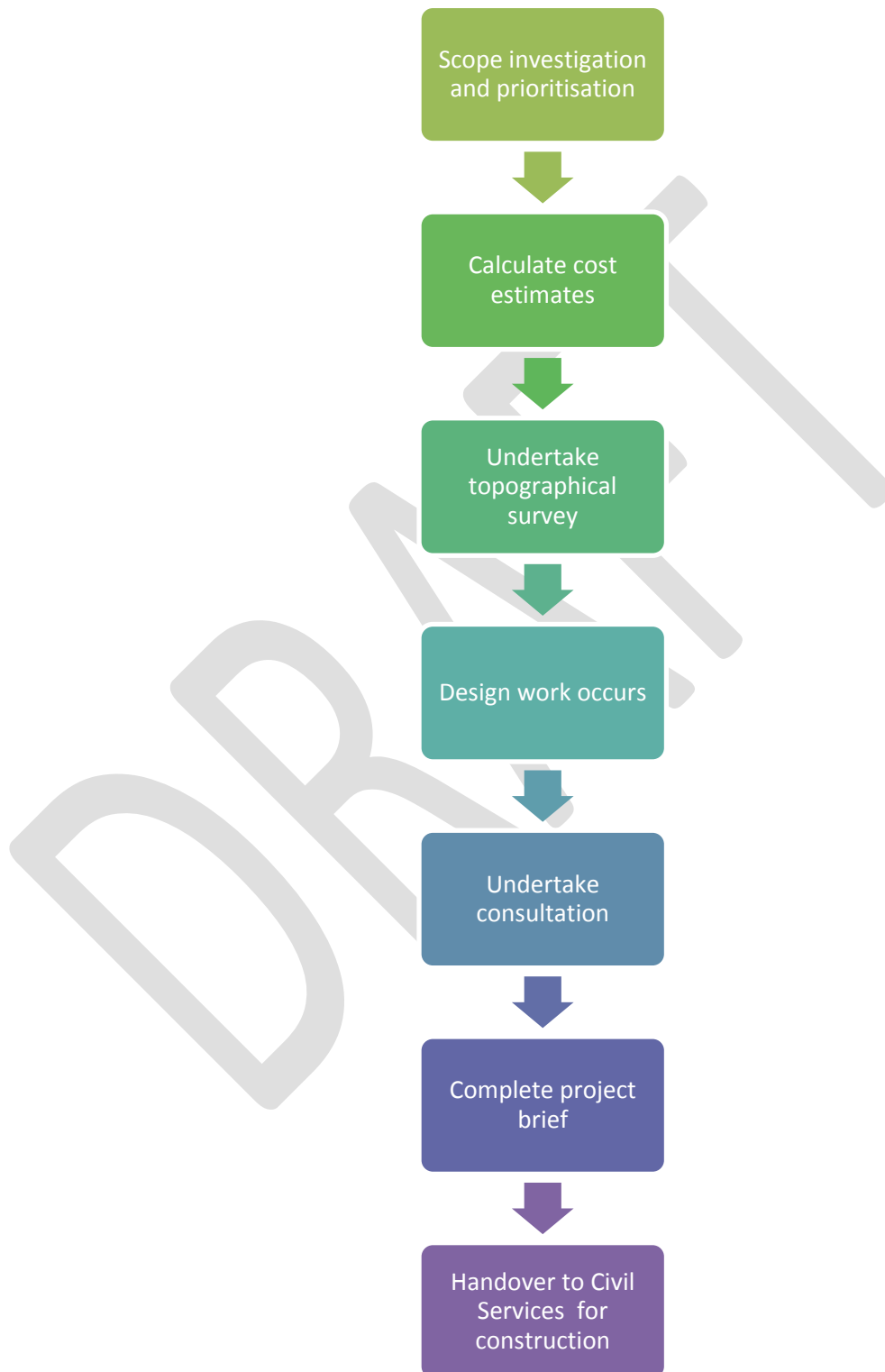
As a result of increasing demands on Council to install more infrastructure to improve the amenity and environment across the entire City, it became essential to rationalise the expenditure and therefore prioritise the provision of drainage works. To achieve this prioritisation, a Priority Matrix for Drainage was developed and approved by Council on the 28 June 2011.

The Drainage Matrix is considered to be a high level planning tool that allows Council to plan and manage its Capital Drainage Infrastructure Program. At the time, it was developed to align with the City of Marion's Strategic Plan 2008–2020, the Business Excellence Framework and the Asset Management Plan.

Applying a multi-level process (involving factors within categories such as social/political, economic, environmental and technical issues/conditions), has ensured that over the last 5 years Council has installed drainage systems that meet community requirements and expectations, while prioritising and reducing the flood risk to private property.

1.5.2 Design process

Diagram 1: Process for design (internal design) – high level
Process undertaken by City of Marion - Engineering Services Team



1.5.3 Construction process

Diagram 2: Process for construction (internal construction) – high level
Process undertaken by City of Marion - Civil Services Team

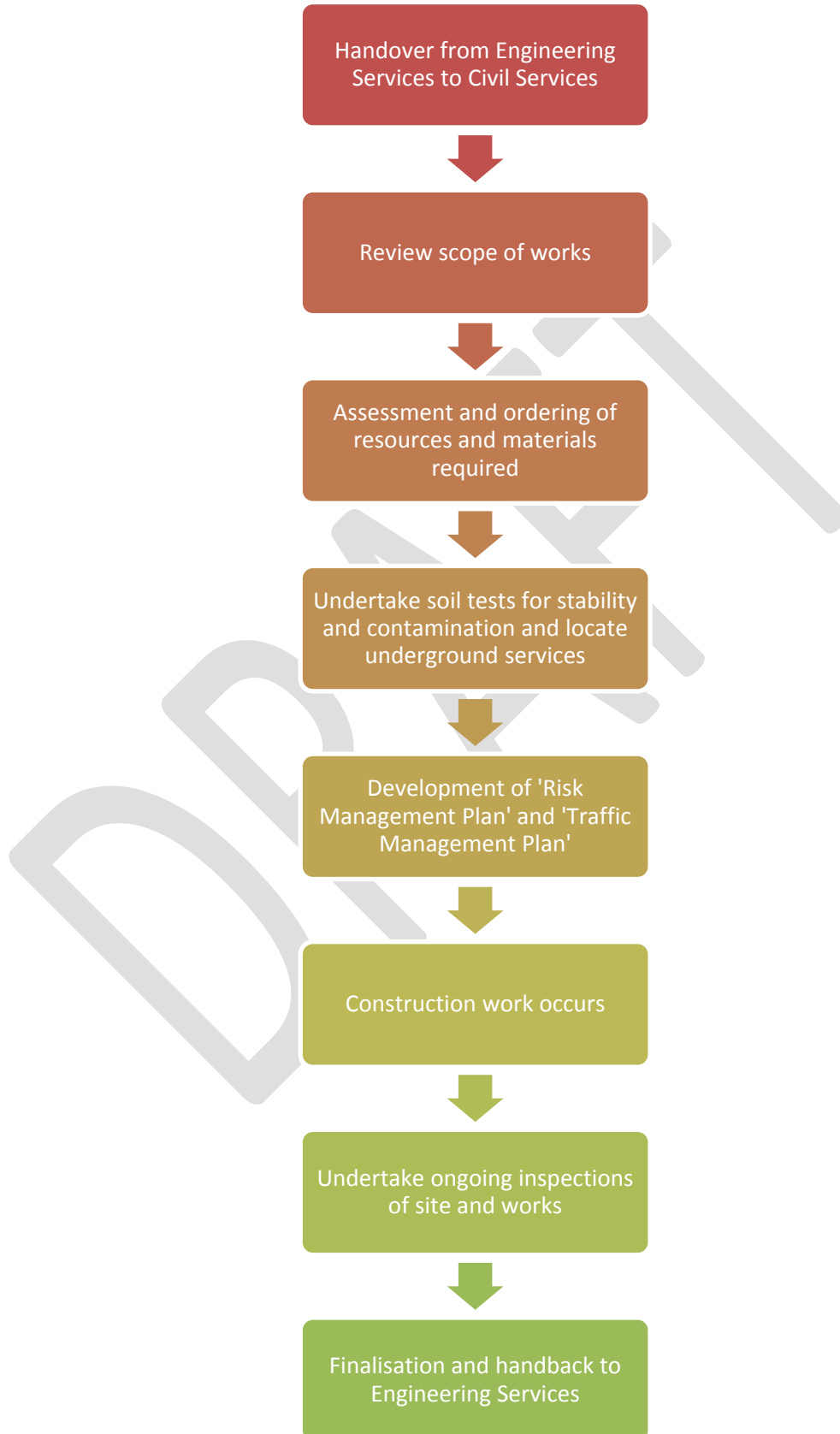
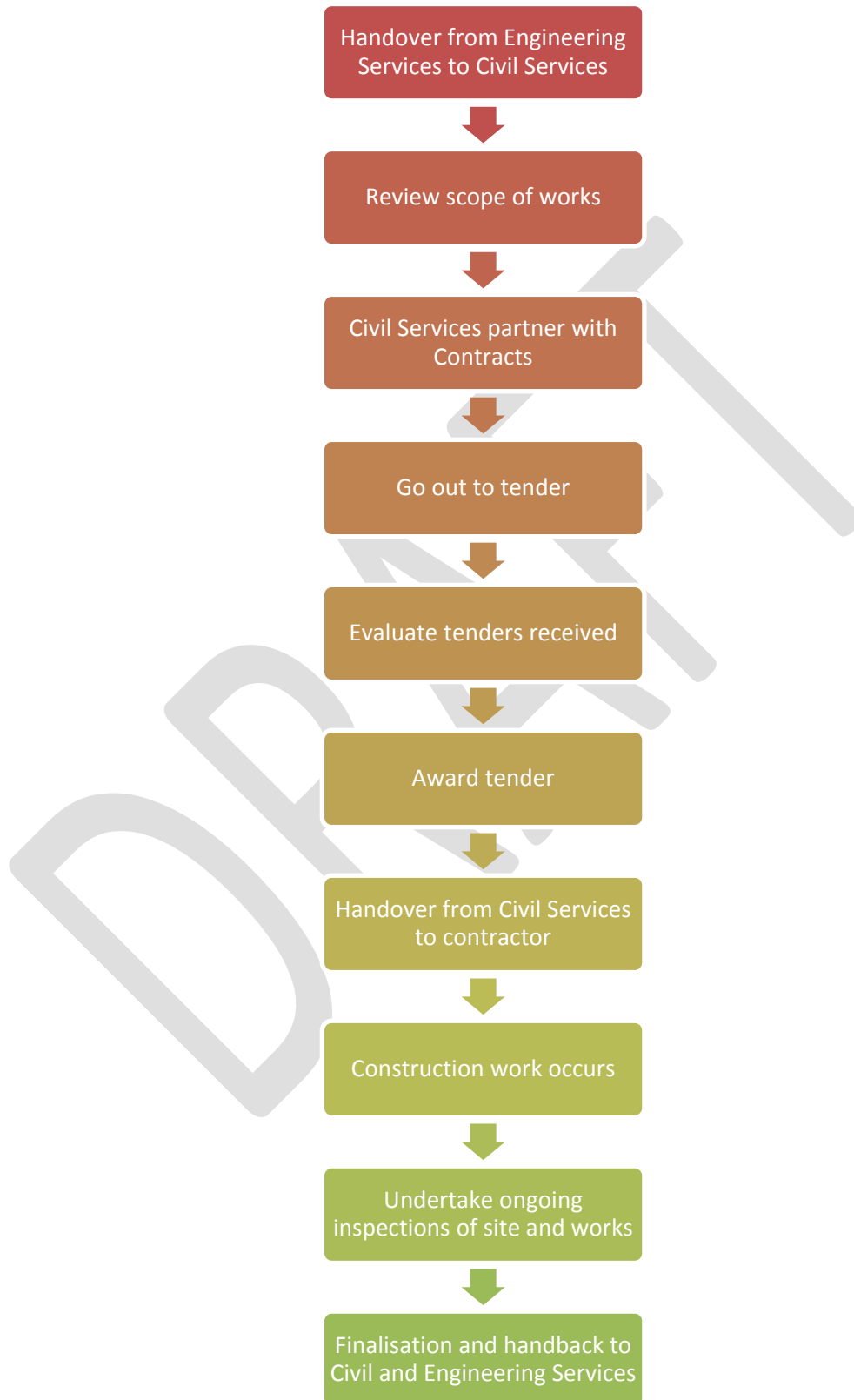


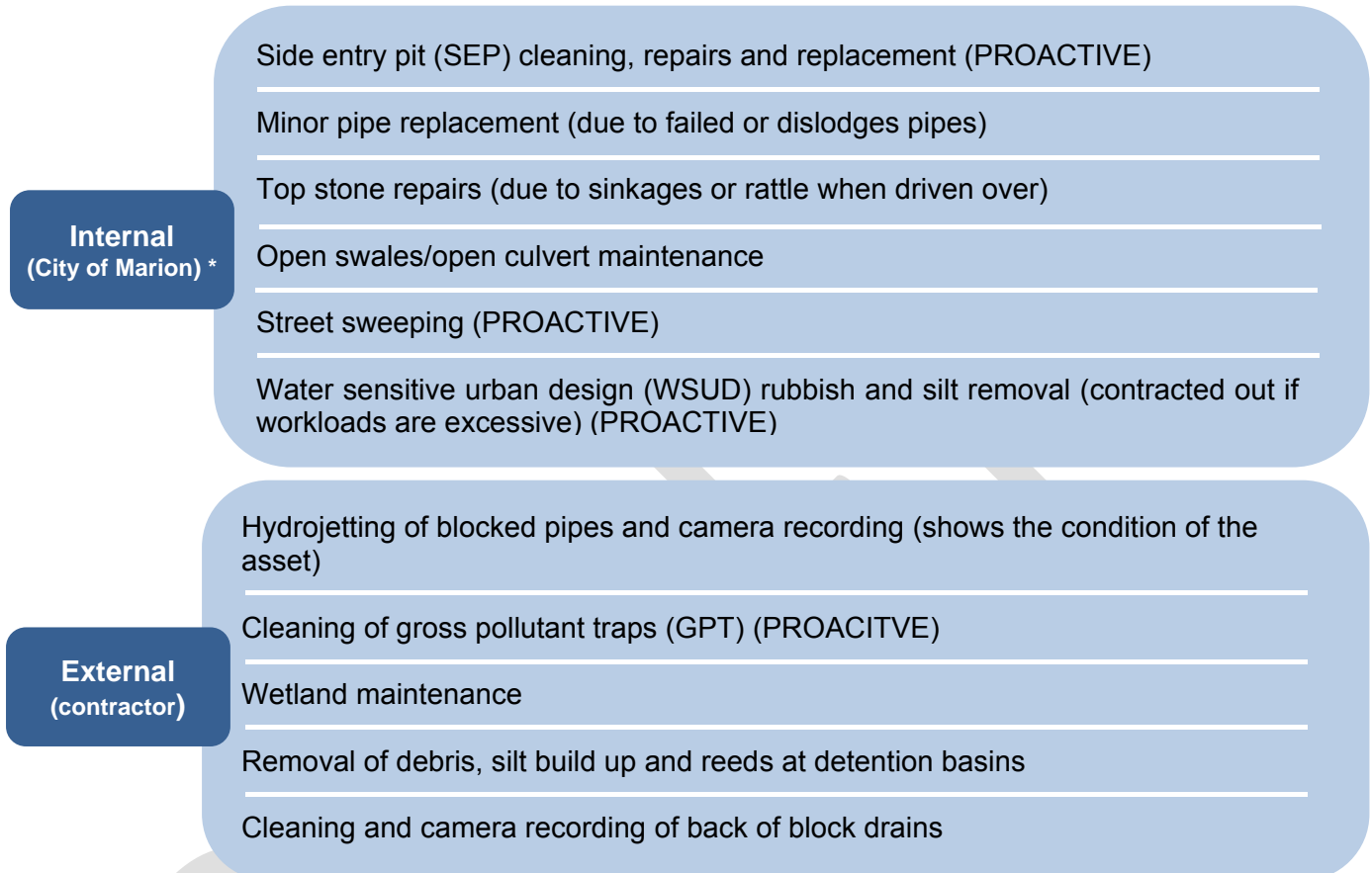
Diagram 3: Process for construction (external construction) – high level
Process undertaken by City of Marion - Civil Services Team, Contracts Team and external contractor



1.5.4 Maintenance work tasks

Drainage system maintenance requires a variety of different operations to maintain. 'Diagram 4' lists the maintenance work tasks and who undertakes these tasks (either City of Marion or a contractor).

Diagram 4: Breakdown of maintenance work tasks and who undertakes tasks



* Internal maintenance work tasks are undertaken by various City of Marion teams including; 'Drainage Team', 'Kerb and Water Table Team', 'Road Services Team' and 'Footpath Construction Team'

1.5.5 Network information - Geographic Information System

The City of Marion's Geographic Information System (GIS) imagery information is accessible through the Exponare software program. The software is widely used throughout many Council departments. The key areas the GIS provide information on include details on;

- Resident property/ownership
- City of Marion assets
- Road assets
- Pavement management system (RAMM)
- SA Water/sewer infrastructure
- SA Power Networks infrastructure
- Flood mapping data
- Catchment/river systems
- Drainage infrastructure detail

As a drainage information asset it:

- Enables a quick response to public, contractor and Dial Before You Dig (DBYD) enquiries at a network level and domestic connection
- Provides vital information for preliminary drainage design assessments
- Provides drainage overview of the network
- Is utilised as an investigative tool analysing existing infrastructure to trouble shoot public flooding issues

However, to better serve the end users (Engineering and Civil Services teams) it would be beneficial to have the following information also accessible in the GIS;

- Current maintenance information on Gross Pollutant Trap (GPT), Side Entry Pit (SEP) and Pipes
 - Vacuumed cleaned (date/time/personnel)
 - Level of debris
 - Type of pollutants
 - Grade overall condition
- Automated DBYD enquires
- Accessible link to drainage design plans
- Bi-annual updates of drainage record data (data is approximately 2 years behind construction)
- Apply PhotoOrg 3D data to the GIS surface

1.5.6 Catchment Management Plan

The City of Marion has recently completed and endorsed two Stormwater Management Plans (SMP) in accordance with the requirements of the Stormwater Management Planning Guidelines (Stormwater Management Authority (SMA) 2007). The Holdfast Marion SMP (2014) and the Hallett Cove Creeks SMP (2015) spans almost the entire Marion Council west of the Sturt River and west of Lonsdale Road. The urban area east of the Sturt River is currently the subject of a recently commissioned Sturt SMP in partnership with Mitcham Council to develop a SMP in accordance with the SMA Guidelines.

The suburbs of Trott Park and Sheidow Park and the largely open spaces of O'Halloran Hill will be the only remaining Council areas that will not be covered by an equivalent SMP. These areas comply with Council's current drainage standards and are considered a lower priority for this detailed planning.

Notwithstanding, in 2007 the Natural Resources Management (NRM) commissioned the preparation of both an Upper and Lower Field River Catchment Management Plan (CMP) which considered stormwater issues in these suburbs, albeit in lesser detail than the requirements of the SMA Guidelines. The preparation of these SMP's is considered best practice.

Priority major and minor drainage infrastructure works have been identified within the catchments that allow for the joint funding between Marion and Holdfast Bay Council's along with priority drainage subsidy application administered by the SMA.

Flood Maps allow for the setting of finished floor levels to protect new development from flooding and recommendations for plumbed-in rainwater retention tanks provide an innovative flood mitigation measure. Both these initiatives require amendments to Council's Development Plan to gain legal force. Development Plan amendments to facilitate these recommendations are currently being recommended to State Government.

Observations:

- Continue to deliver recommendations of SMP
- Continue to progress the development of the Sturt River SMP
- Continue to collaborate with adjoining Councils

1.6 Service delivery

1.6.1 Satisfaction of the service

There is currently no process in place to monitor the 'satisfaction of the service' in relation to drainage, however this has been identified, during the service review, as an improvement initiative.

Although there is no formal feedback presently available, data is captured via City of Marion's Customer Event System regarding customer requests. Customer event requests (CERs) were investigated relating to the Civil Services team from 2013/14 through to 2015/16 financial year, 'diagram 5' displays the key themes identified during this process.

It is important to note that not all customer requests and work undertaken by the Civil Services team are recorded via the Customer Event System this includes but is not limited to planned/scheduled works and out of hours' requests.

Observation:

- Implement customer experience survey following the completion of capital works projects

For the comprehensive CER analysis, please refer to the following appendices;

- 'Appendix 2 - CER – Analysis'

Diagram 5: Key themes identified in CER analysis (relating to Civil Services team)
**Customer
event requests**

Total of 1,577 CERs between 2013/14 and 2015/16 FYs

The financial year with the highest CER was 2015/16 with 547 in total

The category with the highest CER raised was 'street sweeping – service request' with 744 (47%) in total (all FY combined), this category also had the highest CER received each financial year from 2013/14 to 2015/16 compared to other categories

The Summer periods had the highest amount of CER however, had the lowest average rainfall. The higher CER rate during these periods could be attributed to debris accumulating in drains and not being able to wash away due to the low rainfall

The suburbs with the highest CERs for all three financial years were; Edwardstown, Warradale, Oaklands Park and Marion. The high CER rate for these suburbs could be attributed to the amount of trees in the area (increased debris) and older drains (Oaklands Park drain has recently been upgraded, there is an expectation that the CERs will decrease for this area)

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1.6.2 Risks associated with the service

Diagram 6: Risks associated with ‘design’

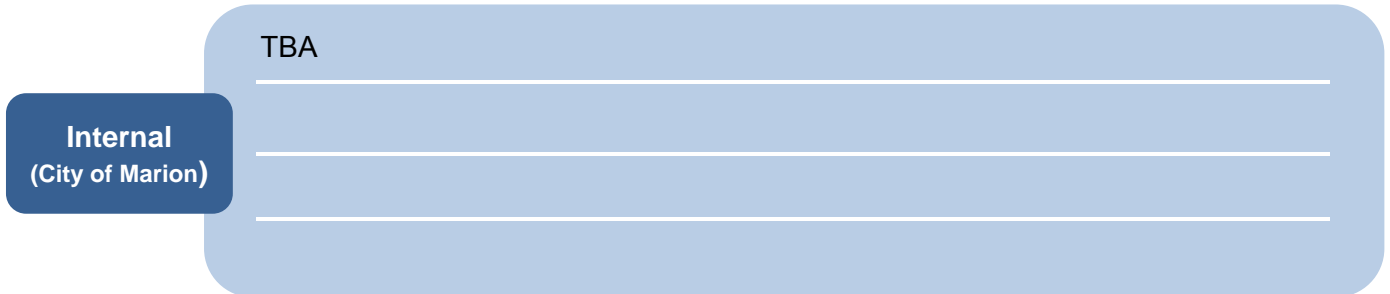


Diagram 7: Risks associated with ‘construction’

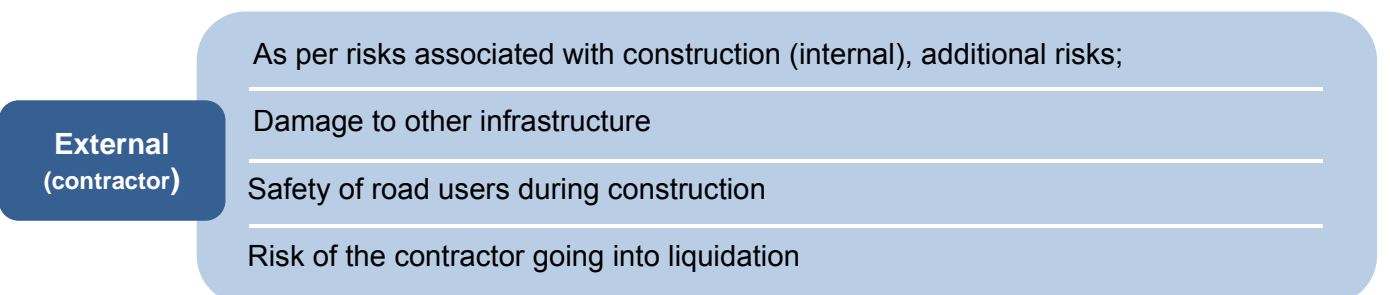
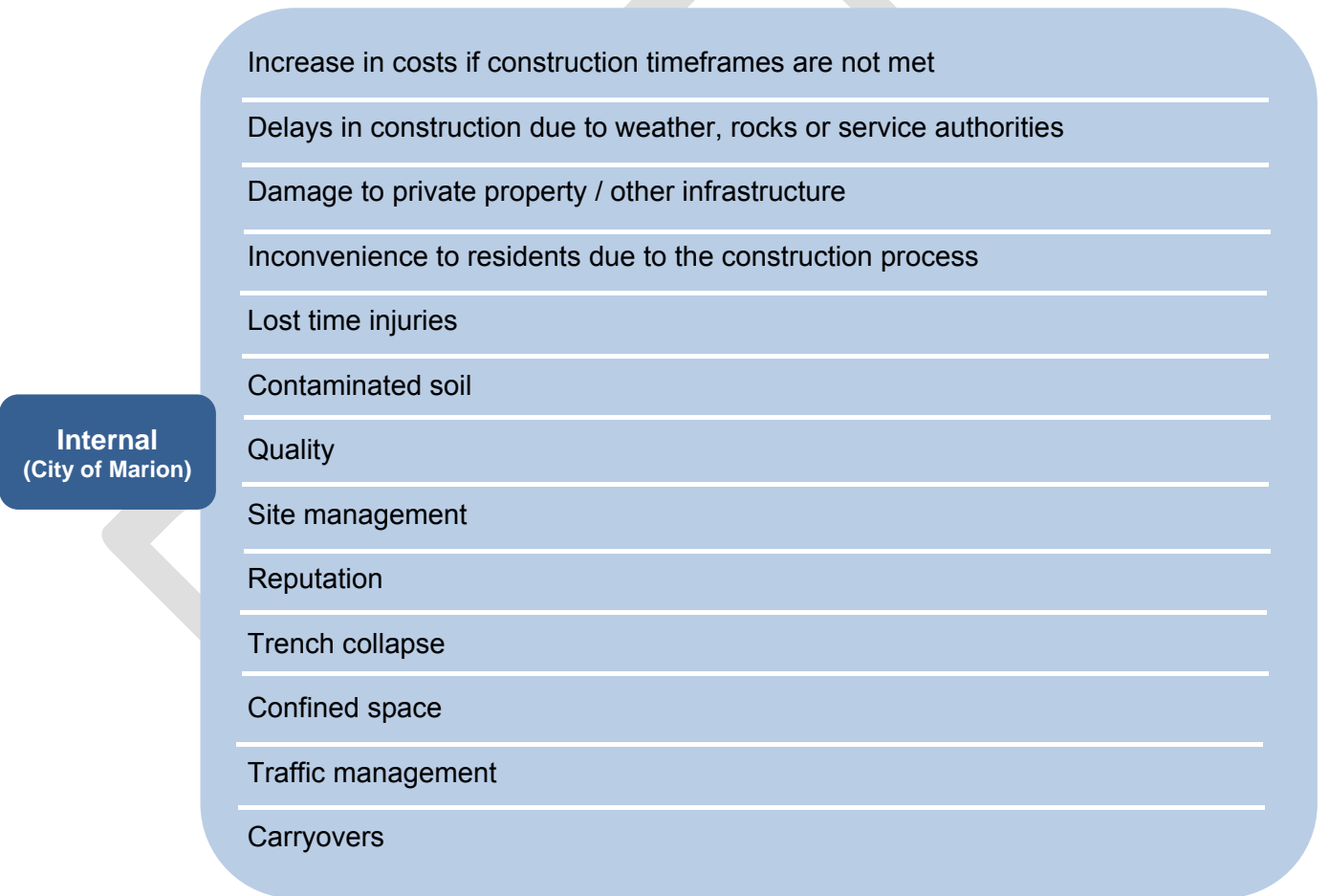
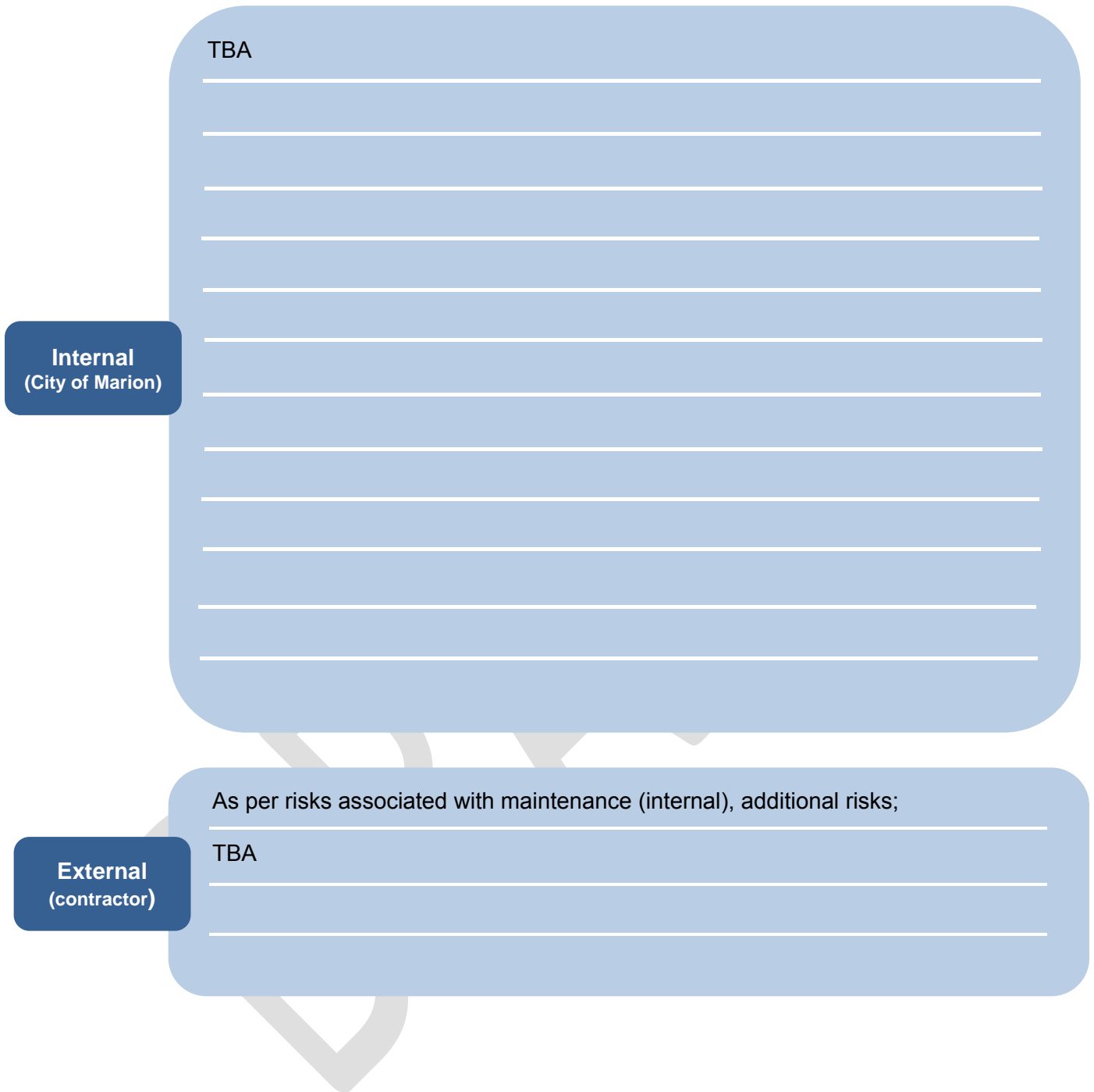


Diagram 8: Risks associated with 'maintenance'



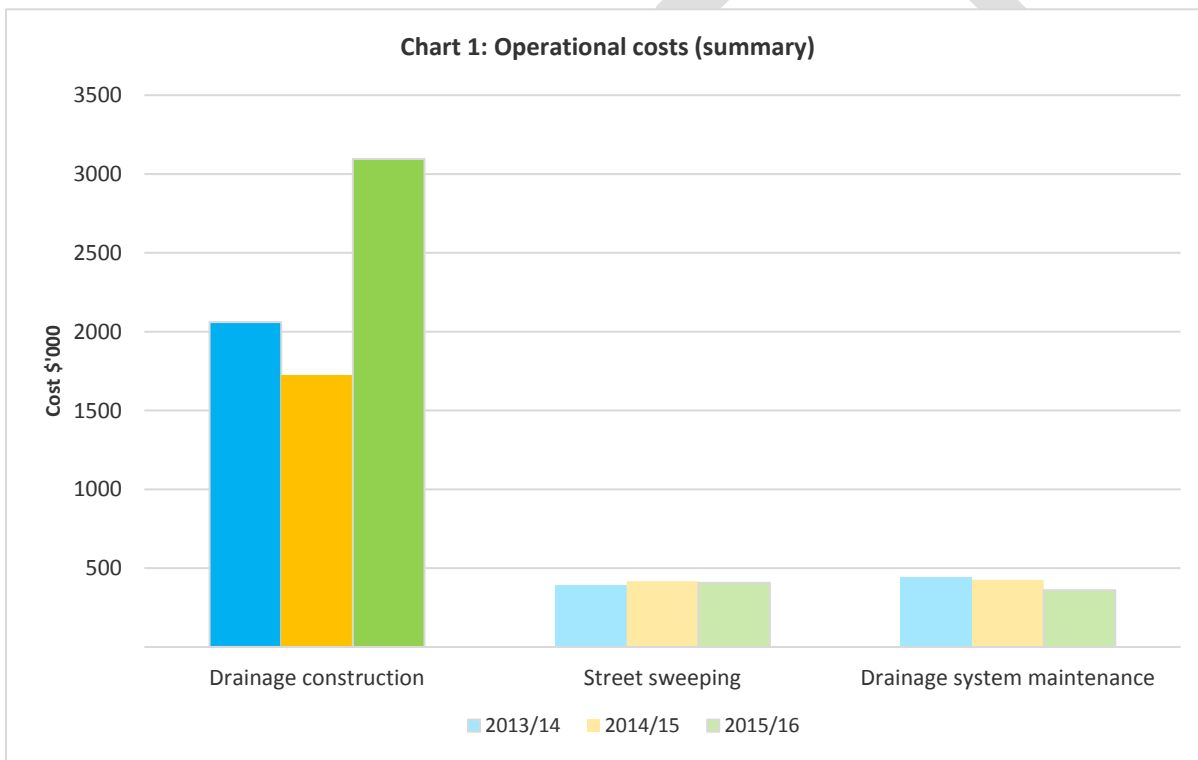
1.6.3 Operational costs

The overall cost of the service decreased from 2013/14 to 2014/15 by approximately \$322k however, increased by approximately \$1.29m between 2014/15 to 2015/16, which is attributed anecdotally to fluctuations in carryovers year to year.

'Table 2 and chart 1' displays the drainage operational costs for the past three financial years, for further detailed financial information please refer to 'appendix 3 – operational costs'.

Table 2: Operational costs (summary) (sorted highest to lowest 2015/16)

\$'000	2013/14	2014/15	2015/16
Drainage construction	2,061	1,725	3,096
Street sweeping	387	417	407
Drainage system maintenance	442	426	360
TOTAL	2,890	2,568	3,862



The Review

2.1 Carryovers

The overall drainage capital works project carryovers are displayed in ‘diagram 7’, this information incorporates both in house and outsourced works.

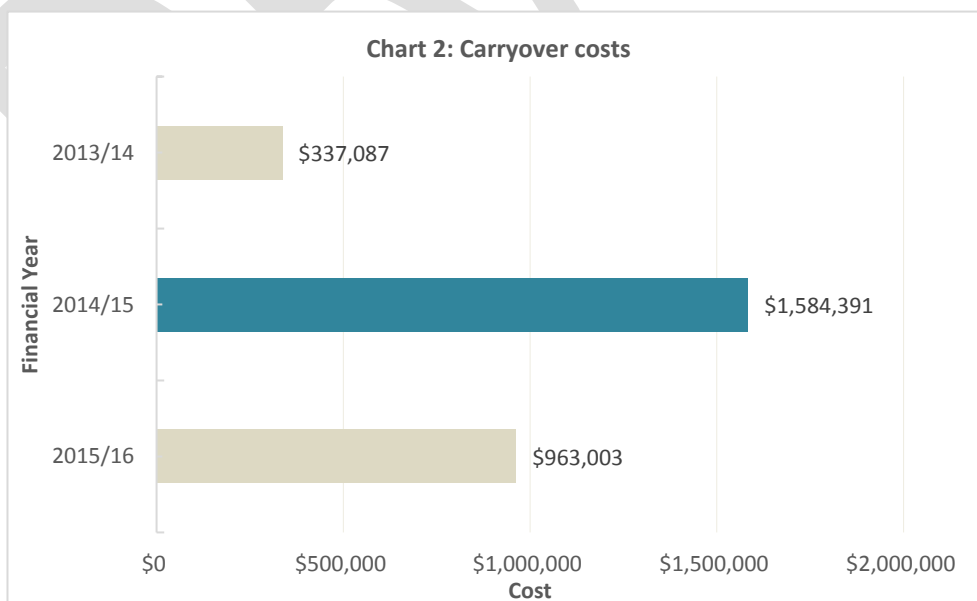
Carryovers have occurred as a result of the following reasons:

- Contaminated Soil
- Unexpected services (e.g. water main, Telstra infrastructure etc.)
- Rock
- Contractor dispute
- Weather
- Unexpected delays and timeframes not being met

For carryover details for individual years, please refer to ‘appendix 4 – carryovers’.

Diagram 9: Carryovers summary

FY	Original budget	Carryover cost	Carryover %
2013/14	\$2,748,000	\$337,087	12%
2014/15	\$2,895,000	\$1,584,391	55%
2015/16	\$2,371,146	\$963,003	41%
2016/17	\$2,934,791	\$200,000 (estimated)	7%



Observation:

- Reduce drainage carryover costs to under 15% of overall drainage capital works projects

2.2 Design – in house or outsource?

Diagram 10

In house design

ADVANTAGES

1. Quality designs (thorough & fit for construction)
2. Flexibility of design;
 - a. able to easily made changes;
 - b. expand design to include other projects and/or elements
3. A direct link and feedback between designers and field staff (improving outcomes)
4. Consistent approach to design
5. Local knowledge input
6. Reduced troubleshooting and response times
7. Presentation of design is of a higher standard – easily to interpret

DISADVANTAGES

1. Resource intensive to satisfy demands

Outsourced design

ADVANTAGES

1. Specialist designs
2. May provide alternative ideas
3. May relieve internal resources to undertake other projects

DISADVANTAGES

1. Costly
2. Staff time to develop a brief and supervise the projects
3. Time delays
4. Lack of flexibility
5. Errors in the designs, resulting in:
 - a. Disputes over responsibility
 - b. Additional delays
 - c. Often additional cost
 - d. Construction holdups
6. Poor presentation – difficult to interpret

2.3 Construction – in house or outsource?

Diagram 11

In house construction

ADVANTAGES

1. Quality (thorough & fit for construction)
2. Flexibility of activities;
 - a. able to easily make changes
 - b. flexible to undertake other works
3. A direct link and feedback between designers and field staff (improving outcomes)
4. Consistent approach to construction
5. Outstanding customer service
6. Local knowledge input
7. Reduced troubleshooting and response times
8. Site management is of a higher standard – easily to interpret
9. Staff well trained (cert III)

DISADVANTAGES

1. Council resource to satisfy project delivery and other demands
2. Unit rates are higher compared to contractors and other Councils
3. Timeframes can be longer compared to contractors

Outsourced construction

ADVANTAGES

1. Time frames to undertake works
2. High productivity
3. Cost is competitive and at market rates
4. Large selection of contractors and availability

DISADVANTAGES

1. Staff time to develop a brief and supervise the projects
2. Lack of flexibility
3. Variations
4. Very much depends on the skill and knowledge of the site supervisor
5. Quality of work
6. Poor customer service
7. Poor site management
8. Always looking at ways to save money and reduce time at the expense of quality and customer service
9. No skin in the game

2.4 Year 1 design, year 2 construct

With the development of the various tools, namely the Drainage Matrix and the Infrastructure Project Management Guide, the Engineering Unit has been able to establish a program that generally achieves a Design in year 1 and Construct in year 2 process.

The only exception to this practice occurs when previously unknown or new issues emerge, requiring unplanned changes to be made to our programmes and priorities.

Ideally, the City of Marion should be in a position to commence stormwater drainage capital works projects as soon as practical once the financial year commences. This assists in mitigating the issue of project carry-overs.

To achieve this, it is ideal for designs to be ready at least in the first half of the prior financial year or earlier. The resultant benefits are as follows;

- Design work is not undertaken under duress or pressure
- No short cuts are taken that may compromise the design
- Cost estimates can be more accurately developed based on the final design
- Provides notice on required service relocations and lead time to liaise with service authorities and arrange alterations
- Provides notice on the requirement to make early order of specialised parts/components.

It is essential for service locating and depthing to be undertaken for detail design. This requires expenditure on projects prior to when the relevant capital works budget becomes available. Hence, it is necessary that the Engineering Team has access to an annual budget line specifically for such services, but not allocated to a specific project (as the cost of service investigations will relate to projects in the next or future years).

Whilst the Engineering Team has always strived to provide for designs in advance in line with the above principles, occasionally this has not been achieved due to other external issues resulting in changes to projects and priorities.

Observations:

- Good practice to undertake design one year, construction during the second year. This should be the planned approach wherever possible including budget for design investigations.
- Consider commencing planning/tender preparation in the year prior to project become 'live' if time permits

2.5 Training

Survey and design work represent the foundations on which all our civil engineering capital works projects are based. The various software the Engineering Team utilises for survey, design and drafting are very specific to requirements and require the users to possess a high level of specialised technical expertise.

The software suites include;

- Drains (stormwater drainage design and analysis)
- MAGNET (topographical survey)
- Power InRoads (civil design and final plan production)

To increase Council modelling capability, it is proposed that the following software be acquired;

- MUSIC (water quality modelling)

It is a fundamental requirement for users to establish proficiency in the use of these software by way of training. Additionally, software suites are subject to continual evolution and regular updates, generally resulting in increased performance and process improvements. On-going training ensures that the users maintain their proficiencies and skills, translating to increases in efficiencies and effectiveness to deliver the Council with survey and design services.

Observation:









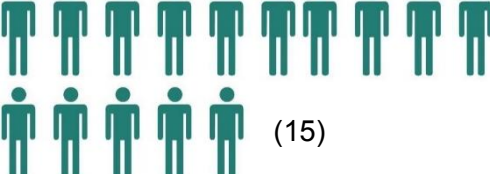
- Ensure training is up to date and relevant, particularly in relation to CAD developments

2.6 Capacity

The current staff capacity is indirectly related to the equivalent full time employees that undertake activities related to drainage. The positions also undertake other activities for the organisation, for example road design. The positions that relate to the delivery of drainage capital works and maintenance activities are outlined in 'table 3':

Legend:  = 1FTE

Table 3: Position and employee numbers
(that deliver drainage capital works and maintenance activities)

Position title	No. of full time equivalent employees
Coordinator Survey and Design	
Technical Design Officer	
Senior Surveyor	
Assistant Surveyor	
Team Member Civil Works	
Senior Project Officer - Capital Works	
Rapid Response	
Street Sweeper operators	
TOTAL	 (15)

Additional support is also required from time to time from Operational Support and the Contracts staff.

Approximately \$900k of drainage capital works is undertaken by our day labour staff, the balance of the programme is carried out by contractors.

The annual budget allocation has increased by over \$1.49 million over the last 9 years without a corresponding increase in resources.

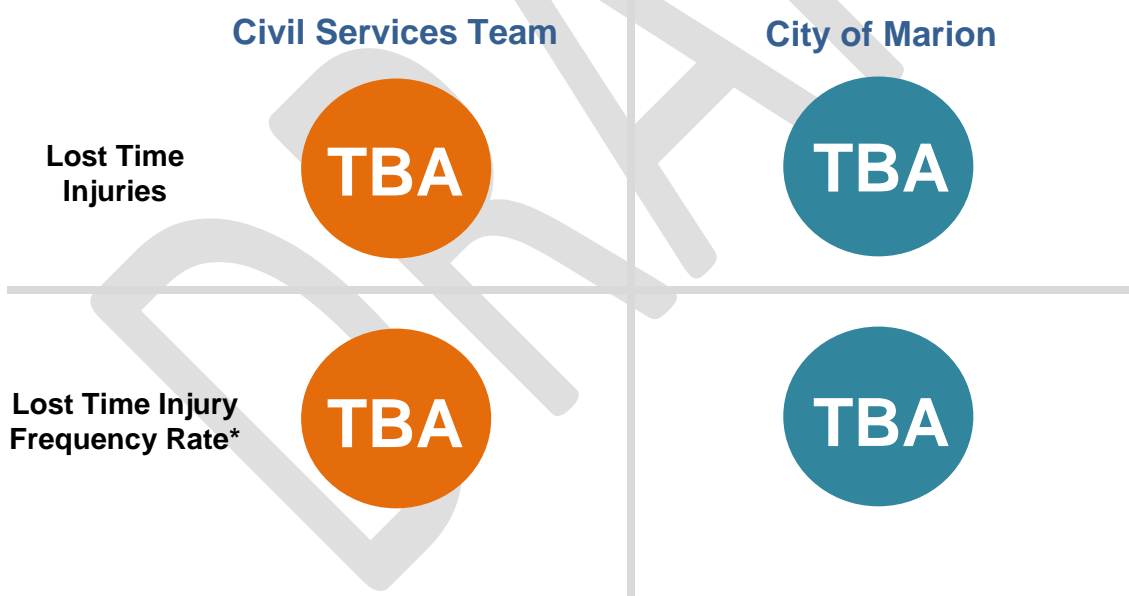
The Council’s capacity to undertake drainage works is governed by technical requirements, delivery of planned maintenance and capital works programmes, quality, risk management, cost and customer service.

2.7 Lost time injuries

In order to measure improvement, safety indicators are measured and monitored across Council. The Civil Services Drainage Team has had only 1 lost time injury recorded over the past 2.5 years. Hazard Prevention Strategies are continuing to be implemented and include the ongoing review of Council’s Hazard Register and provision of documented Safe Work Method Statements, Safe Work Procedures or Safe Operating Procedures for hazardous tasks.

‘Diagram 12’ displays the lost time injuries and frequency rate¹ for the Civil Services Drainage Team for the last 2.5 years (2014/15 – 2016/17), including a comparison with the City of Marion as a whole.

Diagram 12: Lost time injuries and frequency rates (2014/15 – 2016/17)



¹ Lost employee time due to injury is tracked by a widely used lag performance indicator called Lost Time Injury Frequency Rate (LTIFR). This measurement is calculated as per the Australian Standard 1885.1: ‘Total number of Lost Time Injuries/Total Hours Worked) * 1,000,000’.

2.8 Scheme Development – Development Plan Amendment changes

Although many of the provisions are yet to be enacted by Regulation; the Planning, Development and Infrastructure Act 2015 makes the following broad legislative changes which affect stormwater drainage planning.

It renames the current 'Metropolitan Adelaide' as the 'Greater Adelaide Region', which along with the other defined regions in the State require a Regional Plan to be adopted. The current review of the 30 Year Plan will become the new Greater Adelaide Regional Plan which sets out the future spatial provisions for integrated land-use planning, development, infrastructure and the public realm that is consistent with the governments State Planning Policies that set out its overarching goals and requirements for the planning system.

The centerpiece of the new system is the Planning and Design Code which will set out the planning rules in a similar way to the current Development Plan but with a greater emphasis on design-oriented style of zoning which will include performance requirements and design techniques.

The Planning and Design Code will be supported by more detailed deemed to satisfy 'design standards'. A key initiative of the new system is the ability to develop 'off-set schemes' governed by the terms of the Planning and Design Code and relevant design standards, which allow for financial (levee or special rate) or in-kind contribution towards projects, such as priority drainage schemes identified by SMPs; as well as other streetscape, public realm or infrastructure works outside the subject development site.

Recent case studies have concluded that off-site WSUD treatments often provide better economies of scale and more sustainable solutions from improved maintenance outcomes.

The proposed WaterSensitiveSA guidelines will incorporate the option for contributing to off-set schemes in lieu of on-site deemed to comply standards.

2.9 Plant and equipment – use or share

Sharing equipment will impact on the productivity of our drainage works. Depending on the scope of works (e.g. depth of trench, size of pipes, etc.) the excavator may be available for share, however the installation of side entry pits, junction boxes and the demolition of existing side entry pits and junction boxes would incur additional cost of hire equipment and may not be cost effective. There would need to be cost recovery for sharing of plant to cover additional costs of hire.

Equipment on site is shared with other work areas if not being used by the team. This equipment would normally be returned to the drainage team at the end of the day.

Discussions have been held with adjoining Councils regarding sharing plant and equipment. At this stage only minimal share arrangements have been undertaken.

Observations:

- Continue to pursue opportunities to share plant and equipment
- Analyse plant use and dispose of any underutilised plant and equipment

2.10 Improve H2O quality and reuse/infill

H2O quality is improved with the installation of GPTs and a contracted cleaning and maintenance schedule. These GPTs are cleaned three times a year. GPTs are inspected and additional cleaning is requested when required. We also build WSUDs and are always looking at innovative ways to improve our H2O quality.

In addition to drainage works we have a street sweeping program and sep cleaning which also improves the quality of stormwater.

Consulting engineers have supported us using engineered quarry materials rather than spoil as better compaction is achieved with quarry materials. We do test our spoil for stability and reuse options. We also use our recycled rubble to backfill trenches which is a cost saving while utilising Council resources.

2.11 Compaction and materials

It is important to ensure compaction is to a high standard when the drainage trench is reinstated. This reduces the risk of road failure and stormwater pipe displacement. During periods of high rainfall, the materials used to backfill become saturated, causing issues with poor compaction and manual handling. A business case should be prepared to assess the need to provide a cover over the storage bays at the City Services site.

Observation:

- Develop business case to assess the benefits of a cover over the storage bays

2.12 Benchmarking

For the purpose of this service review, external benchmarking was conducted across South Australian Local Governments to enable a comparison across a broad range of drainage program aspects e.g. financials, planning, design, construction and maintenance. These Councils included;

- Adelaide City Council
- City of Charles Sturt
- City of Holdfast Bay
- City of Mitcham
- City of Salisbury
- City of Tea Tree Gully

Cities of Onkaparinga, Port Adelaide Enfield and West Torrens were also approached to partake in the benchmarking however, it was problematic to obtain the data required and therefore these Councils were not included.

Refer to 'diagram 13' for the key themes identified in the external benchmarking. For the comprehensive benchmarking reports, please refer to the following appendices;

- 'Appendix 5 Local Government – Drainage Program – Benchmarking Survey Results – 2017'
- 'Appendix 6 Local Government – Drainage Program – Benchmarking Survey – City of Marion Comparison'

Diagram 13: Key themes identified in external benchmarking

Note: Financials are based on the 2015/16 financial year and are approximations only. The majority of questions in the benchmarking survey were multiple choice.

Financials

Marion spent 'Over \$3 million and up to \$4 million' on total drainage budget, 33% of other Councils spent the same, however 33% also spent 'over \$1 million and up to \$2 million'

The majority of other Councils did not have 'carryovers' (83%), whereas Marion 'carried over' 50% of the total budget, however indicated they are aiming to reduce this to under 15%

Marion's average spend on design costs were 'over \$200k and up to \$300k' which was above the majority of other Councils spend of 'under \$100k' (50%)

Outsourcing

The majority of other Councils (67%) undertake their design, construction and maintenance work 'both internally and externally (contracted out)', Marion undertakes work in the same way

The main reasons for outsourcing work for all Councils were due to 'high complexity', 'limited internal resources' and 'other' reasons

Marion is 'dissatisfied' with the design and construction contractors, however 'satisfied' with the maintenance contractors. The majority of Councils were either 'satisfied' or 'very satisfied' with all their contractors

Construction

Marion laid 'over 500 metres' of drain during 2015/16 financial year, which was above the majority of the other Councils, 33% laid both 'under 100 metres' and 'over 200 metres and up to 300 metres'

Maintenance

The maintenance activities that Marion contract out include; 'pit cleaning', 'GPT cleaning', 'pipe cleaning' and 'other' (back of block drains). The other Councils contract out similar activities, although the greatest activities contracted out include; 'pit cleaning' (60%) and 'pipe cleaning' (80%)

Marion plans '70%' of their maintenance work with '30%' being reactive, the other Councils vary between '20%-70%' planned and '30%-80%' reactive

2.13 Internal unit rate

During June 2016, external benchmarking was conducted by the City of Marion, across South Australian Local Governments to enable a comparison of in house and outsourced 'construction unit rates' for a range of activities including drainage services.

For full details, please refer to 'appendix 7 – construction unit rate comparison with other Councils'.

City of Marion's drainage construction unit rate is on average \$510 (in house) and \$348 (contractor) per linear metre.

City of Marion staff have been consulted to determine approaches that can be considered to reduce the internal unit rate, these being;

- Suggest to reuse material on site
- Analyse process and systems that have been adopted by the City of Port Adelaide Enfield
- Suggest to stockpile on site, ensuring environmental controls are maintained. There may be an opportunity to dispose of a medium rigid truck
- Analyse most cost effective methods of waste dumping
- Ensure delays are minimised for the supply of materials, in particular stormwater pipes
- Ensure timesheets accurately record actual hours
- Undertake further unit rate assessment on the current drainage project being undertaken at Melanto Terrace, Marion

Of note, an industry representative from the Civil Contractors Federation inspected a Council construction drainage site in July 2016 and provided comments that the site was exceptionally managed in terms of WHS and environmental controls.

Observation:

- The internal construction unit rate needs to be significantly reduced. A 12 month window of opportunity should be established to allow enough time to improve processes and reduce the unit rate to be more competitive with other unit rates

3 Options considered for the service

Table 4: Options considered for the service

Option	Scenario	Description	Savings (\$)	Cost to implement (\$)	Benefits	Risks
A	Maintain internally with improvements	Council continues to facilitate drainage in its current form with minor improvements to the service such as;			<ul style="list-style-type: none"> No major disruption for current service users No significant change to internal operations 	
		<ul style="list-style-type: none"> Introduce a process to monitor the community 'satisfaction of the service' in relation to drainage 	N/A	\$0 (internal resources)	<ul style="list-style-type: none"> Potential to gain more insightful understanding of customer needs Potential to reduce the impact on the community i.e. road closures for works 	
		<ul style="list-style-type: none"> Improve current 'data collection' process to enable better statistical reporting 	N/A	\$0 (internal resources)	<ul style="list-style-type: none"> Improved reporting capabilities to enable better tracking of trends and assist with better planning of works and upgrades 	
		<ul style="list-style-type: none"> Reevaluate current contractor selection process to ensure 'appropriate' contractors are appointed (currently 'unsatisfied' with contractors utilised for both design and construction) 		\$0 (internal resources)	<ul style="list-style-type: none"> Potential to improve quality work, customer service and site management 	

4 Recommendations

The following recommendations are made in relation to this particular service:

Table 5: Recommendations				
#	Recommendation	Due date	Action Officer	Position
1	Deliver recommendations of SMP and progress the development of the Sturt River SMP whilst continuing to collaborate with adjoining Councils		Mathew Allen	Manager Engineering and Field Services
2	Implement customer experience survey following the completion of capital works projects	June 2017	Colin Natt	Unit Manager Civil
3	Reduce drainage carryover costs to under 15% of overall drainage capital works projects	Ongoing	Mathew Allen	Manager Engineering and Field Service
4	Continue to pursue opportunities to share plant and equipment Analyse plant use and dispose of any underutilised plant and equipment	Ongoing	Colin Natt	Unit Manager Civil
5	Develop business case to assess the benefits of a cover over the storage bays	June 2017	Colin Natt	Unit Manager Civil
6	Undertake design one year, construction during the second year. This should be the planned approach wherever possible including budget for design investigations.	June 2017	Mark Griffin	Unit Manager Engineering
7	Implement actions to reduce the internal construction unit rates, review unit rate in June 2018 to determine if rate is competitive with others.	June 2018	Colin Natt	Unit Manager Civil

Appendix 1

SWOT Analysis

During September 2016, a SWOT (strengths, weaknesses, opportunities and threats) analysis was undertaken with management, Civil and Engineering teams regarding the drainage service.

The diagram below displays the results of this exercise.



Appendix 2

Customer Event Request Analysis



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Appendix 2

Customer Event Request Analysis



EXECUTIVE SUMMARY

There is currently no process in place to monitor the 'satisfaction of the service' in relation to drainage, however this has been identified, during the service review, as an improvement initiative. Although there is no formal feedback presently available, data is captured via City of Marion's Customer Event System regarding customer requests.

Requests were investigated in the City of Marion Customer Event System. Various reports were processed for each financial year from 2013/14 through to 2015/16 regarding 'Customer Event Requests' (CER) for the Civil Services work area. The following category filters were used:

- Stormwater, In Street - From Blocked Pit
- Stormwater, In Street - From Broken Pipes/Headwalls
- Stormwater, In Street - From Broken/Missing Side Entry Pit Cover
- Stormwater, In Street - From Water Pooling
- Stormwater, In Street - Side Entry Pit - Structural Repairs
- Stormwater, On Private Property - Council Easement - Blocked/Damaged Pipe
- Street Sweeping - Service Request

Each report contained the following CER information;

- Date request was received
- Request category
- Event description
- Location (street)
- Location (suburb)
- Closure details
- Computed status
- Department request assigned to
- Work area request assigned to

It is important to note that not all requests and work undertaken by the Civil Services team are recorded via the Customer Event System this includes but is not limited to planned/scheduled works and out of hours' requests.

KEY FINDINGS

- Total of 1,577 CERs between 2013/14 and 2015/16 FYs
- The financial year with the highest CER was 2015/16 with 547 in total
- The category with the highest CER raised was 'street sweeping – service request' with 744 (47%) in total (all FY combined), this category also had the highest CER received each financial year from 2013/14 to 2015/16 compared to other categories
- The Summer periods had the highest amount of CER however, had the lowest average rainfall. The higher CER rate during these periods could be attributed to debris accumulating in drains and not being able to wash away due to the low rainfall
- The suburbs with the highest CERs for all three financial years were; Edwardstown, Warradale, Oaklands Park and Marion. The high CER rate for these suburbs could be attributed to the amount of trees in the area (increased debris) and older drains (Oaklands Park drain has recently been upgraded, there is an expectation that the CERs will decrease for this area)

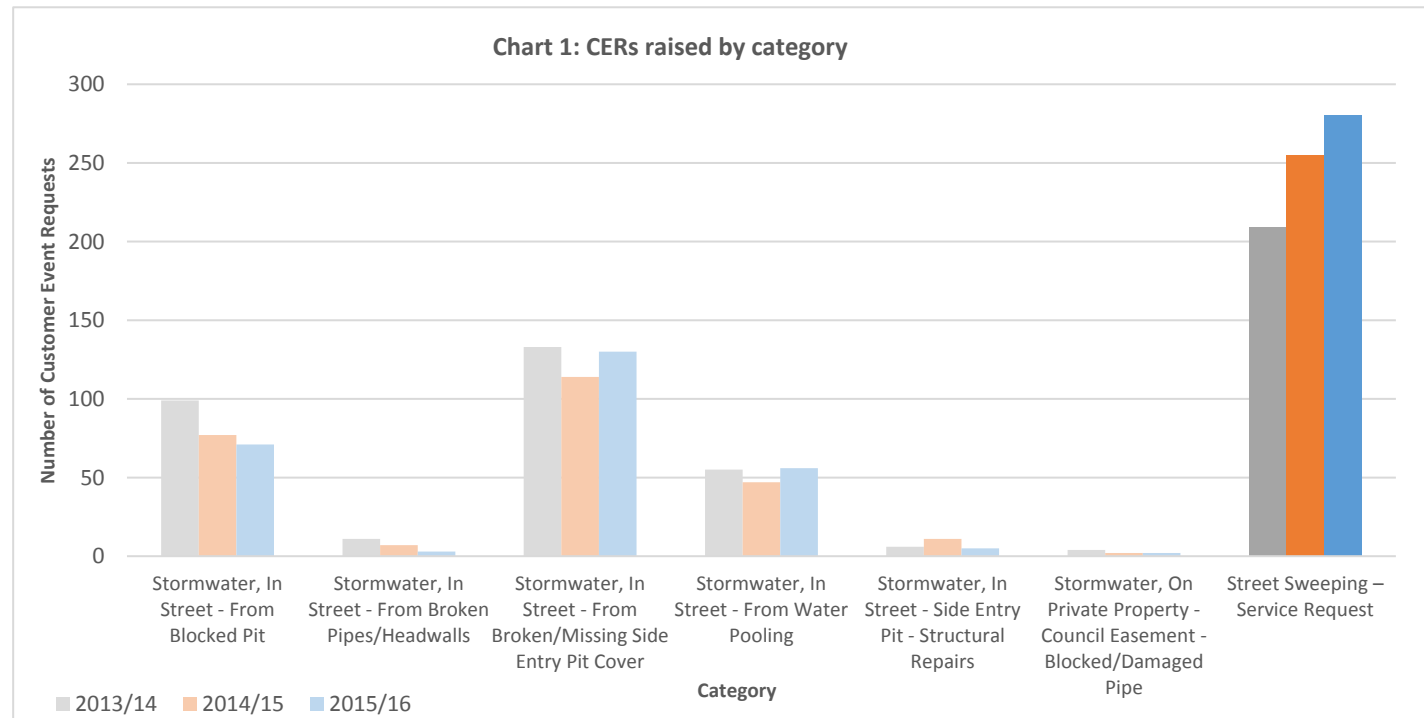
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RESULTS

CERs - BY CATEGORY

Table 1: CERs raised by category

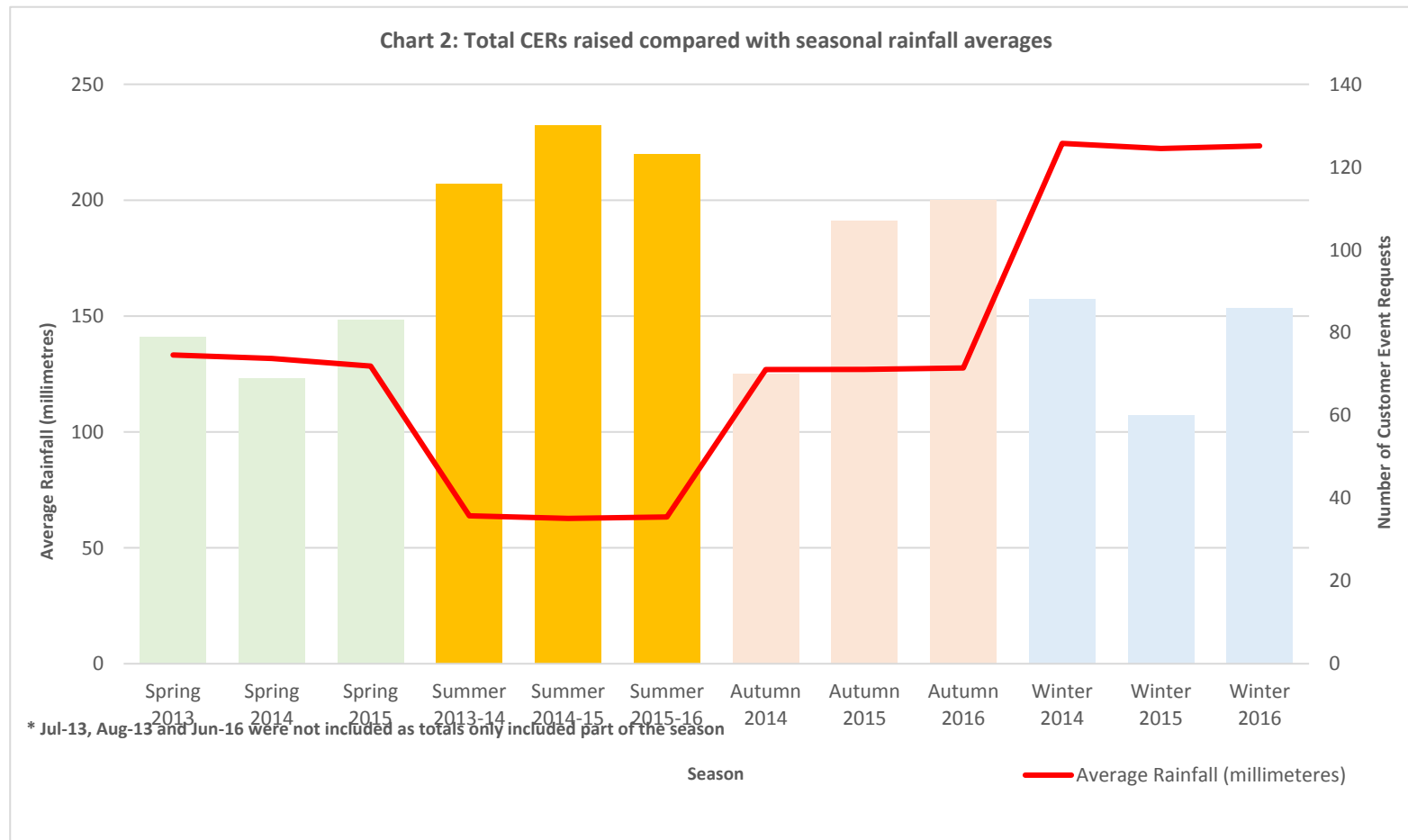
Financial Year	Stormwater, In Street - From Blocked Pit	Stormwater, In Street - From Broken Pipes/Headwalls	Stormwater, In Street - From Broken/Missing Side Entry Pit Cover	Stormwater, In Street - From Water Pooling	Stormwater, In Street - Side Entry Pit - Structural Repairs	Stormwater, Private Property - Council Easement - Blocked/Damaged Pipe	Street Sweeping – Service Request	TOTAL FY
2013/14	99	11	133	55	6	4	209	517
2014/15	77	7	114	47	11	2	255	513
2015/16	71	3	130	56	5	2	280	547
TOTAL CER	247	21	377	158	22	8	744	1,577



CERs - COMPARED WITH SEASONAL RANFALL AVERAGES

Note: 'Chart 3.2' comprises of CERs that may be influenced by rainfall, this includes:

- Stormwater, In Street - From Blocked Pit
- Stormwater, In Street - From Water Pooling
- Stormwater, On Private Property - Council Easement - Blocked/ Damaged Pipe
- Street Sweeping - Service Request



CERs - BY SUBURB COMPARED WITH DRAIN LENGTHS

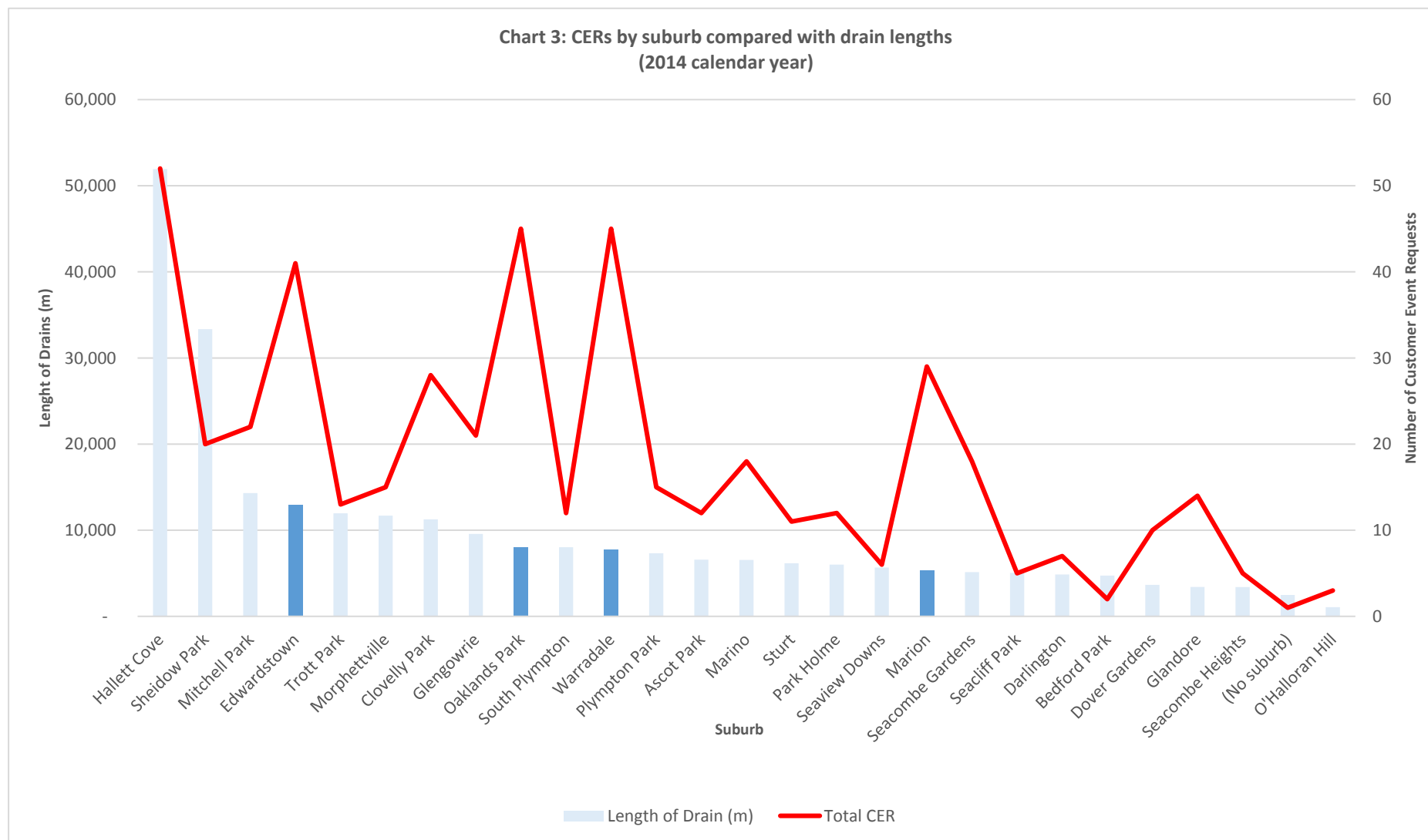
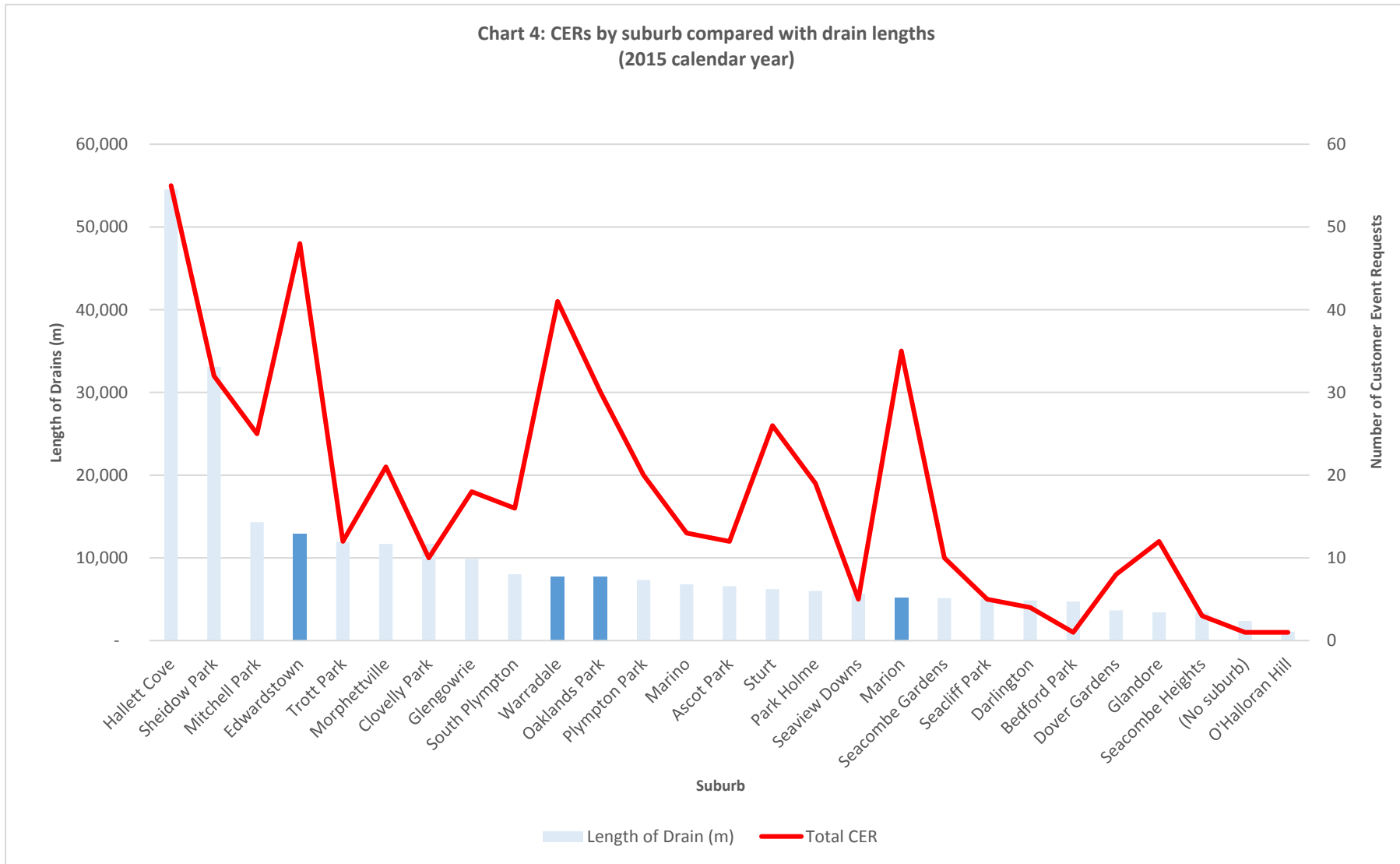
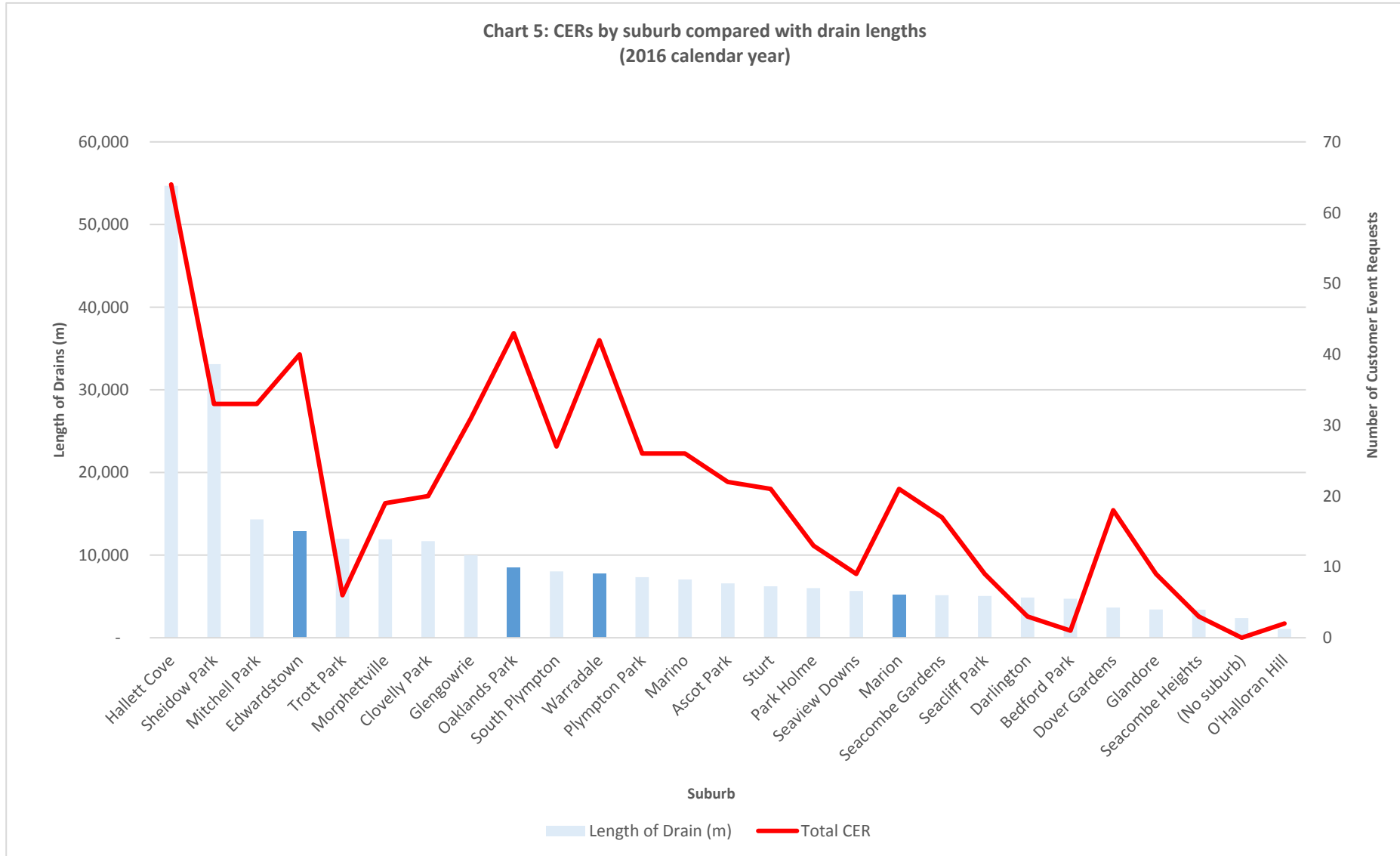


Chart 4: CERs by suburb compared with drain lengths
 (2015 calendar year)





Appendix 3

Operational Costs

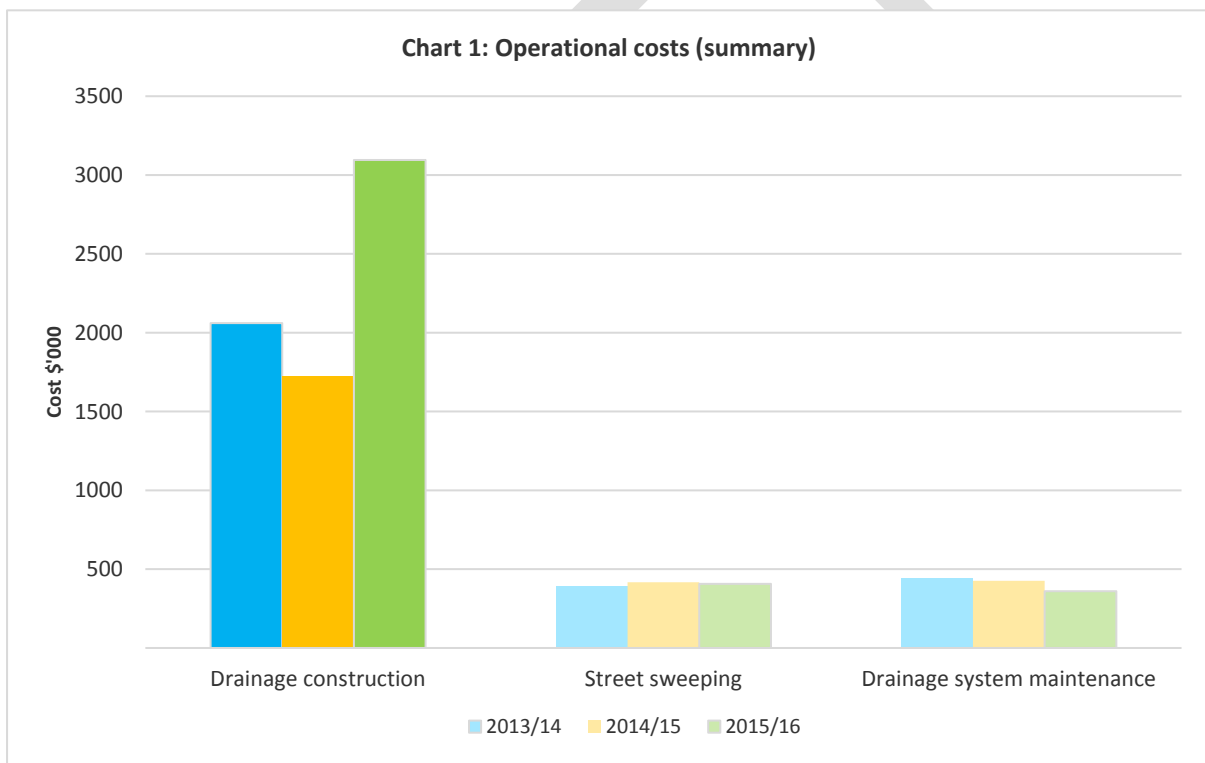
1 OPERATIONAL COSTS (Summary)

The overall cost of the service decreased from 2013/14 to 2014/15 by approximately \$322k however, increased by approximately \$1.29m between 2014/15 to 2015/16, which is attributed anecdotally to fluctuations in carryovers year to year.

'Table and chart 1' displays the drainage operational costs for the past three financial years;

Table 1: Operational costs (summary) (sorted highest to lowest 2015/16)

\$'000	2013/14	2014/15	2015/16
Drainage construction	2,061	1,725	3,096
Street sweeping	387	417	407
Drainage system maintenance	442	426	360
TOTAL	2,890	2,568	3,862



Appendix 3

Operational Costs

2 OPERATIONAL COSTS (Detailed)

Table 2: Operational costs – drainage construction (sorted highest to lowest 2015/16)

\$'000	2013/14	2014/15	2015/16
Contractors	1,397	1,071	2,248
Salaries & wages	295	342	421
Materials	168	119	235
Internal charges expenses	58	67	111
Other expenses	144	126	81
TOTAL	2,061	1,725	3,096

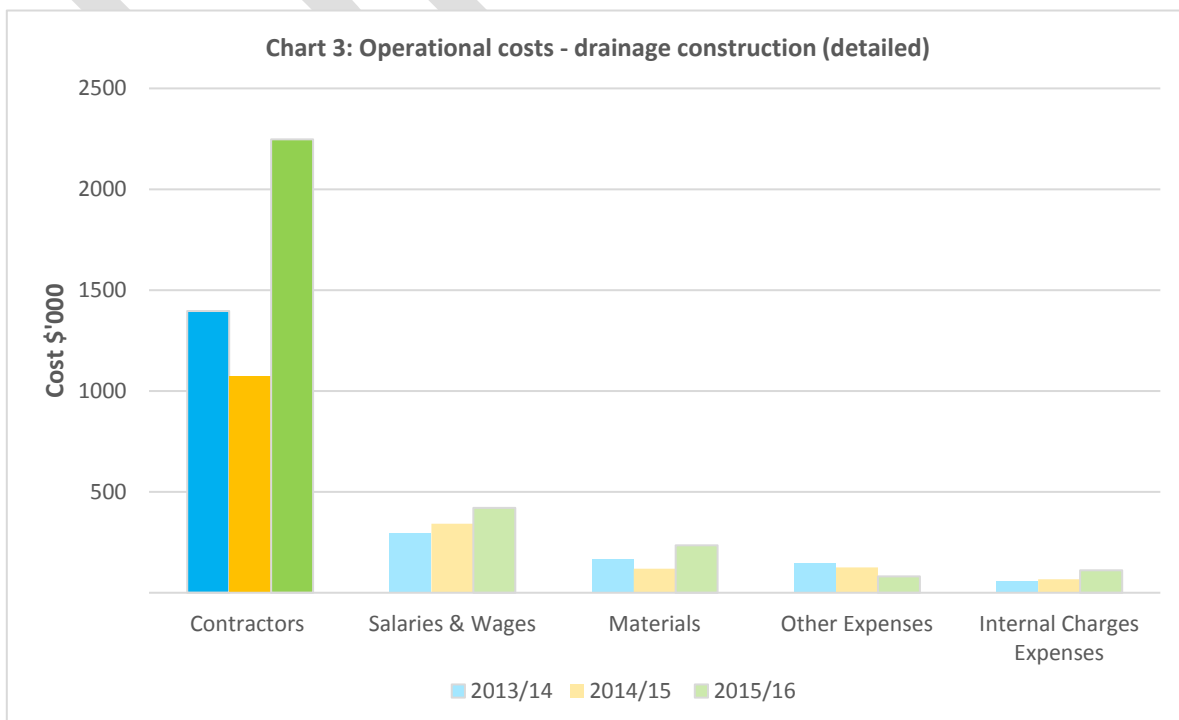
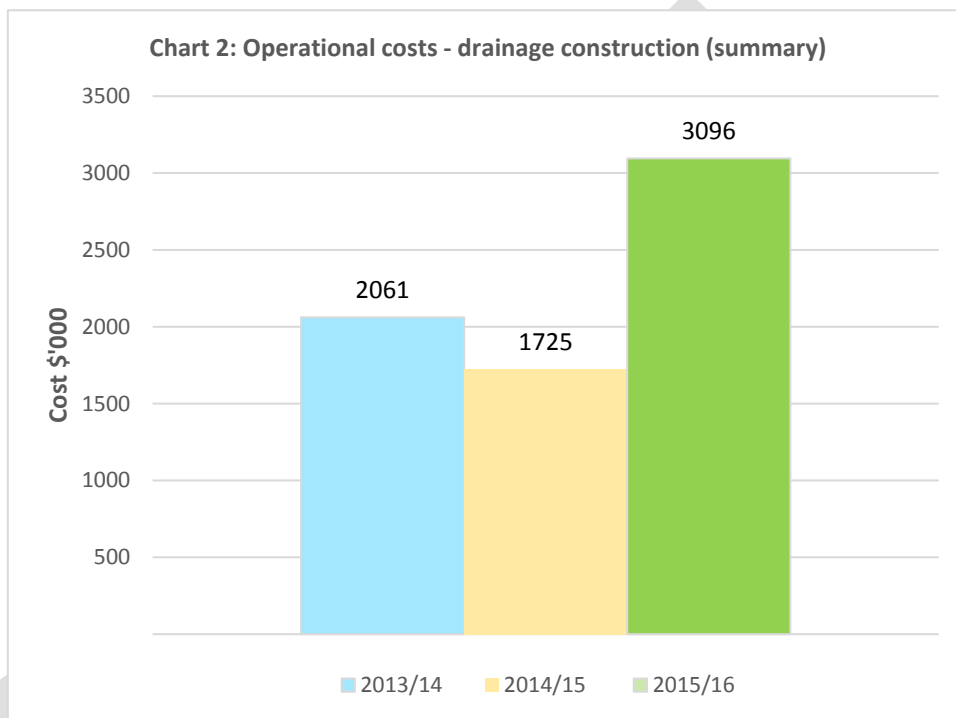


Table 3: Operational costs – street sweeping (sorted highest to lowest 2015/16)

\$'000	2013/14	2014/15	2015/16
Salaries & wages	189	219	188
Internal charges expenses	126	123	135
Other expenses	57	65	71
Materials	10	8	7
Contractors	5	2	6
TOTAL	387	417	407

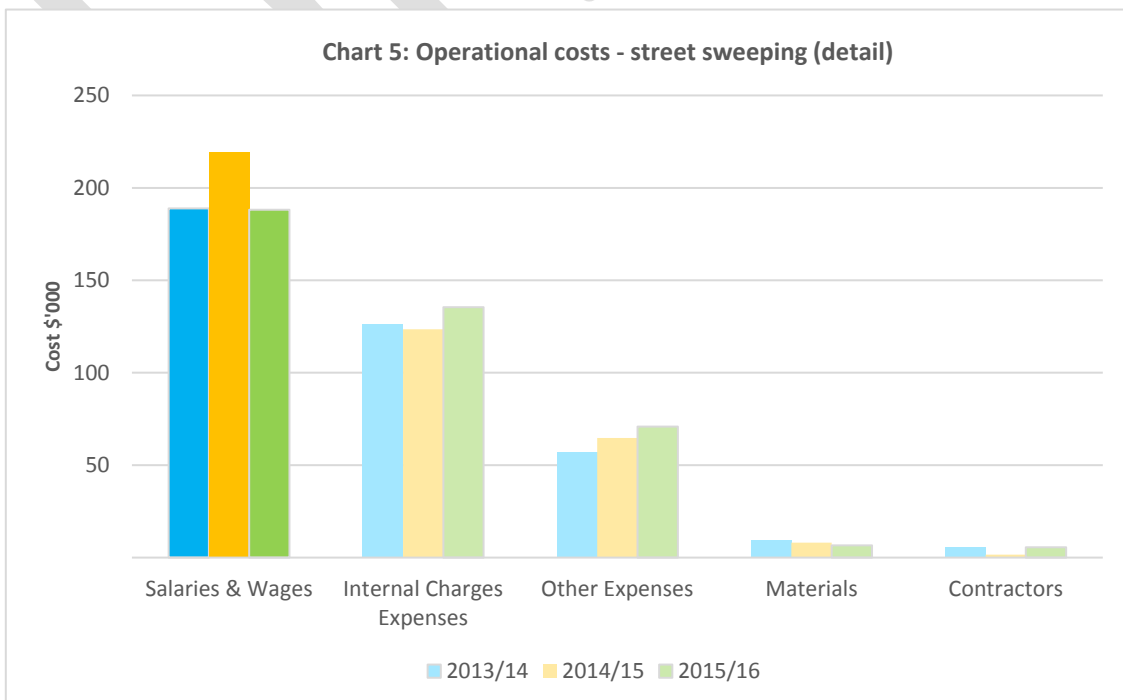
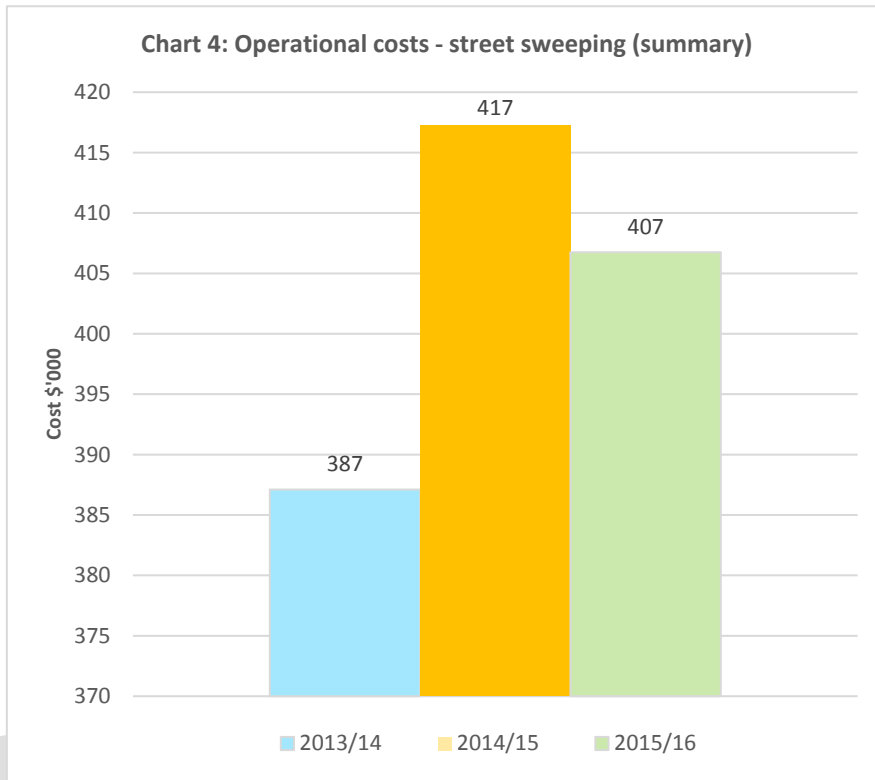
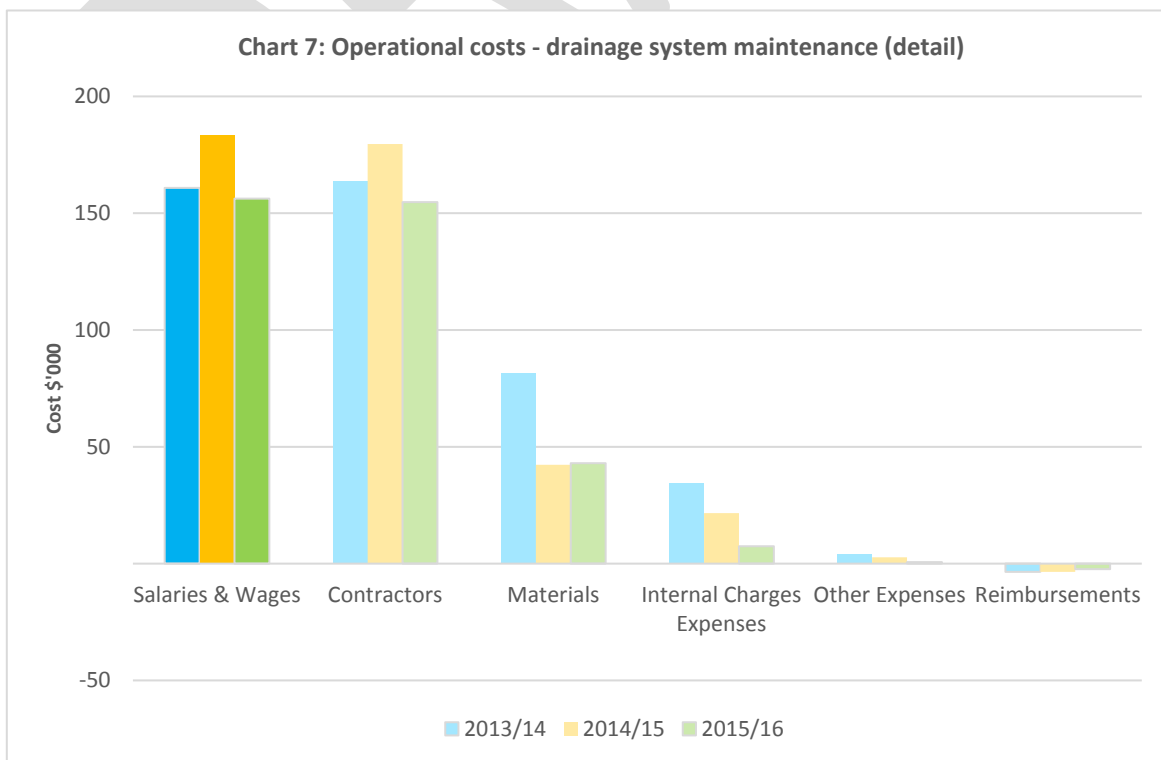
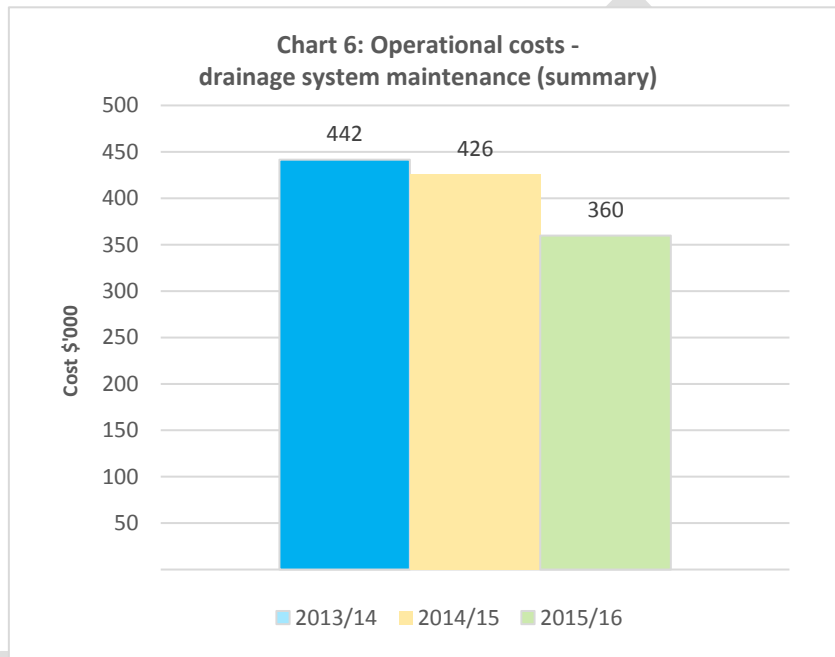


Table 4: Operational costs – drainage system maintenance* (sorted highest to lowest 2015/16)

\$'000	2013/14	2014/15	2015/16
Salaries & wages	161	183	156
Contractors	164	180	155
Materials	82	42	43
Internal charges expenses	34	22	7
Other expenses	4	3	1
Reimbursements	-4	-4	-2
TOTAL	442	426	360

* Note: Includes drainage system maintenance – general, trash rack litter removal and cleaning side entry pits



Appendix 4

Carryovers



The overall drainage capital works project carryovers are displayed in 'diagram 7', this information incorporates both in house and outsourced works.

Carryovers have occurred as a result of the following reasons:

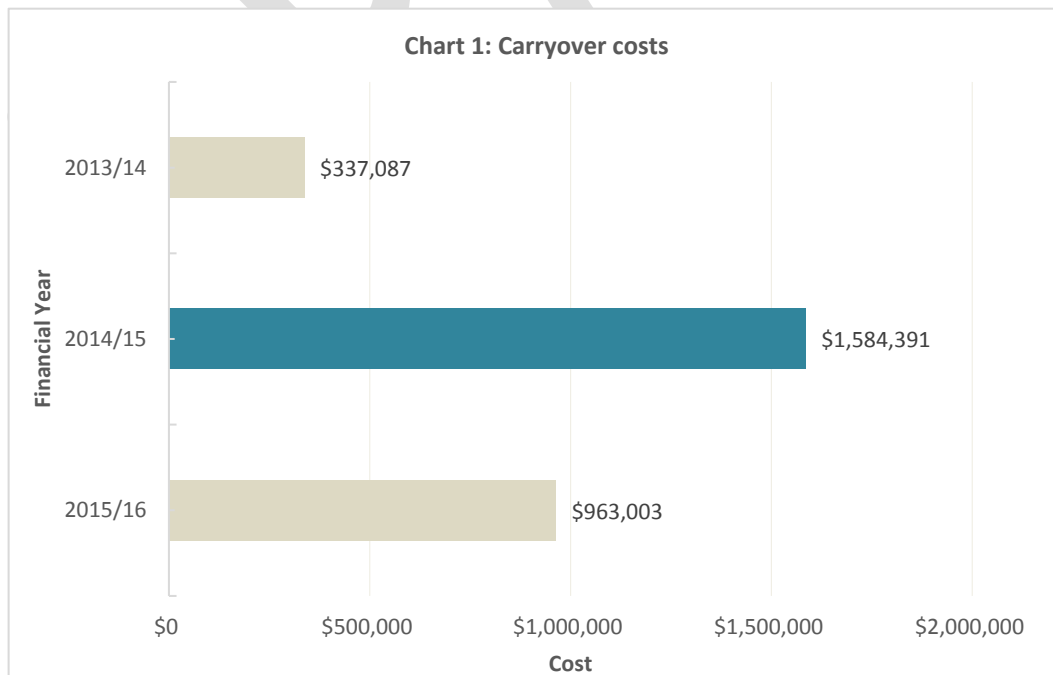
- Contaminated Soil
- Unexpected services (e.g. water main, Telstra infrastructure etc.)
- Rock
- Contractor dispute
- Weather
- Unexpected delays and timeframes not being met

For carryover details for individual years, please refer to 'diagram 2 (2013/14)', 'diagram 3 (2014/15)' and 'diagram 4 (2015/16)'.

Diagram 1: Carryovers summary

FY	Original budget	Carryover cost	Carryover %
2013/14	\$2,748,000	\$337,087	12%
2014/15	\$2,895,000	\$1,584,391	55%
2015/16	\$2,371,146	\$963,003	41%
2016/17	\$2,934,791	\$200,000 (estimated)	7%

Chart 1: Carryover costs

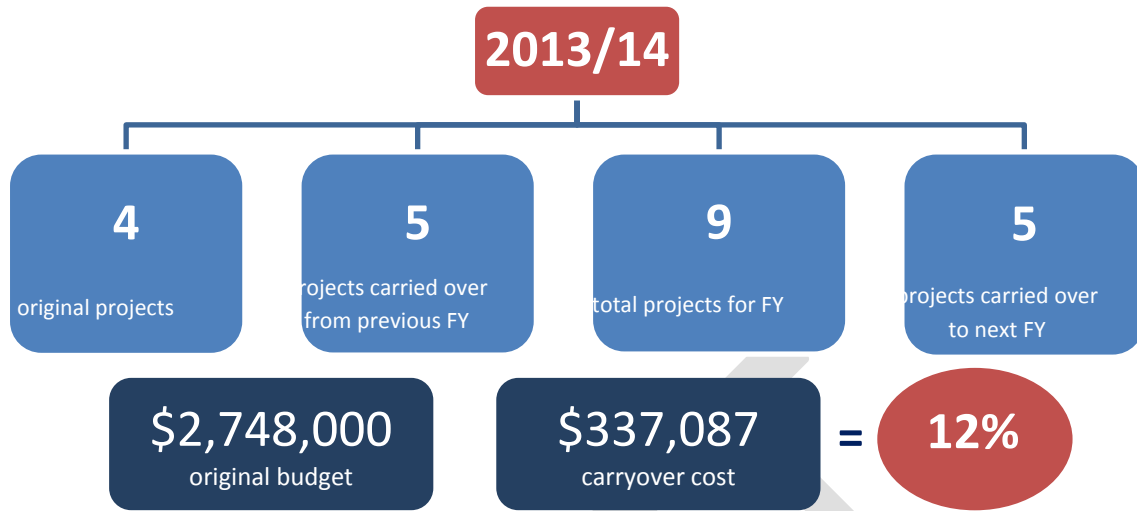


Appendix 4

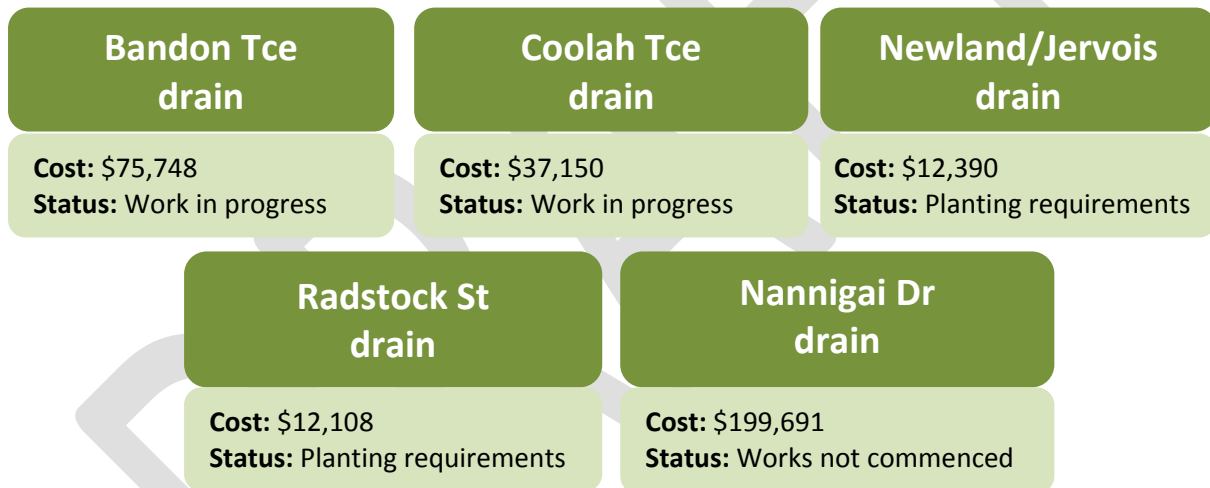
Carryovers



Diagram 2: Carryover details 2013/14



Projects carried over to next FY

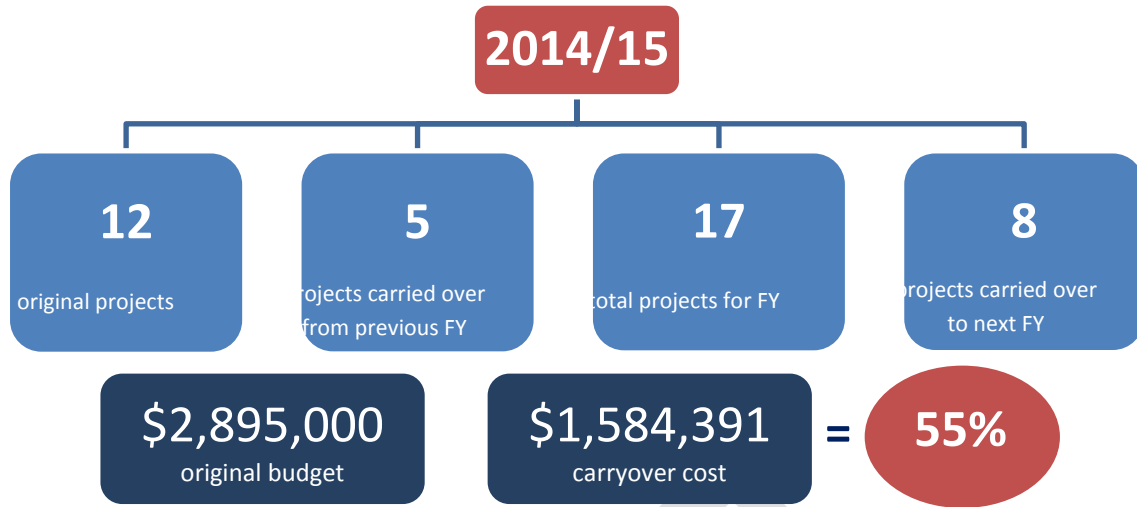


Appendix 4

Carryovers



Diagram 3: Carryover details 2014/15



Projects carried over to next FY

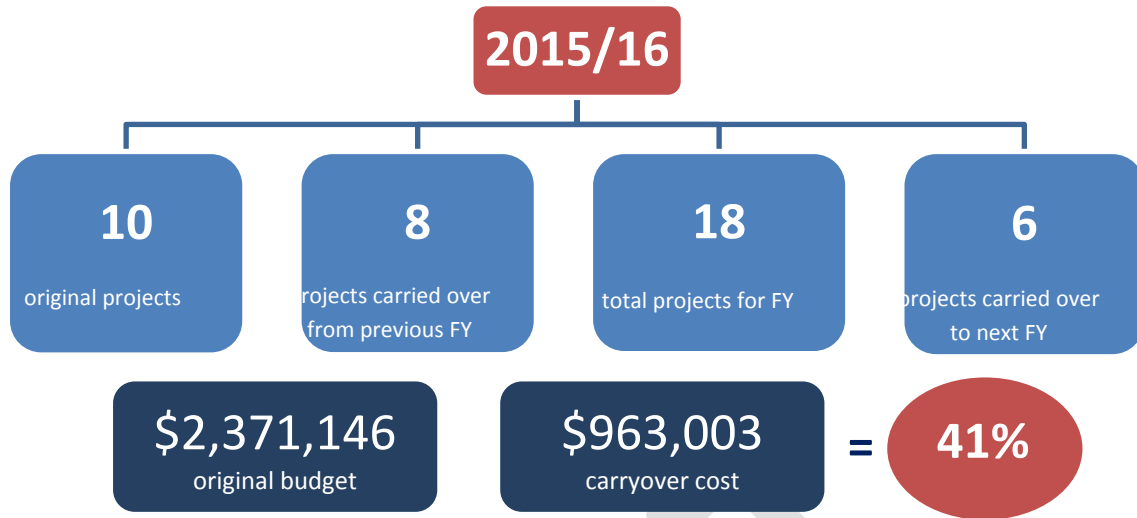
Bandon Tce drain	Newland/Jervois drain	Radstock St drain
Cost: \$12,530 Status: Outstanding lighting requirements	Cost: \$371,511 Status: Works not commenced (availability)	Cost: \$63,000 Status: Stage 2 work in progress
Coolah Tce drain	Crozier drain	Brigalow drain
Cost: \$99,155 Status: Works not commenced (availability)	Cost: \$730,000 Status: Design issues delayed commencement	Cost: \$95,000 Status: Coordination of contract
West St drain	Nannigai Dr drain	
Cost: \$13,504 Status: Work in progress	Cost: \$199,691 Status: Works not commenced	

Appendix 4

Carryovers



Diagram 4: Carryover details 2015/16



Projects carried over to next FY

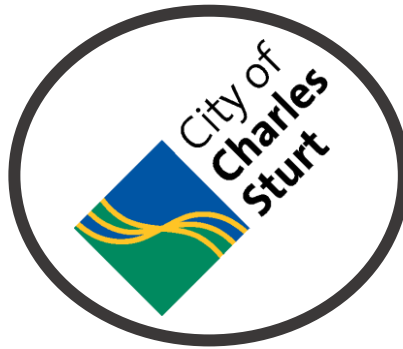
Towers Tce drain	Maxwell Tce stormwater upgrade	First Ave stormwater upgrade
Cost: \$96,235 Status: Work in progress	Cost: \$370,599 Status: Work in progress	Cost: \$50,000 Status: Defects, contractor insolvency
Pindee St stormwater upgrade	Farne Tce stormwater upgrade	Keen Ave stormwater upgrade
Cost: \$162,215 Status: Contract awarded delayed due to weather	Cost: \$255,680 Status: Contractor insolvency	Cost: \$28,274 Status: Works not commenced

LOCAL GOVERNMENT

**DRAINAGE PROGRAM
BENCHMARKING
SURVEY RESULTS 2017**



Councils surveyed





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1 KEY FINDINGS

Note: Financials are based on the 2015/16 financial year and are approximations only. The majority of questions in the benchmarking survey were multiple choice.

1.1 FINANCIALS

43%

Had an overall drainage budget 'over \$3 million and up to \$4 million'

43%

Spent 'over \$200k and up to \$300k' on design works

71%

Spent 'over \$500k' on construction

57%

Spent 'over \$500k' on maintenance

71%

Had no 'carryovers'

1.2 PLANNING

57%

Have 'procedures/guidelines'

57%

Have 'project management tools'

71%

Have 'contract management specifications'

71%

Have 'catchment management plans'

86%

Have 'priority listings of projects'

100%

Have 'development guidelines in relation to stormwater'

1.3 DESIGN

71%

Undertake design work 'both internally and externally (outsourced)'

29%

Outsourced '25%', '75%' and '100%' of their design work

57%

Outsourced design work due to both 'high complexity' and 'limited internal resources'

43%

*Were both 'satisfied' and 'dissatisfied' with the design consultant

1.4 CONSTRUCTION

71%

Undertake construction work 'both internally and externally (outsourced)'

57%

Outsourced '75%' of their construction work

57%

Outsourced construction work due to 'limited internal resources'

57%

Were 'satisfied' with the civil contractor

71%

Appoint 'independent contact superintendents'

71%

Document 'compliance inspection hold points'

100%

Undertake 'routine but random quality/ environment/safety construction audits'

86%

Prepare 'construction completion reports'

29%

Laid 'under 100 metres', 'over 200 metres and up to 300 metres' and 'over 500 metres' of pipe

1.5 MAINTENANCE

71%

Undertake maintenance work 'both internally and externally (outsourced)'

33%

*Outsourced '25%' and '50%' of their maintenance work

50%

*Outsourced maintenance work due to both 'limited internal resources' and 'other'

50%

*Were both 'very satisfied' and 'satisfied' with the contractor

17%

*Contract out 'street sweeping'

67%

*Contract out 'pit cleaning'

50%

*Contract out 'GPT cleaning'

83%

*Contract out 'pipe cleaning'

33%

*Contract out 'other' maintenance activities

*Percent rates are calculated by the number of responses compared to the total number of responses received. The total number of responses received is generally 7, however percent rates with a * have been calculated by 6 (number of responses received)

29%

Audit all maintenance activities for 'quality'

43%

Audit all maintenance activities for 'environment'

57%

Audit all maintenance activities for 'safety specifications'

57%

Audit all maintenance activities for 'standard operating procedures'

43%

Audit all maintenance activities for 'safe work method statements'

86%

Use 'maintenance standards and work specifications'

43%

Undertake CCTV camera monitoring 'externally (outsourced)'

86%

Undertake CCTV camera monitoring 'reactively'

2 FINANCIALS

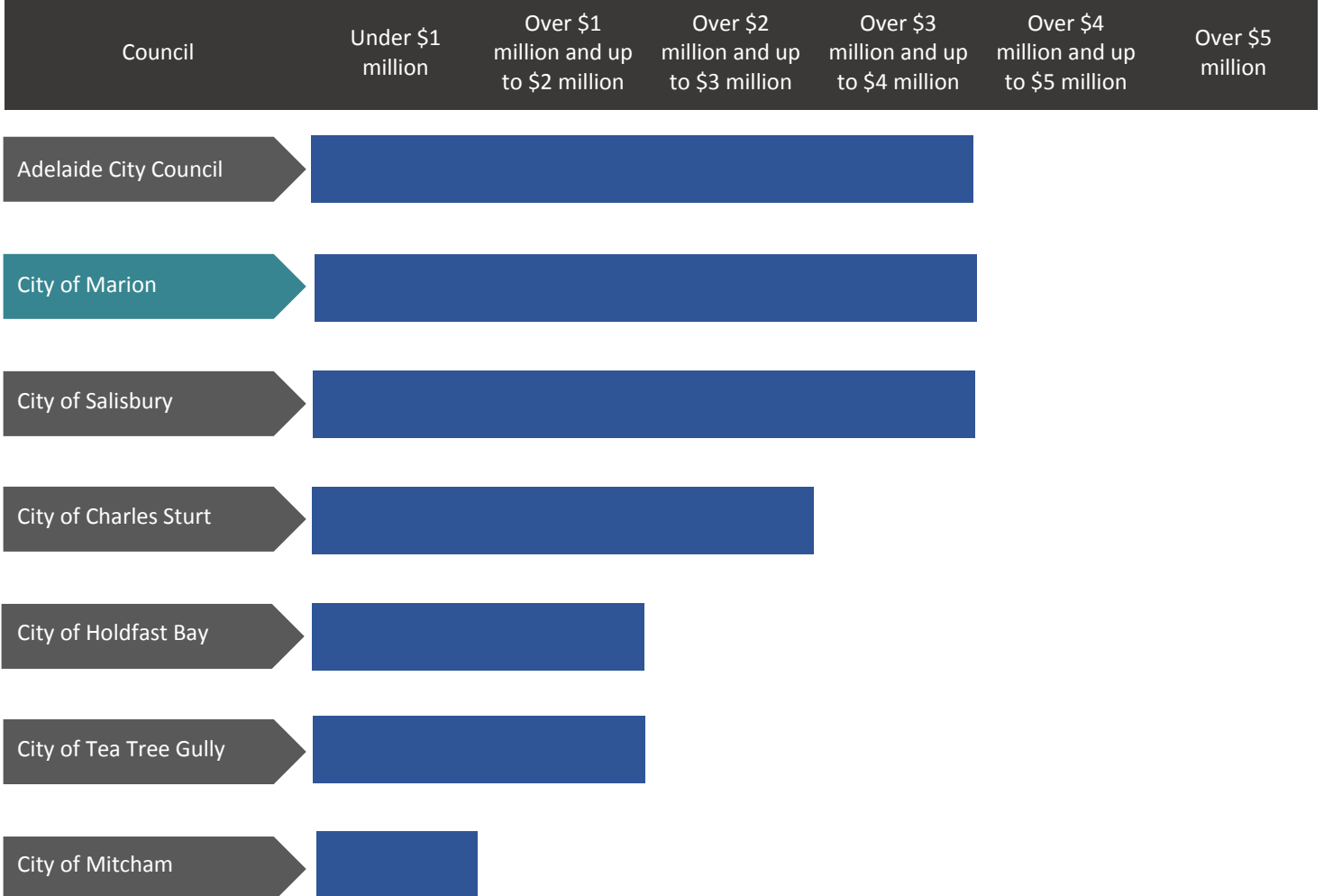
Note: Percent rates are calculated by the number of responses compared to the total number of responses received. The total number of responses received is generally 7, however percent rates with a * have been calculated by 6 (number of responses received)

2.1 OVERALL DRAINAGE BUDGET ALLOCATION

Table 2.1: Total drainage budget allocation for 2015/16 financial year (excluding depreciation) (multiple choice)

Answer Options	Response Percent	Response Count
Under \$1 million	14%	1
Over \$1 million and up to \$2 million	29%	2
Over \$2 million and up to \$3 million	14%	1
Over \$3 million and up to \$4 million	43%	3
Over \$4 million and up to \$5 million	0%	0
Over \$5 million	0%	0
TOTAL	100%	7

Diagram 2.1: Overall Drainage Budget for 2015/16 FY (excluding depreciation) (multiple choice)

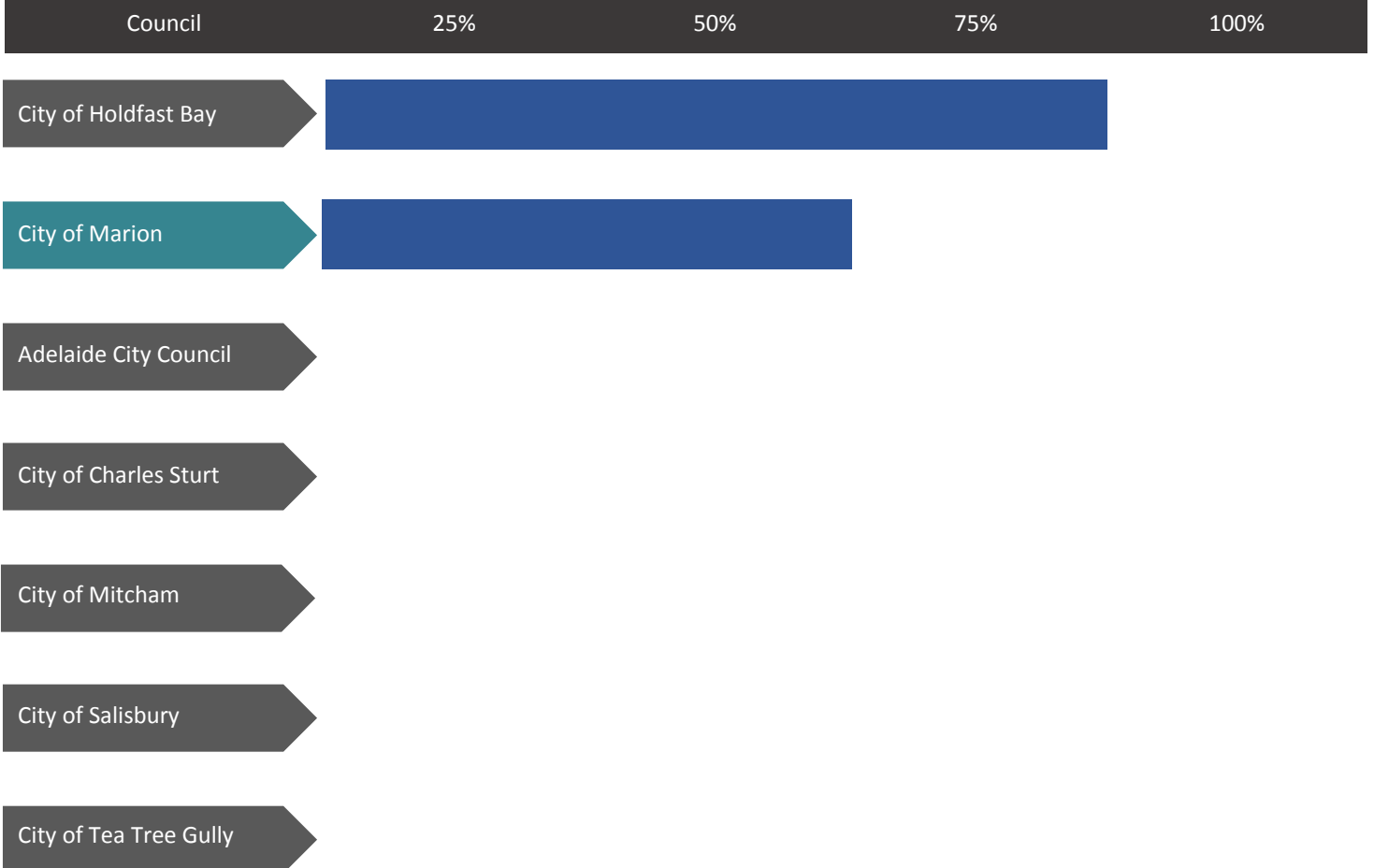


2.2 BUDGET CARRYOVERS

Table 2.2: Proportion of the total budget that is carried over (multiple choice)

Answer options	Response percent	Response count
0%	71%	5
25%	0%	0
50%	14%	1
75%	14%	1
100%	0%	0
TOTAL	100%	7

Diagram 2.2: Proportion of the total budget that is carried over (multiple choice)

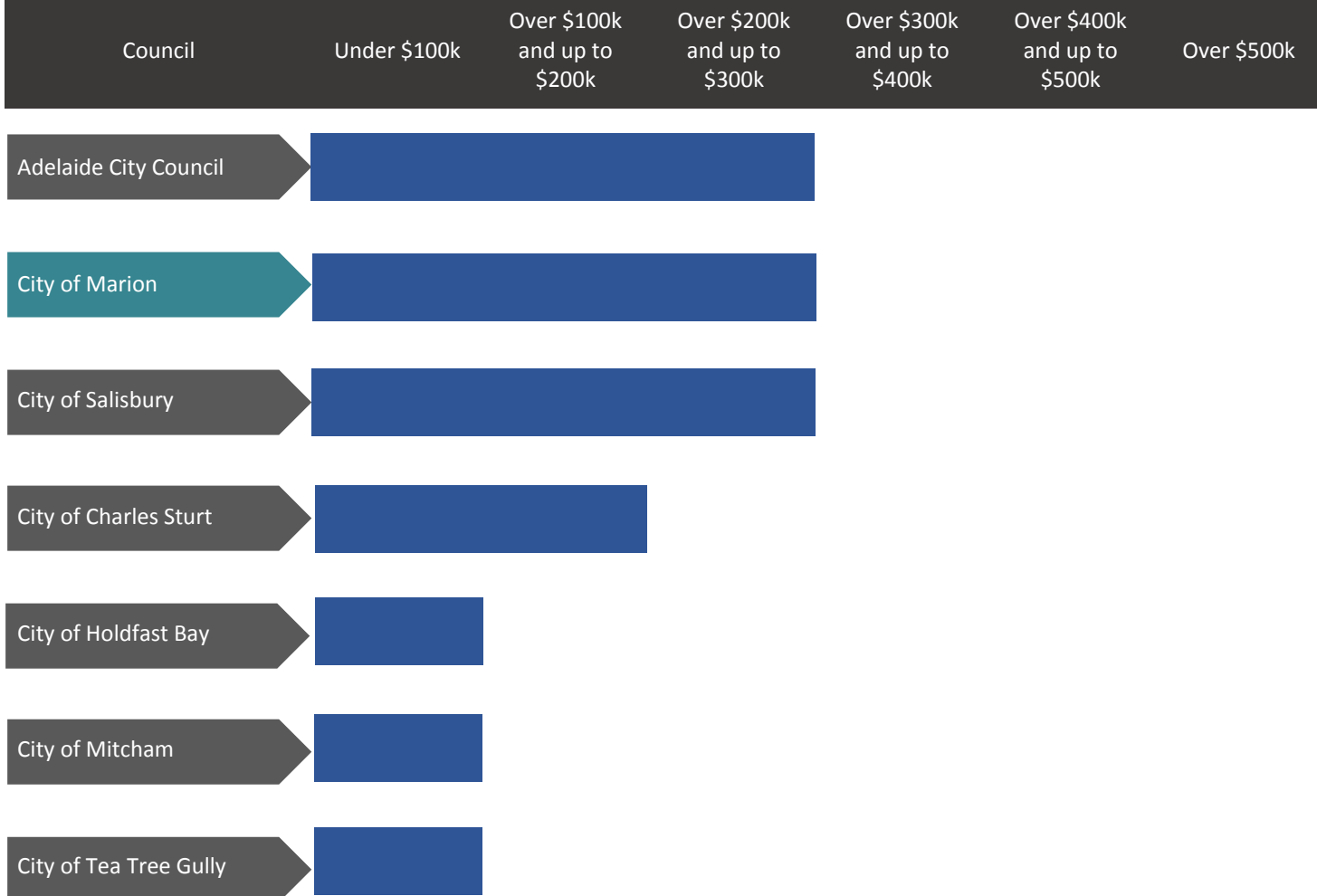


2.3 DESIGN COSTS

Table 2.3: Total design costs during 2015/16 financial year (multiple choice)

Answer options	Response percent	Response count
Under \$100k	43%	3
Over \$100k and up to \$200k	14%	1
Over \$200k and up to \$300k	43%	3
Over \$300k and up to \$400k	0%	0
Over \$400k and up to \$500k	0%	0
Over \$500k	0%	0
TOTAL	100%	7

Diagram 2.3: Total design costs during 2015/16 financial year (multiple choice)

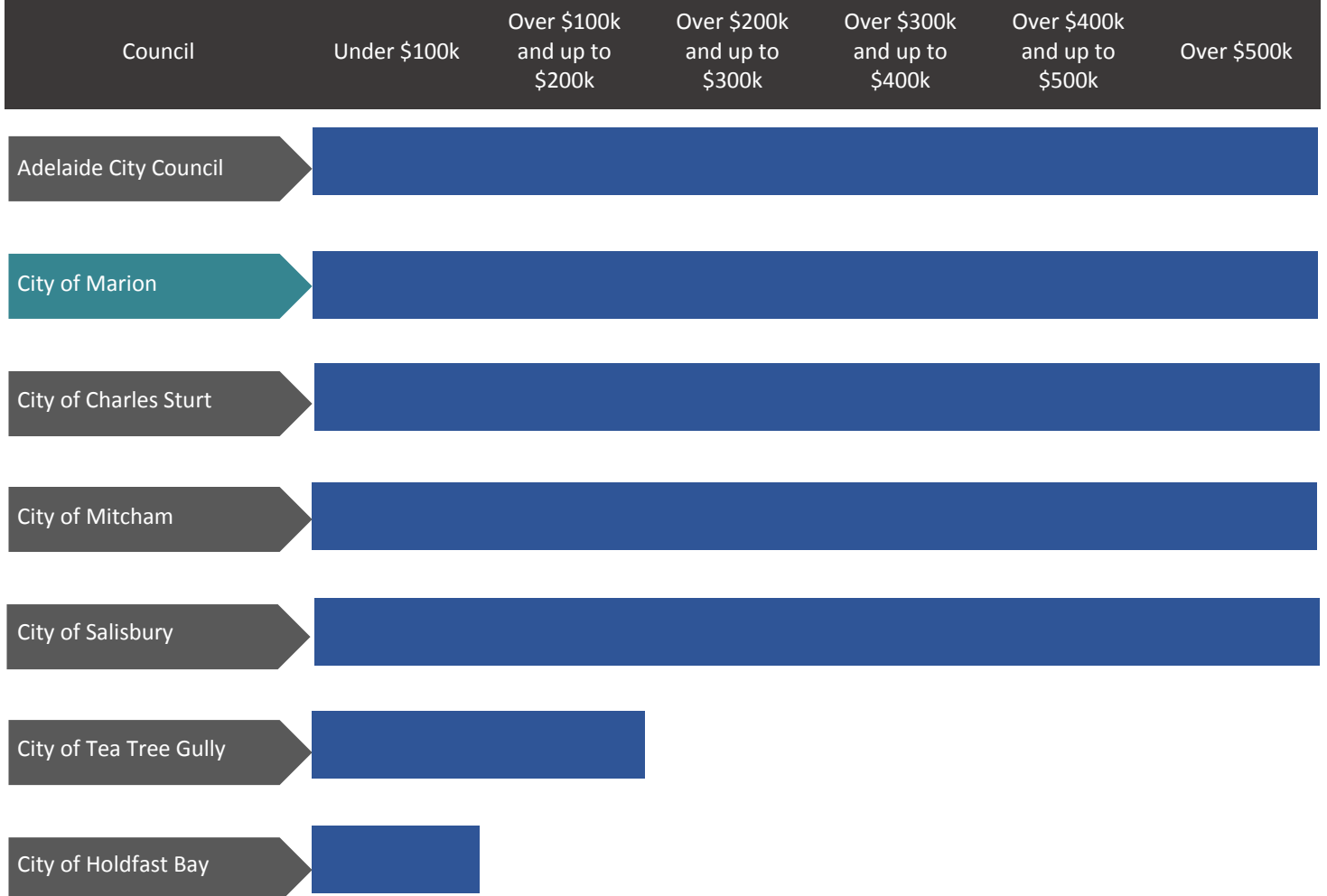


2.4 CONSTRUCTION COSTS

Table 2.4: Total construction costs during the 2015/16 financial year (multiple choice)

Answer options	Response percent	Response count
Under \$100k	14%	1
Over \$100k and up to \$200k	14%	1
Over \$200k and up to \$300k	0%	0
Over \$300k and up to \$400k	0%	0
Over \$400k and up to \$500k	0%	0
Over \$500k	71%	5
TOTAL	100%	7

Diagram 2.4: Total construction costs during the 2015/16 financial year (multiple choice)

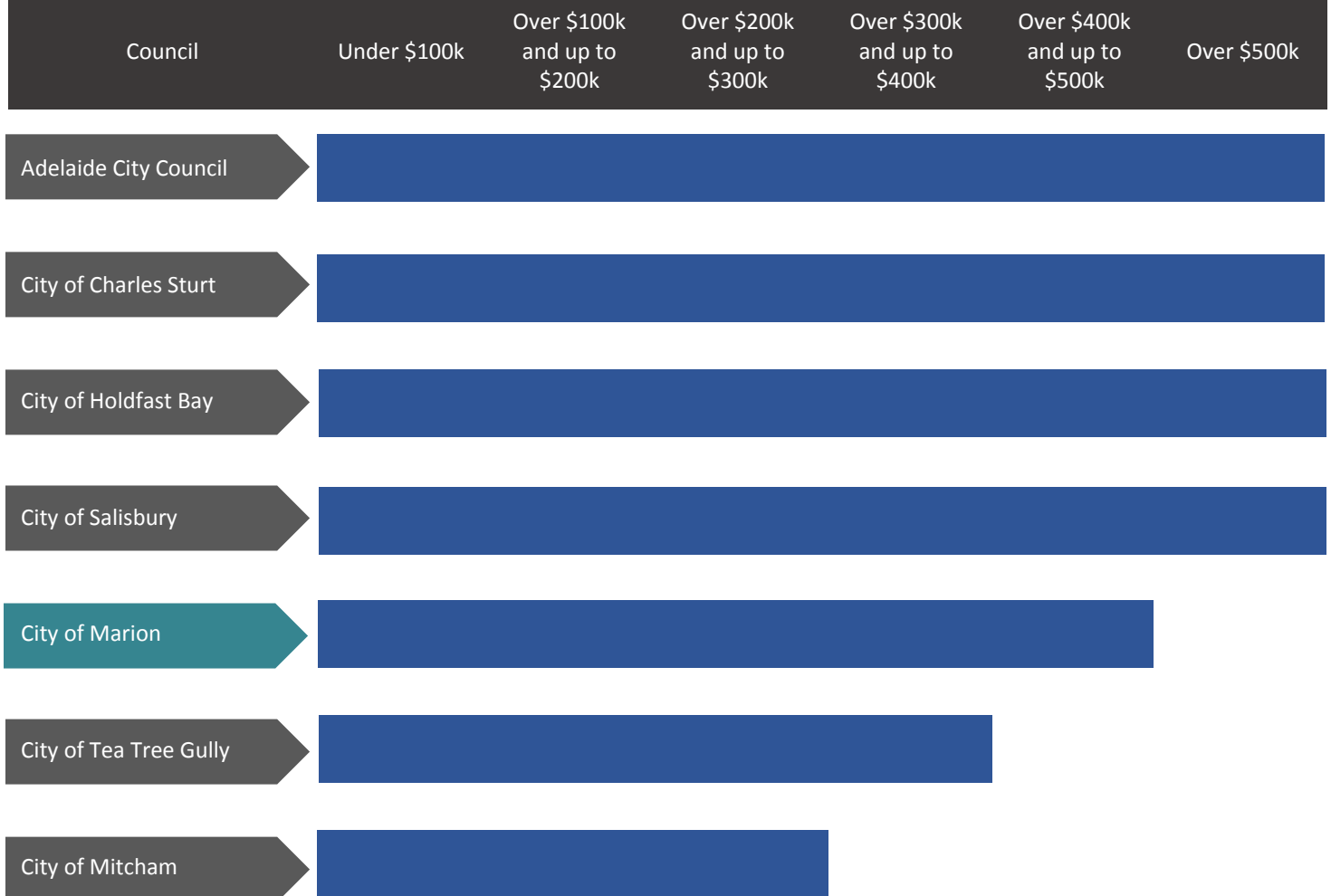


2.5 MAINTENANCE COSTS

Table 2.5: Total maintenance costs during the 2015/16 financial year (multiple choice)

Answer options	Response percent	Response count
Under \$100k	0%	0
Over \$100k and up to \$200k	0%	0
Over \$200k and up to \$300k	14%	1
Over \$300k and up to \$400k	14%	1
Over \$400k and up to \$500k	14%	1
Over \$500k	57%	4
TOTAL	100%	7

Diagram 2.5: Total maintenance costs during the 2015/16 financial year (multiple choice)



3 PLANNING

3.1 DOCUMENTATION

Table 3.1: Documentation possessed: (multiple response)

Answer options	Response percent	Response count
Procedures/guidelines	57%	4
Project management tools	57%	4
Contract management specifications	71%	5
Catchment Management Plans	71%	5
Priority listing of projects	86%	6
Development guidelines in relation to stormwater	100%	7

Diagram 3.1: Documentation possessed (multiple response)

 = Yes  = No

Council	Procedures/ guidelines	Project management tools	Contract management specifications	Catchment Management Plans	Priority listing of projects	Development guidelines in relation to stormwater
City of Marion						
Adelaide City Council						
City of Charles Sturt						
City of Holdfast Bay						
City of Mitcham						
City of Salisbury						
City of Tea Tree Gully						

4 DESIGN

4.1 DESIGN WORK UNDERTAKEN

Table 4.1: How design work is undertaken (multiple choice)

Answer options	Response percent	Response count
Internally (Council staff)	0%	0
Externally (outsourced)	29%	2
Both internally and externally	71%	5
TOTAL	100%	7

Diagram 4.1: How design work is undertaken (multiple choice)

 = Yes  = No



4.2 DESIGN WORK OUTSOURCED

Table 4.2: Proportion of design work that is contracted out (multiple choice)

Answer options	Response percent	Response count
25%	29%	2
50%	14%	1
75%	29%	2
100%	29%	2
TOTAL	100%	7

Reason for outsourcing (multiple response)

Answer options	Response percent	Response count
Low complexity	0%	0
High complexity	57%	4
Low project cost	0%	0
High project cost	0%	0
Low design cost	0%	0
High design cost	0%	0
Limited internal resources available	57%	4
Other	43%	3

Satisfaction with the contractor (multiple choice)

Answer Options	Response percent	Response count
Very satisfied	14%	1
Satisfied	43%	3
Dissatisfied	43%	3
Very dissatisfied	0%	0
TOTAL	100%	7

Diagram 4.2: Proportion of design work that is contracted out (multiple choice)



5 CONSTRUCTION

5.1 CONSTRUCTION WORK UNDERTAKEN

Table 5.1: How construction work is undertaken (multiple choice)

Answer options	Response percent	Response count
Internally (Council staff)	0%	0
Externally (outsourced)	29%	2
Both internally and externally	71%	5
TOTAL	100%	7

Diagram 5.1: How construction work is undertaken (multiple choice) ■ = Yes ■ = No

Council	Internally	Externally (outsourced)	Both internally and externally
City of Marion	■	■	■
Adelaide City Council	■	■	■
City of Charles Sturt	■	■	■
City of Holdfast Bay	■	■	■
City of Mitcham	■	■	■
City of Salisbury	■	■	■
City of Tea Tree Gully	■	■	■

5.2 CONSTRUCTION WORK OUTSOURCED

Table 5.2: Proportion of construction work that is outsourced (multiple choice)

Answer options	Response percent	Response count
25%	0%	0
50%	14%	1
75%	57%	4
100%	29%	2
TOTAL	100%	7

Reason for outsourcing (multiple response)

Answer options	Response percent	Response count
Low complexity	0%	0
High complexity	29%	2
Low project cost	0%	0
High project cost	14%	1
Low construction cost	14%	1
High construction cost	0%	0
Limited internal resources available	57%	4
Other	29%	2

Satisfaction with the contractor (multiple choice)

Answer options	Response percent	Response count
Very satisfied	29%	2
Satisfied	57%	4
Dissatisfied	14%	1
Very dissatisfied	0%	0
TOTAL	100%	7

Diagram 5.2: Proportion of construction work that is outsourced (multiple choice)





5.3 CONSTRUCTION COMPLIANCE/REPORTS

Table 5.3: Construction compliance/reports (multiple choice)

Document compliance inspection hold points

Answer options	Response percent	Response count
Yes	71%	5
No	29%	2
TOTAL	100%	7

Undertake routine but random quality/environment/safety construction audits

Answer options	Response percent	Response count
Yes	100%	7
No	0%	0
TOTAL	100.0%	7

Prepare a construction completion report

Answer options	Response percent	Response count
Yes	86%	6
No	14%	1
TOTAL	100%	7

Diagram 5.3: Construction compliance/reports (multiple choice)

 = Yes  = No

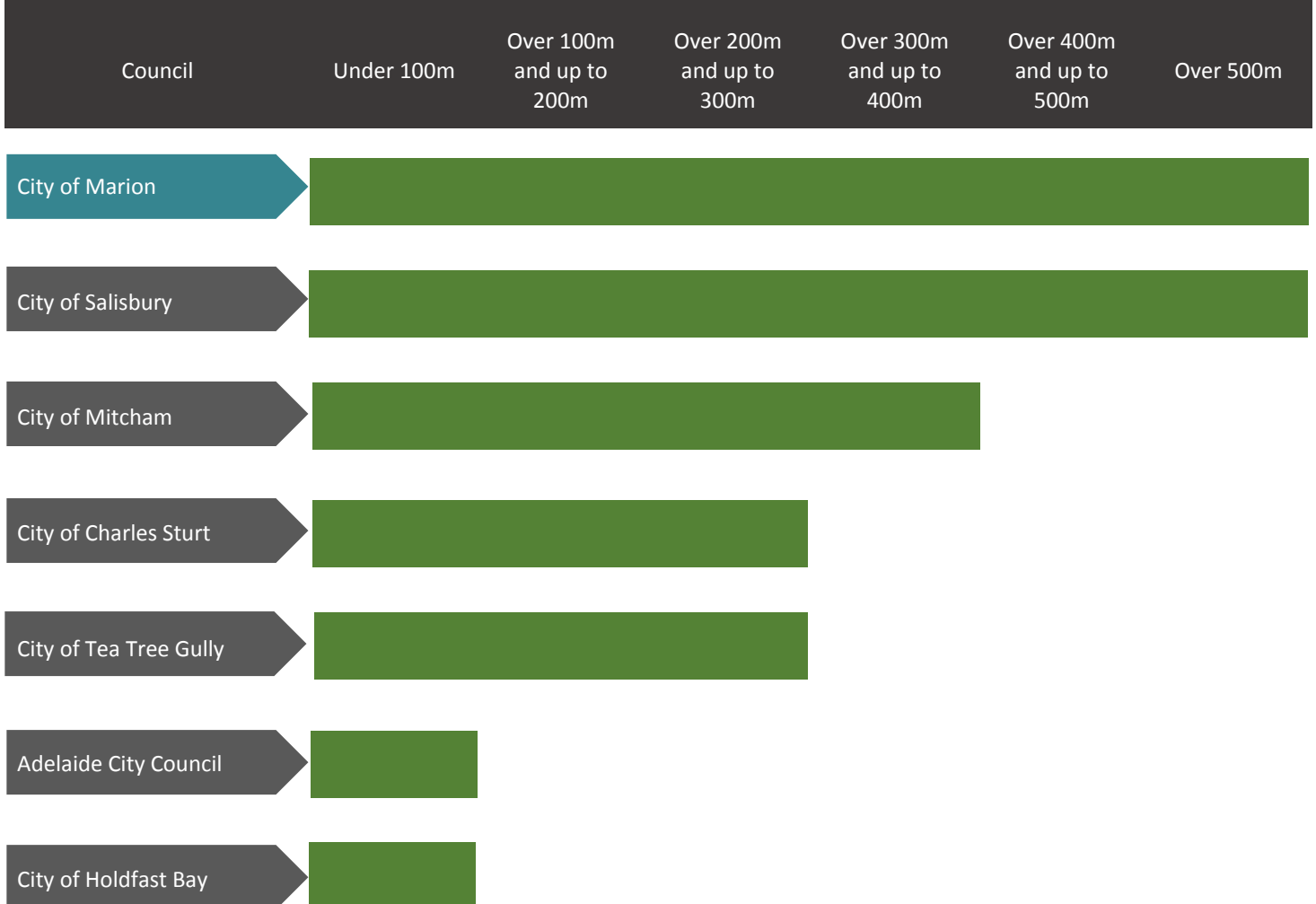
Council	Document compliance inspection hold points	Undertake routine but random quality/environment/safety construction audits	Prepare a construction completion report
City of Marion			
Adelaide City Council			
City of Charles Sturt			
City of Holdfast Bay			
City of Mitcham			
City of Salisbury			
City of Tea Tree Gully			

5.4 LENGTH OF DRAINS LAID

Table 5.4: Length of drains laid during 2015/16 financial year (multiple choice)

Answer options	Response percent	Response count
Under 100 metres	29%	2
Over 100 metres and up to 200 metres	0%	0
Over 200 metres and up to 300 metres	29%	2
Over 300 metres and up to 400 metres	14%	1
Over 400 metres and up to 500 metres	0%	0
Over 500 metres	29%	2
TOTAL	100%	7

Diagram 5.4: Length of drains laid during 2015/16 financial year (multiple choice)



6 MAINTENANCE

6.1 MAINTENANCE WORK UNDERTAKEN

Table 6.1: How maintenance work is undertaken (multiple choice)

Answer options	Response percent	Response count
Internally (Council staff)	14%	1
Externally (outsourced)	14%	1
Both internally and externally	71%	5
TOTAL	100%	7

Diagram 6.1: How maintenance work is undertaken (multiple choice) ■ = Yes ■ = No

Council	Internally	Externally (outsourced)	Both internally and externally
City of Marion	■	■	■
Adelaide City Council	■	■	■
City of Charles Sturt	■	■	■
City of Holdfast Bay	■	■	■
City of Mitcham	■	■	■
City of Salisbury	■	■	■
City of Tea Tree Gully	■	■	■

6.2 MAINTENANCE WORK OUTSOURCED

Table 6.2: Proportion of maintenance work that is outsourced (multiple choice)

Answer options	Response percent	Response count
25%	33%*	2
50%	33%*	2
75%	17%*	1
100%	17%*	1
TOTAL	100%	6

Reason for outsourcing (multiple response)

Answer options	Response percent	Response count
Low complexity	0%*	0
High complexity	33%*	2
Low project cost	0%*	0
High project cost	0%*	0
Low maintenance cost	33%*	2
High maintenance cost	0%*	0
Limited internal resources available	50%*	3
Other	50%*	3

Satisfaction with the contractor (multiple choice)

Answer options	Response percent	Response count
Very satisfied	50%*	3
Satisfied	50%*	3
Dissatisfied	0%*	0
Very dissatisfied	0%*	0
TOTAL	100%	6

* Percent rates are calculated by the number of responses compared to the total number of responses received. The total number of responses received is generally 7, however percent rates with a * have been calculated by 6 (number of responses received)

Diagram 6.2: Proportion of maintenance work outsourced (multiple choice)



Note: Details only provided for those Councils who selected either 'both internally and externally (outsourced)' or 'externally (outsourced)'

6.3 MAINTENANCE ACTIVITIES OUTSOURCED

Table 6.3: Types of maintenance activities outsourced (multiple response)

Answer options	Response percent	Response count
Street sweeping	17%*	1
Pit cleaning	67%*	4
GPT cleaning	50%*	3
Pipe cleaning	83%*	5
Other	33%*	2

* Percent rates are calculated by the number of responses compared to the total number of responses received. The total number of responses received is generally 7, however percent rates with a * have been calculated by 6 (number of responses received)



Note: Details only provided for those Councils who selected either 'both internally and externally (outsourced)' or 'externally (outsourced)'

6.4 MAINTENANCE STANDARDS AND WORK SPECIFICATIONS

Table 6.4: Maintenance standards and work specifications utilised (multiple choice)

Answer Options	Response Percent	Response Count
Yes	86%	6
No	14%	1
TOTAL	100%	7

Diagram 6.4: Maintenance standards and work specifications utilised (multiple choice) ■ = Yes ■ = No



6.5 PLANNED MAINTENANCE SCHEDULES OF WORK

Diagram 6.5: Planned maintenance schedules of work (free text)

Council	Street sweeping	Pit cleaning	GPT cleaning	Pipe cleaning	Stormwater outlets
City of Marion	6 weeks	Every 12 months	Quarterly	As required	As required
Adelaide City Council	Fixed program	Program (based on debris in pit)	Quarterly	As required	As required
City of Charles Sturt	Residential – 8 times a year Main Roads – Every week	As required or 8 times a year	As required & 8 – 10 times a year	As required & 10 year cycle	As required & 5 year cycle
City of Holdfast Bay	Monthly	Monthly	Monthly	Monthly	Monthly
City of Mitcham	Planned	Risk based	Details not provided	Reactive	Reactive
City of Salisbury	Residential – 6 weeks Main Road – 4 weeks	Details not provided	After rain events	Details not provided	Details not provided
City of Tea Tree Gully	2 – 8 weeks (seasonal)	Risk based	As required	As required (seasonal)	As required (seasonal)

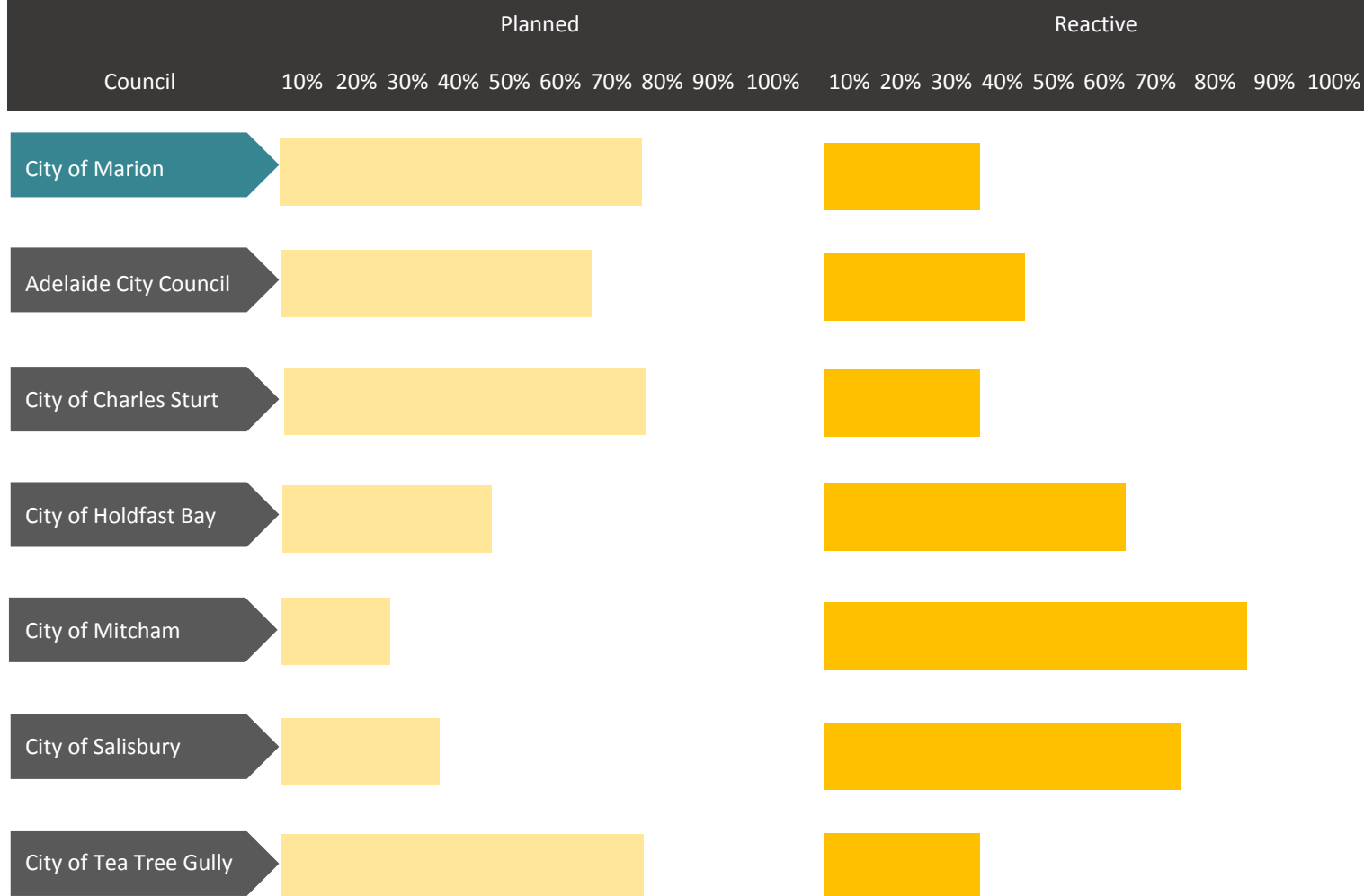
6.6 PLANNED/REACTIVE MAINTENANCE ACTIVITIES

Table 6.6: Proportion of maintenance work that is planned/reactive (multiple choice)

Answer options	Response percent	Response count	Response percent	Response count
	Planned		Reactive	
10%	0%	0	0%*	0
20%	14%	1	0%*	0
30%	14%	1	50%*	3
40%	14%	1	17%*	1
50%	0%	0	0%*	0
60%	14%	1	0%*	0
70%	43%	3	17%*	1
80%	0%	0	17%*	1
90%	0%	0	0%*	0
100%	0%	0	0%*	0
Total	100%	7	100%	6

* Percent rates are calculated by the number of responses compared to the total number of responses received. The total number of responses received is generally 7, however percent rates with a * have been calculated by 6 (number of responses received)

Diagram 6.6: Proportion of maintenance work that is planned/reactive (multiple choice)



6.7 AUDIT OF MAINTENANCE ACTIVITIES

Table 6.7: Audit of maintenance activities undertaken (multiple response)

Answer options	Response percent	Response count
Quality	29%	2
Environment	43%	3
Safety specification	57%	4
Standard Operating Procedures	57%	4
Safe Work Method Statements	43%	3

Diagram 6.7: Audit of maintenance activities undertaken (multiple response)



6.8 CCTV CAMERA MONITORING ACTIVITIES

Table 6.8: CCTV camera monitoring activities undertaken (multiple response)

Answer options	Response percent	Response count
Proactively	71%	5
Reactively	86%	6
Internally	14%	1
Externally	43%	3

Diagram 6.8: CCTV camera monitoring activities undertaken (multiple response)

 = Yes  = No

Council	Proactively	Reactively	Internally	Externally (outsourced)
City of Marion				
Adelaide City Council				
City of Charles Sturt				
City of Holdfast Bay			Details not provided	Details not provided
City of Mitcham			Details not provided	Details not provided
City of Salisbury				
City of Tea Tree Gully			Details not provided	Details not provided

7 IMPROVEMENT OPPORTUNITIES

7.1 OUR DRAINAGE PROGRAM WOULD BE BETTER IF...

Table 7.1: Improvement opportunities (free text)

Council	Our drainage program would be better if...
City of Marion	<ul style="list-style-type: none"> We had additional internal resources. We do not have variations or WHS concerns with FTE's when compared to contractors
Adelaide City Council	<ul style="list-style-type: none"> Community levels of service had a greater influence on renewal, operation and maintenance of stormwater services
City of Charles Sturt	<ul style="list-style-type: none"> Our topography wasn't flat Council wasn't in Adelaide floodplain Controlled by sea level Infrastructure is exposed sexy like open space and buildings
City of Holdfast Bay	<ul style="list-style-type: none"> A list of flooded properties to be approved by senior management for survey and design by design consultants. (List currently being finalised)
City of Mitcham	<ul style="list-style-type: none"> The proactive maintenance was more systematised
City of Salisbury	<ul style="list-style-type: none"> More planned More resources Known hot spots better mapped Catchment management plans completed
City of Tea Tree Gully	<ul style="list-style-type: none"> Waste disposal is an issue for us Better data collection to identify high risk assets to improve performance of maintenance plan



LOCAL GOVERNMENT

DRAINAGE PROGRAM BENCHMARKING

COMPARISON BETWEEN CITY OF MARION AND OTHER COUNCILS

Councils surveyed



The data to undertake analysis comparison between City of Marion and other Council drainage programs was obtained from the 'Local Government – Drainage Program – Benchmarking Survey Results - 2017 - Report'. Please refer to this report for full comprehensive details.



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1

KEY FINDINGS

Note: Financials are based on the 2015/16 financial year and are approximations only. The majority of questions in the benchmarking survey were multiple choice.

- The total drainage budget allocation varied for each Council. Marion spent 'Over \$3million and up to \$4million', 33% of other Councils spent the same, however 33% also spent 'over \$1 million and up to \$2 million'
- The majority of other Councils did not have 'carry overs' (83%), whereas Marion 'carried over' approximately 50% of the total budget, however indicated they are aiming to reduce this to under 15%
- Marion's average spend on design costs were 'over \$200k and up to \$300k' which was above the majority of other Councils spend of 'under \$100k' (50%)
- The majority of other Councils (67%) undertake their design, construction and maintenance work 'both internally and externally (contracted out)', Marion undertakes work in the same way
- Marion contract out 25% of their design work compared to the other Councils, where 33% contract out both '75%' and '100%' of their design work
- Marion contract out the smallest proportion (50%) of construction work compared to the other Councils, where 67% contract out '75%' and 33% contract out '100%' of their construction work
- Marion contract out 50% of their maintenance work compared to the other Councils, where 40% contract out '25%' of their maintenance work
- The main reasons for outsourcing work for all Councils were due to 'high complexity', 'limited internal resources' and 'other' reasons
- Marion is 'dissatisfied' with the design and construction contractors, however 'satisfied' with the maintenance contractors. The majority of Councils were either 'satisfied' or 'very satisfied with all their contractors
- Marion laid 'over 500 metres' of drain during 2015/16 financial year, which was above the majority of the other Councils, 33% laid both 'under 100 metres' and 'over 200 metres and up to 300 metres'
- Not one Council 'appoints independent Contract Superintendents'
- The maintenance activities that Marion contract out include; 'pit cleaning', 'GPT cleaning', 'pipe cleaning' and 'other' (back of block drains). The other Councils contract out similar activities, although the greatest activities contracted out include; 'pit cleaning' (60%) and 'pipe cleaning' (80%)
- Marion plans '70%' of their maintenance work with '30%' being reactive, the other Councils vary between '20%-70%' planned and '30%-80%' reactive
- Marion undertakes CCTV camera monitoring 'reactively' where as the other Councils undertake the monitoring both 'proactively' and 'reactively' (83% each)



2 COMPARISONS BETWEEN CITY OF MARION AND OTHER COUNCILS

Note: Percent rates are calculated by the number of responses compared to the total number of responses received. The total number of responses received is generally 6, however percent rates with a * have been calculated by 5 (number of responses received)

2.1 FINANCIALS

Table 2.1: Financial comparison

Legend: (mc) = multiple choice (mr) = multiple response (ft) = free text

No.	Description	City of Marion Response	Greatest Response (excludes CoM)	Percent Rate (excludes CoM)	Response Rate (excludes CoM)
2.1.1	Total drainage budget allocation for 2015/16 financial year (excluding depreciation) (mc)	Over \$3 million and up to \$4 million	Over \$1 million and up to \$2 million Over \$3 million and up to \$4 million	33% 33%	2 2
2.1.2	Proportion of the total budget that is carried over (mc)	50%	0%	83%	5
2.1.3	Total design costs during 2015/16 financial year (mc)	Over \$200k and up to \$300k	Under \$100K	50%	3
2.1.4	Total construction costs during the 2015/16 financial year (mc)	Over \$500k	Over \$500k	67%	4
2.1.5	Total maintenance costs during the 2015/16 financial year (mc)	Over \$400k and up to \$500k	Over \$500k	67%	4

2.2 PLANNING

Table 2.2: Planning comparison

Legend: (mc) = multiple choice (mr) = multiple response (ft) = free text

No.	Description	City of Marion Response	Greatest Response (excludes CoM)	Percent Rate (excludes CoM)	Response Rate (excludes CoM)
	Documentation possessed: (mr)				
	Procedures/guidelines	Yes	Yes	50%	3
	Project management tools	Yes	Yes	50%	3
2.2.1	Contract management specifications	Yes	Yes	67%	4
	Catchment Management Plans	Yes	Yes	67%	4
	Priority listing of projects	Yes	Yes	83%	5
	Development guidelines in relation to stormwater	Yes	Yes	100%	6



2.3 DESIGN

Table 2.3: Design comparison

Legend: (mc) = multiple choice (mr) = multiple response (ft) = free text

No.	Description	City of Marion Response	Greatest Response (excludes CoM)	Percent Rate (excludes CoM)	Response Rate (excludes CoM)
2.3.1	How design work is undertaken (mc)	Both internally and externally	Both internally and externally	67%	4
2.3.2	Proportion of design work that is contracted out (mc)	25%	75% 100%	33% 33%	2 2
	<i>Reason for outsourcing: (mr)</i>				
	Low complexity	No	No	100%	6
	High complexity	No	Yes	67%	4
	Low project cost	No	No	100%	6
	High project cost	No	No	100%	6
2.3.3	Low design cost	No	No	100%	6
	High design cost	No	No	100%	6
	Limited internal resources available	Yes	Yes	50%	3
	Other (ft)	No	Yes	50%	3
			<ul style="list-style-type: none"> - More due to the ability of consultants to faster draft and detail plans for tender - Expertise - Competencies of internal staff 		
2.3.4	Satisfaction with the contractor (mc)	Dissatisfied	Satisfied	50%	3



2.4 CONSTRUCTION

Table 2.4: Construction comparison

Legend: (mc) = multiple choice (mr) = multiple response (ft) = free text

No.	Description	City of Marion Response	Greatest Response (excludes CoM)	Percent Rate (excludes CoM)	Response Rate (excludes CoM)
2.4.1	How construction work is undertaken (mc)	Both internally and externally	Both internally and externally	67%	4
2.4.2	Proportion of construction work that is outsourced (mc)	50%	75%	67%	4
	Reason for outsourcing: (mr)				
	Low complexity	No	No	100%	6
	High complexity	No	Yes	33%	2
	Low project cost	No	No	100%	6
	High project cost	No	Yes	17%	1
2.4.3	Low construction cost	No	Yes	17%	1
	High construction cost	No	No	100%	6
	Limited internal resources available	Yes	Yes	50%	3
	Other (ft)	No	Yes	33%	2
			- Competitive environment - Market competitiveness		
2.4.4	Satisfaction with the contractor (mc)	Dissatisfied	Satisfied	67%	4
2.4.6	Appoint independent Contract Superintendents (mc)	No	No	67%	4
2.4.7	Document compliance inspection hold points (mc)	Yes	Yes	67%	4
2.4.8	Undertake routine but random quality/environment/safety construction audits (mc)	Yes	Yes	100%	6
2.4.9	Prepare a construction completion report (mc)	Yes	Yes	83%	5
2.4.10	Length of drains laid during 2015/16 financial year (mc)	Over 500 metres	Under 100 metres Over 200 metres and up to 300 metres	33% 33%	2 2



2.5 MAINTENANCE

Table 2.5: Maintenance comparison

Legend: (mc) = multiple choice (mr) = multiple response (ft) = free text

No.	Description	City of Marion Response	Greatest Response (excludes CoM)	Percent Rate (excludes CoM)	Response Rate (excludes CoM)
2.5.1	How maintenance work is undertaken (mc)	Both internally and externally	Both internally and externally	67%	4
2.5.2	Proportion of maintenance work that is outsourced (mc)	50%	25%	40%*	2
	Reason for outsourcing: (mr)				
	Low complexity	No	No	100%*	5
	High complexity	No	No	60%*	3
	Low project cost	No	No	100%*	5
	High project cost	No	No	100%*	5
2.5.3	Low maintenance cost	No	No	60%*	3
	High maintenance cost	No	No	100%*	5
	Limited internal resources available	Yes	No	60%*	3
	Other (ft)	No	Yes	60%*	3
			<ul style="list-style-type: none"> - Lack of trained/skilled resources internally to undertake the nature of work - Nature of work - Jet vac of contract plumbers are engaged 		
2.5.4	Satisfaction with the contractor (mc)	Satisfied	Very satisfied	60%*	3
	Types of maintenance activities outsourced: (mr)				
	Street sweeping	No	No	80%*	4
2.5.5	Pit cleaning	Yes	Yes	60%*	3
	GPT cleaning	Yes	No	60%*	3
	Pipe cleaning	Yes	Yes	80%*	4
	Other	Yes	No	80%*	4

* Percent rates are calculated by 5 (the total number of responses received)



Table 2.5: Maintenance comparison

Legend: (mc) = multiple choice (mr) = multiple response (ft) = free text

No.	Description	City of Marion Response	Greatest Response (excludes CoM)	Percent Rate (excludes CoM)	Response Rate (excludes CoM)
2.5.6	Maintenance standards and work specifications utilised (mc)	Yes	Yes	83%	5
	Planned maintenance schedules of work: (ft)				
	Street sweeping	Every 6 weeks	Diverse responses - Not comparable	N/A	N/A
	Pit cleaning	All pits every 12 months (not meeting standard)	Diverse responses - Not comparable	N/A	N/A
2.5.7	GPT cleaning	Quarterly via contractor	Diverse responses - Not comparable	N/A	N/A
	Pipe cleaning	As required via customer events or inspections	Diverse responses - Not comparable	N/A	N/A
	Stormwater outlets	As required via customer events or inspections	Diverse responses - Not comparable	N/A	N/A
	Proportion of maintenance work that is planned/reactive: (mc)				
2.5.8	Planned	70%	70%	33%	2
	Reactive	30%	30%	40%*	2
	Audit of maintenance activities undertaken: (mr)				
	Quality	No	No	67%	4
2.5.9	Environment	No	Yes	50%	3
	Safety specification	Yes	Yes	50%	3
	Standard operating procedures	Yes	Yes	50%	3
	Safe work method statements	No	Yes	50%	3
	CCTV camera monitoring activities undertaken: (mr)				
	Proactively	No	Yes	83%	5
2.5.10	Reactively	Yes	Yes	83%	5
	Internally	No	No	83%	5
	Externally	Yes	No	67%	4

* Percent rates are calculated by 5 (the total number of responses received)



2.6 IMPROVEMENT OPPORTUNITIES

Table 2.6: Improvement opportunities comparison

Legend: (mc) = multiple choice (mr) = multiple response (ft) = free text

No.	Description	City of Marion Response	Greatest Response (excludes CoM)	Percent Rate (excludes CoM)	Response Rate (excludes CoM)
2.6.1	<i>Our drainage service would be even better if...(ft)</i>	If we had additional internal resources. We do not have variations or WHS concerns with FTEs when compared to contractors	Diverse responses - Not comparable	N/A	N/A

Appendix 7

Construction unit rate comparison with other Councils

During June 2016, external benchmarking was conducted by the City of Marion, across South Australian Local Governments to enable a comparison of in house and outsourced 'construction unit rates' for a range of activities including drainage services.

'Table 1' displays the average construction unit rates for the 'stormwater' activity to excavate, supply, install and reinstate 375mm diameter class 2 concrete pipe at 1.5 metre depth.

Caveat:

- In house rates include; salaries, allowances, superannuation, plant, equipment, etc. and excludes office overheads
- Contractors rates include; labour, allowances, superannuation, materials, etc. and exclude preliminaries e.g. insurance, management, work plans, establishment etc.
- Where rates were not provided, further investigations, was not undertaken at the time

Table 1: Construction unit rates (per linear metre)

Rate (\$) (actual construction)	City of Marion	Council A	Council B	Council C	Council D
<i>In house</i>	510	Not provided	N/A	N/A	295
<i>Contractor</i>	348	250	450-1,200	260	Not provided