

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 1 August 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.

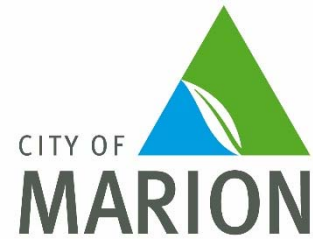
Meetings of the Council are open to the public and interested members of this community are welcome to attend. Access to the Chamber is via the main entrance to the Administration building on Sturt Road, Sturt.

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

Adrian Skull
CHIEF EXECUTIVE OFFICER

27 July 2017

**CITY OF MARION
INFRASTRUCTURE & STRATEGY COMMITTEE AGENDA
FOR THE MEETING TO BE HELD ON
TUESDAY 1 AUGUST 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

4.1 Confirmation of the minutes for the Infrastructure & Strategy Committee meeting held on 4 July 20174

5. BUSINESS ARISING

5.1 Review of the Business Arising from previous meetings of the Infrastructure and Strategy Committee Meetings.....10

6. PRESENTATION

Nil

7. WORKSHOPS

7.1 ICT Digital Transformation Plan
Report Reference: ISC010817R7.118

7.2 Capella and Nannigai Precinct Plan
Report Reference: ISC010817R7.233

8. REPORTS

8.1 LED Lighting Grant Submission
Report Reference: ISC010817R8.151

8.2 Key Infrastructure needs to support City Development over the next 5-10 years
Report Reference: ISC010817R8.252

8.3 Road Service Review
Report Reference: ISC010817R8.354

8. CONFIDENTIAL ITEMS

Nil

9. ANY OTHER BUSINESS

9.1 Customer Service Survey Monkey
Verbal update by Tony Lines

9.2 Majors Road BMX Track
Verbal update by Abby Dickson

9.3 Committee Performance Review
Discussion

10. 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.

11. NEXT MEETING

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

Time: 6.30pm

Date: 5 September 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 4 JULY 2017**



PRESENT

Elected Members

Councillor Byram (Chair), Councillor Pfeiffer, Councillor Westwood and Councillor Hull (from 6:54)

Mayor Hanna

Independent Member

Mr Christian Reynolds

In Attendance

Councillor Crossland

Councillor Prior

Councillor Gard

Mr Vincent Mifsud

Ms Abby Dickson

Ms Sherie Walczak

Ms Jaimie Thwaites

Ms Carol Hampton

Ms Fiona Harvey

Ms Elaine Delgado

Ms Rebecca Deans

Mr John Deally

General Manager Corporate Services

General Manager City Development

Acting Unit Manager Governance and Records (minute taker)

Acting Manager Corporate Governance

Manager City Property

Manager Innovation and Strategy

Strategy Leader

Open Space and Recreation Planner

Manager ICT

1. OPEN MEETING

The meeting commenced at 6:33pm.

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. 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.

Nil declarations were made

4. 6:34pm CONFIRMATION OF MINUTES

Moved Councillor Pfeiffer, Seconded Councillor Mr Reynolds that the minutes of the Infrastructure and Strategy Committee Meeting held on 6 June 2017 be taken as read and confirmed.

Carried Unanimously

5. 6:34pm BUSINESS ARISING

The business arising statement was noted with further discussion regarding the following items:

- It was requested that when discussions regarding rebadging of tennis courts to multi-purpose courts are raised at ward briefings, those notes are communicated to other wards.
- It was requested that the Project Management Office structure be forwarded to the Committee.

6. PRESENTATION

Nil

7. REPORTS / WORKSHOPS

7.1 6:45pm Infrastructure Projects Progress Update Report Reference: ISC040717R7.1

The Committee noted the Infrastructure Projects Progress Update and discussed the item with the following points being raised / noted:

- Edwardstown Oval redevelopment.
 The design documentation is progressing and the results of the community survey (304 respondents) indicate a positive response to the design
- The management plan, including the proposal for the Board to employ the Facility Manager and the financial sustainability model is scheduled for the General Council meeting on 25 July 17.
- September report to include further analysis of risk associated with current zoning.

6:54pm Councillor Hull entered the meeting

- Majors Road BMX Track
- Current costs estimates are above the project budget of \$3.5 Million which is largely due to the costs associated with soil excavation
- Options for staging are currently being reviewed and will be reported back to Council
- Funding opportunities include further partnership funding and/or staging the development of the infrastructure. The obligation for cost overruns is on both parties, ie State Government and City of Marion, A Prudential Management Plan is to be developed and submitted to the Finance and Audit Committee meeting scheduled for August.

Action: The BMX Track to be a feature project at the August Committee meeting

6:58pm Mayor Hanna left the meeting

7:02pm Mayor Hanna returned to the meeting

- General discussion occurred on the funding opportunities with in the 2017-18 state government budget that were listed in the report noting details are yet to be released

Action: Details of state government funding programs relevant to Council's infrastructure projects to be provided at the next Committee meeting.

7:16pm Councillor Pfeiffer left the meeting

7:19pm Councillor Pfeiffer returned to the meeting

7.2 7:20pm Playground Framework Report Reference: ISC040717R7.2

The Committee noted the progress report on the Playground Framework and discussed the item with the following points being raised / noted:

- The Committee noted that future investment of time to elicit a better community response is worthwhile.
- Three maps were provided with variations of 350m and/or 500m radius from playgrounds.
- Major highways, railway lines without a crossing or non-traversable escarpments should be incorporated into the radius modelling. Road distance and gradients should be considered in contrast to 'how the crow flies' to ensure reasonable accessibility.
- Recommendation is for a set minimum criteria, with some allowances, and then local situational topography and barriers considered.
- The Committee noted that there is a really good spread of playgrounds in comparison to five years ago, and rather than focussing on adding more where there are slight gaps, focus should be to work on those that are due to be upgraded.
- School playgrounds should not be considered in the modelling.
- The planning and distribution of playgrounds should also consider other physical recreational facilities
- The committee considered whether the user catchment distances should remain consistent across Council or vary due to topography. It was concluded there should be consistency however barriers should be factored into planning. Existing maps to be further developed to incorporate barriers to inform future playground provision.
- A Playground Policy to ensure that developers of new areas build playgrounds as part of the development should be considered.
- A standard palette is utilised for the design of local and neighbourhood playgrounds, within consideration of the topography, to reduce costs and improve efficiency.

Action: The following sections to be revised in the draft policy:

Principles section:

- *First dot point: Remove unique and varying*
- *Second dot point: add taking pedestrian barriers into account at the end of the sentence*

Safe and Sustainable section:

Alter the words to the following; “User safety will be a high priority in the location, design and management of playgrounds which is undertaken in line with the Australian Standards; but we accept that taking calculated and graduated risks at play is essential for good physical and mental development”.

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

1. Notes the draft report and considers the ‘community consultation’ outcomes of little value due to low response rates.
2. Participates in a workshop to provide input into the Playground Framework user catchment distance review.
3. Notes the majority of residents will have a playground within walking distance (approximately 500m) of their home, taking pedestrian barriers into account.
4. Staff to consult with Ward Councillors for review of barriers identified on playspace map.

Carried Unanimously

8:36pm Councillor Pfeiffer left the meeting

**7.3 8:36pm 2017 Community Survey and Community Data Platform
 Report Reference: ISC040717R7.3**

8:39pm Councillor Pfeiffer returned to the meeting

The Committee noted the progress report on the Community Survey and Community Data Platform and discussed the item with the following points being raised:

- The use of hard-copy surveys resulted in an increased response rate and has provided invaluable community feedback.
- Clarification why SA Aquatic Centre is listed on page 96 however City Services isn’t.
- Opportunities for use of mobile phone gps data (beacon technology) to analyse who is using our facilities.
- Survey results to be presented to Council at the Elected Member forum in October.

**7.4 8:40pm ICT Strategy and Future Technology Workshop
 Report Reference: ISC040717R7.4**

The Committee noted the progress report on the ICT Strategy and Future Technology Workshop and discussed the item with the following points being raised:

- ICT cyber security and data privacy could be misinterpreted as only referring to external threats and not internal threats, however this actually relates to both internal and external threats. We need to ensure that there are appropriate measures in place to protect against potential internal threats, such as sabotage.
- The Committee noted the recent independent ICT cyber security internal audit which assessed the City of Marion as having a mature rating.

- The three year program to transition to LED lighting has potential for additional ‘smarts’. A grant submission has been submitted for funding from the ‘Smart Cities and Suburbs Program’, however Council will still progress the LED lighting transition project even if the grant funding application is unsuccessful. Regardless of the outcome of the grant submission the transition project will be “future-proofed” so that the ‘smarts’ can be added at a future date.
- ICT Infrastructure Strategy should be employing better mediums when engaging with the community.
- Update the ICT plan to remove the reference to “wellbeing” and any similar old terms.
- The Committee is seeking tangible updates on current Smart City projects and future project proposals to improve business performance and the customer experience (i.e. what are say the next 10 big ‘Smart Cities’ opportunities that could be explored).
- It’s imperative that the pending extranet upgrade provides Elected Members with better access via an appropriate search function to enable relevant information to be gathered by Elected Members. Document management requires significant improvement.
- Relevant and up-to-date asset management data would be useful for Elected Members, with an emphasis on Business performance, efficiencies, desirability, feasibility and viability.
- There is a need to get the basics right with our ICT infrastructure before considering Big Data.
- Drones could be considered in supporting asset management functions, if possible.
- Automation of self-services for our community should be thoroughly explored to derive savings and/or to implement process improvements.
- Need to ensure the information that the public is provided on our website is accurate and informative. Seeking feedback from the community at the end of the webpage (i.e. ‘did this give you the information you wanted’) would provide the organisation with additional useful data.
- Consideration of implementing report cards for Council performance would be beneficial. This could include for example a “Thumbs up/thumbs down response on customer requests (CRM’s)” so that we can rate the customer service that has been received. This may assist in resolving the premature closing of CRM’s before they have actually been completed.

ACTION: An ICT Digital Transformation Concept Plan to be brought back to the Committee based on a 5 year tangible project plan with an operating framework, providing strategic objectives and strategic possibilities.

ACTION: This item to be scheduled for subsequent reporting to General Council.

8. CONFIDENTIAL ITEMS

Nil

9. ANY OTHER BUSINESS

9.1 9:23pm Government Funding

- Assistant Minister for Cities and Digital Transformation, Hon. Angus Taylor, discussed potential funding opportunities with Mayor Hanna including Tonsley, the Oaklands Crossing project and other future opportunities to add further value in the City of Marion.

- The next Feature project will be LED lighting and ICT innovations that align to this strategy.
- Mid-year Committee review, to be undertaken over breakfast, to be scheduled offline.
- A report/presentation was requested from staff in relation to the Oaklands Crossing project which would outline the components that make up the \$5 million contribution from Council (cash and in-kind).

10. MEETING CLOSURE

The meeting was declared closed at 9:31pm.

11. NEXT MEETING

The next meeting of the Infrastructure and Strategy Committee will be held at 6.30pm on 1 August 2017 in the Council Chamber, 245 Sturt Road, Sturt.

CONFIRMED

.....
CHAIRPERSON
/ /

**CITY OF MARION
BUSINESS ARISING FROM THE INFRASTRUCTURE AND STRATEGY COMMITTEE MEETINGS**

AS AT 01 AUGUST 2017



	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
1.	4 July 2017	5 Business Arising It was requested that when discussions regarding rebadging of tennis courts to multi-purpose courts are raised at ward briefings, those notes are communicated to other wards	Abby Dickson	1 August 2017	Request emailed to coordinator of ward briefing agendas for action	13 July 2017
2.	4 July 2017	5 Business Arising It was requested that the Project Management Office structure be forwarded to the Committee	Fiona Harvey	August 2017		
3.	4 July 2017	7.1 Infrastructure Projects Update Details of state government funding programs relevant to Council's Infrastructure projects to be provided at the next Committee meeting	Abby Dickson	September 2017	Awaiting further details from State Government	
4.	4 July 2017	7.1 Infrastructure Projects Update The BMX Track to be a feature project at the August Committee meeting	Abby Dickson	1 August 2017	Placed on agenda	Completed 1 August 2017
5.	4 July 2017	7.2 Playground Framework The following sections to be revised in the draft policy: <i>Principles section:</i> First dot point: remove unique and varying Second dot point: add taking pedestrian barriers into account at the end of the sentence <i>Safe and Sustainable section:</i> Alter the words to the following: User safety will be a high priority in the location, design and management of playgrounds, which is undertaken in line with the Australian Standards; but we accept that taking calculated and graduated risks at play is essential for good physical and mental development.	Fiona Harvey	September 2017	To be included in the 26 September 2017 General Council meeting	
6.	4 July 2017	ICT Strategy and Future Technology Workshop An ICT Concept Plan for Digital transformation (i.e. the next level of possible technology	John Deally	August 2017	Included in August I&S Committee agenda	Completed 1 August 2017

	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
		<p>advancements) to be brought back to the Committee based on a 5 year tangible project plan with a 1 to 5 year operating framework, providing strategic objectives and strategic possibilities. This could outline potential ICT efficiency and productivity opportunities, and include a gap analysis, planning of priorities and strategic planning to take our ICT technologies to the next level.</p> <p>This item to be scheduled for subsequent reporting to General Council.</p>				
7.	4 July 2017	9	Any other business Mid-year Committee review to be undertaken over breakfast, to be scheduled offline		For discussion in 'Any other business' 1 August 2017 I&S Committee meeting	
8.	4 July 2017	9	Any other business A report/presentation was requested from staff in relation to the Oaklands Crossing project which would outline the components that make up the \$5m contribution from Council (cash and in-kind)	Abby Dickson	August 2017	Report being prepared for the 8 August 2017 General Council meeting

* 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, 6 June Time: 6.30pm – 9.30pm			Venue: Committee Room
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Edwardstown Oval Project 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				Liz Byrne
Key Infrastructure Future Planning	Discussion on key infrastructure needs to support city development over the next 5-15 years DEFERRED				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
Infrastructure Projects Update	Progress updates on key infrastructure projects Update on any emerging risks, significant changes				
ICT strategy and future technology	Key priorities for ICT over the next 5-15 years				John Deally
Community Data – tools and progress	Update on progress with community data tools, opportunity for further scoping, consideration of specific focus areas – Rescheduled from May meeting				Fiona Harvey
Playground Framework	Overview of the Playground Framework currently being developed and seek feedback from the Committee on user catchment distances				Fiona Harvey

Draft works program

Infrastructure & Strategy Committee						Date: Tuesday, 1 August Time: 6.30pm – 9.30pm		Venue: Committee Room	
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible				
Majors Road BMX Track	Verbal update Action from 4 July meeting				Abby Dickson				
LED Lighting Grant Submission	Request from 4 July meeting				Mat Allen				
5 Year ICT Digital Transformation Plan	Feature Project	Workshop			John Deally				
Mid-Year Committee Performance Review	Under other business								
Key Infrastructure Future Planning	Discussion on key infrastructure needs to support city development over the next 5-15 years – Deferred from June meeting – Rescheduled to 1 August meeting				Tony Lines				
Road Service Review	Prior to Finance and Audit Committee on 15 August				Mat Allen				
Capella and Nannigai Precinct Plan	<ul style="list-style-type: none"> Consider the brief for the development of a costed concept plan authorise the calling of a tender to engage a concept design team endorse a total financial target for the staged construction of the plan 				Sean O'Brien				

Infrastructure & Strategy Committee						Date: Tuesday, 5 September 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				
Community Facilities Strategy Review	Discussion and feedback of workshop Request from 6 June 2017 meeting				Carol Hampton				
Infrastructure – connecting communities	Overview of key infrastructure projects which will strengthen community connections. Input to be sought from Committee Members RESCHEDULED FROM MAY MEETING								
Capital Construction – EOY Update	Request from 2 May 2017 meeting				Tony Lines (David Harman)				

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
1 August 2017**

Manager: John Deally, Manager Information & Communication Technology (ICT)

General Manager: Vincent Mifsud, General Manager Corporate Services

Subject: ICT Digital Transformation Plan

Report Reference: ISC010817R7.1 (ISC040717R7.4)

REPORT OBJECTIVE

To provide the Infrastructure and Strategy Committee with details of the draft ICT Digital Transformation Plan outlining the vision, strategies, principles and potential technology advancements over a 1 to 5 year operating framework that will be used as a roadmap in developing the ongoing program of ICT-related initiatives as part of the business planning process.

RECOMMENDATION

That the Strategy & Infrastructure Committee:	DUE DATES
1. Notes this report	1 Aug 2017
2. Notes the ICT Digital Transformation Plan and provides feedback on the key strategies and technologies outlined in the report.	

STRATEGIC CONTEXT

The City of Marion (CoM) strategic management framework ensures Council's activities contribute to the Community Vision – Towards 2040. The various strategic plans and business plans provide the foundational roadmaps and business goals to achieve our purpose and our community vision.

OUR PURPOSE

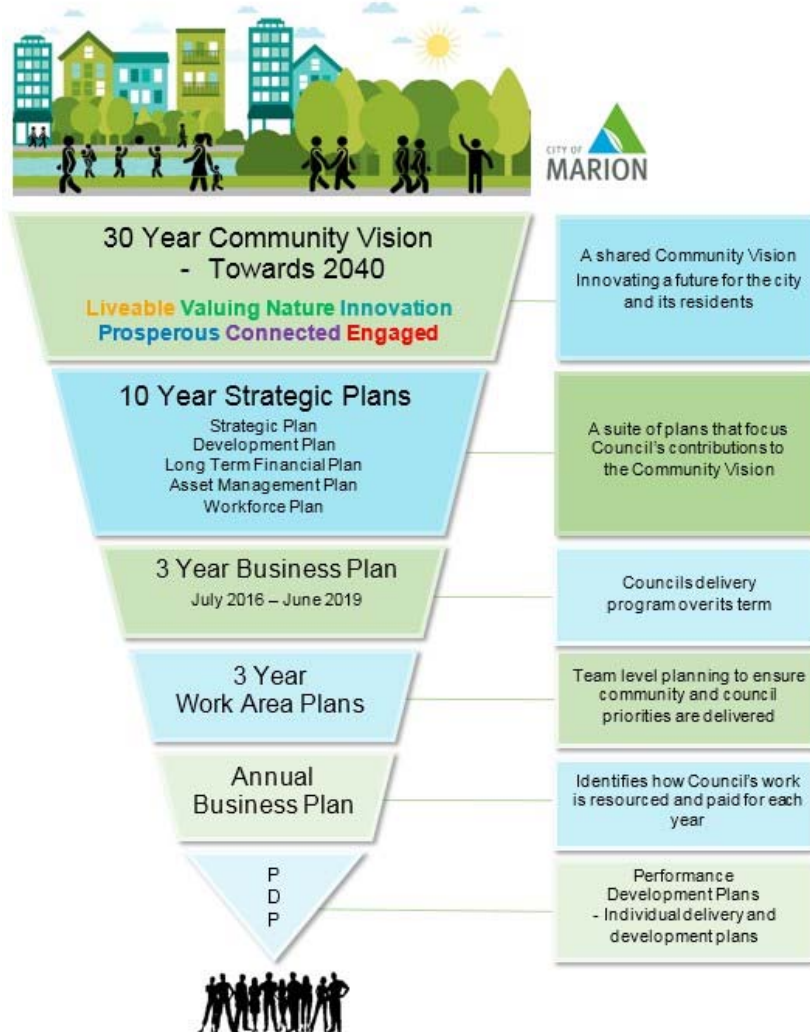
To improve our residents' quality of life; continuously, smartly and efficiently

OUR COMMUNITY VISION

A community that is **Liveable, Valuing Nature, Engaged, Prosperous, Innovative and Connected**

The aspirations of the six themes of the Community Vision, the strategies in the CoM Strategic Plan 2017-2027 and the CoM three-year Business Plan set direction for what we wish to achieve with the use of Information and Community Technology (ICT) for the benefit of our residents, staff and all stakeholders.

Strategic Management Framework



The City of Marion 10 year strategic plan identifies a number of strategies where ICT can be an enabler. These strategies are highlighted in the ICT Digital Transformation Plan and are a consideration in developing the roadmap of potential of ICT-related initiatives.

ICT PLAN AND ROADMAP

At CoM, the current focus for ICT is geared towards:

- Modernising the communications and collaboration platforms (retiring old Lotus Notes systems)
- Transforming to a new document and records management system
- Maximising use of current systems for business performance and efficiency improvements
- Maintaining reliable and effective performing ICT infrastructure & network services
- Improving business operations and customer service through new systems & tools

We however recognise that ICT can contribute much more by enabling the business to improve the quality of life for our residents, transform how we service our customers, how we engage and connect with the community and how we manage our substantial assets.

To achieve this, we need to embed ICT capability into our business transformation and ensure that ICT strategies and potential initiatives are effectively incorporated into our 3-year business plan goals and annual budget process (with appropriate resourcing and funding).

The ICT Digital Transformation Plan and subsequent updates will guide us in achieving this.

CONCLUSION

This report provides the Infrastructure and Strategy Committee with a draft ICT Digital Transformation Plan outlining the vision, strategies, principles and potential technology advancements over a 1 to 5 year operating framework that will be used as a roadmap in developing the ongoing program of ICT-related initiatives as part of the business planning process.

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DRAFT

1. The Vision for ICT in City of Marion

1.1 Introduction

This ICT Digital Transformation Plan outlines the vision, strategies, principles and potential technology advancements over a 1 to 5 year operating framework that will take our ICT technologies to the next level to support the aspirations of our Community Vision and the City of Marion (CoM) Strategic Plan 2017-2027.

1.2 Vision for ICT

The vision for ICT in CoM is to enable and improve customer service experience, business performance and residents’ quality of life.

1.3 The Future State of ICT

The expectations of increased investment and further transformation in ICT digital services requires a future state capacity and capability within ICT and across the business, which enables moving:

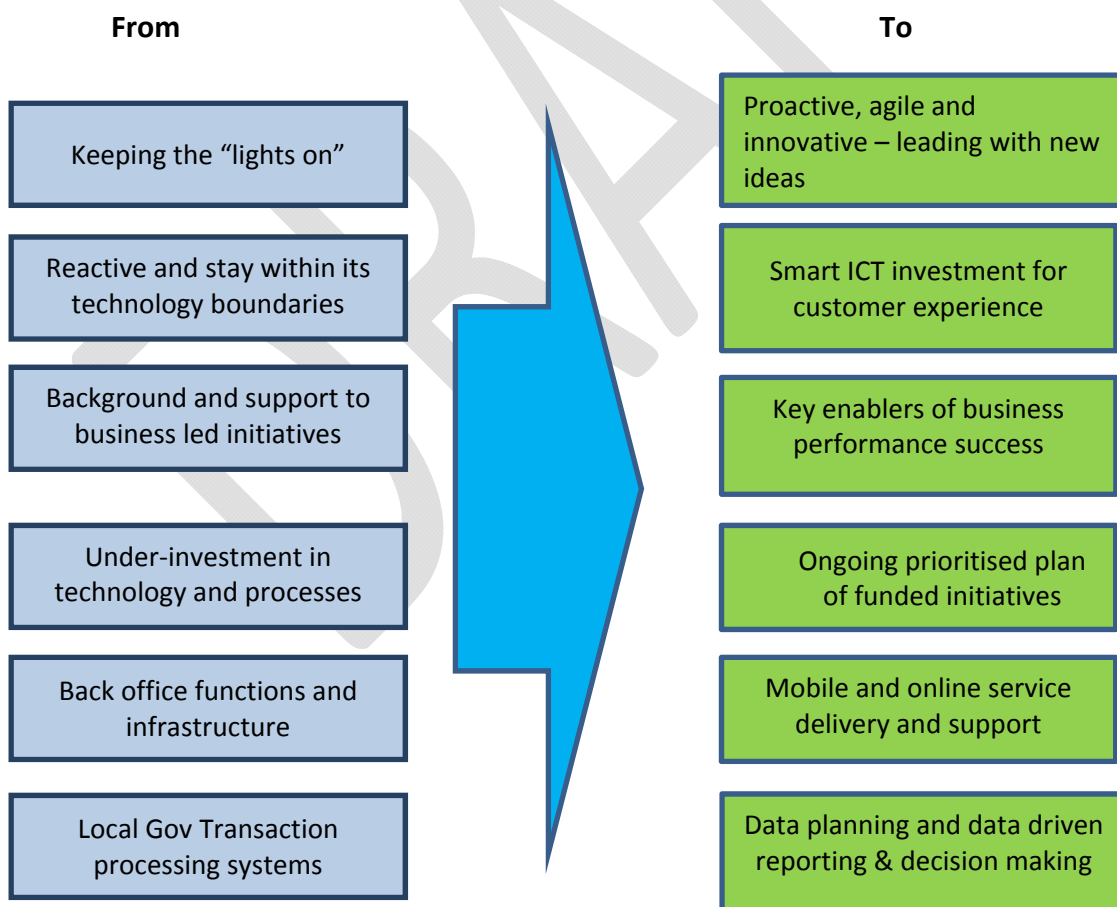


Figure 1 – Future State

2. ICT Strategy

We continue to modernise our systems and business processes to deliver on our ICT Vision. In the next 5 years, as part of the digital transformation plan, we will focus on the 7 strategic objectives (key results areas) outlined below.

2.1 ICT Strategic Objectives

The strategic objectives or key result areas (KRA's) of the ICT digital transformation plan are listed below and allow grouping of the various potential technology advancements over a 1 to 5 year operating framework detailed later on. The KRA's are:

- 1 Use ICT to optimise the **Customer Experience** (citizen centric online and face-to-face) for all stakeholders
- 2 Use ICT to effectively manage and utilise our **Community Assets, Land & Property**
- 3 Use ICT for **Engagement, Knowledge & Learning** (with staff and community)
- 4 Use ICT tools, information and location data (GIS) to improve **Business Performance**, efficiency & decision making
- 5 Maintain and maximise use of **Modern Business Systems** that are integrated, collaborative and connected (using cloud hosted technology where applicable)
- 6 **Enabling ICT infrastructure and networks** in all locations to connect our people and places (including future developments e.g. Edwardstown Oval, Mitchell Park, BMX complex)
- 7 Enable **Mobile applications** & online tools/data with **GIS mapping** integration (for efficient delivery of services, smart city application enablement and information anywhere anytime)

2.2 ICT Key Result Areas – Strategic Alignment

The CoM 10 year strategies where ICT can be an enabler are shown in Appendix 1. The ICT strategic objectives (KRA's) are aligned broadly to the six themes of the Community Vision -Towards 2040 as follows:

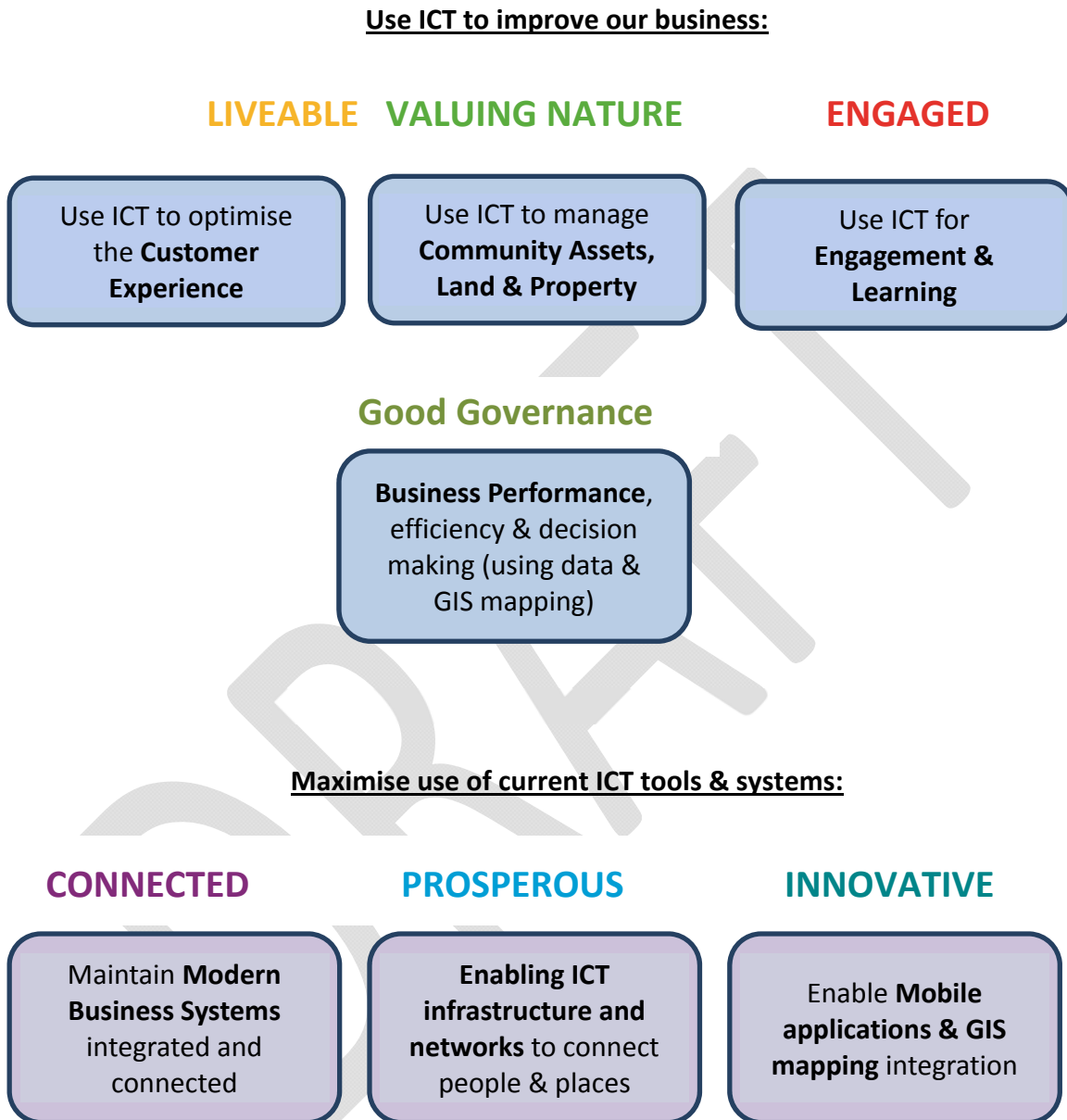


Figure 2 – ICT Strategy – 7 Key Result Areas

2.3 ICT Strategy Guiding Principles

These guiding core principles will be adopted when implementing new business solutions. Each project initiative needs to consider how the solution delivers against these strategic principles.

Category	ICT Guiding Principles
Access	<ol style="list-style-type: none"> 1. Allow for secure access <i>anytime, anywhere, any device</i> to those who need the information and are authorised and authenticated. 2. There will be a positive and consistent user experience for customer, resident, staff, elected member, volunteer, student and communities interacting online with City of Marion (CoM).
Information and Data Management Plan	<ol style="list-style-type: none"> 3. There will be a 'single point of truth' for all CoM information sources 4. Customer will be uniquely identified across CoM to optimise customer service experience delivery 5. CoM information will be fully integrated and optimal to maximise its value (for ease of access, sharing, reporting and decision making) 6. Information will be captured once at the source with an important focus on data quality and accuracy (particularly names and addresses, and community assets). 7. Ways to reuse data and publish/acquire data sets for public benefit will be explored (including GIS mapping data).
Solution and Benefit Ownership	<ol style="list-style-type: none"> 8. All business solutions will conform to CoM preferred Enterprise Architecture and standards 9. Solutions are fit for purpose, industry proven, integrated for operational efficiency, improve how we work, accessible by mobile workers, positioned for service delivery & supported by Corporate ICT 10. Capability for automated self-service will be provided to ensure human effort is invested efficiently 11. Initiatives will have a Business owner, who is responsible for adequate resource commitment to ensure successful project delivery.
Priority Assessment	<ol style="list-style-type: none"> 12. Business cases are prepared for all ICT-related investments and the associated business benefits are identified and realised 13. Consideration will be given to strategic plan alignment, desirability, feasibility and viability in assessing ICT-related business initiatives 14. The CoM project prioritisation criteria will be used in assessing ICT-related business initiatives for technology implementation risk, complexity and ICT architectural alignment.
Agility and Innovation	<ol style="list-style-type: none"> 15. Seek opportunities to work collaboratively with 3rd parties, partnerships, the university sector and other councils. 16. Seek innovative, flexible and agile quick deployment solutions.

2.4 ICT Digital Transformation Plan Roadmap

ICT Strategy Roadmap - Potential ICT Initiatives			
Strategic Objectives (KRA grouping)	Current and Next 12 months	Next 2-5 years	Next 5+ years
LIVEABLE			
1. Use ICT to optimise Customer Experience for all stakeholders	<ul style="list-style-type: none"> • Online services development applications tracking improvements for customers • CoM Online processing for Land Division applications (via EDALA) • New web site (customer experience & citizen service centric) • Online services customer event requests lodgement • Data Quality review and cleanup of names and addresses enabling effective online customer engagement • Electronic bill delivery to customers • Smart fees and payment processing • Council Facilities online booking requests • Ticketing system (MCC) 	<ul style="list-style-type: none"> • Online section 7 certificate search requests • Online development applications lodgement (Dev Connect) • SA Government Planning portal linkages • Community service portal and engagement platform - extensive online self-services (CRM integrated) • Customer “smart” mobile applications • Real time service and facilities information • Smart parking • Cross-council service requests • Complaints Handling System • Multi-lingual cultural aware service options 	<ul style="list-style-type: none"> • Customer video conferencing • Open data sharing to the public • Common shared business applications with other councils • Use of Robotics
LIVEABLE		VALUING NATURE	
2. Use ICT to Manage Community Assets, Land and Property	<ul style="list-style-type: none"> • GPS fleet tracking, optimisation & safety • Smart lighting capability • Asset Systems review • Asset reporting improvements • Expansion of Mobility tools for outdoor workforce 	<ul style="list-style-type: none"> • Strategic lease and property management system • Facilities and open space usage measurement • Environmental and Sustainability Data Management and Reporting • Improved integrated Asset system for maintenance and work order management • Asset utilisation monitoring & management • Use of drones (legislative requirements) 	<ul style="list-style-type: none"> • Traffic & people movement applications • Real time asset condition monitoring • Smart waste collection schedules • Environment monitoring capability enhancements • Smart City applications and data capture • “Big data” analysis •

ICT Strategy Roadmap - Potential ICT Initiatives			
Strategic Objectives (KRA grouping)	Current and Next 12 months	Next 2-5 years	Next 5+ years
		<ul style="list-style-type: none"> • Improved asset reporting for budgeting, valuations, costings, capital works and renewal planning • Mobility tools for job dispatching, asset inspections & maintenance with GIS integration • Customer Service request and linkage to assets • Green IT and carbon emissions-related initiatives 	
ENGAGED			
3. Use ICT for Engagement, Knowledge & Learning	<ul style="list-style-type: none"> • Training Management System • Corporate Intranet upgrade (Combi) • Employee self- service portal (Pay Connect) • New ideas tracking & collaboration forums • Online training, e-learning - video tools (virtual classrooms) • Social networking internal e.g. Yammer • Social media Community focus enhancement (new web site) 	<ul style="list-style-type: none"> • Engagement with students and universities • Staff Performance Development reviews system improvements (linked to Training Plans) • ICT computer literacy training (outdoor staff) • Virtual Communities & external social networks • Web site and Libraries community learning 	<ul style="list-style-type: none"> • Knowledge Management enhanced intranet / employee portal • Virtual offices and work from home
GOOD GOVERNANCE			
4. Use ICT tools, information & GIS location data to improve business performance, efficiency & decision making	<ul style="list-style-type: none"> • Business process automation forms and workflow (incl. finance & procurement) • Staff online leave & timesheet processing • Elected Member Extranet, discussion boards & enhanced search • Council agenda & minutes automation 	<ul style="list-style-type: none"> • Data Warehouse reporting improvements for Rates Valuations & Procurement • Advanced analytics and real-time business intelligence (BI) • Stock system • Recruitment / Candidate Management 	<ul style="list-style-type: none"> • Artificial intelligence in decision making

ICT Strategy Roadmap - Potential ICT Initiatives			
Strategic Objectives (KRA grouping)	Current and Next 12 months	Next 2-5 years	Next 5+ years
	<ul style="list-style-type: none"> • WHS hazard, risk & incident management • Vehicle Fleet bookings system renewal • Monthly KPI reporting for Finance & WHS • Enhanced workforce planning & FTE reporting • Data Warehouse data plan management for reporting improvements for Finance & HR (BIS system) • Long Term Plan financial modelling tool • Corporate performance Reporting improvements • ICT Service Helpdesk system upgrade 	<ul style="list-style-type: none"> • Improved Budgeting & Forecasting System • Contractor Compliance Management • Volunteer Management - resource, skills, activity scheduling • Talent & Leadership Management (retention) 	
CONNECTED			
<p>5. Maintain and maximise use of Modern Business Systems (integrated, collaborative, connected, & cloud hosted where applicable)</p>	<ul style="list-style-type: none"> • New Document and Records Management system consolidation (CoM Connect) • Continually maintain and renew core business information management systems (incl. data integration and reporting) • Continually maintain and renew core ICT infrastructure and network services • Fibre data network connectivity for neighbourhood centres • Unified Communications and telephony enhancements • Customer Relationship Management (CRM) system streamlined records integration • Digitisation of historical development applications (from Microfiche) • Development Services online processing tools • Business Continuity service availability enhancements 	<ul style="list-style-type: none"> • ICT Data network capacity • Cloud computing applications and services • Cloud-based storage (business continuity) • Leverage National Broadband Network (NBN) rollout • GIG City opportunities 	<ul style="list-style-type: none"> • Full cloud-based infrastructure services

ICT Strategy Roadmap - Potential ICT Initiatives			
Strategic Objectives (KRA grouping)	Current and Next 12 months	Next 2-5 years	Next 5+ years
PROSPEROUS		CONNECTED	
6. Enabling ICT infrastructure and networks to connect our people and places	<ul style="list-style-type: none"> • Business growth and engagement opportunities (Web site) • Digital Hub establishment • Enabling technology and fibre data networks in current Strategic Developments 	<ul style="list-style-type: none"> • Enabling technology in future Strategic Developments • Foot traffic monitoring and events attendance feedback • GPS tracking precinct focus 	<ul style="list-style-type: none"> • Voice recognition enabled services
INNOVATIVE			
7. Enable Mobile applications & online tools/data with GIS mapping integration (efficient service delivery)	<ul style="list-style-type: none"> • Community Safety mobile applications for staff • Open Space mobile work orders • GIS system public maps online (GIS Connect) • Tablet computers (Windows 10+) • Mobile device printing 	<ul style="list-style-type: none"> • Mobile forms and business process workflows (incl. health & job safety) • GIS mapping enhanced functionality and mobility capabilities • GIS new and consolidated datasets • Mobile applications for development services field workers • Mobile applications assets maintenance and work order systems (field workers) • GIS high resolution time lapsed aerial photograph • Increase GIS capabilities organisation-wide 	<ul style="list-style-type: none"> • Wearable internet connected technology (e.g. google glasses) • Assistive Technology smart home design & automation (development services) • 3D printing • Use of virtual reality in development applications and infrastructure planning

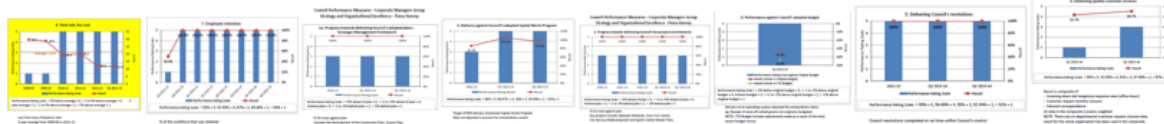
Appendix 1. ICT Enablement - CoM 10 Year Strategic Plan

The CoM 10 year strategic plan identifies a number of strategies where ICT can be an enabler. These strategies include:

- We will make our services, facilities and open spaces more accessible
- We will create more opportunities for residents to enjoy recreation and social interaction in our neighbourhood centres, libraries, sports facilities and other Council facilities
- Communities that are safe and inclusive, embracing active living and healthy lifestyles
- We will operate more efficiently and sustainably in terms of energy and water use, using the best technologies and methods to be as self-sufficient as possible.
- We will increasingly use data and community responses to understand what our community values and then we will deliver what they want
- We will ensure our community is well informed about the services we provide
- Meaningful opportunities for community engagement, partnerships and co-creation
- We will use the best technology possible to improve efficiency of our operations and delivery of our services
- We will use data to provide evidence for resource allocation relating to our services
- We will use technology and social media to improve our sharing of information
- We will use technology to better engage with our communities, understand their needs and seek their feedback
- A community that harnesses creativity, research and collaboration to pursue innovative ideas
- A city that provides infrastructure and support that enables innovation to flourish
- We will ensure that our development regulation and interaction with businesses allows for a thriving economy, increased visitation and vibrant atmosphere
- We will work with universities, business peak groups, Regional, State and Federal Government to facilitate local economic growth
- We will encourage our residential and business communities to pursue education and training, innovation and local investment
- We will bring people together through networking opportunities to provide more economic opportunities (e.g. Business to business, landlord and tenant)
- We will provide more opportunities for use of the internet in public spaces
- A city that supports equitable access to diverse information sources and reliable digital technologies
- To strengthen the foundation of our business through excellent financial management and strong and transparent decision making whilst seeking to become nimbler, adaptive and less risk averse
- Using data and technology to help us set priorities and make decisions, measure our performance against our strategic and corporate priorities and are committed to seeking feedback from our community to strengthen this
- To maximise community value we place strong emphasis on developing delivery models using regional and partnership approaches.

Appendix 2. ICT Strategy Key Result Areas Overview

Strategic Themes: Information & Communication Technology (ICT)



Cascaded Corporate Key Performance Indicators

Team Performance Indicators

- ✓ ICT Service Requests resolution timeframes
- ✓ Systems availability (unplanned outages)
- ✓ Customer satisfaction incl. phone support
- ✓ ICT-related initiatives, business improvements & projects

Role of ICT: To enable and improve customer service experience, business performance, and residents' quality of life through ICT. With a focus on Good Governance ICT supports over 100 business applications & modules and network services for 345 computer users to achieve the aspirations of the 6 themes in the Community Vision – Towards 2040.

ICT Strategy - Key Result Areas

Maximise use of current ICT tools & systems:

Business as usual (BAU) - Maximise use of current systems & ICT tools Good Governance	Modern Business Systems - Integrated, collaborative & connected Connected	Enabling ICT Infrastructure and Networks - Connect our people and places Prosperous, Connected	Mobile applications & GIS mapping integration - Smart service delivery & information anywhere anytime Innovative
----------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------

Use ICT to improve (our business):

Customer Experience Liveable	Manage Community Assets, Land & Property Liveable, Valuing Nature	Engagement, Knowledge & Learning (Staff & Community) Engaged	Business performance, efficiency & decision-making (using ICT tools, data & GIS) Good Governance
----------------------------------------	---------------------------------------------------------------------------------	--------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------

ICT and Project Governance, Leadership, ICT Skills Development, Support/Resources, ICT Annual Work Area Plan

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
1 August 2017**

Originating Officer: Sean O'Brien Community Facility Planner
Manager: Carol Hampton, Manager City Property
General Manager: Abby Dickson, General Manager City Development
Subject: Capella and Nannigai Precinct Plan
Report Reference: ISC010817R7.2

REPORT OBJECTIVES

The purpose of this report is to provide the Infrastructure and Strategy Committee with information on a project brief for the development of a Precinct Plan for Capella and Nannigai Reserves, Hallett Cove and seek feedback specifically on;

- the scope of the draft brief for the development of a costed precinct plan for the redevelopment of Capella and Nannigai Reserves
- an indicative budget for the staged construction of the plan.

EXECUTIVE SUMMARY

Over the past few months, Council has been progressively considering a range of options for infrastructure improvements and upgrades to Capella and Nannigai reserves. This includes potential relocation of a number of recreation infrastructure items from Nannigai to Capella Reserve.

An understanding of the capacity and constraints of Capella Reserve to cater for tennis and netball as well as a broader range of activities, including soccer and a playground could be identified through a precinct plan.

The development of a precinct plan will ensure all potential infrastructure items, costs and how Council could best accommodate the desires of local residents and clubs is identified before a final decision is made on directions for the Nannigai and Capella Reserves.

A draft project brief has been developed for the Capella and Nannigai Reserve Precinct Plan for the Infrastructure and Strategy Committees consideration. A financial target needs further consideration for inclusion in the project brief to enable the project team to develop an appropriately costed plan that Council can consider for inclusion in the Long Term Financial Plan.

The future development of this precinct should also consider the new soccer facility, which is to be developed for the southern area and potential impacts on the Cove Sports and Community facility.

RECOMMENDATIONS

DUE DATES

That the committee:

1. **Participates in a workshop to provide feedback on;** **1 August 2017**
 - a. **The Capella and Nannigai Reserve Precinct Plan Brief (Appendix 1) for the development of a costed precinct plan; and**
 - b. **Provides a recommendation for Council consideration on a total financial target for detailed design and construction of \$xxxxxx for the Capella and Nannigai Reserves**
2. **Notes a report be developed for Council to endorse the financial target for this project and authorise the calling of a tender to engage a consultant design team and cost management services.** **22 August 2017**

BACKGROUND

As part of a resolution on Tennis and Netball facilities, Council resolved at the General Council Meeting held 28 February 2017 (Report GC280217R06):

“Endorses the development of a precinct plan for Capella Reserve which will incorporate further consideration to the future directions for the tennis courts, Playground and toilet block at Nannigai Reserve and allocates an additional \$30,000 in the open space planning draft 2017/18 budget and approves an additional resource of 0.2 FTE to support the project for a period of 12 months (2017/18).”

DISCUSSION

A project brief been developed for the Capella and Nannigai Reserve Precinct Plan which is attached as Appendix 1 to this report.

The Capella and Nannigai Reserve Precinct Plan vision is to develop an integrated concept design for Capella and Nannigai Reserves that will encourage, promote and facilitate cultural, social, recreational, and sporting activities by providing facilities that will meet the current and future needs of the general community.

An important consideration in the precinct plan will be a sporting needs analysis (demand for soccer and cricket facilities) the location, mix and scale of infrastructure items and their relationship to the connected reserves, trails and surrounding population.

Key objectives of the precinct planning process are:

- Co-location of assets into one precinct, which considers sustainable asset management and creates a hub for community activity.
- Engaging and understanding the diversity of community needs with respect to this valuable community resource.
- Considering how the existing reserves are utilised, and what level of activation reflects community needs and expectations.
- Identifying existing barriers to use of the resource by the whole community and identify solutions to eliminating those barriers such as improving accessibility and safety.
- Optimising recreation opportunities to meet community needs and promote healthy lifestyles and social connectivity.

- Developing an integrated open space, which considers effective functioning of natural systems and water management.
- Improving connectivity to surrounding regional facilities and promote cycling and walking as an alternative to cars for local journeys.
- Be economically, socially and environmentally sustainable for the community.
- Aligning future development with City of Marion Community Vision.
- Where possible integrate information and communication technology in a secure fashion to manage the city's assets and support a productive, accessible, attractive, liveable *City*.
- Developing a project delivery plan and establish full project costs for the development of Capella and Nannigai Reserves and their surrounds for Council's further consideration and assessment for future stages of design and potential development.
- Designing the site to include elements that reflect and promote local arts, culture and events.

Consultation

As part of a Tennis and Netball facilities review a Council resolution 11 October 2016 (GC111016R06) endorsed a community survey to be circulated to residential properties surrounding Nannigai Reserve. Residents were notified through a mail out on 19 December 2016 with all responses required by Monday 9 January 2017.

848 residential premises were notified of the survey. 102 submissions were received of these:

- 48 of the respondents indicated support or strong support to move the playground, toilet and courts to Capella Reserve
- 33 of the respondents indicated they disagree or strongly disagree to move the Playground, toilet and courts to Capella Reserve
- 19 of the respondents use the Nannigai Reserve courts on a regular basis
- 30 of the respondents use the play equipment at Nannigai
- 25 of the respondents use Capella Reserve
- 57 of the respondents use the facility often (daily or weekly)
- 23 of the respondents use the facility monthly or less than monthly
- 41 of the respondents use the reserves for activities with children

Note: some respondents did not answer all survey questions

Of the three qualitative questions relating to the value of the reserve the strongest themes amongst the responses were;

- 50% of the responses included comments relating to retaining Nannigai as open space and maintaining it in good condition
- Providing play equipment
- 11 of the respondents stated they would like the courts to stay whilst 10 people indicated they would like all facilities to be moved to Capella

Petition

A petition was also submitted to Council from 384 residents living in the Hallett Cove area in regards to directions for the Nannigai and Capella Reserve facilities. The petition was noted at the 25 October 2016 General Council meeting (GC251016P01) and reviewed as part of the 28 February 2017 report (Report GC280217R06).

- There were 384 signatories on the petition
- The petition opposes the proposal to remove the tennis court playground from Nannigai Reserve and consolidating it with the facilities at Capella Reserve, Hallett Cove
- The petition was reviewed in detail by Council at the 24 January 2017 General Council Meeting (GC24016P01).

Whilst the petition demonstrates there is some community opposition to removing facilities from Nannigai Reserve, the community survey results indicate that 47% of people are in favour of moving facilities to Capella Reserve and 20.7% neither agree nor disagree or did not indicate a preference with the relocation of facilities and 32.3% opposed the relocation.

Importantly the development of the Capella and Nannigai Precinct Plan will enable Council to further engage the community and stakeholder organisations in the planning process to fully understand the community's preferred outcomes for the two sites.

Sporting Needs Analysis

The State Government has recently announced the additional funding to develop the Southern Regional Football Facility (SRFF), which proposes the development an additional 3 artificial soccer pitches for the region. An understanding of the impact of this development on the future requirements of Cove Sports needs to be taken into account. An understanding of the number of sporting facilities required to meet future demand will provide clear direction with regard to the most appropriate scope, scale, locations, component parts and the timing for development of any proposed facilities.

As part of the brief a sports needs analysis will be required to identify and analyse the demand for pitch/oval based sports in the region to ensure the need for upgrading the oval is necessary or whether the need can be satisfied in some other way.

Financial Implications

Three indicative financial options have been developed for consideration in relation to scale of development of the Capella and Nannigai Reserve Precinct Plan. The options are attached as Appendix 2. It is important to recognise the costs are indicative and based on previous projects. A full understanding of costs will need to be provided by a Quantity Surveyor.

These options (range from \$1,000,000 to \$5,000,000) will be presented as part of the workshop for the Infrastructure and Strategy Committee's consideration and feedback

It is anticipated that the construction of this project may include a staged implementation plan across more than one financial year, which will form part of the Precinct Plan Implementation Plan developed as part of this project.

There is potential for many elements to attract grant-funding opportunities and this will need to be explored further once the precinct plan design has been developed and fully costed by a cost planner/quantity surveyor.

Resources (Capacity) Impact

As part of the resolution on Tennis and Netball facilities Council resolved at the General Council Meeting held 28 February 2017 (Report GC280217R06) to allocate an additional \$30,000 in the open space planning draft 2017/18 budget and approved an additional resource of 0.2 FTE to support the project for a period of 12 months (2017/18).

Proposed Program of Delivery

Scope	August 2017	Sep. 2017	Oct. 2017	Nov. 2017	Dec. 2017	Jan. 2018	Feb. 2018	March 2018	April 2018	May 2018	June 2018	July 2018
Council Report	✓											
Tender		✓	✓	✓								
Project start up				✓								
Site analysis and background report					✓	✓						
Concept design and costings							✓	✓	✓			
Infrastructure and strategy committee on draft concept and potential costs										✓		
Consultation on concept design										✓	✓	
Finalise concept												✓
Council report - present final concept, costings and program for delivery												✓

Environmental (Green) Implications

The Capella and Nannigai Reserve Precinct Plan will provide an integrated open space plan, which considers effective functioning of natural systems and water management and link to the Glade Crescent wetland project.

CONCLUSION

The Precinct Plan study will provide an integrated concept design for Capella and Nannigai Reserves that will encourage, promote and facilitate cultural, social, recreational, and sporting activities by providing facilities that will meet the current and future needs of the general community.



Capella and Nannigai Reserve
Hallett Cove

Draft Precinct Plan Project Brief

August 2017

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1. PROJECT OVERVIEW

City of Marion

The City of Marion is located in Adelaide's south-western suburbs, about 10 kilometres south of the Adelaide CBD. The City of Marion is predominantly a residential area with a population of approximately 80,000 residents, with some commercial, industrial and rural areas.

The City encompasses a total land area of about 55 square kilometres, 7km of coastline and features significant conservation areas, recreation parks, rivers and coastline.

Major features of the City include Westfield Marion (shopping centre), TAFE SA (O'Halloran Hill Campus), Warriparinga Living Kaurna Cultural Centre & Wetland, Marion Cultural Centre, Morphettville Racecourse, Warradale Military Camp, O'Halloran Hill Recreation Park, Hallett Cove Conservation Park, Marino Conservation Park, Science Park, Coast to Vines Rail Trail and the Marino to Willunga Rail Trail. The City is served by the Southern Expressway, the Noarlunga railway line and the Glenelg-Adelaide tramway.

This Precinct Study is intended to inform the ongoing development of the Capella Drive and Nannigai Reserves, which are located in the heart of the suburb of Hallett Cove.



Capella Drive Reserve and Nannigai Reserve

2. BACKGROUND

Council Resolution

On Tuesday 28 February 2017 (GC280217R06) Council considered a report providing the outcomes from the club and community consultation undertaken as part of a Tennis and Netball facilities review and seek Council's endorsement of a three-year capital works program and associated budget.

Associated with the 28 February Council Report was a summary of community feedback received from the consultation process on tennis and netball facilities.

Petition

- A petition was received by Council in relation to Nannigai Reserve on 9 January 2017 and tabled at the 24 January General Council meeting
- There were 384 signatories on the petition
- The petition opposes the proposal to remove the tennis court playground from Nannigai Reserve and consolidating it with the facilities at Capella Reserve, Hallett Cove.
- The petition was reviewed in detail by Council at the 24 January 2017 General Council Meeting (GC24016P01)

Whilst the petition demonstrates there is some community opposition to removing facilities from Nannigai Reserve, the community survey results indicated that 47% of people are in favour of moving facilities to Capella Reserve and 20.7% neither agree nor disagree or did not indicate a preference with the relocation on facilities and 32.3% opposed the relocation

At this point in time Council had been progressively considering a range of options for the redevelopment of Nannigai Reserve and potential relocation of a number of recreation infrastructure items to Capella Reserve including the public toilets, playground and courts. The report identified that an understanding of the capacity and constraints of Capella Reserve to cater for tennis and netball as well as a broader range of activities including soccer and a Playground could be identified through a precinct plan. By developing a site concept plan it will ensure all potential infrastructure items, costs and how Council could best accommodate the desires of local residents, can be better understood and considered by Council before considering implementing a final decision on directions for Nannigai and Capella Reserve.

3. OBJECTIVES OF THE PROJECT

The Capella Reserve Precinct Plan (this project) will be an integrated concept design for Capella and Nannigai Reserves that will encourage, promote and facilitate cultural, social, recreational, and sporting activities by providing facilities that will meet the current and future needs of the general community.

An important consideration in the concept design will be the location, mix and scale of infrastructure items as well as their relationship to the connected reserves, trails and surrounding population.

Key objectives of the Precinct Planning process are:

- Co-location of assets into one precinct to improve asset management and create a hub for community activity
- Engaging and understanding the diversity of community needs with respect to this valuable community resource
- Appraise the existing reserves and are utilised and what level of activation reflects community needs and expectations.
- Appraise the existing reserves and their future roles in terms of the City of Marion Open Space Policy 2017
- Identify existing barriers to use of the resource by the whole community and identify solutions to eliminating those barriers such as improving accessibility and safety.
- Optimize recreation opportunities to meet community needs and promote healthy lifestyles and social connectivity.
- Develop an integrated open space, which considers effective functioning of natural systems and water management.
- Improve connectivity to surrounding regional facilities and promote cycling and walking as an alternative to cars for local journeys.
- Guide asset management decisions by identifying a costed suggested phased development schedule.
- Be economically, socially and environmentally sustainable for the community.
- Align future development with City of Marion Community Vision
- Where possible integrate information and communication technology in a secure fashion to manage the city's assets and support a productive, accessible, attractive, liveable City.
- Develop a project delivery plan and establish full project costs for the development of Capella and Nannigai Reserves and their surrounds for Council's further consideration and assessment for future stages of design and potential development
- Design the site and include elements that reflect and promote local arts, culture and events.

4. SCOPE OF PROJECT WORKS

Consultant Scope

Council is seeking to engage a suitably experienced Consultant Team to prepare an integrated concept design for Capella and Nannigai Reserves.

A key objective will be to identify the full cost of redeveloping the site(s) which will be within the range of \$xxxxxxxxxx and include a suggested phased development schedule for council's consideration.

The concept design will appraise the reserves in the region including the existing infrastructure located at Capella and Nannigai Reserves as well as the planning and community consultation information that Council has recently completed.

The site concept will consider the need for:

- Enhancement of the formal sports facilities, playing surfaces, viewing areas, shelters, lighting and amenities to support the use of the site by soccer (football) clubs and potentially cricket.
 - This may include potential relocation of the existing amenities building.
- A new neighbourhood level play ground that aligns with Council's Playground Strategy
- Facilities to support BMX and Skating (Skate park)
- A multipurpose outdoor court
- Retaining the cricket nets (if possible)
- Areas for passive and unstructured recreation including dog walking and fitness
- Stormwater management and drainage
- Provide lighting to areas intended for night use.
- Location of an exeloo public toilet.
- Integration of elements to support local arts and culture.

Landscaping;

- Best practice environmental sensitive design
- Retaining walls and embankments relating to an expanded oval/soccer pitch area
- Include native vegetation and trees
- Identify areas that will require irrigation

Car park and Traffic management;

- Design car parks and traffic flow within the facility to minimize vehicle manoeuvres
- Design sufficient car parking to meet the capacity need of the facility
- Design entry points to cater for anticipated peak traffic flows
- Access and service roads/paths

Connections and Access;

- Trail networks that improve connectivity to surrounding regional facilities and promote cycling and walking as an alternative to cars for local journeys
- Enhance the streetscapes around the recreation grounds to enhance the quality of the surrounds and the connection to the surrounding area
- Enhance cycling connections
- Link to the surrounding trail networks including the Coast to Vines trail

BACKGROUND REPORT

Upon appointment, the consulting team will undertake the following:

- A services engineer will check all service locations to ensure that the design and costing addresses upgrades and required relocations of existing services. All existing service locations are to be shown on the plans, concepts and designs.
- Review relevant documents, identify and consult with key stakeholders including relevant Local and Government agencies to determine issues that are likely to affect the design and redevelopment of the site.
 - Documents include (but not limited to); City of Marion Community Vision and Business Plan,
 - Open Space Policy
 - Playground strategy

- Tennis and Netball Report
- Asset Stormwater Management plan, Glade Crescent master plan, Waterfall Creek Water Catchment Plan
- Review and analyse all community consultation information already collated by Council.
- Review relevant Council Reports
- Conduct a sports needs analysis to identify the required needs for turf pitch/oval based sports in the region
- Develop initial concept designs for options identifying key development areas and infrastructure items and provide an initial cost estimate for design and construction.
- The main purpose of the background report will be providing a summary of all information that will influence the design and ensure the upgrading the sites is both a practical and a feasible option for council to consider.

The consultant will be required to:

- Consult with council staff to finalise the requirements for the new concept design and approval to proceed.
- Deliver a return brief prior to commencing the concept design stage for Council's approval to clarify the projects
 - vision and objectives
 - engagement/consultation program
 - the scope of planning and project management plan- this identifying facilities to be developed, relevant project programs and timeframes, cost, quality, services and resources as well as risk management

Hold Point – Subject to Council Approval to proceed

CONCEPT DESIGN

With consideration to the outcomes of the background report Council will make a decision to proceed with a detailed concept design.

The concept design will consider the findings of the background report and clearly identify the conceptual ideas for the final design and potential construction of the site and proposed built facilities/amenities.

The design of the site should be practical and flexible, based on the specific functional requirements of the facilities intended use. In addition, it should foster a “sense of place”, reflecting local culture and identity. For these reasons, input from council, sites users and from the local community should be sought where possible.

The concept design will be comprehensive ensuring that the outcomes of the project will match council and stakeholder's expectations and achieve a positive “value for money” result.

This phase of the project will produce conceptual drawing with indicative and structural layouts. This phase will also include a complete understanding of the full cost of development and all implications for the sports clubs as well as key stages of the project for the construction phase.

FINALISING THE CONCEPT DESIGN

- It will be important to test the practicability of the technical aspects of the concept design. This will ensure that energy use/consumption, maintenance of all technical systems and utilities and ongoing operational costs are investigated and that the most practical and cost effective options are selected based on Life Cycle Costs.
- The consultants will identify any demolition and waste costs and specify any additional fees and approvals required.
- The tenderers are requested to submit alternatives and potential cost savings for Council's consideration.
- The consultant must prepare a construction staging and accommodation schedule and list timeframes, potential costs and quality issues.
- A detailed cost estimate on the final concept will be provided to ensure Council's decision to proceed into the next phase has considered the potential cost of the facility.

The consultant will be required to meet with Council staff before the final draft is presented to Council and stakeholders.

5. PROJECT EXCLUSIONS

The consultancy works exclude the following:

XXXXXXXXXX

6. CONSULTATION & ENGAGEMENT

The City of Marion has based the community engagement framework on the International Association of Public Participation's (IAP2) Core Values. The City of Marion received endorsement from the IAP2 when it won their Core Values Awards in 2013.

IAP2 Core Values

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision

The City of Marion's Strategic Plan ensures that our decisions are transparent and in the best interests of local communities.

'By 2040 our city will - Be a community where people are engaged, empowered to make decisions, and work together to build strong neighbourhoods'

ENGAGEMENT CONDUCTED WITH COMMUNITY TO DATE

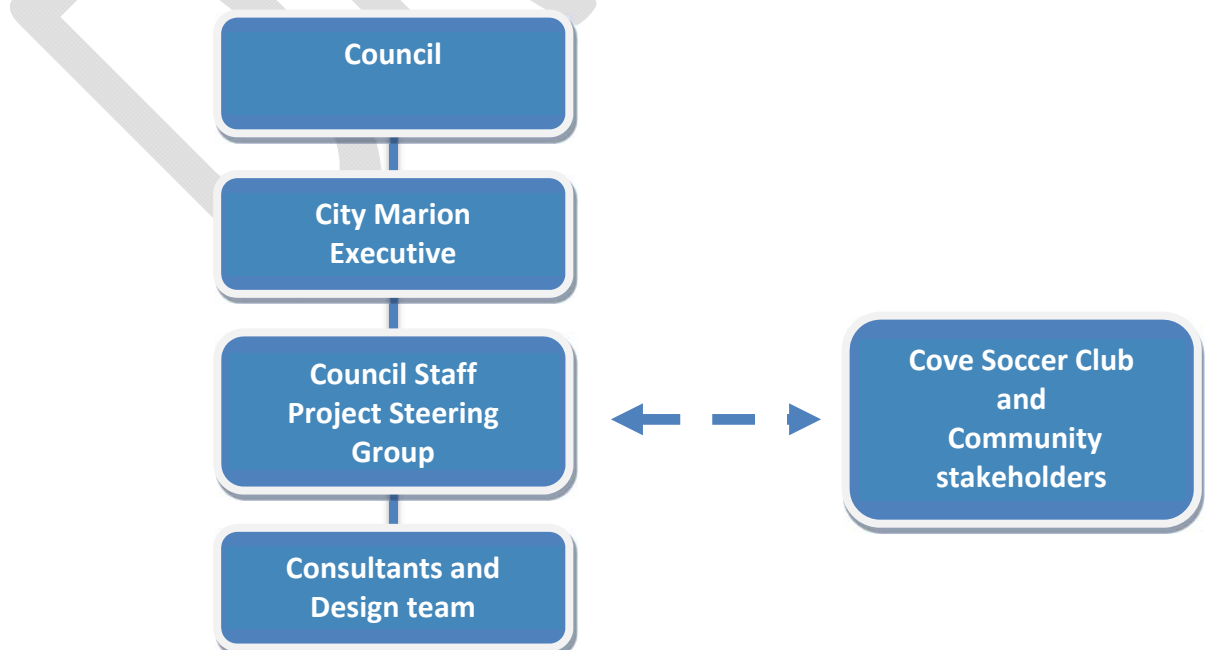
Some consultation associated with other projects with both the community and internal to Council has already been collated which will need to be reviewed in the initial stages of the project. These items include the consultation data collated from the tennis and netball review.

There are a number of Key Project Stakeholders that will need to be consulted, these include;

- Local residents
- Cove Football Club (soccer)
- Council Maintenance staff
- Local youth and skate park users
- FFSA – Football Federation SA
- Local schools
- Sheidow Cricket Club
- Council
- Ward members
- SA water
- NRM board
- Friends group / Bush for Life at Glade Crescent

The level of consultation with the local community, including contact with persons or community groups who may be affected and the means by which the community can influence or contribute to the project or its outcomes, will need to be identified in a comprehensive engagement plan to be developed for the project.

7. PROJECT GOVERNANCE



8. REPORTING AND TECHNICAL REQUIREMENTS

- The consultants will submit a project plan for undertaking the project with their proposal and identify key milestones within the project including;
 - Project Schedule
 - Project resource plan
 - Project costings including budget breakdown for all key milestones
 - Engagement/consultation program
 - Project Risk Management Plan
- It will be expected that the consultants will report to Council on the achievement of each key milestone.
- The consultants must obtain approval from Council for all project scope variations.
- Coordinate presentations to council and stakeholders on project details, reports, concepts and designs
- The consultants may appoint secondary consultants but must identify the working relationship.
- The consultants will be responsible for;
 - The integration, coordination and performance delivery of service of all consultants
 - The design of the project within budget
- The consultants will obtain council approval at the completion of each milestone before commencing the next stage.
- The Consultants should obtain all approvals necessary for the project.

REGULATIONS AND AUSTRALIAN STANDARDS

The contractor will comply with the requirements and regulations of all legally constituted authorities and obtain all necessary approvals. Unless otherwise specified all materials and workmanship shall comply with Australian Standards and the Building Code of Australia.

9. FORMATS AND DELIVERY

All documents shall be prepared in the following formats:

Drawings:	AutoCAD 2010 or earlier
Text:	Microsoft Word (.doc files) Desktop Published – Adobe InDesign
Spreadsheet:	Microsoft Excel (.xls files)
Concepts:	Acrobat PDF

All Reports

- Three hard copies
- One electronic copy (PDF) of all documents, plans and drawings
- An electronic copy of any Adobe InDesign or desktop published files
- Site survey plans and electronic files

All drawings will be stamped in capital bold letters “PRELIMINARY ONLY- NOT FOR CONSTRUCTION’ where submitted for approval or ‘FINAL’ where approved by council.

10. PROJECT TIMEFRAMES

Anticipated timeframes for the project are as follows:

Stage	Progress	Schedule
Project start up		Dec 2017
Background Report	10%	Complete by early August Early August meet with Council staff Initial consultation with the local community and project stakeholders
Council decision on options	Hold Point	March 2017
Concept design Development and costing	75%	April concept development May 2018 council staff to review concepts and costings Prepare public consultation documentation
Council decision to proceed	Hold Point	End of May 2018
Complete final design brief	100%	July consultation on concepts Final Reports July 2018

11. PROJECT DELIVERABLES

PROGRESS REPORTS – as required.

ENGAGEMENT/CONSULTATION PROGRAM - The consultant will provide council with a consultation program prior commencing the planning of the concept design.

BACKGROUND REPORT

As detailed in the scope of work this report will include;

- A services and utilities review
- Literature and compliance review
- Sketch concepts for consultation and discussion with staff
- Initial high level costing for development of concepts

Presentations of the concept designs and preliminary feasibility at a Council staff workshop to finalise detail for progressing to the next stage of concept design.

The outcomes of the background-reporting phase will include a final design brief.

CONCEPT DESIGN AND FEASIBILITY REPORT

- Concept Designs and site layouts
- Feasibility Report - A detailed cost plan will be required from the Cost Planner/Quantity Surveyor. This will review the cost of construction including provision for cost escalation
- All drawings and designs
- Detailed site survey.
- Identify how would the spaces need to connect
- Identify any specific mechanical or electrical requirements including a Building Service Report indicating basic type, extent of service, costed options and operating costs
- Site plan showing contours, road works, paving, drainage and indicative landscaping.

- Coloured perspectives.

As a final step in the process the consulting team will make 3 x presentations;

- 1) to council staff,
- 2) council and
- 3) stakeholder groups and the community

to present all concepts designs, staged development plan and final costings.

12. EXPERIENCE OF TENDERERS

Tenderers are required to demonstrate the following:

- Experience undertaking projects of a similar type and scope
- Experience in working with State and Local Government
- Adherence to Australian Standards and accepted codes of practice
- Professional Indemnity insurance of not less than \$2million

13. BUDGET & INVOICING

Council has committed a level of funding for this project. Final budget commitment shall be confirmed pending the outcomes of this tender process.

The Contractor shall invoice Council upon the satisfactory provision of accepted key milestones associated with the completion of the project.

14. INTELLECTUAL PROPERTY

All intellectual property developed in undertaking of the project shall become the property of the City of Marion.

Capella Reserve	Indicative costs and options				
	Play, Toilet, Carpark & Court	Play, Toilet, Carpark, Upgrade skate park, trails and pump track, court, fitness, move amenities	All items, Upgraded sports facilities, soccer pitch development and new skate park	Options	Infrastructure and Strategy Committee Preferred option
	\$900K to \$1.2M	\$1.7M to \$2M	\$4.3M to 4.6M		
New Playground	\$250,000	\$250,000	\$250,000		
Multipurpose Court	\$100,000	\$100,000	\$100,000		
Install exceloo	\$180,000	\$180,000	\$180,000		
Car Park		\$100,000	\$250,000		
Trails	\$50,000	\$75,000	\$75,000		
Pump track			\$50,000		
Fitness equipment			\$50,000		
Landscaping and Bio	\$30,000	\$50,000	\$50,000		
Skate Park		\$350,000	\$1,200,000		
Lighting & Power	\$50,000	\$100,000	\$100,000		
Retaining	\$35,000	\$50,000	\$50,000		
Earthworks			\$70,000		
Miscellaneous (fencing & furniture)	\$25,000	\$50,000	\$60,000		
Demolition	\$10,000	\$25,000	\$75,000		
Soccer pitch development					
Earthworks			\$25,000		
Retaining			\$100,000		
Fencing			\$15,000		
Top soil			\$45,000		
Turf			\$50,000		
Irrigation			\$10,000		
Pitch sub total			\$245,000		
<i>Upgrade existing amenities building</i>	\$10,000	\$10,000		\$10,000	
<i>Move amenities building</i>		\$50,000		\$50,000	
<i>Spectator Shelter</i>		\$20,000		\$20,000	
New Clubroom			\$800,000	\$800,000	
Nannigai					
Demolition courts	\$6,000	\$6,000	\$6,000		
Demolish Toilets and Play	\$20,000	\$20,000	\$20,000		
Landscape	\$25,000	\$25,000	\$25,000		
Sub Total	\$791,000	\$1,461,000	\$3,656,000		
	\$791,000	\$1,461,000	\$3,656,000		
Design and Consultants fees	10%	10%	10%		10%
Construction Contingency	10%	10%	10%		10%

**CITY OF MARION
INFRASTRUCTURE & STRATEGY COMMITTEE
1 August 2017**

Originating Officer: Mathew Allen, Manager Engineering and Field Services

Subject: LED Lighting Grant Submission

Report Reference: ISC010817R8.1

RECOMMENDATION

That the Strategy & Infrastructure Committee:

DUE DATES

1. Notes the report.

1 Aug 2017

REPORT OBJECTIVE

The purpose of this agenda item is to provide the Infrastructure and Strategy Committee with a brief overview of the grant bid submitted to the Smart Cities and Suburbs Program.

BACKGROUND

In partnership with the City of Charles Sturt and SA Power Networks our Council has been preparing for the roll out of LED street lighting for several years. The Australian Government grant program provides a significant opportunity for our project team to not only roll out LED lighting but an entire smart city grid across two large metropolitan Councils in Adelaide.

Funding is scheduled to be finalised July/August this year with procurement processes to be finalised in September. We hope to have approximately 6,000 lights installed by June 2018. The City of Marion has 8,360 lights and City of Charles Sturt 9,769 lights.

The key components of the bid include:

- compile and submit application materials to meet defined criteria;
 - use of innovation, tech and data
 - scope of benefits (environment, social and economic)
 - community focus and impact on liveability
 - applicants capacity, capability and resources to deliver project
- Liaison with smart cities program (via incubator program) to maximise success of program

The bid was submitted in collaboration with SAPN and the City of Charles Sturt on the 30 June 2017.

Should the bid be successful, we will have the ability to implement smart technology for street lighting (including improved performance reporting) and also provide the platform to add other smarts e.g. parking, pedestrian monitoring, environment monitoring etc.

Should the bid be unsuccessful, the type of LED luminaire is future proofed for the technology to be adapted at a later date.

Report Reference: ISC010817R8.1

**CITY OF MARION
INFRASTRUCTURE & STRATEGY COMMITTEE
1 August 2017**

Originating Officer: Mathew Allen, Manager Engineering and Field Services
General Manager: Tony Lines, General Manager Operations
Subject: Key Infrastructure needs to support City Development over the next 5-10 years
Report Reference: ISC010817R8.2

RECOMMENDATION

That the Strategy & Infrastructure Committee:	DUE DATES
1. Participates in a workshop to identify key infrastructure needs.	1 Aug 2017

REPORT OBJECTIVE

The purpose of this agenda item is to provide the Infrastructure and Strategy Committee with a presentation on key infrastructure needs for future city development over the next 5-10 years and seek the committee's feedback and advice.

BACKGROUND

City of Marion currently has a significant number of infrastructure related programs and projects in progress, including indirect projects such as the Darlington upgrade and the Tonsley redevelopment. In addition, there a number of other significant projects on the horizon.

These projects are changing the built form of the City and provide a foundation for opportunities relating to improved liveability, transportation, community activation, technology, and environmental protection, and will deliver economic outcomes.

Infrastructure needs are outlined in a number of asset management plans relating to transport, stormwater, open space, buildings and the coastal walking trail. The Asset Management Plans provide a 10-year plan to ensure that assets support the delivery of services, to the required service standards, in a financially sustainable manner and include:

- Levels of service – specifies the services and levels of service to be provided,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Life cycle management – how Council will manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Monitoring – how the plan will be monitored to ensure it is meeting the organisation's objectives.

The Asset Management Plans form an important component of Council's suite of Strategic Plans that inform future funding requirements in the Long Term Financial Plan.

The 3-year Business Plan and Annual Business Plan also identify new/upgrade asset projects.

WORKSHOP

The following questions will guide the discussion:

- What is the Committee's vision for key infrastructure needs and challenges into the future?
- Seek Committee's feedback to identify any other opportunities or innovative ideas to manage infrastructure needs.
- How can the Committee help Council incorporate these needs into future planning and decision-making?
- What resources and strategies does Council need to help accommodate future infrastructure needs?

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
1 AUGUST 2017**

Originating Officer: Mathew Allen, Manager Infrastructure and Field Services
General Manager: Tony Lines, General Manager Operations
Subject: Service Review - Roads
Reference No: ISC010817R8.3

REPORT OBJECTIVE

The purpose of this report is to provide the Infrastructure and Strategy Committee with an early draft report detailing outcomes of the internal Service Review – Roads 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 road 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 – Roads 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 - Roads as attached in Appendix 1. | 1 Aug 2017 |
|-----------------------------------------------------------------------------------------------------------|-------------------|



Service Review - Roads Report



Version:	Insert version
Date:	Insert date
Prepared by:	Insert name and position

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1 Executive Summary

The road service review provides an opportunity to evaluate and analyse processes associated with the delivery of capital works and maintenance activities. Most importantly, the review identifies key recommendations to improve the services provided to the community.

The decision to reseal a road is made on technical requirements, where worst roads are treated first. The bitumen resurfacing is undertaken by contractors whilst the capital works planning, contractor management, operations and maintenance is undertaken by Council staff.

Background

2 Service reviews

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

2.1 Service review objectives

The review will include consideration of:

- The role and functions performed by Engineering and Civil
- Identifying service levels, standards and processes
- The costs associated with providing the service (testing current knowledge of costs and benchmarking)
- Identifying potential 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

2.2 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 roads 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 roads projects is developed using a pavement management system tool that analyses the condition of the network and assists with short term planning and develops long term funding requirements. The pavement management system prioritises the worst roads for treatment on a Council wide basis.

Process Optimisation: Process optimisation of administrative practices associated with the road service would not reap significant savings, however will provide additional controls over costs, timeframes and quality.

Value Engineering (VE) is a systematic method to improve the 'value' of products and services. The value, is defined, as the ratio of function to cost. Value of the road network can therefore be increased by either improving the function or increasing the cost. It is a basic function that road services be preserved and not be reduced as a consequence of pursuing value improvement because this will have significant impacts on the overall condition of the road network into the future.

Therefore consideration of the level of service being provided may indicate that a reduction in funding should be contemplated whilst continuing to maintain an acceptable road network condition. This could involve trialing

an agreed reduced budget amount for just one financial year then provide treatment and monitor any change or impacts with regard to maintaining level of service over a test period (of say two or three years).

Productivity: While productivity management for carryovers in recent years are at an acceptable level, greater emphasis is required to ensure the timely delivery of the road reseal program is achieved. It follows that the aforementioned VE trial may assist with the timely delivery of the road reseal program and therefore the ongoing mitigation of carryovers.

DRAFT

2.3 Service details

2.3.1 Risks associated with the service

The risks associated with the delivery of the service are as follows:

- Over or under servicing
- Increase cost (including Asphalt Concrete (AC) and other materials)
- Work related injuries
- Safety of road users during construction and maintenance activities
- Damage to private property
- Quality of works associated with construction and maintenance activities
- Inconvenience to residents during the construction process
- Public liability
- Financial management
- Delays in construction due to;
 - Inclement weather,
 - G6 main contractor departs from the proposed program (to service another council)

2.3.2 Current service process

Background

For each hierarchy of road (sub-arterial, distributor, collector and local) the City of Marion sets intervention levels for various parameters in Road Assessment and Maintenance management (RAMM) system; cracking, layer age, local defects, patching sections, roughness, rutting, surface age, texture.

The contractor Pavement Management System (PMS) has been selected to audit, collect and input field data into the RAMM program. The program will also provide a 3 year forward capital works program for 2018/19 and beyond. The City of Marion performs desk top, peer review and site validation of submitted programs.

Road formation renewal and rehabilitation options

Downer are the nominated contractor for capital works. Treatment types undertaken by the contractor are as follows;

Table 1: Road formation repair options

Treatment Type	Description
Crack Sealing	Maintenance treatment designed for short-term period (up to 8 years); all cracks sealed full width of road.
Surface Rejuvenation	Identify low trafficable roads where binder has broken down due to oxidation and there is raveling/loss of texture. For these roads emulsion is applied to reinstate the surface integrity.
Resealing	Edge plane (to 30 millimetre depth) along kerb and water table, apply crack seal* to remaining area (that is, not planed) then lay 30mm deep Asphaltic Concrete (AC) overlay.
Rehabilitate	Plane area (to 50 millimetre depth), treat defects** with AC corrector coarse application, then lay 50mm AC overlay. Due to wheel loadings bus route roads displaying the required cracking intensity will be rehabilitated with this treatment type. The City of Marion performs minor repair of AC layer including patching and potholes.
Reconstruction	Remove AC, recondition base layer (replace/lime stabilise/incorporate bitumen foam) then apply AC overlay.

Road Kerb and Water Table repairs

It is a requirement to repair defects to kerb and water table 12 months prior to road reseal. Defects include cracking and displacement due to tree roots, obvious water pooling and sunken spoon drains.

2.3.3 Additional service details

For additional service details, refer to the following appendices:

Table 2: Service detail appendices references

Description	Appendix Number
History of the service	2
Legislative requirements	3
Service delivery	4
Operational costs	5








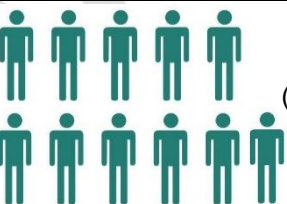
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3 The Review


3.1 Capacity


The positions and full time equivalent employees that relate to the delivery of road work activities are outlined in 'Table 3'.

Table 3: Position and employee numbers
(that deliver road work activities)

Position title	No. of full time equivalent employees
Kerb & Water Table – Work Group Leader	
Kerb & Water Table – Team Member	
Bitumen – Team Member	
Slop Mop – Team Member	
Rapid Response – Team Member	
Engineering	
Civil Contract Management	
TOTAL	 (11 FTE)

Legend

 = 1FTE

 = 0.5FTE

3.2 Lost time injury

In order to measure improvement, safety indicators are measured and monitored across Council.

The Civil Services Roads Team has had zero lost time injuries 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.

Zero lost time injuries indicate that systems, processes and a preventive safety culture have been successfully implemented in the road services teams.

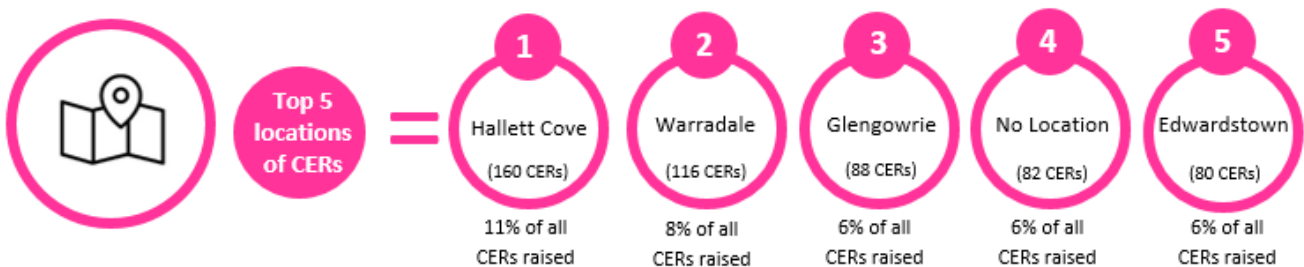
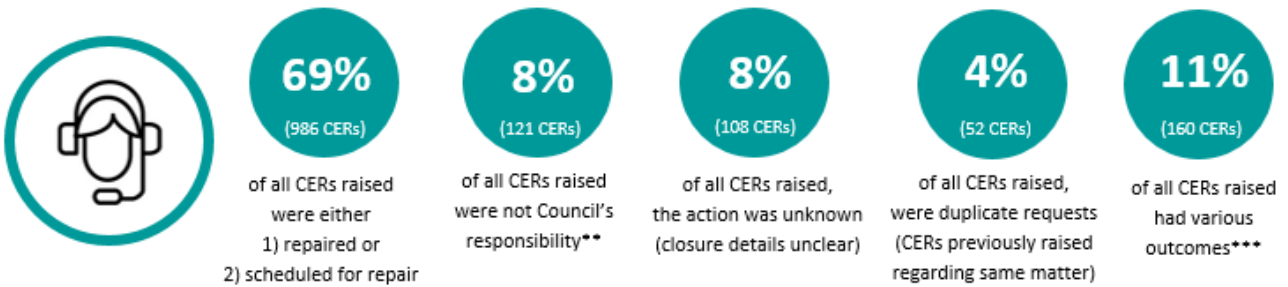
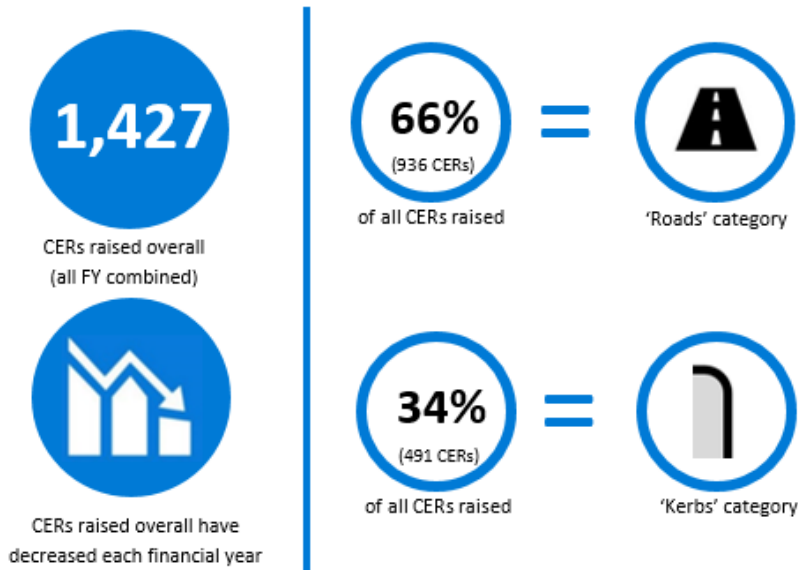
3.3 Customer Event Request analysis

Community members predominantly submit reactive requests for works on the road network, these requests are added to the City of Marion’s Customer Event System (CES) commonly by the Customer Service Team and are actioned appropriately by the Civil Services Team. It is important to note that not all customer requests and work undertaken by the Civil Services team are recorded via the CES this includes but is not limited to planned/scheduled works and out of hours’ requests.

Analysis was undertaken on Customer Event Requests (CERs) from the 2013/14 financial year through to the 2016/17 financial year (as at 30 April 2017), ‘Diagram 1’ displays the ‘overall key findings’ from this analysis. For the comprehensive CER analysis, please refer to ‘Appendix 6 - CER – Analysis’.

Diagram 1 – Overall key findings from CER analysis

Note: Key findings are based on overall results for all four financial years combined (2013/14 to 2016/17*). Percentages are based on CERs raised in relation to the roads program only (does not include comparison with CERs raised for the whole of City of Marion).



*2016/17 as at 30/4/17

**Not Council's responsibility includes: other service provider responsibility, owner responsibility and out of Council area

*** Various outcomes includes: Inspected – no action required, under incorrect category, refuse removed, equipment collected, area made safe by Council and general enquiry

3.4 Benchmarking

An identified deliverable of the Service Review for 'Roads' was to undertake benchmarking analysis with other Councils to:

- Understand how other Councils provide a similar service (information sharing)
- Compare (where possible) our performance and processes (identifying best practice)
- Identify gaps in our own processes and seek opportunities to improve our current service

The service review team compiled a series of questions in relation to maintaining road networks including; budget allocation, road network, programming, resource sharing and improvement opportunities. These questions were utilised as a basis for a survey, which was completed by the following Councils:

- City of Marion
- City of Port Adelaide Enfield
- City of Tea Tree Gully
- City of Charles Sturt
- City of Holdfast Bay


Five additional Councils were approached to partake in the benchmarking exercise however, it was difficult to obtain the data required and therefore these Councils were not included.

Refer to 'Diagram 2' for the key themes identified in the benchmarking exercise.

For the comprehensive benchmarking details, please refer to 'Appendix 7 – LG – Benchmarking Results'.

Diagram 2 – Overall key findings from benchmarking exercise

Note: Averages are based on three financial years (2013/14 through to 2015/16)



The average budget for Capital Works and Maintenance combined of all Councils is \$9m per FY
City of Marion is below the norm with an average budget of \$4.9m per FY

The average capital works budget per kilometre of available networks of all Councils is just over \$10,000 per FY
City of Marion is in line with the norm with an average budget per kilometre of just under \$10,000 per FY



City of Marion has the fourth longest road network (480 kilometers)



The average length of re-seal/re-construction undertaken on road networks of all Councils is 15 kilometers per FY
City of Marion is above the norm with an average of 22 kilometers per FY and undertook the greatest length overall with 65 kilometers over three years



All Councils identify the condition of their road network using both automated (software) and manual (site inspections) practices

Each Council rate the overall quality of their road network as good (scale included: excellent, good, poor, very poor)



4 out of **5** Councils (including City of Marion) undertake a condition assessment program plus a site assessment to develop their roadworks program



2 out of **5** Councils (excluding City of Marion) undertake a staff assessment of roads to establish a database and to develop their roadworks program

3 out of **5** Councils (including City of Marion) are willing to share resources with other Councils




Our roads program would be better if...

We did more work on our kerb and water table, to provide a better road reseal outcome

We got more funds

Improved management systems

Greater level of funding

Additional resources to undertake detailed condition assessments

Improved understanding of community's service level expectations

Observation:

- Explore opportunities to share resources with other councils

3.5 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 road services.

The details of this exercise are displayed in 'Table 4'.

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 4: Construction unit rates

	Rate (\$) (actual construction)	City of Marion	Council A	Council B	Council C	Council D
<i>Roadworks – minor patching for pot holes (per square metre)</i>	<i>In house</i>	25-60	N/P	N/A	60	N/A
	<i>Contractor</i>	46	N/A	51	N/A	N/A
<i>Roadworks – 30mm AC reseal (per square metre)</i>	<i>In house</i>	N/A	N/P	N/A	N/A	N/A
	<i>Contractor</i>	17	17	20-50	18	22
<i>Kerb and water table – supply and lay concrete only (per linear metre)</i>	<i>In house</i>	187	N/P	268	N/P	N/A
	<i>Contractor</i>	135	160	160-210	140	150

N/P = Not provided
N/A= Not applicable

Table 5: Cost and technical factoring

	Cost (30%)		Quality (25%)		Site Management (15%)		Safety (15%)		Customer Service (15%)		Total Weighted Average
	Score	Weight	Score	Weight	Score	Weight	Score	Weight	Score	Weight	
Contractor	8	2.4	8	2	7.5	1.1	7	1	7	1	7.5
CoM Day Labour	6.0	1.8	8	2	8	1.2	8	1.2	8	1.2	7.4

Observation:

- The internal KWT construction unit rate needs to be 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.

3.6 Lessons Learnt

The City of Marion (CoM) invited representatives from Downer EDI (Council's road reseal contractor) to discuss what is working well and what can be improved by both Downer and the CoM. This meeting resulted from issues associated with the delivery of the road reseal program, strained relationships and the management of finances during last financial year.

What worked well

- The ability to deliver an additional \$2million dollars of work for Roads to Recovery
- Completion of 2 additional streets late in the program
- Delivery of the planned programmed works
- CoM are generally happy with the quality and the workmanship provided by Downer
- Downer have provided good customer service to residents
- Good value and pricing
- Communication has been good between both parties but at times a little rushed. CoM understand that staff are stretched but feel that a little more time could be spent in this area
- CoM are impressed with the end result of Patpa Drive, Hallett Cove
- Flexibility and collaboration
- Downer happy for CoM to undertake the linemarking as this is subcontracted out which can cause delays. Downer have completed \$14,000 of linemarking for CoM to assist council on some projects.
- All roads for this financial years program have been spot checked
- Downer are happy with the customer service provided by CoM

Question from CoM to Downer - Do you think that CoM are over servicing?

Downer responded - In comparison to the size of the area, no we do not think so.

Invoicing

Downer - Comments

- Downer are wanting to help CoM and aim to be solely used by CoM for bituminous works
- When CoM engaged a different provider to undertake works, did CoM identify anything different or any areas for Downer to improve?
 - The only item identified is that Fulton Hogan arranged for the topstones to be adjusted when working on the road
- Downer will complete works within the designated timeframes and meet targets
- Schedule regular meetings

CoM – areas that can be improved

Kerb and Water Table Replacement Program & Tree Management

- Concerns regarding sections of the kerb and water table in Gillespie Street and Flinders Street due to short timeframe
- All KWT reinstatements have been completed last year for this coming financial year
- Lift tree canopy
- All significant branches need to be exposed
- Lift to a minimum 4.5 metres high (although 5.0 metres would be preferred)
- CoM Arborist asked if smaller equipment could be used – this cannot be done tender pricing based on conventional road equipment
- Colin and Brenton will meet with David Sheldrick (CoM Arborist) to discuss height specifications and timeframes
- CoM to link street tree pruning with the Kerb and Water Table program
- David Sheldrick (CoM Arborist) requires a 2 week lead for any tree works outside of the program. Downer will forward street tree requests to Brenton
- CoM to arrange for private trees to be pruned
- Further effort is required when identifying KWT that require works to be undertaken
- CoM have advised that most streets will be okay for this financial years program
- CoM have the flexibility to organise urgent kerb and water table repairs
- CoM will undertake all kerb inspections

Feedback for Downer from CoM

- CoM would like Downer to deliver on commitments
- Pavement testing timeframes – Downer have responded and advise that they typically need 6 months to collect/test and collate the samples to the national lab to develop a pavement design
- Invoice – noted and working through
- Reconstructions to be completed at the middle of the financial year
- Quotes for reconstructions works to be provided before works commence
- Include all works costs/details when providing budget estimates
- Be aware that any changes made/street swapping impacts CoM
- Klippel Avenue
 - Longitudinal cracking
 - Inspected and tested by National Lab Specialist
 - Currently testing other sites in the foothills relating to the surrounding environment factors
- Quality issues around Finnis Street and The Cove Road
- Provide a testing regime for ride ability – 50mm area plane
- Develop a joint understanding of the Department of Planning Transport and Infrastructure specifications

Other

- CoM try to accommodate and work collaboratively with Downer
- Downer was advised during the tender process the contractor would build the performance program that would offer best value to councils and that timings of works would be with the contractor.
- Downer build the program from CoM spreadsheet – could both parties potentially co-build the program? Yes definitely
- CoM and Downer have a good working relationship and can come to agreements
- CoM asks for road reconstructions be scheduled at the middle of the financial year
- Downer advised that there has been some confusion with the tender agreement – Downer try to schedule works to get the best value and to maximise resources
- CoM to generate the program to incorporate streets in the same area for better value
- Invoicing process to be improved (timeliness), noted and working through
- Downer to provide a process map for invoicing
- Downer have changed their internal invoicing processes

CoM encourages Downer to bring innovation with materials/resources used. CoM would like to work in partnership with Downer and support innovative ideas.

Observation:

- Council's contractor is providing appropriate levels of quality and good value
- The contractor does not believe the CoM are over servicing their road network
- Consider developing a proactive KWT program that includes the renewal of KWT in preparation for the following year's road reseal program

3.7 Workshop with the Infrastructure and Strategy Committee

The Infrastructure and Strategy Committee (I&S Committee) participated in a workshop on the 1 August 2017 regarding the draft Service Review - Roads and provided feedback and a response has been presented in the table below:

Table 6: Feedback from I&S Committee and Management Response	
Feedback	Response
To be added once workshop has been held	

DRAFT

4 Options considered for the service

There are a range of service options which could be implemented within the 'Roads' service which include and are detailed below;

1. Maintaining the service
2. Reducing the service
3. Increasing or changing the quality and/or delivery of the entire or elements of the service
4. Not provide the service

4.1.1 Option A: Maintaining the service

Benefits and Opportunities	Risks
<i>Full control over the road service, product quality, staffing levels, customer service, timeframes, etc.</i>	<i>Council assumes all financial and operational risk</i>
<i>Greater influence over risk management and compliance issues</i>	<i>May require additional administration (human resource management, financial reporting, etc.) within Council administration</i>
<i>Consistent approach to delivery of service</i>	<i>Council required to provide all equipment to operate the service in relation to minor road repair and KWT</i>
<i>Outcomes are aligned to Council's strategic plan.</i>	<i>Effective in-house management can be time consuming to coordinate the program including works programming, contract management, risk management, communication, quality control and financial management</i>
<i>Full recognition of Council ownership through branding and correspondence to residents - maximises community recognition of services provided by Council.</i>	
<i>Greater influence over meeting many legislative requirements including Australian and State legislation and State regulations</i>	
<i>Continue to provide value for money and maintain the good condition of the road network</i>	

Observation:

- The condition of Council's road network is considered to be good,

4.1.2 Option B: Reducing the service

Benefits and Opportunities	Risks
<i>Full control over service, product quality, staffing levels, customer service, timeframes, etc.</i>	<i>Council assumes all financial and operational risk</i>
<i>Greater influence over risk management and compliance issues</i>	<i>May require additional administration (human resource management, financial reporting, etc.) within Council administration</i>
<i>Consistent approach to delivery of service</i>	<i>Adverse impact upon road users – local and wider Adelaide community</i>
<i>Reduce costs that could be redirected to another service of Council or result in a reduction of Council rates</i>	<i>Possible reputational risk to Council as a result of a reduced level of service</i>
	<i>Not meeting legislative requirements including Australian and State legislation and State regulations</i>
	<i>No forced redundancies require CoM staff to be redeployed with meaningful and equivalent level of work</i>
	<i>Industrial action highly likely</i>
	<i>Overall condition of the road network will reduce</i>
	<i>Potential increase in public liability claims</i>
	<i>Reduced level of service to the community</i>

Observation:

- Carefully consider a minor reduction in the capital cost of the road reseal program

4.1.3 Option C: Increasing or changing the quality and/or delivery of the entire or elements of the service

Benefits and Opportunities	Risks
<i>Full control over service, product quality, staffing levels, customer service, timeframes, etc.</i>	<i>Council assumes all financial and operational risk</i>
<i>Greater influence over risk management and compliance issues</i>	<i>May require additional administration (human resource management, financial reporting, etc.) within Council administration</i>
<i>Consistent approach to delivery of service</i>	<i>May have impact upon patrons – local and wider Adelaide community</i>
<i>The condition of the road network will improve</i>	<i>There may be some reputational risk to Council however this is considered unlikely due to the nature of the benefit, that is VE.</i>
	<i>Possibility of not fully meeting legislative requirements including Australian and State legislation and State regulations. In regards to VE, an across the board G6 initiative could be trialed and adopted</i>
	<i>Over serving</i>

DRAFT

4.1.4 Option D: Not provide the service

Benefits and Opportunities	Risks
<i>Significantly reduce capital and operational costs to Council</i>	<i>Significant impact on road users – local and wider Adelaide community</i>
<i>Provides opportunity to redirect saving to other activities or projects</i>	<i>Significant reputational risk to council with wide spread media coverage</i>
<i>Provides opportunity to reduce Council rates</i>	<i>Not meeting many legislative requirements including Australian and State legislation and State regulations</i>
	<i>No forced redundancies require CoM staff to be redeployed with meaningful and equivalent level of work</i>
	<i>Industrial action highly likely</i>
	<i>Higher costs to return the road network back to its original condition</i>
	<i>Increase in public liability claims</i>
	<i>Reduced level of service to the community</i>

5 Recommendations

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

#	Recommendation	Due date	Position
1	Conduct VE trial. Set agreed reduced budget amount for one financial year then provide treatment and monitor any change or impacts with regard to maintaining level of service over a test period (of say two or three years). The reduced budgets, while arbitrary, are proposed for 2, 4 and 6% reduction. Development of Detailed Risk Matrix will be required for each reduction with ELT to endorse the selected reduced percentage.	June 2018	Operations Engineer Technical Officer Operations Engineer
2	Pursue opportunities to maximize the use of equipment including sharing plant and equipment with other Councils	June 2018	Unit Manager Civil Services
3	Identify and implement actions to reduce Kerb and Water Table unit rates including reviewing the unit rate in June 2018	June 2018	Unit Manager Civil Services
4	Develop monitoring processes for the delivery of the roads program and monitoring budgets including projections.	June 2018	Unit Manager Engineering
5	Develop a proactive KWT program that incorporates road reseal preparation for the following financial year	June 2018	Unit Manager Engineering

Appendix 1

SWOT Analysis

During February 2017, a SWOT (strengths, weaknesses, opportunities and threats) analysis was undertaken with management and the Civil and Engineering teams regarding the roads service. The diagram below displays the results of this exercise.

- Infrastructure Asset Management Plan (IAMP)
- Long Term Financial Plan (LTFP)
- Pavement Management System (RAMM)
- Processes to identify capital works
- Plant and equipment (flowcon):
 - Quality
 - Fit for purpose
- Competent/trained staff
- Willingness of staff to train
- Suite of treatment options to renew roads (choice) (linked with competent/trained staff)
- Quality of network (overall)
- Quality of contractor work & internal reinstatements
- Less carryovers
- Line marking:
 - Own stencils
 - Service levels
- Good Geographical Information System (GIS)
- Testing regime
- Contractor management - good



- Pavement Management System (RAMM):
 - Needs resourcing
 - Data outdated – audit
- IAMP:
 - More theoretical than practical
 - Support from ELT?
 - Support from Asset Management Group?
- Roles and responsibilities clarified between asset management and roads/engineering
- Shifting/monitoring budget
- Manual/automated 50/50 processes (capital works)
- Benchmarking (process)
- Community expectation re: roads
- Road mapping/planning
- Are we over servicing?
- Budget variations
- Line marking resources
- No proactive kerb program
- Records of existing line marking for planning/prioritisation
- Equipment replacement – trucks
- Internal communication between line marking/roads increased



- Liaison/relationships with service providers communication
- Roads 2 Recovery (R2R) funding
- Industry expertise:
 - Products
 - Technical
 - Innovation
- Recycled products:
 - RAP (recycled pavement) using minimum of 20%
 - Toner pave
- Testing air voids



- Service trenches
- Bitumen:
 - Cost
 - Quality
 - Supply
- New products:
 - Reliability
 - Timing impacts
 - Compatibility



History of the service

As roads/kerbing are considered to be significant assets servicing the community, providing accessibility, drainage, provision of services, social value (inclusion) and economic development. As a result, the maintenance and renewal of these assets are automatically planned for and funded through the Long Term Financial Plan and the Annual Business planning process.

To maintain a high level of service to the community, the City of Marion has generally resealed road pavements with a “hot-mix” treatment, it is estimated that 99% of the road network is hot-mix treatment.

Road Pavement/Seal

In 2012, road condition attribute data was ascertained across Council’s network. This data comprised the following:

- Visual data populated via interrogation of images i.e. cracking surface defects etc.
- Surface texture
- Roughness
- Rutting

This data was subsequently analysed to estimated remaining life of each seal and pavement and produce a program of works, utilising the Road Assessment and Maintenance Management program (RAMM).

This methodology demonstrates a proactive approach to road management that ensures the value of the road network is maintained.

Kerbing

In 2010 Council undertook an extensive condition audit of its kerb network. This survey found that approximately 5% of Councils kerb network was below level of service standards. The ‘defects’ associated with this survey comprised sections of kerb that were cracked and lifted by trees mostly.

Council’s kerb replacement program is predominantly developed around the road resealing program with small sections of kerb being replaced prior to a reseal.

Legislative requirements

Under the Local Government Act 1999, it is clear that Council is required to plan, protect, manage, improve and restore its assets, including roads and kerbing.

The organisation has to meet many legislative requirements including Australian and State legislation and State regulations. These requirements are provided in ‘table 1’.

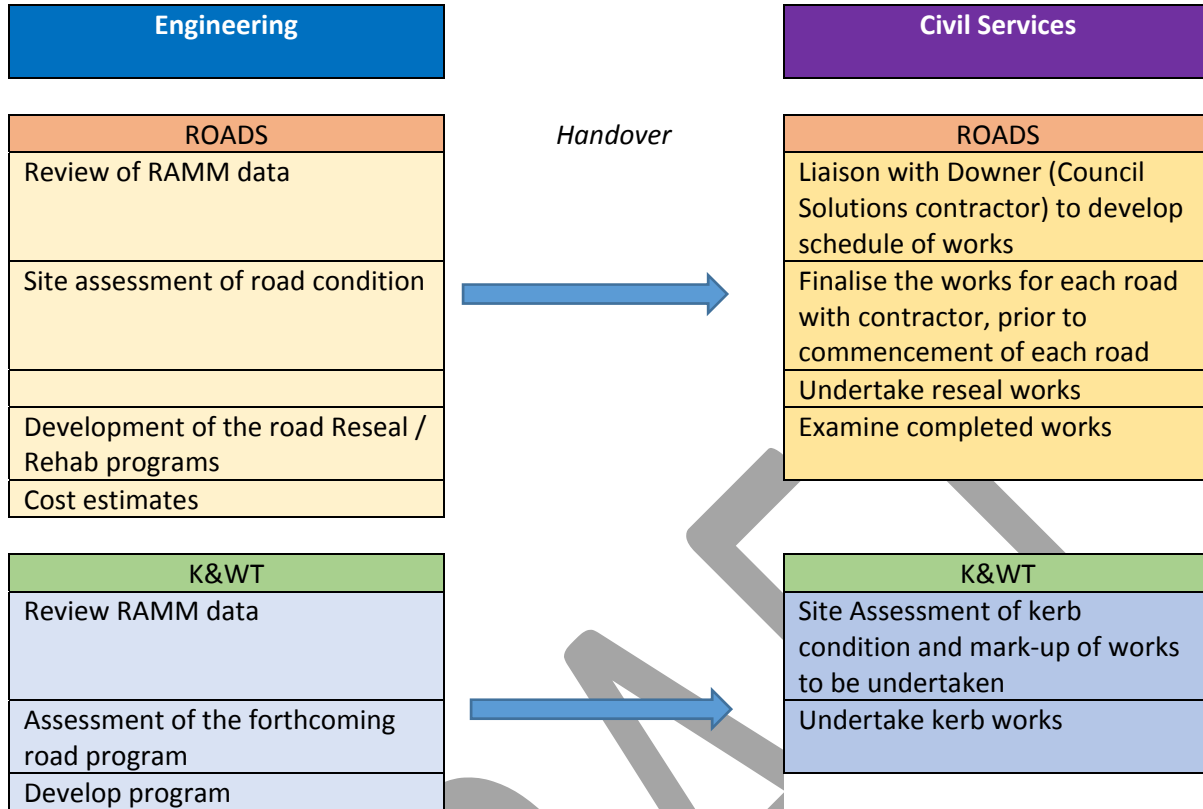
Table 1: Legislative requirements	
Legislation	Requirement
Local Government Act	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
Work, Health and Safety Act 2012	Proactive in occupational health, safety and welfare practices in all undertakings of Council.
Highways Act 1926	An Act to.....”make further and better provision for the construction and maintenance of roads and works, and for other purposes”
Road Traffic Act	Defines layout and format of roads within the city. Defines control requirements including use of traffic control, traffic calming, crossings, speed setting and general limitations of use
Disability Discrimination Act	Sets out the responsibilities of Council and staff in dealing with access and use of public infrastructure
Australian Road Rules	Contain the basic rules of the road for motorists, motorcyclists, cyclists, pedestrians, passengers and others

Appendix 4

Service delivery

Service delivery

The delivery of the Road and K&WT programs involves two working groups with Council, these being Engineering and Civil Services. The basic functions of which group is depicted below.



The annual business plan identifies funding for capital works road programs generated from information collated in the endorsed Transport Asset Management Plan and Councils Long Term Financial Plan.

The progress of delivering the capital works road program is undertaken at the monthly capital works meeting and reported to Council on a quarterly basis. In addition, the road program is financially monitored during the quarterly budget review process.

Appendix 5

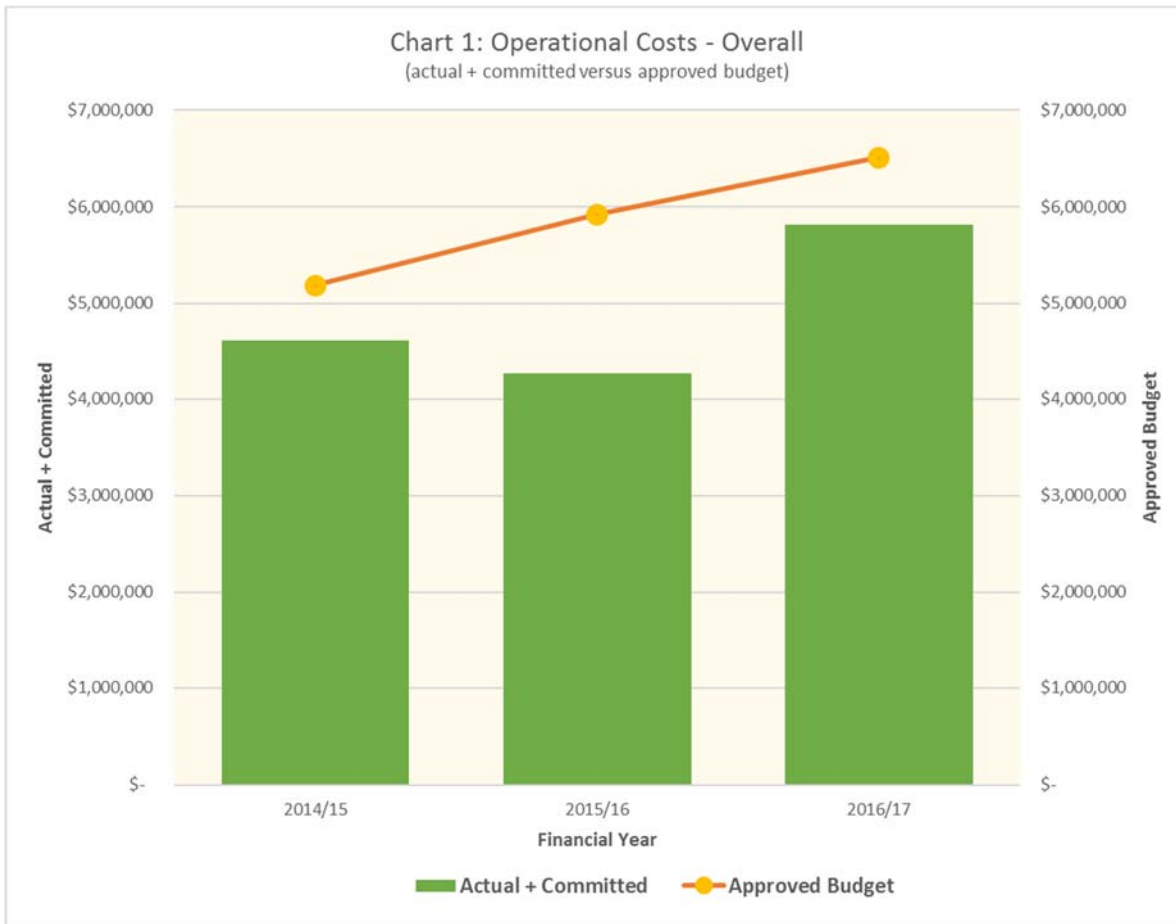
Operational Costs

OPERATIONAL COSTS – OVERALL

Table 1: Operational Costs – Overall (Roads and Kerbing)

\$'000

Financial Year	Actual + Committed	Approved Budget
2014/15	4,607	5,186
2015/16	4,266	5,919
2016/17	5,809	6,506



Appendix 5

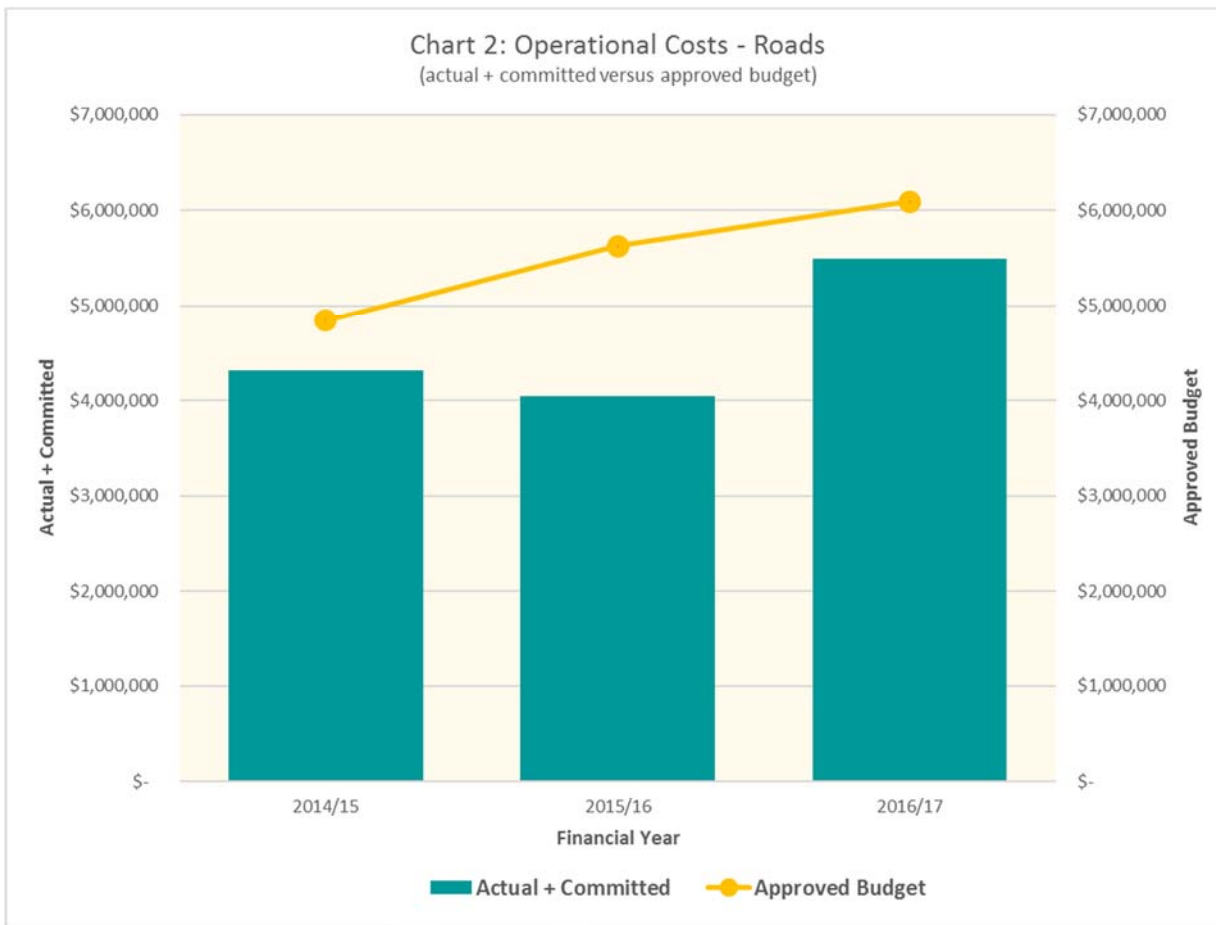
Operational Costs

OPERATIONAL COSTS - ROADS

Table 2: Operational Costs – Roads

\$'000

Financial Year	Actual + Committed	Approved Budget
2014/15	4,315	4,844
2015/16	4,044	5,625
2016/17	5,497	6,088



Appendix 5

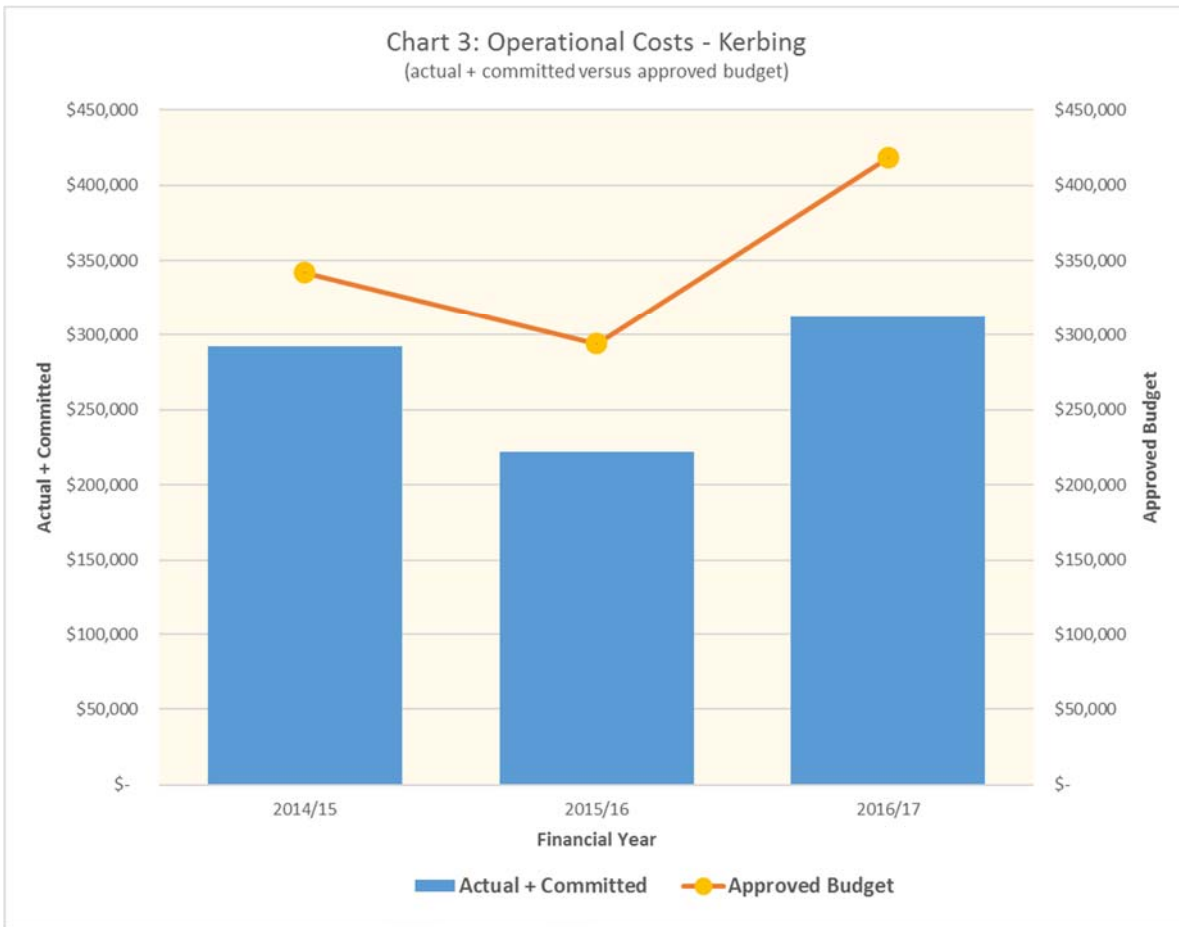
Operational Costs

OPERATIONAL COSTS - KERBING

Table 3: Operational Costs – Kerbing

\$'000

Financial Year	Actual + Committed	Approved Budget
2014/15	292	342
2015/16	222	294
2016/17	312	418



Appendix 6

Customer Event Request Analysis

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Appendix 6

Customer Event Request Analysis



1. INTRODUCTION

An identified deliverable of the Service Review for 'Roads' was to gather relevant data and undertake analysis. Requests for works on the City of Marion road network was highlighted as an area to investigate further.

Community members predominantly submit reactive requests for works on the road network, these requests are added to City of Marion's Customer Event System (CES) (commonly by the Customer Service Team) and actioned appropriately by the Civil Services Team.

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

2. METHODOLOGY

As the CES is the most valid source for reactive requests for works, it was determined to undertake analysis on this data.

Various reports were processed for each financial year from 2013/14 through to 2016/17 (as at 30 April 2017) regarding Customer Event Requests (CERs) that were assigned to the Civil Services Team in relation to roads.

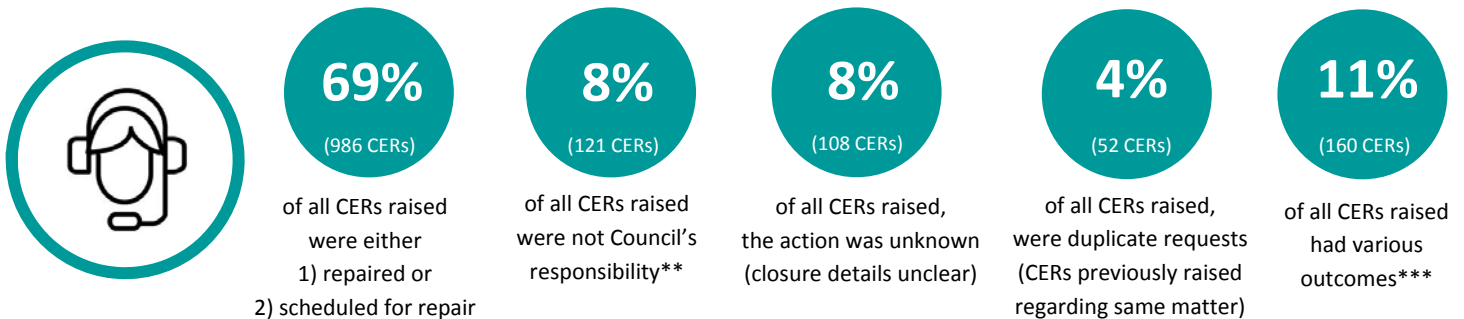
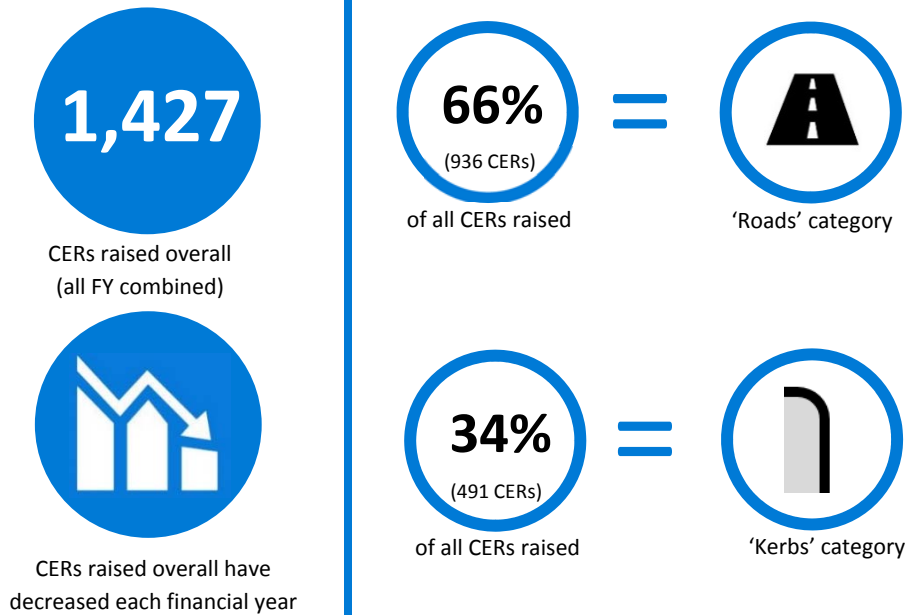
Due to the copious amounts of categories presented within these reports, the focus of the analysis was shifted to explore the following categories:

- Kerbs
- Roads

Additionally, due to the copious amounts of locations, the focus of the analysis was shifted to explore the 'Top 10' locations.

3. KEY FINDINGS (OVERALL)

Note: Key findings are based on overall results for all four financial years combined (2013/14 to 2016/17*). Percentages are based on CERs raised in relation to the roads program only (does not include comparison with CERs raised for the whole of City of Marion).



*2016/17 as at 30/4/17

**Not Council's responsibility includes: other service provider responsibility, owner responsibility and out of Council area


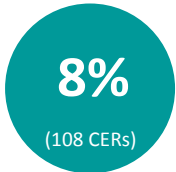
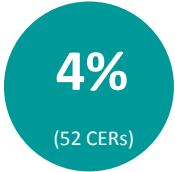
*** Various outcomes includes: Inspected – no action required, under incorrect category, refuse removed, equipment collected, area made safe by Council and general enquiry

Appendix 6

Customer Event Request Analysis

4. ANALYSIS OF FINDINGS

All findings within this report were reviewed and analysed by key internal stakeholders, validation of this analysis was undertaken including opportunities identified. The following table provides the details of this exercise:

FINDING	STAKEHOLDER ANALYSIS	VALIDATION OF ANALYSIS	OPPORTUNITY IDENTIFIED
 <p>CERs raised overall have decreased each financial year</p>	<p>The reduction in CERs each financial year are due to fewer complaints received from residents. This is a direct result of improved proactive planning practices of maintenance works on roads and kerbs.</p>	<p>Improved proactive planning practices of maintenance works on roads and kerbs have been put in place since 2010. Proactive kerb work is funded from unallocated funds.</p>	<ul style="list-style-type: none"> Continue proactive planning practices
 <p>8% (108 CERs)</p> <p>of all CERs raised, the action was unknown (closure details unclear)</p>	<p>The closure details of a CER are recorded by the Civil Services Team, for those CERs raised where the action was unknown, more information is available by undertaking a manual investigation. This investigation would include reviewing the journal and comments section of the individual CER or discussion with relevant internal stakeholder.</p> <p>It was recognised that reports generated from the CES do not have the capability to display all details of the request entry (including the journal and comments), it is therefore crucial, for reporting purposes, to ensure that clear closure details are written.</p> <p>It was highlighted that the 'standard resolution' automated function* within CES was also not being fully utilised.</p>	<p>Numerous individual CERs, where the action was unknown, were manually investigated further by reviewing the journal and comments section, each contained clear details on the request outcome.</p> <p>The current use of the 'standard resolution' automated function was reviewed and only 2 broad standard resolutions have been uploaded for all road and kerb categories.</p>	<ul style="list-style-type: none"> Ensure that clear closure details are written Compile list of standard/frequent clear closure details for upload by Customer Service into 'standard resolution' automated function within CES Make use of the 'standard resolution' automated function within the CES
 <p>4% (52 CERs)</p> <p>of all CERs raised, were duplicate requests (CERs previously raised regarding same matter)</p>	<p>The total number of CERs raised as a duplicate request are quiet minimal. This figure could still be reduced by ensuring that before raising a CER to confirm that requests have not been previously made regarding the same. This however may be problematic if a differing explanation of the location is provided. It was recognised that requests are commonly raised by the Customer Services Team.</p>	<p>Discussion held with Customer Systems Partner who advised there is a duplicate notification function in the CES, however this only examines CERs from the past 14 days, CERs must also have exact matching locations and categories to be identified as a duplicate. The Customer Service Team will also create an additional request of the same matter if the customer insists.</p>	<ul style="list-style-type: none"> No opportunities identified (current process considered efficient)

*The 'standard resolution' automated function allows standard/frequent closure details to be uploaded to the CES and selected from a drop down list when closing a request. This will avoid the need for further investigation (when running reports), save data entry time, ensure consistency of closure responses (where possible) and identify trends for key maintenance programs

Appendix 6

Customer Event Request Analysis

FINDING	STAKEHOLDER ANALYSIS	VALIDATION OF ANALYSIS	OPPORTUNITY IDENTIFIED
<div style="background-color: #e91e63; color: white; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <div style="text-align: center; padding: 5px;"> Top 5 locations of CERs </div> </div>			
1. Hallett Cove (160 CERs)	This suburb has the greatest length of roads	Figures provided by Asset Systems Team demonstrates that Hallett Cove has the greatest length of roads (82 kilometers).	<ul style="list-style-type: none"> No opportunities identified
2. Warradale (116 CERs)	Considerable amount of trees in this suburb (roots may aggravate the quality of roads/kerbs)	Figures provided by Open Space team demonstrate that Warradale has the third highest number of trees recorded (1,989*)	<ul style="list-style-type: none"> No opportunities identified
3. Glengowrie (88 CERs)	Considerable amount of trees in this suburb (roots may aggravate the quality of roads/kerbs)	Figures provided by Open Space team demonstrate that Glengowrie has highest number of trees recorded (2,191*)	<ul style="list-style-type: none"> No opportunities identified
4. No Location (82 CERs)	Address has not been entered by the originating officer	<p>The individual CERs, where the location was unknown, were investigated further.</p> <p>Of these requests, 29% (24 CERs) had the location entered in the CER description rather than using the address field.</p> <p>The remaining 58 requests (71%) were reviewed in consultation with the Unit Manager of Customer Service. It was discovered that these requests were for general enquiries dealt with at the forefront (not requiring action from Civil Services team). These CERs were raised by newer staff members utilising a function within the CES that has not yet been implemented by City of Marion. This function automatically records enquiries without providing an option to include details and is captured in the reporting process. Work is currently being undertaken to remove these types of requests from general reports into their own separate report.</p>	<ul style="list-style-type: none"> Ensure that location is entered in the address field rather than description Advise newer staff members to not utilise the general enquiries function until it has been explored further and implemented across City of Marion
5. Edwardstown (80 CERs)	Considerable amount of trees in this suburb (roots may aggravate the quality of roads/kerbs)	Figures provided by Open Space team demonstrate that Edwardstown has the second highest number of trees recorded (2,003*)	<ul style="list-style-type: none"> None identified
Additional finding – water pooling requests	It was identified during this process that requests for water pooling on roads are being placed under the storm water category	Not applicable	<ul style="list-style-type: none"> Request Customer Service rename the category to reflect water pooling on roads rather than under storm water

*A total of 28,896 trees were counted within the City of Marion between 2013 and 2015, as there are 1,088 trees on main roads that are not linked to a particular suburb these figures could in reality be higher

5. RESULTS

5.1 Total CERs raised (combined)

‘Table 1’ and ‘chart 1’ displays the total CERs raised per financial year. ‘Figure 1’ displays the percentage reduction of CERs between each financial year including an overall average for all categories.

Table 1: Total CERs raised per financial year

	2013/14	2014/15	2015/16	2016/17*	Grand total
CERs raised per financial year	412	354	344	317	1,427

The 2013/14 financial year has the highest CERs raised and accounts for 29% of the CERs raised overall.

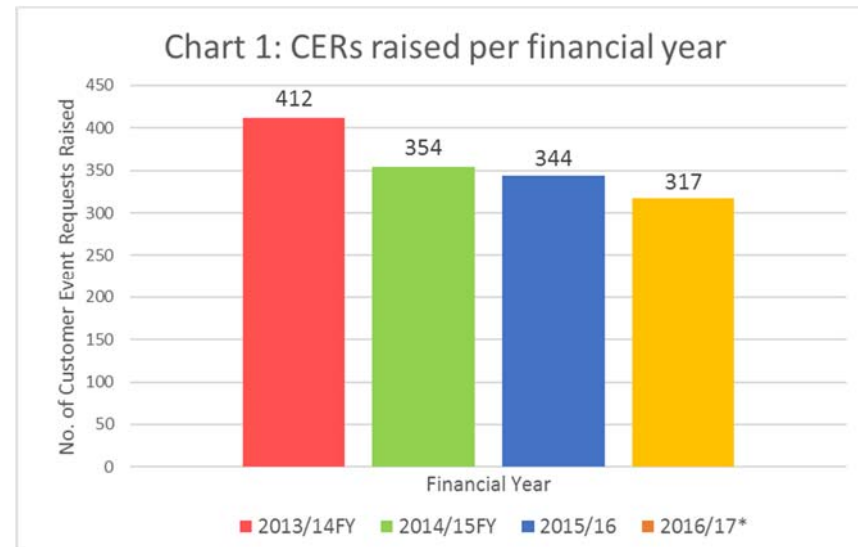
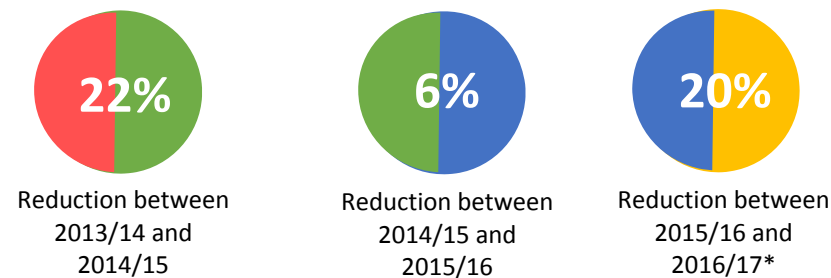


Figure 1: Percentage reduction of CERs between each financial year



* 2016/17 as at 30/4/17

Appendix 6

Customer Event Request Analysis

5.1.1 CERs raised by category

'Table 2' and 'charts 2 and 3' displays the CERs raised per financial year by category.

Table 2: Total CERs raised by category per financial year

Category	2013/14	2014/15	2015/16	2016/17*	Total per category
Roads	279	222	219	213	936
Kerbs	132	130	124	103	491
Total per financial year	412	354	344	317	1,427

The 'Roads' category has the greatest CERs raised each financial year and accounts for 66% of the overall categories.

Chart 2: Total CERs by category (%)
(all FY combined)

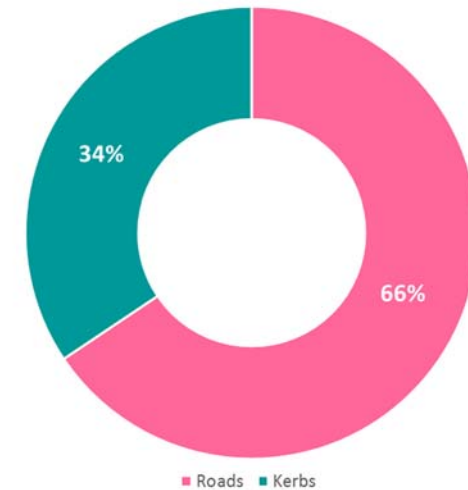
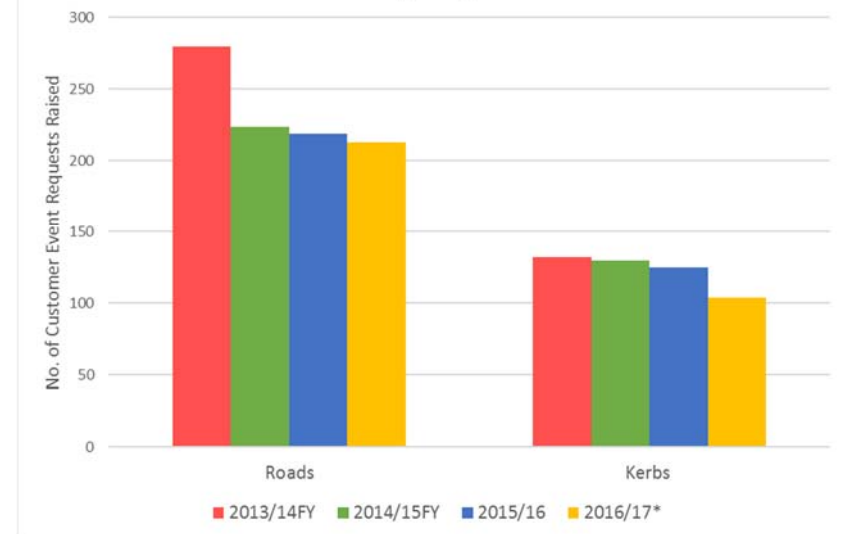


Chart 3: Total CERs by category (#)
(per FY)



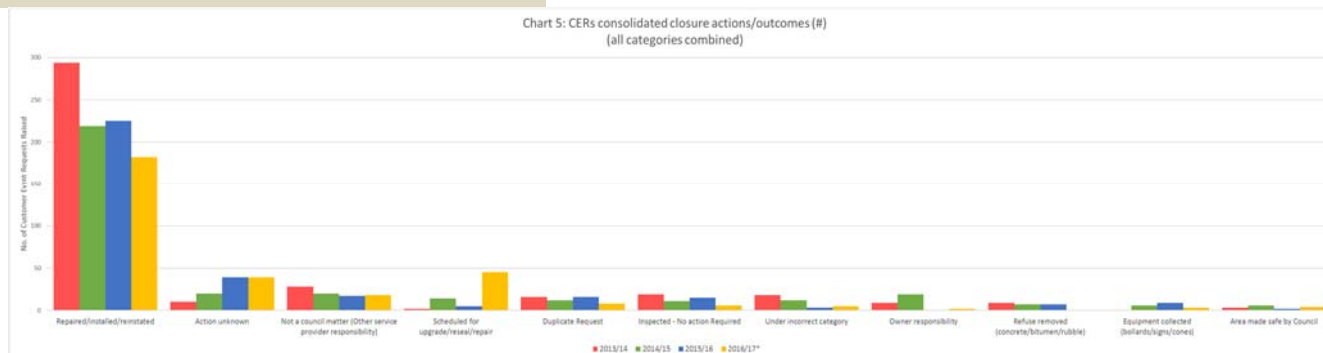
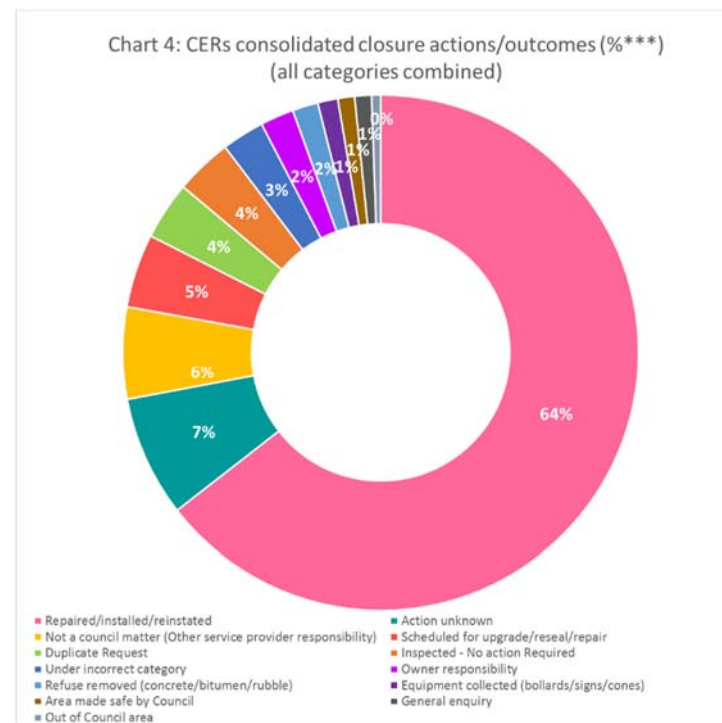
* 2016/17 as at 30/4/17

5.1.2 CERs raised with consolidated closure actions/outcomes

The closure actions/outcomes of each CER were reviewed and consolidated into common terms. 'Table 3' and 'charts 4 and 5' displays the CER consolidated closure actions/outcomes detail of CERs raised per financial year for both 'Roads' and 'Kerbs' combined.

Table 3: CERs - consolidated closure actions/outcomes by category (all categories combined)

Consolidated closure action/outcome term	2013/14	2014/15	2015/16	2016/17*	TOTAL CERs by Outcome
Repaired/installed/reinstated	294	219	225	182	920
Action unknown	10	20	39	39	108
Not a Council matter (other service provider** responsibility)	28	20	17	18	83
Scheduled for upgrade/reseal/repair	2	14	5	45	66
Duplicate Request	16	12	16	8	52
Inspected - No action Required	19	11	15	6	51
Under incorrect category	18	12	3	5	38
Owner responsibility	9	19	0	2	30
Refuse removed (concrete/bitumen/rubble)	9	7	7	0	23
Equipment collected (bollards/signs/cones)	0	6	9	3	18
Area made safe by Council	3	6	2	4	15
General enquiry	2	6	3	4	15
Out of Council area	2	2	3	1	8
Total per financial year	412	354	344	317	1,427



* 2016/17 as at 30/4/17

** Other service providers include; SA Water, Department of Planning, Transport and Infrastructure (DPTI), APA Group (gas services)

*** Percentage based on total CERs raised for all categories

Appendix 6

Customer Event Request Analysis

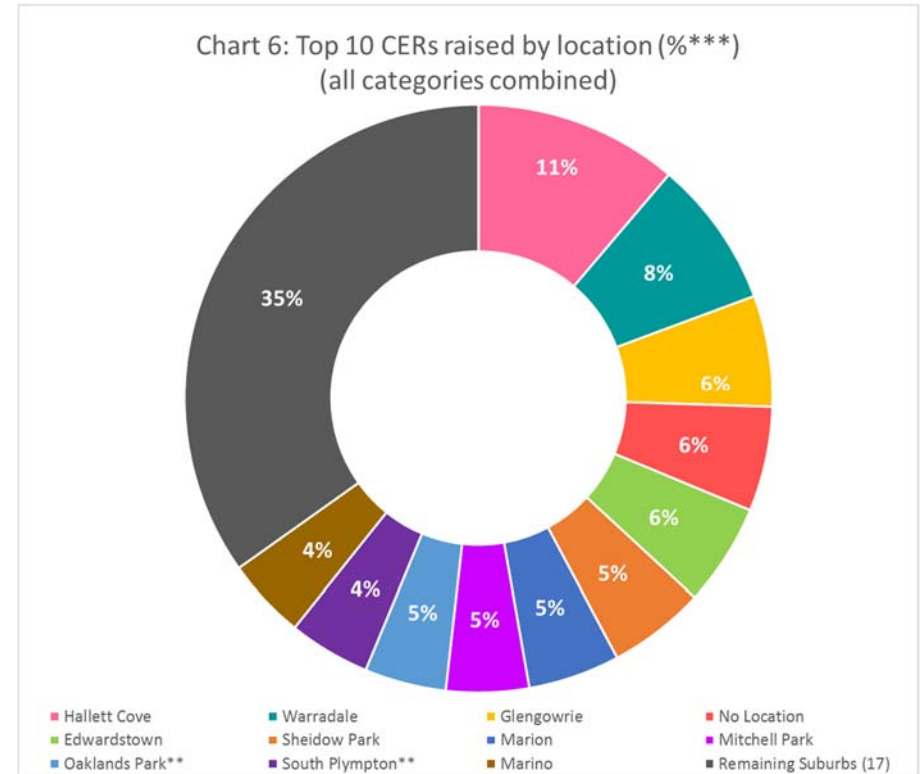


5.1.3 'Top 10' CERs raised by location

'Table 4' and 'charts 6 and 7' displays the 'Top 10' CERs raised per financial year by location for both 'Roads' and 'Kerbs' combined.

Table 4: Top 10 CERs raised by location per financial year (all categories combined)

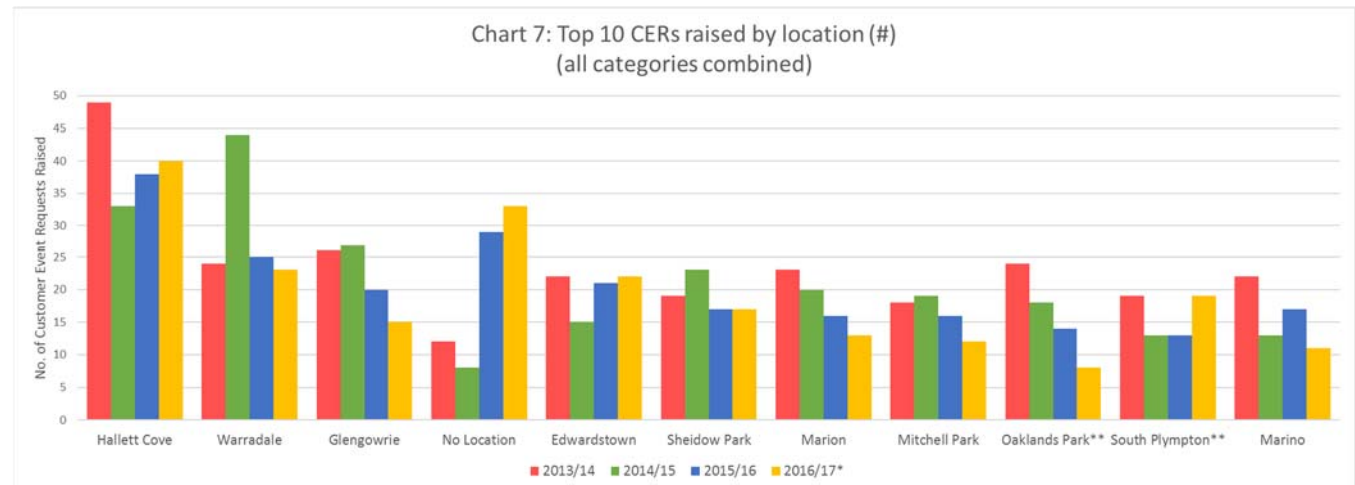
Location	2013/14	2014/15	2015/16	2016/17*	TOTAL CERs by Location
Hallett Cove	49	33	38	40	160
Warradale	24	44	25	23	116
Glengowrie	26	27	20	15	88
No Location	12	8	29	33	82
Edwardstown	22	15	21	22	80
Sheidow Park	19	23	17	17	76
Marion	23	20	16	13	72
Mitchell Park	18	19	16	12	65
Oaklands Park**	24	18	14	8	64
South Plympton**	19	13	13	19	64
Marino	22	13	17	11	63



Of the CERs raised overall 11% were for within Hallett Cove followed by Warradale (8%) and Glengowrie (6%).

Requests for Hallett Cove, Warradale and Glengowrie have fluctuated each financial year.

Of the CERs raised 6% had no location listed.



* 2016/17 as at 30/4/17

** Oaklands Park and South Plympton were equal ninth for top CERs raised by location (all categories combined)

*** Percentage based on total CERs raised for all categories

Appendix 6

Customer Event Request Analysis



5.2 CERs raised by category (individual)

5.2.1 Kerbs

Within the Customer Event System, the category ‘Kerbs’ has three individual categories for selection this includes: general enquiry/inspection required, repairs required and kerb ramp – new/modification.

‘Table 5’ and ‘charts 8 and 9’ displays the CERs raised per financial year by each category for ‘Kerbs’. ‘Figure 2’ displays the percentage reduction of CERs between each financial year for all ‘Kerb’ categories combined.

Table 5: CERs raised by category – Kerbs

Category	2013/14	2014/15	2015/16	2016/17*	TOTAL CERs by Category
Kerbs - General Enquiries/Inspection Required	84	79	86	70	319
Kerbs - Repairs Required	43	39	36	19	137
Kerbs - Kerb Ramp - New/Modification	5	12	3	15	35
Total per financial year	132	130	125	104	491

The category ‘general enquiries/inspection required’ in relation to kerbs, has the greatest CERs raised each financial year and accounts for 65% of the overall ‘Kerbs’ category, this is over double of the next category ‘repairs required’.

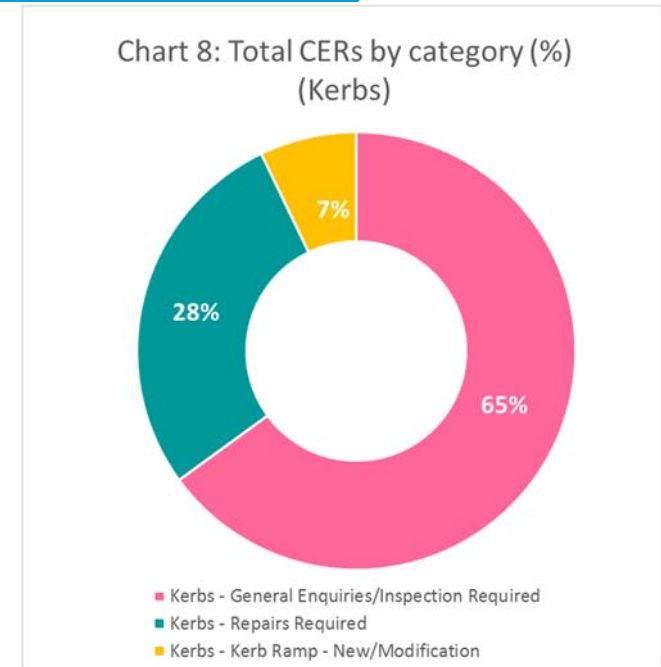
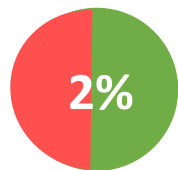
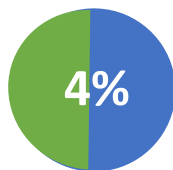


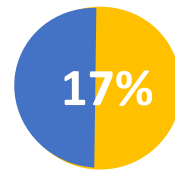
Figure 2: Overall percentage reduction of CERs between each financial year - Kerbs



Reduction between 2013/14 and 2014/15

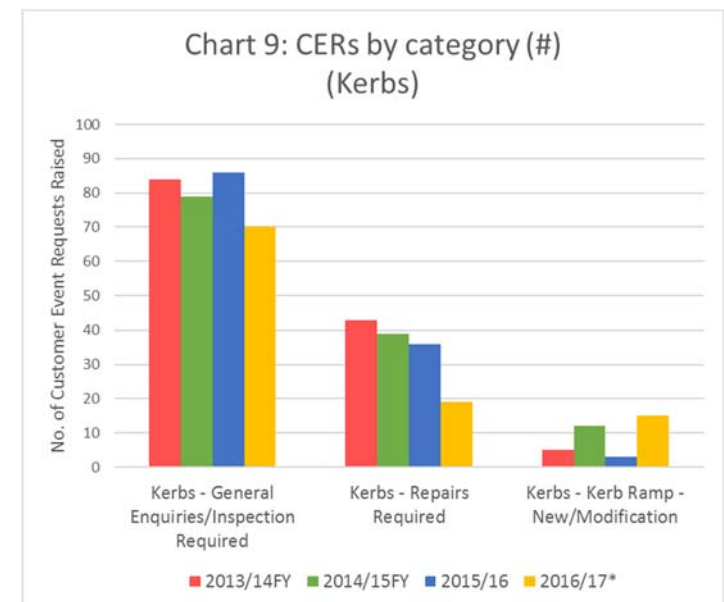


Reduction between 2014/15 and 2015/16



Reduction between 2015/16 and 2016/17*

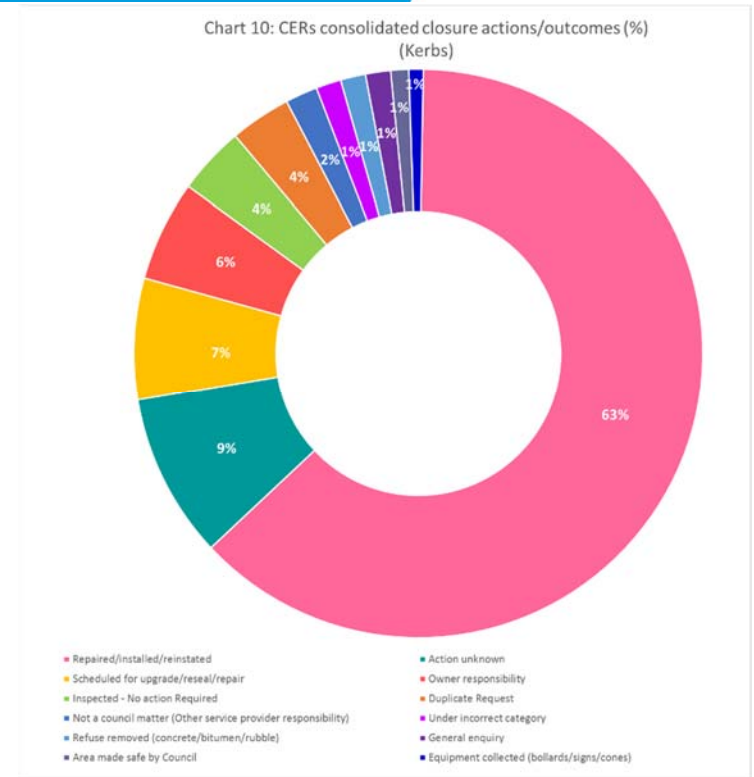
* 2016/17 as at 30/4/17



The closure actions/outcomes of each CER were reviewed and consolidated into common terms. 'Table 6' and 'charts 10 and 11' displays the CER consolidated closure actions/outcomes detail of CERs raised per financial year for the category 'Kerbs'.

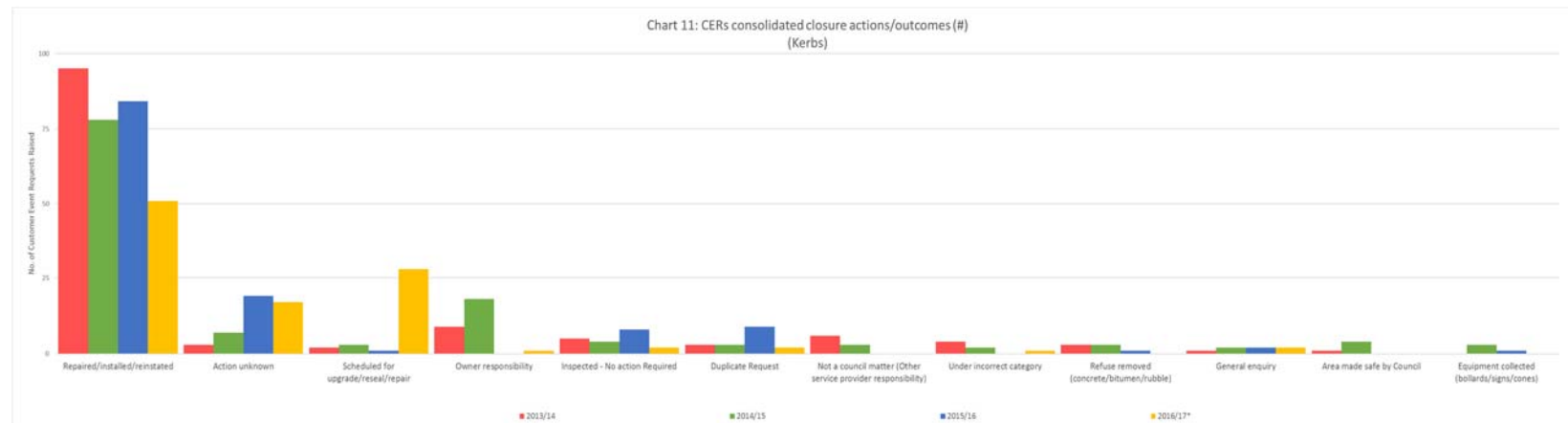
Table 6: CERs - consolidated closure actions/outcomes by category – Kerbs

Consolidated closure action/outcome term	2013/14	2014/15	2015/16	2016/17*	TOTAL CERs by Outcome
Repaired/installed/reinstated	95	78	84	51	308
Action unknown	3	7	19	17	46
Scheduled for upgrade/reseal/repair	2	3	1	28	34
Owner responsibility	9	18	-	1	28
Inspected - no action Required	5	4	8	2	19
Duplicate request	3	3	9	2	17
Not a Council matter (other service provider** responsibility)	6	3	-	-	9
Under incorrect category	4	2	-	1	7
Refuse removed (concrete/bitumen/rubble)	3	3	1	-	7
General enquiry	1	2	2	2	7
Area made safe by Council	1	4	-	-	5
Equipment collected (bollards/signs/cones)	-	3	1	-	4
Total per financial year	132	130	125	104	491



Of the CERs raised for the category 'Kerbs', 70% were either repaired or scheduled for repair. The action was unknown for 9% of the CERs raised, due to the closure details being unclear.

Of the CERs raised 8% were not the responsibility of Council (owner responsibility and other service provider** responsibility).



* 2016/17 as at 30/4/17

**Other service providers include; SA Water, Department of Planning, Transport and Infrastructure (DPTI), APA Group (gas services)

Appendix 6

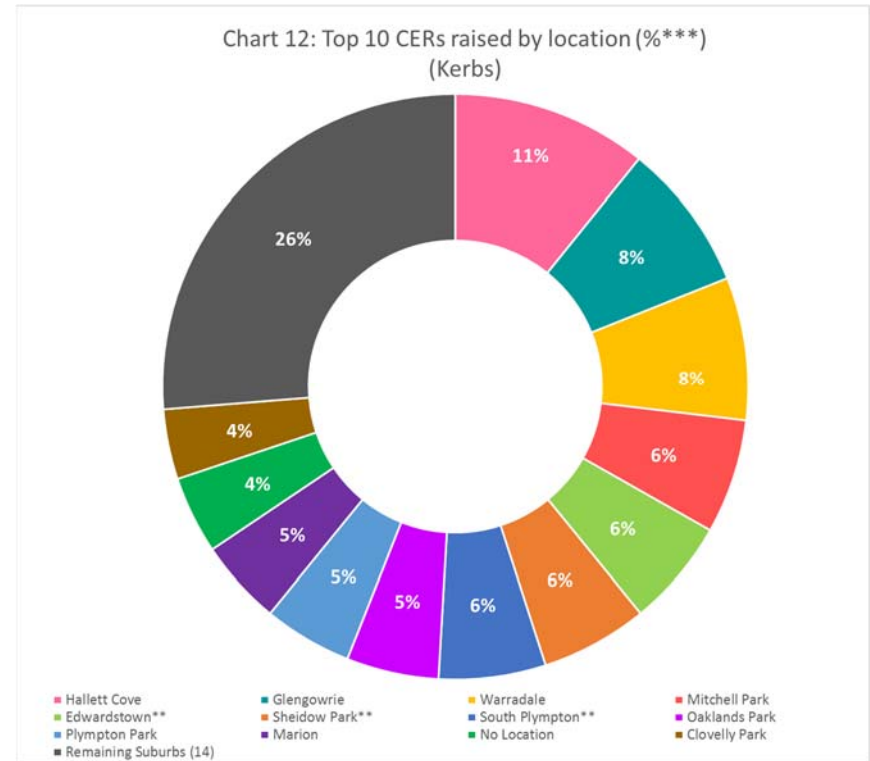
Customer Event Request Analysis



'Table 7' and 'charts 12 and 13' displays the 'top 10' locations of CERs raised per financial year by the category 'Kerbs'.

Table 7: Top 10 CERs raised by location (kerbs)

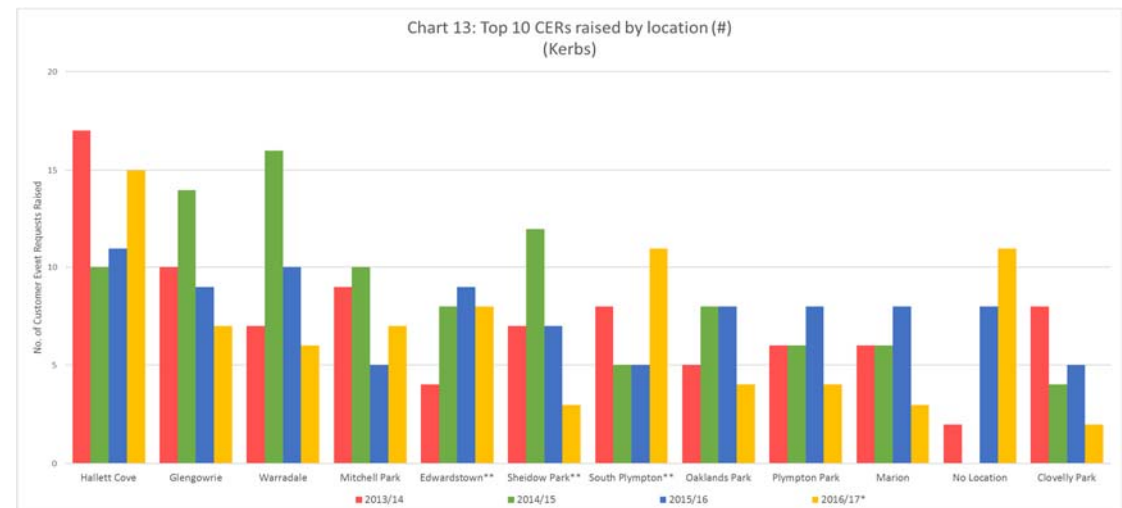
Location	2013/14	2014/15	2015/16	2016/17*	TOTAL CERs by Location
Hallett Cove	17	10	11	15	53
Glengowrie	10	14	9	7	40
Warradale	7	16	10	6	39
Mitchell Park	9	10	5	7	31
Edwardstown**	4	8	9	8	29
Sheidow Park**	7	12	7	3	29
South Plympton**	8	5	5	11	29
Oaklands Park	5	8	8	4	25
Plympton Park	6	6	8	4	24
Marion	6	6	8	3	23
No Location	2	-	8	11	21
Clovelly Park	8	4	5	2	19



Of the total CERs raised for the category 'Kerbs' 11% were for within Hallett Cove followed by Glengowrie and Warradale (both 8%).

Requests for the Hallett Cove area have increased each financial year from 2014/15, however have decreased each financial year (from 2014/15) for Glengowrie and Warradale.

Of the CERs raised 6% had no location listed.



* 2016/17 as at 30/4/17

** Edwardstown, Sheidow Park and South Plympton all were equal fifth for top CERs raised by location (kerbs)

*** Percentage based on total CERs raised for the category 'Kerbs'

Appendix 6

Customer Event Request Analysis

5.2.2 Roads

Within the Customer Event System, the category ‘Roads’ has only one individual category for selection ‘roads, maintenance – repairs required’.

‘Table 8’ and ‘chart 14’ displays the CERs raised per financial year by the category ‘Roads’. ‘Figure 3’ displays the percentage reduction of CERs between each financial year for the category ‘Roads’.

Table 8: CERs raised by category - Roads

Category	2013/14	2014/15	2015/16	2016/17*	TOTAL CERs by Category
Roads, Maintenance – Repairs Required	280	224	219	213	936

The category ‘roads’ has seen a decrease in CERs raised each financial year from 2013/14.

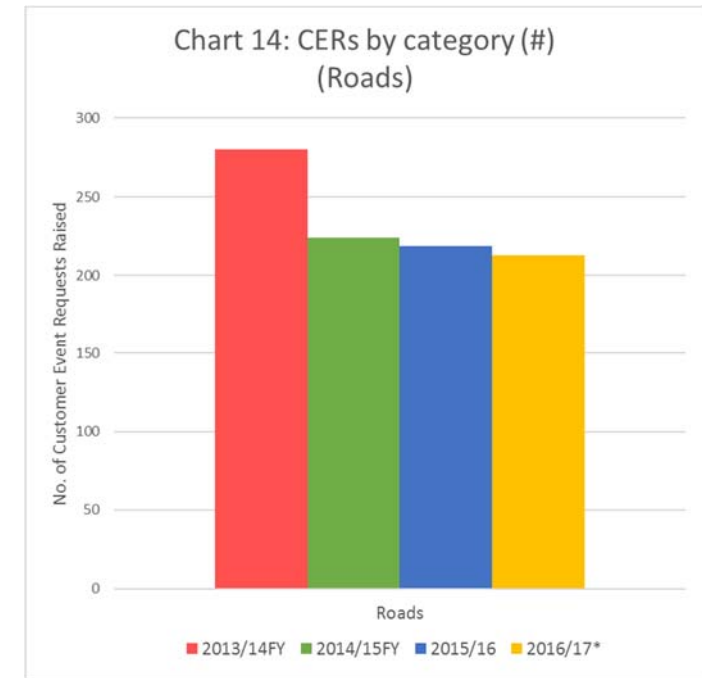
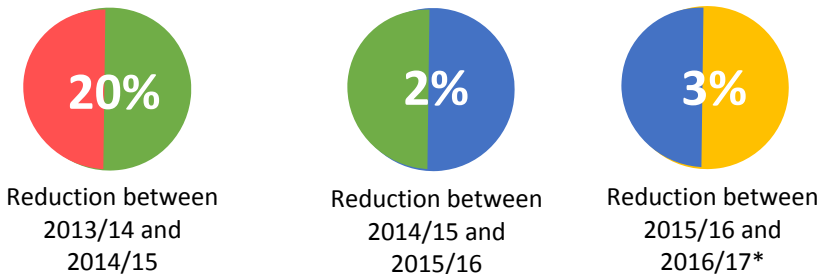


Figure 3: Overall percentage reduction of CERs between each financial year - Roads

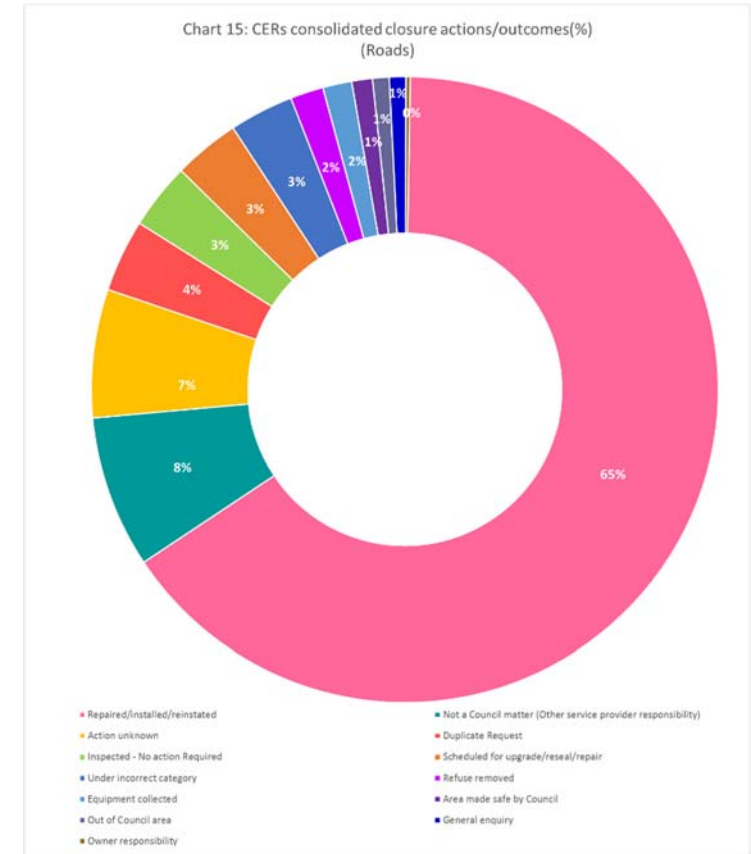


* 2016/17 as at 30/4/17

The closure actions/outcomes of each CER were reviewed and consolidated into common terms. 'Table 9' and 'charts 15 and 16' displays the CER consolidated closure actions/outcomes detail of CERs raised per financial year for the category 'Roads'.

Table 9: CERs - consolidated closure actions/outcomes by category - Roads

Consolidated closure action/outcome term	2013/14	2014/15	2015/16	2016/17*	TOTAL CERs by Outcome
Repaired/installed/reinstated	199	141	141	131	612
Not a Council matter (other service provider** responsibility)	22	17	17	18	74
Action unknown	7	13	20	22	62
Duplicate Request	13	9	7	6	35
Inspected - No action Required	14	7	7	4	32
Scheduled for upgrade/reseal/repair	-	11	4	17	32
Under incorrect category	14	10	3	4	31
Refuse removed (concrete/bitumen/rubble)	6	4	6	-	16
Equipment collected (bollards/signs/cones)	-	3	8	3	14
Area made safe by Council	2	2	2	4	10
Out of Council area	2	2	3	1	8
General enquiry	1	4	1	2	8
Owner responsibility	-	1	-	1	2
Total per financial year	280	224	219	213	936

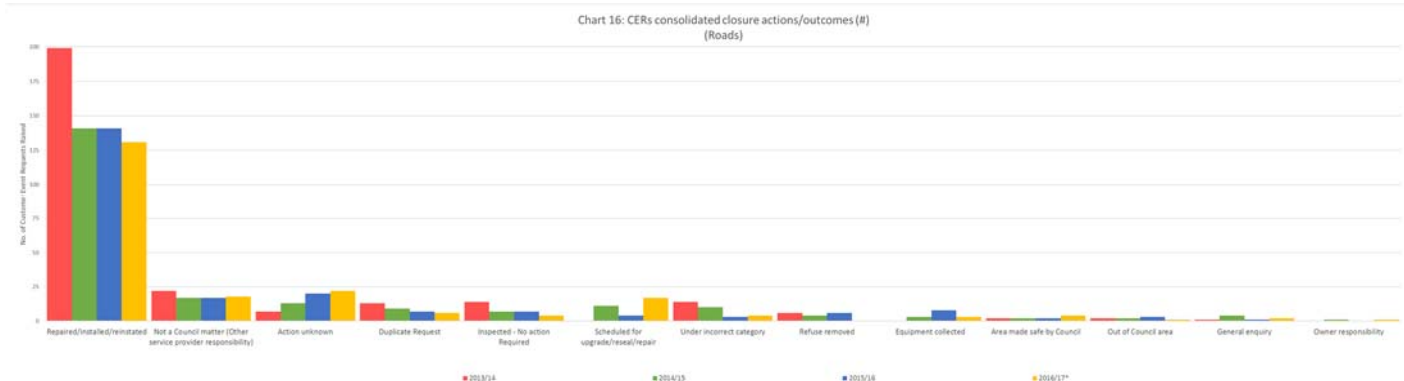


Of the CERs raised for the category 'Roads', 68% were either repaired or scheduled for repair. The action was unknown for 7% of the CERs raised, due to the closure details being unclear.

Of the CERs raised 9% were not the responsibility of Council (out of Council area, owner responsibility and other service provider** responsibility).

* 2016/17 as at 30/4/17

**Other service providers include; SA Water, Department of Planning, Transport and Infrastructure (DPTI), APA Group (gas services)



Appendix 6

Customer Event Request Analysis

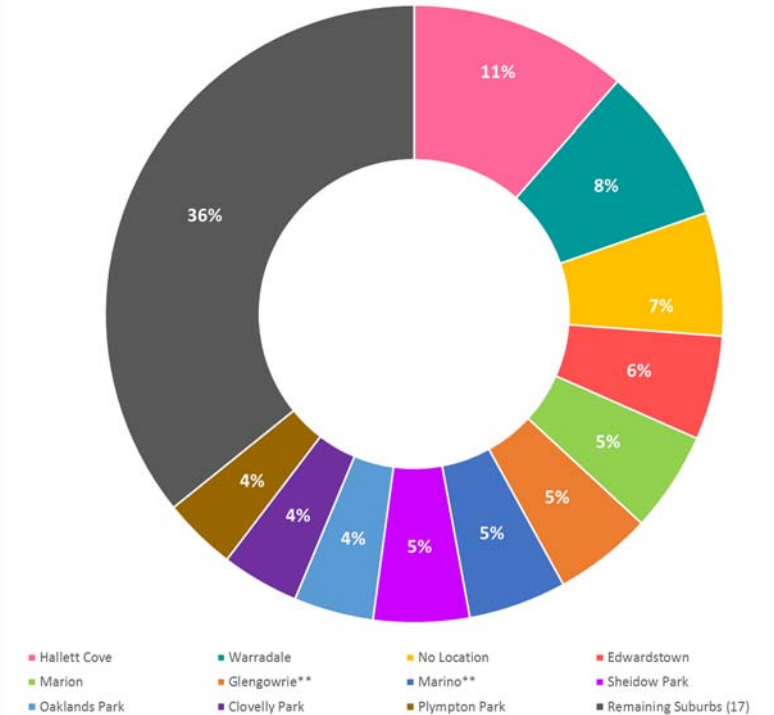


'Table 10' and 'charts 17 and 18' displays the 'top 10' locations of CERs raised per financial year by the category 'Roads'.

Table 10: Top 10 CERs raised by location (roads)

Location	2013/14	2014/15	2015/16	2016/17*	TOTAL CERs by Location
Hallett Cove	32	23	27	25	107
Warradale	17	28	15	17	77
No Location	10	8	21	22	61
Edwardstown	18	7	12	14	51
Marion	17	14	8	10	49
Glengowrie**	16	13	11	8	48
Marino**	17	11	12	8	48
Sheidow Park	12	11	10	14	47
Oaklands Park	19	10	6	4	39
Clovelly Park	21	5	4	8	38
Plympton Park	11	8	10	7	36

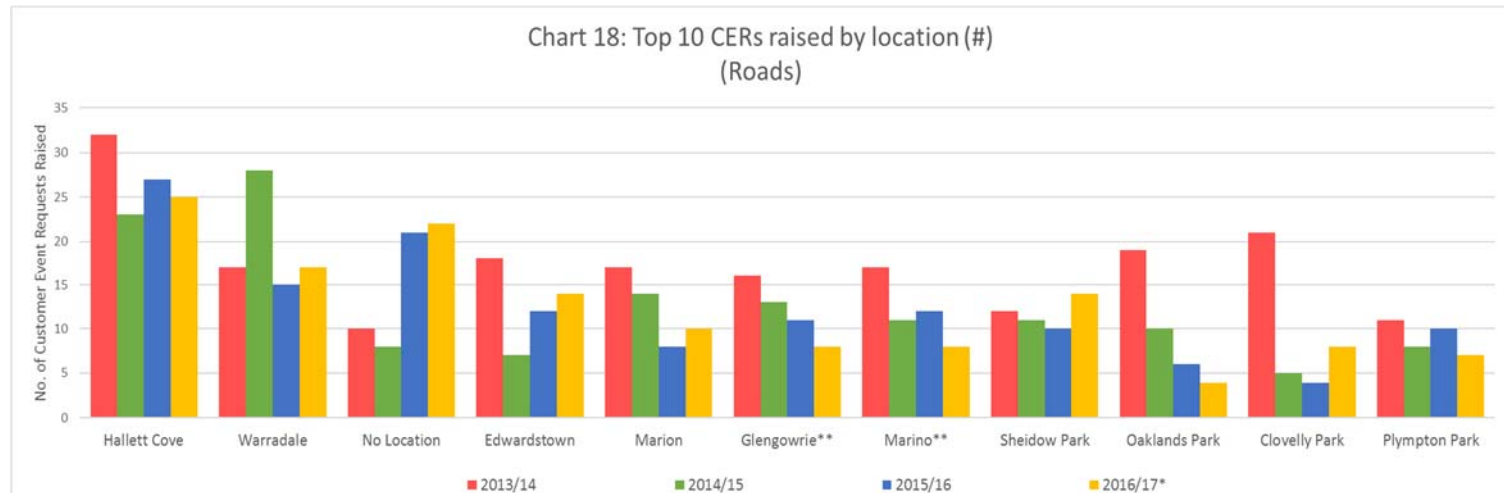
Chart 17: Top 10 CERs raised by location (%*)
(Roads)**



Of the total CERs raised for the category 'Roads', 11% were for within Hallett Cove followed by Warradale (8%) and No Location (7%).

Requests for both Hallett Cove and Warradale have fluctuated each financial year, with those listed with no location increasing from the 2014/15 financial year.

**Chart 18: Top 10 CERs raised by location (#)
(Roads)**



* 2016/17 as at 30/4/17

** Glengowrie and Marino were equal sixth for top CERs raised by location (roads)

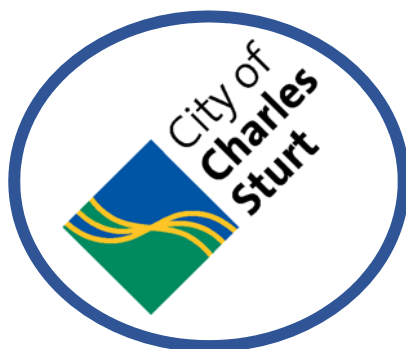
*** Percentage based on total CERs raised for the category 'Roads'



LOCAL GOVERNMENT

ROADS PROGRAM BENCHMARKING SURVEY RESULTS 2017

Councils surveyed





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1 INTRODUCTION

An identified deliverable of the Service Review for 'Roads' was to undertake benchmarking analysis with other Councils to:

- Understand how other Councils provide a similar service (information sharing)
- Compare (where possible) our performance and processes (identifying best practice)
- Identify gaps in our own processes and seek opportunities to improve our current service

2 METHODOLOGY

The service review team compiled a series of questions in relation to maintaining road networks including:

- Budget allocation
- Road network
- Programming
- Resource sharing
- Improvement opportunities

These questions were utilised as a basis for a survey, which was completed by the following Councils:

- City of Marion
- City of Port Adelaide Enfield
- City of Tea Tree Gully
- City of Charles Sturt
- City of Holdfast Bay

Five additional Councils were approached to partake in the benchmarking exercise however, it was difficult to obtain the data required and therefore these Councils were not included.

3 KEY FINDINGS (OVERALL)

Note: Averages are based on three financial years (2013/14 through to 2015/16)



The average budget for Capital Works and Maintenance combined of all Councils is \$9m per FY
City of Marion is below the norm with an average budget of \$4.9m per FY

The average capital works budget per kilometre of available networks of all Councils is just over \$10,000 per FY
City of Marion is in line with the norm with an average budget per kilometre of just under \$10,000 per FY



City of Marion has the fourth longest road network
(480 kilometers)



The average length of re-seal/re-construction undertaken on road networks of all Councils is 15 kilometers per FY
City of Marion is above the norm with an average of 22 kilometers per FY and undertook the greatest length overall with 65 kilometers over three years

All Councils identify the condition of their road network using both automated (software) and manual (site inspections) practices



Each Council rate the overall quality of their road network as good
(scale included: excellent, good, poor, very poor)



4 out of **5** Councils
(including City of Marion)
undertake a condition assessment program plus a site assessment to develop their roadworks program



2 out of **5** Councils
(excluding City of Marion)
undertake a staff assessment of roads to establish a database and to develop their roadworks program

3 out of **5** Councils
(including City of Marion)
are willing to share resources with other Councils



Our roads program would be better if...

We did more work on our kerb and water table, to provide a better road re-seal outcome

We got more funds

Improved management systems
Greater level of funding

Additional resources to undertake detailed condition assessments
Improved understanding of community's service level expectations

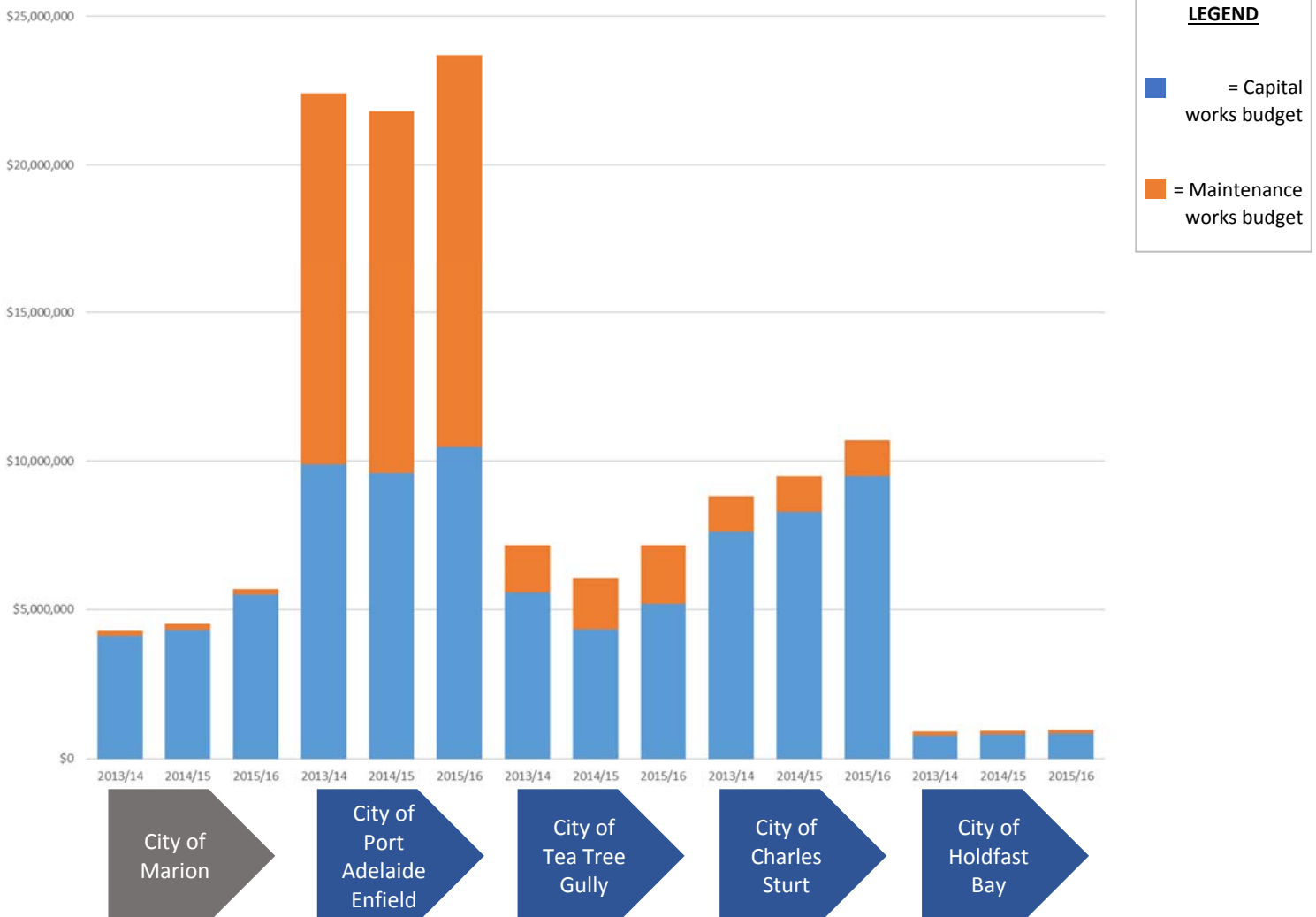
4 BUDGET ALLOCATION

4.1 TOTAL ROADS BUDGET ALLOCATION

Table 4.1: Total roads budget allocation per financial year (excluding depreciation) (free text)

Council	Capital Works			Maintenance Works			Total			
	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16	3 Year Average
City of Marion	4,100	4,300	5,500	180	213	175	4,280	4,513	5,675	4,822
City of Port Adelaide Enfield	9,900	9,600	10,500	12,500	12,200	13,200	22,400	21,800	23,700	22,633
City of Tea Tree Gully	5,559	4,315	5,187	1,585	1,736	1,949	7,144	6,051	7,136	6,777
City of Charles Sturt	7,600	8,300	9,500	1,205	1,205	1,205	8,805	9,505	10,705	9,672
City of Holdfast Bay	759	798	840	129	137	96	888	935	935	919
Overall average										9,000

Chart 4.1: Total roads budget allocation per financial year

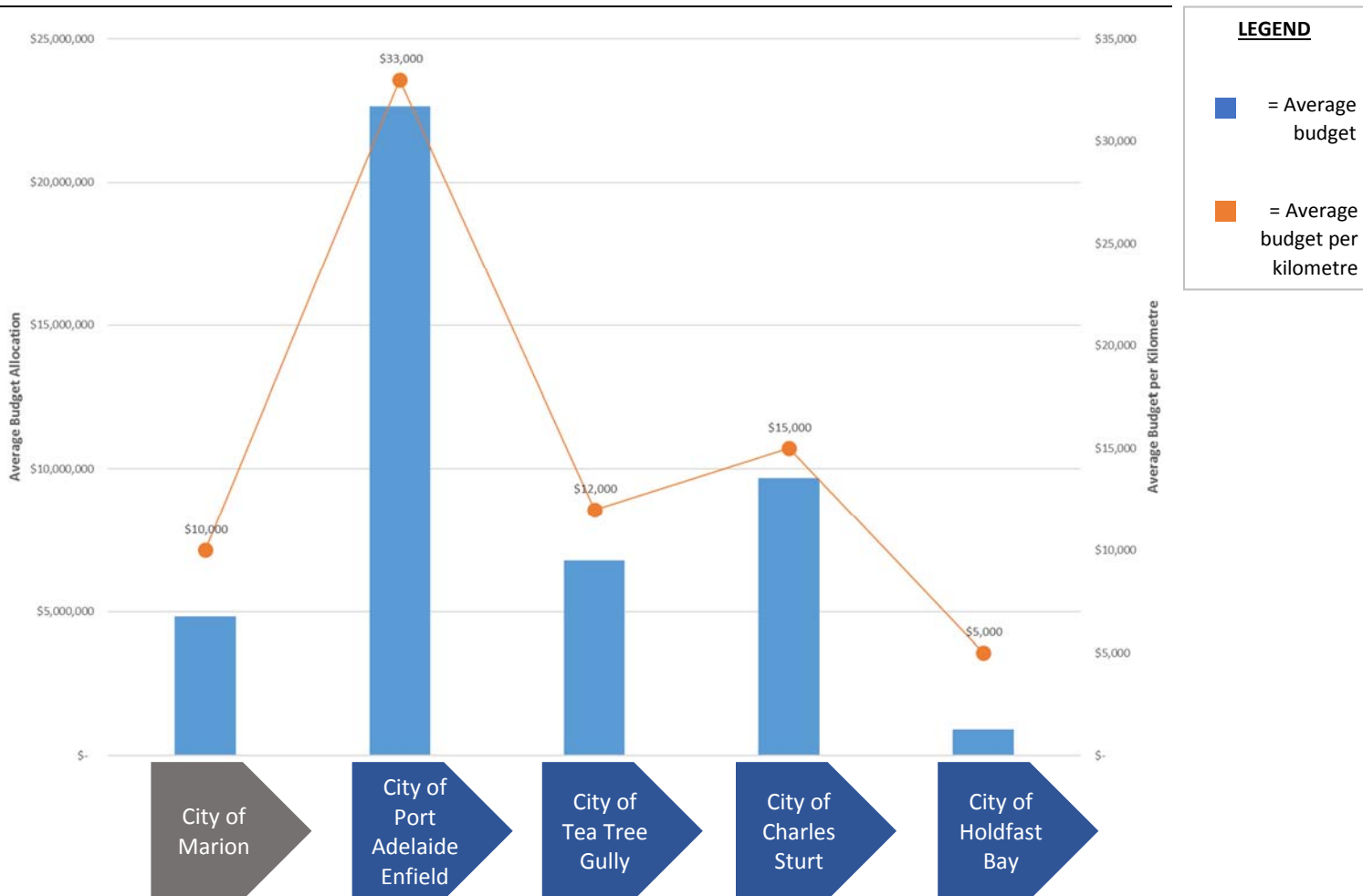


4.2 AVERAGE BUDGET OVER AVAILABLE NETWORK LENGTH

Table 4.2: Average roads budget allocation over available network length (excluding depreciation)

Council	Average budget (\$'000)	Available network length (kilometres)	Average budget per kilometre (\$'000)
City of Marion	4,822	480	10
City of Port Adelaide Enfield	22,633	691	33
City of Tea Tree Gully	6,777	580	12
City of Charles Sturt	9,672	651	15
City of Holdfast Bay	919	173	5
Overall average		515	15

Chart 4.2: Average roads budget allocation with average budget per kilometre

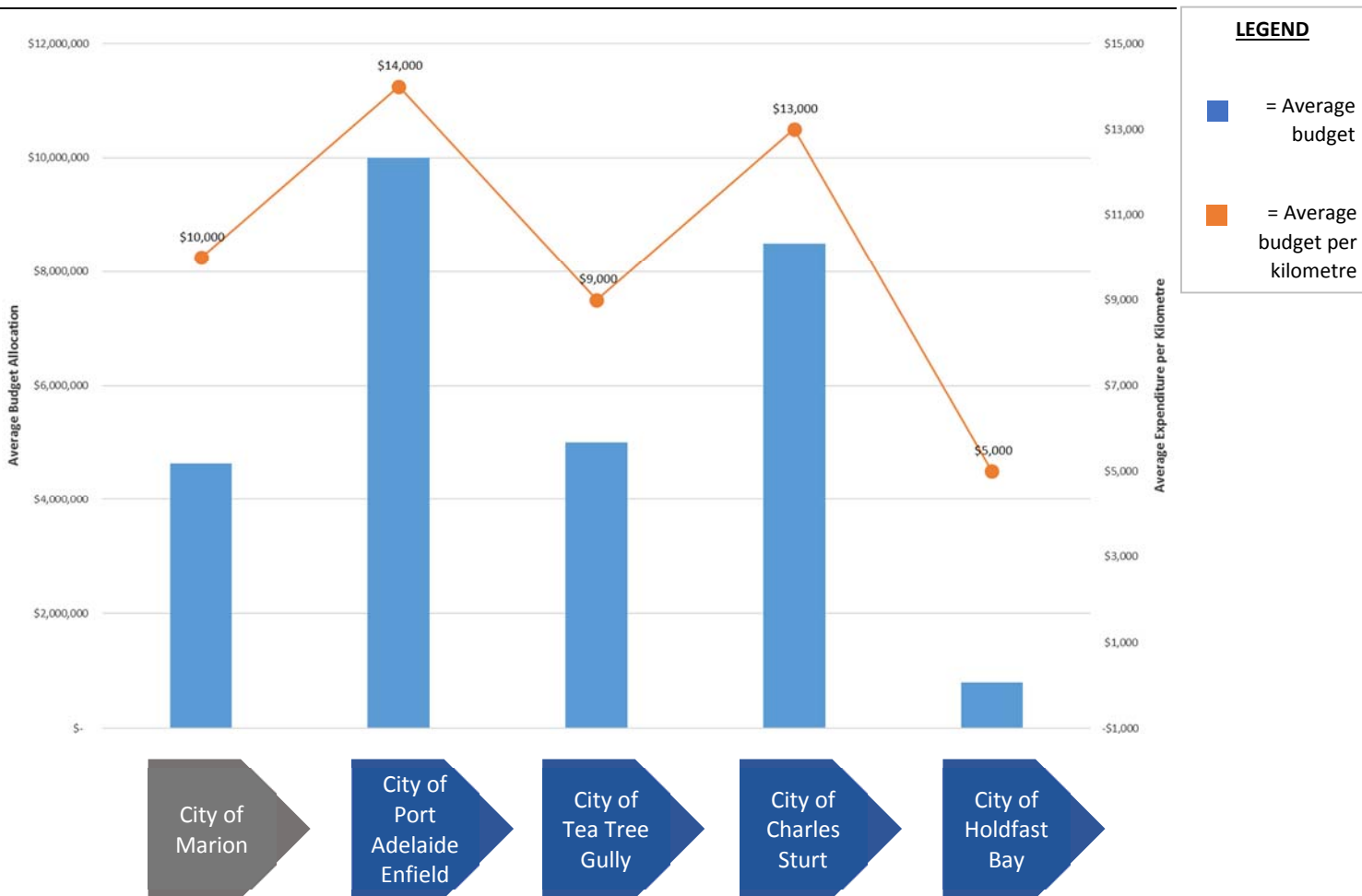


4.3 AVERAGE CAPITAL WORKS BUDGET OVER AVAILABLE NETWORK

Table 4.3: Average roads capital works budget over available network length (excluding depreciation)

Council	Average budget (capital works) (\$'000)	Available network length (kilometres)	Average budget over network per kilometre (\$'000)
City of Marion	4,633	480	10
City of Port Adelaide Enfield	10,000	691	14
City of Tea Tree Gully	5,000	580	9
City of Charles Sturt	8,500	651	13
City of Holdfast Bay	800	173	5
Overall average	5,784	515	10

Chart 4.3: Average roads capital works expenditure over average budget per kilometre



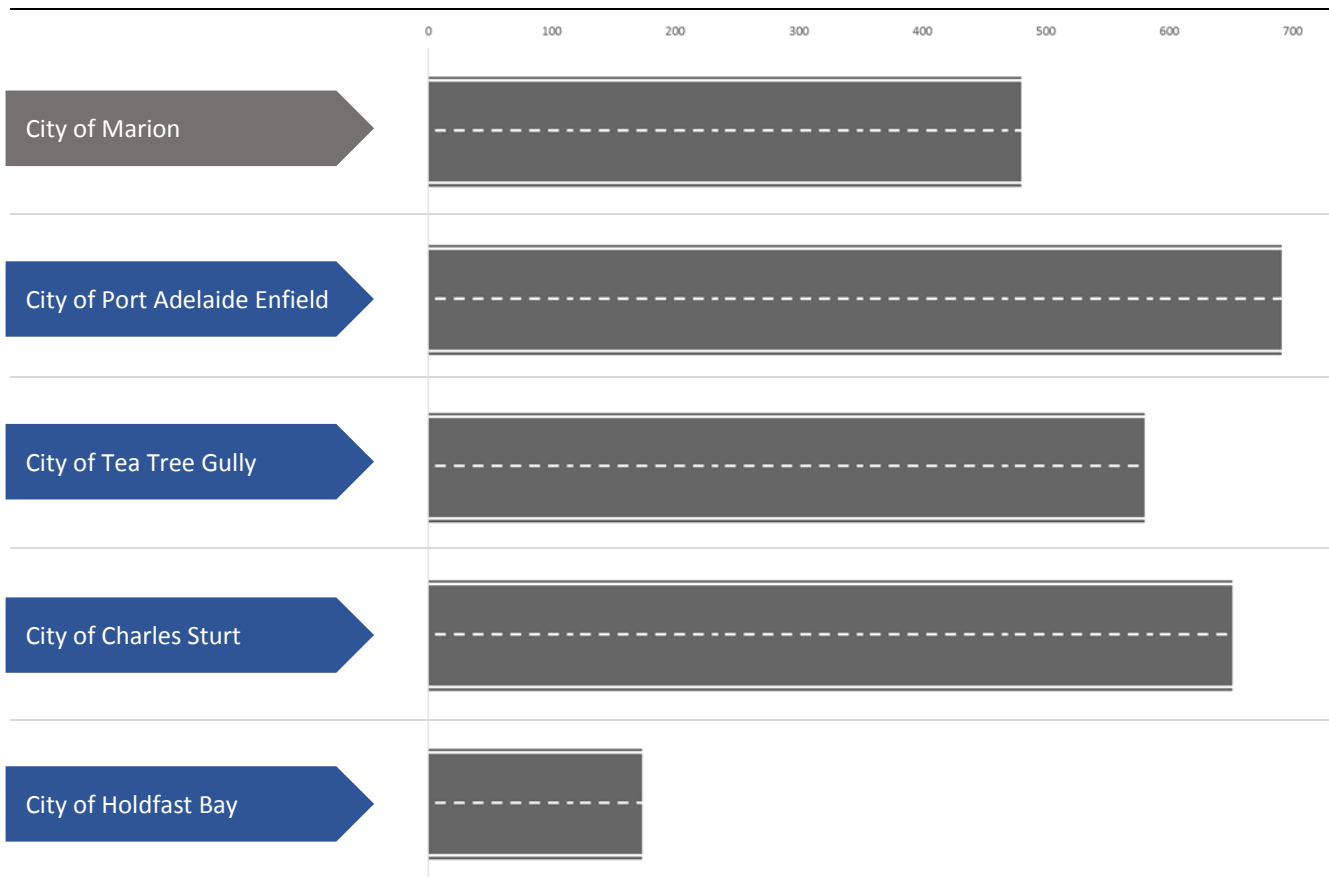
5 ROAD NETWORK

5.1 TOTAL LENGTH OF ROAD NETWORK

Table 5.1: Total length of road network (kilometres) (free text)

Council	Total length of road network (kms)
City of Marion	480
City of Port Adelaide Enfield	691
City of Tea Tree Gully	580
City of Charles Sturt	651
City of Holdfast Bay	173

Chart 5.1: Total length of road network (kilometres)

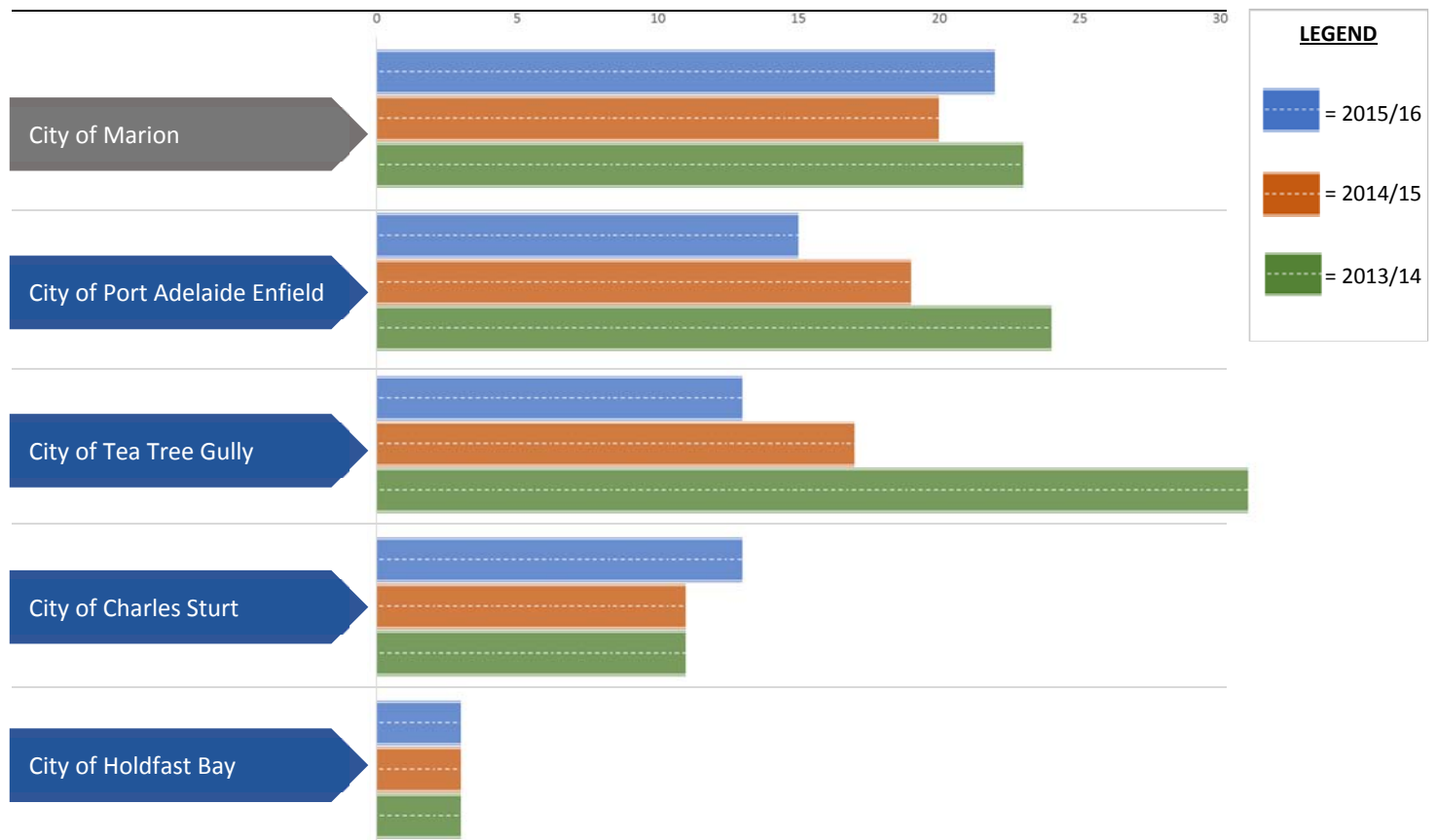


5.2 TOTAL LENGTH OF RE-SEAL/RE-CONSTRUCTION

Table 5.2: Total length of re-seal/re-construction undertaken on road network (kilometres) (free text)













Council	2013/14	2014/15	2015/16
City of Marion	23	20	22
City of Port Adelaide Enfield	24	19	15
City of Tea Tree Gully	31	17	13
City of Charles Sturt	11	11	13
City of Holdfast Bay	3	3	3

Chart 5.2: Total length of re-seal/re-construction undertaken on road network (kilometres)









5.3 IDENTIFICATION OF ROAD NETWORK CONDITION

Table 5.3: How the condition of the road network is identified (multiple choice)

		LEGEND
City of Marion	 	  Automated (software) Manual (site inspection)
City of Port Adelaide Enfield	 	
City of Tea Tree Gully	 	
City of Charles Sturt	 	
City of Holdfast Bay	 	

5.4 QUALITY OF ROAD NETWORK








Table 5.4: Overall quality of road network (multiple choice)

		LEGEND
City of Marion		
City of Port Adelaide Enfield		
City of Tea Tree Gully		
City of Charles Sturt		
City of Holdfast Bay		

6






PROGRAMMING

Table 6.1: Process for developing roadworks program (multiple choice)


LEGEND  Process delivered in this way	The development of the roads program is undertaken by a consultant	Condition assessment program plus a site assessment	Staff assessment of roads to establish a database and develop program	Program based on customer complaints and site assessment
City of Marion				
City of Port Adelaide Enfield				
City of Tea Tree Gully				
City of Charles Sturt				
City of Holdfast Bay				

7 RESOURCE SHARING


Table 7.1: Resources willing to share with other Councils (multiple choice)

City of Marion	
City of Port Adelaide Enfield	 
City of Tea Tree Gully	 
City of Charles Sturt	No resources
City of Holdfast Bay	No resources

LEGEND



Plant and Equipment



Staff

8 IMPROVEMENT OPPORTUNITIES

Table 8.1: Our roads program would be better if... (free text)

City of Marion	We did more work on our kerb and water table, to provide a better road reseal outcome
City of Port Adelaide Enfield	We got more funds
City of Tea Tree Gully	Greater level of funding. Improved understanding of community's service level expectations
City of Charles Sturt	Improved management systems
City of Holdfast Bay	Additional resources to undertake detailed condition assessments