



**Minutes of the Asset and Sustainability Committee
held on Tuesday, 5 April 2022 at 6.30 pm
Via Zoom**

All present attended this meeting via Zoom

PRESENT

His Worship the Mayor Kris Hanna

Councillor Ian Crossland (Chair)

Councillor Bruce Hull

Councillor Tim Gard (from 6:55pm)

Councillor Nathan Prior

In Attendance

Chief Executive Officer – Tony Harrison

Acting General Manager City Services - Mathew Allen

Acting General Manager City Development - Tony Lines

General Manager Corporate Services – Sorana Dimmore

Manager Office of the Chief Executive - Kate McKenzie

Executive Officer to the General Manager City Services - Colleen Madsen

Manager Operations - Russell Troup

Acting Manager Engineering, Assets & Environment – Brendon Lyons

Senior Environmental Planner – Rebecca Neumann

Coordinator Arboriculture - Ian Seccafien

Water Resources Coordinator – Glynn Ricketts

Unit Manager Sport & Recreational Community Facilities – Mark Hubbard

Manager City Property – Thuyen Vi-Alternetti

Guest speaker

Brenton Gear, Green Adelaide

1 Open Meeting

The Chair opened the meeting at 6.30pm

2 Kaurna Acknowledgement

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

3 Elected Member Declaration of Interest (if any)

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

Nil declarations were made.

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Asset and Sustainability Committee Meeting held on 1 February 2022**Report Reference** ASC220405R4.1**Moved Mayor Hanna****Seconded Councillor Prior**

That the minutes of the Asset and Sustainability Committee Meeting held on 1 February 2022 be taken as read and confirmed.

Carried unanimously**5 Business Arising****5.1 Business Arising Statement - Action Items****Report Reference** ASC220405R5.1

The Committee discussed the following:

Since the MCC Plaza discussion at the last meeting the Member for Gibson has changed. Can we get some interface with the local Member re access to open space associated with the aquatic centre.

The CEO advised that he has an appointment with the new Member for Gibson, Sarah Andrews on Monday 11 May 2022.

Moved Councillor Hull**Seconded Councillor Prior**

That the Asset and Sustainability Committee:

1. Notes the business arising statement, meeting schedule and upcoming items.

Carried unanimously**6 Reports for Discussion****6.1 Civil Service Review Update****Report Reference** ASC220405R6.1

Manager Operations, Russell Troup provided an update on the Civil Service Review and stepped through the objectives.

The review is being undertaken on the back of a consultant engagement. There is no meaningful conclusion due to lack of data, and how do we then demonstrate value to the community and Elected Members.

Observations have been a challenge of scale, accountability i.e. decision making and performance, difference between capital and maintenance, reactive v planning and linking back to the Asset Management principle, lower productivity v net cost, capability v service level, maturity of project management, contract management and asset management.

Objectives are to be consistent with an acceptable level of service, value and a high performing team.

We need to look at what does good look like and how do we demonstrate that we are doing a good job.

Assets and services focus on roads etc. rapid response, street sweeping, graffiti, sump cleaning, administration IAU and capital works delivery.

Once everything has been set up we can then track performance – continuous improvement, what is the cause for delays.

Key notable next steps include

Synthesise research findings to develop Service Levels.

Continuation of workshops and development of optimised work processes.

Benchmarking work processes through collaboration.

Commence development of a 'transition plan' to support change.

How to Improve and Optimise

Time and motion study has been undertaken to understand existing processes including productivity.

Explore and benchmark, collaborating with our peers.

Optimise structure by determining the following

What should we deliver.

What can we deliver.

What is best to go external.

What is our optimal internal structure.

Comments and questions from the Committee Members include:

- In discussion with our workforce has there been any talk about the EB obligations and how this will impact the review?
 - A key part has been regular contact with both the union and staff. Any changes must be within the award and EA provisions.
- Post 2023, who is the process management consultant and who do they work for?
 - The management consultant is Adrian Leadbeater, who works for Duck Pond.

Discussion was held on whether our senior staff would have the expertise to undertake this work in lieu of contracting a consultant.

Mr Lines advised that this required a highly specialised set of skills, and in trying to optimize what the outdoor staff do, the investment will repay itself in perpetuity.

CEO responded that there are times when an independent consultant can be beneficial and lead to efficiencies. They are used with caution and the work they do and suggestions made should be critiqued through senior staff. Used with exception at times but can be useful. We use them sparingly and as an aid to improving performance.

- The ability to hold staff is a great challenge and this is one of our biggest areas of operation. It is critical we take the necessary strategic steps to retain staff. What are the main things we are doing i.e. personal development and job aspirations.
 - This is a fundamental focus and the engagement through change management is important. Staff have been used to a way of working a long time. We are undertaking 1:1 discussions with the staff to understand where they want to be in 3-5 years and what the future could look like to them.
 - There has been a positive buzz around the crews. It's giving the staff opportunities to celebrate achievement and develop and build career paths. We also have a process to develop their leadership skills.

Questions were raised on how much the contract cost for the management consultant. The chair advised that this can be taken off-line and the CEO is happy to talk to the Committee Member requesting the information.

To provide further assurance to Members, Mr Troup explained that he has a strong background in project management and business improvement, including a Master's thesis on the topic, so that experience assures that consultant engagements are well scoped and delivered. To deliver a review such as this in a reasonable timeframe, specialist skills from consultants are required.

Moved Mayor Hanna**Seconded Councillor Prior**

That the Asset and Sustainability Committee:

1. Notes the progress report.

Carried unanimously

7 Reports for Noting

Nil

8 Workshop / Presentation Items**8.1 Green City Update****Report Reference**

ASC220405R8.1

The chair welcomed Brenton Grear, Director Green Adelaide who provided an overview of key projects they are delivering on 'Urban greening priorities for metropolitan Adelaide'.

Green Adelaide's Vision – A cooler, greener, wilder and climate resilient Adelaide that celebrates our unique culture.

Green Adelaide has a 5-year plan that they are working towards achieving, and it includes the following:

- Statutory priorities.

- Coastal management.
- Water resources and wetlands.
- Green streets and flourishing parklands.
- Biodiversity sensitive and water sensitive urban design.
- Controlling pest plants and animals.
- Nature education.
- Fauna, flora and ecosystem health in the urban environment.

2020-21 was a transitional year while developing their new 5-year regional landscape plan.

2021-22 (and continuing) they are working on:

- Urban greening strategy - Parliament tasked Green Adelaide with developing a strategy.
- Strategic urban greening commitments have been made in multiple documents.
- 30 Year Plan for Greater Adelaide.
- Adelaide Urban Greening Strategy “Rewilding” urban areas.

Committee Members discussed Green Adelaide's role in urban greening and how we can work together.

- How can we catch up in greening with the rest of the Adelaide area?
 - You can't do it on the public land alone. There are opportunities in the southern area. Code amendments are important and Green Adelaide is working with DIT to improve that.
 - Retaining soft services is excellent.
 - Has to also be incorporated onto private land and Green Adelaide is working on a community and developer education process.
 - WSUD and Water Sensitive SA.
- Town planning of old did not consider urban infill. There is a limited amount of public space to plan. Is there an active stance to correlate with planning?
- Is there a scientific approach being taken to improve greening such as roof top gardens?
 - Green Adelaide's part of the performance framework is quite well regarded and urban planners looking at what you have raised. Green heart of Adelaide includes green walls and green roofs, they cost money and need to be well designed and irrigated.
- The City of Marion is doing largely what we can - there is a lack of reference to designing and planning code. As an independent body, why isn't Green Adelaide hammering the government about the planning and design code?
- It's private land where the biggest problem is.
 - Working with planning to provide guidance with developers.
 - Board will be working on retention of mature urban forest.
 - Agree, private land is the hardest most complex issue and Green Adelaide Board will continue to work on that.
- Funding allocation – when we looked at NRMB a few years ago we found that residents of our city were paying in more than what we were received back in our council area – do you keep statistics on that distribution of funds, are we doing something wrong.
 - It is based around the prioritising in the overarching landscaping plan.
 - The Board has a regional landscape plan and over a year won't spend the money in the council they are getting it from, it will depend on what grants are being given etc. they keep a track of what they collect and how much they give back.

Action: Mayor asked for the data to be forwarded.

- Field river – has there been a transfer of land to the state and has a deal been done?
 - Longfield land will become crown land – out of private into public. The management of the land is still to be determined.
- Support for the tree management framework was made. Collaboration needs to occur as there is a conflict with services and waste collection, garbage trucks are taking the tops of off trees and we will never have a true canopy.
 - Brenton Grear advised that streetscapes have so many complexities. He does not have an answer at the moment but in terms of research the whole competitive space in streetscape needs work.
- We have a dry climate and it requires adding water – commended our staff with water sensitive urban designs such as Sturt and Diagonal Roads.
- Will there be a change with the new Minister?
 - Change is community wide, with a sense over the last decade there has been a change in sentiment and importance of a liveable city .
- Sheidow land – is there an opportunity for the City of Marion be a stakeholder?
 - Absolutely, and staff are already involved in Field River catchment and will be asked how we would like to make the space better over the next 20 years.
- There are a lot of really successful projects being done elsewhere, do those get provided to council staff to give them ideas of what has been funded and how successful they have been?
 - This is done via social media and there is a performance framework dashboard where the public can see what is being achieved.
 - Grassroots grants are given feedback on successful and unsuccessful grants and invited to undertake training to improve the quality of applications.
- Could Green Adelaide be proactive and say to councils ‘this is a good project and it would be favourable for councils to do it’?
 - Guidelines are changing and improving .
- Cross border projects – could Green Adelaide be a project lead, come up with the idea and plan then come to council and include adjoining councils?
 - Method could work. We need to do better with Mayors, CEOs and the Board to work together to extract those sorts of ideas. Open to suggestions to work with leadership to work with the Board.
- How can we get to a stage where ideas can be shared with Council?
 - More opportunities for this will arise.
- What is Green Adelaide’s view of the City of Marion’s strategy to 100% focus on hot spots (heat map) when giving priority to tree planting whereby some suburbs still plant in the cooler spots bereft of trees. Are we out of balance with our view?
 - Green Adelaide does not just look at heat but the social and biodiversity benefit.

The chair thanked Mr Grear for his presentation.

Urban greening priorities for the City of Marion

Rebecca Neumann, Senior Environmental Planner provided an overview of urban greening trends and projects at the Council level – in particular:

- City of Marion’s Tree Canopy changes over 20 years in Seacombe Gardens.

- Significant and regulated tree removals 2015-2020
- Change detection

Priorities

- Improved data and metrics.
- Increase greening services in streetscapes and reserves.
- Reduce losses of private green space.
- Green Adelaide Partnerships.

Sturt River Biodiversity Sensitive Urban Design (BSUD) will come to Council later this year.

There has been considerable in-kind support received from Green Adelaide.

Questions were taken following the next presentation on tree management priorities.

Tree management priorities for City of Marion

Ian Seccafien, Coordinator Arboriculture provided an update on tree management including:
New trends in tree management– what we need to do differently in the future.

The Tree Management Framework commenced in 2018.

There has been a great start to increasing our Tree Population.

Expectations have been greater on the City of Marion to plant trees.

Urban tree asset management – a transition of the Tree Management Framework to a Tree Asset Management Plan.

The Tree Asset Management Plan is currently being drafted - discussion was had on features to be included and timeframes.

A draft on the Plan will be provided to Council later in the year with sign off for endorsement either late 2022 early 2023.

Comments were sought on the timeline and approach for the Tree Asset Management Plan.

- Idea of green strategy, is the conception to have a concise collection of the current policies or is it a new body of work? If embarking on something entirely new I would be lukewarm.
What is the intent?
 - Ms Neumann responded we would be pulling together the existing docs and using new data coming from Green Adelaide to reference measures and targets. It is not a large body of work.
- The values of trees is not something new – what has prevented council from progressing?
 - Mr Seccafien responded: there are a number of methodologies you can use – which ones are the best fit for us? Some elements around legalities and tested in the court system. Needs further clarification and to have a clear understanding of the metrics used.
- \$1.5m planting of trees along the Seaford line only $\frac{1}{4}$ of the trees are left because they were not watered. Are we making sure trees will thrive?

- We recently went to Council to increase the number of water tankers due to the planting numbers. Even with the 2 tankers we will be at maximum capacity. Trees are watered for 3 years. Forestry can analyse the data to better tailor our watering programs.
- Do we have an idea of the mortality rate of trees planted last season?
 - We have only started capturing the mortality over the last 6 months – estimated 5-6% but will have better data of next 12-18 months

Procedural Motion

Moved Mayor Hanna

Seconded Councillor Prior

That the following reports be moved en bloc:

Reports for Discussion

- Civil Service Review Update

Workshop / Presentation Items

- Green City Update

Carried unanimously

Moved Mayor Hanna

Seconded Councillor Prior

That the Asset and Sustainability Committee:

1. Notes the information provided in this report and receives the following presentations:
 - a. Urban greening priorities for metropolitan Adelaide (Brenton Gear, Director Green Adelaide).
 - b. Urban greening priorities for City of Marion (Senior Environmental Planner).
 - c. Tree management priorities for City of Marion (Coordinator Arboriculture).
2. Provides feedback and discussion on Council's future urban greening priorities.

Carried unanimously

Procedural Motion

Moved Councillor Gard

Seconded Mayor Hanna

That the following reports be moved en bloc:

Confidential Items (Cover Reports to move into confidence)

- City of Marion Water Business Update
- Marion Golf Club

Carried Unanimously

9 Confidential Items

9.1 Cover Report - City of Marion Water Business Update

Report Reference ASC220405F9.1

Moved Councillor Gard**Seconded Mayor Hanna**

That pursuant to Section 90(2) and (3)(b) of the Local Government Act 1999, the Committee orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Development, General Manager City Services, General Manager Corporate Services, Chief Financial Officer, Manager Engineering, Assets and Environment, Manager Office of the Chief Executive, Water Resources Coordinator and Executive Officer to General Manager City Services, be excluded from the meeting as the Committee receives and considers information relating to an update on the City of Marion Water Business, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to matters that may impact commercial contracts with 3rd parties.

Carried unanimously

8.15 the meeting went into confidence.

Moved Councillor Gard**Seconded Mayor Hanna**

In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Committee orders that this report, City of Marion Water Business Update, any appendices, the presentation and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(b) of the Act, except when required to effect or comply with Committee's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2022

Carried unanimously**9.2 Cover Report - Marion Park Golf Course - Infrastructure Investment**

Report Reference ASC220405F9.2

Moved Councillor Gard**Seconded Mayor Hanna**

That pursuant to Section 90(2) and (3)(b) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Development, General Manager Corporate Services, General Manager City Services, Manager of the Office of the Chief Executive, Chief Financial Officer, Manager

Development & Regulatory Services, Manager City Property, Unit Manager Sport and Recreational Facilities, Water Resources Coordinator, Sport and Community Facilities Recreation Planner and Executive Officer to the General Manager City Services be excluded from the meeting as the Committee receives and considers information relating to Marion Park Golf Course – Infrastructure Investment, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial information for infrastructure investment.

MEETING EXTENSION**Moved Councillor Hull****Seconded Councillor Prior**

That the meeting is extended to the end of this item.

Carried unanimously**9.25pm the meeting was extended****Moved Mayor Hanna****Seconded Councillor Prior**

In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Committee orders that this report, Marion Park Golf Course – Infrastructure Investment, any appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(b) of the Act, except when required to effect or comply with Committee's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2022.

9.45 the meeting came out of confidence.

Carried unanimously**10 Other Business**

Nil

11 Meeting Closure

The meeting was declared closed at 9.45pm.

CONFIRMED THIS 7 DAY OF JUNE 2022

CHAIRPERSON
