

Notice of Service Reviews Committee Meeting



MEMBERSHIP

Cr Rob Unger (*Presiding Member*)

Cr Brett Rankine
Cr Jessica Lintvelt
Cr Peter Field

Cr Lucas Jones
Cr Lyn Petrie

NOTICE is given pursuant to Sections 87 and 88 of the Local Government Act 1999 that the next SERVICE REVIEWS COMMITTEE MEETING will be held in the Civic Centre, 571 Montague Road, Modbury on WEDNESDAY 2 FEBRUARY 2022 commencing at 6.30pm

A copy of the Agenda for the above meeting is supplied.

Council may restrict or limit access to members of the public physically attending the meeting to ensure compliance with current restrictions. Priority will be given to members of the public who wish to speak in the Public Forum and Deputation section of the agenda and have obtained prior approval from Council.



JOHN MOYLE
CHIEF EXECUTIVE OFFICER

Dated: 28 January 2022

CITY OF TEA TREE GULLY

SERVICE REVIEWS COMMITTEE MEETING 2 FEBRUARY 2022

AGENDA

1. Opening and Welcome

Acknowledgement of Country Statement - to be read out as arranged by the Presiding Member

2. Attendance Record:

- 2.1 Present
- 2.2 Apologies
- 2.3 Record of Officers in Attendance
- 2.4 Record of Number of Persons in the Public Gallery
- 2.5 Record of Media in Attendance

3. Confirmation of Minutes of the Previous Meeting

That the Minutes of the Service Reviews Committee Meeting held on 1 December 2021 be confirmed as a true and accurate record of proceedings.

4. Public Forum

Available to the public to address the Committee on policy, strategic matters or items that are currently before the Committee. Total time 10 mins with maximum of 2 mins per speaker. For more information refer to Council's website www.cttg.sa.gov.au

5. Deputations - Nil

Requests from the public to address the meeting must be received in writing prior to the meeting and approved by the Presiding Member. For more information refer to Council's website www.cttg.sa.gov.au

6. Presentations

6.1 Damage to Council Infrastructure - update on trial.

Mr Adam Kelly, Council's Group Coordinator Civil & Buildings Projects, will discuss the outcomes of the Damage to Council Infrastructure trial period as an introduction to an agenda item provided by a report. Staff will provide some verbal case example(s) of interactions and outcomes associated with the trial and dealings with builders. It is proposed that the presentation be delivered at the time in the meeting that the report is to be considered.

Requests to present to the meeting must be received in writing 5 days prior to the meeting and approved by the Presiding Member. For more information refer to Council's website www.cttg.sa.gov.au

7. Petitions - Nil

8. Declarations of Conflicts of Interest

Members are invited to declare any material, actual and/or perceived conflicts of interest in matters appearing before the Committee.

9. Adjourned Business

10. Motions Lying on the Table - Nil

11. Management Reports

Office of the Chief Executive Officer - Nil

Assets & Environment

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11.2	Horticulture Verge Maintenance Services - Service Review Project Scope	32
11.3	Road Management - Service Review Project Scope	60

Organisational Services & Excellence

11.4 Digital Economy (eServices) - Service Review Project Scope.....	100
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Community & Cultural Development - Nil

12. Motion(s) on Notice - Nil

13. Motion(s) without Notice

14. Question(s) on Notice - Nil

15. Questions without Notice - Nil

16. Information Reports - Nil

17. Status Report on Resolutions

17.1 Status Report on Service Reviews Committee Resolutions	125
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18. Other Business - Nil

To discuss any emerging strategic risks

19. Section 90(2) Local Government Act 1999 – Confidential Items

A record must be kept on the grounds that this decision is made.

20. Date of Next Ordinary Meeting

6 April 2022

21. Closure

REPORT FOR

SERVICE REVIEWS COMMITTEE
MEETING

MEETING DATE

02 FEBRUARY 2022

RECORD NO:

D22/3136

REPORT OF:

ASSETS & ENVIRONMENT

TITLE:

DAMAGE TO INFRASTRUCTURE CAUSED BY DEVELOPERS
AND BUILDERS

PURPOSE

To provide the Service Reviews Committee the opportunity to review the outcomes of the trial Damage to Infrastructure Project and to consider options available for the ongoing management of damage to Council infrastructure by third parties such as property owners, developers and builders.

RECOMMENDATION

That the Service Reviews Committee, **having considered the report titled “Damage to Infrastructure caused by Developers and Builders” and dated 2 February 2022,** recommends to Council:

- 1 That Council provides a future service for the ongoing condition assessment and follow up of damage to Council infrastructure (subject to the extent of allocated resources) prior to, during and after construction activities relating to approved developments and permits.
- 2 That Council through its Governance and Policy Committee develops a suitable policy that reflects the intended approach for Council to mitigate the level of risk to its infrastructure arising from construction activities on public land.

1. BACKGROUND

At its meeting on 22 September 2020 Council resolved as follows:

1. *“Council request the Chief Executive Officer to bring back a report outlining ways of addressing damaged Council infrastructure caused by developers and builders as a result of constructing a residential property and that the report include:*
 - a. *Policy changes that are needed so that Council can implement a requirement that builders pay a bond prior to construction if there is Council infrastructure on the street of the build of the property which is refundable at the conclusion of the build in the event that no damage has occurred.*
 - b. *Policy changes that are needed so that Council has the ability to issue a damage repairs bill to the builder/developer in the event of Council infrastructure being damaged as a result of heavy vehicles used in the construction of the build so that they are left with the responsibility of fixing the damage they caused.*
 - c. *Any other suggested practices to implement to address this issue.*
2. *Council request the Chief Executive Officer to bring back this report by the first Council meeting in February 2021.”*

In addition, in the meeting dated 9 February 2021 Council considered the Council Report titled **“Damage to Infrastructure caused by Developers and Builders”** and resolved as follows:

1. *That Council continues discussions and requests the Local Government Association to lobby the Attorney General, Minister for Planning and Local Government, the Hon. Ms Vickie Chapman, to develop Regulations to enact the legislative framework of Section 245A of the Local Government Act 1999 in order for councils to pursue recovery of costs associated with damage to council infrastructure, and develop codes of practice to assist with enforcement of Section 228 of the Local Government Act 1999.*
2. *That the Chief Executive Officer arranges for a trial project for a period of up to six months that includes an initial site condition assessment of relevant council assets prior to, during and after construction activities relating to approved developments, and may also include sampling of sites related to approved permits and other Local Government Act 1999 applications.*
3. ***That a further report be provided to Council’s Service Reviews Committee relating to observations made, potential for damage to be prevented or remedies in the community following the completion of the trial period.***
4. *To note that the abovementioned trial can be undertaken within existing budget and staffing resources, with savings arising from reduced footpath repair costs, staff vacancy management or other operational savings.*

Costs are incurred by Council associated with third party damage to Council owned infrastructure such as footpaths, kerb and gutter, street trees, street furniture and other items. This damage often arises from the actions of property owners, developers, builders, contractors and delivery service providers associated with property development and construction activity.

Councils across South Australia struggle with addressing and following up such damage for a variety of reasons and this issue is arguably worsening due to the amount of residential infill development occurring across the suburbs of Adelaide and notably within our City.

Various sections of the Local Government Act 1999 could be available to Council for the enforcement of rectification works, however these have not been supported by the necessary regulations. Therefore these intended legislative controls been used with minimal success resulting in councils often repairing the damage and incurring the costs themselves.

Damage often occurs to infrastructure during residential and business development projects. The damage is typically caused to roads, kerbing and footpaths by contractors using heavy machinery. Preventative measures can be implemented to prevent or minimise the risk of damage. Council may be able to enforce rectification of the damage if sufficient evidence is produced, however this may be hard to substantiate and therefore the preferred option is education and awareness.

The extent of damage to Council infrastructure at the time of the Council meeting dated 9 February 2021 was not fully known and as such the full financial impact of third party developments was uncertain.

The ability to manage infrastructure damage is mainly restricted to Council's ability to provide proof beyond for the cause of damage and to identify those responsible. This is by way of evidence gathering, having a resource to undertake pre-construction and post construction site assessments as well as continual monitoring of approved development and permit sites during construction stages.

2. DISCUSSION

Following the recommendation to commence discussions with the Local Government Association (LGA) to lobby the Attorney General, Minister for Planning and Local Government, the Hon. Ms Vickie Chapman, an item of business was raised at the Ordinary General Meeting of the Local Government Association with the response as per Attachment 1 and briefly summarised below.

At the Ordinary General Meeting of the Local Government Association on 30 April 2021, it was resolved that the Ordinary General Meeting:

“calls on the Minister for Planning and Local Government, Hon Vickie Chapman MP to work with the local government sector to investigate and implement an effective solution to the longstanding problem of councils and their ratepayers being left out of pocket when public infrastructure is damaged during private construction projects.

The Minister provided a response to the LGA which provided the following advice:

“I am of the view that councils have existing mechanisms under the Act and through other means to address this issue”.

“I therefore do not intend to make regulations under section 245A(5) of the Act to prescribe a period in which developers (property owners) must comply with a requirement from a council to provide a bond, to avoid being found guilty of an offence”.

The LGA has offered to discuss how the LGA Secretariat could work with the City of Tea Tree Gully and other interested councils to identify the ‘existing mechanisms’ and ‘other means’ as suggested by the Minister.

Trial Project:

A trial project was set up to gather and collate data, with the ability to follow up on damage to Council infrastructure and create education and awareness opportunities amongst developers and builders. This resulted in positive outcomes.

Key outcomes required from project to date have been:

- ☑ Requirement to develop a process and utilise existing systems to extract active development sites for inspection, and data collection through the GIS mapping system.
- ☑ Capture and store all data relevant to each case that allows the ability to prompt weekly inspections due for rectification works to be completed.
- ☑ Inclusion of Section 221 Applications/Permits (applications for works on roads; e.g. driveways, stormwater connections to kerb and watertable) as these approvals have the potential to cause damage to Council assets. Residents **don’t always seek Council approval for these works which can add to problems** to Council Infrastructure and private properties.
- ☑ Develop an education and awareness process to advise developers/builders with respect to their responsibilities to rectify and avoid damage to council infrastructure.
- ☑ Provide data to Council on:
 - o active development sites

- o extent of damage caused by development,
 - o extent of damage repaired, and
 - o amount of active development sites through the export capability of GIS
 - o Financial impacts of the above items.
- ☒ Follow up on damage discovered through investigations and arranging repair works to restore infrastructure to pre-existing condition or better.

A dedicated staff member was engaged using internal staff vacancies in July 2021 to produce a trial program and associated procedures to actively inspect development sites prior, during and post development and enforce the rectification of any damage proven to be a result of the development.

This included the development of a data capturing/collation system, communications plan and implementation and a reporting tool.

A weekly extract of data from various platforms such as the Development Application Portal provides a list of potential inspection sites. Trigger points within these platforms such as applications/approvals for new dwellings, swimming pools, etc and stages of development, filter sites that present a higher risk of damage to Council infrastructure.

Sites are inspected and data collected using a mobile application which has been created, trialled and refined. Live dashboard reporting is produced from the field data collected which assists with follow up requirements from identified damage.

A number of success stories have been achieved with positive engagement with builders and the community as well as a number of locations rectifying the damage caused.

Communication Process:

Template letters were created in line with Council policies and to ensure a consistent and appropriate approach:

- Enforcement Policy
- Order Making Policy
- Road Alteration or Encroachment Policy

Our Education Letter (Attachment 2) contains an introduction of the Asset Protection Officer and its role, Council's expectations along with work methods to reduce damage. The letter includes a [link](#) to the Council website that provides further detail about the program. Attachment 3 is an extract from Council's website.

A Notification Letter (Attachment 4) includes notification of damage caused, relevant sections of the *Local Government Act 1999*, photo evidence, standards for repair and expected timeframes for rectification of 14, 28 and 35 days based on public safety considerations and time expected for rectification works to be completed.

Education and Awareness:

Education and awareness has been a key focus through the trial period which has been conducted through various methods of communication. Creating awareness results in benefits to the property owner, builder and the community through cost savings and minimizing the impact to all by preventing the damage from occurring.

Communication channels:

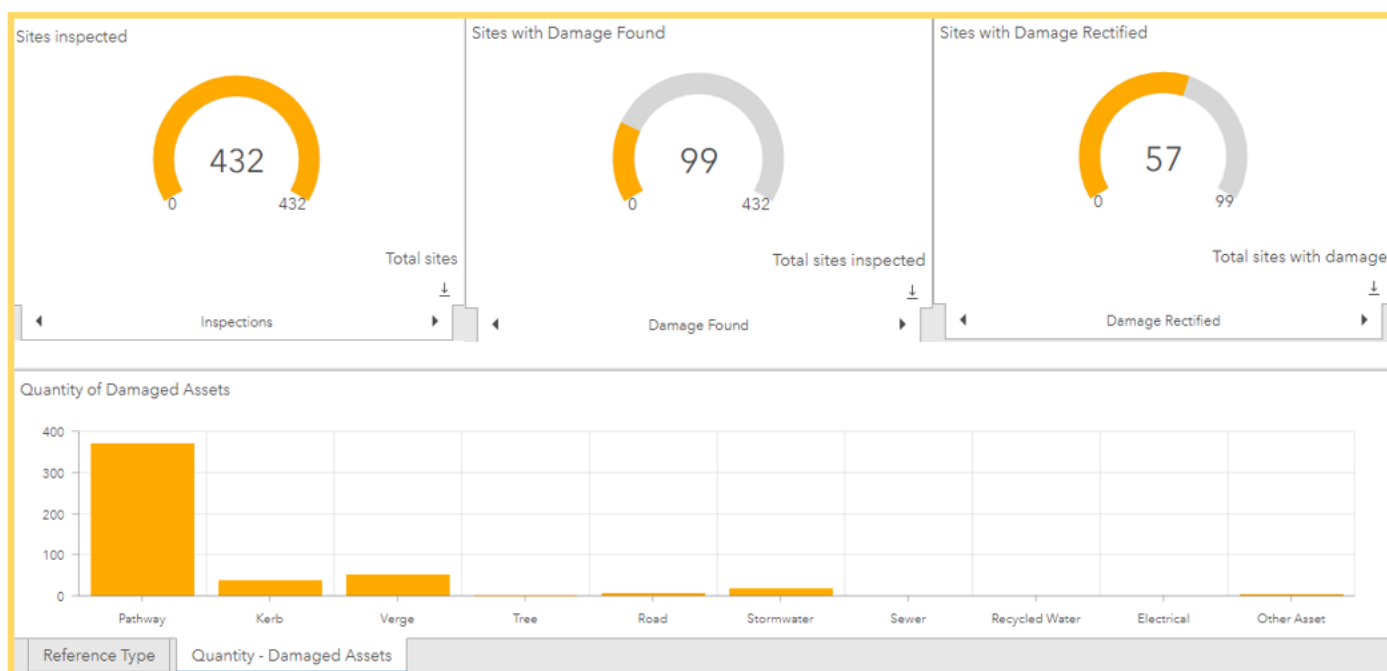
- ☒ Development Application (DA) approval notification includes a brief paragraph for the protection of Council infrastructure.
- ☒ Dial Before You Dig (DBYD) approval notifications by Council includes additional information regarding Council proactively inspecting sites.
- ☒ Letters are issued upon DA approval to the builder and the applicant informing **of Council's expectations and some helpful hints to protect Council's infrastructure.**
- ☒ Website information providing helpful hints
- ☒ Asset Protection Flyer created, to be handed out on job sites
- ☒ Onsite face to face communication
- ☒ Constructive proactive discussions with applicants and builders.

Benefits:

- ☒ Early engagement and educational awareness prevents damage:
 - o reduces the risk and cost to the community
 - o reduces additional costs to the developers and owners
- ☒ Accountability to the right person / company
- ☒ Environmental (drag out clean up, reduced emissions on rework)
- ☒ Deterrent to damage and encouragement for builders to take care as they are aware that council is actively monitoring the site

Data Dashboard:

11.1



- Data export 25 January 2022
- Sites inspected are each location and does not include multiple site visits.
- Outstanding damage to be rectified is still in process through notification process and/or agreements to postpone works until the build is finished (if acceptable).

Constraints:

Some of the key constraints identified in the trial period include:

1. Current systems not integrating with other external systems such as SA Planning Portal
2. Availability of up to date information on relevant parties to follow up damage
3. **Contractors set in their ways and 'knowing the system'**
4. No current lawful processes with supporting legislation to require and retain a deposit (bond) prior to works commencing
5. Demolition companies in most cases once obtaining approval for demolition works are not required to notify Council when commencing demolition works and therefore damage is incurred prior to development application and Council awareness
6. Reluctance from builders to respond to Council; multiple e-mails sent and phone calls discussing rectification of damage
7. Sufficient evidence to utilise the Local Government Act to enforce rectification.

3. FINANCIAL

As part of the trial period, one full time staff member was assigned as a position called Asset Protection Officer for a period for 6 months to develop systems, process, templates and commence inspections and reporting. As this was a seconded position utilising existing vacancies, a portion of this role was also invested in assisting the **substantive backfilled position, as such approximately 75% the employee's time was allocated to the project trial.**

In December 2021, it was identified that the Asset Protection Officer is closely related to another vacant position being the Fire Protection Officer (a required position under the Local Government Act) and having similar duties such as; inspecting, monitoring, data collection, enforcement, education etc. As the development phase of the Asset Protection Officer is 90% complete, the capacity is reduced and can accommodate additional duties associated with the Fire Protection Officer, assumed to be approximately 50/50 split rather than the 75% on an employee taken up during the establishment phase.

It is estimated that the cost to be of the order \$63,000 per annum for an ongoing resource based on 50% allocated time inclusive of salaries, overheads, vehicle and technology requirements.

The collated data for damage identified and the damage rectified by third parties is referenced in the following table 1.

Table 1: Damage to Infrastructure

Asset Type	Total Damage Quantity	Total Repaired Quantity	Quantity Type	(\$'s) Total damage	% Damage Repaired by third parties	(\$'s) repaired by Third Parties
Pathway	373	168	Square Metres	\$ 55,950.00	45%	\$25,200
Kerb	35	18	Lineal Meters	\$ 5,250.00	51%	\$2,700
Verge	49	29	Per Unit	\$ 7,350.00	59%	\$4,350
Stormwater	16	7	Per Unit	\$ 2,400.00	44%	\$1,050
Road	7	0	Square Meters	\$ 700.00	0%	\$ -
Tree	1	0	Per Unit	\$ 450.00	0%	\$ -
Other	2	0	Per Unit	\$ 300.00	0%	\$ -
Total for 6 month trial				\$ 72,400.00		\$33,300

This is considered a conservative representation of benefits recognising that:

1. The early part of the trial period required systems and work processes to be established
2. Staff involved needed time to establish communication and relationships with builders in The City of Tea Tree Gully
3. Expectation that the benefits of such a program will be in damage avoided (the deterrent factor) over time, rather than just measuring known damage that has already occurred
4. A number of agreements in place for developers / owners accepting responsibility and awaiting completion of build.
5. There are currently 2 locations which have existing damage unable to be followed up resulting in Council to undertake the work.

The estimated progression benefits arising from the trial period so far are summarized through the following:

- Project cost per annum ongoing: \$63,000 (inclusive of 50% staff cost, Labour, vehicle and technology)
- Estimated damage identified per annum: \$144,800 (2 x \$72,400)
- Estimated damage rectified by third parties per annum: \$66,600 (2 x \$33,300)

Additional benefits have been identified which leads to the prevention of damage and minimising the impact to the community has been through the early communication and awareness in educating builders and developers.

By having a proactive role, there is an improvement to Council's infrastructure at an earlier stage. The ability to proactively inspect sites identifying damage also contributes to the ability to proactively repair our damaged infrastructure either **through third party response or internally which positively impacts Council's reputation amongst the community but most importantly provides better infrastructure with less community risks.**

4. STRATEGIC OBJECTIVES

Strategic Plan

The following strategic objectives in Council's Strategic Plan 2025 are the most relevant to this report:

Objective	Comments
<i>A community that is protected from public and environmental health risks</i>	Prevention of damage to Council's infrastructure will reduce the risk of injury to the public resulting from exposure to hazards within the environment.
<i>The carbon footprint of our city is reduced through the collective efforts of community and Council, including businesses</i>	With the implementation of monitoring and creation of upfront expectations, the desired benefit is that damage to Council's Infrastructure will be reduced resulting in less rectification work being required.
<i>Our consumption of natural resources is minimized by reducing, reusing and recycling products and materials, and using renewable resources</i>	Reduced rectification works for damaged infrastructure will result in a reduction in virgin materials being consumed.
Economy	
<i>Modbury Precinct is revitalised as the city's key activity</i>	Well maintained infrastructure supports to vitality and wellbeing of the city.
Places	
<i>Streets, paths, open spaces and parks are appealing, safe and accessible</i>	Prevention of damage to Council's infrastructure will minimise the risk of injury to the public resulting from exposure to hazards within the environment. Reduction of damage provides more aesthetically pleasing assets and greater appeal to residents.
<i>Neighbourhoods are easy to move around and are well connected with pedestrian and cycle paths that offer an alternative to cars</i>	Prevention of damage to Council footpaths minimise the effects of blocking or restricting access for pedestrians. Hazard reduction will occur

	through the prevention of trip steps and other infrastructure related faults.
<i>Infrastructure and community facilities are fit for purpose, constructed using sustainable practices and well maintained</i>	Improving our management of third party works that have the potential to cause damage will ensure they are left fit for purpose and well maintained
Leadership	
<i>Customer service provides a positive experience for people and is based on honesty and transparency</i>	By developing clear responsibilities and processes we will reduce the stress building processes place on owners creating a more pleasing experience.
<i>Delivery of services is sustainable and adaptable</i>	Infill housing development has the potential to significantly increase the amount of damage and required rectification works which may result in unsustainable asset management.
<i>Decision making is informed, based on evidence and is consistent</i>	Consistent monitoring of developments and data capturing by way of photographic evidence assists with the follow up of damage with persons responsible.

Organisation Plan

Our Strategic Plan is supported by an Organisation Plan which focuses on four key themes of organisational excellence. The themes most relevant to this report are: Future Capability; Sustainable Operations.

Through provision of clear processes along with an increase in communication and physical presence, it builds the expectations amongst builders, developers and the community to improve sustainable services for both contractors and Council.

Policies / Strategies

Enforcement Policy – Provides a framework which guides the Council in enforcement and prosecution action with respect to matters of non-compliance. Relevant to enforcing rectification to damaged infrastructure.

Order Making Policy – **States the Council's position in regards to its order making powers and process.** Relevant to enforcing rectification to damaged infrastructure.

Road Alteration or Encroachment Policy – Provides the guidelines for the management of third party alterations or encroachments onto public streets or roads managed by Council.

5. LEGAL

The following clauses from the *Local Government Act 1999* may be able to be utilised under certain circumstances:

Section 221

A person (other than the council or a person acting under some other statutory authority) must not make an alteration to a public road unless authorised to do so by the council.

Comment:

Approvals given currently include general terms and conditions. There is currently no **link between the approval given to the “owner” and the property itself. This means** that if a property changes ownership that approval conditions are not transferred to the new owner.

Council systems may be able to flag approvals and permits against a specific property, but this does not carry sufficient legal status without legislative reform.

Section 222

A person must not use a public road for business purposes unless authorised to do so by a permit.

Comment:

Council can explore the option of providing builder’s the opportunity to utilise the verge area as part of their building site by way of permit. This allows for an extended worksite for the builder and would hold the builder accountable for any damage caused whilst in their possession. Consideration will need to be made on a fee structure for this if any.

Section 213

(1) *If a council carries out roadwork by agreement, the council may recover the whole of the cost or an agreed contribution under the terms of the agreement.*

(2) *If a council carries out roadwork to repair damage to a road, the council may recover the cost of carrying out the work, as a debt, from—*

(a) *the person who caused the damage; or*

(b) *in the case of damage caused by the bursting, explosion or fusion of any pipe, wire, cable, fitting or other object—the person who is the owner, or who has control, of that infrastructure.*

Comment:

This section can be applicable to utility reinstatements (e.g. SA Water, SAPN, NBN, Telco, APA gas, etc.). Action can also be undertaken to make safe without notification if the works are deemed to be emergency works.

Section 228

A person authorised to carry out work on a road under this or another Act must—

- (a) carry out the work as expeditiously as is practicable in the circumstances; and*
 - (b) take action that is reasonably practicable in the circumstances to minimise obstruction of the road and inconvenience to road users; and*
 - (c) if a code of practice governing the work is prescribed by the regulations—comply with the code of practice.*
- Maximum penalty: \$5 000.*

Comment:

This section can be utilised in circumstances where works are left/incomplete for an extended amount of time such as Telstra barriers, pavers stacked up on a footpath, etc.

Part (c) provides the framework for Councils to follow up on work undertaken by developers, however there have been no codes of practice prescribed. Without the codes of practice this section becomes unenforceable.

Section 229

A person who breaks up, or damages, a road under an authorisation conferred by this Act or another Act must restore the road at least to the condition that existed immediately before the action was taken.

Maximum penalty: \$5 000.

Comment:

Council must have evidence of the person who caused the damage. Before and after site condition assessment is key to enforcement under this section.

Section 233

- (1) A person who, without the council's permission, intentionally or negligently damages a road or a structure (including pipes, wires, cables, fixtures, fittings and other objects) belonging to the council associated with a road is liable to the council in damages.*
- (2) The council may recover damages under this section in the same way as damages for a tort.*

Comment:

Council must have evidence of the person who caused the damage. Regular auditing and in field operations / policing is key to obtaining evidence. It is not fool proof because if the damage is done by the delivery truck driver it is very difficult to prove

unless the Council officer is there when it occurs or there is CCTV footage of it or similar.

Section 234

- (1) *A council may remove and dispose of any structure, object or substance from a road if—*
 - (a) *it has been erected, placed or deposited on the road without the authorisation or permit required under this Part; or*
 - (b) *an authorisation or permit has been granted but has later expired or been cancelled.*
- (2) *The council may recover the cost of acting under this section as a debt from the person who erected, placed or deposited the structure, object or substance on the road.*

Comment:

This section cannot be utilised for works that have been approved under any other legislation. Section 228 should be used instead.

Section 218

A council may, by order in writing to the owner of land adjoining a road, require the owner to carry out specified work to construct, remove or repair a crossing place from the road to the land.

Comment:

This is a useful section relating to an order making process, however only useful on **crossing places which are deemed to be the property owner's responsibility.**

Section 245A

- (1) *Subject to this section, if—*
 - (a) *a person has approval to carry out development under the Development Act 993; and*
 - (b) *the council has reason to believe that the performance of work in connection with the development could cause damage to any local government land (including a road) within the vicinity of the site of the development,*

the council may, by notice in writing served on the person who has the benefit of the approval, require the person to enter into an agreement that complies with any requirements prescribed by the regulations so as to ensure that money is available to address the cost of any damage that may be caused.

- (2) *The regulations may prescribe or limit the terms or conditions of any agreement that may be required under subsection (1) (including by providing the maximum amount that may be payable under such an agreement or by providing that a prescribed form of guarantee or indemnity may be given in substitution for any bond or other form of security).*

- (3) *A person required to enter into an agreement under subsection (1) may, within 28 days after service of the notice under that subsection, appeal to the Environment, Resources and Development Court against the imposition of the requirement, or against the terms or conditions of the agreement.*
- (4) *The Court may, on hearing an appeal— (a) confirm, vary or reverse any requirement that has been imposed (but not so as to create any inconsistency with the regulations); (b) remit the matter to the council for further consideration; (c) make any consequential or ancillary order, or impose any condition or requirement, that it considers necessary or expedient.*
- (5) *Subject to the outcome of any appeal under this section, a person who fails to comply with a requirement under this section within a period prescribed by the regulations is guilty of an offence.
Maximum penalty: \$5 000.
Expiation fee: \$500.*
- (6) *A regulation cannot be made under this section unless the Minister has given the LGA notice of the proposal to make a regulation under this section and given consideration to any submission made by the LGA within a period (of between 3 and 6 weeks) specified by the Minister.*

Comment:

The intent of this framework would be greatly beneficial and provide Council a process to hold builders and developers accountable for any damage caused to Council infrastructure due to construction activities. This ability to establish a bond etc. is seen as fundamental to Council reducing the cost to Council of damaged infrastructure caused by others

The framework is set, **however this section refers to “regulations” which have not** been developed and therefore in its current state is not able to be utilised along with a bonding agreement. Requirements to monitor the site pre, during and post construction are essential to ensure there is sufficient evidence to substantiate beyond reasonable doubt for enforcement.

Offences linked to order making utilise section 262 with delegations of Section 260 allowing officers to step in, stop the activities and take appropriate action. All maximum penalties are court ordered and notifications must be what is deemed reasonably practicable.

The development of regulations to support this section has not been supported by the Minister of Planning and Local Government. (Attachment 1)

6. RISK – IDENTIFICATION AND MITIGATION

The development of policy and regulation changes will provide a platform for Council to mitigate the level of risk to its infrastructure arising from construction activities in the community. The recommendations will contribute to the mitigation of risk to the Council.

The following are risks to consider if Council does not pursue the recommendations provided:

Reputation - Public perception of Council not managing damage caused by builders and developers allowing them to cause the damage and rate payers seeming to cover the cost of rectification.

Asset degradation – Increasing damage to Council assets through infill development resulting in reduction in overall condition of our assets.

Public Liability – Exposure to hazards caused by construction activity and damaged infrastructure.

7. ACCESS AND INCLUSION

Disability Access and Inclusion Plan 2020–2024

Theme 3: Accessible

Inclusive SA Priority 7: Universal design across South Australia

Inclusive SA Priority 8: Accessible and available information

Inclusive SA Priority 9: Access to services

This theme is about improving the accessibility of the built environment and the quality of information and services provided. This ensures people living with disability are included and have equal opportunities to access public and community infrastructure, transport, services, information, sport and recreation and the greater community.

The desired outcomes specified in the Disability Access and Inclusion Plan 2020–2024 generally relate to improving accessibility to the built environment.

A number of outcomes specified in the plan that are very relevant to improving the public realm are listed below;

- Greater accessibility of Council buildings and infrastructure including roads, footpaths, community transport, parks, buildings, car parking, etc.
- Incorporating universal design principles in criteria for all new building, and public realm projects that carefully integrates new with existing facilities (including those

facilities that are under lease and license) and planning for programs, services and events

- Advocating for higher standards for inclusion (beyond compliance) and universal **design as part of Council's planning and development processes**

The design, reinstatement and condition of footpaths, as a result of housing development, has an impact on people living with impaired and/or physical mobility and their opportunity to access public and community infrastructure, transport and services.

8. SOCIAL AND COMMUNITY IMPACT

The damage caused to Council infrastructure through development and other third party construction works has the potential to disrupt safe access for the community whilst also creating an unsafe environment for pedestrian access. Endeavouring to minimise the damage caused to Council infrastructure reduces the physical and financial risk to the community.

Some builders or related service providers could potentially seek to increase the costs of their services if they are held responsible for rectification works.

9. ENVIRONMENTAL

Builder's damage and third party construction works have the potential to cause damage to trees and vegetation. These activities also have the potential to cause **stormwater contamination through 'drag out' of material from site.**

Continuing to monitor developments and construction sites with processes to manage the activities has the potential to reduce the risk of damage to trees and vegetation as well as stormwater contamination.

10. ASSETS

The issues discussed in this report have a direct relationship with the maintenance, preservation and sustainability of council's assets.

11. PEOPLE AND WORK PLANS

The recommendation of the ongoing role for Asset Protection Officer, has been **incorporated into a combined role with Council's Fire Protection Officer, now titled "Fire Prevention and Asset Protection Officer". There are many similarities between the two roles such as but not limited to: Inspections, enforcement, issuing of permits, reporting, educational awareness, etc.**

By combining these two similar roles, there will be no increase to the number of FTE's within the organisation.

12. COMMUNITY AND STAKEHOLDER ENGAGEMENT

No community engagement has been undertaken about this matter.

13. COMMUNICATIONS OF COUNCIL DECISION

Any changes to existing processes will need to be widely communicated to various departments and applicants.

14. INTERNAL REPORT CONSULTATION

The following staff have been included in the consultation process in the preparation of this Report.

Name	Position	Consulted about
Scott Howarth	Fire Prevention and Asset Protection Officer	Data & processes
Carol Neil	Director Community and Cultural Development	Proposed combined role Fire Prevention Officer and Asset Protection Officer
Laura Watson	Community Safety Leader	Proposed combined role Fire Prevention Officer and Asset Protection Officer

Attachments

1. [Attachment 1 - Letter from LGA - Damage to Infrastructure caused by Developers and Builders - Update - Council Meeting - 9 November 2021](#)24
2. [Damage to Infrastructure - Education Letter - Example](#).....25
3. [Damage to Council property during development _ City of Tea Tree Gully - Website extract](#)26
4. [Damage to Infrastructure - Notification Letter - Example](#).....30

Report Authorisers

Adam Kelly	
Group Coordinator Civil and Buildings Projects	8265 8630
Thornton Harfield	
Director Assets and Environment	8397 7283



The voice of local government.

In reply please quote our reference: ECM 768004 SPS/AL

26 October 2021

Mr John Moyle
Chief Executive Officer
City of Tea tree Gully
PO Box 571
MODBURY SA 5092
Emailed: john.moyle@cttg.sa.gov.au

Dear Mr Moyle

Item of Business - Damage to Infrastructure caused by Developers and Builders

I refer to the above Item of Business which was considered at the Ordinary General Meeting of the Local Government Association on 30 April 2021.

At the meeting it was resolved that the Ordinary General Meeting:

calls on the Minister for Planning and Local Government, Hon Vickie Chapman MP to work with the local government sector to investigate and implement an effective solution to the long-standing problem of councils and their ratepayers being left out of pocket when public infrastructure is damaged during private construction projects.

The Minister has recently provided a response to the LGA which provides the following advice:

'I am of the view that councils have existing mechanisms under the Act and through other means to address this issue.'

'I therefore do not intend to make regulations under section 245A(5) of the Act to prescribe a period in which developers (property owners) must comply with a requirement from a council to provide a bond, to avoid being found guilty of an offence.'

It is disappointing that the response provided by the Minister did not address the resolution put forward at the meeting, that being for the Minister and local government to work together to investigate and implement effective solutions to the issue identified.

I would be happy to meet with you, to discuss how the LGA Secretariat could work with the City of Tea Tree Gully and other interested councils to identify the 'existing mechanisms' and 'other mean's' as suggested by the Minister.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Clinton Jury'.

Clinton Jury GAICD
Chief Executive Officer
Telephone: (08) 8224 2039
Email: Clinton.jury@lga.sa.gov.au



CITY OF TEA TREE GULLY 571 Montague Rd, Modbury SA 5092
T (08) 8397 7444 W cttg.sa.gov.au S fb.com/teatreegullycouncil ABN 69 488 562 969

Mr

25 January 2022

Our ref: 22/293

Dear Resident,

PROTECTION OF COUNCIL ASSETS

Thank you for your application of the proposed development at

During development, damage to Council infrastructure often arises from the actions of property owners, developers, builders, contractors and delivery service providers that breach the conditions stipulated within the *Local Government Act 1999*.

This damage is typically caused by heavy construction vehicles traversing across Council land onto the development site. The likelihood of damage occurring greatly increased when the appropriate measures are not undertaken to prevent damage to Council Assets when accessing these sites.

Damage to Council infrastructure poses a safety risk to the community and pedestrian's passing through the site. This damage comes at a hefty price to the development applicant or contractor that can be avoided. Appropriate measures must be put in place and forward planning undertaken for sensitive construction designs.

Commonly caused damage is to the kerb and footpath by Heavy Machinery accessing and leaving the site. It is recommended that the original crossing place is used at all times to access the site and installation of load distribution boards to reduce potential damage. Further information can be found here cttg.sa.gov.au/protect

Council has a representative to inspect and provide condition ratings on all development sites prior, during and at completion of developments to enforce the rectification of any damage that occurs, any damage is to be re-instated to pre-existing condition or better. This letter serves to inform you of your obligation to protect Council assets at all stages of development and to ensure any damage is rectified before taking ownership of the property at completion.

If you wish to discuss works methodology to access Council land or to report any damage that has occurred please contact myself as I want to work collaboratively with developers and owners to overcome this issue on 8397 7444 during office hours.

Yours sincerely

Scott Howarth
Asset Protection Officer

25/01/2022, 11:36

Damage to Council property during development | City of Tea Tree Gully



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TEA TREE GULLY
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Home (<https://www.teatreegully.sa.gov.au/Home>) / Develop, plan and build (<https://www.teatreegully.sa.gov.au/Develop-plan-and-build>) / Roads and footpaths (<https://www.teatreegully.sa.gov.au/Develop-plan-and-build/Roads-and-footpaths>) / **Damage to Council property during development**

Damage to Council property during development

Damage to Council infrastructure during residential and business developments arises from the actions of property owners, developers, builders, contractors and delivery service providers.

Damage is typically caused by heavy construction vehicles traversing across Council land onto the development site.

This damage breaches the conditions stipulated within the *Local Government Act 1999* and poses a safety risk to the community.

During development, Council land is under control of the applicant. Any damage is to be repaired or reinstated by the applicant within the time frames deemed by Council.

Appropriate measures and forward planning must be put in place to avoid the hefty price of remediating any damage caused.

You can [apply to alter a public road \(section 221\)](https://www.teatreegully.sa.gov.au/Council-documents/Permits/Application-to-alter-a-public-road-Section-221) (<https://www.teatreegully.sa.gov.au/Council-documents/Permits/Application-to-alter-a-public-road-Section-221>) as necessary.

Council has a representative to inspect all development sites prior, during and at completion of developments to enforce the rectification of any damage that occurs.

Types of damage to Council infrastructure

<https://www.teatreegully.sa.gov.au/Develop-plan-and-build/Roads-and-footpaths/Damage-to-Council-property-during-development>

1/4

The types of damage that occurs includes:

- Using heavy machinery to transverse from the carriageway to the development site. If heavy machinery is driven over the water table, kerb and footpath it can easily be damaged. Use existing entry and exit points
- During the installation of swimming pools, the use of a crane is usually required. During this process the crane's stabilizing legs are used. Footpaths are not weigh rated for these type of works and are often damaged.
- Trenching works are often filled in with the wrong materials and re-instated not to standard. Sinking and tripping hazards can occur.
- Rectification works not done to standard and fail
- Old cross over inverts not re-instated back to upright kerbing
- Concrete washed onto street
- Debris over footway and roadway causing a hazard to motorists and pedestrians traversing through the site.

Sensitive construction methods to prevent damage

There are a range of sensitive construction methods to help prevent damage to Council property during development:

- Install wooden slats that can be laid down and removed when traversing. Remove when not in use
- A ramp can be installed at the kerb edge (only when existing crossing place can't be utilized) to minimise contact with the kerbing infrastructure. These ramps are weight rated
- Rumble pad (segregated metal strips) to dislodge debris on site prior to driving on road
- Remove debris from road and wash down.

The ramps and wood slats shown below can assist in the prevention of damage to roads and footpaths during development works.

25/01/2022, 11:36

Damage to Council property during development | City of Tea Tree Gully



Responsibilities of legislation and rectification works (Section 221, 233)

Understand the responsibilities of legislation and rectification works (Section 221, 233):

The *Local Government Act 1999* contains avenues Council can prosecute and seek compensation for damage to Council Assets or rectification to its original state

Road to be made good

- A person who breaks up, or damages, a road under an authorisation conferred by this Act or another Act must restore the road at least to the condition that existed immediately before the action was taken. – Max \$5,000.

Damage - 233

<https://www.teatreegully.sa.gov.au/Develop-plan-and-build/Roads-and-footpaths/Damage-to-Council-property-during-development>

3/4

25/01/2022, 11:36

Damage to Council property during development | City of Tea Tree Gully

(1) A person who, without the council's permission, intentionally or negligently damages a road or a structure (including pipes, wires, cables, fixtures, fittings and other objects) belonging to the council associated with a road is liable to the council in damages

(2) The council may recover damages under this section in the same way as damages for a tort

A person (other than Council or a person acting under some other statutory authority) must not make an alteration to a road unless authorised to do so by the Council – Maximum Penalty \$5,000.

[Apply to alter alter a public road \(section 221\)](#)

<https://www.teatreegully.sa.gov.au/Council-documents/Permits/Application-to-alter-a-public-road-Section-221>

Contact 8397 7444 or customerservice@cttg.sa.gov.au
(<mailto:customerservice@cttg.sa.gov.au>) for further information.



CITY OF TEA TREE GULLY 571 Montague Rd, Modbury SA 5092
 T (08) 8397 7444 W cttg.sa.gov.au S fb.com/teatreegullycouncil ABN 69 488 562 969

20 January 2022
 Our ref: 22/294

Dear Resident,

ASSET DAMAGE –

It has been brought to Council's attention that during the installation of a Dwelling at the above mentioned property Council's concrete footpath has been damaged and is in a poor state, causing trip hazards for pedestrians.

It is noted the concrete footpath and has been damaged during the installation of a crossover to service the above mentioned property, due to the current condition not meeting Councils standard drawings it will need to be re-instated to pre-existing condition (please see attached drawing for specifications for footpath construction). This area needs to be re-concreted where concrete is broken and the stormwater pipe capped to prevent any trip hazards. The person who has submitted and undertaken the development is responsible and liable for ensuring Council infrastructure is not damaged during the development, and if damage occurs, to restore the infrastructure to its original condition. The area of concern may have plans to remediate and I do apologise, this letter serves to inform you the requirement to re-instate to its pre-development state.

Council's infrastructure, and damage to it during residential or business developments, is covered under relevant sections of the *Local Government Act 1999*.

229—Road to be made good

A person who breaks up, or damages, a road under an authorisation conferred by this Act or another Act must restore the road at least to the condition that existed immediately before the action was taken.

Maximum penalty: **\$5 000**.

Due to the nature and location of the footpath, the works are to be completed within **35 days** from the date of this letter. Please contact Council to advise the date that the works will be undertaken to remediate the damage.

If you have any further queries in relation to the information provided please do not hesitate to contact Council 8397 7444 during office hours.

Council will be checking the footpath on 10/01/2022 to ensure the works are completed



CITY OF TEA TREE GULLY 571 Montague Rd, Modbury SA 5092
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Yours sincerely



Scott Howarth – Asset Protection Officer



REPORT FOR

SERVICE REVIEWS COMMITTEE
MEETING

MEETING DATE

02 FEBRUARY 2022

RECORD NO:

D22/4983

REPORT OF:

ASSETS & ENVIRONMENT

TITLE:

HORTICULTURE VERGE MAINTENANCE SERVICES -
SERVICE REVIEW PROJECT SCOPE

PURPOSE

To provide the committee with an opportunity to provide feedback in relation to the proposed Horticulture Verge Maintenance Services Project Scope.

RECOMMENDATION

That having considered the report titled “Horticulture Verge Maintenance Services - Service Review Project Scope” and dated 2 February 2022 that the Services Review Committee approves the Project Scope as detailed in Attachment 2 of the abovementioned report.

1. BACKGROUND

In order to establish priorities for service reviews, a service reviews register was developed that included all functions / services provided by Council. These were broadly categorised as follows:

- ☒ Asset management
- ☒ Waste management
- ☒ Open space management and environment
- ☒ Community development
- ☒ Planning and economic development
- ☒ Community health and safety
- ☒ Corporate services

To assist in developing an objective assessment of the services and their priority as a nominated service review, the following evaluation criteria were established (with various weightings):

- ☒ Policy / strategy alignment
- ☒ Risk rating and outstanding internal audit actions
- ☒ Existing work environment (eg. significant business change, vacancies)
- ☒ Financial impact
- ☒ Customer / community impact (based on community survey results, customer request volumes, customer complaint volumes)
- ☒ Organisational culture survey results (with a focus on constructive style results)

All services were evaluated using the above criteria, to provide a rating / score which assisted in determining the priority order of service reviews to be undertaken. Using this approach, the following service review priorities were identified:

- ☒ Community Wastewater Management System
- ☒ Development applications and compliance
- ☒ Footpath management – construction and maintenance
- ☒ Horticulture maintenance
- ☒ Information Technology
- ☒ Property / building maintenance
- ☒ Public lighting
- ☒ Road management – construction and maintenance
- ☒ Stormwater management
- ☒ Strategic asset management
- ☒ Tree management - planting, inspections / assessment, maintenance and removal
- ☒ Waste management

These priorities were endorsed by the Services Review Committee on 8 September 2020 when it was resolved:

That having considered the report titled “Community Value Program Update and Service Review Priorities” dated 8 September 2021, the Service Reviews Committee supports the following service review program priorities:

- a) *Development applications and compliance*
- b) *Footpath management – construction and maintenance*
- c) *Horticulture maintenance*
- d) *Information Technology*
- e) *Property / building maintenance*
- f) *Public lighting*
- g) *Road management – construction and maintenance*
- h) *Stormwater management*
- i) *Tree management - planting, inspections / assessment, maintenance and removal*
- j) *Waste management*

2. DISCUSSION

The Committee received a briefing in relation to the options for the Horticulture - Verge Maintenance – Service Review on 1 December 2021 and at that meeting it was discussed that the first stage of the review would focus on reviewing and defining the operational service level. A copy of the presentation is included as Attachment 1.

Since this presentation a scope of works has been prepared for the review for endorsement of this committee and is included as Attachment 2.

3. FINANCIAL

A budget has been established to ensure appropriate resources have been allocated to complete each review.

4. STRATEGIC OBJECTIVES

Strategic Plan

The following strategic objectives in Council's Strategic Plan 2025 are the most relevant to this report:

Objective	Comments
Leadership	
<i>Leadership and advocacy is focused on the long term interests of the community</i>	Develop a framework for the review of all services and programs to ensure community value and alignment with Council's Vision and Strategic Plan 2025 , and our Organisational Plan 2025
<i>Planning considers current and future community needs</i>	Application of a development framework to service definition will enable delivery of essential services which meet the social, economic, and environmental needs of our current and future community, in addition to those mandated by the Local Government Act.
<i>Delivery of services is sustainable and adaptable</i>	Ensure that cost savings are achieved through the service and program alignment process to ensure that Council continues to meet its Long Term Financial Plan objectives and addresses the financial impact of COVID-19
<i>Major strategic decisions are made after considering the views of the community</i>	Review the organisational structure and operating model to maximise the Value that we provide to our Community

Policies / Strategies

- ☒ Long Term Financial Plan (LTFP)
- ☒ Financial Sustainability Policy
- ☒ Project Management Framework

5. LEGAL

There is no legal requirement to undertake a Program of this nature or to provide this service. Legal and legislative requirements of individual services will be taken into account as part of each individual service review. Consultation will be undertaken with relevant unions to ensure that staff are consulted regarding any proposed changes to work practices.

6. RISK – IDENTIFICATION AND MITIGATION

The Program Management Plan includes a thorough risk assessment and proposed mitigation strategies to ensure the projects are conducted without negatively impacting employee engagement and organisational culture and performance. This project will also have its own individual risk assessment.

7. ACCESS AND INCLUSION

Consideration of access and inclusion implications will form part of the service review undertaken where appropriate. It is intended to support and complement any already **identified actions as part of Council's Disability Access and Inclusion Plan (DAIP).**

8. SOCIAL AND COMMUNITY IMPACT

Delivery of this review has the potential to directly impact staff, the community and other key stakeholders. A thorough stakeholder analysis, communications plan and change management strategy will be developed, and will continue to be refined, that addresses the key impacts to stakeholders, including how they can be involved with different aspects of the review.

9. ENVIRONMENTAL

Consideration of environmental impacts will form part of the service review.

10. ASSETS

Consideration of assets impacted will form part of the service review.

11. PEOPLE AND WORK PLANS

The review will include a change and communication plan to ensure that employees are appropriately consulted and communicated with where there are impacts to their role or the services they deliver.

A large portion of this work will be undertaken within existing organisational resources, which has the ability to impact the timelines of the review. This will be closely monitored to ensure a balance of continued delivery of existing services, while maintaining progress with the Community Value Program.

Where there are significant impacts on the ability to deliver the service review external resources may be used to assist.

12. COMMUNITY AND STAKEHOLDER ENGAGEMENT

There is no proposed community engagement of the Program at this stage.

13. COMMUNICATIONS OF COUNCIL DECISION

Council will be responsible for any policy or service level decisions.

14. INTERNAL REPORT CONSULTATION

The following staff have been included in the consultation process in the preparation of this Report.

Name	Position	Consulted about
John Moyle	Chief Executive Officer	Scope
Ryan McMahon	Director Organisational Services & Excellence	Scope
Thornton Harfield	Director Assets & Environment	Scope
Carol Neil	Director Community & Cultural Development	Scope
Julie Short	Manager Organisational Development	Scope
Justin Robbins	Manager Finance & Rating Operations	Scope
Ilona Cooper	Manager Governance & Policy	Scope
Ingrid Wilkshire	Manager City Strategy	Scope
Simone Hage	Team Leader Organisational Development	Scope

Attachments

1. ↓	Service Review Project - Horticulture - Verge Maintenance Services Presentation .	39
2. ↓	Service Review Committee - Project Scope - Horticulture/Verge Maintenance Services.....	55

Report Authorisers

Andrew Sellars Manager Parks	8265 8607
Thornton Harfield Director Assets and Environment	8397 7283



CITY OF
TEA TREE GULLY
Naturally Better

Horticulture - Verge Cutting

Service Review Committee - 1 December 2021

Background

- Prior to 2014 verges cut using in-house labour hire resource managed by staff
- Started off each season with a program, but changed rapidly to reactive cutting via resident requests (CRM's)
- 2014 reviewed service and contracted out residential verge cutting realising efficiency and program benefits
- Our stated service level is 3 cuts per year with capacity to do reactive cutting if seasonally required.
- Reactive cuts can be as little as a single verge or up to 1.4 extra full programmed cyclic cuts of the City
- Current budget \$540,000 for residential verges, \$75,000 for Golden Grove (GG) main roads
- Council resolution for cutting DIT medians declined by DIT

Grass cutting and associated tasks within CTTG

- Residential verge cutting (Council contractors)
- DIT main road verge cutting within GG Development area (Council contractors)
- DIT main road median cutting within GG Development area (Council contractors)
- DIT main road verge cutting outside GG Development area (DIT's contractors)
- DIT main road median cutting outside GG Development area (DIT's contractors)
- Reserve grass cutting – parks, natural areas etc (Council staff)
- Sportsfield ovals grass cutting (Council staff and Council contractors)
- Rural roadside verges - bushfire cutting (Council contractors and Council staff)
- Reserve bushfire cutting (Council contractors and Council staff)
- Main road weed spraying

The dot points in red are the focus of this presentation

Main Roads – (DIT Roads)

- Main roads *within* the Golden Grove Development area
- Verges and medians are cut by Council
- Budget allows for up to 8 cuts per year (~\$9,500 per cut)
- Number of cuts has ranged from 5 to 10 over recent years depending on weather (probable average of 8)
- Main roads *outside* the Golden Grove Development area
- The verges are the responsibility of Council but medians are the responsibility of DIT and are cut by their contractors
- DIT's stated service levels indicate they are cut up to 8 times with an intervention height of 200mm. Their approach applies across the whole of the greater Adelaide metropolitan area.

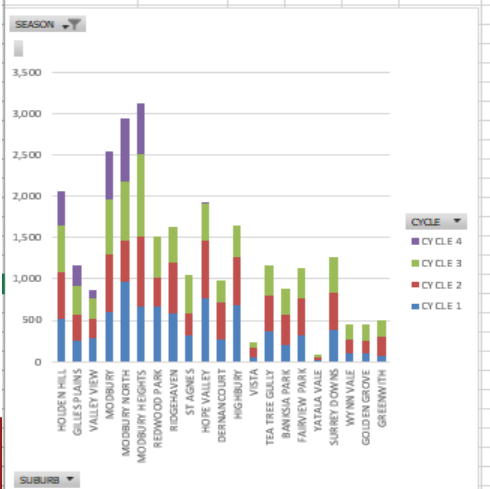
Residential verge cutting calendar

Planned schedule for the financial year.

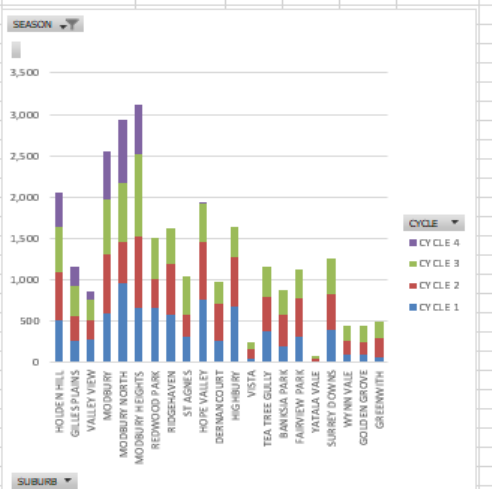
Approximate number of verges within City of Tea Tree Gully is 50,000 with 10-20% being cut per cycle
Current contract service level is to only cut verges >100mm in height

July-Aug	Sept-Oct	Nov-Dec	Jan-Feb	Mar-Apr	May-Jun
Cut 1 (~ 8 weeks) Always required in entirety	Cut 2 (~ 8 weeks) Always required in entirety	Cut 3 (~8 weeks) Nearly always required in entirety	Possible cut 4 or partial cut	Normally no cutting	Probable cut 4 or 5 depending on season

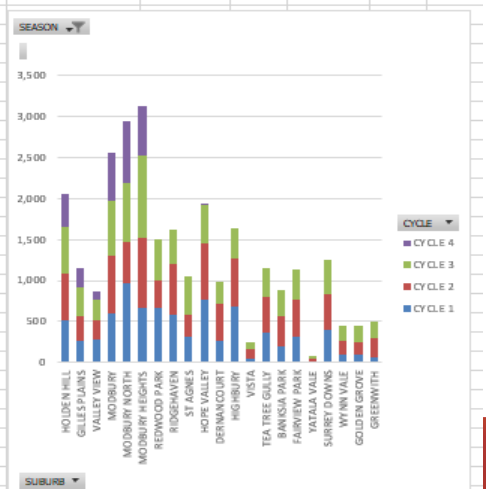
SEASON	2019/2020				
SUBURBS	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4	Grand Total
HOLDEN HILL	352	282	332	388	1,354
GILLES PLAINS	232	217	211	220	880
VALLEY VIEW	166	87	129	167	549
MODBURY	564	306	641	390	1,901
MODBURY NORTH	547	483	482	732	2,244
MODBURY HEIGH	535	389	476	334	1,734
REDWOOD PARK	386	447	376	447	1,656
RIDGEHAVEN	400	371	351	509	1,631
ST AGNES	308	177	240	116	841
HOPE VALLEY	376	430	406	539	1,751
DERNANCOURT	255	265	231	191	942
HIGHBURY	498	340	201	424	1,463
VISTA	111	71	24	85	291
TEA TREE GULLY	219	201	141	296	857
BANKSIA PARK	353	305	127	134	919
FAIRVIEW PARK	392	157	126	423	1,098
YATALA VALE	23		1	20	44
SURREY DOWNS	146	307	219	161	833
WYNN VALE	34	96	47	162	339
GOLDEN GROVE	44	58	50	100	252
GREENWITH	61	123	111	131	426
Grand Total	6,002	5,112	4,922	5,969	22,005



SEASON	2020/2021				
SUBURBS	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4	Grand Total
HOLDEN HILL	516	573	560	408	2,057
GILLES PLAINS	259	310	352	236	1,157
VALLEY VIEW	282	234	249	103	868
MODBURY	595	707	665	581	2,548
MODBURY NORTH	969	492	718	761	2,940
MODBURY HEIGH	669	849	995	609	3,122
REDWOOD PARK	668	340	501		1,509
RIDGEHAVEN	580	616	427		1,623
ST AGNES	321	265	458		1,044
HOPE VALLEY	767	691	461	12	1,931
DERNANCOURT	270	444	262		976
HIGHBURY	680	592	366		1,638
VISTA	51	113	78		242
TEA TREE GULLY	374	425	358		1,157
BANKSIA PARK	201	372	311		884
FAIRVIEW PARK	311	461	359		1,131
YATALA VALE	16	32	30		78
SURREY DOWNS	391	439	429		1,259
WYNN VALE	97	168	178		443
GOLDEN GROVE	99	153	195		447
GREENWITH	72	230	196		498
Grand Total	8,188	8,506	8,148	2,710	27,552

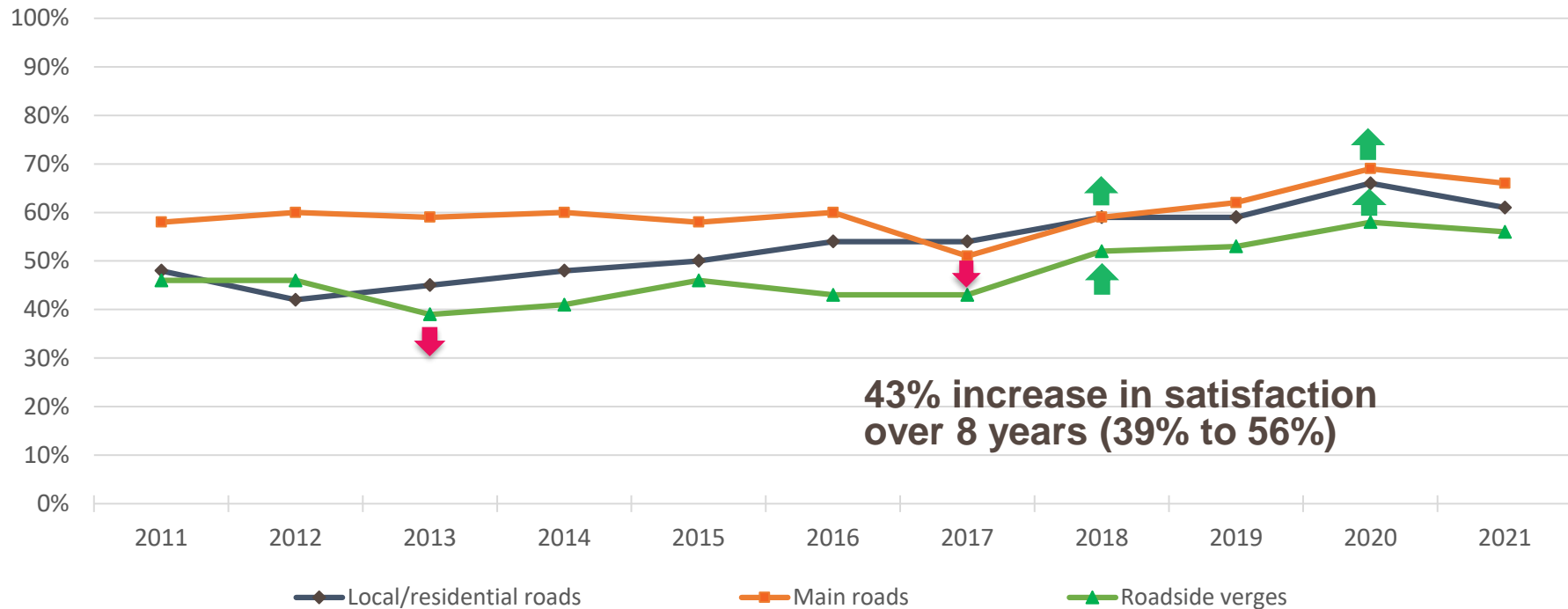


SEASON	2021/2022				
SUBURBS	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4	Grand Total
HOLDEN HILL	698	401			1,099
GILLES PLAINS	360	246			606
VALLEY VIEW	310	138			448
MODBURY	722	564			1,286
MODBURY NORTH	1,148	702			1,850
MODBURY HEIGH	346	678			1,024
REDWOOD PARK	565	431			996
RIDGEHAVEN	594	521			1,115
ST AGNES	263	307			570
HOPE VALLEY	284	478			762
DERNANCOURT	175				175
HIGHBURY	241	11			252
VISTA	61				61
TEA TREE GULLY	440				440
BANKSIA PARK	173				173
FAIRVIEW PARK	218				218
YATALA VALE	3				3
SURREY DOWNS	228				228
WYNN VALE	124				124
GOLDEN GROVE	84				84
GREENWITH	115				115
Grand Total	7,152	4,477			11,629



CITY OF
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Community Survey Results - Roads and verges

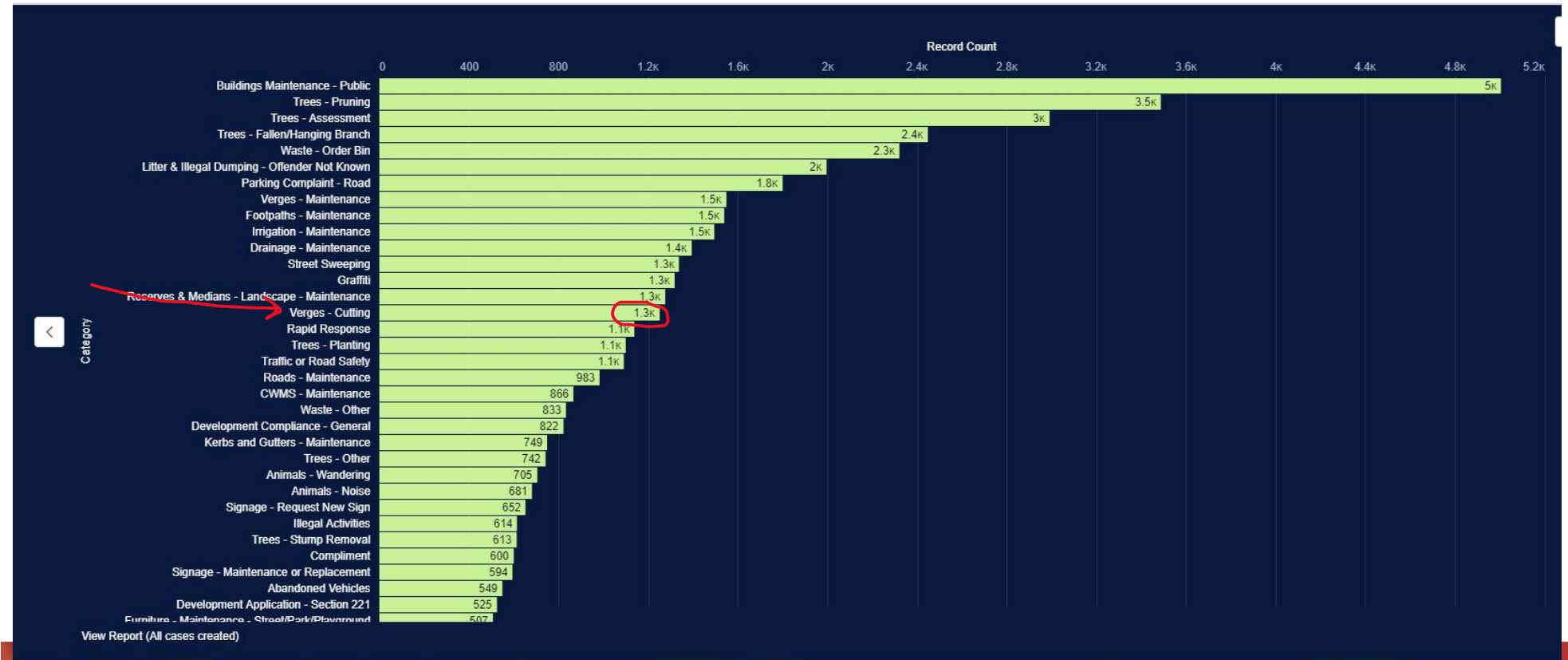


Top 2 box (T2B) scores (combined satisfied & very satisfied ratings)



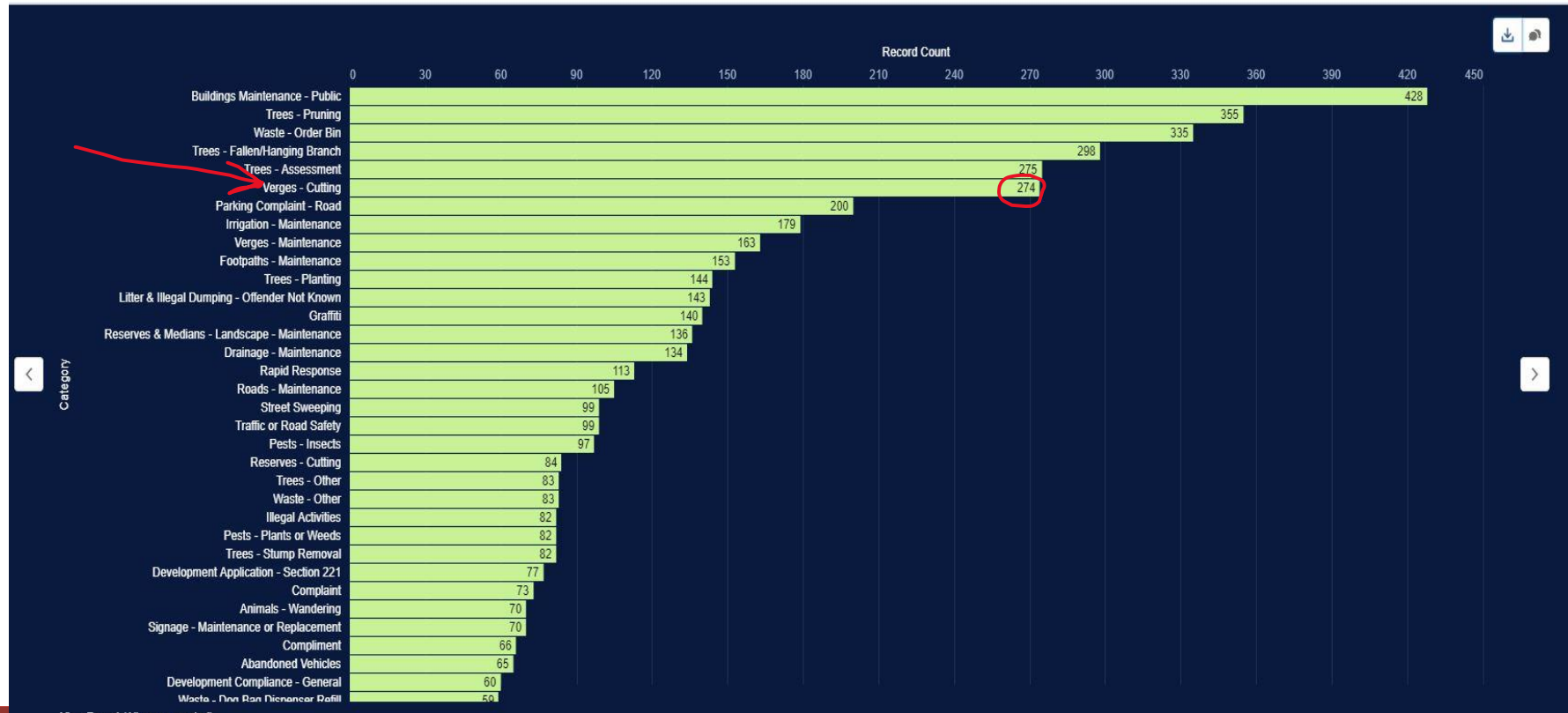
CFS data from 2019 to 2021 (15th overall)

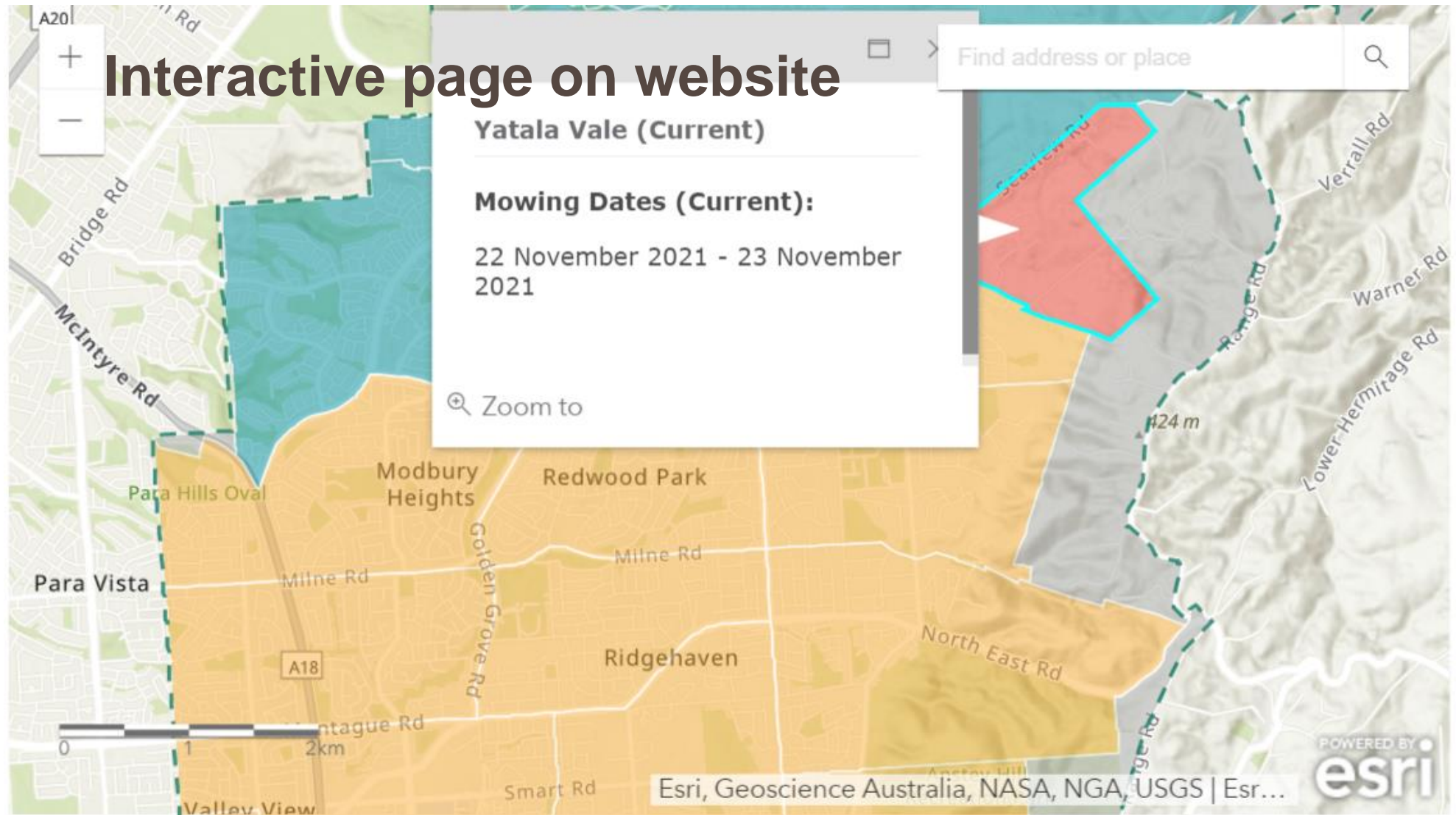
All cases created



CFS data for spring (Sept, Oct, Nov) 2001 (6th overall)

All cases created





Residential verge cutting variables and considerations

- Urban design – can we expect property owners to show “ownership” of adjacent land
- Home ownership v rentals
- Pride of property and surrounds
- Soil types
- Corner blocks
- Grass types – kikuyu, rye grass, wild oats, barley grass, couch, weeds
- Commercial properties or areas
- Slope or terrain of land
- **Number 1 variable is the weather** – sun, rain, temperature and their combinations

Budget and variable costs

- Highly variable spend based on seasonal factors

	2016-17	2017-18	2018-19	2019-20	2020-21
Annual Budget	\$679K	\$683K	\$701K	\$615K	\$615K
Variation	\$204K	\$44K	\$183K	\$14K	\$142K





Attachment 1

Item 11.2



CITY OF
TEA TREE GULLY
Naturally Better

Current contract details

- Fixed price per programmed cut, not price per verge
- Currently in year two of eight (5+3) year contract after previous five year contract with same provider
- Price fixed for first five years
- Flexible contract provides fixed costs for
 - three programmed cuts ($\$121,237 \times 3 = \$363,711$)
 - a further single programmed cut
 - individual suburb cut (\$5,510)
 - ad hoc individual single verge cut (no charge)
 - fixed cost for GG main road cutting (\$9,500 per cut)

Questions

- Do we need a Policy for residential verge cutting?
- Should we consider alternative verge treatments and their risks v benefits e.g. dolomite, poison other v heat island effect?
- Is eight weeks too long between cuts?
- Consider number of cyclic cuts annually – variable?
- Should there be allowances made for residents who care for their own verge and how might this be assessed?
- And residents who are unable to maintain their verge?



Review Project Scope - Horticulture Verge Maintenance Services

1. INTRODUCTION

1.1 Purpose of Document

The purpose of this scope is to provide a guideline as to expected factors, parameters, extent, timing and possible outcomes of the proposed Service Review – Horticulture Verge Maintenance Services.

The key Service Review elements proposed are:

- Defining and documenting operating service levels for residential verge cutting which may be varied due to seasonal influences and based on guiding principles
- Defining and documenting operating service levels for cutting main road verges and medians within the Golden Grove Development which may be varied due to seasonal influences and based on guiding principles
- To consider other verges maintenance services / treatments such as: weed spraying, eliminating grassed areas and allowing verges with a quarry rubble

Exclusions:

1. Road median strips under the care and control of the Department for Infrastructure and Transport are presently excluded from this review as they have previously declined to allow council to maintain these areas (with the exception of medians that have been improved by Council with tree planting treatments and garden beds)
2. Department for Infrastructure and Transport road side verges and medians areas where council already provides maintenance services (e.g. defined Golden Grove development area, Modbury Precinct upgraded areas, Grenfell Rd in Surrey Downs/Redwood Park)

1.2 Background / Context

The City of Tea Tree Gully has provided a verge cutting service to its community for more than 15 years with an undefined service level for many of these years. In the past six or so years our stated service level has been three residential verge cuts of the City per year with reactionary cutting possible if required. Reactionary cutting for single verges is based on risk and safety requirements only, and broader suburb or City wide cuts based on seasonal weather influences and budget availability.

The current verge cutting service is outsourced to contractors and this contract has been previously reviewed and offers excellent value for money.

1.3 Objectives

Review of our current operational service levels and community acceptance or desire for improvement. Compare current service levels, costs and quality of outcome with other councils.

Service Review Scoping Document: Horticulture Verge Maintenance Services Record Number: D22/4092

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Page 1 of 5



Review Project Scope - Horticulture Verge Maintenance Services

1.4 Strategic Alignment to Plans, Policies & Delivery Plans

The relevant parts of Council's Strategis Plan include:

Community

We create opportunities for people to connect with one another and to their local community.

- 1.1. People feel a sense of belonging, inclusion and connection with places, spaces and the community
- 1.4. Our services are accessible to all and respond to changing community needs

2. Environment

We are leaders in how we manage and care for our environment, we minimise the impacts of climate change, protect our community from public and environmental health risks, and actively promote sustainable and healthy living.

- 2.1 Environmentally valuable places and sites that are flourishing and well cared for
- 2.2. A community that is protected from public and environmental health risks
- 2.5. We are resilient to climate change and equipped to manage the impact of extreme weather events.
- 2.6. Our tree canopy is increasing.

3. Economy

We support a thriving local economy where businesses are successful and people have access to a range of employment and education opportunities.

- 3.3. A local economy that is resilient and thrives, where businesses are supported to grow and prosper, provide local jobs and sustain our community and visitors and utilise technology to improve the liveability of our City

4. Places

We create places where people enjoy living and spending time because they are appealing, safe, accessible and interesting.

- 4.1. Streets, paths, open spaces and parks are appealing, safe and accessible

5. Leadership

We are trusted to make good decisions that are in the best interests of our community.

- 5.4. Delivery of services is sustainable and adaptable

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Review Project Scope - Horticulture Verge Maintenance Services

2. BENEFITS

Opportunities and benefits of adjusting the verge cutting service level are likely to be in customer satisfaction and enhancement of the City of Tea Tree Gully reputationally. The nature of the verge maintenance service provides a direct and ongoing visual amenity benefit to the council area and as such it could be argued that benefits may flow onto economic development, liveability and desirability for investment attraction.

3. RISKS

No risks are expected to be increased by reviewing our verge cutting service levels. However the current verge management contract may not be sustainable into the future and will be considered as part of the review.

4. SCOPE, CONSTRAINTS & ASSUMPTIONS

Scope

Included in the scope of this project:

- 1 Review and benchmark the number of residential verge cutting cycles delivered and budgeted for annually
- 2 Discuss the optimal number of weeks that should pass between each cutting cycle for different seasons and parts of the City of Tea Tree Gully
- 3 Decide whether a peak growing season can be defined for the consideration of an increased or variable service level
- 4 Can/should verge maintenance service levels be adjustable annually based upon seasonal factors, or should a standard service level be fixed
- 5 Are there any policy or procedure considerations relating to property owners who are unable to maintain the verge adjacent their property?
- 6 The potential of alternative treatments in residential verges other than grass/turf. What are they and can they be alternative to verge cutting or used in conjunction with verge cutting.
- 7 Is there an impact on verge maintenance of increase tree planting?
- 8 Sustainability of current service levels and are there any trends with verge cutting other than any seasonal fluctuations?

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Review Project Scope - Horticulture Verge Maintenance Services

Exclusions

Specifically excluded from the scope of this project:

- Main road medians outside the Golden Grove Development area as it is permitted by the Department Transport and Infrastructure.

Constraints

This project will be constrained by the following:

- Ability to set standards in an environment heavily influenced by weather.
- Current contracted service agreement, we are in year two of a five plus three year contract
- Budget capacity
- Contract terms and contractor availability

Assumptions

This project assumes the following:

- We continue to contract out our verge cutting service
- The verge cutting provision will be heavily influenced by weather and is different every year

Related Initiatives / Projects

The related initiatives / projects are listed in Table 1 below:

Table 1: Related Initiatives / Projects

Initiative / Project	Relationship / Interest
Street Tree Program	Potential impacts of increased street trees present on verges and whether this will impact verge maintenance costs.

Service Review Scoping Document: Horticulture Verge Maintenance Services Record Number: D22/4092

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Review Project Scope - Horticulture Verge Maintenance Services

5. STAKEHOLDERS

The table below lists the individuals and groups internally whose interests may be affected as a result of this business case proposal.

Stakeholder	Role	Interest / Context / Relationship	Organisation Change Impact
Parks	Horticulture Maintenance Officer, Supervisor Horticulture Manager, Parks	Superintendent and Superintendents Representative of the verge contract. Department manager	Increase in supervision of contractor is expected Service review lead
Finance	Budgeting	Impact on budgets	Potential budget pressure
Customer and Communications	Communicating with community	Interaction with residents with a change in service	Customer centre workloads may be affected
Contracts and Procurement	Managing contracts	New contracts may be required with changes in requirements	Resource impact
Community	Customer	Quality improvement of amenity Improved liveability Business prosperity	Lower number of CFS and customer centre queries and complaints

6. TIMEFRAMES

Benchmarking with other councils is expected to be relevant in influencing decisions and may take a number of weeks..

Detailed analysis of benchmarking information will be undertaken and discussed prior to engaging with contractor on any changes to pricing or service levels.

Discussion with current contractor is currently underway on sustainability of existing contract pricing and conditions. Negotiations and review of operational service levels is expected to take up to twelve weeks and finalising of the service review is anticipated by beginning of June 2022.

Service Review Scoping Document: Horticulture Verge Maintenance Services Record Number: D22/4092

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REPORT FOR

SERVICE REVIEWS COMMITTEE
MEETING

MEETING DATE

02 FEBRUARY 2022

RECORD NO:

D22/4985

REPORT OF:

ASSETS & ENVIRONMENT

TITLE:

ROAD MANAGEMENT - SERVICE REVIEW PROJECT SCOPE

PURPOSE

To provide the Committee with an opportunity to provide feedback in relation to the proposed Road Management Service Review Project Scope.

RECOMMENDATION

That having considered the report titled “Road Management – Service Review Project Scope” and dated 2 February 2022 that the Services Review Committee approves the Project Scope as detailed in Attachment 2 of the abovementioned report.

1. BACKGROUND

In order to establish priorities for service reviews, a service reviews register was developed that included all functions / services provided by Council. These were broadly categorised as follows:

- ☒ Asset management
- ☒ Waste management
- ☒ Open space management and environment
- ☒ Community development
- ☒ Planning and economic development
- ☒ Community health and safety
- ☒ Corporate services

To assist in developing an objective assessment of the services and their priority as a nominated service review, the following evaluation criteria were established (with various weightings):

- ☒ Policy / strategy alignment
- ☒ Risk rating and outstanding internal audit actions
- ☒ Existing work environment (eg. significant business change, vacancies)
- ☒ Financial impact
- ☒ Customer / community impact (based on community survey results, customer request volumes, customer complaint volumes)
- ☒ Organisational culture survey results (with a focus on constructive style results)

All services were evaluated using the above criteria, to provide a rating / score which assisted in determining the priority order of service reviews to be undertaken. Using this approach, the following service review priorities were identified:

- ☒ Community Wastewater Management System
- ☒ Development applications and compliance
- ☒ Footpath management – construction and maintenance
- ☒ Horticulture maintenance
- ☒ Information Technology
- ☒ Property / building maintenance
- ☒ Public lighting
- ☒ Road management – construction and maintenance
- ☒ Stormwater management
- ☒ Strategic asset management
- ☒ Tree management - planting, inspections / assessment, maintenance and removal
- ☒ Waste management

These priorities were endorsed by the Services Review Committee on 8 September 2020 when it was resolved:

That having considered the report titled “Community Value Program Update and Service Review Priorities” dated 8 September 2021, the Service Reviews Committee supports the following service review program priorities:

- a) *Development applications and compliance*
- b) *Footpath management – construction and maintenance*
- c) *Horticulture maintenance*
- d) *Information Technology*
- e) *Property / building maintenance*
- f) *Public lighting*
- g) *Road management – construction and maintenance*
- h) *Stormwater management*
- i) *Tree management - planting, inspections / assessment, maintenance and removal*
- j) *Waste management*

2. DISCUSSION

The Committee received a briefing in relation to the Road Management Review on 1 December 2021 and at that meeting it was discussed that the proposed scope should include consideration of acceptable road treatment options for optimised asset management and resourcing. A copy of the presentation is included as Attachment 1.

Since this presentation, the Roads Management team have prepared a scope of works for the review and endorsement of committee. A copy of the scope proposed for endorsement is included in Attachment 2.

3. FINANCIAL

A budget has been established to ensure appropriate resources have been allocated to complete each review.

4. STRATEGIC OBJECTIVES

Strategic Plan

The following strategic objectives in Council's Strategic Plan 2025 are the most relevant to this report:

Objective	Comments
Leadership	
<i>Leadership and advocacy is focused on the long term interests of the community</i>	Develop a framework for the review of all services and programs to ensure community value and alignment with Council's Vision and Strategic Plan 2025 , and our Organisational Plan 2025
<i>Planning considers current and future community needs</i>	Application of a development framework to service definition will enable delivery of essential services which meet the social, economic, and environmental needs of our current and future community, in addition to those mandated by the Local Government Act.
<i>Delivery of services is sustainable and adaptable</i>	Ensure that cost savings are achieved through the service and program alignment process to ensure that Council continues to meet its Long Term Financial Plan objectives and addresses the financial impact of COVID-19
<i>Major strategic decisions are made after considering the views of the community</i>	Review the organisational structure and operating model to maximise the Value that we provide to our Community

Policies / Strategies

- ☒ Long Term Financial Plan (LTFP)
- ☒ Financial Sustainability Policy
- ☒ Project Management Framework

5. LEGAL

There is no legal requirement to undertake a Program of this nature nor is there any legal requirement to provide public roads or road maintenance services.

It could be argued that Council should, after providing a specific public road, maintain the public road to a specified standard.

Legal and legislative requirements of individual services will be taken into account as part of each individual service review. Consultation will be undertaken with relevant unions to ensure that staff are consulted regarding any proposed changes to work practices.

6. RISK – IDENTIFICATION AND MITIGATION

The Program Management Plan includes a thorough risk assessment and proposed mitigation strategies to ensure the projects are conducted without negatively impacting employee engagement and organisational culture and performance. This project will also have its own individual risk assessment.

7. ACCESS AND INCLUSION

Consideration of access and inclusion implications will form part of the service review undertaken where appropriate. It is intended to support and complement any already **identified actions as part of Council's Disability Access and Inclusion Plan (DAIP).**

8. SOCIAL AND COMMUNITY IMPACT

Delivery of this review has the potential to directly impact staff, the community and other key stakeholders. A thorough stakeholder analysis, communications plan and change management strategy will be developed, and will continue to be refined, that addresses the key impacts to stakeholders, including how they can be involved with different aspects of the review.

9. ENVIRONMENTAL

Consideration of environmental impacts will form part of the service review.

10. ASSETS

Consideration of assets impacted will form part of the service review.

11. PEOPLE AND WORK PLANS

The review will include a change and communication plan to ensure that employees are appropriately consulted and communicated with where there are impacts to their role or the services they deliver.

A large portion of this work will be undertaken within existing organisational resources, which has the ability to impact the timelines of the review. This will be closely monitored to ensure a balance of continued delivery of existing services, while maintaining progress with the Community Value Program.

Where there are significant impacts on the ability to deliver the service review external resources may be used to assist.

12. COMMUNITY AND STAKEHOLDER ENGAGEMENT

There is no proposed community engagement of the Program at this stage.

13. COMMUNICATIONS OF COUNCIL DECISION

Council will be responsible for any policy or service level decisions.

14. INTERNAL REPORT CONSULTATION

Name	Position	Consulted about
John Moyle	Chief Executive Officer	Scope
Ryan McMahon	Director Organisational Services & Excellence	Scope
Thornton Harfield	Director Assets & Environment	Scope
Carol Neil	Director Community & Cultural Development	Scope
Julie Short	Manager Organisational Development	Scope

Justin Robbins	Manager Finance & Rating Operations	Scope
Ilona Cooper	Manager Governance & Policy	Scope
Ingrid Wilkshire	Manager City Strategy	Scope
Simone Hage	Team Leader Organisational Development	Scope

Attachments

1. Download	Service Review Committee - Road Management - Presentation - 1 December 2021	67
2. Download	Service Review Committee Report - Service Review Road Management Review Project Scope.....	94

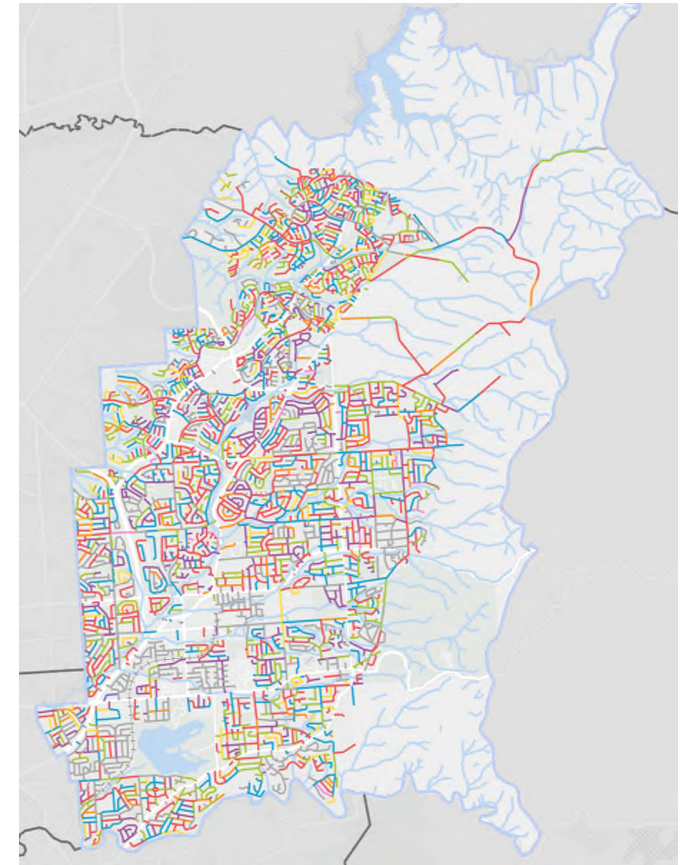
Report Authorisers

Adam Kelly Group Coordinator Civil and Buildings Projects	8265 8630
Thornton Harfield Director Assets and Environment	8397 7283

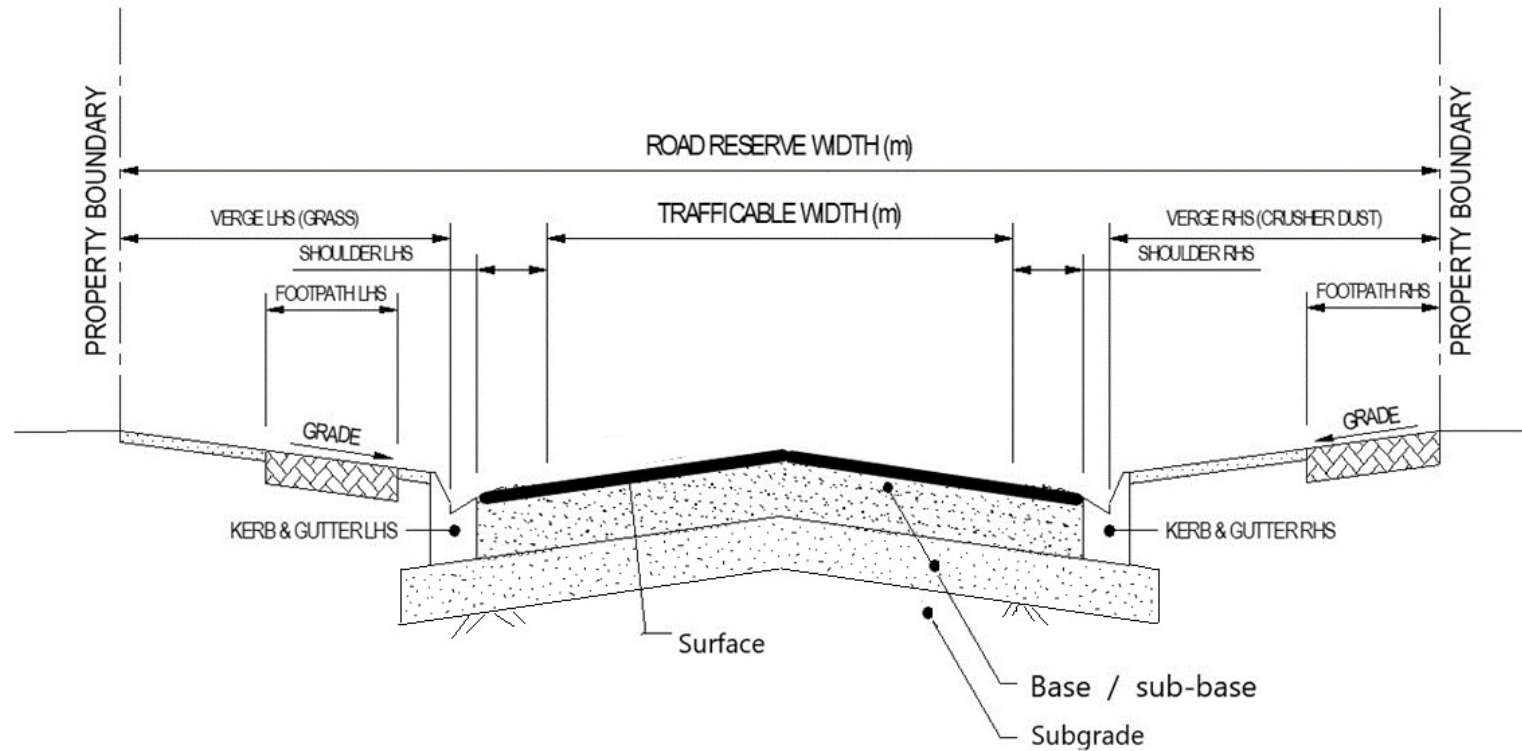


Our Road Assets

- **Transport Asset Management**
 - Roads make up nearly 80% and includes assets such as road pavement, road seal, kerb and gutter, footpaths, car parks, traffic control devices
- **590km of Sealed Roads**
 - 2608 segments, \$380M Replacement Cost
- **8km of Unsealed Road**
 - 22 segments, \$960K Replacement Cost



What is a Road?



Road Reconstruction



Road Reconstruction



Road Reconstruction



Road Reconstruction



Barmera Avenue, Hope Valley – After Reconstruction

Road Reconstruction



Road Reconstruction



Reseal



Reseal



Condition Assessment

Planning

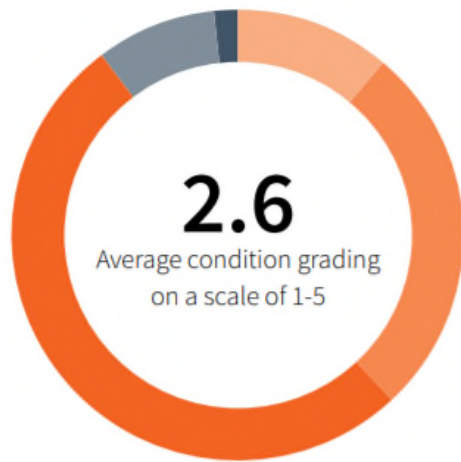
Condition Assessments

- Undertaken on a 3-4 year cycle
- Road surface, Pavement and Kerbing
 - Raw data (%) is converted to a 1-5
 - Rule base determines what treatments are selected
(i.e. recommended treatments are based on condition data)
- On-site verification and detailed planning design



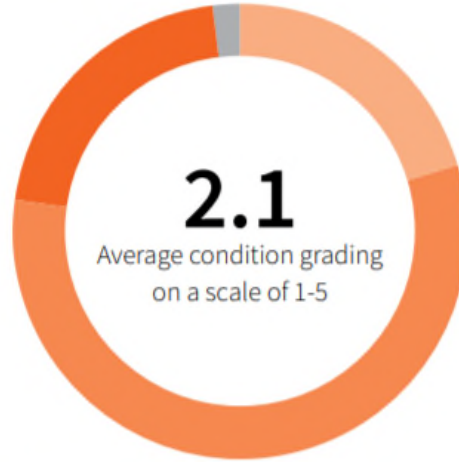
Condition of Roads

Road surface condition



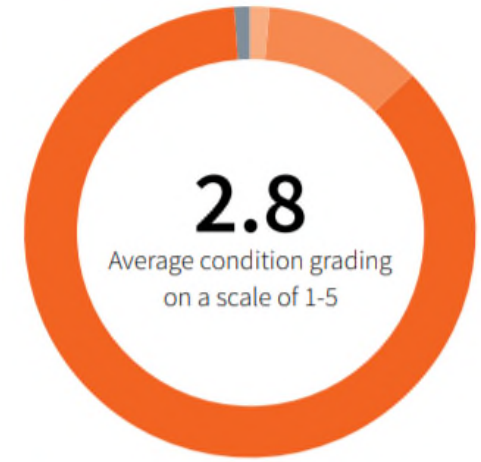
Very good - 11.2% Poor - 8.6%
Good - 27% Very poor - 1.6%
Fair - 51.6%

Road pavement condition



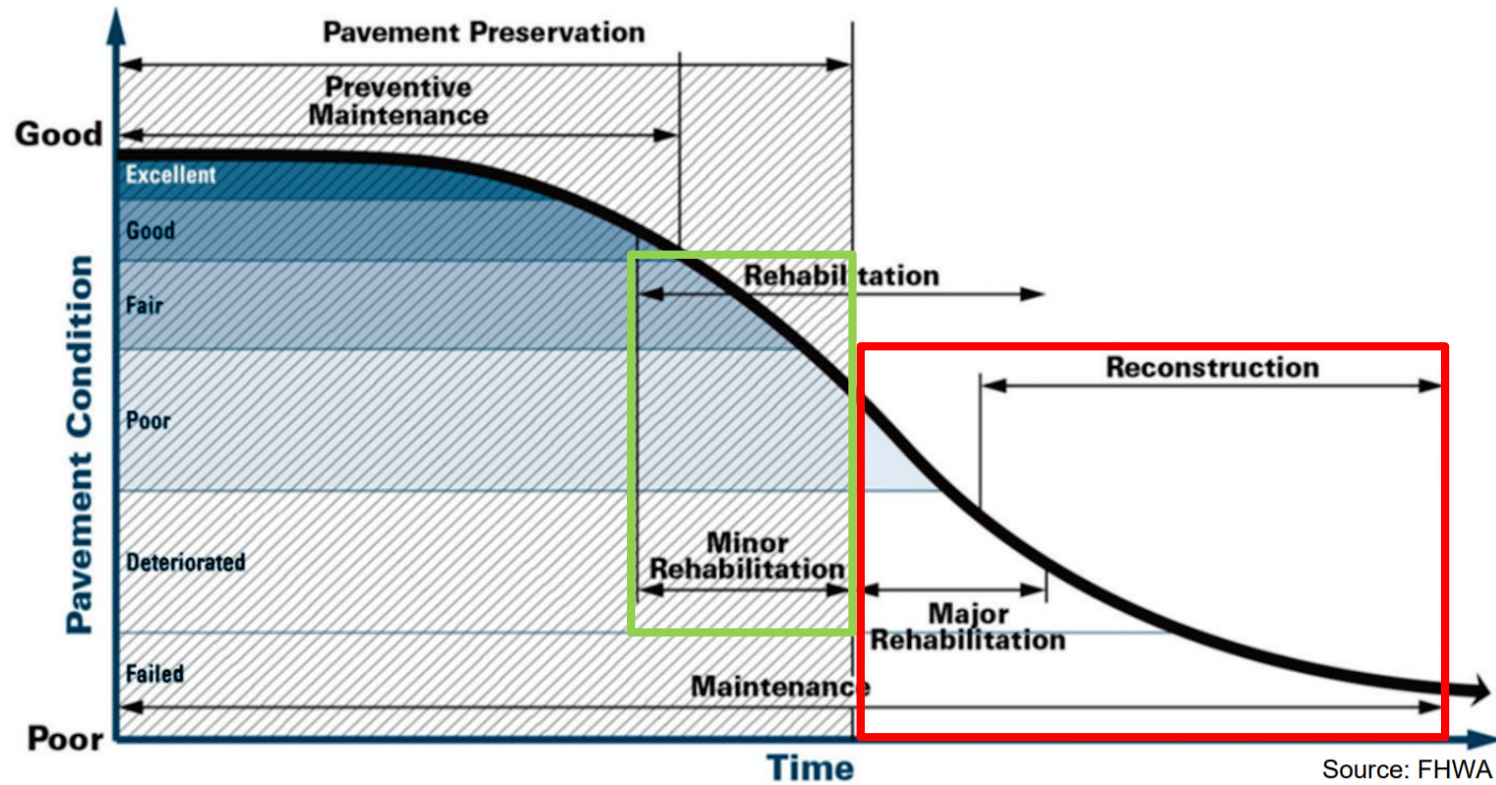
Very good - 20.5% Poor - 1.7%
Good - 56.8% Very poor - 0.0%
Fair - 20.9%

Kerb condition



Very good - 1.4% Poor - 1.0%
Good - 11.6% Very poor - 0.0%
Fair - 86%

Pavement Lifecycle



Treatment Selection

Planning

Example 1 :

Elcombe Crescent, Modbury

Crocodile Cracking - 12.5% (4/5)

Line Cracking – 4.9% (3/5)

Kerbing – Left: 3.4/5, Right 4.2/5

Proposed Treatment: **Major Patching + Reseal**

- For trafficable area based on rule base

Actual Treatment: **Reconstruction**

- Due to poor pavement and deteriorated kerbing, a reconstruction was the best option

Example 2 :

Barker Avenue

Surface Defects (Patching) – 2/5

Ravelling (Loss of stone) – 4/5

Previous Treatment: Spray Seal

Proposed Treatment: **Reseal**

- For trafficable area based on rulebase

Actual Treatment: **Reseal**

Routine Maintenance and Operations

\$785k /year spend on road maintenance (approx.)

- Repairing Defects

\$345k /year spend on operational items (approx.)

- Signage and Line Marking renewal



Road Surface and Pavement Renewal

Historical Budgeting

Treatment	Budget Range
Road Reconstruction	\$1.4M - \$1.8M
Road Resealing	\$1.2M - \$1.4M
Roads to Recovery	\$1.2M
Road Resheeting	\$140k
Total	\$3.94M - \$4.54M

How we currently manage our roads (Capital)

Road Reconstruction

Activity	Inourced	Outsourced
Demolition	✓	
Pavement Construction	✓	
Kerb and Driveway Preparation	✓	
Stormwater Installation / Repair	✓	
Kerb and Driveway Construction		✓
Seal Construction (Asphalt)		✓
Signage Installation	✓	
Ancillary Work	✓	
Line Marking		✓

How we currently manage our roads (Capital)

Reseal

Activity	Insourced	Outsourced
Asphalt Profiling		✓
Asphalt Patching and Overlay		✓
Isolated Kerb Replacement	✓	✓
Topstone Adjustments		✓
Crack Sealing Prior to Reseal		✓
Line Marking		✓

Re-sheeting – Insourced

Internal Resources (Capital)

- Staff across 2 x teams (Reconstruction & Urban Rural)



Plant & Equipment

- Graders
- Loaders
- Rollers
- Tippers
- Site Amenities



How we currently manage our roads (Operating)

Maintenance

Activity	Insourced	Outsourced
Asphalt Patching (Proactive)	✓	
Pothole Repair	✓	
Kerb Repair	✓	
Road Shoulder Maintenance	✓	
Regulatory Traffic Signage	✓	
Topstone Adjustments		✓
Crack Sealing		✓
Line Marking		✓

Customer Requests – 329 in 2020, 367 (to date) 2021

Future Considerations

- Strategic Plan Objectives
- Community Expectations
- Climate Change Adaptation
- Sustainable Resources
 - Technology / Equipment
 - Recycled Materials
- City Growth and Road Network Growth
- Policy Requirements
 - Private Roads
 - Unsealed Roads

Proposed Scope

Asset Treatment Optimisation (Lifecycle)

Acceptable Treatments

- Environmental Impacts
- Intervention Planning
- New Technologies
- Detailed Treatment Designs

Internal vs External Delivery

Asset Treatment Optimisation (Lifecycle)

Acceptable Treatment Options

- Identify community acceptance on treatments options
- Full Reconstruction vs Renovation vs Reseal vs Micro-Surfacing etc.

Spray Seal



Micro Surfacing



Patching



AC Overlay

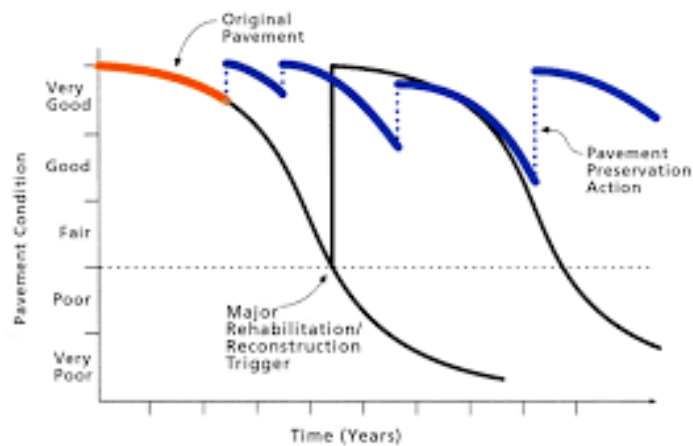


Reconstruction

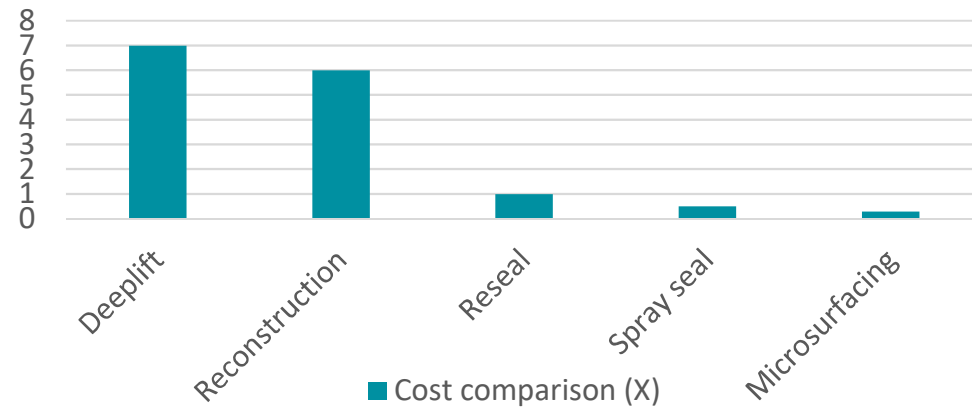


In Scope - Discussion

- Potential full Road Reconstruction diminishing
 - Historically reconstruction used to correct undulation
- Options for preventative treatments



Approx Treatment Cost Comparison



Asset Treatment Optimisation (Whole of Life)

Climate Initiatives

Appetite for trialling alternative products and treatment options

Sustainable
products

Carbon
Savings

Recycling

Internal Vs External delivery review

Consideration Factors

- Road Reconstruction diminishing
- Annual Programs
- Plant and Equipment utilisation
- Scope of works
- Risk and WHS
- Resource Efficiencies
- Customer Impact





Service Review Project Scope – Road Management

1. INTRODUCTION

1.1 Purpose of Document

The purpose of this scoping is to:

- Clearly identify a project scope in which Council will invest identified time and resources to deliver stated objectives relating to road management.

1.2 Background / Context

Roads make up nearly 80% of the Transport Asset Management Plan and includes assets such as road pavement road seal, kerb and gutter, footpaths, car parks and traffic control devices.

590km of our road network are made up of sealed roads, which has a replacement value of \$380M whilst 8km are unsealed roads at a replacement value of \$960K.

Condition assessments of our road network are undertaken on a 3 to 4 year cycle and surveys the road surface, pavement and kerbing providing us with data to analyse. By populating a rule base, recommended treatments based on condition data are derived.

Of a rating from 1 to 5 (1 is good, 5 is poor), the average condition of our roads is comprised of:

- road surface = 2.6,
- Road Pavement condition = 2.1
- Kerb condition = 2.8

Currently City of Tea Tree Gully generally carries out 3 treatment options for the renewal of its road network being a full reconstruction (primarily internally resourced), asphalt overlay (outsourced) and unsealed road resheeting (internally resourced) equating to an average budget between \$3.94 - \$4.54m per annum.

Internal capital resources includes 2 teams (Reconstruction and Urban Rural Maintenance) with associated plant and equipment such as graders, loaders, rollers, tippers and site amenities.

Maintenance and operational works such as patching, cracksealing and linemarking equate to an approximate spend of \$1.1m per year.

With the increase in community expectations, current technology, recycled products, environmental initiatives in accordance with strategic plan objectives and city growth, there is a need to further explore the treatment options to deliver best practice asset management, to optimise the lifecycle of the asset and to ensure Council is delivering efficient and effective services to the community.



Service Review Project Scope – Road Management

1.3 Objectives

Optimisation of the road asset lifecycle, through reviewing and undertaking renewal treatment options, whilst endeavouring to minimise the impact to residents and create a positive experience.

Improved planning and scoping to accurately budget annual capital roads programmes.

Review and implementation of any identified changes through new technologies associated with soil conditions, climate initiatives, etc and processes for effective and efficient practices relating to road construction / renovation.

1.4 Strategic Alignment to Plans, Policies & Delivery Plans

Strategic Plan 2025

2.3. The carbon footprint of our city is reduced through the collective efforts of community and Council, including business

2.4. Our consumption of natural resources is minimised by reducing, reusing and recycling products and materials, and using renewable resources

2.5. We are resilient to climate change and equipped to manage the impact of extreme weather events.

4.1. Streets, paths, open spaces and parks are appealing, safe and accessible

4.6. Infrastructure and community facilities are fit for purpose, constructed using sustainable practices and well maintained.

5.3. Planning considers current and future community needs

5.4. Delivery of services is sustainable and adaptable

5.5. Decision making is informed, based on evidence and is consistent

Organisational Plan

- We have service standards in place across the organisation and we continually improve our performance
- Our workforce strategy enables us to meet external opportunities and challenges, and improve service delivery
- Our practices consider current and future community needs and challenges



Service Review Project Scope – Road Management

2. BENEFITS

Reviewing treatment options will ensure Council meet its obligations through current Asset Management Practices and improves the asset lifecycle of the road network.

Potential financial benefit through refined scoping and efficient services.

Optimisation of allocation of funds for asset management and improved quality of our road assists with the satisfaction of residents and their well being.

Environmental benefits through analysing treatment options with a focus on climate initiatives and the level of research and development associated with new technologies defined in a policy.

Improved role clarity and action planning for future projects / programmes to ensure timely delivery and quality of works.

3. RISKS

Potential industrial relations risks which can be managed through change management practices.

Potential for conflicting views of engineering staff regarding treatments options and the management of roads.

Risk of not achieving full business benefits with items that are considered out of scope.

4. SCOPE, CONSTRAINTS & ASSUMPTIONS

Scope

Included in the scope of this project:

Asset Treatment Optimisation (lifecycle)

- To identify acceptable treatments and optimisation of the asset lifecycle to our road assets incorporating new technologies, intervention planning, environmental impacts and detailed treatment designs for capital renewal works.
- Define Council's position as it relates to research and development and the appetite for being early adopters.
- Effectiveness and efficiency relating to use of resources (including but not limited to staff, plant and equipment and contractors)
- Review current service standards and factors that are measurable and considered for the community.
- Road condition rating assessment process, frequency and valuations.
- Define a policy position of service standards as it relates to Road Management.
- Benchmarking across other Council's / departments



Service Review Project Scope – Road Management

- Review of the impact of service standard changes.

Exclusions

Specifically excluded from the scope of this project:

- Road Maintenance activities
- Fire Track maintenance and renewal
- Unsealed Road maintenance and renewal

Constraints

This project will be constrained by the following:

- Current Asset Data and systems (Condition audit will be available after the Service Review)
- Current endorsed program of works
- Staff availability
- Financial impacts.
- Potential effects on operational budget
- Skilled staff to support the process in house.

Assumptions

This project assumes the following:

Nil



Service Review Project Scope – Road Management

Related Initiatives / Projects

The related initiatives / projects are listed in Table 1 below:

Table 1: Related Initiatives / Projects

Initiative / Project	Relationship / Interest
Road Maintenance Levels of Service	Treatment options and response.

5. STAKEHOLDERS

The table below lists the individuals and groups internally whose interests may be affected as a result of this business case proposal.

Stakeholder	Role	Interest / Context / Relationship	Organisation Change Impact
Civil and Strategic Assets	Asset Management, Planning, Annual program	Requirements for asset planning and Annual programs	Change in asset management plans and programmes, change in process.
Civil & Buildings Projects	Delivery of Projects	Understanding scope for delivery of works	Review resourcing requirements, materials, contractors, inhouse resources.
Finance	Budgeting	Understanding required annual budget for programs	Budget amendments, Benchmarking to ensure value for money and valuations.
Fleet and property services	Fleet attributed costs	Provision of plant and fleet to inhouse team	Changes to fleet requirements
Road Construction Team	In house resourcing for physical work	Future work / tasks, effects on position	Potential change of duties to normal role.
Community	Customer	Quality and impact of works	Time efficiencies based on inconvenience.



Service Review Project Scope – Road Management

6. TIMEFRAMES

Provide an outline of expected timeframes for the service review from commencement to completion – excluding implementation of any recommendations

	Jan	Feb	Mar	Apr	May	June	July	Aug
Review of Asset data								
Engagement of Consultant								
Production of design/ treatment options								
Review of current processes								
Community Engagement?								
Benchmarking								
Council's feedback								
Review of Resource Requirements								
Consultation with Staff								

Timeframes currently only indicative



REPORT FOR

SERVICE REVIEWS COMMITTEE
MEETING

MEETING DATE

02 FEBRUARY 2022

RECORD NO:

D22/4864

REPORT OF:

ORGANISATIONAL SERVICES & EXCELLENCE

TITLE:

DIGITAL ECONOMY (ESERVICES) - SERVICE REVIEW
PROJECT SCOPE

PURPOSE

To provide the Committee with an opportunity to provide feedback in relation to the proposed Digital Economy (Eservices) Service Review project Scope.

RECOMMENDATION

That having considered the report titled “Digital Economy (eServices) Services review project scope” dated 2 February 2022 that the Services Review Committee approves the project scope as detailed in attachment 2 of the abovementioned report.

1. BACKGROUND

In order to establish priorities for service reviews, a service reviews register was developed that included all functions / services provided by Council. These were broadly categorised as follows:

- ☒ Asset management
- ☒ Waste management
- ☒ Open space management and environment
- ☒ Community development
- ☒ Planning and economic development
- ☒ Community health and safety
- ☒ Corporate services

To assist in developing an objective assessment of the services and their priority as a nominated service review, the following evaluation criteria were established (with various weightings):

- ☒ Policy / strategy alignment
- ☒ Risk rating and outstanding internal audit actions
- ☒ Existing work environment (eg. significant business change, vacancies)
- ☒ Financial impact
- ☒ Customer / community impact (based on community survey results, customer request volumes, customer complaint volumes)
- ☒ Organisational culture survey results (with a focus on constructive style results)

All services were evaluated using the above criteria, to provide a rating / score which assisted in determining the priority order of service reviews to be undertaken. Using this approach, the following service review priorities were identified:

- ☒ Community Wastewater Management System
- ☒ Development applications and compliance
- ☒ Footpath management – construction and maintenance
- ☒ Horticulture maintenance
- ☒ Information Technology
- ☒ Property / building maintenance
- ☒ Public lighting
- ☒ Road management – construction and maintenance
- ☒ Stormwater management
- ☒ Strategic asset management
- ☒ Tree management - planting, inspections / assessment, maintenance and removal
- ☒ Waste management

These priorities were endorsed by the Services Review Committee on 8 September 2020 when it was resolved:

That having considered the report titled “Community Value Program Update and Service Review Priorities” dated 8 September 2021, the Service Reviews Committee supports the following service review program priorities:

- a) *Development applications and compliance*
- b) *Footpath management – construction and maintenance*
- c) *Horticulture maintenance*
- d) *Information Technology*
- e) *Property / building maintenance*
- f) *Public lighting*
- g) *Road management – construction and maintenance*
- h) *Stormwater management*
- i) *Tree management - planting, inspections / assessment, maintenance and removal*
- j) *Waste management*

2. DISCUSSION

The Committee received a briefing in relation to the options for the ICT review options on 6 October 2021 and at that meeting it was discussed that the first stage of the ICT review would be in relation to eServices. A copy of the presentation is included as Attachment 1.

Since this presentation the ICT team have prepared a scope of works. A copy of the scope for endorsement is included in Attachment 2.

3. FINANCIAL

A budget has been established to ensure appropriate resources have been allocated to complete each review.

4. STRATEGIC OBJECTIVES

Strategic Plan

The following strategic objectives in Council's Strategic Plan 2025 are the most relevant to this report:

Objective	Comments
Leadership	
<i>Leadership and advocacy is focused on the long term interests of the community</i>	Develop a framework for the review of all services and programs to ensure community value and alignment with Council's Vision and Strategic Plan 2025 , and our Organisational Plan 2025
<i>Planning considers current and future community needs</i>	Application of a development framework to service definition will enable delivery of essential services which meet the social, economic, and environmental needs of our current and future community, in addition to those mandated by the Local Government Act.
<i>Delivery of services is sustainable and adaptable</i>	Ensure that cost savings are achieved through the service and program alignment process to ensure that Council continues to meet its Long Term Financial Plan objectives and addresses the financial impact of COVID-19
<i>Major strategic decisions are made after considering the views of the community</i>	Review the organisational structure and operating model to maximise the Value that we provide to our Community

Policies / Strategies

- ☒ Long Term Financial Plan (LTFP)
- ☒ Financial Sustainability Policy
- ☒ Project Management Framework

5. LEGAL

There is no legal requirement to undertake a Program of this nature.

It is a legal requirement to provide a Council website for the publication of various public documents and this site should be easily accessible and required to obtain the necessary information.

It is also a legal requirement to provide access via e-services for planning applications and dog registrations. With both these applications it is an expectation that people can make payments and have other interactions with Council via the same access.

Legal and legislative requirements of individual services will be taken into account as part of each individual service review. Consultation will be undertaken with relevant unions to ensure that staff are consulted regarding any proposed changes to work practices.

6. RISK – IDENTIFICATION AND MITIGATION

The Program Management Plan includes a thorough risk assessment and proposed mitigation strategies to ensure the projects are conducted without negatively impacting employee engagement and organisational culture and performance. This project will also have its own individual risk assessment.

7. ACCESS AND INCLUSION

Consideration of access and inclusion implications will form part of the service review undertaken. It is intended to support and complement any already identified actions **as part of Council's Disability Access and Inclusion Plan (DAIP).**

8. SOCIAL AND COMMUNITY IMPACT

Delivery of this review has the potential to directly impact staff, the community and other key stakeholders. A thorough stakeholder analysis, communications plan and change management strategy will be developed, and will continue to be refined, that addresses the key impacts to stakeholders, including how they can be involved with different aspects of the review.

9. ENVIRONMENTAL

Consideration of environmental impacts will form part of the service review.

10. ASSETS

Consideration of assets impacted will form part of the service review.

11. PEOPLE AND WORK PLANS

The review will include a change and communication plan to ensure that employees are appropriately consulted and communicated with where there are impacts to their role or the services they deliver.

A large portion of this work will be undertaken within existing organisational resources, which has the ability to impact the timelines of the review. This will be closely monitored to ensure a balance of continued delivery of existing services, while maintaining progress with the Community Value Program.

Where there are significant impacts on the ability to deliver the service review external resources may be used to assist.

12. COMMUNITY AND STAKEHOLDER ENGAGEMENT

There is no proposed community engagement of the Program at this stage.

13. COMMUNICATIONS OF COUNCIL DECISION

Council will be responsible for any policy or service level decisions.

14. INTERNAL REPORT CONSULTATION

The following staff have been included in the consultation process in the preparation of this Report.

Name	Position	Consulted about
John Moyle	Chief Executive Officer	Scope
Ryan McMahon	Director Organisational Services & Excellence	Scope
Thornton Harfield	Director Assets & Environment	Scope
Carol Neil	Director Community & Cultural Development	Scope
Julie Short	Manager Organisational Development	Scope
Justin Robbins	Manager Finance & Rating Operations	Scope
Ilona Cooper	Manager Governance & Policy	Scope
Ingrid Wilkshire	Manager City Strategy	Scope
Simone Hage	Team Leader Organisational Development	Scope

Attachments

1. [↓](#) Presentation - Service Review Proposed Scope - IT Solutions - Service Reviews
Committee - 6 October 2021107
2. [↓](#) Digital Economy (eServices) Project Scope119

Report Authorisers

Wayne Richards
Manager IT Services

8397 7444

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Director Organisational Services & Excellence

8397 7297



Community Value Program Services Review Proposed Scope - IT Solutions

October 2021

CM D21/78362

Agenda

- Current State
- ITAMP - Assets & Capital Investments
- Current IT Solutions Strengths
- Previous Reviews
- Core technologies for Digital Transformation
- Outline of Current Services Register
- IT Solutions team establishment
- Proposed Services Register Review Scope
- Expected outcomes of the services review
- Alignment with organisational priorities



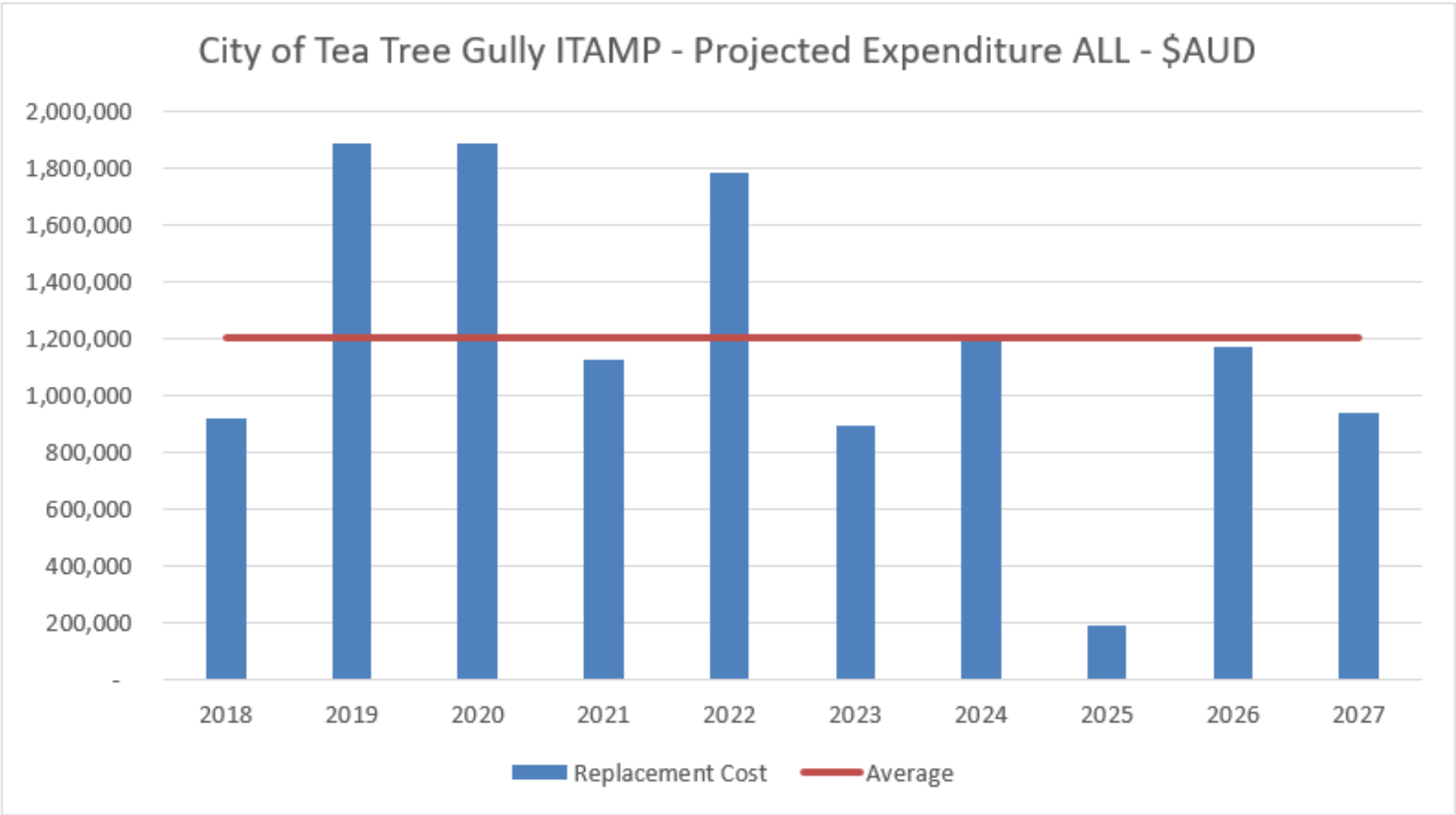
**Assets covered by the IT Asset Management Plan
Endorsed by Council June 2019**



- 485 Active Directory Users
(Includes Office 365 active mailboxes)

Asset sub-category	Quantity	Replacement value (\$M)
IT Hardware		3.33
Audiovisual	56	0.14
Desktops (including laptops, monitors & tablets)	1684	1.3
Infrastructure/network (including telephony)	461	1.08
Mobile	280	0.12
Printers/scanners/plotters	62	0.28
Servers (including IT disaster recovery)	10	0.41
IT applications/software		8.01
Desktop productivity software	59	0.73
Enterprise applications	35	5.05
Specialised applications	15	1.57
IT service management tools	19	0.66
TOTAL		\$11.34 million

2019 ITAMP – Total Investment Forecast – \$11.997m



- Major investments**
- Core Financials - TechOne
 - Work & Assets
 - Property and Rates
 - Customer First Application
 - 3CX Phone System
 - Service Centre Fitout
 - Customer Booking System
 - Business Analytics & Reporting
 - Online datasets & dashboards
 - Enterprise Integration Platform
 - Networks & WAN Link Services
 - Cyber Security Platforms
 - Tier 2 application updates
 - Workstations/Laptops/Docks

Breakdown \$11.9m (IT Hardware \$4.04m and IT Applications \$7.95m)



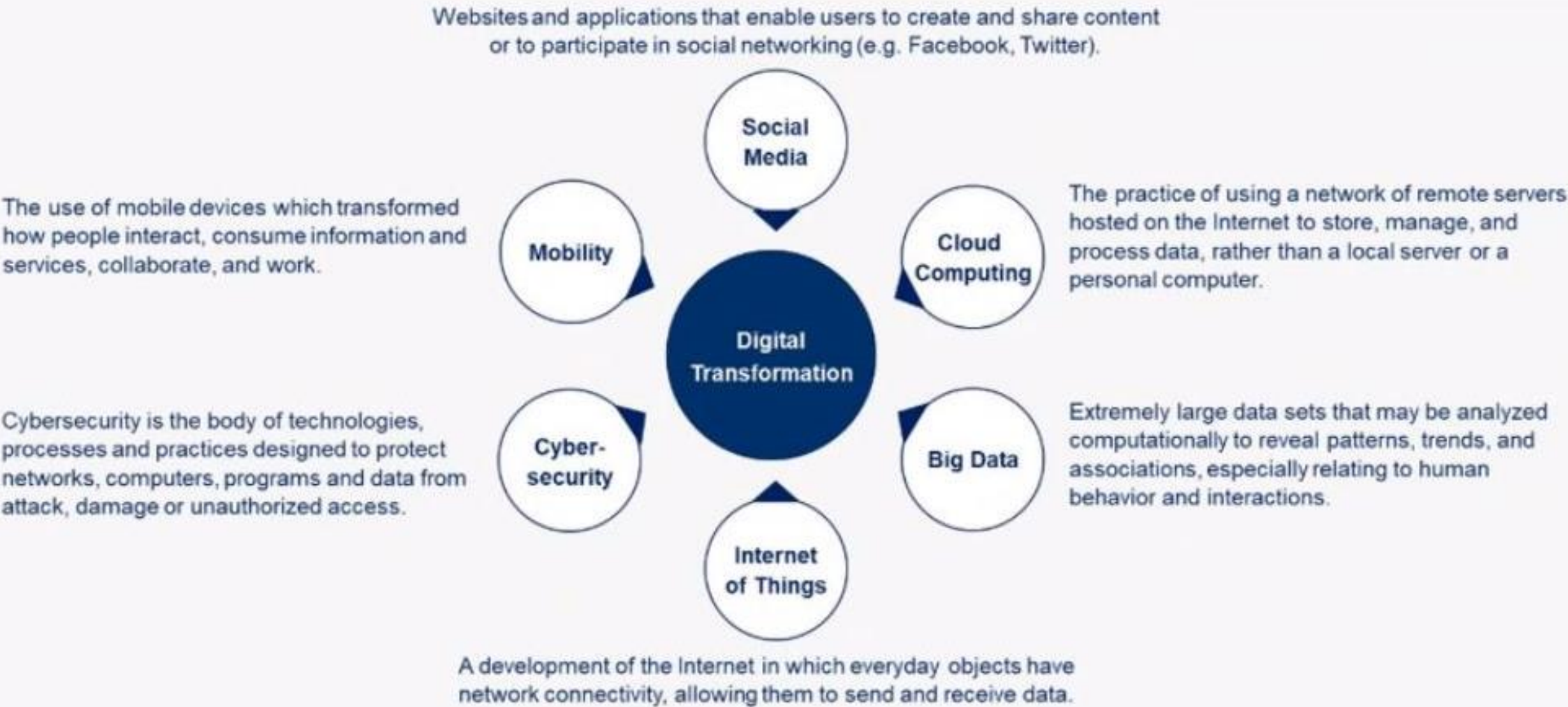
Current IT Solutions Team Strengths

- Centrally managed, secure, resilient, redundant and scalability virtual infrastructure (minimal legacy architecture) designed for problem avoidance not break-fix outcomes
- Hybrid Cloud Implementation – Cloud Best Strategy
- Consolidated control through budget, purchasing, installation, Change & Release management activities
- ICT services aligned to Council & Community needs
- Strong staff capabilities
- Portfolio approach to management of projects
- Portfolio of mainstream business applications
- Increasing adoption of standards (ITIL, PM Framework, Essential8)
- Culture of Data being a valuable assets, this includes ECM
- Above average efficiency (Gartner IT Operations Review mid 2020)
- Tightly managed desktop & server environment (Security/Change/Release)
- Culture of Continuous Improvement

Core Technology for Digital Transformation

Context

There are 6 core technology trends that make Digital Transformation possible.



Current Services Register

- IT Network
 - IT Infrastructure
 - IT Desktop environment
 - IT Authentication
 - IT Service desk
-
- Information management and services - receiving and processing corporate records (heavy automation with out task model adoption)
 - Onsite and offsite record repositories
 - FOI applications

CTTG ITS Team – Establishment @Sep 2021

- 16.4 FTE (IT FTEs as Percentage of Employees (485) is 3.3%)
Staff/Contractors/Volunteers)
 - Manager IT Solutions x 1
 - Helpdesk & Desktop Support x 2.8
 - Infrastructure & Operations (ITSM, Servers/Storage/Networks & Security) x 3
 - Enterprise Architect x 1
 - Systems Analysts x 1.6
 - Business Solutions (BA/PM/Bus. Partners) x 4
 - Information Management (Records & FOIs) x 1
 - Helpdesk Trainee (Cert3) x 1
 - Helpdesk Trainee (Cert4) x 1



Proposed - Services Review Scope

- IT network
- IT infrastructure
- IT desktop environment
- IT authentication
- IT service desk
- RM Information management and services
- receiving and processing corporate records
- RM Onsite and offsite record repositories
- RM FOI applications

Out of Scope

Covered by
existing ITAMP



- *IT Internet of Things (IoT)*
- *Smart Cities* (“A city that uses technologies to make life easier for its citizens”)
- *Digital Economy (eServices)*
- *IT Data and Analytics (eg. EIM, Open Data, Data governance, Data Lakes, Data Warehouse, Dashboards and drill down style analytics)*
- *IT Security (Identity & Access Management, Authentication, Threat Intelligence)*

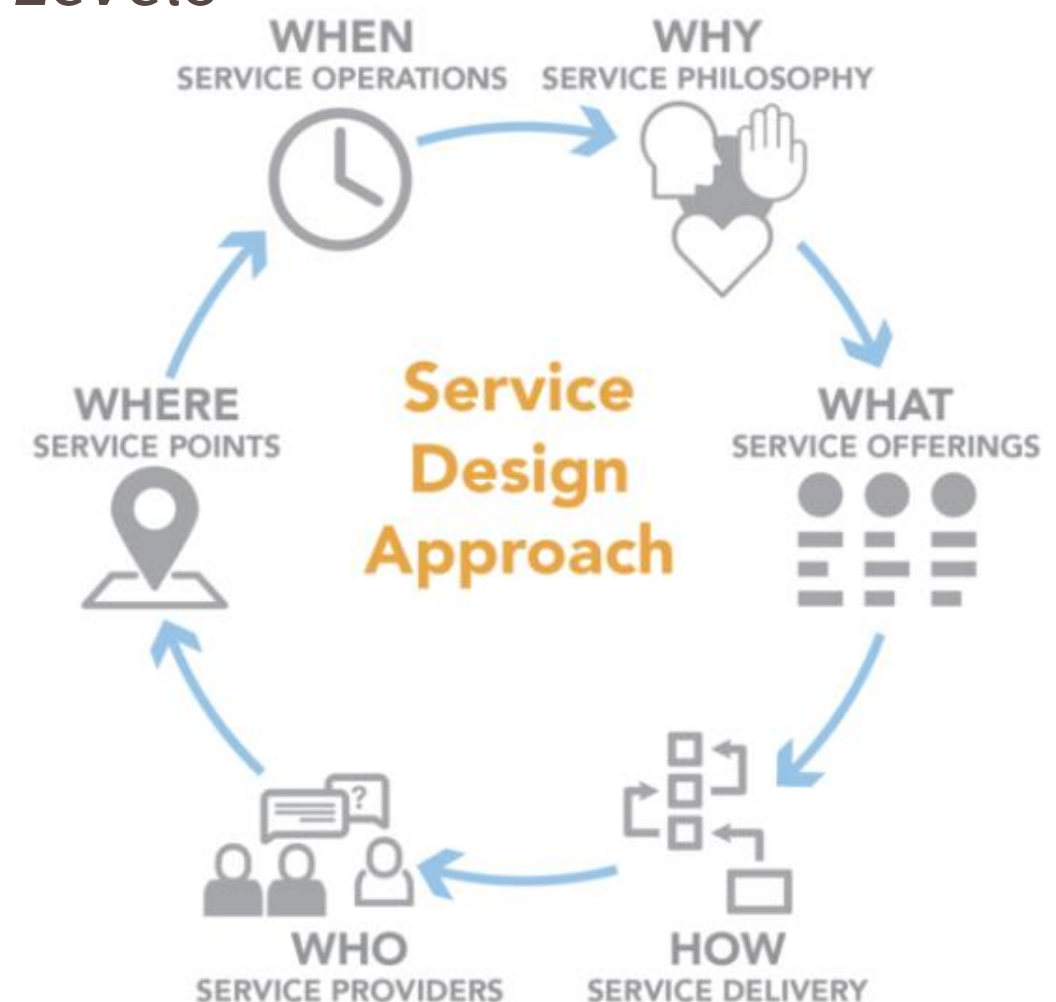
In Scope

New or rapidly
expanding
services



Proposed Services Review Scope will

- *Review IT Solutions Strengths/Weaknesses/Opportunities/Threats*
- *Review Current Service Offerings & Service Levels*
- *Identify Key Internal & External Stakeholders*
- *Identify those who would be impacted by any changes to Services or Policy*
- *Identify any draft changes to Policy or Service levels being reviewed*
- *Define future Service offerings and Service Levels*
- *Define Key Performance Indicators (KPIs)*
- *Define KPI reporting obligations*



In the context of the CTTG Organisational Strategic priorities, the following six ICT based organisational strategies have been identified.

eBusiness (electronic business) - Is the use of technology to enhance and extend online services with internal and external customers. eBusiness is more than having a council website. Additionally, eBusiness tools include mobile device applications, electronic data interchange, file transfer, video conferencing and messaging (including chat). These tools have the potential to allow CTTG to trade goods or services online (i.e. eProcurement), marketing of CTTG services, communications, and online training for staff (eLearning) amongst others.

Enterprise Information Management – Enterprise Information Management (EIM) approaches information management from an enterprise perspective. EIM combines the traditional disciplines of Enterprise Content Management (ECM), Business Process Management (BPM), Customer Experience Management (CEM) and Business Intelligence (BI).

Where BI and ECM respectively manage structured and unstructured information, EIM does not make this "technical" distinction. In practice it specialises in finding solutions for the optimal use of consolidated CTTG information to support decision-making processes and day-to-day operations that require data driven knowledge.

Workforce Connectedness – Connectedness changes behaviours and capabilities, it calls for higher levels of maturity to enable real-time connected systems and process integration (People-Process-Platforms or sometimes called Systems-People-Technologies). Workforce Connectedness enables strategy and change that improves the ability for collaborative contribution for organisational decision making, solve complex problems, reconfigure processes, and builds adaptive structures.

With an increased understanding and recognition of network security and resilience, mobile, and contract worker security models, workforce connectedness has the potential to increase operational performance, provide workforce advantage and its impact is measurable and easy to understand. Potential gains from workforce connectedness will be brought about through development and/or integration of existing and future technologies.

Integrated Enterprise Systems – Business processes and how they are managed provide the fundamental basis for dictating how Council delivers value to customers. Effective business processes are a result of passionate people, the way they work together, and the underlying technology that enables their peak performance.

Enterprise Systems integration is the process of linking business applications together to simplify and automate business processes to the greatest extent possible, entering data once only, and making this data available for other business processes. Applications can either be linked at the back end, or data passed from one to the next.

Mobility – will be seen as an essential requirement for new and renewed council systems. CTTG workforce will increasingly use mobile devices, and the broader community will increasingly expect to be able to engage with Council anywhere and at any time. Location awareness and near-field communications add important dimensions that will increase the productivity of staff and engagement with CTTG's constituents.

Mobility as a strategy, together with a move to a more connected mobile workforce in itself is not a solution in its entirety, moreover a method for delivering on technology solutions through the use of smart devices will draw heavily on a "Mobile Enabled" applicability/capacity solutions.

Smart Cities and Digital Economy – Is an initiative to build Strategic Relationships between SA councils. This strategic relationship will help build new Wireless Smart Cities and towns within SA regions over the coming years. The aim is to use wireless technologies and innovative business models to engage with the community, businesses, and other councils in a way that will fundamentally change the way we access and use Wi-Fi and the Internet of Things (IoT), with solutions providing the community with a better, more connected quality of life.





Service Review Project Scope - Digital Economy (eServices)

1. INTRODUCTION

1.1 Purpose of Document

The purpose of this scoping is to:

- Provide the Service Reviews Committee with the outcomes, recommendations and proposed actions
- Define proposed service expectations and master service levels for the community in relation to eServices offerings

1.2 Background / Context

The City of Tea Tree Gully is implementing a project to review its organisational design and operating model, undertake a review of all services/programs and establish a performance measurement and reporting framework.

The purpose of this program of work is to secure the City's future, prosperity and liveability following the impacts of COVID-19 across the community, through:

- ensuring our organisation design and operating model maximises the value that we provide to our community and is sustainable
- implementing a sustainable framework of service delivery to secure the City's future prosperity and liveability
- establishing a measurement and performance framework for tracking progress towards our Strategic and Organisational Plans in relation to our eServices offering.

Digital Economy or sometimes referred to as Online Business or eBusiness (electronic business) - Is the use of technology to enhance and extend online services with internal and external customers. eBusiness is more than having a council website. Additionally, eBusiness tools may include 3rd party applications, electronic data interchanges, file transfers, Omni channel platforms (social media, video & audio conferencing and messaging, including chat and automation platforms). These tools have the potential to allow CTTG to deliver greater services, easier access to this range of CTTG services, communications and training (eLearning) of offerings in the most efficient way and at the most convenient time to be utilised by the Customer.

1.3 Objectives

- Detailed discovery with:
 - Review and definition of current Service offerings & Service Levels
 - Identify and define key Internal & External Stakeholders
 - Identify those who would be impacted by any changes to Services, Service Levels or Policy
 - Identify any draft changes to Policy or Service levels being reviewed
 - Define future Service offerings and proposed Service Levels
 - Define Key Performance Indicators (KPIs)



Service Review Project Scope - Digital Economy (eServices)

- Define KPI reporting obligations

1.4 Strategic Alignment to Plans, Policies & Delivery Plans

The following strategic objectives in Council's Strategic Plan 2025 are the most relevant to this report:

Objective	Comments relevant to Review
Community	
<i>More people are wanting to have a say in decisions that affect them. They expect government to do things more efficiently, and they want to be able to access more services and information via their digital devices, when it suits them.</i>	An opportunity to review the extent of online services provided by Council. Provide suggestions and feedback on future service offerings and service level expectations.
Leadership	
<i>Decision making is informed, based on evidence and is consistent</i>	The review will be evidence-based and informed by community demand for services.
<i>Customer service provides a positive experience for people and is based on honesty and transparency</i>	The review will investigate previous customer complaints and feedback and reported honestly on the implications of variation to existing services or service levels.
<i>We are trusted to make good decisions that are in the best interests of our community</i>	Recommendations will be to balance between community driven demand for services and best possible use of resources to deliver those services
<i>Delivery of services is sustainable and adaptable</i>	Recommendations will take into consideration future needs and emerging technologies with a view to limit or remove potential technical debt or vendor lock in.

Organisation Plan

The following strategic objectives in Council's Organisation Plan 2025 are the most relevant to this (Review) Project:

Objective	Comments relevant to Review
Customer Care	
<i>We have service standards in place across the organisation and we measure, benchmark and continually improve our performance</i>	An opportunity to define the various Council service offerings, how we deliver those offerings and then define the service standards and using data from customer interaction and data from other similar Councils, benchmarking outcomes
Future Capability	
<i>We are using data analytics to improve</i>	Data will be analysed from past and present feedback, surveys



Service Review Project Scope - Digital Economy (eServices)

<i>employee and customer experience and the connectivity of our services</i>		and complaints for the purposes of analysing best ways to improve delivery of services for both our customers and the employees delivering them
<i>Our leadership and workforce strategy enables us to deliver fit for purpose and responsive services in an environment of technological, social and demographic change</i>		The review will consider the service requirements, the best way to deliver these and who will be involved in delivering them in the future

2. BENEFITS

- The review increases alignment of services with customer and community needs
- Services are delivered in the most effective and productive way
- Appropriate consultation processes with key stakeholders are applied, drawing on subject matter expertise, information and historical customer feedback
- Staff are clear on their roles and responsibilities
- Key stakeholders are clear on the Service offerings and service levels
- A continuous improvement culture is encouraged
- Increased customer satisfaction through simple, smart digital services from one interface.
- Reduced processing times for customers.
- Reduced costs associated with doing business with council by removing costly manual processes.
- Reduced costs for delivering services by creating more efficient processes and promoting easier self-serve options.
- Increased community engagement by genuinely involving our community in the design of council services
- Increased benefit to the economy through the release of open data
- Reduced staff time spent on manual administration of processes
- Increased perception of City of Tea Tree Gully as a modern and progressive place to live and work.
- 24/7 self service offering in line with the majority of customer expectations.

3. RISKS

Improved clarity of services, service levels and data domains with greater understanding of governance and security that will assist with mitigation of accidental data leakage and impact on reputational risk.



Service Review Project Scope - Digital Economy (eServices)

4. SCOPE, CONSTRAINTS & ASSUMPTIONS

Scope

Included in the scope of this project:

- Review the Current eServices Service offerings, resources and support structure to ensure the delivery of departmental services/objectives are aligned to customer/community needs
- Assess whether the Services as mandated by the *Local Government Act 1999* and other relevant legislation, are delivered
- Identify whether the defined Services are delivered in the most effective and productive way – aligned with the social, economic and environmental needs of our current and future community
- Develop effective communication and consultation practices that are tailored to the needs of team members, other (Council) departments, customers and other external stakeholders
- Identify the framework for future development of a customer-centric performance measurement system (including Key Performance Indicators)
- Explore opportunities for collaboration and an increase in effectiveness arising from
- Ensure appropriate consultation processes with staff and key stakeholders (such as Unions) are implemented in alignment with Council's organisational Values
- Support employees (in collaboration with the Organisational Development Department)
- Recommend areas for further consideration and improvements

Exclusions

Specifically excluded from the scope of this project:

- Custom development of mobile applications
- Integration, development or enhancement activities on existing platforms
- Enhancements to data and analytics

Constraints

This project will be constrained by the following:

- Managed within existing resource and budget constraints
- Capability of existing 3rd party hosted platforms and other Government entities
- Technology limitations with existing legacy systems
- Existing Legislation, Governance and Policy limitations

Assumptions

This project assumes the following:

- Developments in digital technologies, such as sensors and machine learning, are expected to widen the boundary of the types of tasks and services that can be automated. But there remain tasks that have proven difficult to automate, including those requiring perception, or creative and social intelligence. Just because a job can be automated does not mean that it will be.



Service Review Project Scope - Digital Economy (eServices)

- There will be a common Customer entry point into all eService offerings and or another integrated system

Related Initiatives / Projects

The related initiatives / project are listed in Table 1 below:

Table 1: Related Initiatives / Projects

Initiative / Project	Relationship / Interest
Enterprise Information Management	Service Levels, Information security
Identity and Access Management	Customer experience and security

5. STAKEHOLDERS

The table below lists the individuals and groups internally whose interests may be affected as a result of this business case proposal.

Stakeholder	Role	Interest / Context / Relationship	Organisation Change Impact
Community and Elected Members	Group feedback	Needs, Privacy, Experience expectations	Services & Service Levels
Director Organisational Services and Excellence	Portfolio	Services, Service Levels, Governance, Risk	Definition and agreement of supporting services, service levels, consulted about recommendations
Director Community and Cultural Development	Portfolio	Services, Service Levels,	Definition and agreement of supporting services, service levels, consulted about recommendations
Manager Recreation and Leisure Services	Team	Services, Service Levels,	Consulted about Recommendations
Manager Governance and Policy	Team	Services, Service Levels, Governance, Risk	Consulted in relation to Risk Reviews and Policy Statements
Audit Committee	Group	Governance, Risk	Consulted in relation to Risk Reviews and Policy Statements



Service Review Project Scope - Digital Economy (eServices)

Stakeholder	Role	Interest / Context / Relationship	Organisation Change Impact
Manager Customer and Communications	Team	Services, Service Levels, Governance, Risk, Reporting, Customer Experience	Definition and agreement of supporting services, service levels, consulted about recommendations
Community Safety Leader	Team	Services, Service Levels,	Definition and agreement of supporting services, service levels, consulted about recommendations
Manager Finance Property,	Group	Services, Service Levels, Governance, LTTP impacts	Definition and agreement of supporting services, service levels, consulted about recommendations
Manager Library	Team	Services, Service Levels, Resources	Definition and agreement of supporting services, service levels, consulted about recommendations
Director A&E	Portfolio	Services, Service Levels, Resources	Definition and agreement of supporting services, service levels, consulted about recommendations
Office of the CEO	Portfolio	Services, Service Levels, Resources, LTTP	Definition and agreement of supporting services, service levels, consulted about recommendations

6. TIMEFRAMES

Utilising existing resources it is expected that the review will commence in March 2022 and will be completed by the 30 Nov 2022

Status Report on Service Reviews Committee Resolutions 02 FEBRUARY 2022

Note: This report is provided as information only. Actions relating to confidential minutes may not be included in the Status Report.

Note: This report will be presented at every Service Reviews Committee Meeting.

Pending Actions

Minute No.	Meeting Date	Officer	Subject	Estimated Completion
8	8/09/2021	Watson, Laura	Community Safety Policy Statements	16/02/2022
D21/68266				
24 Sep 2021 11:25am Felicity Birch - Reallocation				
Action reassigned to Laura Watson by Felicity Birch - Laura Watson is the appointed Community Safety Leader.				
01 Dec 2021 9:06am Laura Watson - Target Date Revision				
Target date changed by Laura Watson from 22 September 2021 to 16 February 2022 .				

Completed Actions

Nil