

Notice of Service Review Committee Meeting



MEMBERSHIP

Cr Rob Unger (*Presiding Member*)

Cr Kimberley Drozdoff
Cr Marina Champion

Cr Kristianne Foreman
Cr Blake Lawrenson

NOTICE is given pursuant to Sections 87 and 88 of the Local Government Act 1999 that the next SERVICE REVIEW COMMITTEE MEETING will be held in the Civic Centre, 571 Montague Road, Modbury on WEDNESDAY 5 APRIL 2023 commencing at 6.30pm

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

Members of the community are welcome to attend the meeting.

RYAN MCMAHON
CHIEF EXECUTIVE OFFICER

Dated: 31 March 2023

CITY OF TEA TREE GULLY
SERVICE REVIEW COMMITTEE MEETING
5 APRIL 2023

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 Review Committee Meeting held on 8 March 2023 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

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 Community Safety - Private Parking

Ms Laura Watson, Manager Community Safety will provide a presentation to the **Committee on the current status of Council’s enforcement of Private Parking** arrangements (20 mins).

6.2 Opportunities Reviews Update

An update will be provided in relation to the implementation of Opportunities Reviews (20 mins).

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 conflicts of interest in matters appearing before the Council.

9. Adjourned Business - Nil

10. Motions Lying on the Table - Nil

11. Management Reports

Office of the Chief Executive Officer

11.1 Service Review - Waste and Resource Recovery Strategy Project Scope 5

City Operations

11.2 Verge Maintenance Service Review 24

Corporate Services

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Community Services - Nil

Strategy & Finance - Nil

12. Motion(s) on Notice - Nil

13. Motion(s) without Notice

14. Question(s) on Notice - Nil

15. Questions without Notice

16. Information Reports

16.1 Community Value Program Status Update	106
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17. Status Report on Resolutions

17.1 Status Report on Service Review Committee Resolutions	112
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18. Other Business - Nil

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

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

20. Date of Next Ordinary Meeting

5 July 2023

21. Closure



REPORT FOR

SERVICE REVIEWS COMMITTEE
MEETING

MEETING DATE

05 APRIL 2023

RECORD NO:
REPORT OF:
TITLE:

D23/21798
OFFICE OF THE CHIEF EXECUTIVE OFFICER
SERVICE REVIEW - WASTE AND RESOURCE RECOVERY
STRATEGY PROJECT SCOPE

Item 11.1

PURPOSE

To provide an opportunity to give feedback in relation to the proposed Waste and Resource Recovery Strategy project scope.

RECOMMENDATION

That the Committee recommends to Council:

That having considered the report titled “Service Review– Waste and Resource Recovery Strategy Project Scope” dated 5 April 2023 that the project scope as detailed in attachment 1 of the abovementioned report be adopted.

1. BACKGROUND

In early 2020 Council engaged BRM Advisory to conduct an internal audit of waste management services and in April 2020 the audit report was presented to the Audit Committee and subsequently the Council.

Council resolved to adopt the findings and recommendations in the audit report to inform the 2020-21 Annual Business Plan, the Long Term Financial Plan and Waste Management Policy.

On 8 September 2020 the Service Review Committee and subsequently the Council **supported the review of Council's waste management service as a priority, as part of Council's Community Value Program.**

This report presents a project scope and methodology for progressing the service review through the development of a strategy and action plan for waste management.

2. DISCUSSION

The provision of waste management services is a key element in creating stronger, healthier communities and improving public and environmental wellbeing.

As one of Council's most visible and valued essential services, waste management touches every community in the City of Tea Tree Gully. For many it is the primary point of contact between them and Council.

At present, Council provides households as well as some businesses, schools and community groups with several waste and recycling services, including a regular kerbside collection for general waste, recyclables and organic material, a hard waste collection service and recycling drop-off options.

Waste management is also one of the costlier services that Council provides, accounting for more than 10% of total revenue. The cost of this service continues to increase as the solid waste levy rises, the costs associated with our waste management service contracts increases, and the number of serviceable properties grows.

Council is now seeking a new way forward through the development of a ten-year Waste and Resource Recovery Strategy and three-year rolling Action Plan. This was a **key recommendation of the BRM Advisory Audit and a priority for Council's** Community Value Program.

The BRM Advisory audit recommended four strategies and these are embodied in the objectives of the draft project scope to develop a strategy:

1. *Lose Weight* – reduce costs by either avoiding or reducing the generation of waste to landfill
2. *Cleaner Waste Streams* – reduce contamination in waste streams and more sustainable use of resources.
3. *Work Collaboratively* – improve service delivery methods by collaboratively working with third parties
4. *Be Data Driven* – collect data and develop measurements to track performance against waste targets, and consider variable rate charging

In particular, the audit signalled the need to address and strategically plan for the:

- Growth in waste volumes
- Changing composition of waste
- Conserve virgin resources
- Shift in waste management practices
- Changing government priorities
- Technological improvements
- Community expectations in relation to service options
- **Council's role in addressing matters in the public domain** – eg soft plastic recycling.

Through the delivery of a forward-thinking, socially responsible, environmentally sound and economically sustainable ten-year Waste and Resource Recovery Strategy along with a rolling three-year Action Plan, Council aims to:

- **Shift community's attitudes and perceptions from 'waste' being seen as an item for disposal to being viewed as a valuable resource that has continued utility.**
- Set the direction and priorities for how Council manages waste and resources from residences, schools, businesses, parks, public spaces and facilities, as **well as Council's own operations.**
- Transition the City of Tea Tree Gully towards a circular economy, where waste is avoided, reused and recycled to the greatest extent possible.
- Build the community's capacity to make informed, sustainable lifestyle choices.
- Establish targets and key performance indicators that are regularly measured, benchmarked and reported on through quarterly information reports to the Service Review Committee and Council.
- Set out the investment pathway required for CTTG to meet future demand for residential waste management and recycling.
- Remain flexible and responsive to current and future opportunities and challenges that may present themselves.

This forward-thinking strategy will be guided by global change, federal and state government legislation, policy and strategy, aligned with Council's Strategic Plan and

Long-Term Financial Plan and will be built on evidence-based decision making, best-practice and stakeholder and community consultation.

A draft project scope to develop a strategy is included as Attachment 1.

3. FINANCIAL

There is currently no funding allocated to the development of the Waste and Resource Recovery Strategy. Any costs associated with these activities will be accounted for using existing operational budgets. Future funding that may be required will be considered as part of the budget process.

4. STRATEGIC OBJECTIVES

Strategic Plan

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

Objective	Comments
Community	
<i>Our services are accessible to all and respond to changing community needs</i>	This strategy will consider community access and responsible use of Council provided waste management services.
<i>People can have a say in decisions that affect them and the key decisions of the Council</i>	Council will seek community and stakeholder input as a driver of this strategy.
Environment	
<i>A community that is protected from public and environmental health risks</i>	The provision of waste management services is a key element in creating stronger, healthier communities and improving public and environmental wellbeing.
<i>The carbon footprint of our city is reduced through the collective efforts of community and Council, including businesses</i>	This strategy will be built on the waste hierarchy and circular economy principles which are foundational to reducing resource consumption and the carbon footprint of these activities.
<i>Our consumption of natural resources is minimized by reducing, reusing and recycling products and materials, and using renewable resources</i>	This strategy will be built on the waste hierarchy and circular economy principles which are foundational to reducing resource consumption.

<i>We are resilient to climate change and equipped to manage the impact of extreme weather events</i>	Best practice waste management will better equip Council to deal with managing the waste created by extreme weather events.
Economy	
<i>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 utilize technology to improve the livability of our city</i>	This strategy will consider the needs of the business community and the support required to foster innovation and best practice waste reduction and management.
Places	
<i>Infrastructure and community facilities are fit for purpose, constructed using sustainable practices and well maintained</i>	This strategy will consider the provision of fit-for-purpose waste infrastructure, Council's procurement practices and the use of recycled material as an input in Council's operations.
Leadership	
<i>Leadership and advocacy is focused on the long term interests of the community</i>	An aspiration of this strategy is to establish CTTG as a leader in waste avoidance and diversion through positive action aligned with the interests of the community.
<i>Planning considers current and future community needs</i>	This strategy will consider the social, economic and environmental needs of our current and future community, in addition to those mandated by legislation.
<i>Delivery of services is sustainable and adaptable</i>	This strategy will seek to achieve cost savings through the adoption of the waste hierarchy and circular economy principles.
<i>Decision making is informed, based on evidence and is consistent</i>	This strategy will be informed by federal state and Council policy, strategy and data.
<i>Major strategic decisions are made after considering the views of the community</i>	Council will seek community input as a driver of this strategy.

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: Customer Care; Learning & Growth; Future Capability; Sustainable Operations

Policies / Strategies

- Strategic Plan 2025
- Organisation Plan 2025
- Long Term Financial Plan (LTFP)
- Financial Sustainability Policy
- Asset Management Policy
- Pest Plant and Animal Control Policy
- Procurement Policy
- Prudential Management Policy
- Waste Management Policy
- Community Engagement Public Consultation Policy
- Project Management Framework
- Service Centre Waste Management Plan (2020)
- Waste Education Campaign

5. LEGAL

Waste management services are provided by Council under the umbrella of state government legislation including the [Environment Protection Act 1993](#) and the [Green Industries SA Act 2004](#).

There is no legislative requirement for Council to have a strategy relating to this area. Any legislative requirements of individual actions that fall out of the waste strategy will be considered individually.

While there is no legislative requirement to undertake community and stakeholder consultation, given the nature of this issue and its impact on the broader community, it is considered an important part of the development of this strategy.

6. RISK – IDENTIFICATION AND MITIGATION

The development of a waste strategy will include a thorough risk assessment and proposed mitigation strategies.

High level business risks related to this project include:

- Adverse economic and environmental impacts of service provision
- Making uninformed decisions regarding the investment of Council funds
- Inefficient use of public money due to increasing waste disposal costs
- Inefficient waste management service delivery
- Non-compliance with policy and legislation at a federal and state level
- Opportunity loss
- Reputational damage

7. ACCESS AND INCLUSION

Consideration of access and inclusion implications will form part of the strategy development process 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

The outcomes from the implementation of the strategy may have a significant impact on the provision of waste services and ideally influence community behaviours to assist in the achievement of the strategy objectives.

9. ENVIRONMENTAL

Delivery of this strategy has the potential to directly impact staff, the community and other key stakeholders. A thorough analysis, communication 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 get involved with different aspects of the strategy development process.

10. ASSETS

Consideration of assets impacted and potential provision of new assets will form part of the strategy development process, including any financial implications.

11. PEOPLE AND WORK PLANS

The majority of this work will be undertaken using existing organisational resources. Where there are significant impacts on the expertise or staff workplan priorities to deliver one or more components of the waste strategy, the use of external resources may be considered.

A change management and communication plan will be prepared to ensure that staff are appropriately consulted and communicated with where there are impacts to their role or the services they deliver.

12. COMMUNITY AND STAKEHOLDER ENGAGEMENT

While there is no legislative (statutory) requirement to undertake community and stakeholder consultation, the nature of this issue and its impact on the broader community dictates the need to engage on multiple levels particularly given that **Council's waste management performance is directly influenced by the purchasing decisions and disposal choices of the community**.

In line with Council's Community Engagement Public Consultation Policy, an engagement strategy has been developed which outlines the proposed approach. The engagement is informal in nature and will be managed by staff with the first stage to commence around mid-April.

Stakeholder groups to be consulted as part of the development of the waste strategy include, but are not limited to:

- General community
- Private sector-industry groups/peak bodies
- Not for profit organisations / service providers
- Community organisations and groups
- Local schools
- Local businesses
- Waste management service providers and allied businesses
- Local, state and federal government
- City of Tea Tree Gully reference groups
- City of Tea Tree Gully volunteers

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
Ryan McMahon	Chief Executive Officer	Project scope and timeline
Justin Robbins	General Manager Strategy & Finance	Project scope and timeline Community Engagement Strategy
Ingrid Wilkshire	Manager City Strategy	Project scope and timeline Community Engagement Strategy
Jonathan Foong	Group Coordinator, Water Waste & Environment	Project scope and timeline Community Engagement Strategy
Jon Herd	Environmental Sustainability Coordinator	Project scope and timeline Community Engagement Strategy
Andrew Moylan	Environmental Projects Officer	Project scope and timeline Community Engagement Strategy
Sarah McDougall	Community Engagement & Research Coordinator	Community Engagement Strategy

Attachments

1. [1](#) Waste and Resource Recovery Strategy - Project Scope14

Report Authorisers

Tony Amato	
Lead Sustainability - Waste and Strategic Projects	8397 7448
Ingrid Wilkshire	
Manager City Strategy	8397 7292
Justin Robbins	
General Manager Strategy & Finance	8397 7444



Service Review Project Scope

Waste and Resource Recovery Strategy and Action Plan

1. INTRODUCTION

1.1 Background and Purpose

The provision of waste management services is a key element in creating stronger, healthier communities and improving public and environmental wellbeing. It is also one of the most costly services Council delivers, accounting for more than 10% of total revenue.

In 2020, Council reviewed and assessed its waste management practices. Through this process it identified areas of opportunity and risk, and set its sights on making significant improvements.

With the cost and environmental impact of waste management continuing to increase, Council is now seeking a new way forward through the development of a Waste and Resource Recovery Strategy and Action Plan. A key recommendation of the BRM Advisory audit.

The audit signalled the need for a strategic approach to address the growth in waste volumes, the changing composition of waste, the need to conserve virgin resources, the shift in waste management practices, changing government priorities and technological improvements.

This ten-year strategy will provide Council with a framework to redefine the concept of 'waste', improve resource recovery and build a more sustainable and liveable city.

Invariably, it will see Council set ambitious targets and explore new approaches as it seeks to provide socially responsible, environmentally sound and economically sustainable services. It will also ensure that Council remains flexible and responsive to the current and future opportunities and challenges as they present themselves.

The forward-thinking strategy will be guided by global changes, federal and state government legislation, policy and strategy, directed by Council's Strategic Plan and built on evidence-based decision making, best-practice and stakeholder and community consultation.

1.2 Objectives

- Ensure the long-term sustainability of Council's operations through the delivery of a ten-year Waste and Resource Recovery Strategy along with a rolling three-year action plan aligned with Council's Strategic Plan and Long-Term Financial Plan, that:
 - Shifts community's attitudes and perceptions from 'waste' being seen as an item for disposal to being viewed as a valuable resource that has continued utility.
 - Sets the direction and priorities for how Council manages waste and resources from residences, schools, businesses, parks, public spaces and facilities, as well as Council's own operations.
 - Transitions the City of Tea Tree Gully towards a circular economy, where waste is avoided, reused and recycled to the greatest extent possible.
 - Builds the community's capacity to make informed, sustainable lifestyle choices.
 - Establishes key performance indicators that are regularly measured, benchmarked and reported on through quarterly information reports to the Service Review Committee and/or Council.



Service Review Project Scope Waste and Resource Recovery Strategy and Action Plan

- Sets out the investment pathway required for CTTG to meet future demand for residential waste management and recycling.
- Ensure Council remains flexible and responsive to current and future opportunities and challenges that may present themselves.

Project Deliverables:

- Resource (waste) Recovery Strategy 2033
- Rolling three-year action plan which will be reviewed annually and reported on quarterly
- Three-year Waste Education plan which will be reviewed annually and reported on quarterly
- Waste Management Policy (or similar)

1.3 Strategic Alignment to Plans, Policies and Delivery Plans

Global level

- United Nations Sustainable Development Goal 12

Federal level

- National Waste Policy – Less Waste, More Resources (2018)
- National Waste Policy Action Plan (2019)
- National Food Waste Strategy – Halving Australia's Food Waste by 2030 (2017)
- National Plastics Plan (2021)
- Australia's 2025 National Packaging Targets
- Recycling and Waste Reduction Act 2020

State level

- Supporting a Circular Economy - South Australia's Waste Strategy 2020-2025
- Valuing Our Food Waste - South Australia's strategy to reduce and divert household and business food waste (2020-2025)
- Beverage Container Act 1975
- South Australia Environment Protection Act 1993
- Green Industries SA Act 2004
- Plastic Shopping Bags (Waste Avoidance Act) 2008
- Single-use and Other Plastic Products (Waste Avoidance) Act 2020
- Single-use and Other Plastic Products (Waste Avoidance) Regulations 2021
- Environment Protection (Waste to Resources) Policy 2010
- Environment Protection (Used Packaging Materials) Policy 2012



Service Review Project Scope

Waste and Resource Recovery Strategy and Action Plan

- Environment Protection (Movement of Controlled Waste) Policy 2014
- Local Nuisance and Litter Control Act 2016
- Planning, Development and Infrastructure Act 2016

Local level

- Strategic Plan 2025
- Organisation Plan 2025
- Waste Management Policy
- Asset Management Policy
- Pest Plant and Animal Control Policy
- Procurement Policy
- Prudential Management Policy
- Risk Management Policy
- Service Centre Waste Management Plan (2020)

2. BENEFITS

- Sets the direction and priorities for how Council manages waste and resources
- Transitions the City of Tea Tree Gully towards a circular economy
- Builds the community's capacity to make informed, sustainable lifestyle choices
- Redirects funds from waste management into new initiatives that benefits the community
- Reduces environmental harm
- Fosters a more livable and sustainable City
- Establishes key performance indicators
- Establishes the City of Tea Tree Gully as an industry leader in waste management.

3. RISKS

- Adverse economic and environmental impacts of service provision
- Making uninformed decisions regarding the investment of Council funds
- Inefficient use of public money due to increasing costs
- Inefficient service delivery
- Non-compliance with policy and legislation at a federal and state level
- Opportunity loss
- Reputational damage



Service Review Project Scope

Waste and Resource Recovery Strategy and Action Plan

4. SCOPE, CONSTRAINTS & ASSUMPTIONS

Scope

- Endorsement of project scope by Service Review Committee.
- Internal subject matter experts to be engaged throughout the project and contribute to the development of the Waste and Resource Recovery Strategy and Action Plan.
- Engage communities and external stakeholders on the topic of waste through informal community engagement and use the outcomes as an input to the Waste and Resource Recovery Strategy and Action Plan.
- Workshop draft Waste and Resource Recovery Strategy and Action Plan with ELT.
- Present draft Waste and Resource Recovery Strategy and Action Plan to the Service Review Committee for review.
- Final Resource (waste) Recovery Strategy and Action Plan presented to ELT for endorsement.
- Final Resource (waste) Recovery Strategy presented to Service Review Committee for endorsement.

Options

- Resourcing
 - Internal development of the Waste and Resource Recovery Strategy and Action Plan
 - External development of the Waste and Resource Recovery Strategy and Action Plan

Following the creation of the Lead – Sustainability, Waste and Strategic Projects role, internal delivery of the Waste and Resource Recovery Strategy and Action Plan was considered the most efficient use of Council resources and funds.

Budget

Nil – Staff time only.

Budget consideration should be given to the conduct of community consultation activities – eg surveys, think tanks, round tables, focus groups to test Council's strategy position on contentious items such as payment for hard waste collections or changes in bin collection frequency.

Exclusions

- Nil



Service Review Project Scope Waste and Resource Recovery Strategy and Action Plan

Assumptions /Constraints

- A staff member has been allocated full-time to this project, and afforded the opportunity to draw on the expertise of other staff and external agencies/organisations.
- A budget has not been allocated to the development of the Waste and Resource Recovery Strategy and Action Plan, which precludes the use of consultants in its development.
- The Waste and Resource Recovery Strategy and Action Plan will inform Council's Waste Management Policy (or similar) and waste contract renewal process.
- Budget and timeframes may limit the potential for and extent of any community consultation.

Related Initiatives / Projects

- Capital and Operational Works Programs
- Waste contract renewal

5. STAKEHOLDERS

Council	Position	RASCI role	Impact on stakeholder
Elected Members	Elected Members	Inform/Consult	Political/Outcomes
Service Review Committee	Elected Member Committee	Inform/Consult	Scope/Political/Outcomes
ELT	Executive	Inform/Consult	Scope/Political/Outcomes
MLT	Management	Inform	Scope/Strategy development/Outcomes
Ryan McMahon	CEO	Inform/Consult	Scope/Political/Outcomes
Justin Robbins	General Manager Strategy and Finance (Project Sponsor)	Inform/Consult	Scope/Political/Risks/Outcomes
Ingrid Wilkshire	Manager City Strategy (Project Owner)	Inform/Consult	Scope/ Project Management/ Political/Outcomes
Jon Herd	Environmental Sustainability Coordinator	Consult/Support	Give expert advice and provide assistance/input as required in relation to Council's waste management operations, Council contracts and budgets, data provision, key stakeholders and the waste industry in general. Act as a sounding board during strategy development.
Andrew Moylan	Environmental Projects Officer	Consult/Support	Give expert advice and provide assistance/input as required in relation to Council's waste management operations, specific programs, data provision, key stakeholders and the waste industry in general.



Service Review Project Scope

Waste and Resource Recovery Strategy and Action Plan

Council	Position	RASCI role	Impact on stakeholder
Jonathan Foong	Group Coordinator, Water, Waste & Environment	Consult/Support	Give advice and provide assistance/input as required in relation to Council's waste management operations. Provide access to key staff as required.
Darren Hill	Acting Team Leader Operations Support Services	Consult/Support	Give expert advice and provide assistance/input as required in relation to data provision, Council's waste management operations, key stakeholders and the waste industry in general.
Felicity Birch	General Manager City Operations	Consult	Strategy development/Outcomes
Adam Kelly	Manager Field Services	Consult	Strategy development/Outcomes
Gabby D'Aloia	Manager Technical & Engineering Services	Consult	Strategy development/Outcomes
Chris Campbell	Team leader, Water Resources and Environmental Management Planner	Consult	Strategy development/Outcomes
TBC	Manager Project & Contract Delivery	Consult	Strategy development/Outcomes
TBC	Manager PMO	Consult	Strategy development/Outcomes
Greg Salmon /Scott Reid	Strategic Projects	Consult	Strategy development/Outcomes
Rebecca Baines	Manager Financer and Rating	Consult	Strategy development/Outcomes Waste contract renewal
Sharon Hollamby	Manager Procurement & Contract Management	Consult	Strategy development/Outcomes
Nathaniel Mason	Business Solutions Team Leader	Consult	Strategy Development/Outcomes
Sam Rose	Lead Continuous Improvement	Consult	Strategy Development/Outcomes Waste Management Service Review
Kim Ritter	Manager Library Services	Consult	Strategy Development/Outcomes
Rick Gower	Interim Manager Recreation & Leisure Services	Consult	Strategy Development/Outcomes
Jeff Sharp	Facility Manager Waterworld	Consult	Strategy Development/Outcomes
Ann-Marie Arthur	Team Leader Arts Centre	Consult	Strategy Development/Outcomes
Jennifer Szabo	Facility Manager Recreation services	Consult	Strategy Development/Outcomes
Cherie Cooper	Team Leader Immunisation	Consult	Strategy Development/Outcomes



Service Review Project Scope

Waste and Resource Recovery Strategy and Action Plan

Council	Position	RASCI role	Impact on stakeholder
Amber Rolling	Community Volunteer Coordinator	Consult	Strategy Development/Outcomes
Nathan Grainger	Manager City Development	Consult	Strategy Development/Outcomes
Donna Mijatovic	Team Leader Community Development	Consult	Strategy Development/Outcomes
Olivia Harvey	Manager Customer & Communications	Consult	Strategy Development/Outcomes

Community	Position	RASCI role	Impact on stakeholder
CTTG community	Waste producer/reuser	Consult	Community Engagement/Strategy Development/Outcomes
CTTG schools - Administration - Educators - Students	Waste producer/reuser	Consult	Community Engagement/Strategy Development/Outcomes
CTTG businesses	Waste producer/reuser	Consult	Community Engagement/Strategy Development/Outcomes
Surrey Downs Sustainability Group		Consult	Community Engagement/Strategy Development/Outcomes
DAIP reference group		Consult	Community Engagement/Strategy Development/Outcomes/ Communication techniques/ Disposal challenges

Government	Position	RASCI role	Impact on stakeholder
DCCEEW	Federal Government	Consult	National strategy, policy, legislation and benchmarks
SA Councils - PAE - Salisbury - Charles Sturt - Campbelltown - Marion - Playford		Consult	Information provision and benchmark data
Green Industries SA	State Government	Consult	State strategy, policy, legislation, grants and benchmarks
EPA	Regulatory body	Consult	Regulations

Waste partners	Position	RASCI role	Impact on stakeholder
Solo	Waste partner	Consult	Strategy Development/Outcomes
Cleanaway	Waste partner	Consult	Strategy Development/Outcomes
NAWMA	Waste partner	Consult	Strategy Development/Outcomes
Jeffries	Waste partner	Consult	Strategy Development/Outcomes
CAWRA	Waste partner	Consult	Strategy Development/Outcomes
KESAB	Waste partner	Consult	Strategy Development/Outcomes



Service Review Project Scope Waste and Resource Recovery Strategy and Action Plan

PROJECT TEAM

Team member	Position title/project role	Contribution / Areas of interest	
Tony Amato	Project Manager	Project delivery	Responsible
Jon Herd	Technical expert	Waste Management	Support

PROJECT PARTNERS

Team member	Position title/project role	Contribution / Areas of interest	
Sarah McDougall	Technical expert	Community Engagement	Support
Amanda Ashford	Technical Expert	Marketing & Communications	Support
Danielle Wundke	Technical Expert	Internal Communications	Support

6. TIMEFRAMES

The duration of the strategy and associated action plan was considered against the existing global, Federal and State plans and policies, Council's Strategic Plan, Organisation Plan and LTFP, as well as the nature of the industry and rate of change and innovation.

It is considered best practice to develop a long term-strategy which looks to 2033, while working off of a rolling three-year action plan. It is envisaged that this will provide the ongoing flexibility to adapt to the continued rate of change in this area.



Service Review Project Scope Waste and Resource Recovery Strategy and Action Plan

HIGH LEVEL PROJECT PLAN

Elements (where relevant)	Tasks	Milestone e.g. date/month/quarter
Project Scope and Timeline	Development and approval of project scope and timeline	March 2023
Preliminary investigation	<p>Internal review/audit of CTTG:</p> <ul style="list-style-type: none"> - waste services - plans and strategies - existing documentation - collection data <p>Identify Council waste streams</p> <ul style="list-style-type: none"> - Summarise the waste types and scale of streams <p>Research waste industry</p> <ul style="list-style-type: none"> - Federal and State plans, strategies, legislation and targets - Programs, services and grants - State based waste service providers and opportunities - Elected Member Residential feedback from workshop discussion on waste <p>Consideration of best practice locally, nationally and internationally.</p>	March/April 2023
Preliminary community consultation and stakeholder engagement	<p>Undertake broad community consultation with the view to use feedback as an input into the strategy.</p> <p>Additional investigations:</p> <ul style="list-style-type: none"> - Early engagement with ELT - Consult relevant staff, reference (DAIP and sustainability) and special interest groups, agencies and experts internally/externally - Consult with schools, businesses, sporting clubs, community groups etc 	March/April 2023
Data collection and analysis	<p>Data collection and analysis</p> <p>Identify data gaps and collect additional data</p> <p>Project strategic outcomes</p>	May/June 2023
Draft	Development of draft strategy and action plan	June 2023



Service Review Project Scope Waste and Resource Recovery Strategy and Action Plan

Elements (where relevant)	Tasks	Milestone e.g. date/month/quarter
Consultation on draft strategy	Consultation with staff and key stakeholders Consultation with ELT Presentation to Service Review Committee	June/July 2023
Draft	Revised draft strategy	July/August 2023
Consultation	Present revised draft strategy to ELT	July 2023
Community Consultation Stage 2	Consider formal community engagement on the draft strategy Implementation of Engagement Activity: Undertake community engagement with the view to use the feedback to finetune the strategy	August 2023
Community Engagement Stage 3	Consider focus group testing, should the need to test certain aspects of Council's thinking.	September/October 2023
Delivery	Revised draft strategy	October 2023
Approval	ELT approval of revised draft strategy	November 2023
Delivery	Report to Service Review Committee then Council	November 2023
Endorsement	Council approval	November 2023
Review	Review Waste Management Policy in line with endorsed Strategy or develop new Policy – take to GPC 22 November 2023	TBC
Implementation	Commence implementation of Action Plan	December 2023

APPROVAL

Position	Project Role	Date	Signature
Ingrid Wilkshire Manager City Strategy	Project Owner	22/3/23	
Justin Robbins General Manager Strategy & Finance	Project Sponsor		



REPORT FOR

SERVICE REVIEWS COMMITTEE
MEETING

MEETING DATE

05 APRIL 2023

RECORD NO:

D23/21712

REPORT OF:

CITY OPERATIONS

TITLE:

VERGE MAINTENANCE SERVICE REVIEW

PURPOSE

To receive and consider the outcomes of the Verge Maintenance Service Review and proposed implementation plan.

RECOMMENDATION

That the Committee recommends to Council:

That having considered the **report titled “Verge Maintenance Service Review”** and dated 5 April 2022, Council:

1. Acknowledges the report prepared by BRM Advisory titled *CTTG Verge Maintenance Service Review. Final v4.0 – BRM Advisory* and provided as Attachment 1 of this report; and endorses the actions contained in the implementation plan provided as Attachment 2 of this report.
2. Consider that through the Annual Business Plan Community Engagement Strategy for Financial Year ending 2024, that the community be consulted regarding the proposed increase (minimum additional 2 cuts per annum in suburbs which require an additional cuts) to the verge cutting service and any associated budget and potential rate increase which may result from such an increase in service and above the proposed rate increase to be consulted on by Council (if relevant).
3. That quarterly progress reports be provided to the Service Review Committee regarding the delivery of the Implementation Plan.

1. BACKGROUND

The Community Value Program (CVP) is about creating better services and a better organisation for our community and our people. Through service reviews, we will consider our purpose for each service, our role within the community, what we do, how we do it, and how we measure our impacts

At its meeting on 8 September 2021, Council's Service Review Committee identified ten (10) functions / services to prioritise for services reviews as part of the Community Value Program. One of these functions / services identified as an initial priority was Horticulture maintenance.

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.

The project scope was refined and developed, and endorsed at the Council meeting **dated 2 February 2022 in the report titled “Horticulture Verge Maintenance Services”** (refer Attachment 3).

Furthermore, at its meeting dated 13 December 2022 Council resolved to undertake the following regarding the maintenance of Median in the City of Tea Tree Gully owned by the Department of Infrastructure and Transport:

1. *That Council requests the Chief Executive Officer to write to the Department for Infrastructure and Transport (DIT) to request DIT provide Council with the following:*
 - *A copy of the service schedule for median grass cutting on mains road in the City of Tea Tree Gully, including their approach to addressing seasonal weather conditions and associated additional growth.*
 - *Options available to the City of Tea Tree Gully to undertake additional median grass cutting on main roads throughout the year, undertaken by either the City of Tea Tree Gully (or their contractor) or DIT.*
2. *That a report be returned to Council including the above information and any related budget considerations no later than March 2023 for potential consideration in the 2023/2024 Annual Business Plan.*
3. *Council requests that the report to contain options (including costs) for having all main road median strips cut either 2, 4, 6 or 8 times a year.*

The service review project scope was revised to include the review of services and responsibilities for the maintenance of DIT medians, and the project titled *Verge Maintenance Service Review*.

The inclusions of the Verge Maintenance Service Review were:

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 increased tree planting?
8. Sustainability of current service levels and are there any trends with verge cutting other than any seasonal fluctuations?
9. Unpacking DIT service standards of their median (cutting frequency, etc), costs of council to undertaking the verge maintenance instead of DIT, risk factors of Council undertaking median maintenance on DIT 'land'
10. Other considerations including: <ul style="list-style-type: none"> • Cost analysis of verge cutting maintenance as grass vs. planting and maintaining as a garden bed. • Options for Council to consider offering incentives to residents to develop and maintain their verges (for example an 'adopt your verge' program, voucher for plants to get established etc.). • Maintenance best practice or benchmarking for verges that are planted out by Council or a resident (i.e. no longer grass verges). • Options / considerations for planting out high risk verge areas (i.e. those corners typically affected by high growth peak season) with low level plantings

2. DISCUSSION

On 23 December 2022, BRM Advisory were engaged to coordinate and complete a verge maintenance service review.

The final CTTG Verge Maintenance Service Review Report prepared by BRM Advisory is provided as Attachment 1, and includes the following broad elements:

- Current State
- Existing Verge Treatments
- Engagement
- Benchmarking Service Levels
- Options Assessment
- Costing an improved level of service

Service Review Summary

The key outcomes of the report are summarised below. The report contained in Attachment 1 should be referred to for a comprehensive understanding of the review. The report should be read in conjunction with the proposed Implementation Plan (refer Attachment 2).

There is currently a level of dissatisfaction amongst Elected Members and the community in relation to the verge maintenance services standards in the City of Tea Tree Gully (CTTG). The current cutting schedule across the City (other than the Golden Grove Development Area) is not sufficient to maintain grass height during peak growing season and there has historically been limited investment in the use of chemicals by CTTG to suppress grass growth.

The review highlighted that there is a significant difference of the number of grass verges cut between each of the suburbs, varying from less than 30 cuts in some suburbs to just under 1,000 cuts in other suburbs.

Currently CTTG maintain the median for three (3) DIT Roads within the Golden Grove Development Area where in 2002 Council agreed to take on the responsibility for maintenance to ensure the higher amenity was maintained. These roads are maintained through eight cuts per annum which is significantly higher than the four cuts applied to other areas of the Council.

DIT Roads which Council maintain median for are:

- Grenfell Road
- The Golden Way
- The Grove Way

DIT continue to maintain the remainder of the road medians throughout the City in accordance with the Commissioner of Highways Operational Instruction 20.1 where it states:

“The commissioner will maintain central medians and roundabouts in a safe and clean situation. Councils may choose to upgrade and maintain medians and roundabouts to a higher standard subject to entering into a formal agreement with the Commissioner.”

In response to the Council resolution dated 13 December 2022 a letter was sent to DIT regarding the maintenance of DIT Median in the City of Tea Tree Gully. Council was particularly seeking a response to the following enquiries please:

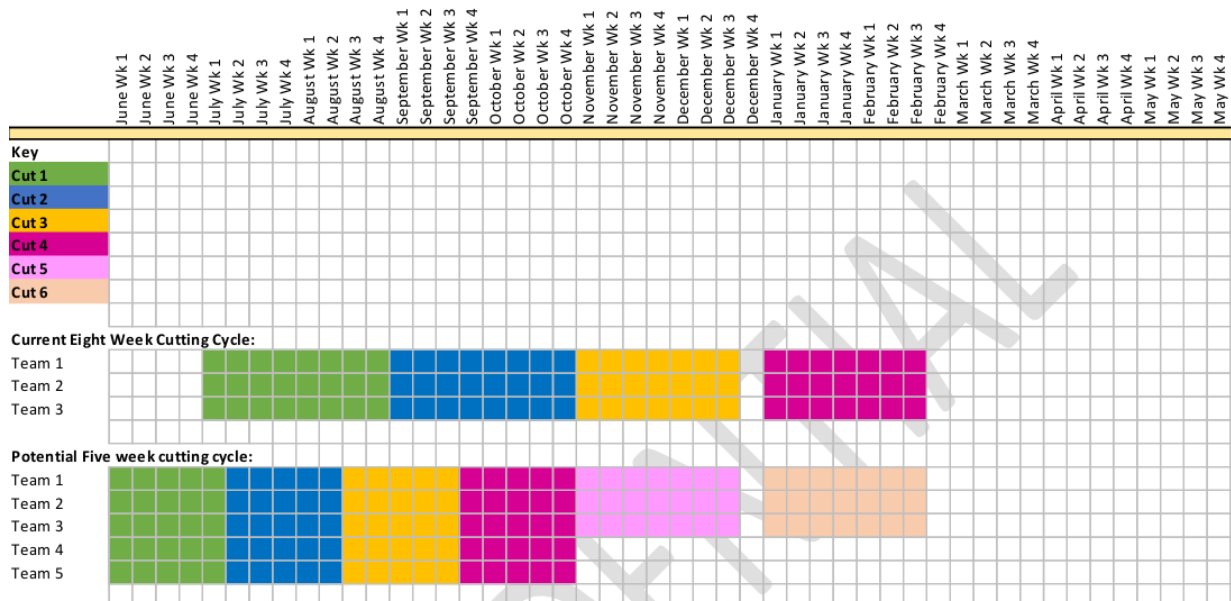
- A copy of the service schedule for median grass cutting on main roads in the City of Tea Tree Gully, including **DIT’s approach to addressing seasonal weather** conditions and associated additional growth
- Options available to the City of Tea Tree Gully to undertake additional median grass cutting on main roads throughout the year, undertaken by either the City of Tea Tree Gully (or our contractor) or DIT.

A response from DIT was received in March 2023 (refer Attachment 4) and was **considered by Council in a separate Council Report titled “Maintenance of Department for Infrastructure and Transport Median within the City of Tea Tree Gully”** and dated 28 March 2023.

There is an appetite to continue negotiations with DIT for the service provisions of maintenance to medians with the emphasis of Council undertaking the cutting of verge with reimbursement from DIT and entering into a formal agreement. For this, a meeting is currently scheduled for the 1 May 2023 with DIT Chief Executive Jon **Whelan, Council’s Chief Executive Officer Ryan McMahon and General Manager City Operations, Felicity Birch.**

Proposed Future Service Level

The following figure demonstrates the approximate eight week cutting cycle (average of 4 cuts per year) currently applied as Councils verge cutting service level, which is deemed to be insufficient for the expected level of service. To address this, it is recommended that the verge cutting service level be reduced to a five week cutting cycle which will result in an average of six cuts per year across the City, other than in the Golden Grove Development Area which is proposed to be retained at eight (8) cuts per annum.



Education and Promotion

An increase in education and marketing programmes may potentially improve community participation and pride to maintain their own verges.

Incentives such as S221 rebate for landscaping a verge or award programs may be considered to encourage the community to participate, however would need further review to establish expectations and responsibilities for ongoing maintenance.

Weed Control

An opportunity presents to trial a broadleaf spraying program which is designed to target weed species on grass verges and suppress their growth which improves the growing conditions for grass, the visual appeal of the verge and results in reducing mowing time.

Verge Treatments

Further review is required into the types of **verge treatments** and **Council’s position to develop a “Level of Service” for the preferred treatment type across the City.** This should also involve consideration to the positioning of a footpath on the verge to encourage property owners without a fence to continue the maintenance to the footpath, which reduces the need for Council to maintain.

Contractual Considerations

Should Council endorse the amendments proposed above and in the attached Implementation Plan (refer Attachment 2), the current contract arrangement will not be suitable for the service under current conditions, therefore it is also recommended

that Contractual changes are required to enable the contract to be more transparent and adaptable to accommodate seasonal changes and increased services as well as improved reporting mechanisms. This will first be discussed with the current contract provider and a determination made in partnership with Council's Procurement and Contract Department as to the need to present the works back to the market.

3. FINANCIAL

Currently CTTG incurs costs in the order of \$121k per cutting cycle (not including the Golden Grove Development Area).

The cost of verge and median cutting Council undertakes via our contractor within the Golden Grove Development Area is \$9,500 per cut.

Due to the proposed change in service levels, the current contractual arrangements are deemed to be not sustainable due to the changing circumstances, therefore a change in contractual arrangement or approach to market would suggest an increase in contract rates.

With the current contractual rates, an additional 2 cuts per annum would result in an approximate \$250K additional budget requirement which would result in an additional rate increase of 0.3%.

In giving consideration to price increases and current contractual deficiencies, it is estimated that this could increase in the vicinity of between \$350k and up to \$550k additional budget requirement. This increase assumes no change to the frequency of cutting for the Golden Grove Development Area.

An additional \$26k has already been applied to operational budgets for weed suppressing chemicals which have significantly increased to approximately \$65k per annum due to supply shortages and weather impacts. This budget does not allow for the proposed trial for Broad Leaf spraying and any trial costs would be in addition to existing budget provisions.

As stated in DIT's response to consider Council maintaining DIT road medians, they are open to the discussion for reimbursement of the current cost for maintenance of medians in CTTG. This would imply a potential cost neutral result for Council to take on responsibility for maintenance of DIT road medians, depending on the service level Council chooses to support for this work.

4. STRATEGIC OBJECTIVES

Strategic Plan

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

Objective	Comments
Community	
<i>People feel a sense of belonging, inclusion and connection with the City and the community</i>	A well maintained verge and median can enhance the appearance of the local area and promote a sense of community.
Environment	
<i>Environmentally valuable places and sites that are flourishing and well cared for</i>	The nature of the verge maintenance service provides a direct and ongoing visual amenity benefit to the council area.
<i>A community that is protected from public and environmental health risks</i>	Community participation in active pursuits increases through good quality, well-designed and well-utilised facilities, places and spaces.
<i>Our tree canopy is increasing</i>	
Economy	
<i>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 utilize technology to improve the livability of our city</i>	Well maintained places and spaces improve the visual amenity and provide benefits which may flow onto economic development, liveability and desirability for investment attraction.
Places	
<i>Streets, paths, open spaces and parks are appealing, safe and accessible</i>	Good quality facilities, places and spaces create a vibrant and liveable city.

Policies / Strategies

The [Road Alteration or Encroachment Policy](#) sets out the frame work for the provisions for residents to apply to landscape or access a verge.

The [Open Space Policy](#) defines an Amenity Area to include areas of isolated roadside landscaping including median strips, verges and nature strips. This provides focus on improving the visual appeal and functionality of a space.

There is no Council Policy relating to the maintenance of Medians in the City of Tea Tree Gully under the responsibility of the Department for Infrastructure and Transport (DIT).

5. LEGAL

DIT advised that the general responsibilities for the management of medians are summarised within their Operational Instructions which are binding on Councils. Of

relevance is *Operational Instruction 20.1 – Care Control and Maintenance of Roads Clause 3.9.1* which states:

- *The Commissioner will maintain central medians and roundabouts in a safe and clean situation. Councils may choose to upgrade and maintain medians and roundabouts to a higher standard subject to entering into a formal agreement with the Commissioner.*

(The Department acts on behalf of the Commissioner in this instance)

Council's current Verge Maintenance contract was awarded 1 July 2019 and covers a period of eight years (five years plus a three year option). The key terms of the contract include:

- Eight year agreement with the first five year pricing fixed and the remaining three year pricing being indexed by 2% per annum;
- Coverage for three cycles of cuts across all 21 suburbs of the council area plus an extra cycle of maintenance per financial year (total of four cuts);
- Eight cuts per annum in the Golden Grove Development Area for grassed verges and main road medians;

Council has historically, opposed cost shifting from Federal or State Government to Local Government but any consideration of Council voluntarily picking up State Government costs needs to consider the impact on the ratepayers of the City of Tea Tree Gully. This is a risk for Council as the residents may not wish to have rates increased to fund this State Government responsibility.

The Local Government Act 1999 provides direction regarding authorisation and provisions to enable residents to landscape a verge and provides Council powers to enact on action to be taken to maintain the verge.

6. RISK – IDENTIFICATION AND MITIGATION

Should Council support an increased service level for Median grass cutting on main roads which are currently under the care and control of the Department for Infrastructure and Transport (DIT), there is a risk that the current verge maintenance contract may not be sustainable and will need to be reviewed. Similarly, this risk is possible for an increase in the frequency of cutting for residential verges. This will have a likely financial impact on future Council operational budgets.

There is a potential risk that accepting or sharing responsibility of maintaining grass growth in DIT medians may lead to DIT reneging on all maintenance responsibilities. These could include, but not limited to:

- the management of trees and other vegetation within the medians
- declared pest plant management

- broadleaf weed control
- infrastructure damage repairs

The response provided by DIT advised that there is support for Council undertaking increased cuts to DIT median above existing DIT service standards therefore, DIT have not indicated reneging on their current level of services for median maintenance in their recent correspondence.

To avoid the risk of overlapping services (Council and DIT contractor), DIT request prior notification. Permission to carry out roadworks on DIT roads is also required in advance, via roadworks permit.

If Council undertakes part or all of this work, Council will be responsible for risk **management processes with regards to Council's own contract management** practices for issues such as traffic management safety, Worker Health and Safety and contract compliance.

Should Council support an increase in services, the current contractor will be consulted to determine the likelihood of being able to meet increased service standards, including any associated increase in costs to be applied. Any increase to services **will also be assessed against Council's procurement practices to determine if** the contract has significantly changed and therefore requires resubmission to the market.

7. ACCESS AND INCLUSION

Maintaining the median and verges in a good condition helps achieve an appealing, safe and accessible streetscape.

8. SOCIAL AND COMMUNITY IMPACT

Residents are often unaware of the distinction between Council controlled and DIT controlled roadways and therefore report complaints to Council about the appearance of many DIT maintained medians.

Community awareness of seasonal impacts and available resources such as chemical supplies .

Delivery of this service review has the potential to directly impact the community pertaining to aesthetical appearance and wellbeing, and through any potential increase in operational costs through the budget process / rate increases.

9. ENVIRONMENTAL

The spring and early summer of FY2023 presented unseasonably wet conditions creating additional vegetation growth and an increased requirement for verge and median maintenance services.

The climate is changing and predictions are for more rather than less variability in climatic conditions in future years, presenting challenges for Council when seeking to apply a fixed service standard verge and median maintenance services.

Consideration of environmental impacts have formed part of the service review particularly relating to weed management.

10. ASSETS

There are additional DIT main roads such as Smart Road, Reservoir Road, Wright Road and Montague Road, where Council have made improvements to either the verge or median in the form of plantings and/or landscaping to increase the amenity of key intersections and areas of the city. Where this has occurred, Council takes responsibility for maintenance of these areas and therefore DIT median maintenance is no longer required.

DIT main road median within the City are a mix of grassed areas, gravel or hard stand surfaces.

Golden Grove Development Area - Background

The historic responsibility for maintenance of DIT median sat with Transport SA (now DIT). In 2002, the Commissioner of Highways wrote to the City of Tea Tree Gully to advise that it had no legal responsibility to manage these median to the higher standards and of its intention to reduce the maintenance service standard back to a level consistent with other metropolitan roads.

Council at the time, understanding the impact this would have on the amenity of the area, decided to take on the responsibility for future maintenance of these medians and verges at the standard originally established by the Golden Grove Joint Venture. To date, Council has not been reimbursed for any costs in relation to the maintenance of DIT owned roads in the Golden Grove Development Area.

11. PEOPLE AND WORK PLANS

Management of the contract for main road and residential verge cutting is undertaken within existing staffing commitments.

Review of resourcing requirements for maintenance of verge and median will be conducted through actions within the implementation plan.

12. COMMUNITY AND STAKEHOLDER ENGAGEMENT

Residents are often unaware of the distinction between Council controlled and DIT controlled roadways and therefore make complaints to Council about the appearance of many DIT maintained medians.

In the first 6 months of the 2023 year, 953 complaints were received via Councils Relationship Management system in relation to the category '*grass higher than 150mm*'. This figure is almost double the total number of complaints received over the previous three year period. Whilst the system does not distinguish between Council verge and DIT median, given the state of the median during this time it is not unreasonable to expect that a high portion of the complaints received relate to the condition of road medians within the City of Tea Tree Gully.

A communications plan will be developed as part of the implementation plan to ensure the community receive relevant and up to date information pertaining to verge and median maintenance programs.

13. COMMUNICATIONS OF COUNCIL DECISION

Any outcome related to improved serviced standards for verge maintenance and DIT Median, should Council support an amended approach, will be promoted to the community via social media and other promotional means.

14. INTERNAL REPORT CONSULTATION

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

Name	Position	Consulted about
Sharon Hollamby	Manager Procurement & Contract Management	Risk - Potential Contract Impact
Rebecca Baines	Manager Finance & Rating Services	Financial Estimates

Attachments

1. ↓	CTTG Verge Maintenance Service Review. Final v4.0 – BRM Advisory.....	37
2. ↓	Service Review – Implementation Plan – Verge Maintenance	91
3. ↓	Service Review Committee - Report - Horticulture Verge Maintenance Services - Service Review Project Scope - 2 February 2022.....	92
4. ↓	Response letter from Jon Whelan - Department for Infrastructure and Transport .	97

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City of Tea Tree Gully

Verge Maintenance Service Review

March 2023

FINAL REPORT v4.0



BUSINESS • RESOURCE • MANAGEMENT

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EXECUTIVE SUMMARY

The Verge Maintenance Service Review was commissioned by the City of Tea Tree Gully (CTTG) to support its future decision making in relation to verge and main road median maintenance service standards and service delivery models.

We have reviewed the existing service standards and have reviewed and/or undertaken consultation with Elected Members, CTTG staff, and the CTTG community to understand the current major areas of concern. We have also reviewed the approximate costs to deliver verge cutting services under the outsourced verge maintenance contract and obtained and reviewed benchmarking data from other Adelaide metropolitan councils regarding their ongoing approach to verge maintenance.

There is currently a level of dissatisfaction amongst Elected Members and the community in relation to the verge maintenance services standards in the CTTG. The current eight weekly cutting schedule in all areas of the City other than the Golden Grove Development Area (during the high growth period between July and December) is not sufficient to maintain grass height during peak growing season and there has historically been limited investment in the use of chemicals by CTTG to suppress grass growth.

A change in approach is recommended to improve community and Elected Member satisfaction with what is a very visual and public facing service provided to ratepayers.

Based on feedback from Elected Members, there is no support to reduce existing service levels or remove the verge cutting service. The prevailing view is that additional investment in verge cutting and maintenance is required to maintain a satisfactory level of beautification across the city and to address the limitations of the existing service standard. Reducing the cycle of cutting applicable to a majority of the City from eight weeks to approximately five weeks is recommended to help address the current identified servicing issues.

However, it is not as simple as requesting (and paying for) additional cuts from the current verge maintenance contractor as there are no provisions in the existing contract to increase the cycle of cutting, noting that the contractor would need to stand up additional cutting teams to achieve a shortened cutting cycle. To increase the cutting frequency, a material change to the contract specification would be required, which will likely trigger a renegotiation of the contract.

The resulting renegotiation is likely to result in an increase to the verge cutting unit rates for the existing service levels and additional costs resulting directly from the additional requested cuts. It is not known how the current contractor, or the broader market, will price the requested increase in service levels.

We would also encourage CTTG to be more innovative in its approach to maintenance and in educating the community about the benefits of maintaining the verge adjacent to their property. Some suggested initiatives that could be trailed include:

- The use of broad leaf spray to suppress the growth of non-grass species on verges and medians;
- Establishing programs to recognise highly beautified streets in the city;
- Encouraging residents to plant out a verge (on the assumption that residents maintain these verges and lodge a complying Section 221 application); and
- Running a marketing and social media campaign about caring for your (and/or your neighbours) verge.

Each of these initiatives would be aimed at increasing the appearance of verges and reducing the community's reliance on council grass cutting.

Finally, a number of key Department of Infrastructure and Transport (DIT) main road medians in the CTTG council area are currently maintained by DIT in accordance with an approximate nine week cutting cycle. Again, this cycle is not sufficient to manage growth during peak growing season leading to unsightly medians, particularly in spring. CTTG should consider the merits of taking over this service and aligning the cutting cycle with its verge maintenance cycle, noting that DIT are likely to be open to paying for a portion of the costs of doing so.

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Additional recommendations resulting from our Service Review include:

1. Create a new GIS layer to collate and collect data about the number of grassed, dolomite, planted out and other verges in each suburb across the City. Collecting such data will:
 - a. support any future market approach in relation to the verge maintenance contract to inform the specification;
 - b. allow performance under that contract to be more accurately tracked as CTTG would know the exact number and position of grassed verges throughout the council area;
 - c. incorporate real time reporting into the next verge maintenance contract so that when a verge is cut, that information can be uploaded onto the CTTG website portal in real time and be available to the general public to increase accountability on the contractor.
2. Improving the information available to the public on the CTTG website about:
 - a. the cutting schedule service standard being funded by CTTG;
 - b. making it easier for residents to see when their verge or median will be cut; and
 - c. which roads in the Council area are maintained by DIT with a corresponding link to DIT's website to reduce the number of complaints being fielded by the CTTG customer service team.
3. Ensure that categories are established in the CTTG CRM system to further disaggregate complaints data; separating medians and verge complaints and complaints relating to DIT and council roads.
4. Request confirmation from DIT as to the amount of money spent on maintenance of Main Road medians in the council area to inform consideration of the merits of taking over this service from DIT.
5. Consider removing or rebating the application fee on a Section 221 application for those residents wishing to plant out a verge.
6. Trial of Broad Leaf Spray in selected suburbs and measure its effectiveness in reducing cutting time and improving the visual appeal of verges.

Our detailed report follows.



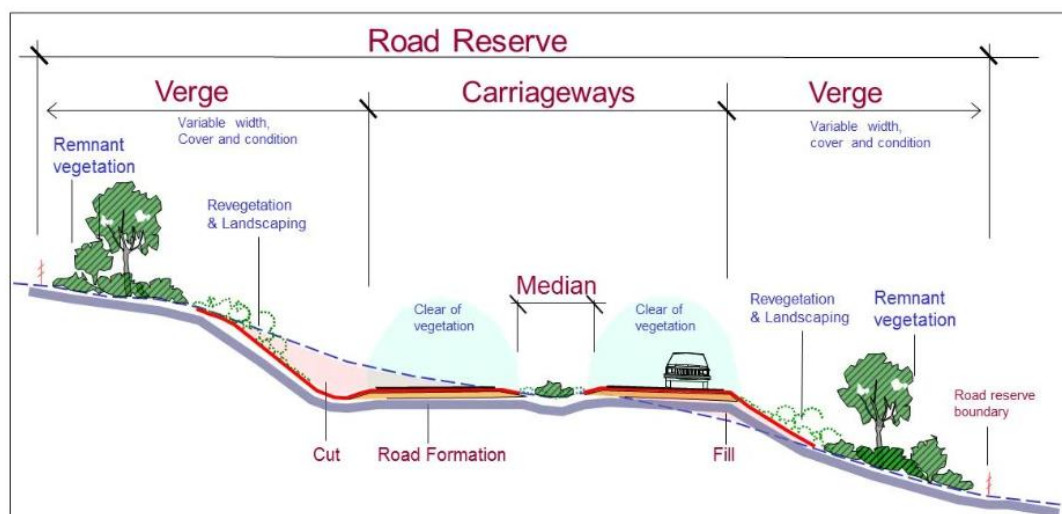
INTRODUCTION

What is a verge?

A verge is the area of road reserve between the edge of a made roadway and the boundary of the adjoining certificate or crown title boundary. The verge area can take many different forms and can include natural earth, landscaping, made footpath or parking areas, trees, bus stops and a variety of street furniture and signage.

A cross section of a road reserve, detailing the verge and median areas is shown in Figure One.

Figure One: Cross Section of a Road Reserve



Source: <https://www.mainroads.wa.gov.au/technical-commercial/technical-library/road-traffic-engineering/roadside-items/revegetation-and-landscaping/>

Verges are classified as public land as the Local Government Act 1999 (the Act) provides that a road extends from property boundary to property boundary and includes the carriageway, footpaths and verge. This means that the ultimate responsibility for maintaining a verge resides with a council for a local road or the State Government in the case of a Department of Infrastructure and Transport (DIT) controlled main road.

For verges which are mostly natural earth or grass, there is a range of service standards applied by South Australian councils; from those providing no regular maintenance/mowing services to those which offer their ratepayers a certain number of verge cuts per year. Many landowners prefer to maintain the verge adjacent to their property to a higher standard than the service level provided by a council, which is generally encouraged.

Responsibility to ensure a verge is safe

Under Section 7 (d) of the Act, councils have a responsibility to *take measures to protect its area from natural and other hazards and to mitigate the effects of such hazards*. Where a verge presents a hazard, for example by presenting a trip hazard, or creating issues with line of sight for vehicles or as a bushfire risk, a council has a responsibility under Section 7 of the Act to mitigate such hazard. Therefore, most councils will have in place strategies to address verges presenting a risk to public safety either through reactive maintenance or programs to encourage residents to manage these risks on behalf of council.



Scope of the Service Review

This Service Review focusses on the City of Tea Tree Gully's (CTTG) verge maintenance service levels and costs and addresses the Scope of Works shown in Table One.

Table One: Scope of Works

Scope
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?
9. Unpacking DIT service standards of their median (cutting frequency, etc), costs of council to undertaking the verge maintenance instead of DIT, risk factors of Council undertaking median maintenance on DIT 'land'
10. Other considerations including: <ul style="list-style-type: none"> • Cost analysis of verge cutting maintenance as grass vs. planting and maintaining as a garden bed. • Options for Council to consider offering incentives to residents to develop and maintain their verges (for example an 'adopt your verge' program, voucher for plants to get established etc.). • Maintenance best practice or benchmarking for verges that are planted out by Council or a resident (i.e. no longer grass verges). • Options / considerations for planting out high risk verge areas (i.e. those corners typically affected by high growth peak season) with low level plantings

Relevant council resolutions

On 13 December 2022, Cr Jones presented a Notice of Motion in relation to verge cutting / maintenance in the CTTG. Figure Two shows the resolution passed in relation to the Notice of Motion.



Figure Two: Resolution from 13 December 2022 Council Meeting

Moved Cr Jones, Seconded Cr Wyld

1. That Council requests the Chief Executive Officer to write to the Department for Infrastructure and Transport (DIT) to request DIT provide Council with the following:
 - A copy of the service schedule for median grass cutting on mains road in the City of Tea Tree Gully, including their approach to addressing seasonal weather conditions and associated additional growth.
 - Options available to the City of Tea Tree Gully to undertake additional median grass cutting on main roads throughout the year, undertaken by either the City of Tea Tree Gully (or their contractor) or DIT.
2. That a report be returned to Council including the above information and any related budget considerations no later than March 2023 for potential consideration in the 2023/2024 Annual Business Plan.
3. Council requests that the report to contain options (including costs) for having all main road median strips cut either 2, 4, 6 or 8 times a year.

Carried Unanimously (47)

In accordance with the resolution, the Chief Executive Officer wrote to the Chief Executive Officer of DIT on 24 January 2023. A copy of DIT's response dated 7 March 2023 is reproduced in Attachment Four.



CURRENT STATE

CTTG Existing Service Levels

Verge cutting

CTTG's existing verge maintenance service level is provided below. This has been informed by our conversations with CTTG Administration and our review of the existing contract specification in relation to the outsourced verge maintenance contract.

- A minimum of three (3) cuts per year with a cycle of a minimum of every eight (8) weeks when grass is over 150mm in length (between July and December);
- Additional cutting (a fourth cut) can occur outside of program where high growth creates a risk to traffic or pedestrians;
- Grass clippings are blown back onto the verge;
- Mechanical edging of footpaths, cross-overs and kerbs on an as required basis; and
- Areas around trees and fences should be chemically sprayed to avoid damage to give an effective 100mm clearance.

We obtained details of this service level from the CTTG Administration but were unable to locate documentation of this specific service standard on the Council website. Council's website does provide ratepayers with an interactive map showing when the next scheduled cutting cycle will occur in each local area (<https://www.teatreegully.sa.gov.au/Develop-plan-and-build/Roads-and-footpaths/Verges-and-naturestrips#section-2>).

Service Delivery Model

CTTG utilises an outsource service delivery model for verge cutting services.

The contract covers both the standard services as well as a schedule of rates for other one-off or ad-hoc services.

CTTG does not currently undertake verge cutting using internal staff / resources, however on an ad hoc basis council staff may be used to address a problem verge if an existing horticulture or grounds maintenance team is in a given area and it is safe to do so.

Weed control work (i.e. spraying) is undertaken through CTTG's internal Pest Management Team.

Verge Cutting Contract

Current contract summary

In January 2019, CTTG approached the market with an open Request for Tender for future Verge Maintenance. The Tender process resulted in the award of the contract to Bedford Group trading as APG (APG) (contract number C7181918) with the contract commencing on 1 July 2019 and covering a period of eight years (five years plus a three year option). The key terms of the contract include:

- Eight year agreement with the first five year pricing fixed and the remaining three year pricing being indexed by 2% per annum;
- Coverage for three cycles of cuts across all 21 suburbs of the council area plus an extra cycle of maintenance per financial year (total of four cuts);
- Eight cuts per annum in the Golden Grove Development Area for grassed verges and main road medians;



- A fixed quotation of \$5,510.78 for an additional one off cut per suburb in the council area which could be provided for under the contract upon request; and
- A single verge to be cut within 48 hours notice for \$nil charge (at the request of council).

While additional cuts are priced at flat rate of just over \$5.5k per suburb, we have noted that the number of cuts generally required by suburb varies significantly, from less than 30 cuts in a small suburb such as Yatala Vale to just under 1,000 cuts in a large suburb such as Modbury North. A flat rate per suburb seems like an unusual contract mechanism given the stark variation in the size and number of cuts required per suburb.

Contract Management

Since this contract was signed the contractor has experienced some significant issues which has impacted contract performance.

1. APG, as a subsidiary of the Bedford, is a priority employer of people with a disability. We have been advised that the pricing provided in the contract assumed the provision of a significant portion of 'supported employees', with supported employees having a percentage of their labour cost subsidised through government disability funding sources. In 2022, APG advised CTTG that they had lost their ability to access government funding in relation to the supported employees working on the CTTG contract and accordingly were facing a material increase in labour costs relating to the delivery of services under the contract;
2. COVID impacts and the tightening of the labour market has made it difficult for the contractor to find crews to deliver the required services. This has presented issues during FY2023 with the increased growth impacting the needs of both CTTG and other council areas serviced by the Contractor; and
3. The fixed price contract submission was unlikely to have anticipated the significant increase in inflation that is currently occurring in Australia, putting current and future upward pressure on wages and impacting the ability of the contractor to operate profitably under the contract.

The impact of these three factors is highly likely to mean that the existing contract is not currently commercially viable to APG.

During 2022 (year three of the contract), APG approached CTTG, seeking to negotiate a contract variation primarily in response to point 1 above. APG proposed an increase of approximately 20% to the verge cutting component of the contract and a 50% increase in the price to cut the Golden Grove Development area.

Due to a change in management at Bedford and at CTTG, these discussions were not finalised and the original contract remains in place. There appears to be a high level of goodwill between both APG and CTTG to meet the contractual requirements and an openness to consider reasonable variations / adjustments to the contract moving forward.

Current activity level

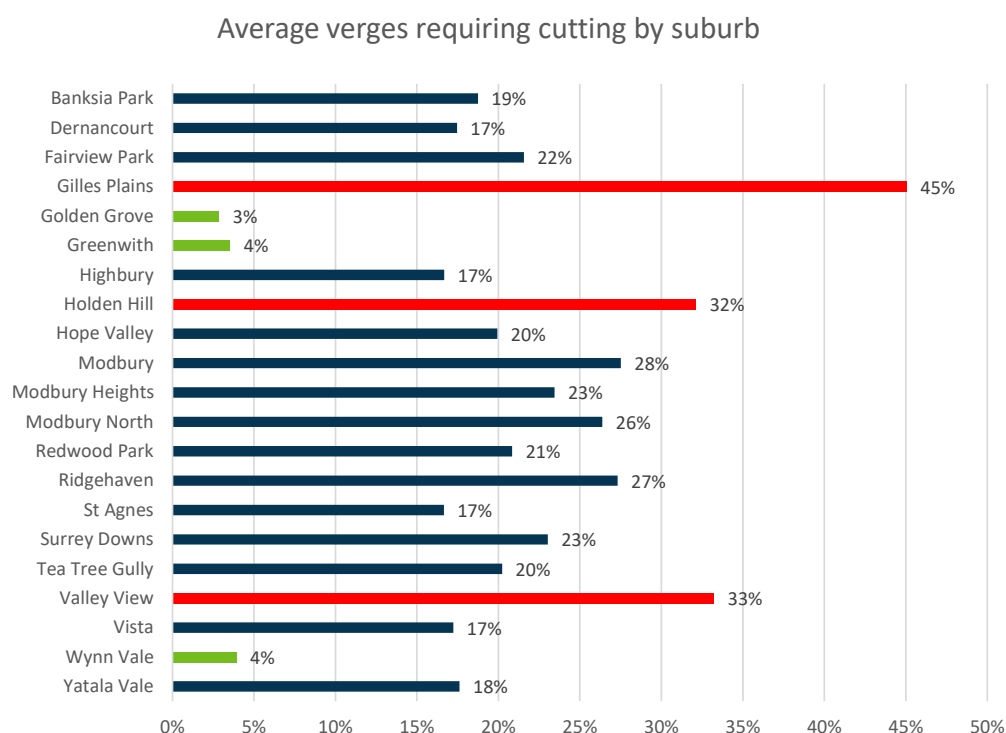
CTTG has provided some historical data from the FY2020, FY2021 and the first cutting cycle of FY2022. Since the first cutting cycle of FY2022, data has no longer been captured by CTTG in terms of the number of verges being cut by the contractor each cycle. Table Two shows a summary of the data that has been supplied to support this service review.

**Table Two: Roadside verge cutting data from FY2020 to FY2021 and part of FY2022.**

	FY2020	FY2021	FY2022
Average cuts per cutting cycle	5,501	8,281	7,127
Cutting cycles (based on data available)	4	3	1
Total number of verges ¹	39,274	39,274	39,274
% of rateable properties utilising verge cutting services	14.0%	21.0%	18.1%

Table Two shows that over the last three years, the contractor has cut an average of between 14.0% and 21.0% of total verges in the council area during each cutting cycle.

We have also obtained a breakdown of cutting activity by suburb. Figure Three shows the percentage of verges by suburb which have been cut by the contractor between FY2020 and FY2021.

Figure Three: Average verges requiring cutting by suburb (based on data from FY2020 and FY2021)

The data provided in Table Two and Figure Three provide useful context to determine the extent to which the CTTG community utilises the verge cutting service and in which suburbs the service is most and least demanded.

¹ The total number of verges was obtained from the Technical Specification which formed part of the 2019 Verge Maintenance Tender Documents.

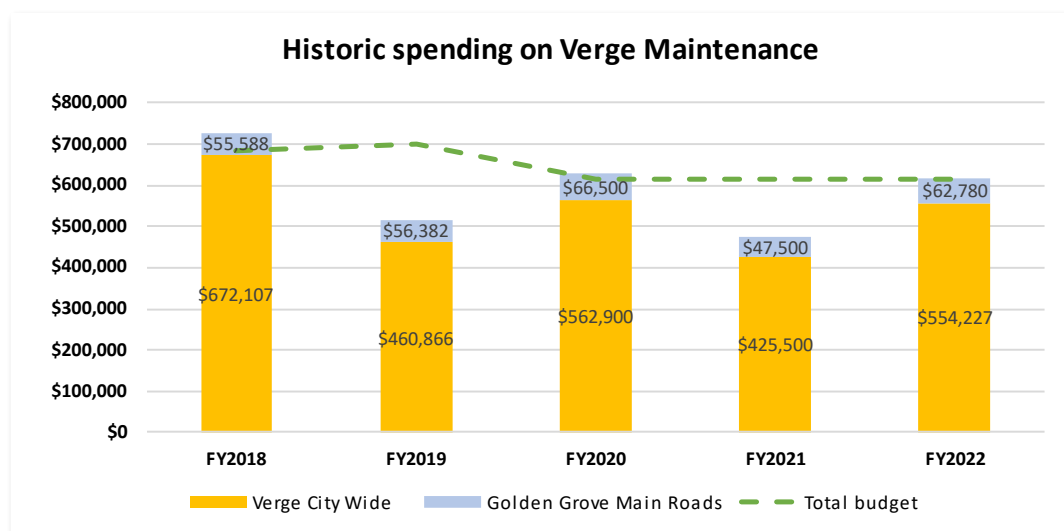


Financial impact

To achieve the current service levels, CTTG is incurring costs in the order of \$600k per annum. Verge maintenance expenses incurred over the last five years are shown in

Figure Four.

Figure Four: Historic spending on Verge Cutting



Given the seasonal nature of the demand for verge cutting, there is, as expected, a level of variance in actual costs on an annual basis. CTTG has the budget capacity to fund between four and five cuts per annum. However, Council Administration only requests an additional cut if climatic conditions mean that verges are still growing in the early parts of summer, as opposed to being browned off and not growing.

The budget reduced slightly in FY2020 to coincide with the signing of the APG Contract.

Based on an average number of verge cuts between FY2020 and FY2021 of approximately 7,000 per cutting cycle at a cost per cycle of \$121k the approximate cost per cut verge of \$17.28.

In addition to the direct costs of verge cutting, CTTG also applies weed spraying to verges, using its own staff resources. The cost of chemicals is budgeted separately in the Pest Management budget line with the application of chemicals shared between the Horticulture and Pest Management Teams.

Over the past few years, approximately \$26k is budgeted to be spent on weed suppressing chemicals directly relating to verges, however in FY2023, this cost is expected to climb to \$65k as a result of price increases driven by a supply shortage and the unseasonal weather changing the timing and application rates of chemicals.

Other than chemical spraying (for suppression or control) and mowing, there are no other financially viable methods being used by South Australian councils to maintain grassed verges.



Golden Grove Development Area and other significant Main Roads

Figure Five: The Golden Way, Golden Grove



Source: Google Maps Street View

The medians and verges in the Golden Grove area and in other key areas of the city, specifically on the main roads of the Golden Way, The Grove Way and parts of Grenfell Road contain landscaping features and levels of amenity which are generally higher than other main roads in the council area.

The historic responsibility for maintenance of these road medians and verges sat with Transport SA (now DIT). Back in 2002, the Commissioner of Highways wrote to CTTG to advise that it had no legal responsibility to continue to manage these roads to the higher standards and of its intention to reduce the maintenance service standard back to a level consistent with other metropolitan roads.

Council at the time, understanding the impact this would have on the amenity of the area, made a decision to take on the responsibility for future maintenance of these medians and verges at the standard originally established by the Golden Grove Joint Venture. To date, Council has not been reimbursed for any costs in relation to the maintenance of DIT owned roads in the Golden Grove Development Area.

The current accepted service standard for the main roads is eight cuts per annum which is a significantly higher standard than the four cuts per year applied to other areas of the council.

The list of roads in the Golden Grove Development Area and in other areas of the Council where this higher service standard is being applied are shown in Attachment One.

Department of Infrastructure and Transport Service Levels

DIT are responsible for maintenance of the medians on a number of main roads traversing the CTTG. A list of the DIT main roads (with medians) is shown below:



- Lower North-East Road
- North-East Road
- Grand Junction Road
- Golden Grove Road
- Hancock Road
- McIntyre Road
- Awoonga Road

Image: North East Road Median (maintained by DIT)

On a number of these and other DIT roads (such as Smart Road, Reservoir Road, Wright Road and Montague Road), CTTG have made improvements to either the verge or median in the form of



plantings and/or landscaping to increase the amenity of key intersections and areas of the city. Where this has occurred, CTTG takes responsibility for maintenance of these areas.

The correspondence in Attachment Four confirms that DIT's service standard in relation to median cutting is once every nine weeks, however noting that grass is cut more frequently in spring and early summer and the schedule is 'relaxed' during winter.

We have reviewed the relevant document in relation to DIT's roadways maintenance procedures (Care, Control & Management of Roads (Highways) by the Commissioner of Highways (Section 26 of the Highways Act)) and while service standards exist for other maintenance tasks, a verge mowing standard is not prescribed in the document.

CTTG residents are often unaware of the distinction between Council controlled and DIT controlled roadways and therefore make complaints to Council about the appearance of many DIT controlled medians. These complaints are referred by CTTG to DIT with the data captured in the Council CRM system. Unfortunately, the CRM system does not specifically tag complaints relating to DIT roads so it is not known what percentage of complaints received by Council relate to Council or DIT roads.

Other issues impacting verge maintenance

Changing attitudes of residents

The traditional approach, and the approach still strongly encouraged by most councils in metropolitan Adelaide, is for a property owner to take responsibility for the presentation and maintenance of the verge adjacent to their property. A resident may choose to take responsibility for the maintenance of their verge for the following key reasons:

- Community pride: A neat and tidy verge can enhance the appearance of the local area and promote a sense of community;
- Property value: A well-maintained verge can increase the curb appeal of a property and its value;
- Safety: A well-maintained verge can improve visibility and prevent accidents on the road; and
- No alternative option: Some councils place an expectation on residents to manage verges adjacent to their property and do not provide an alternative service except where it presents a safety issue and/or if the resident is physically unable to do so.

While there are obviously some requirements for Council to offer a base level of service in instances where public safety is impacted, most Adelaide metropolitan councils do not offer a regular verge cutting service for verges adjacent to residential properties (refer benchmarking section of report).

During a workshop with the CTTG operational staff involved in providing this service, it was noted that in recent times there has been a reluctance from a seemingly growing number of residents to maintain the verge adjacent to their property. Some of the proposed reasons for the changing attitude include:

- An increase in subdivisions on blocks meaning that multiple residents now share a verge, with a lack of accountability and responsibility for ongoing maintenance;
- An increase in townhouse style developments and reduction in natural lawn on properties meaning that more households don't own a lawnmower or whipper snipper and therefore are unable to maintain their verge; and
- An aging population and more people accessing health services from home, meaning a greater percentage of the population are not physically able to maintain their adjacent verge.



It was also noted that by Council offering a base level of verge cutting service (i.e. cuts every eight weeks during the peak growing season between July and December) it creates an expectation amongst the community that verge maintenance is Councils responsibility, which results in frustration and complaints to CTTG when service levels are not maintained to a residents desired standard.

Acknowledging that the current service standard can present overgrown verges at times, CTTG is responsive to customer requests / complaints about overgrown verges and generally attend to these as a priority. Residents observe CTTG addressing individual problem verges and in turn can then seek support with addressing other problem verges creating a cycle of additional work requests and additional complaints.

Verge Tree Planting programme

It is estimated that one million trees grow on CTTG parks, reserves and verges. The CTTG is currently working hard to increase the quantity of trees throughout the City and are seeking to develop leafier streets and open spaces to deliver a range of environmental, economic and social benefits.

In recent years, CTTG has developed a funded street tree program which runs from April to October of each year where a variety of native tree species are planted. Residents can request the planting of a street tree adjacent to their property with CTTG having a target of planting an additional 2,000 trees per year.

Despite the significant economic and environmental benefits of verge trees, they can be a major barrier to an efficient verge cutting service from two perspectives. Firstly, trees require additional edging treatments around the base to maintain areas that can't be accessed by a mower and secondly, mowers need to be navigated around the base of each tree, with low hanging branches sometimes creating safety issues for ride on mower operators. While it will depend on circumstance, cutting a verge with a tree can take multiple times longer than cutting a verge without a tree.

Since the current cutting contract was signed in mid 2019, an estimated 8,000 additional trees have been planted on verges and in parks across the City. The current verge cutting contract does not have a specific mechanism to recognise the additional cutting cost for the contractor resulting directly from the CTTG Verge Tree Planting programme.

While it is impossible to precisely estimate the additional cost impact of the Verge Tree Planting programme, it is believed to be a significant and growing factor in terms of managing verge maintenance costs moving forward.

Climatic conditions

The spring and early summer of FY2023 presented unseasonably wet conditions creating additional vegetation growth and an increased requirement for verge maintenance services.

The climate is changing and predictions are for more rather than less variability in climatic conditions in future years, presenting challenges for Council when seeking to apply a fixed service standard to verge maintenance services.

Landscaping of Verges

A verge may be landscaped (i.e. planted out) by an adjacent property owner or by Council. If landscaped by an adjacent property owner, the property owner is required to obtain council approval under Section 221 of the Act. The Road Alteration or Encroachment Policy



(https://www.teatreegully.sa.gov.au/files/assets/public/council-documents/documents/road_alteration_or_encroachment_policy.pdf) provides guidance for CTTG residents on the requirements if they wish to landscape or plant out a verge which includes residents completing an online application form on the CTTG website (<https://www.teatreegully.sa.gov.au/Develop-plan-and-build/Roads-and-footpaths/Verge-alterations#section-3>) to support any changes to a verge. This document also provides detailed guidance to landowners about the conditions and requirements for the verge including that the verge must not impede on existing street trees and create tripping hazards etc.

Council may also consider landscaping a verge in a high-risk area to prevent the need for regular cutting. Council charges ratepayers a fee of \$45 (FY2023) to make a Section 221 application.

While specific data does not exist, the CTTG Administration has advised us that there are many known examples within the Council area of residents developing a verge without appropriate Section 221 approvals and that CTTG has an inconsistent approach to enforcing requirements in relation to verges that have been developed without the appropriate approvals.

Self-service reports and requests portal

In May 2019 CTTG introduced a self-service portal on the website where residents could report verge maintenance issues to be actioned by CTTG. The ease of making a report through this portal provides an easy mechanism for residents to seek remediation of verge issues which in turn further creates increased expectations on CTTG levels of service.

Cost of living pressures

Generally, grassed verges require a level of irrigation in the summer months to maintain a green and healthy level of grass coverage. With escalating costs of living and pressure on household budgets, some residents may be reluctant to use mains water to irrigate the verge adjacent to their property. A lack of irrigation can encourage weed growth to surpass more desirable grass coverage, which in turn can increase the required frequency of cutting.



EXISTING VERGE TREATMENTS

There are a number of different verge treatments currently applied to verges in the CTTG. A selection of the most common treatments, including the relative strengths and weaknesses from a variety of different perspectives is shown below.

Grassed / Natural Earth:



Location credit: Tolley Road St Agnes

Treatment:	Combination of laid turf or natural earth where grasses grow.
Visual appeal:	High (when well maintained)
Maintenance requirements	Requires regular cutting and/or spraying.
Environmental impacts:	Reduces heat impacts and consistent with CTTG's greening agenda.
Water requirements:	Irrigation supports greener outcome
Approximately % use in CTTG:	80%

Dolomite / Gravel:



Location credit: Grand Junction Road Holden Hill

Treatment:	Cover verge area with dolomite or gravel
Visual appeal:	Low
Maintenance requirements	Weed spray to suppress weed growth
Environmental impacts:	Dusty and requires use of non natural chemicals
Water requirements:	None
Approximately % use in CTTG:	10% to 15%

Mulched:



Location credit: Hancock Road Tea Tree Gully

Treatment:	Lay down mulch in place of grass verge to reduce cutting requirements.
Visual appeal:	Moderate
Maintenance requirements	Mulch generally requires topping up annually.
Environmental impacts:	Reduces heat impacts and can encourage planting / shrub growth.
Water requirements:	Dependent on treatment
Approximately % use in CTTG:	<1%

Concrete / expanded footpath treatment:



Location credit: Milne Road Tea Tree Gully

Treatment:	Expand concrete footpath to remove verge grass
Visual appeal:	Low
Maintenance requirements	Asset renewal at end of life
Environmental impacts:	Increased stormwater runoff, lack of cooling effect.
Water requirements:	None
Approximately % use in CTTG:	Common treatment on some main roads.

Planted out / landscaped verges:

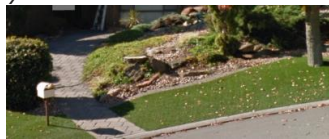


Location credit: 2 Rosella Street, Modbury Heights

Treatment:	Combination of laid turf or natural earth where grasses grow.
Visual appeal:	High
Maintenance requirements	High but can be delegated to local residents / volunteer groups.
Environmental impacts:	Positive
Water requirements:	Irrigation generally required but can be reduced with use of indigenous plants.
Approximately % use in CTTG:	1% to 5%



Synthetic Grass:



Treatment:	Laying of synthetic grass on the verge.
Visual appeal:	Moderate
Maintenance requirements	Asset renewal at end of life. May create a trip hazard if poorly maintained.
Environmental impacts:	Limited reduction in heat impact plus disposal required at end of useful life.
Water requirements:	Nil
Approximately % use in CTTG:	Less than 1%

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ENGAGEMENT

This section summarises the views of several key stakeholder groups which have either historically provided relevant feedback on CTTG's verge maintenance service levels or have been specifically engaged as part of this Service Review.

A detailed community consultation process was not undertaken. This section of the report provides a summary of:

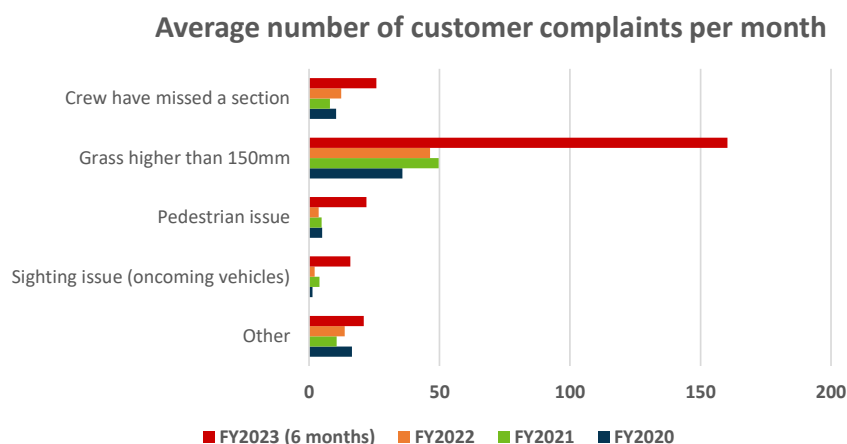
- a history of customer complaint information relating to verge maintenance and discussed the nature of the most common complaints with relevant Council officers;
- community survey results as they relate to verge maintenance;
- a survey of Elected Members seeking to capture their views on current and future service levels; and
- discussions with key CTTG staff members with responsibilities relating to verge maintenance.

Customer complaints:

CTTG has extracted relevant information from its Customer Relationship Management system in relation to verge maintenance customer complaints received over the past three and a half financial years. The information analysed in this report spans from 1 July 2019 to 31 December 2022.

A graph of the average number of complaints per month over the last three and a half financial years is shown in Figure Six.

Figure Six: Average number of customer complaints per month by category



The clear outlier in the chart is the number of complaints in the 2023 financial year, in the grass higher than 150mm category, where there has been a total of 953 complaints in the first six months of the financial year which is almost double the total number of complaints received over the previous three years.

It is important to unpack and understand the potential causes of this significant increase in complaints. Three potential explanations have been considered:

1. weather and unseasonal growing conditions;
2. weed spraying program; and

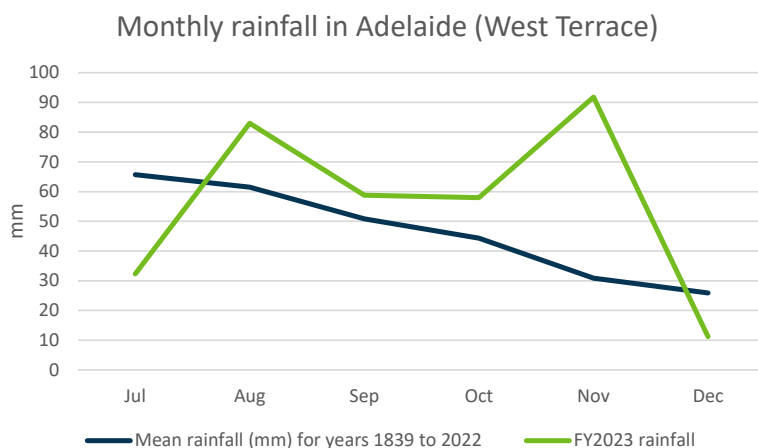


3. availability and performance of the contractor.

1. Weather and unseasonal growing conditions

Figure Seven shows the rainfall in Adelaide in the first six months of FY2023 compared to previous averages.

Figure Seven: Monthly Rainfall data for Adelaide



Between August and November, rainfall in Adelaide exceeded averages, with November being a particularly wet month. This unseasonably high level of springtime rainfall coupled with strong growing conditions created an environment where grass growth was significant. The level of complaints clearly shows that CTTG's service levels did not meet community expectations in this unusually wetter environment.

2. Weed spraying program

The CTTG Administration has advised us that there were issues with the weed spraying program which has affected the application of chemicals for the FY2023 season.

"There has been a national (and international) shortage of the chemical preferred for spraying of weeds, and this has resulted in less effective chemicals being used in the interim and also a delay in spraying, which has enable weeds to grow higher and with more density. Some of the weeds we experience on roadsides and are currently dominating the landscape have built up a resistance to Glyphosate (the product readily available in varying forms at Bunnings and other hardware stores) and the chemical which is required and was subject to the shortage to specifically control them has not been available until recently. Areas which would usually have been sprayed when weeds were low, were not, and therefore we are now allocating additional staff resources to remove the dead and dying tall weeds to address unsightly issues. We are also cautious of not using just any chemical to ensure there are no adverse effects to the community (or their animals) who may walk or recreate in our City."

It appears a failure to apply the preferred chemical to verges in FY2023 at the appropriate time has resulted in significantly more growth, additional customer complaints, and a subsequent requirement to increase verge mowing to manage the additional growth.

3. Availability and performance of the contractor in FY2023

With the increased growing conditions, not just in CTTG but in other areas of Adelaide, the contractor was unable to increase cutting services and stand up new resources during the intense growing



season in October and November of 2022. Verge cutting teams were redeployed at times to main road cutting where high grass was posing issues, which further put the residential verge cutting program behind schedule.

Assessment of complaints history

There has clearly been a large spike in complaints relating to verge maintenance in FY2023. There are a number of seasonal and one-off factors that have contributed to the increased complaints. It is important the CTTG recognises the impact of these factors in considering the appropriateness of current and future service levels and to no 'overreact' to an unusually wet year.

Community survey results

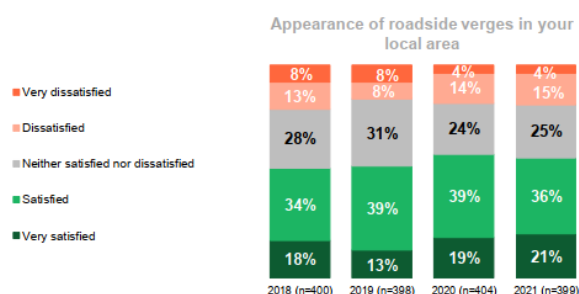
Each year the CTTG undertakes a community survey to understand what a sample of residents perceive to be the major areas of satisfaction and dissatisfaction with Council's services.

The latest community survey data relates to 2021 with the outcomes report prepared by consultants New Focus, dated May 2021.

The 2021 survey revealed that the standard of roadside verges is one of four identified areas of relatively low satisfaction in terms of CTTG's performance. Of the 38 survey respondents who were dissatisfied with the performance of CTTG, 11 mentioned that the standard of verges / parks / reserves for the main reason for their dissatisfaction.

Figure Eight: Community survey results re: roadside verges Figure Eight shows the range of responses over the four year period from 2018 to 2021 in relation to the appearance of roadside verges in your local area.

Figure Eight: Community survey results re: roadside verges



The data shows a level of consistency in the community's perceptions of roadside verge maintenance in the CTTG over the four year period. Between 16% and 21% of those surveyed in each year were either dissatisfied or extremely dissatisfied with the service. Between 52% and 59% of those surveyed were either satisfied or very satisfied with the service.

More generally, in 2021 9% of respondents were overall dissatisfied with CTTG's service. When considering the overall reasons for dissatisfaction, the standard of verges, parks and reserves was the main reason given.

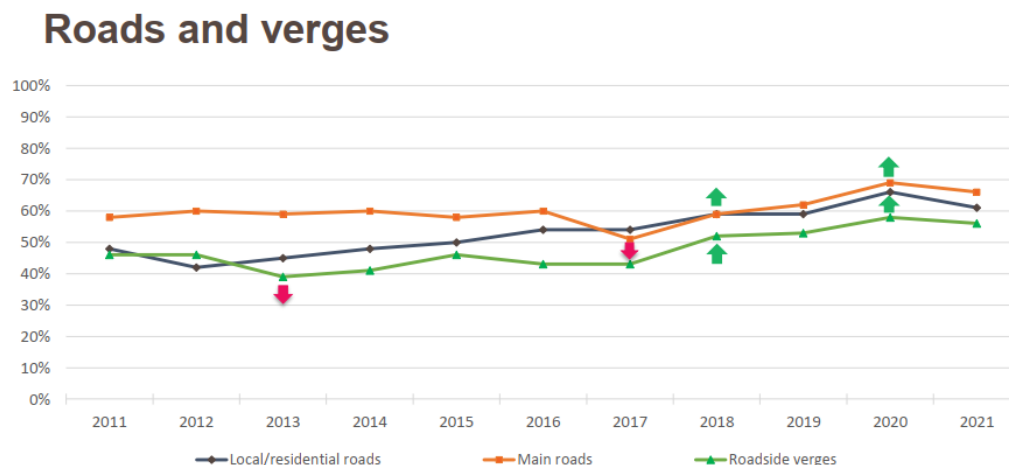
The public facing nature of verge maintenance means that there is likely a strong correlation between a resident's overall satisfaction with CTTG's services and the standard of maintenance.



Analysing whether or not the 2022/23 community survey results in relation to verge maintenance show higher levels of dissatisfaction will be interesting given the high number of complaints that were received during this time period.

On a longer term trend basis, there has been an increase in resident satisfaction on the condition of verges in the council area (as shown by the green line in Figure Nine) with satisfaction levels increasing from approximately 45% to 55% over a ten year period.

Figure Nine: Satisfaction levels with roads and verges.



Source: CTTG Community Survey Long Term Data Trends (June 2021)

Elected Member Survey

Feedback from the Elected Member body on the verge and main road maintenance program in the City was sought as part of this Service Review.

A survey was prepared (reproduced in full in Attachment Two) and sent to Elected Member to complete between the period of 6 and 19 February 2023. A summary of the key outputs from the survey are shown below.

Figure Ten: Elected Member satisfaction with verges and medians

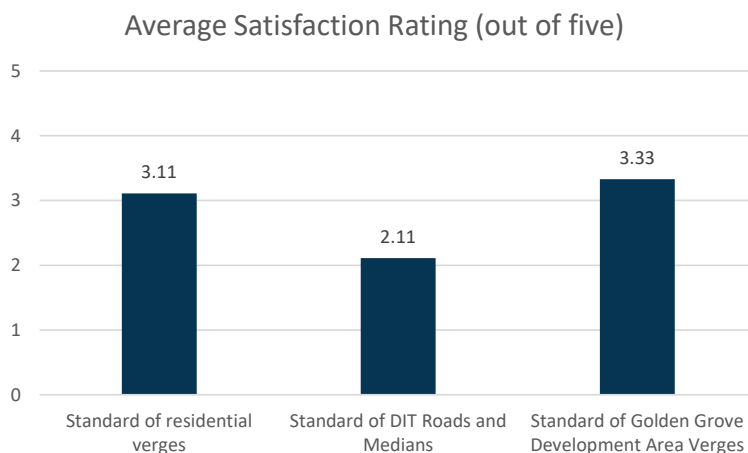




Figure Eleven: Elected Member appetite for additional investment in verge cutting

The City of Tea Tree Gully should invest more resources into additional residential verge cuts each year (noting that an increase in investment is likely to increase the cost base of council and result in a rating impact or a reduction in other services).

[More Details](#)

Strongly agree	4
Somewhat agree	3
Neither agree or disagree	2
Somewhat disagree	0
Strongly disagree	0



Figure Twelve: Elected Member appetite for a more flexible service standard

8. Understanding that the need to cut residential verges is impacted by seasonal and climatic conditions, would you support the Administration exploring a more variable or flexible service standard / budget which better meets the expectations of the community in a more timely manner?

[More Details](#)

Yes	8
No	0
Unsure	1

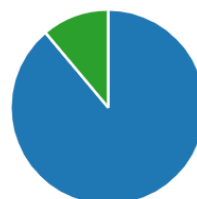


Figure Thirteen: Elected Member support for various changes to verge maintenance

Alternative options to explore in relation to verge maintenance

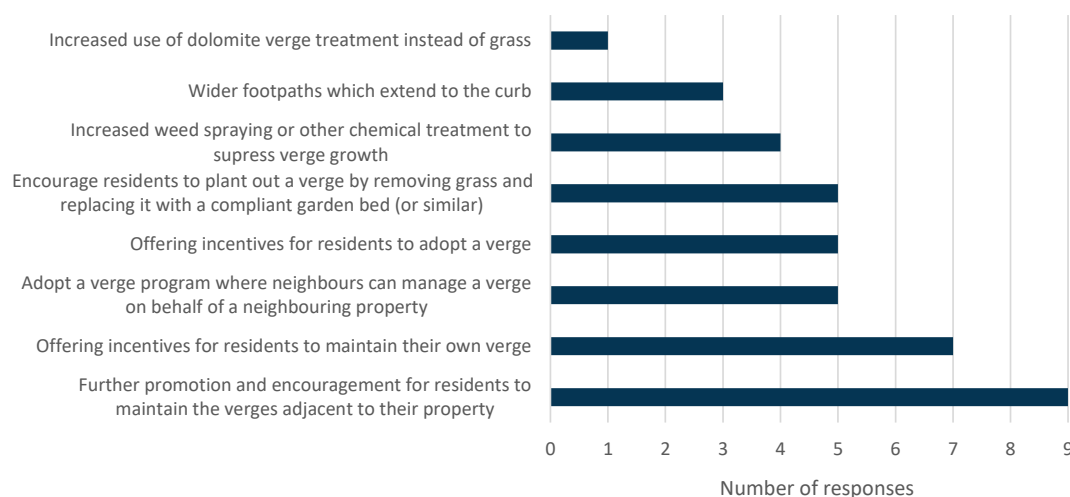
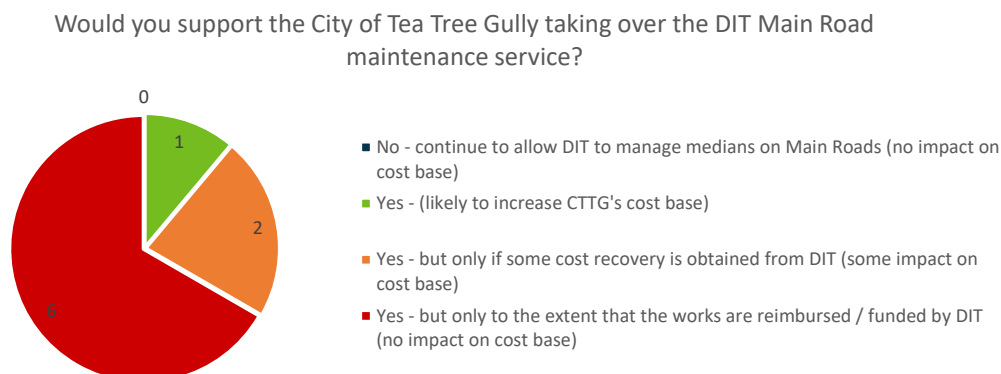




Figure Fourteen: Support for taking over DIT Main Road Maintenance Service



Elected Member Feedback summary

The survey provided many interesting insights into the views of Elected Members in relation to future verge and main road maintenance service levels. Some key findings are highlighted below:

- Elected members have moderate levels of satisfaction with the current standard of verge maintenance across the City (including the Golden Grove Development Area) but are less satisfied with the maintenance service standards on DIT Main Roads;
- Seven out of nine survey respondents supported the CTTG to make an additional investment in verge cutting with no elected members supporting a reduction in the current service standard;
- Eight out of nine survey respondents supported the introduction of a more flexible service standard so that cutting schedules could be adjusted for seasonal factors;
- Nine out of nine respondents supported additional promotion and encouragement for residents to manage their adjacent verges with seven out of nine supportive of the concept of offering incentives to encourage this;
- Five out of nine respondents also supported encouraging residents to plant out a verge and/or take control of a neighbouring verge;
- Nine out of nine respondents supported CTTG taking over maintenance of the DIT Main Roads, with six of the nine preferring to only do so if the works are funded by DIT.
- In relation to the Golden Grove Development Area, one respondent had a preference for aligning the service standard with other areas of Council, four respondents supporting continuing with the current service standard and four respondents supported an increase to the number of cuts in this area of the City.

Consultation with key CTTG staff

A workshop was held on 9 February 2023 with the following staff to support performance of this Service Review:

- Felicity Birch, General Manager City Operations
- Marcus Hannath, Supervisor, Parks
- Darren Bugg, Horticulture Maintenance Officer (responsible for the verge cutting contract management)
- Simon Keller, Acting Supervisor Horticulture
- Simon Monteleone, Horticulture Support Officer
- David Gaston, Pest Field Management Officer



A follow up meeting was held with Darren Bugg to obtain some more detailed insights on the contractual relationship between CTTG and APG. Adam Kelly (Manager Field Services) was unavailable to attend the workshop and was also consulted with separately as part of the Service Review.

The outcomes of the staff consultation have been incorporated into the observations and finding of this Service Review.

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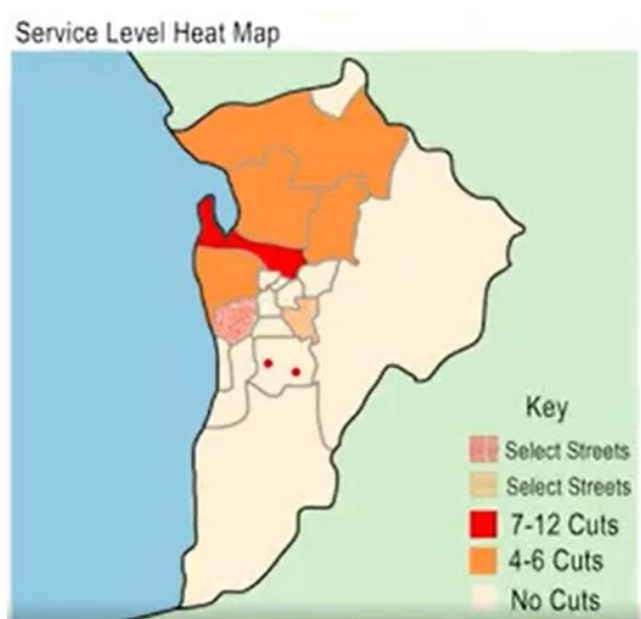


BENCHMARKING SERVICE LEVELS

The CTTG Administration has undertaken a benchmarking exercise regarding the comparative service levels for verge maintenance across Adelaide². The benchmarking undertaken is reproduced in Attachment Three.

In support of the benchmarking undertaken, Figure Fifteen shows a map produced by the City of Port Adelaide Enfield displaying the comparative verge cutting service levels across Adelaide metropolitan councils.

Figure Fifteen: Verge cutting service level heat map



Source: City of Port Adelaide Enfield Website – January 2023

The map is a relatively good visual representation showing the disparate service levels across Greater Adelaide.

The key takeaways from the benchmarking undertaken are:

1. Less than half of Adelaide's metropolitan councils (by number) provide ratepayers with a regular verge cutting service;
2. Of those councils who do provide the service, most are from the north or north western suburbs of Greater Adelaide;
3. City of Port Adelaide Enfield has the highest stated service level, cutting verges between six and seven times per year;
4. CTTG's other neighbouring councils, City of Playford (north) and City of Salisbury (west) provide service level of five and six cuts per year respectively. The City of Campbelltown (south) does not provide a verge cutting service except if the verge poses a safety risk;
5. The two largest councils in the south of Adelaide, City of Onkaparinga and City of Marion, with relatively similar geography and demography to the CTTG, do not provide a regular verge cutting service to ratepayers. Both councils will attend to problem verges, with City of Marion offering a weed spraying service on all verges 3 to 4 times per year.

² Benchmarking was not included within our scope of works.



6. Some councils (i.e. City of Burnside) have mapped (via GIS) all of their verges and therefore have a good understanding of the number of grass (and other style) verges in their council area.

The concentration of councils providing a verge cutting service to the north and north west of Adelaide is an interesting occurrence. Council's outside of these areas have successfully pushed responsibility for verge maintenance back onto residents with these council generally only providing an ad hoc service to verges which pose a risk to safety or for residents who are unable to maintain their verge. Some of these other council's offer alternative support for residents to manage their adjacent verges which includes regular weed spraying and incentives to plant out a verge.

Determining the services delivered and the level of service is a constant balance of community benefit and costs and for a number of reasons, councils in the north and north-west of Adelaide have made a historical decision that their community value a verge cutting service from council.

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OPTIONS ASSESSMENT

Should CTTG offer a verge cutting service?

The question of whether CTTG should be providing any verge cutting service at all is a threshold question that should be asked and answered prior to any further consideration around the service delivery model. As verge cutting is not a prescribed service of a council, and the majority of Greater Adelaide councils do not provide a regular cutting service, CTTG should question the merits of continuing the service. As with all service decisions of a council, the benefits of the service to the community need to be weighed against the costs and the alternative services which could be delivered with the same resources.

From a holistic perspective, the CTTG features a number of main roads with distinctive and significant verges and medians where a level of maintenance from CTTG is certainly required.

From a residential verge standpoint it appears the CTTG community have relatively high level of civic pride in their council area and would appear to have a higher level of expectation of both fellow residents and CTTG to ensure that the verges in the council area are well maintained.

It is also noted that providing a historical verge cutting service creates an expectation within the community that verge maintenance is a council responsibility which may lead to additional residents who choose not to cut and maintain their verge, which increases the demand for a CTTG verge cutting service. Changing this mindset and removing the service would likely be a significant challenge for CTTG.

The feedback from Elected Members (survey) and the Community (through reviewing complaints information the annual community survey) show that there is strong support for the CTTG to continue and potentially expand its existing verge maintenance service.

While the option of CTTG terminating its regular cutting service and replacing it with increased community education, a more comprehensive weed spraying program and a reactive verge maintenance program exists, there does not appear to be an appetite from Elected Members to move in this direction.

Accordingly, the remainder of this section focusses on options available to change or improve the current verge maintenance service.

Increase the regularity of the cutting cycle

Based on feedback from the community and Elected Members, the existing service standards for verge cutting is not meeting current expectations.

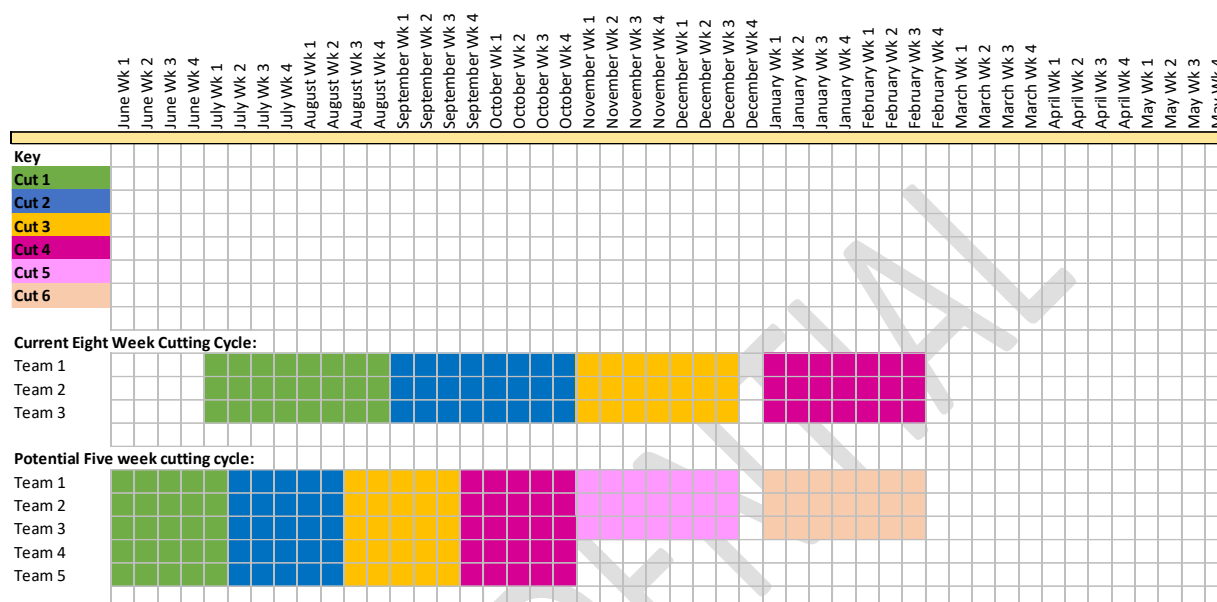
Currently each suburb in CTTG (excluding Golden Grove) is cut on an eight week cycle with cutting commencing in July with the third cut completing during December. There is sufficient budget to undertake a fourth cut in January / February however during most seasons, grass growth is suppressed by this point of the year due to high temperatures and this cut is optional or only required in parts of the City.

The identified issue is that within the eight-week cutting cycle pre-Christmas, grass can grow to a point where it becomes a visual issue, leading to complaints and the need for reactive maintenance in some places. To mitigate this, a reduced cutting cycle of approximately five weeks would help to ensure that grass is cut before it becomes an issue.



We have developed an indicative cutting schedule showing how a five week cutting cycle through winter and spring could be achieved. This schedule, contrasted against the current approach, is shown in Figure Sixteen.

Figure Sixteen: Gantt Chart of current and future potential cutting cycle



In the period between June to December, a five week cutting cycle would increase the number of cuts from the current service standard of three cuts, to five cuts. A further cut can then follow after Christmas which is consistent with the current service standard.

Resourcing this alternative approach would require a contractor to stand up at least two additional cutting teams which would be considered a variation under the current contractual arrangement.

The cyclical nature of verge cutting makes it exceptionally difficult for a contractor to be appropriately resourced to meet annual cutting demands. In periods where grass growth is at its maximum (June to December) resources must be available. In other periods of the year (January to May) there is limited demand for cutting services as grass growth is suppressed by the climatic conditions. Retaining or redeploying a workforce during these down periods is a significant challenge for contractors.

Increased education / marketing programs:

Customer feedback suggests there is an expectation among many CTTG residents that verge maintenance is a Council responsibility. This can be contrasted with other council areas where the council does not provide a verge cutting service and the community takes greater pride and responsibility in their local streets to ensure verges are properly maintained.

Education and marketing programs can support a greater level of participation from the community in verge maintenance.

Table Three: Potential verge maintenance education / marketing programs

Education program	Description and Rationale
General awareness campaign	A local campaign could be run encouraging residents to maintain their own as well as other local verges to support beautification of their local area and increased property values.
Establish verge volunteer programs	Council could play a role in connecting individuals in the community who need support managing their verges with locals who are willing to help. Such an approach can foster a greater sense of community in the local area and could have many other broader benefits.
Social media posts and messaging	Regular social media posts could remind residents that it might be time to 'cut your verge' during high growth periods or when councils existing cutting program may not be sufficient to prevent high growth. Council could play on a feel good aspect of supporting a neighbour who may otherwise be too busy or unable to maintain their verge.

Case Study 1 – City of Charles Sturt – Ricky the Local Verge Hero

The City of Charles Sturt has a comprehensive landing page on its website which specifies councils verge maintenance service levels and articulates councils' expectations on its residents to maintain the verge adjacent to their property (when a resident is physically able to do so).

To support this, council created a short and engaging video about Ricky, a council employee and local resident, who agreed to mow his elderly neighbour's verge to support the visual appeal of his street. The video can be found at <https://www.charlessturt.sa.gov.au/services/home-and-property/your-verge>.

Figure Seventeen: City of Charles Sturt education campaign video on verge cutting*Incentives*



Incentive programs can encourage residents to undertake a greater level of responsibility for verge maintenance, reducing the level of service required to be provided by council and/or its contractor.

While it is difficult to obtain evidence on the effectiveness of such programs we have provided some alternative options which could be considered by CTTG and some commentary on the likely pros and cons of each.

Table Four: Potential verge maintenance incentive programs

Incentive	Description and Rationale
s221 Fee Rebate / Remission	In order to landscape a verge, CTTG requires residents to make an application under s221 of the Local Government Act and charges a \$45 fee for this application. CTTG could elect to rebate this fee as an incentive to encourage residents to plant out their verge, thus increasing the visual appeal of streets and reducing maintenance requirements for CTTG.
Rates rebate	Residents who elect to maintain a verge could be eligible for a form of rates rebate or concession. We are not aware of any other councils offering a rates rebate in exchange for managing an adjacent verge and in our view, the administration and financial costs would likely outweigh the benefits of offering any meaningful incentive that would be likely to change behaviour.
Award programs	CTTG could run a recognition program on an annual basis which identifies its best maintained streets. Results could be published on CTTG's social media platforms and newsletters. This could help encourage some residents to plant out and beautify their verge reducing maintenance costs for CTTG.
Grants for community groups	Some problem verges which are in high visual areas or create line of site safety issues may be suitable for planting out by a community group. For selected verges, CTTG could offer a grant or incentive program for a community group (i.e. a Lions or Rotary Club) to replace natural earth with low level native plantings and mulch. This again may reduce ongoing maintenance cost and assist with City beautification.
Free Compost / Plants	Council could offer residents with free seedlings or compost/soil to support verge plantings.
Bespoke approach	Thinking outside the box, there may be an opportunity to link resident contribution to verge maintenance to another service, i.e. providing a resident with a rebate on a second green waste bin.

In reality there are relatively limited examples of South Australian councils offering material incentives for residents to maintain their verge. Most rely on a level of 'house / street pride' to encourage support from residents in this space. There are however a few examples of councils developing incentive programs to improve the amenity of residential verges.



Case Study 2 - City of Marion – Verge Development Incentive Fund



The Verge Development Incentive Fund has been developed by the **City of Marion** on a one-year trial basis, open for applications from 1 April 2022. The fund provides a rebate of 50% of the cost of developing a verge, up to \$500 per property, to encourage more residents to beautify the verge area adjacent to their property.

Through a discussion with the council officer in charge of the program we have been advised that the program has been well received by the community and elected members and

that approximately 200 residents have taken advantage of the program to date.

The program works as follows. Residents can express an interest in participating in the program via the City of Marion website. City of Marion works with interested residents to determine the suitability of a selected verges and following the receipt of a Section 221 application, the resident is responsible for developing the verge and keeping receipts of costs incurred to qualify for the 50% reimbursement. The resident must also sign a form agreeing to be responsible for future maintenance of the verge. If the applicant is a tenant, the landlord is also party to the future maintenance agreement.

City of Marion have currently allocated \$70,000 per annum to support the program.

We note that City of Marion does not offer a verge cutting service to residents but will offer weed spraying on a needs bases for problem verges.

If a developed verge is no longer being appropriately maintained by the resident, the council, following an inspection will write to the resident and provide a timeframe for remediation. If the developed verge is not improved, council will remove the developed verge and reinstate the original verge treatment.

Increased use of weed spraying / chemical suppressants

CTTG's current weed spraying program includes the use of non selective herbicides (i.e. RoundUp which utilises glyphosate as an active ingredient) on dry land verges, such as dolomite, gravel and paving and some targeted use of Broad Leaf spray on some key main road medians, mostly around the Golden Grove Development Area. The application of broad leaf spray is designed to target weed species on grass verges and to suppress their growth, improving growing conditions for grass, the visual appeal of the verge and resulting reducing mowing time.

City of Salisbury have undertaken a more significant broad leaf spraying program to improve the visual appeal of verges in their city and to reduce cutting costs.

Given the fixed price nature of the current cutting contract, there is not currently a strong and immediate financial motive for CTTG to improve mowing efficiency. However, efficiencies that can be realised over the medium to long term will result in an improved financial outcome for CTTG.

There is an opportunity to create additional efficiencies in the broader application of broad leaf spray to verges in the CTTG. It is our recommendation that a 'test and measure' approach is undertaken in a select few suburbs over the coming years to ascertain whether the increased use of broad leaf sprays help create efficiencies in the overall verge maintenance.



We note that broad leaf sprays can impact certain lawn species (such as Buffalo) and care would need to be taken, including observing no spray sites, to ensure that this approach doesn't create adverse environmental consequences.

Planting out verges

Most councils support residents to adopt a verge or plant out an existing verge on the premise that it supports the greening of streets and that the resident will usually take pride in maintaining the area.

Problems with approving the development of verges can arise for council and the community when the occupancy of a property changes and the new occupant is no longer willing or able to maintain a landscaped verge. When this occurs the verge often becomes unsightly, and council is required to step in to maintain and or replace the planted out verge with a lower touch treatment.

There are also issues in ensuring compliance with safety and other requirements in relation to planted out verges with the Administration advising us of limited enforcement activities in relation to verges developed without appropriate Section 221 approval in place.

Whether or not CTTG should be encouraging additional verge development is not a straight forward question and one which needs to balance the visual benefits of improved greening with the risks and costs associated with poorly maintained developed verges.

Flexible service standard / variable cutting cycle

Given climatic conditions are variable and grass grows at a different rate each year depending on weather, ideally a service standard which could respond to changing growth patterns could help to support a more consistent visual amenity across the City.

The significant issue with a flexible approach is the availability of resources to execute any desired flexible cutting schedule.

When seasonal growth rates are higher in CTTG, they are also likely to be higher in other neighbouring suburbs placing additional strain on contractors. Contractors if given a suitable lead time can plan resourcing to deliver on almost any fixed cutting cycle. The current cycle is eight weekly which is serviced using three separate crews.

If a more frequent cutting cycle was requested by CTTG, the contractor could respond by standing up additional crews over the cutting season. However, doing so requires planning and time, and there are significant difficulties in reacting to unseasonal growing conditions with limited lead time.

An incremental increase in output can be achieved using contractor overtime, however this creates a higher unit cost for CTTG within limited additional output being possible. Having idle resources on 'standby' in case additional cuts are required would also be an overly expensive solution.

If a flexible service standard is desired, discussions with the current contractor or the broader market could be held where contractors may be able to divert crews from other council areas / projects, if requested however this is likely to come at a significant additional cost to CTTG.

At the next approach to the market for the verge cutting contract, proposals could be sought from respondents regarding the ability to increase the cutting program in periods of high growth. The ability to increase / decrease resourcing could be assessed as part of any future tender process to find a contractor with maximum flexibility and to support a more flexible approach to future verge cutting.



Position of footpath on the verge

In several areas within the CTTG, property owners do not have a front fence separating their property from the road verge. In these instances, the property owner will generally take responsibility for maintaining grass between the front of their property and the footpath.

Where there is no front fence on a property, the positioning of the footpath directly adjacent to the road, as opposed to in the middle of the verge (with a strip of grass adjacent to the road), can encourage the landowner to maintain the grass up to the footpath and reduce the need for council involvement in ongoing maintenance.

Figure Eighteen: Example of verge directly adjacent to footpath (Horama Close – Wynn Vale)



Should CTTG deem it appropriate, an update to the Footpath Policy could be made which acknowledges that positioning of the footpath adjacent to a road may assist with reducing future verge maintenance servicing requirements. We note that other factors, such as pedestrian safety and visual amenity, are likely to be higher priorities than verge maintenance when considering footpath positioning.

Increase usage of dolomite verges

Dolomite verges are recognised as the cheapest verge treatment available to CTTG. Maintenance programs involve a periodic chemical spray to suppress weed / grass growth with no cutting required.

While being the cheapest verge treatment, the visual amenity is poor, there is limited heat reduction effect and is not consistent with Council's greening agenda or 'naturally better' philosophy.

Therefore, increasing the use of dolomite verges moving forward is generally not supported for the CTTG.



COSTING AN IMPROVED LEVEL OF SERVICE

Within the current verge cutting contract, each cut of the City is priced at \$121,237 (ex GST). Based on this contracted rate, reducing the cutting cycle from eight weeks to five weeks based on the indicative schedule in Figure Sixteen would increase the number of cuts from four to six per annum increasing current costs under the verge cutting contract by \$242,474 (ex GST).

However, there is no provision in the contract specifically for reducing the cutting cycle to less than eight weeks noting that the pricing is based on responding to a Technical Specification for an eight week cutting cycle.

While a question could be asked of the current contractor as to whether a reduced cutting cycle could be accommodated under the current contract, there are other deficiencies and issues with the contract which may mean that both parties (and particularly the contractor) would be open to a broader re-negotiation of the terms.

The current issues that could be addressed if the verge cutting contract was to be renegotiated include:

- An increase in the regularity of the cutting cycle (by standing up more teams for part of the season);
- Flexibility of the contractor to respond to intra-seasonal demands;
- Financial arrangements relating to reactive cutting of single verges;
- Inclusion of broad leaf spraying as part of the scope of works;
- Possible inclusion of DIT Roads into the scope of works;
- Differential pricing of different suburbs (as opposed to the current fixed price per suburb regardless of size);
- Improved data capture and use of technology to share key real time information about the cutting cycle (i.e. number of verges cut, time per verge / street, rationale for skipping verges); and
- Terms to recognise the increase in costs from significant tree plantings on verges.

While the absolute minimum additional budget provision required to increase the volume of cutting is estimated to be in the order of \$250k based on current pricing, we expect that addressing other issues with the existing contract and in recognising the material price increases that have occurred since 2019, an additional budget of between \$350k and up to \$550k will be required to achieve the desired increase in service levels and to remedy existing deficiencies in the contract.

This estimate does not address the potential for including a number of DIT roads in the scope of works, on the assumption that CTTG will only take responsibility for these works if funded / reimbursed by DIT.

On a cost per ratepayer basis, a \$350k to \$550k additional verge maintenance budget represents a \$8.02 to \$12.50 additional annual charge to ratepayers, or a 0.50% to 0.72% additional increase in Council rates³. Should an additional budget provision be supported, the CTTG Finance Team should be engaged to undertake more detailed modelling of the budgetary impact over a one year and ten horizon.

Alternatively, CTTG may wish to implement an increase in cutting service standard on a trial basis to determine if there are measurable and meaningful benefits from any additional resources allocated to the service. Flexibility should be sought in any future negotiations of the verge maintenance contract to accommodate learnings and changes in desired approach on an annual basis.

³ This calculation is based on data from 2020 calculating average residential rates per residential property of \$1,727.

**ATTACHMENT ONE: LIST OF MAIN ROADS WHERE HIGHER SERVICE STANDARD IS APPLIED**

Target Hill Rd from Golden Way to Walford Court
Halcyon Court
Golden Grove Road from Target Hill Rd to Tongariro St.
Tongariro St
Rueben Richardson Dr to Roundabout.
Cobbler Dr first 100 mts.
Golden Way from Golden Grove Rd to McIntyre Rd including Median Strips.
The Grove Way to Salisbury border including Median Strips.
Martindale first 200 mts.
Atlantis Dr.
John Road.
Manchurian Ave.
Valhalla Dr.
Asgard Dr.
Marie Clark Dr.
Bicentennial Dr.
Surrey Farm Dr.
Avalon Dr.
Richardson Dr.
Jubilee Way.
Grenfell Rd plus Median strip.
Ladywood to Sandpiper Crt.
Sunneybrook Dr.
Aeolian Dr.
Elysium Dr.
Helicon Dr.
Wynn Vale Dr to Salisbury border.
Endevour Dr.
Hillendale Dr.
Keithcot Farm Dr.
Golden Grove Rd from Service Centre to Greenwith Rd. Grove Way to Park Lake Dr.



ATTACHMENT TWO: ELECTED MEMBER VERGE MAINTENANCE SURVEY

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24/03/2023, 16:10

City of Tea Tree Gully - Elected Member Survey

Item 11.2

Attachment 1



City of Tea Tree Gully - Elected Member Survey

Verge Maintenance Service Review

* Required

Background

This survey has been developed to capture Elected Member feedback on the current and future service standards in relation to:

- maintenance of residential verges;
- Department of Infrastructure and Transport main roads; and
- Golden Grove main roads mediums and verges.

The results of this survey will be used to inform the Verge Maintenance Service Review which is being undertaken by external consultants, BRM Advisory.

Should you have any questions about this survey please contact Felicity Birch - General Manager City Operations (felicity.birch@cttg.sa.gov.au or 0419 255 726) or Michael Richardson - BRM Advisory Director (mrichardson@brmadvisory.com.au or 0408 637 345).

1. Your name *

24/03/2023, 16:10

City of Tea Tree Gully - Elected Member Survey

Residential Verges

2. Please rate your overall satisfaction with the current standard of residential verge maintenance services provided by the City of Tea Tree Gully *



3. Please provide commentary to support your answer to Question 2.

4. What could council do to improve your satisfaction rating (if applicable)

24/03/2023, 16:10

City of Tea Tree Gully - Elected Member Survey

Item 11.2

Attachment 1

5. Council currently has sufficient budget to cut all residential verges across the City approximately 3.5 times per annum. Please rate your level of agreement with the following statement:

*The City of Tea Tree Gully should invest more resources into additional residential verge cuts each year (noting that an increase in investment is likely to increase the cost base of council and result in a rating impact or a reduction in other services). **

- ☐ Strongly agree
- ☐ Somewhat agree
- ☐ Neither agree or disagree
- ☐ Somewhat disagree
- ☐ Strongly disagree

6. Provide comments to support your response to Question 5.

7. Would you support a service level which varies across different suburbs across the City based on assessed need? *

24/03/2023, 16:10

City of Tea Tree Gully - Elected Member Survey

8. Understanding that the need to cut residential verges is impacted by seasonal and climatic conditions, would you support the Administration exploring a more variable or flexible service standard / budget which better meets the expectations of the community in a more timely manner? *

☐ Yes

☐ No

☐ Unsure

9. Provide comments to support your answer to Question 8.

24/03/2023, 16:10

City of Tea Tree Gully - Elected Member Survey

Item 11.2

Attachment 1

10. Which of the following options to you think the the CTTG Administration should explore in relation to residential verges? *

- ☐ Increased weed spraying or other chemical treatment to suppress verge growth
- ☐ Further promotion and encouragement for residents to maintain the verges adjacent to their property
- ☐ Adopt a verge program where neighbours can manage a verge on behalf of a neighbouring property
- ☐ Offering incentives for residents to maintain their own verge
- ☐ Offering incentives for residents to adopt a verge
- ☐ Encourage residents to plant out a verge by removing grass and replacing it with a compliant garden bed (or similar)
- ☐ Wider footpaths which extend to the curb
- ☐ Increased use of dolomite verge treatment instead of grass
- ☐ Other

11. Provide comments to support your answer to Question 10

24/03/2023, 16:10

City of Tea Tree Gully - Elected Member Survey

DIT Main Roads

This section relates to the maintenance of DIT Main Roads mediums.

DIT are responsible for the maintenance of mediums on a number of main roads in the council area, including North East Road, Lower North East Road, Grand Junction Road, McIntyre Road, Hancock Road and Golden Grove Road and manage these in accordance with a metropolitan

12. Please rate your overall satisfaction with the current standard of DIT Main Road maintenance services provided by the State Government. *



13. Provide comments to support your answer to question 12.

14. Would you support the City of Tea Tree Gully taking over this service so that it has a better level of control over future service standards? *

- ☐ Yes - (likely to increase CTTG's cost base)
- ☐ Yes - but only if some cost recovery is obtained from DIT (some impact on cost base)
- ☐ Yes - but only to the extent that the works are reimbursed / funded by DIT (no impact on cost base)
- ☐ No - continue to allow DIT to manage medians on Main Roads (no impact on cost base)

24/03/2023, 16:10

City of Tea Tree Gully - Elected Member Survey

15. Provide comments to support your answer to question 14.

Item 11.2

Attachment 1

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City of Tea Tree Gully - Elected Member Survey

Golden Grove Development Area

Verges and Mediums in the Golden Grove Development Area are currently maintained to a

16. Please rate your overall satisfaction with the current standard of Golden Grove Development Area verges and mediums. *



17. Provide comments to support your answer to question 16. *

18. Would you support the City of Tea Tree Gully changing the current service standard in the Golden Grove Development Area? *

- ☐ Yes - align with other areas of council (likely to result in cost savings)
- ☐ Yes - increase the number of cuts in this area (likely to result in cost increases)
- ☐ No - continue with current service standard (no impact on costs)

19. Please provide comments to support your answer to question 18. *

24/03/2023, 16:10

City of Tea Tree Gully - Elected Member Survey

Item 11.2

20. Do you have any other comments to support the Verge Maintenance Service Review process?

This content is neither created nor endorsed by Microsoft. The data you submit will be sent to the form owner.



Microsoft Forms

Attachment 1

<https://forms.microsoft.com/Pages/DesignPageV2.aspx?origin=NeoPortalPage&subpage=design&id=SEXBjnb1KEODfsdkd6Ty7ge6HC3M78tPq...> 9/9

**ATTACHMENT THREE: BENCHMARKING SERVICE LEVELS**

This benchmarking has been prepared by the City of Tea Tree Gully and is reproduced on the following pages.

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Other Councils Response											
General Council info -	City of Burnside	City of Salisbury	City of West Torrens	City of Onkaparinga	City of Charles Sturt	City of Campbelltown	City of Port Adel/Enfield	City of Mitcham	City of Holdfast Bay	City of Playford	City of Adelaide
1. How many residents (or verges) within Council area?	approx 11,000 verges	56000 residences, 800km verges	50,000 residents	1160km of urban streets (not including rural roads)	approx 54,000 verges - in all approx 52,000 get cut				Approx 15000	Approx 1093KM length of verges & cut approx 700KM	500 Nature strip agreements dating back to 1995. 30 applications outstanding (wks progressing or planning stage)
2. Approx how many verges cut per cycle or per year?	Between 20,000 & 24,000 verges yearly(depending on summer rain)	All of them every cycle		Herbicide treatment	as above	0 – Council don't undertake any scheduled mowing on verges. The only time verges are cut are when our General inspectors are involved with overgrown verges and the cost is on a case by case basis and invoiced back to the resident	Council staff verge mows suburbs 6-7 times a year with industrial ride on mowers			as above	12 - non maintained nature strips
3. Are verges in Council area predominatly grass?	Yes	Yes	Yes	Mix of grass/gardens/non maintained dirt. Council does have a suburb improvement program that is undertaken in some of our older suburbs that involves tree planting and sometimes a granulated aggregate is laid where there is bare dirt, these areas are then treated under the spray program	most are grass, many verges are getting inudated with weeds. We also have some dolomite/bare earth small amount of planted out verges (barked etc)	Mix of grass, mulched, residential planted/maintained, dolomite		Approx 75% of verges are grass, however a number of verges are dolomite or natural soils	Combination of everything	We have irrigated grass verges and predominantly non-irrigated verges within our Council.	mixture of turf, garden beds and rubble
4. Is service done in house staff or contractors?	In house using Causal staff during peak periods eg: spring	Contactors	Contractors Programmed Property Services	Roadside spraying undertaken by contractors. Council installed garden beds mix of internal teams & contactors	currently with contractors	A contractor is used when verges are overgrown (100mm+) and require cutting	As part of streetscape program contract weed spraying is provided and this includes: all edges, poles and around trees plus footpaths plus this includes utility strips which is done by councils contractor three times a year	Our Colonel Light Gardens mowing is completed by in-house staff. Our annual fuel reduction program and weed spraying program are completed by contractors.	We have a city wide weed management program- engaged by contractors	Our mowing services is conducted in house. Our team work across urban and township areas following a program	Non maintained - contractor. Nature strip is responsibility of resident to maintain
Service Levels											
1. Do you have defined/agreed service level for verge cutting	No	Yes frequencies, cutting heights, litter removal, branch removal etc are all addressed in the specification	Yes -contract	None	Yes contractually the mowers are set at 38mm, edging to back of kerb, line trimming at footpath & aroun fixed objects such as poles & fences etc.	Annual program for poisoning weeds and slash if weeds are over 300mm in height (up to 7 times yearly.)	annual program for poisoning & slashing		We do not provide a verge maintenance service. Currently undertaking a review of our operational service levels around verge maintenance. - In process of gathering info from other councils	Yes	Horticulture Guidelines
2. Is verge main/cutting done in a progmmmed cycle or reactive by complaits/audit/inspectio ns	Program cycle	Programmed Cycles	Mostly it is done as a programmed list however we do have a 'one off' list that we do as a request for areas eg: house under contraction	Spraying is a programmed approach and outside these times assessment is undertaken	Mainly done a scheduled prgramme - some reactive cutting is also performed in times of high growth peroid or safety concerns & fire season	N/A – Weed poisoning on an annual program and slashing on a as need basis	Sheduled program 6-7 times per year Many residents have taken ownership in maintaining their verges in which we then put green marking for no spraying and blue markings for no cutting as a suggested solution to this problem.	verges within Colonel Light Gardens on a 6-8 cycle, however, this is the only suburb where this is the case being a historical heritage site. All verges in the hills area are brush cut once a year as part of our fuel reduction program between the months of September and January. In addition , a number of suburbs are included in our weed spraying program which is on a scheduled cycle up to four times every year. Residents expectations are higher than the service we provide, but we attempt to provide the best service possible and are open to case-by-case inspections of verges if residents believe a hazard is present and requires addressing.		Programmed cycle generally between May and end of December, depending on each season conditions. It is rare that we would go off program to service a reactive complaint	Contractor would get to them monthly in busy time of year., combined with their hazardous mowing schedule. Do not receive regular complaints regarding verges, sometimes in areas with strata agreements in place.
3. How many times are verges cut per year?	5-6 times a year dependant on late season rainfall	Seven	8 times a year	Sprayed 3 times - main roads four - Note one spray is a residual herbicide	Local roads 5 times per year Main roads 8 times per year	N/A	6-7 times per year	as above		Historically we have provide up to 5 cuts per year (if required) however last year we had a major focus on this program and undertook 8 cuts	N/A
4. What is the frequency or time between cuts?	1 winter cut, 3 spring cuts & 1-2 sumer cuts dependant on rains	Nothing they are back to back depending on the time allowed for each cut. Cuts vary between 5 & 6 weeks depending on the season		Sprayig is called up when required	For main roads 6-8 weeks apart, minor roads we have 2x8 week cuts in spring. Beginning of sumer and then 3x10/12 week cuts	N/A	N/A	Our peak period is between September and January which is why our fuel reduction program occurs at this time		We usually complete a round quicker at the start and then when the growth heavily increases (our peak season) it sees us slowing down to ensure quality cutting and therefore, can be 20 - 30 days.	N/A
5. Are main road verges treated diffrently to local road verges	Yes	No	Yes	We actively encourage residents to undertake maintenance of their adjoining verges and where this does not occur council undertakes a spraying program that is done three times a year on urban streets. We do treat our main roads under the same program with four visits per year and we do have an opt out no spray zone that resident can apply for.	Not really same specs just different frequency of cut as above	No		Main roads are maintained on a slightly high frequency than local road verges due high traffic.		Generally, our main roads are cut as per our program. We monitor and inspect main roads regularly and if a cut is required we will add this to our schedule.	Streetscapes (some are verge gardens maintained by CoA staff)
6. Do you have a defined peak season & does service provision vary to suit?	Peak season late winter, spring to early summer	Yes, cuts in spring are done in a shorter time frame	Yes spring 8 cuts a year roughly once a month April - December	Seasonal variations determine this	Yes as above, peak season is between usually Oct - Dec	No				Yes between September and October and we will focus on resourcing the team to ensure every mower is out.	NO
Alternatives or other factors											

1. How do you manage requests for alternatives to grass verges?	Residents must apply to be included into our verge mowing program	Verge development applications can be lodged		Council do not undertake verge treatment/ refurbishment if requested for individual properties, but allow resident to follow verge guidelines if they wish to undertake works themselves. The verge guidelines are currently under review to be similar to Unley verge guidelines style.	Council has a verges alive program	Alternative verges are assessed on a case to case basis. Residents are to apply in writing using a 221 Verge Development Application Form for approval to plant their verge.	Our main aim of street verges is to alleviate : Fire Trip Hazards Hazards Sight lines for vehicles, cyclists, pedestrians To have some control on beautifying the suburbs to a level.	We strongly encourage residents to maintain their verges with our landscaping applications. This allows residents to request any modifications they desire to create aesthetic appeal for their property. This follows a set process and can be approved or denied on a case-by-case basis.	Verge application in our policy	Residents apply via application form to upgrade Council verge. Council have set guidelines in place that outline what landscaping is permitted and things that Council cannot permit due to risk and hazards. The manager of Parks & Verges reviews each application and notice is given to the residents with the outcome. Approval takes up to 30 business day and residents cannot start any works prior. When approved, a green marker is installed on the kerb to let our staff know that the resident maintains the verge and not to undertake an works i.e. weed spraying or mowing. Could also have a growing number of verges within newer developments or recent renewals that have been established under our Urban Design Guidelines and landscape master plan, this sees the verge treatment being compacted fines (Stonyfell fines / Yankalilla ect.). The ongoing maintenance to these verge conditions only include weed spraying and level top ups when required.	Gardens City of Adelaide
2. Are there any policy or procedure considerations for property owners who are unable to maintain their verges	Council has a verge mowing policy	No they don't have to. The verge contract maintains all verges unless residents ask to be put on a 'Do Not Cut list' to maintain themselves	Yes must meet a criteria of physically unable to mow their verge. The only mowing we do is for people who meet a criteria of age, disability or a medical condition that doesn't allow them to maintain their own verge. We also mow verges on main roads.	Maintained under program	No on majority the verge mowing/weed spraying is adequate but if required we can do a reactive cutting or spraying, but this is usually carried out on the basis of resident/community safety	applications for verge development & works on council land	All works offered to the resident are programmed as part of councils services to the community.	We do not have an official policy for property owners who are unable to maintain their verges, however we typically reduce such verges to natural soil and maintain via our weed spraying program	One off alterations to a manageable medium ie: dolomite	There is some areas in Council whereby developers have set a landscape masterplan to build character of the development, residents are then unable to undertake any works on the verge. Whilst Council encourages residents to take ownership of verges, within planned developments it can have strict limitations. When applicable, generally this information is outlined within the owners Residential Design Guidelines supplied by housing company. Any works that are carried out on Council verge that has not been approved by Council, residents are contacted and ordered to reinstate - this follows suit with the Local Government Act 1999 section 221	policy over time is to return area to rubble
3. Does increased street tree planting have any impact on verge cutting/maintenance?	Yes it does, areas that cannot be verge mowed are sprayed out by our weed spraying contractors	No	No not really	None	Not that I have seen. I have never gone into that sort of analysis depth	Yes – Complaints for leaf litter are increasing		Increased tree planting does have a positive affect when the trees mature, as this combats the growth of unwanted weeds and grass on the verge.		Yes, from an manoeuvrability of our mowers point of view, however it doesn't have a major impact	No
Financial information											
1. Roughly what does it cost to cut verges in your council area (eg: \$/verge, \$/suburb or \$/year etc)	We estimate that its equal to a full time staff member, plus fuel & machinery cost.	2.2 Million per annum	<\$100,000	Spraying cost is approx \$200K	this years budget was set at \$1.2M but it does not include street sweeping for verge cutting as this is done in house. Although I haven't broken down the cost \$/Verge, \$/Suburb. Averaging per verge approx \$20-\$23. no per suburb breakdown	We do not spend on cutting, however \$130k is spent on pest and weed control.		Our Colonel Light Gardens mowing (approx. \$50-60,000 budget), Our annual fuel reduction program (approx. \$100,000), and weed spraying program (approx. \$120,000)		Our budget previously for non-irrigated verges was \$977,000 which equals a unit rate of \$0.89 cents per lineal meter for irrigated verges was \$43,291 which equals a unit rate of \$11.16 per lineal meter	
2. Do you have costings for any alternative solutions to grass verges(installation & maintenance)?	No but residents can apply to upgrade their verge at their cost eg; suitable plantings approved by Council	No	Yes verge conversions <\$100,00	As a guide to the spray program that we undertake is for 1160km of roadside that we visit at a cost of just over \$200k per year and is contracted.		No	8 Ride on mowers cost 1,532,700 1 Tractor with a mechanical arm to do water table cost 57,60 6 Road sweepers cost 2,465,300 Weed spray contract for streets 709,200 (not incl additional wks)			No	On average a nature strip costs \$2.5K Resident installs irrigation
Additional comments											
	All of our verges are mapped, If a staff member is cutting our verges he will have a verge map with him, they will only cut the verges marked on their map in yellow		We have a verge policy that (adlib) says - Residents are encouraged to maintain the verge in front of their home as an extension of their own yard. If they do not wish to maintain their verge Council will convert it to X6 rubble and will spray any weeds or vegetation to keep it clean. If they wish to upgrade their verge, Council will dig out the existing material, replace it with good soil and provide lawn seed for the resident to plant and continue to water or they can plant it out with plants within our guidelines.	The City of Onkaparinga does not undertake a verge mowing program within the council area, we do have roadside garden beds that we/or the developers have installed which are maintained.						Please know that the below responses regarding our service are requested to be for internal use only . Please advise if this information will be used otherwise, we would be happy to chat further if so.	



ATTACHMENT FOUR – DIT RESPONSE TO CTTG LETTER

CONFIDENTIAL

Item 11.2

Attachment 1

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Government of South Australia

Department for Infrastructure
and Transport

In reply please quote #90159
Enquiries to dlt.officeofthechiefexecutive@sa.gov.au

Your ref: 22/462/1

OFFICE OF THE CHIEF
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ABN 92 366 288 135

Mr Ryan McMahon
Chief Executive Officer
City of Tea Tree Gully
571 Montague Road
MODBURY SA 5092

Email: ryan.mcmahon@cttg.sa.gov.au

Dear Mr McMahon

MAINTENANCE OF MEDIANS WITHIN THE CITY OF TEA TREE GULLY

Thank you for your correspondence dated 24 January 2023, regarding the maintenance of medians on arterial roads under the care, control and management of the Department for Infrastructure and Transport (the Department) located with the City of Tea Tree Gully. In response to your enquiries, I provide the following information.

1. *A copy of the service schedule for median grass cutting on main roads in the City of Tea Tree Gully, including DIT's approach to addressing seasonal weather conditions and associated additional growth.*

The Department's road maintenance contractor undertakes median grass cutting on all roads in the northern half of the metropolitan area on a rolling cycle and therefore, the service schedule is variable.

Notwithstanding, the Department's road maintenance contractor has provided the following schedule of median grass cutting as typically applies to arterial roads located within the City of Tea Tree Gully area, the timing of which may vary by several weeks depending on the seasonal need or inclement weather.

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Golden Way	Once every nine weeks
Grove Way	Once every nine weeks

In terms of addressing seasonal growth, grass is cut more frequently during the spring and early summer months in order to mitigate rapid growth during that time of year. During the winter months, the grass cutting schedule is relaxed.

- Options available to the City of Tea Tree Gully to undertake additional median grass cutting on main roads throughout the year, undertaken by either the City of Tea Tree Gully (or our contractor) or DIT?

The legal and policy position for this issue is set out in the Department's Operational Instruction 20.1 which details the respective roles and responsibilities of the Commissioner of Highways and local Councils when dealing with roads under the care, control and management of the Commissioner.

Generally, the Commissioner maintains those areas within the carriageway itself including medians in the centre of the road and Councils maintain the verge areas outside the carriageway.

The Department's standard for the maintenance of medians has generally been 'rubble infill'. However, the Commissioner may agree for a local Council to maintain the median if they wish to upgrade the area to implement desired additional landscaping and beautification beyond that required to meet safety standards.

General responsibilities for the management of medians are summarised by the following Operational Instructions which are binding on councils:

- Operational Instruction 20.1, Care Control and Maintenance of Roads, Clause 3.9.1 states:

The Commissioner will maintain central medians and roundabouts in a safe and clean situation. Councils may choose to upgrade and maintain medians and roundabouts to a higher standard subject to entering into a formal agreement with the Commissioner.

(The Department acts on behalf of the Commissioner in this instance).

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The Department plans to continue maintaining the median in accordance with the Operational Instruction but is open to discussion with Council should it wish to consider maintaining over and above the current level of service by the Department's maintenance contractor.

3. *Can you please advise which Councils have agreed to take on [responsibility for departmental medians] and an indication of how the base allocation is provided so that we can consider this option fully for the whole of our City?*

The Department has agreements with five metropolitan councils. These are the City of Port Adelaide Enfield, City of West Torrens, City of Charles Sturt, City of Walkerville and the City of Norwood Payneham and St Peters. Funding is provided to Councils on a yearly basis to a level not more than the cost of maintaining the existing median to the current maintenance frequency. Further costs to maintain the medians at a higher standard is the choice of Council.

4. *Can you please advise how often and when the medians on DIT roads (within DIT's care and responsibility) have been cut in our Council area over the past three financial years?*

Information provided by the Department's road maintenance contractor is provided below.

Road	Record of attendance
North East Road	15 to 17 November 2021 13 to 14 January 2022 9 March 2022 1 June 2022 2 to 4 August 2022 In the week of 10 October 2022 In the week of 5 December 2022
Hancock Road	15 to 17 November 2021 17 January 2022 2 August 2022 17 October 2022 In the week of 5 December 2022
Golden Grove Road	18 November 2021 17 January 2022 9 March 2022 4 August 2022 18 October 2022 In the week of 5 December 2022

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Road	Record of attendance
Grand Junction Road	1 December 2021 10 to 12 January 2022 10 February 2022 16 February 2022 28 February 2022 1 to 2 August 2022 8 September 2022 In the week of 26 September 2022 25 October 2022 In the week of 21 November 2022
Lower North East Road	18 November 2021 20 January 2022 16 March 2022 27 June 2022 25 July 2022 In the week of 26 September 2022 In the week of 5 December 2022
Montague Road	2 November 2021 20 January 2022 15 March 2022 27 June 2022 26 July 2022 28 September 2022 24 October 2022 In the week of 5 December 2022
McIntyre Road (median and Verges) Control of Access	18 January 2022 15 March 2022 15 to 18 June 2022 4 August 2022 20 October 2022 In the week of 5 December 2022

5. Council would also be interested to understand any risks DIT foresee of Council (staff or contractors) performing additional cuts and/or weed spraying of DIT median at council's expense, and in addition to the contract applied by DIT. Including any notification requirements DIT require to enable this to occur.

The Department has no objection to Council undertaking additional cuts and/or weed spraying of Departmental medians at Council's expense. However, to avoid the risk of overlapping Council and Departmental contractors, prior advice would be appreciated. For permission to carry out roadworks on the Department's road network, a roadworks permit is required. Council can apply for a permit, or alternatively the Contractor undertaking the work can apply on Council's behalf.

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For further information regarding the permit and to apply, please access the following internet address.

<https://www.sa.gov.au/topics/driving-and-transport/industry-services/getting-permission-to-carry-out-roadworks>.

Should you wish to discuss this matter further, I invite you to contact Mr Mick Lorenz, Director Road Maintenance, on (08) 7133 1972.

I would also be happy to meet with you and invite you to contact Leanne Nihill at Leanne.Nihill@sa.gov.au should you wish to take up this opportunity.

The Department is committed to working collaboratively with Council.

Yours sincerely



Jon Whelan
Chief Executive

7 March 2023

Verge Maintenance Service Review Significant Deliverables		Commencement: 2023/24				
Recommendations:	Proposed Action	Q2	Q3	Q4	Q1	Comment
Systems						
1. Data collection to assist with <ul style="list-style-type: none">- Future market approach in relation to the verge maintenance contract to inform specification- Allow performance under the contract to be more accurately tracked- Incorporate real time reporting	a. Create a new GIS layer to collate and collect data regarding verge type across the city.					Timeliness and accuracy of reporting to improve contractual arrangements and efficiencies.
	b. Installation of Telematics for internal and external tracking of blades down					
2. CRM System amendments to disaggregate complaints data by: <ul style="list-style-type: none">- Separation of medians and verge complaints- Separation of DIT and Council roads	a. Amendments to CFS System to allow for separation of complaints.					
Services						
3. Increase services	a. Increase service to replicate proposed 5 week structure for verge maintenance b. Review and allocation of Budget including reporting through quarterly reporting.					
4. Contract to be more transparent and flexible	a. Amend contract to be schedule of rates contract					Consideration required to current contractual arrangements and negotiations.
	b. Utilise data to develop program and contractor resourcing					
	c. Contractual requirements for use of telematics					
	d. Set expectations of managing seasonal peaks					
5. Responsibility for the maintenance of DIT Medians	a. Meet with DIT regarding costs and responsibilities.					
	b. Create schedule of DIT Median maintenance and issue to contractor (if endorsed)					Conditional based on EM endorsement.
6. Trial of Broad Leaf Spray in selected suburbs and measure its effectiveness in reduced cutting time and improving the visual appeal	a. Create trial program for Broad Leaf Spraying services					
	b. Report on trial program					
7. Volunteer Verge Cutting Program	a. Implement a Volunteer Verge Cutting Program for senior/frail residents					
Communication						
b. Council Reporting	a. Quarterly reporting on Implementation plan progress and budget amendments					
c. Improving the information available to the public on the CTTG Website to include: <ul style="list-style-type: none">- Cutting schedule service standard- Clear view of when their verge or median will be cut.- Which roads are maintained by DIT and a link to DIT website.	b. Amendment to CTTG website to include information and links					
d. Community Education <ul style="list-style-type: none">- Benefits of maintaining own verge- Encourage residents to plant out a verge (on the basis they maintain under 221)- Marketing and social media campaign re. caring for your and neighbours verge- Use of broadleaf spray- Establishing programs to recognise highly beautified streets	a. Development of Communications plan					
Other						
e. Levels of Service (application of standard treatment types across the city)	a. Development of Levels of Service for verge types					This is a longer term opportunity that is linked to the Opportunities Review structural considerations for City Operations for each Asset type
	b. RASCI for verge management					
f. Application of Section 221- consider: <ul style="list-style-type: none">- removing or rebating the application fee for those who wish to plant out a verge.- Determine inclusions for alternate verge plantings, etc- Enforcement for maintenance of planted verge areas	a. Workshop and Review of Section 221 with EM's					



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?

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

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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.



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.

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Your ref: 22/462/1

OFFICE OF THE CHIEF
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ABN 92 366 288 135

Mr Ryan McMahon
Chief Executive Officer
City of Tea Tree Gully
571 Montague Road
MODBURY SA 5092

Email: ryan.mcmahon@cttg.sa.gov.au

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The Department plans to continue maintaining the median in accordance with the Operational Instruction but is open to discussion with Council should it wish to consider maintaining over and above the current level of service by the Department's maintenance contractor.

3. *Can you please advise which Councils have agreed to take on [responsibility for departmental medians] and an indication of how the base allocation is provided so that we can consider this option fully for the whole of our City?*

The Department has agreements with five metropolitan councils. These are the City of Port Adelaide Enfield, City of West Torrens, City of Charles Sturt, City of Walkerville and the City of Norwood Payneham and St Peters. Funding is provided to Councils on a yearly basis to a level not more than the cost of maintaining the existing median to the current maintenance frequency. Further costs to maintain the medians at a higher standard is the choice of Council.

4. *Can you please advise how often and when the medians on DIT roads (within DIT's care and responsibility) have been cut in our Council area over the past three financial years?*

Information provided by the Department's road maintenance contractor is provided below.

Road	Record of attendance
North East Road	15 to 17 November 2021 13 to 14 January 2022 9 March 2022 1 June 2022 2 to 4 August 2022 In the week of 10 October 2022 In the week of 5 December 2022
Hancock Road	15 to 17 November 2021 17 January 2022 2 August 2022 17 October 2022 In the week of 5 December 2022
Golden Grove Road	18 November 2021 17 January 2022 9 March 2022 4 August 2022 18 October 2022 In the week of 5 December 2022

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Road	Record of attendance
Grand Junction Road	1 December 2021 10 to 12 January 2022 10 February 2022 16 February 2022 28 February 2022 1 to 2 August 2022 8 September 2022 In the week of 26 September 2022 25 October 2022 In the week of 21 November 2022
Lower North East Road	18 November 2021 20 January 2022 16 March 2022 27 June 2022 25 July 2022 In the week of 26 September 2022 In the week of 5 December 2022
Montague Road	2 November 2021 20 January 2022 15 March 2022 27 June 2022 26 July 2022 28 September 2022 24 October 2022 In the week of 5 December 2022
McIntyre Road (median and Verges) Control of Access	18 January 2022 15 March 2022 15 to 18 June 2022 4 August 2022 20 October 2022 In the week of 5 December 2022

5. Council would also be interested to understand any risks DIT foresee of Council (staff or contractors) performing additional cuts and/or weed spraying of DIT median at council's expense, and in addition to the contract applied by DIT. Including any notification requirements DIT require to enable this to occur.

The Department has no objection to Council undertaking additional cuts and/or weed spraying of Departmental medians at Council's expense. However, to avoid the risk of overlapping Council and Departmental contractors, prior advice would be appreciated. For permission to carry out roadworks on the Department's road network, a roadworks permit is required. Council can apply for a permit, or alternatively the Contractor undertaking the work can apply on Council's behalf.

OFFICIAL

For further information regarding the permit and to apply, please access the following internet address.

<https://www.sa.gov.au/topics/driving-and-transport/industry-services/getting-permission-to-carry-out-roadworks>.

Should you wish to discuss this matter further, I invite you to contact Mr Mick Lorenz, Director Road Maintenance, on (08) 7133 1972.

I would also be happy to meet with you and invite you to contact Leanne Nihill at Leanne.Nihill@sa.gov.au should you wish to take up this opportunity.

The Department is committed to working collaboratively with Council.

Yours sincerely


Jon Whelan
Chief Executive

7 March 2023



REPORT FOR

SERVICE REVIEW COMMITTEE
MEETING

MEETING DATE

05 APRIL 2023

RECORD NO:

D23/21137

REPORT OF:

CORPORATE SERVICES

TITLE:

COUNCIL REPORT TEMPLATE - SERVICE REVIEW

PURPOSE

To provide an opportunity for feedback in relation to the proposed Council Report Template Service Review Project Scope.

RECOMMENDATION

That having considered the report titled “Council Report Template – Service Review” and dated 5 April 2023 the Service Review Committee approves the Project Scope as detailed in this report.

1. BACKGROUND

Through a commitment to continuous improvement, Council strives for best practice methodologies. Reviewing the template(s) by which we present information for decisions will ensure reporting methodologies are contemporary, consistent and relevant to the organisation and our community.

2. DISCUSSION

Council, including Committees, make decisions that impact the community based on transparent, fair, objective and considered information. This internal review will examine the template(s) which format the way in which information is presented to Council.

Project Scope

The scope of this review will include:

- Assessment of Councils current standard report template(s)
- Comparative analysis benchmarking – focus on templates and presentation
- Identification of best practice methods – focus on formatting
- A focus on reducing the length of Council reports

This review will not assess the Council Meeting Agenda Template, which is currently under review as part of Code of Practice for Meeting Procedures and anticipated to be presented at Governance and Policy Committee on 21 June 2023.

3. FINANCIAL

Nil

4. STRATEGIC OBJECTIVES

Strategic Plan

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

Objective	Comments
Community	
<i>People can have a say in decisions that affect them and the key decisions of the Council</i>	Information presented is transparent and considered
Leadership	
<i>Decision making is informed, based on evidence and is consistent</i>	Report templates reflect best practice methodologies

5. LEGAL

Any legal implications will be included and identified as part of this review.

6. RISK – IDENTIFICATION AND MITIGATION

There are no significant risks identified with this review.

7. ACCESS AND INCLUSION

This review provides opportunity to ensure reporting methodologies are contemporary, inclusive and relevant to our community needs.

8. SOCIAL AND COMMUNITY IMPACT

Nil

9. ENVIRONMENTAL

Nil

10. ASSETS

Nil

11. PEOPLE AND WORK PLANS

This review will be undertaken within existing organisational resources.

12. COMMUNITY AND STAKEHOLDER ENGAGEMENT

Nil

13. COMMUNICATIONS OF COUNCIL DECISION

Development of a draft template will be communicated as appropriate.

14. INTERNAL REPORT CONSULTATION

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

Name	Position	Consulted about
Ilona Cooper	Manager, Governance and Policy	Scope

Deanna Taglierini Governance Advisor Scope

Attachments

N/A

Report Authorisers

Samantha Rose Lead, Continuous Improvement	8397 7269
Deana Taglierini Governance Advisor	8397 7263
Ryan McMahon Chief Executive Officer	8397 7297

INFORMATION REPORT

SERVICE REVIEW COMMITTEE MEETING

05 April 2023

Corporate Services

Community Value Program Status Update (D23/22521)

An update on progress of Service Reviews projects is provided below. Projects highlighted in blue have been completed, projects highlighted in green are in progress and those highlighted in orange are on hold due to competing priorities.

Priority Function	Identified Service Review	Type*	Status	Notes	Resources
Service Review Framework and Training	NA	Framework / Training	Completed	Framework developed. Training completed with corporate leaders in September 2022.	Internal / BRS
Road Management Construction and Maintenance	Road Management	Comprehensive whole of service	Completed	Final report presented to 24 August 2022 Committee meeting	Internal / BRS
Assets and Environment	City Operations – functions and structure	Comprehensive whole of service	Completed	Final report presented to 8 March 2023 Committee meeting	Internal / Change Executive
Horticulture Maintenance	Verge Maintenance	Continuous Improvement	In progress	Final report to 5 April 2023 Committee meeting	BRM Advisory
Community Services	Active Ageing	Comprehensive whole of service	In progress	Scope to 8 March 2023 Committee Meeting Future report scheduled for 5 July 2023	Internal / External

Priority Function	Identified Service Review	Type*	Status	Notes	Resources
Community Services	Community Safety	Continuous Improvement	In progress	Report to 8 September 2021 Committee Future report scheduled for 5 July 2023	Internal / External
Information Technology	E-Services	Continuous Improvement	In progress	Update was presented 2 February 2022. Future report scheduled for 5 July 2023 Committee meeting	Internal
	Customer request system workflow - Triage	Continuous Improvement	In progress	Future report scheduled for 5 July 2023 Committee meeting	Internal / KPMG
Waste Management	Waste Strategy	Comprehensive whole of service	In Progress	Scope to 5 April 2023 Committee meeting	Internal
Corporate Services	Council Reports	Continuous Improvement	In Progress	Scope to 5 April 2023 Committee meeting	Internal
Corporate Services	Procurement Practices	Continuous Improvement	In Progress	Scope to 5 July 2023 Committee meeting	Internal
Property / Building Maintenance	Maintenance	Continuous Improvement	In Progress	Future report scheduled for 18 October 2023 Committee meeting	Internal
Property / Building Maintenance	Building Optimisation	Continuous Improvement	On Hold.	Presentation and report was presented 6 April 2022 Committee meeting	Internal

(*Comprehensive whole of service – where a service review encompasses complex services or whole function
Continuous improvement – targeted review of identified service, potentially ongoing)

Refer to the attached Service Review Register of Actions ('The Register'), for an update on actions arising from completed projects.

Attachments

1. [↓](#) Register - Summary of Service Review Actions..... 109

Report Authorisers

Samantha Rose	
Lead, Continuous Improvement	8397 7269
Deana Taglierini	
Governance Advisor	8397 7263
Ryan McMahon	
Chief Executive Officer	8397 7297

SERVICE REVIEW REGISTER OF ACTIONS													
SRC Project	SRC Meeting Date	Ref	Subject / Finding Title	Recommendation	Risk Rating	Agreed Action	Action Owner	Due Date	Status	Action Progress	Comments	Revised Date	
Road Management	24-Aug-22	9.1	Road construction design	<p>9.1.1 Adopt the new design to realise the customer, financial, environmental and workforce capacity benefits</p> <p>9.1.2 Develop a multi criteria assessment approach to guide the design brief for consultants. The design brief should only require a full road reconstruction where necessary</p>	N/A	<p>9.1.1 To be applied from 2022 / 23 financial year</p> <p>9.1.2 Treatment options assessment tool to be developed</p>	Manager Field Services	Dec-22	Closed	Complete	New design options reviewed based on site conditions and best practice. Applied to 2022-23 construction program.		
Road Management	24-Aug-22	9.2	Reduce whole of life cost	<p>9.2.1 Review asset management plans with a focus on minimising whole of life cost specifically optimising the mix of capital, renewal and operating investment</p>	N/A	<p>9.2.1 To be incorporated in ongoing review of AMPs</p>	Manager Technical & Engineering Services	Dec-23	Open	On Track			
Road Management	24-Aug-22	9.3	Redeployment of internal resources	<p>9.3.1 Redeploy existing staff to work on other civil works</p> <p>9.3.2 Redeploy or sell plant</p> <p>9.3.3 Undertake market sounding to test whether road construction can be delivered under contract for lower cost</p>	N/A	<p>9.3.1 Determine suitability and transferability of those within road reconstruction team and aligned civil construction activities (e.g. carparks, kerb and gutter, creek maintenance, fencing and retaining, bulk earthworks, etc)</p> <p>Identify a training and development program and costing option</p> <p>9.3.2 Determine cost options for repurposing or sell plant and take action</p> <p>9.3.3 Undertake market sounding to test whether road reconstruction can be delivered under contract for lower cost</p>	Manager Field Services Manager Projects & Contracts	Jun-23	Open	On Track	<p>9.3.1 Complete</p> <p>9.3.2 In progress</p> <p>9.3.3 Ongoing situation as required</p>		
Road Management	24-Aug-22	10.1	Implement Three Year Forward Works Program	<p>10.1 Commit to a three year program to all capital works as follows: Year 3: identification of project Year 2: preparatory works including design, procurement packaging and any physical preparatory works Year 1: physical construction - Design and seek approval for the program of works for all capital works</p> <p>10.1.2 Allocate budget to undertake design, preparatory works and procurement packaging in the year prior to the physical works</p> <p>10.1.3 Any changes to the next financial years physical works are locked down six months prior to the start of the financial year (i.e. in Dec / Jan)</p>	N/A	<p>10.1.1 Develop a rolling 3 year roads program for Council adoption</p> <p>10.1.2 / 10.1.3 Allocate budget to support design and preparatory work for subsequent FY roads program</p>	Manager Technical & Engineering Services	Dec-23	Open	On Track	<p>10.1.1 Partially commenced. Design has been completed and will be carried out in 2024</p> <p>10.1.2 / 10.1.3 Budget has been allocated in 2022-23 for design and will be an ongoing commitment</p>		
Road Management	24-Aug-22	10.2	Role Clarity and Organisational Structure	<p>10.2.1 Undertake a team restructure to ensure alignment of duties between asset optimisation, project delivery and maintenance</p> <p>10.2.2 Consolidate all asset planning into a single team known as asset optimisation</p> <p>10.2.3 Consolidate all capital works (roads, kerbing, unsealed roads, footpaths, stormwater, carparks etc) into a single team. This team would focus on programmed maintenance and responding to customer requests</p>	N/A	<p>Recommendations picked up as part of the Assets & Environment Opportunities Review Project</p>	General Manager City Operations	Jun-23	Open	On Track	Currently working through the organisational opportunities review. The structure aligns with the recommendations.		
Road Management	24-Aug-22	10.3	Supplier Relationship Management	<p>10.3.1 Undertake all preparatory works including design, procurement, packaging and any physical preparatory works in the year prior to commencement of physical works</p> <p>10.3.2 Group up packages of work and release to the market as larger scopes to be delivered over the course of a year or multi-year rather than as individual packages</p> <p>10.3.3 Establish standing contracts for major packages of works such as minor civil works, concrete and plant hire over a 3 to 5 year term working with only 2 or 3 suppliers</p>	N/A	<p>Review current contract procurement practices to support bundling and multi year works packages</p>	Manager Projects & Contracts Delivery	Dec-23	Open	On Track	<p>10.3.1 Partially commenced</p> <p>10.3.2 / 10.3.3 To be commenced</p>		
Road Management	24-Aug-22	11.1	Strategic Asset Management Plan (SAMP)	<p>11.1.1 Every four years council develop a publicly available SAMP covering all asset classes in a single document, outlining current condition and investment forecasts for the next 4 to 10 years</p> <p>11.1.2 Document all condition service levels (at the whole of asset level) for all asset classes through the SAMP</p>	N/A	<p>To be considered in the improvement plan for AMPS</p>	Manager City Strategy	Jun-24	Open	On Track			
Road Management	24-Aug-22	11.2	Environment, Decarbonisation and Sustainability	<p>11.2.1 Prioritise asset investment in pedestrian and cycling infrastructure</p> <p>11.2.2 Embed decarbonisation into the selection criteria of procurement processes of construction works and supply of concrete, asphalt and other materials</p> <p>11.2.3 Embed decarbonisation into the MCA process of design of roads to encourage a minimalist approach</p> <p>11.2.4 Work in partnership with suppliers to leverage new technology and around use of recycled product and leverage new technology</p>	N/A	<p>To be considered as part of revised climate action plan strategic review</p>	Manager Projects & Contracts Delivery Manager Technical & Engineering Services	Dec-23	Open	On Track			

Road Management	24-Aug-22	11.3	Works Management	11.3.1 Increase proactive inspections on a routine basis 11.3.2 Appoint dedicated inspectors who travel the network undertaking inspections (condition rating, renewal treatment recommendations and maintenance inspections) 11.3.3 Appoint dedicated maintenance planners who schedule inspections, create work orders and schedule maintenance crews to undertake programmed maintenance work 11.3.4 Ensure all work is time confirmed to support analysis and improvement 11.3.5 Use the Technology One functionality to embed works management processes to support programmed maintenance	N/A	Consideration in the Opportunities Review for functions and organisational structure Further develop corporate systems for greater capture and review of works, OSL's, work orders Continue to roll out teams for Works management in Tech One	Manager Technical & Engineering Services Manager Operations Support Services	Jun-23	Open	On Track	11.3.1 Inspections have commenced	
Road Management	24-Aug-22	11.4	Zero harm Safety Strategy	11.4.1 Facilitate workshops with field staff to identify critical safety risks and identify critical controls adopting a hierarchy of controls approach 11.4.2 Undertake process improvement and re-engineering around safety reporting and systems with view to streamline 11.4.3 The ELT /MLT spent at least two hours per week on a rotational basis spending time in field engaging with the workforce and demonstrating visible leadership around safety	N/A	To be referred and incorporated into Council WHS programs In field engagement to be consulted with relevant corporate leaders Create a leadership presence by visiting worksites and engaging with team. Audit sites.	Manager Field Services	Jun-23	Open	On Track	Action plan is to be developed in consultation with WHS ELT and MLT have commenced engaging with their workforce with an emphasis on safety	
Road Management	24-Aug-22	11.5	Improving Performance	11.5.1 Visual balanced scorecard which is displayed in key areas of the service centre highlighting the key metrics that the road construction program is looking to achieve 11.5.2 Standard expectations for debriefs at toolbox meetings on lessons learned, operations and team activities 11.5.3 Quarterly 90 day planning to overlay the annual capital works program to reset priorities and deliver continuous improvement activities	N/A	Incorporated into operating management framework for corporate leaders once organisational structure confirmed	Manager Field Services	Jun-23	Open	On Track	11.5.1 No longer required 11.5.2 / 11.5.3 Implemented as an agenda item at toolbox meetings on an ongoing basis	
City Operations CVP Opportunities Review	10-Oct-22	Project 1	Value Proposition for Executive Portfolios	Consult and confirm value proposition (purpose and remit) for each portfolio Communicate VPs to all staff	N/A	Consult and confirm value proposition (purpose and remit) for each portfolio Communicate VPs to all staff		Dec-23		Complete	Complete.	
City Operations CVP Opportunities Review	11-Oct-22	Project 2	City Operations Structure	Consultation with City Operations managers and staff complete Implementation of new structure: - Manager appointments confirmed for all four departments - Letters issued to all employees - Position description for all employees refreshed - MOF and CTTG Way - IPP and Performance Management expectations established Expectations and Accountabilities defined in approved Transition Plans for: - Technical Engineering Services approved - Field services approved - Project & Contract Delivery approved - Operations Support Services approved - Functions moving into other portfolios	N/A	Consultation with City Operations managers and staff complete Implementation of new structure: - Manager appointments confirmed for all four departments - Letters issued to all employees - Position description for all employees refreshed - MOF and CTTG Way - IPP and Performance Management expectations established Expectations and Accountabilities defined in approved Transition Plans for: - Technical Engineering Services approved - Field services approved - Project & Contract Delivery approved - Operations Support Services approved - Functions moving into other positions	General Manager City Operations Project Lead OD Manager Technical & Engineering Services Manager Field Services	Jun-23		On Track	Complete Manager Project & Contract Delivery no internal appointment found, swiftly advertised externally and now at second interview stage. Start date of successful candidate may be post 31 March due date Complete. All staff received letters of transition. PD review prioritisation occurred and for Tranche 1 significantly complete and Tranche 2 commenced Currently being scoped to include an update to MOF and CTTG Way values and behaviours Yet to commence City Operations Leadership Team formation occurring with establishing norms and Manager accountabilities and expectations Manager appointed. Structure discussions continuing with plan on track for 31 March approval date Manager appointed. Structure discussions continuing with plan on track for 31 March approval date Manager still to be appointed Manager appointed. Structure discussions continuing with plan on track for March approval date Staff moving into Corporate Services have commenced under their new reporting arrangements. The three individuals moving into Strategy & Finance are retained within City Ops in the short term with a transition	
City Operations CVP Opportunities Review	12-Oct-22	Project 3	Improve Communications across City Operations teams	Review and implement an improved CTTG internal communication strategy addressing themes such as culture, motivation & engagement Internal communication strategic scheduling of staff briefings and monthly news via email Document and implement a communications accountability plan (messages and method) for disseminating information to City Ops staff	N/A	Review and implement an improved CTTG internal communication strategy addressing themes such as culture, motivation & engagement Internal communication strategic scheduling of staff briefings and monthly news via email Document and implement a communications accountability plan (messages and method) for disseminating information to City Ops staff	General Manager City Operations Manager Organisational Development Manager Customer and Communications			On Track	Complete. Development of internal communication strategy complete Underway with monthly CEO email updates and quarterly CEO briefings. Conversations commenced between City Ops GM and Internal Communications, Partnerships and Events Advisor to identify options to improve internal communications and distribution of information City Ops leadership team to implement	
City Operations CVP Opportunities Review	13-Oct-22	Project 4	Enhance Leadership Capability	Review leadership capability framework and explore leadership gaps and determine approach to address Establish a contract to deliver a leadership development program	N/A	Review leadership capability framework and explore leadership gaps and determine approach to address Establish a contract to deliver a leadership development program	General Manager City Operations Manager Organisational Development	Dec-23		On Track	Yet to commence To be delivered in consort with the wider Executive leadership program	
City Operations CVP Opportunities Review	14-Oct-22	Project 5	CFS Workflow and effective triage	Process map CFS workflows within A&E to identify improvements and prepare implementation plan for CVP SC approval Establish CFS Governance for wider organisation	N/A	Process map CFS workflows within A&E to identify improvements and prepare implementation plan for CVP SC approval Establish CFS Governance for wider organisation	Manager Operational Support Services Manager Customer and Communications	Jun-23		On Track	Scoping is underway. Being delivered in partnership with Manager ITS and Manager Comms. CI Lead to provide support OH to establish governance principles for customer satisfaction and engagement. CI Lead to provide support	

City Operations CVP Opportunities Review	15-Oct-22	Project 6	Enhance Procurement Practices	Review procurement process and identify procurement pain points Establish a process and practice that addresses procurement pain points and gaps	N/A	Review procurement process and identify procurement pain points Establish a process and practice that addresses procurement pain points and gaps	Manager Procurement & Contract Manager	Dec-23		On Track	To be scoped and defined by Manager Project & Contract Delivery. Delivered in partnership with Manager Procurement & Contract Management. Support provided by Manager Governance and Policy	
City Operations CVP Opportunities Review	16-Oct-22	Project 7	Business Planning	Explore and implement improvements within Business and Operating Planning cycles	N/A	Explore and implement improvements within Business and Operating Planning cycles	General Manager City Operations	Dec-23		On Track	Aligned to Business Planning and Budget Management cycles	
City Operations CVP Opportunities Review	17-Oct-22	Project 8	Enhanced capability and training for safety leadership	Specifically address behaviours that impact a functioning Safety Culture (use existing tools), through undertaking a safety leadership practice review and recommend way forward establishing a framework with associated governance	N/A	Specifically address behaviours that impact a functioning Safety Culture (use existing tools), through undertaking a safety leadership practice review and recommend way forward establishing a framework with associated governance	Manager Organisational Development General Manager City Operations	Dec-23		On Track	Project scoping underway	

Status Report on Service Review Committee Resolutions 05 APRIL 2023



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 on a monthly basis, to the first meeting each month.

Pending Actions

Minute No.	Meeting Date	Officer	Subject	Estimated Completion
8	8/09/2021	Watson, Laura	Community Safety Policy Statements	5/07/2023
<p>D21/68266</p> <p>01 Dec 2021 9:06am Watson, Laura Estimated date of first SRC meeting for 2022.</p> <p>16 Feb 2022 11:01am Watson, Laura Community Safety Staff Professional Development Day was held on 2 December 2021 to share with staff the Report presented to the Service Review Committee in September 2021. This was facilitated by an external party and was very well received by staff. Staff were able to put forward their thoughts about the practical implementation of the policy statements and how they could be applied to the community. We value this feedback as our Community Safety Officers are interacting with our residents each day and have vast insight into the desires and needs of the community. The next steps will be to draft a policy to which the Community Safety Officers will be involved and consulted with. The purpose of the consultation is to ensure that our officers have a thorough understanding of the proposed policy and can live and breathe it each day while undertaking the functions of their respective roles. The policy has yet to be drafted as the Community Safety team has had multiple staff take unplanned leave over December, January and now February. The team are working hard with limited resources (at about 55% normal capacity over the last few weeks) however, officers are very keen to get going with their revised direction.</p> <p>23 Feb 2022 10:38am Watson, Laura Draft policy to be presented at the April Service Reviews Committee Meeting.</p> <p>21 Jun 2022 3:54pm Kunze, Diane A draft Community Safety Policy will be prepared once the community safety functions have undergone a service review which is anticipated to occur in 2022-2023 when training has been provided to corporate leaders on the Service Review Framework and tools.</p>				

17 Feb 2023 1:16pm Watson, Laura

Draft Policy to be presented at 5 July 2023 Service Review Committee meeting following review of all policies assigned to the Community Safety department.

Minute No.	Meeting Date	Officer	Subject	Estimated Completion
2	8/03/2023	Rose, Samantha	Active Ageing - Service Review Project Scope	5/07/2023
D23/15481				
23 Mar 2023 9:23am Rose, Samantha				
RFQ distributed. Responses due Friday 24 March 2023. Recommendations to Service Review Committee 5 July 2023				

Completed Actions

Nil