

His Worship the Mayor  
Councillors  
CITY OF MARION

## NOTICE OF ASSET AND SUSTAINABILITY COMMITTEE MEETING

Council Chamber, Council Administration Centre  
245 Sturt Road, Sturt

Tuesday, 01 June 2021 at 06:30 PM

The CEO hereby gives Notice pursuant to the provisions under Section 83 of the Local Government Act 1999 that a Infrastructure and Strategy Committee meeting will be held.

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

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



Tony Harrison  
Chief Executive Officer



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**OPEN MEETING****KAURNA ACKNOWLEDGEMENT**

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

**ELECTED MEMBER'S DECLARATION (if any)****CONFIRMATION OF MINUTES**

**Confirmation of the minutes for the Asset and Sustainability Committee Meeting held on 6 April 2021.**

**Originating Officer** Governance Officer - Angela Porter

**Corporate Manager** Manager Corporate Governance - Kate McKenzie

**Report Reference:** ASC210601R01

**RECOMMENDATION:**

That the minutes of the Asset and Sustainability Committee Meeting held on 6 April 2021 be taken as read and confirmed.

**ATTACHMENTS:**

#	Attachment
1	Attachment 1 - ASC210406 - Final Minutes

**MINUTES OF THE ASC210406 - ASSET AND SUSTAINABILITY COMMITTEEMEETING**

**Tuesday, 06 April 2021 at 06:30 PM**

**Council Administration Centre, 245 Sturt Road, Sturt**



**PRESENT**

Councillors Matthew Shilling, Nathan Prior, Ian Crossland and Bruce Hull (from 6.34pm)

**In Attendance**

Councillor - Kendra Clancy

Acting Chief Executive Officer – Sorana Dinmore

General Manager City Services - Tony Lines

Acting General Manager Corporate Services – Ray Barnwell

Manager Operations – Fiona Harvey

Manager Engineering, Assets & Environment – Mathew Allen

Unit Manager Operational Support – Roger Belding

Unit Manager Environment and Sustainability – Ann Gibbons

Executive Officer to the General Manager City Development – Louise Herdegen

Governance Administration Officer – Angela Porter

Chair Southern Region Waste Resource Authority - Mark Booth

Unit Manager Community Health and Safety – Sharon Perin

Team Leader Community Safety - Caroline Corston

**OPEN MEETING**

The Chair opened the meeting at 06:31 PM

**KAURNA ACKNOWLEDGEMENT**

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

**ELECTED MEMBER'S DECLARATION (if any)**

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

Nil interests disclosed.

**WORKSHOP / PRESENTATION ITEMS****SRWRA Progress Update**

**Report Reference:** ASC210406R01

Mr Mark Booth, Chair of the Southern Region Waste Resource Authority (SRWRA) gave a presentation as a progress update on the new MRF facility which is expected to be operational by end June 2021.

The following discussion points were noted:

- SRWRA has formally entered into an agreement with Re.Group for a joint venture operation of the site.
- \$5.35m Federal Government grant already received and a further application for \$6m from State Government has been applied for through GISA Recycling Modernisation Fund.
- The MRF facility has the ability to process up to 60,000 tonnes via extended shifts (12 hours). There is also possibility to run two 8 hour shifts but there are better maintenance opportunities through 12 hour shifts.
- The facility enables a 40% diversion of red bin waste from landfill. This figure should be closer to 60% over the next few months. A trommel and magnets enable

removal of organics, metal, batteries, etc. with the remainder to be sorted into two streams – one part becomes landfill cover, one part goes to landfill.

- Organic caddies to be rolled out to all residents across the City of Marion in a few months time. This will have better environmental outcomes but no expected material difference in the end products produced by the site.
- Types of products to be produced by the facility will evolve and the potential to use these products for local projects is dependent on the type and amount of plastics produced by the facility and requirements for the projects. Mr Booth to provide City of Marion with a list of available products.
- SRWRA has entered into a maintenance agreement with SAGE Automation. Through the joint venture, Re.Group are responsible for maintenance of the site.
- The joint venture has implemented a gate fee policy with reasonable financial return to replenish cash reserves from the investment.
- There is an opportunity for a larger energy capture solar farm at the site with potential for the City of Marion to invest. Concentrated solar is not being investigated currently. LMS Energy has already looked to put solar on the whole site to be supplemented by landfill gas. Mr Booth to provide details of potential output and size of site to see how many businesses this could accommodate. The idea to be revisited after the first year of operation.
- Batteries for energy storage are still a way off being commercially viable but adequate site area has been set aside for further opportunities.
- SRWRA has made a strategic purchase of land as buffer from Seaford Heights housing development and conversations around the impact of the South Road extension are to resume now that the impacts are known.

## **CONFIRMATION OF MINUTES**

**Confirmation of the minutes for the Asset and Sustainability Committee Meeting held on 2 February 2021**

**Report Reference:** ASC210406R02

**Moved Councillor – Ian Crossland**

**Seconded Councillor – Bruce Hull**

That the minutes of the Asset and Sustainability Committee Meeting held on 2 February 2021 be taken as read and confirmed.

**Carried Unanimously**

## **BUSINESS ARISING**

Review of the Business Arising from previous meetings of the Asset and Sustainability Committee.

### **Business Arising Statement - Action Items**

**Report Reference:** ASC210406R03

**Moved Councillor – Ian Crossland**

**Seconded Councillor - Nathan Prior**

That the Asset and Sustainability Committee:

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

**Carried Unanimously**

**CONFIDENTIAL ITEMS - Nil****REPORTS FOR DISCUSSION****Residential Hard Waste and Dumped Rubbish Services****Report Reference:** ASC210406R04

7.09pm Councillor Prior left the meeting

7.09pm Councillor Prior re-entered the meeting

The Manager Operations and the Unit Manager Operational Support gave a presentation about the current model and future options for the provision of City of Marion's Residential Hard Waste Collection services and the provisions in place for managing dumped rubbish.

The PowerBI Dashboard was demonstrated showing an overview of hard rubbish and dumped rubbish statistics from 2014 to present.

The following discussion points were noted:

**Hard Rubbish**

- The hard rubbish team has over 19,000 service collections including 4,000 mattress collections this year. The demand and cost have increased significantly with further increases expected.
- Over 200 people responded to a customer satisfaction survey with results indicating a high level of satisfaction with the current service. The preferred method of service is two 1m cubed collections per year and the preference for disposal is for waste to be diverted from landfill. 13-14% of survey respondents are dissatisfied with the current service which is likely due to waiting times and the amount of waste allowed for collection.
- Future options to manage the service were discussed. The compactor truck model is the most cost effective option but does not meet customer expectations or Council's environmental objectives. A compactor truck does not allow for waste to be sorted as it all goes to landfill. No electrical items or metals can be collected using this method. Options for this to be taken to the new SRWRA facility for sorting can be explored.
- The majority of comparable Councils outsource the service. City of Marion has a low wait time in comparison. Target collection time is 2-4 weeks, this KPI was adopted by Council in 2019 (reducing target from 6 weeks). The average wait time this financial year is 2.5 weeks. Less than 1% of collections are missed, this is usually due to waste not being put out for collection.
- More detailed information and figures are to be provided in the report to Council including investigation of a fee for service model to assist in recovery of the cost of the EPA levy.
- Sticker provided to residents shows neighbours that this is not dumped rubbish. When something is added it is considered illegally dumped.
- Information is not easily located on the website. There is an opportunity to re-organise the web pages for quicker access to information.
- Pick up schedule is not public information as it could lead to dumped rubbish at those properties or hard rubbish collections being scattered across footpaths and roads as people sort through them.
- Process is currently hard copy, following the Digital Transformation Project the hard rubbish team will be able to check if a second collection is available to collect any items

over the allowed amount i.e. use both collection allowances at once.

- Further comparison and statistics for hard rubbish to be included in the report to Council including cost comparison (current contractor costs, overheads, leave cover (Randstad), etc), WHS stats, use of service (once, twice or not at all), cost breakdown for mattress collections.

### **Dumped Rubbish**

- Illegal dumping is reasonably static with approx. 1,200 customer events reported per year with January, February and March seeing higher amounts of illegal dumping.
- The City of Marion does not offer collection of hard rubbish from commercial properties which may lead to instances of illegal dumping in commercial hot spot areas.
- Skips are provided to multi-unit dwellings (MUD) in residential hotspot areas in partnership with Housing SA. Communication/education sessions have been held for MUD residents with discussions around the skip bin process, availability of hard waste collections, reporting of dumped rubbish, and shopping trolleys. More information on the cost of this project and if it has reduced dumping in these areas to be provided in the report to Council.
- Dumping is scattered across the City of Marion and due to the significant cost of high quality CCTV cameras they are being used as a deterrent in some hot spot reserves in conjunction with signage.
- We work with Repay SA for general inspection and collection of litter and dumped rubbish focusing on hotspot areas (Edwardstown).
- The hard waste team manages the tape up and notification process, looking for any identifying materials, photographing the site and taping up the area as 'under investigation'. A letter drop is conducted with a 42% waste recovery rate. If proof of illegal dumping is obtained, the event is referred to the Community Safety Inspector (CSI) team for investigation.
- The process which takes between 2 and 4 weeks is working well with 138 customer events referred to CSI's in 2019 and 2020. Verbal warnings have been issued with no infringements. There is a 90% collection rate following referral to the CSI's.
- Dumped rubbish reports are cross checked against hard rubbish bookings before investigation is undertaken.
- Legally we cannot recover a shopping trolley if it is in a safe location.
- Further information to be provided to Council through the CSI 6 monthly report including number of complaints received (including breakdown of how many are reported internally), investigations referred to CSI's, warnings and expiations issued in regards to litter and dumped rubbish and how many events are not witnessed.
- Dumped rubbish and littering is the responsibility of Council with the exception of large pollutants.

**Moved Councillor – Nathan Prior**

**Seconded Councillor – Bruce Hull**

That the Asset and Sustainability Committee:

1. Notes the current services City of Marion provides relating to Hard Waste Collection and Illegal Dumping.
2. Provides feedback on potential models for the future Hard Waste Collection services.
3. Based on the Committee's feedback supports a report being presented to Council to seek the resources (funding, fleet and staffing) required to deliver Hard Waste Collection and Illegal Dumping services into the future.



**Carried Unanimously****Waste and Recycling Update****Report Reference:** ASC210406R05

The Manager Engineering, Assets & Sustainability and the Unit Manager Environment & Sustainability gave a presentation on waste management and recycling activities within Council operations. Samples of products using recyclable materials were on display.

Key discussion points noted below:

- LGA is running a pilot project on circular procurement. We are not taking part but information sessions will take place later in the year which staff will attend.
- Toberite recycled plastic has been trialed in concrete driveway crossovers at Quick Road and Sturt Road.
- Fibre Reinforced Plastics and wood plastic composites will be used in the Coastal Walkway Upgrade.
- A 'Green Pipe' made of recycled plastics is planned to be used next year as a trial for drainage works at Cadell Street, Seaview Downs. Updates will be provided to Members. Opportunity for SRWRA to manufacture the stormwater pipes will be explored.
- A Waste and Recycling Audit was undertaken at Admin and City Services in November 2020 with further site audits to take place in 2021. New initiatives will be implemented with lunchtime education and awareness sessions to encourage staff to use waste and recycling bins more effectively. We have received a GISA grant to assist with process.
- The Chamber Kitchen renovation has begun and a new bin system will be implemented with provision of four enclosed bins for recycling, cans and bottles, organics and landfill.
- We have received a GISA grant to roll out new kitchen caddies to every household from August 2021. The new caddies are 100% recycled plastic sourced from Australia. A community survey will be undertaken to help understand the barriers to using the caddies and education sessions will be run at the Neighbourhood Centres. FAQ's will be created for Elected Members and a draft will be distributed to Members for input.
- Compostable liner bags to be distributed with caddies. Further distribution will take place in the second year, with a view for residents to use compostable grocery food bags or source their own bags in future. Cleanaway to be educated on compostable bags (Foodland bags are a different colour to other grocery chains).
- There has been a push for traction around circular economy, workshops have been offered to businesses with low engagement.
- City of Holdfast Bay is currently running an opt-in trial of 800 households for weekly green and fortnightly landfill collections.
- Options for managing emerging tricky waste streams (i.e. solar panels, batteries, clothing and textiles) to be explored. A new facility for solar panel recycling has received approval to be developed in Lonsdale.
- Waste at Tonsley is collected in skip bins and incinerated. More information to be provided via a Question With Notice to be presented to General Council.

**Procedural Motion****Moved Councillor – Ian Crossland****Seconded Councillor - Nathan Prior**

That the meeting be extended to the end of discussion of the Waste and Recycling Update item.

**Carried Unanimously**

Meeting Extended at 9.29 PM

**Moved Councillor – Ian Crossland**

**Seconded Councillor – Nathan Prior**

That the Asset and Sustainability Committee:

1. Notes the presentation.

**Carried Unanimously**

**REPORTS FOR NOTING - Nil**

**OTHER BUSINESS**

**MEETING CLOSURE** - Meeting Declared Closed at 09:39 PM

**CONFIRMED THIS 1ST DAY OF JUNE 2021**

.....**CHAIRPERSON**

**BUSINESS ARISING**

Review of the Business Arising from previous meetings of the Asset and Sustainability Committee.

**Business Arising Statement - Action Items**

**Originating Officer** Executive Officer to General Manager City Development - Louise Herdegen

**Corporate Manager** Manager Corporate Governance - Kate McKenzie

**General Manager** General Manager City Services - Tony Lines

**Report Reference** ASC210601R02

**Confidential** ☐

**REPORT OBJECTIVE**

The purpose of this report is to review the business arising from previous meetings of the Asset & Sustainability Committee meetings, the meeting schedule and upcoming items.

**RECOMMENDATION**

**That the Asset and Sustainability Committee:**

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

**Attachment**

#	Attachment
1	ASC210601 Business arising statement - Action Items
2	ASC210601 forward agenda June 2021

**CITY OF MARION**  
**BUSINESS ARISING FROM THE ASSET & SUSTAINABILITY COMMITTEE MEETINGS**

ATTACHMENT 1  
AS AT 26 MAY 2021



	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
		Nil				

\* Completed items to be removed are shaded

# Meeting Schedule 2021



<del>2 February 2021</del>	<del>6.30 – 9.30</del>
6 April 2021	6.30 – 9.30
1 June 2021	6.30 – 9.30
7 September 2021	6.30 – 9.30
2 November 2021	6.30 – 9.30

## 2021 Committee Membership

- Membership – 4 Elected Members plus the Mayor
- Quorum - 3 Committee Members

**Presiding Member** – Matthew Shilling

## Members

- Bruce Hull
- Ian Crossland
- Nathan Prior

## Asset &amp; Sustainability Committee

# Meeting Schedule 2021

Asset and Sustainability Committee		Date: Tuesday, 2 February	Time: 6.30pm – 9.30pm	Venue: Chamber	
Topic	Type of Report	Description	External Attendees	Staff Responsible	
Draft Transport Plan				M Allen	
Tree Management				F Harvey R Pitcher	
Presentation from DIT				M Allen	
Forward Agenda Items				I Houridis	

Asset and Sustainability Committee		Date: Tuesday, 6 April	Time: 6.30pm – 9.30pm	Venue: Chamber	
Topic	Type of Report	Description	External Attendees	Staff Responsible	
SRWRA progress update		Presentation	Mark Booth	S Dinmore	
Residential Hard Waste and Dumped Rubbish Services	R			F Harvey R Belding	
Waste and Recycling update	R			A Gibbons	

Asset and Sustainability Committee		Date: Tuesday, 1 June	Time: 6.30pm – 9.30pm	Venue: Chamber	
Topic	Type of Report	Description	External Attendees	Staff Responsible	
Asset Management Update				M Allen	
Footpath Audit Results and Works Program				F Harvey	

## Asset &amp; Sustainability Committee

# Meeting Schedule 2021

Asset and Sustainability Committee		Date: Tuesday, 7 September	Time: 6.30pm – 9.30pm	Venue: Chamber	
Topic   Community	Type of Report	Description	External Attendees	Staff Responsible	
Demographics, aging				Liz Byrne	
Levels of service, changing expectations					
Aged care services, payments, update etc.				Liz Byrne	
Engagement				Patrice Pearson	
CRM, Salesforce				Megan Bradman	

Asset and Sustainability Committee		Date: Tuesday, 2 November	Time: 6.30pm – 9.30pm	Venue: Chamber	
Topic   Environment	Type of Report	Description	External Attendees	Staff Responsible	
Climate risk and its impact on assets					
Climate adaptation					
Environmental Sustainability update (including from new Carbon Neutral Plan)					
Carbon sequestration					

**CONFIDENTIAL ITEMS - Nil****REPORTS FOR DISCUSSION - Nil****REPORTS FOR NOTING - Nil****WORKSHOP / PRESENTATION ITEMS****Asset Management Update**

**Originating Officer** Unit Manager Asset Solutions - Brendon Lyons

**Corporate Manager** Manager Engineering, Assets and Environment - Mathew Allen

**General Manager** General Manager City Services - Tony Lines

**Report Reference** ASC210601R03

**Confidential** ☐

**REPORT OBJECTIVE**

The purpose of this report is to provide the Asset and Sustainability Committee with an update on Asset Management at the City of Marion.

**EXECUTIVE SUMMARY**

The City of Marion owns and manages a large and diverse asset portfolio, valued at over \$1 billion. Our assets enable the provision of services to the community and businesses for current and future generations. Assets play a vital role in the local economy and on our residents' quality of life.

Council's assets range from roads and footpaths, to buildings, playgrounds, barbecues, shelters, vehicles, machinery and stormwater drains. We receive a number of "gifted" assets from State Government and developers which attract ongoing operational and maintenance costs over their life.

The South Australian Local Government Act 1999 and its regulations require each council to have Asset Management Plans covering the management of infrastructure and other major assets of the Council for a period of at least ten years. In addition to the legislative requirement, our role is to ensure our assets are fit for purpose and meet the needs of the community now and into the future.

The City of Marion's vision for Asset Management is - 'To maintain the City of Marion's assets to agreed levels of service which maximise community value throughout an asset's life'.

It is this vision that is driving Asset Management improvement at the City of Marion.

**RECOMMENDATION**

**That the Asset and Sustainability Committee:**

- 1. Provides feedback and commentary on Asset Management strategies, processes and systems.**

**DISCUSSION**



## What is Asset Management

Local Government is responsible for managing the life cycle of their assets with the objective of providing an affordable level of service in the most cost-effective manner. The process used to achieve this is Asset Management. The key objective is to maximise service delivery using a life cycle approach to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets while managing risks and costs.

In simplest terms, asset management guides how assets are “looked after” on a day to day basis, managed and maintained throughout their life and planned for in the medium to long term.

## The City of Marion Asset Management Background

Since 2016, the City of Marion renewed its focus on asset management and began transforming asset management within the organisation with a focus on four key pillars:

**People** - Through training and up-skilling to build capability and knowledge.

**Data** - Through improved data quality and data management.

**Process** - Through documented business processes developed by extensive engagement across the organisation.

**Systems** - Through integrated systems (Finance / Customer Request Management / GIS).

Progress against these four pillars has been significant with gains being achieved across the organisation. Asset management capability, knowledge and understanding is more mature than ever before. This has been driven in part by:

- The successful development and endorsement of 8 Asset Management Plans.
- A cleaner and more accurate asset data set.
- The development and documentation of over 200 asset related business processes with Asset Owners and Subject Matter Experts.

We now have a solid foundation for the Asset Management Information System implementation.

Supporting this progress has been the strategic development of key asset management documentation, these being:

- An Asset Management Strategy.
- An Asset Management Policy.
- A set of Asset Management Plans.

## Asset Management Maturity

The organisation has been tracking its performance in asset management by undertaking an industry standard Asset Management Maturity Assessment.

The Asset Management Maturity Assessment uses a series of questions that have been developed around asset and financial management maturity competencies. These are linked to the key elements of the national sustainability frameworks adopted by Australian State and Federal Governments. The questionnaire helps to identify what has been done and what needs to be done to achieve ‘core’ maturity for an organisation that manages and is responsible for large asset portfolios such as those managed by the City of Marion.

There are 11 elements of asset and financial management identified as part of the national frameworks. The Asset Management Maturity Assessment allows an organisation to rate their progress against each assessment competency of the 11 elements as either not started, partially complete or complete.

The 11 elements are:

- Strategic Plan
- Annual Budget
- Annual Report

- AM Policy
- AM Strategy
- AM Plans
- Governance
- Levels of Service
- Data and Systems
- Skills and Processes
- Evaluation

In 2017, the City of Marion engaged consulting firm Jeff Roorda and Associates (JRA) to undertake the first Asset Management Maturity Assessment. JRA engaged with key stakeholders across the organisation to baseline CoM's asset management maturity against the 11 elements of the asset management framework. This assessment identified that City of Marion was meeting 1 out of 11 of the core competencies with 37% of the 208 assessment areas completed.

Since this baseline was established for the City of Marion in 2017 there have been additional assessments in 2019, 2020 and 2021.

In March 2019, the City of Marion achieved competency in 2 out of 11 of the core competencies with 65% of the 208 assessment areas completed.

In March 2020, the City of Marion achieved competency in 7 out of 11 of the core competencies with 89% of the 208 assessment areas completed.

In March 2021, the City of Marion achieved competency in 9 out of the 11 core competencies 96% of the 208 assessment areas completed.

Each assessment since the baseline has demonstrated a significant and continued improvement in asset management maturity bringing the City of Marion constantly closer to achieving "core" competency.

The remaining areas of focus that are being targeted to achieve "core" competency are:

- Defined, documented and quantified current and target levels of service (Community and Technical) to assist the organisation to understand expectation, identify associated costs, define measures to monitor success and detail plans to deliver them.
- Monitoring and reporting performance on community levels of service.
- Improved asset financial data modelling.
- Differentiation of operational and maintenance costs (through General Ledger and Chart of Accounts) to support business analysis, scenario modelling and KPI measurement.
- Finalisation of a single point of truth asset data and embedding business processes to ensure data flow through handover of assets and communication of asset disposals.

The latest Asset Management Maturity Report assessment can be found in the attachments (refer Attachment 2 – City of Marion 2021 Asset Management Maturity Report).

## Attachment

#	Attachment
1	Attachment 1 - ASC210601 Asset Management Update
2	Attachment 2 - City of Marion 2021 Asset Management Maturity Assessment Report

**CITY OF MARION**



# ASSET MANAGEMENT UPDATE

Asset and Sustainability Committee

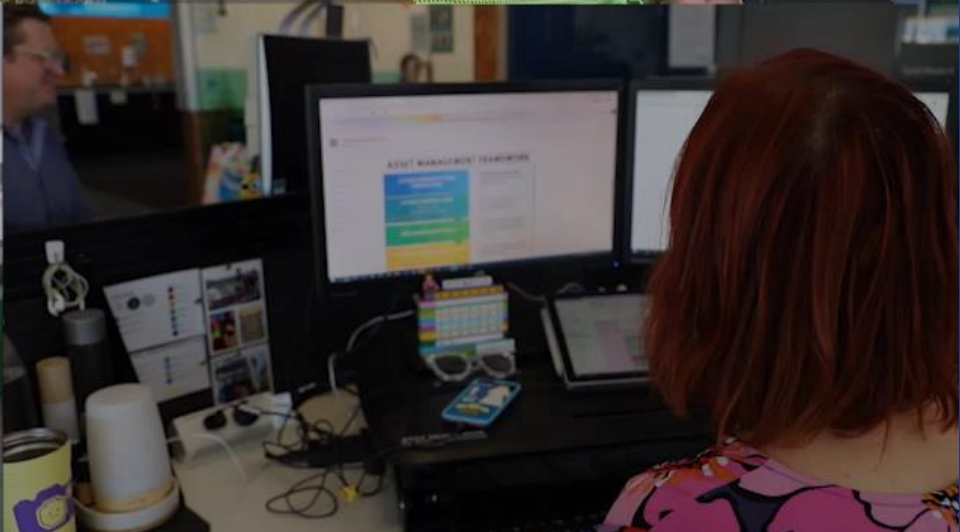
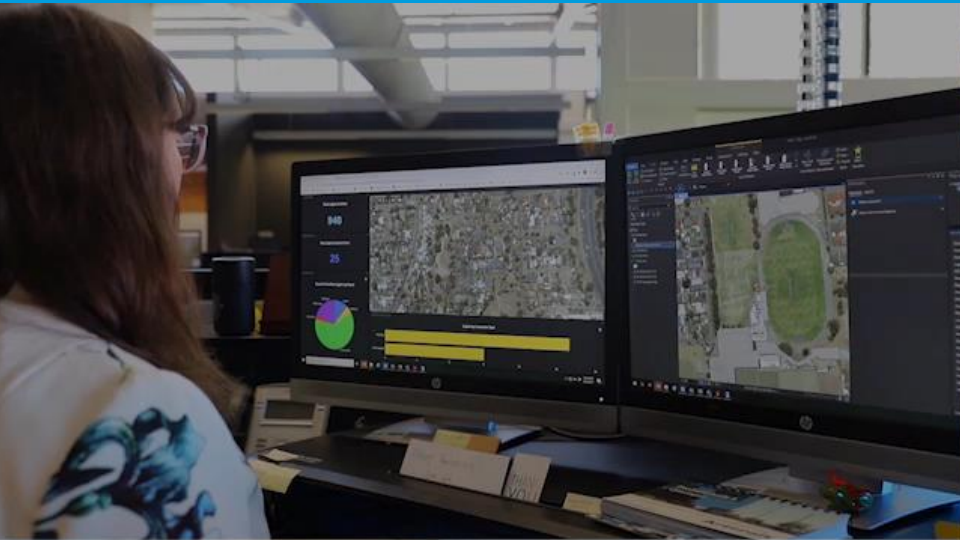
1st June 2021

Brendon Lyons  
Unit Manager Asset Solutions Team

[marion.sa.gov.au](http://marion.sa.gov.au)

# ASSET MANAGEMENT

The Team, The Journey and The Destination





# What we own and manage



The City of Marion owns and manages a large and diverse asset portfolio, valued at over \$1 billion



# Benefits of Asset Management



**- Strong governance and accountability**

**More sustainable decisions -**



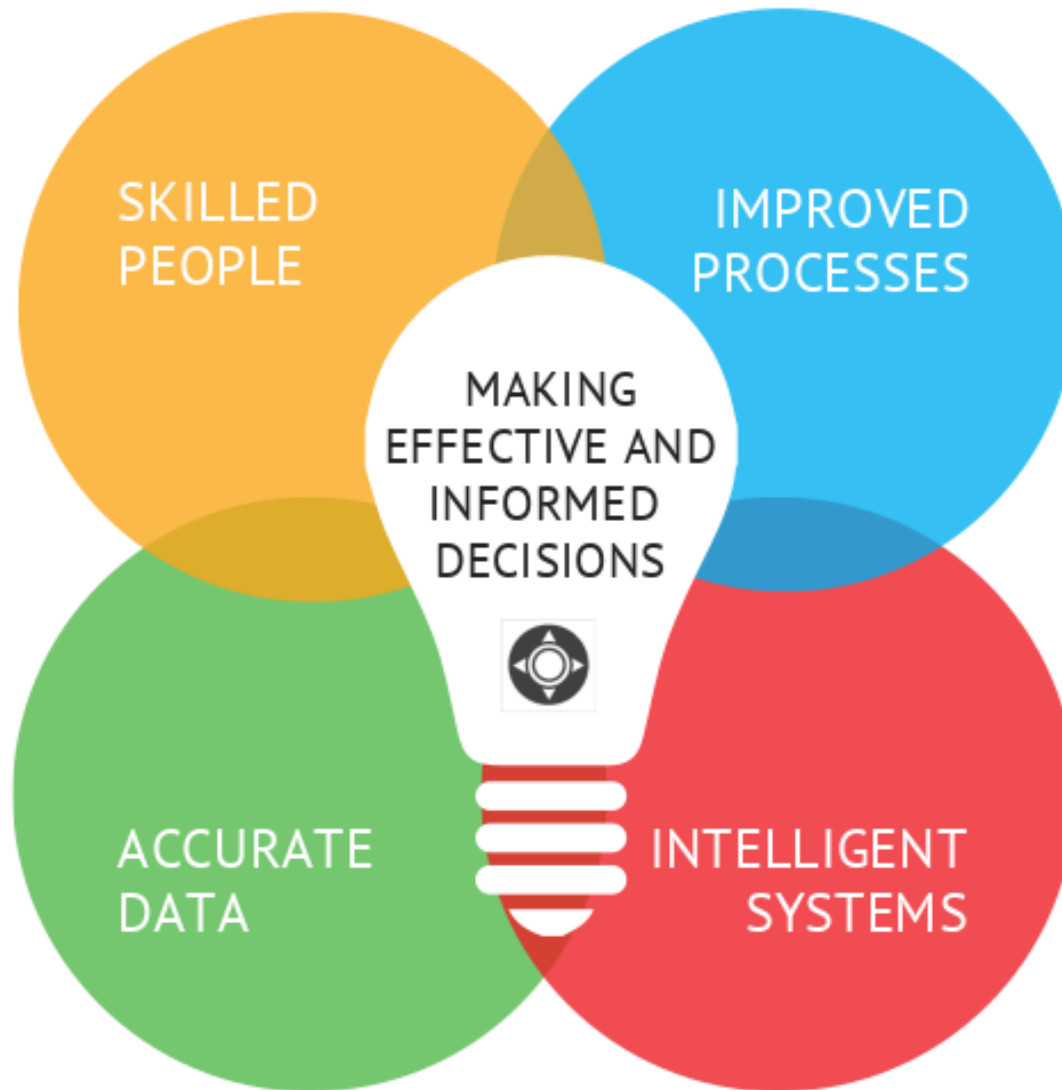
**- Enhanced customer service**

**Effective risk management -**



**- Improved financial efficiency**

# Four pillars of focus



# The lifecycle for all assets



## ASSET MANAGEMENT LIFECYCLE



The City of Marion's Asset Management vision is:

“To maintain the City of Marion's assets to agreed levels of service which maximise community value throughout an asset's life”



# How it all fits strategically

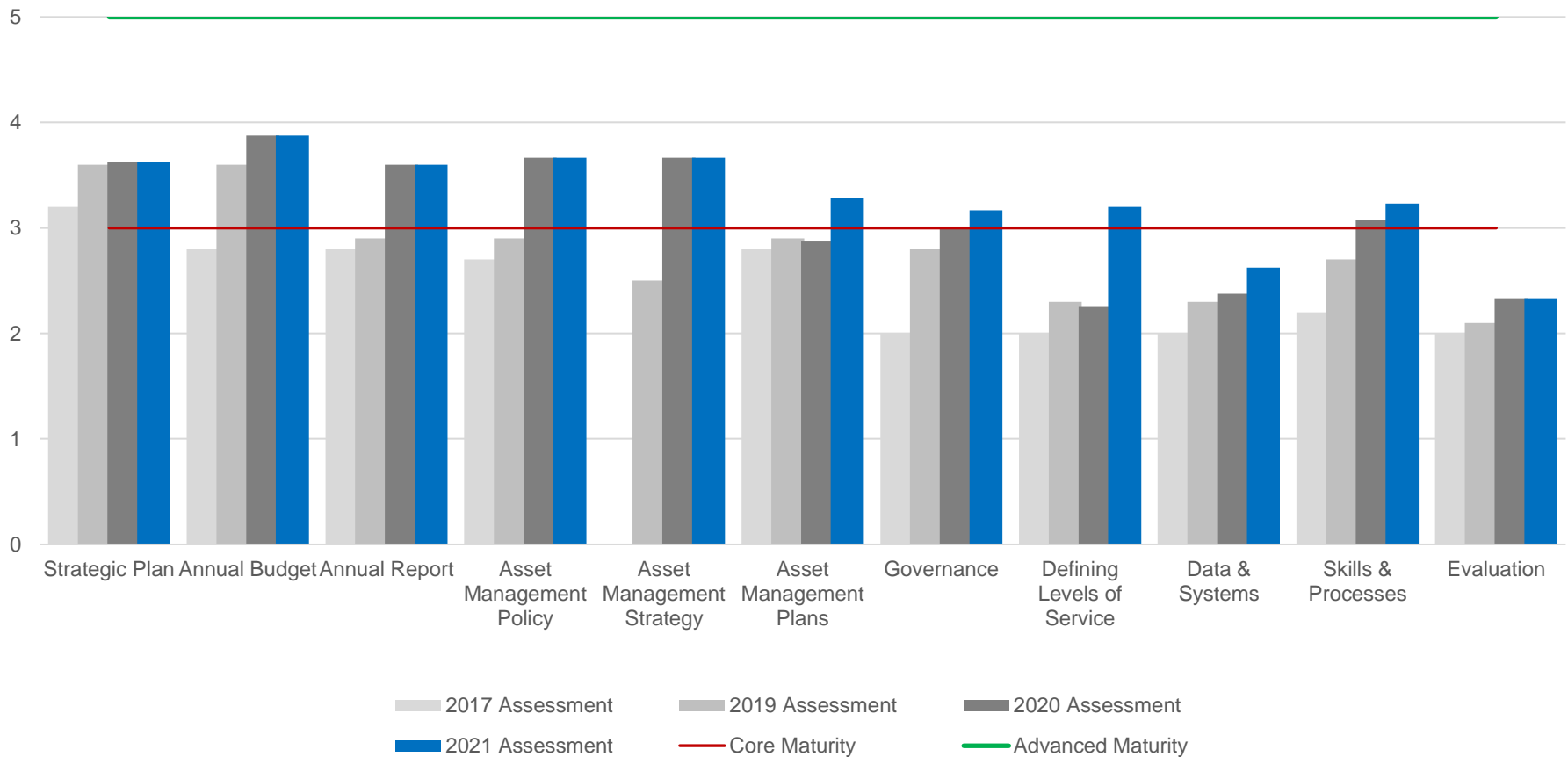
## ASSET MANAGEMENT FRAMEWORK



# Our Improvement Journey



## Asset Management Maturity Assessment Trends



# What we have achieved



Fleet, Plant and Equipment  
Asset Management Plan  
2020 - 2030



Open Space  
Asset Management Plan  
2020 - 2030



Water Treatment and Resources  
Asset Management Plan  
2020 - 2030



Buildings and Structures  
Asset Management Plan  
2020 - 2030



Artworks, Culture and Heritage  
Asset Management Plan  
2020 - 2030



Coastal Walkway  
Asset Management Plan  
2020 - 2030



Transport  
Asset Management Plan  
2020 - 2030



Stormwater  
Asset Management Plan  
2020 - 2030



Clean  
Data



Documented  
Processes



Informing  
Decisions



Improved  
Knowledge



Reducing  
Risk

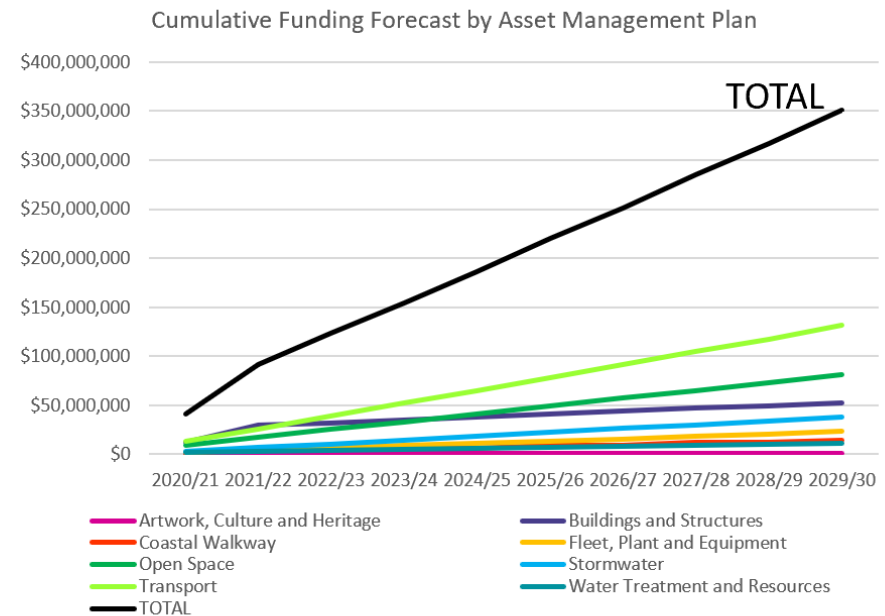
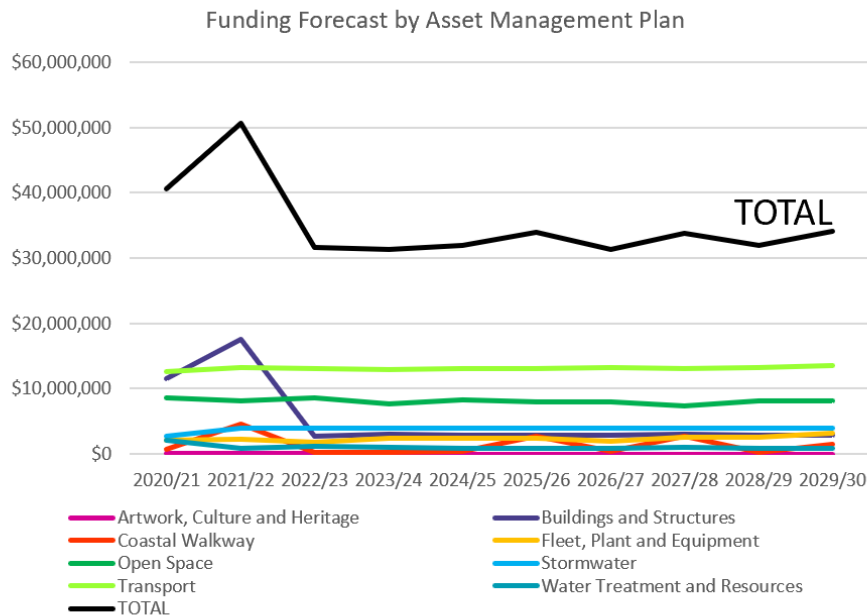


Built  
Relationships

# What we are learning



Total AMP funding 2020-2030 is \$351.3M



Baseline position - optimising current funding allocations. Funding forecasts will be reviewed annually aligned with Long Term Financial Plan reviews.

All figures are in present value (today's dollars) as a number of factors influence the indexation rates. When incorporating the figures into Council's Long Term Financial Plan, relevant indexations linked to the type of expenditure will be applied.

As Community Levels of Service, scheduled condition assessments, AMIS modelling and the City Property Portfolio review inform our maintenance and renewal programs, the lines will become more sawtooth.

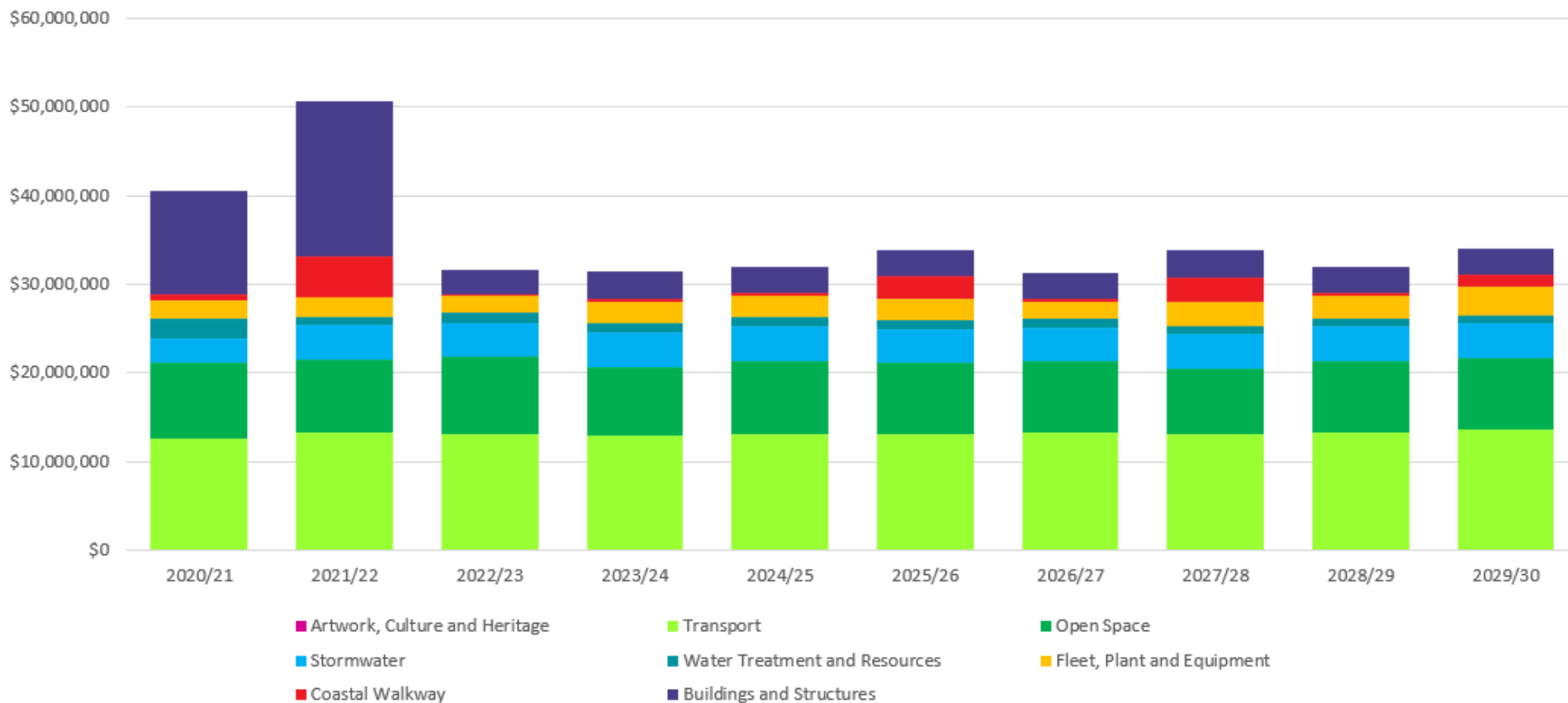
Data Source: 2020 – 2030 Asset Management Plans

# What we are learning



## Insights: Annual Funding Forecast

Total Funding Forecast for all 8 Asset Management Plans is \$351.3M



Data Source: 2020 – 2030 Asset Management Plans



# What we are learning



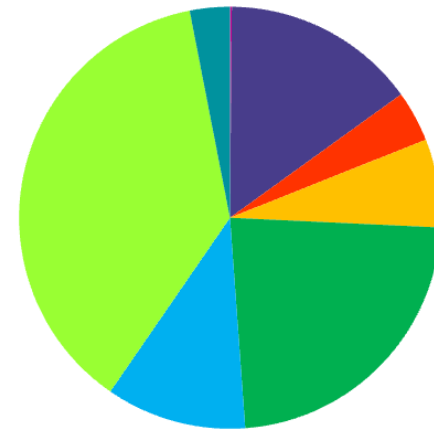
## Current Asset Portfolio Value vs. Forecast Funding

The Value of our Current Assets is  
(Gross Replacement Cost) is \$1,042M



■ Artwork, Culture and Heritage
 ■ Buildings and Structures  
■ Coastal Walkway
 ■ Fleet, Plant and Equipment  
■ Open Space
 ■ Stormwater  
■ Transport
 ■ Water Treatment and Resources

We will spend \$351.3M over the next 10 years  
(Total Funding Forecasts)



■ Artwork, Culture and Heritage
 ■ Buildings and Structures  
■ Coastal Walkway
 ■ Fleet, Plant and Equipment  
■ Open Space
 ■ Stormwater  
■ Transport
 ■ Water Treatment and Resources

**Transport** assets have the highest value and spend. Our **Stormwater** network is being expanded.

**Buildings and Structures** includes Mitchell Park Sports & Community Centre, Southern Soccer Facility & BMX. Other financial considerations will be added following the City Property Portfolio Review

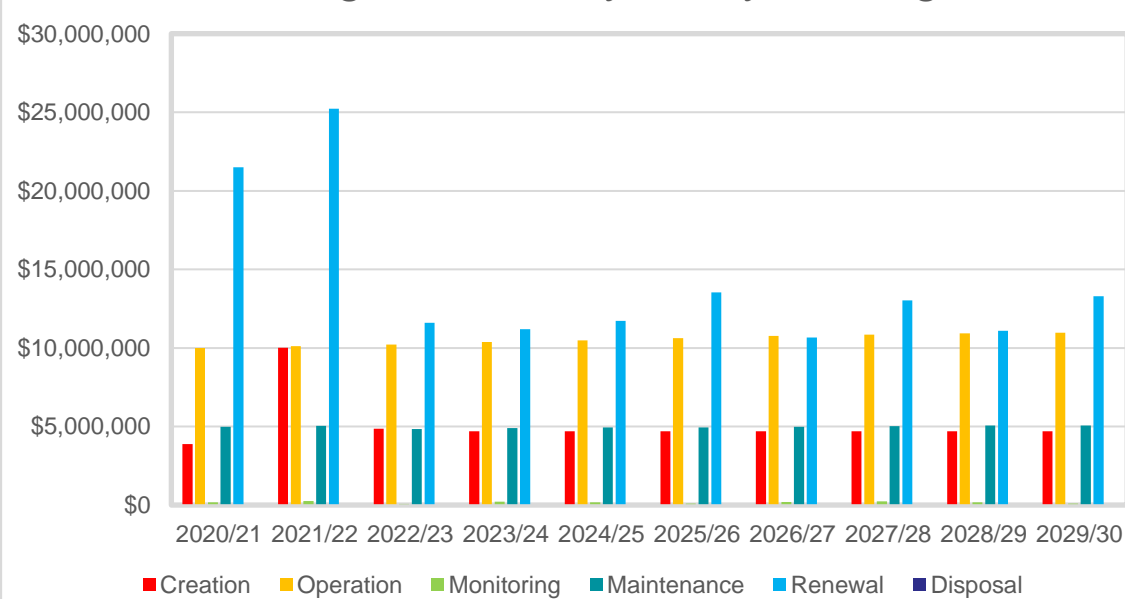
Aligned to the **Open Space** Plan 2018-28 is significant investment in Operation (including Monitoring), Renewal and Maintenance.

# What we are learning



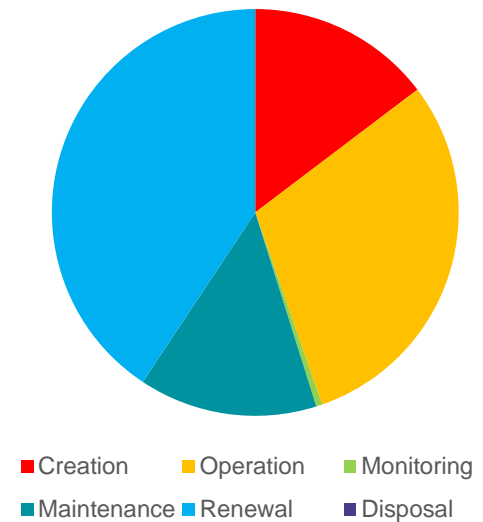
## Insights: Asset Management Lifecycle Phases

Funding Forecast by Lifecycle Stage



Open Space Monitoring costs are included in Operations

Funding Forecast by Lifecycle Stage



Open Space Monitoring costs are included in Operations

Council will spend \$351.3M over the next 10 years.

As spending on Creation and Renewal increases, Council should spend more on Operation, Monitoring and Maintenance.

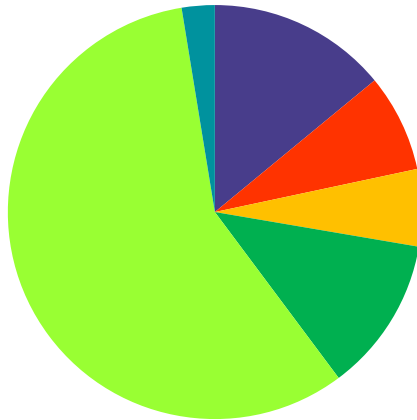
Data Source: 2020 – 2030 Asset Management Plans

# What we are learning



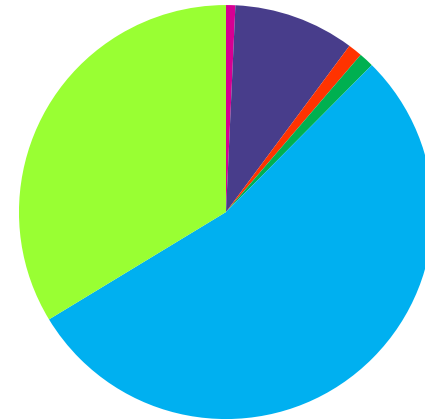
## Insights: Asset Management Lifecycle Phases

10 year **RENEWAL** Funding of \$142.9M



■ Artwork, Culture and Heritage  
 ■ Coastal Walkway  
 ■ Open Space  
 ■ Transport  
 ■ Buildings and Structures  
 ■ Fleet, Plant and Equipment  
 ■ Stormwater  
 ■ Water Treatment and Resources

10 year **CREATION** Funding of \$51.6M



■ Artwork, Culture and Heritage  
 ■ Coastal Walkway  
 ■ Open Space  
 ■ Transport  
 ■ Buildings and Structures  
 ■ Fleet, Plant and Equipment  
 ■ Stormwater  
 ■ Water Treatment and Resources

Renewal is 41% of our total forecast spend, almost triple the forecast spend on Creation. Upgrades are split proportionally across Creation and Renewal.

**Buildings and Structures** have early peaks for Renewal (Mitchell Park Sports & Community Centre) and Creation (Southern Soccer Facility & BMX).

**Coastal Walkway** peaks in Creation and Renewal are aligned to the Coastal Walkway Plan.

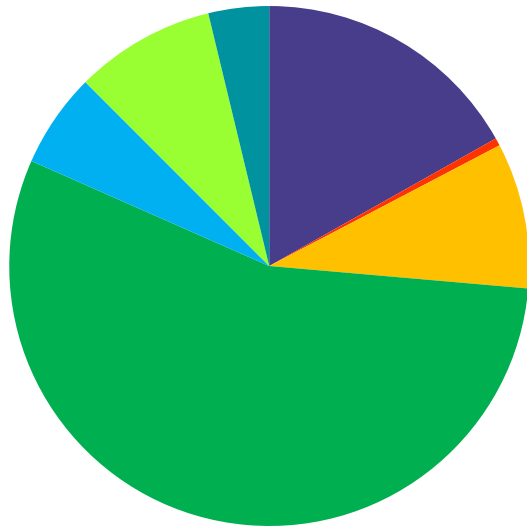


# What we are learning



## Insights: Asset Management Lifecycle Phases

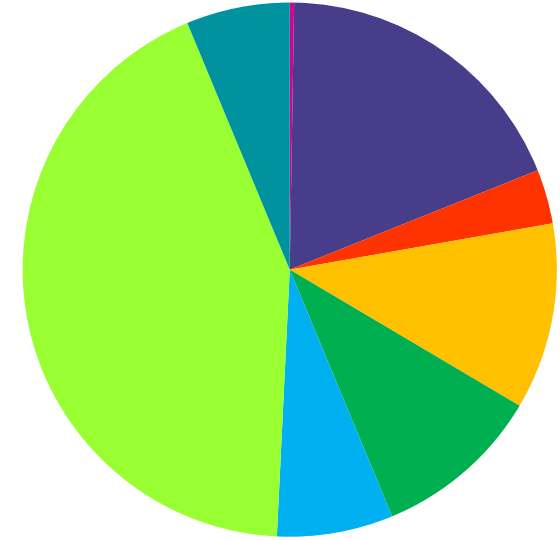
10 year **OPERATION**  
Funding of \$105.3M



10 year **MONITORING**  
Funding of \$1.7M



10 year **MAINTENANCE**  
Funding of \$49.8M



- Artwork, Culture and Heritage
- Buildings and Structures
- Coastal Walkway
- Fleet, Plant and Equipment
- Open Space
- Stormwater
- Transport
- Water Treatment and Resources

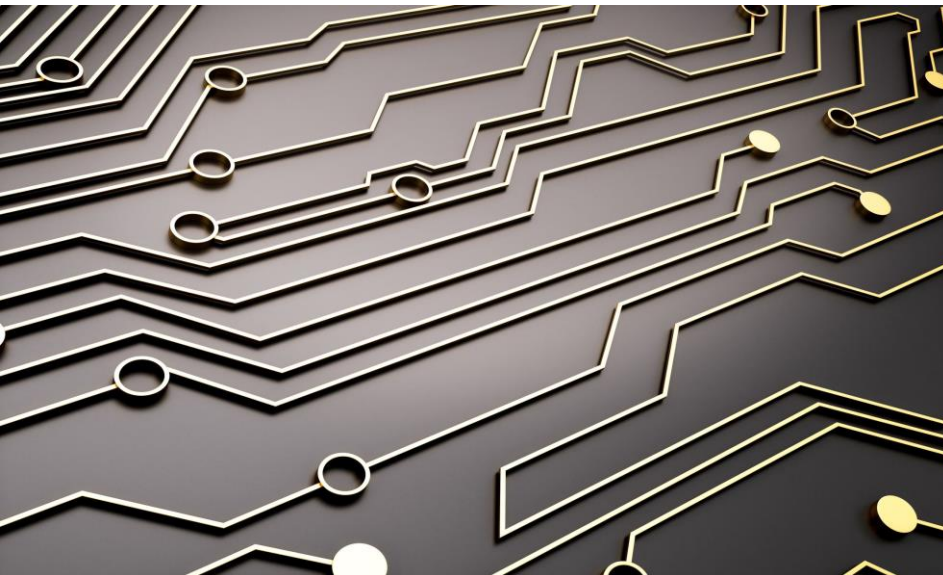
For the first time, forecasts have been split out across these three lifecycle phases.

Aligned to the Open Space Plan, Open Space Monitoring costs are included in Operations – they will be split out in the next annual review.

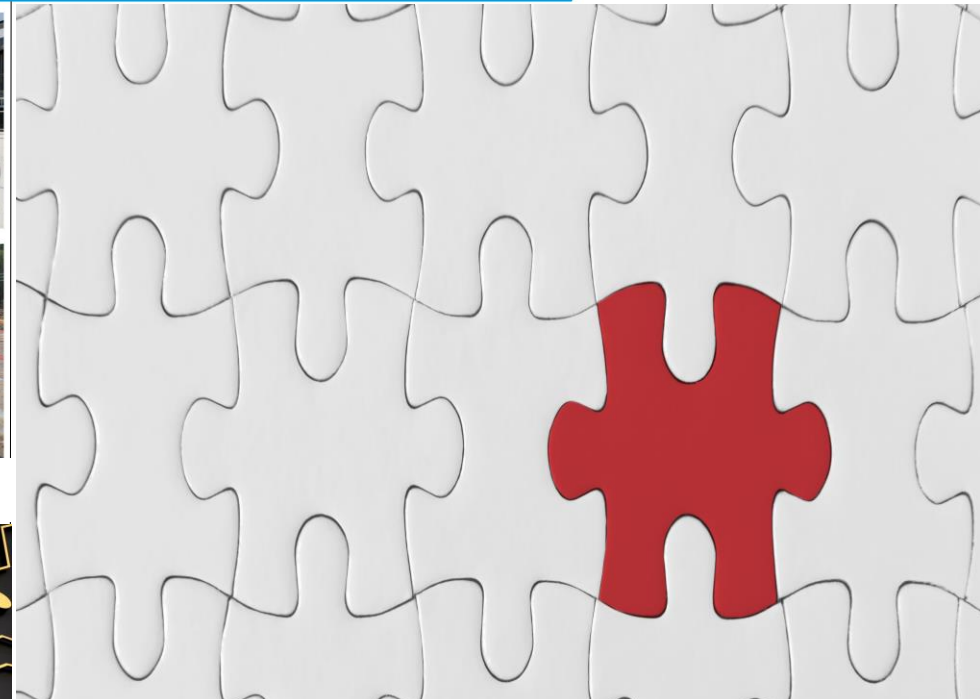
# Where to from here



2020 - Endorsement of Asset Management Plans



2021 / 22 - Asset Management Information System



## 2021 / 22

- Levels of Service
- KPI's & Metrics
- Asset Management Improvement Plan Actions
- Best Practice Risk Management
- Certified Training
- KPMG Internal Audit recommendations
- Horizontal implementation of Asset Management
- Resilient Asset Management Pilot

**CITY OF MARION**



# ASSET MANAGEMENT

Do you have any questions?

**CITY OF MARION**



# ASSET MANAGEMENT

Thank you

## 2021 Asset Management Maturity Assessment

### METHODOLOGY

The Asset Management Maturity Assessment is a tool that has been utilised by over 200 councils Australia wide. Key attributes of the model are:

- It is designed around the asset management journey of council
- It assesses where a council is on the asset management maturity curve
- It evaluates progress towards 'core' maturity in asset management and financial planning
- It provides specific reporting to individual councils, and could be aggregated for reporting at a regional, state and national level

The Asset Management Maturity Assessment uses a series of questions that have been developed around asset and financial management maturity competencies. These are linked to the key elements of the national sustainability frameworks adopted by Australian State and Federal Governments. The questionnaire helps to identify what has been done and what needs to be done to achieve 'core' maturity for an organisation that manages and is responsible for large asset portfolios such as the City of Marion.

There are **11 competencies** of asset and financial management identified as part of the national framework:

- |                           |                              |                      |
|---------------------------|------------------------------|----------------------|
| • Strategic Plan          | • Asset Management Strategy  | • Data & Systems     |
| • Annual Budget           | • Asset Management Plans     | • Skills & Processes |
| • Annual Report           | • Governance                 | • Evaluation         |
| • Asset Management Policy | • Defining Levels of Service |                      |

Within the questionnaire, **121 assessment areas** are identified for achievement of core maturity. A further 87 assessment areas are identified for achievement of advanced maturity. The Asset Management Maturity Assessment allows an organisation to rate their progress against each assessment competency of the 11 elements as either not started, partially complete or complete.

These 11 competencies align with delivery of the City of Marion's Asset Management vision:

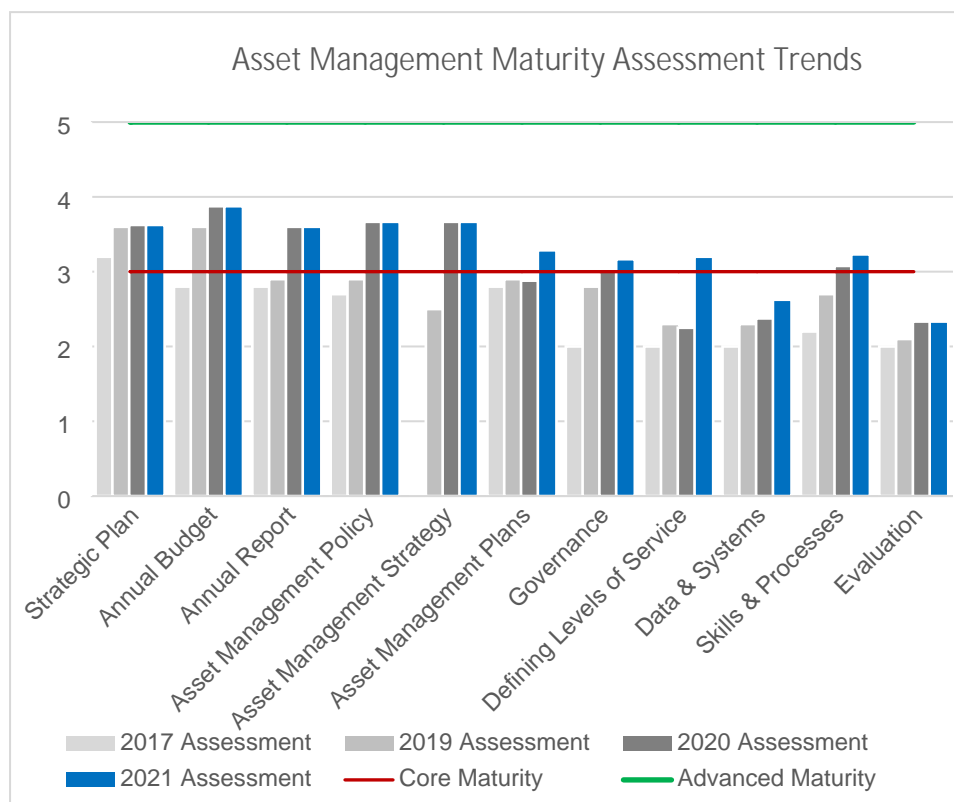
**'To maintain the City of Marion's assets to agreed levels of service which maximise community value throughout an asset's life'.**

### SUMMARY

A guided self-assessment of current financial and asset planning, management and reporting processes was undertaken against a nationally consistent framework, comparing results with assessments undertaken in 2017, 2019 and 2020.

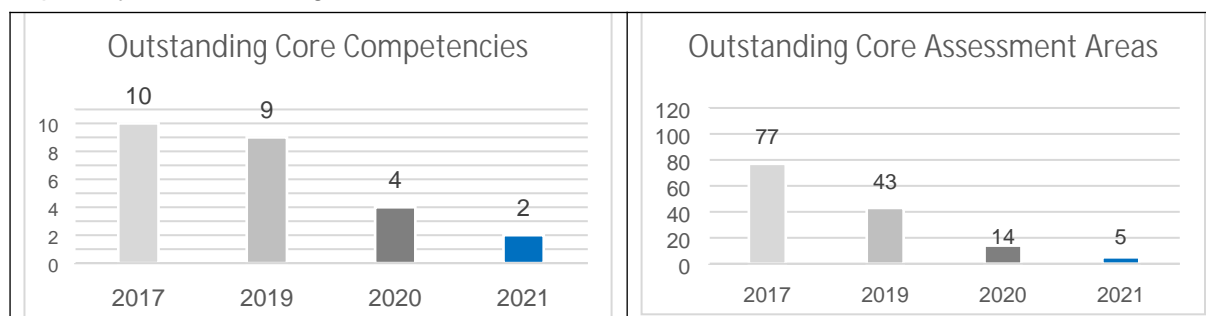
Findings were analysed identifying opportunities to achieve and maintain core asset management maturity.

## Attachment 2



Maturity Scale				
Aware	Basic	Core	Intermediate	Advanced
1	2	3	4	5

The 2021 results highlight a consolidation in asset management understanding and capability across the organisation.



### BASELINE, TARGET AND TRENDS

In 2017 the City of Marion engaged consulting firm Jeff Roorda and Associates (JRA) to undertake the first Asset Management Maturity Assessment. JRA engaged with key stakeholders across the organisation to baseline CoM's asset management maturity against the 11 elements of the asset management framework. This assessment identified that City of Marion was meeting **one out of the 11 core competencies** (*Strategic Plan*) with **44 (36%) of the 121 core assessment areas completed**.

The findings of the Asset Management Maturity Assessment and a study into the City of Marion's asset management systems and tools led to the development of the Asset Management Improvement Plan 1.0 (AMIP 1.0). This plan identified a series of critical projects to build the City of Marion's asset management capability against the core competencies.

## Attachment 2

A target was set to achieve **a minimum rating of 3 (core maturity) for all 11 competencies by 30/6/2021**. Ongoing annual evaluation commenced to track visible progress towards this target.

In March 2019, the City of Marion undertook a second Asset Management Maturity Assessment. This assessment highlighted an improvement across the organisation driven by the success of the projects undertaken as part of AMIP 1.0. However, the City of Marion was still only achieving competency in **two out of the 11 core competencies** (*Strategic Plan and Annual Budget*) with **78 (64%) of the 121 core assessment areas completed**. The remaining competency gaps identified in the second Asset Management Maturity Assessment formed the key projects for 2019-2021 in AMIP 2.0:

In March 2020, the City of Marion undertook a third Asset Management Maturity Assessment. This assessment highlighted a significant improvement across the organisation driven by the success of the projects undertaken as part of AMIP 1.0 and AMIP 2.0. This assessment identified that CoM was now achieving competency in **seven out of the 11 core competencies** (*Strategic Plan, Annual Budget, Annual Report, Asset Management Policy, Asset Management Strategy, Governance and Skills and Processes*) with **107 (88%) of all the 121 core assessment areas completed**.

These results highlighted a significant improvement in asset management understanding and capability across the organisation. Supporting areas of success were:

- Implementation of an Asset Management Induction
- A well-established governance group (Asset Steering Committee) consisting of Asset Owners, Finance, ICT, Executive and a dedicated Executive Sponsor.
- An adopted Asset Management Policy and Asset Management Strategy.
- Development of system and user requirements for an Asset Management Information System

## 2021 RESULTS

In March 2021, City of Marion now meets the core maturity requirements (a minimum score of 3) in **nine of the 11 core competencies** (*Strategic Plan, Annual Budget, Annual Report, Asset Management Policy, Asset Management Strategy, Asset Management Plans, Governance, Defining Levels of Service and Skills and Processes*) with **116 (96%) of the 121 core assessment areas achieved**. These results highlight a consolidation in asset management understanding and capability across the organisation.

Supporting areas of success were:

- Endorsement of eight Asset Management Plans (AMPs)
- Documentation of Data Standards and Definitions
- Process Mapping for high level and activity level asset processes
- Development of a consistent Asset Hierarchy aligned to the Asset Design As Constructed (ADAC) standard
- Data Cleanse into a Single Point of Truth spatial/aspatial asset register

## Attachment 2

## 2021 Asset Management Maturity Assessment



Maturity Scale				
Aware	Basic	Core	Intermediate	Advanced
1	2	3	4	5

**FUTURE TARGET**

To achieve 'core' asset maturity in the remaining two categories of **Data and Systems** and **Evaluation** by 30 June 2022, consolidating core maturity across all competencies as business as usual at the City of Marion. Ongoing future improvements towards advanced asset maturity will be prioritised against return on investment.

**NEXT STEPS**

The future target is to achieve 'core' competency in asset management and will be achieved through the implementation of the Asset Management Information System and projects targeted in the following areas:

- Defined, documented and quantified current and target levels of service (Community and Technical) to assist the organisation to understand community expectation, identify associated costs, define measures to monitor success and detail plans to deliver them.
- Monitoring and reporting performance on community levels of service.
- Improved asset financial data modelling using defined asset replacement and treatment unit rates.
- Differentiation of operational and maintenance costs (through General Ledger and Chart of Accounts) to support business analysis, scenario modelling and KPI measurement.
- Finalisation of a single point of truth asset data and embedding business processes to ensure data flow through handover of assets and communication of asset disposals.

Progress against projects which address the five outstanding core assessment areas will be monitored quarterly by the Assets Steering Committee.



## Footpath and Kerb Ramp Condition Audit

<b>Originating Officer</b>	Operations Engineer - Carl Lundborg
<b>Corporate Manager</b>	Manager Engineering, Assets and Environment - Mathew Allen
<b>General Manager</b>	General Manager City Services - Tony Lines
<b>Report Reference</b>	ASC210601R04

**Confidential** ☐

### REPORT OBJECTIVE

The purpose of this report is to present the findings of the recent footpath and kerb ramp condition audit and to discuss footpath strategies and future capital works programs.

### EXECUTIVE SUMMARY

In December 2020, a condition and defect audit was undertaken on 883km of the footpath network including a kerb ramp audit that located 7,362 ramps. The kerb ramps were assessed to determine whether they met current DDA compliance.

A summary of the issues identified in the Footpath and Kerb Ramp Condition Audit are:

- 7,203 tripping hazard defects recorded (tripping hazards greater than 10mm)
- Approx. 5km of footpaths in a very poor condition (IPWEA rating standards)
- Approx. 45km of footpath has a width below 1.2m (5% of the network)
- 57% of kerb ramps are non-compliant.

Analysing the data has provided an opportunity to explore alternative and improved work programs to better target specific issues and meet level of services more effectively. These future strategies can improve:

- Maintenance – By shifting from a cyclic to risk based proactive works program
- Renewals – Targeting renewals at specific intervention levels (condition or defect triggered)
- Upgrades – Focus on meeting minimum footpath width requirements and widening high use/priority footpaths
- New Footpath programs – Complete missing links on the footpath network .

### RECOMMENDATION

**That the Asset and Sustainability Committee:**

- 1. Provides feedback on the proposed future footpath strategies.**
- 2. Supports a report to Council to endorse a Footpath Management Plan.**

### DISCUSSION

The footpath network within the City of Marion is valued at \$131 million which is council's 4th largest asset class. To better understand our assets we need to undertake condition and defect audits (monitoring) to determine if we are over or under performing and to get information on where to focus resources to ensure we are meeting our service levels.

In December 2020, a condition and defect audit was undertaken on the 883km of the footpath network including a kerb ramp audit that located 7,362 ramps and determined whether they meet current DDA compliance.

The consultant Infrastructure Management Group (IMG) was selected to undertake the audit using a modified ATV with video capturing technology and mobile computing devices to capture GPS coordinates of defects and provide condition scoring to individual footpath segments (using GIS software).

A summary of the issues identified in the Footpath and Kerb Ramp Condition Audit are:

- 7,203 tripping hazard defects recorded
  - 264 tripping hazards at 30mm+
  - 1197 tripping hazards 20-30mm
  - 5336 tripping hazards 10-20mm
  - 22 Temporary Asphalt Wedges
  - 384 service pit trips
- Approx. 5km of footpaths in a very poor condition (IPWEA rating standards)
- Approx. 45km of footpath has a width below 1.2m (5% of the network)
- 57% of Ramps are non-compliant.

Benchmarking with other councils such as Port Adelaide Enfield (PAE) and City of Charles Sturt (CCS) the comparisons are:

- City of Marion has less 'very poor' rated footpaths than PAE & CCS
- City of Marion has a smaller average footpath width compared to PAE & CCS

A presentation on condition results, remedial actions and comparison with other councils will be provided at the meeting.

**SPEAKER**

Carl Lundborg – Unit Manager Engineering

**OTHER BUSINESS****MEETING CLOSURE**

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