

His Worship the Mayor
Councillors
City of Marion

Notice of Asset and Sustainability Committee

Virtual Meeting Room - Zoom

Tuesday, 1 February 2022 at 6.30 pm

The CEO hereby gives Notice pursuant to the provisions under Section 83 of the *Local Government Act 1999* that an Asset and Sustainability Committee 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. Due to COVID-19, interested members of this community are welcome to attend by electronic means. Access to the meeting is via the link published on the City of Marion website (<https://www.marion.sa.gov.au/about-council/council-meetings/council-meeting-live-stream>) on the day of the meeting.



Tony Harrison
Chief Executive Officer

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1 Open Meeting

2 Kurna Acknowledgement

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

3 Elected Member Declaration of Interest (if any)

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Asset and Sustainability Committee Meeting held on 2 November 2021

Report Reference	ASC220201R4.1
Originating Officer	Governance Officer – Angela Porter
Corporate Manager	Manager Office of the Chief Executive – Kate McKenzie
General Manager	Chief Executive Officer – Tony Harrison

RECOMMENDATION

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

ATTACHMENTS

1. ASC211102 - Final Minutes [4.1.1 - 8 pages]



**Minutes of the Asset and Sustainability Committee
held on Tuesday, 2 November 2021 at 6.30 pm
Council Chamber, Council Administration Centre
245 Sturt Road, Sturt**

**PRESENT**

Councillor Matthew Shilling
Councillor Ian Crossland
Councillor Nathan Prior
Councillor Bruce Hull

In Attendance

General Manager City Services - Tony Lines
Manager Engineering, Assets and Environment - Mathew Allen
Unit Manager Environmental Sustainability - Ann Gibbons
Resilient South Regional Coordinator - Stefan Caddy-Retalic
Senior Environmental Planner - Rebecca Neumann
Utilities Optimisation Lead - Maren Butz
Manager Operations - Russell Troup
Governance Officer - Angela Porter

1 Open Meeting

The Chair opened the meeting at 6.30pm.

2 Kaurna Acknowledgement

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

3 Elected Member Declaration of Interest (if any)

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

4 Confirmation of Minutes**4.1 Confirmation of Minutes of the Special Asset and Sustainability Committee Meeting held on 5 October 2021**

Report Reference ASC211102R4.1

The Committee discussed the following points:

- Councillor Hull thanked staff for their work to gather and collate the community statistics presented at the Asset and Sustainability Committee meeting held on 5 October 2021.
- Future reporting needs to include data provided on religions.



Moved Councillor Bruce Hull

Seconded Councillor Ian Crossland

That the minutes of the Special Asset and Sustainability Committee Meeting held on 5 October 2021 be taken as read and confirmed.

Carried Unanimously

The Chair sought and was granted leave of the meeting to discuss the item *Pedestrian Path - David Avenue to Sampson Reserve, Mitchell Park* (ASC211102R8.1) next on the agenda.

8 Reports for Noting

8.1 Pedestrian Path - David Avenue to Sampson Reserve, Mitchell Park

Report Reference ASC211102R8.1

The Committee discussed the following points:

- A letter has been sent from the Office of the Mayor to Minister Wingard regarding a possible alignment option on the western side of the Flinders train line connecting Sampson Avenue northwards to Bruce Avenue and is pending a formal response.
- Early indications indicate DIT would not support option 2 (to construct a footpath along the rail corridor).
- The Committee discussed an alternative option to propose to seek ownership of the oval through purchase from the school and lease the oval back to the school, leaving pedestrian access available for public use allowing connection to the train station.
- The Committee noted this is a rare opportunity to create some accessible open space, address the thoroughfare issue and build relationship with the school and Education Department.
- Considerations of this option include Council and the Education Department's responsibility to fund new fencing to prevent vandalism, and whether this creates a precedent for other schools in Marion.
- There is no shortage of open space in this area including Mitchell Park Sporting Complex, Sampson Road, Shipley Avenue Reserve, Quick Road.

Moved Councillor Bruce Hull

Seconded Councillor Nathan Prior

That the Asset and Sustainability Committee:

1. Notes the response from the Minister for Education on 28 September 2021 (Attachment 2).
2. Notes that the Mayor has written to the Minister for Infrastructure and Transport regarding an alignment option on the western side of the railway line between Sampson Road and Bruce Avenue (Attachment 3).
3. Requests a report to Council that provides feedback on the updates presented at ASC211102.

Carried



5 Confidential Items - Nil

6 Reports for Discussion - Nil

7 Workshop / Presentation Items

7.1 Environmental Sustainability

Report Reference ASC211102R7.1

The Committee discussed the following points:

Kitchen Caddy Rollout

- 39,591 kitchen caddies have been distributed across the Council area.
- Calling cards have been left for properties that were unattended allowing residents to collect caddies from our Centres. Caddies will be delivered on a case-by-case basis for those with mobility issues, etc.
- Ongoing support for residents on the use of caddies will be continuing with reminders, education sessions and provision of complementary bags.
- It is recommended to change bags in the caddies every couple of days and layer with other organic matter such as lawn clippings to prevent smells. The Committee noted the new ventilated caddies are significantly better than closed caddies and questioned if ventilation should be installed on the lids of green kerbside bins.
- A waste audit will be conducted early in 2022 to determine if the program has had the desired outcomes.

Environmental Engagement

- Over 1,000 people have subscribed to the Green Thymes e-newsletter which promotes City of Marion green activities and events.
- Valuing Marion's Nature and Common Thread events have moved to online and hybrid events due to COVID-19.
- The City of Marion has partnered with Resilient South for delivery of some green events.
- Approximately 350-400 attended the Nature Festival: Explore Warripari Sturt River which included the launch of six public artworks and 11 educational workshops/activities.
- 18 submissions already received for the 2021 Gardening Showcase - there will be a random prize draw for each of the categories.
- 28 waste and recycling education sessions have been delivered during 2021 - numbers are down from previous years due to COVID-19.
- Currently exploring options to visit SRWRA / Southern Materials Recycling Facility (SMRF) - official launch on Monday 8 November.
- Green Adelaide Nature Education - facilitated 21 school support activities and seven community sessions in 2021.



- The Youth Environment Council of SA has five representatives from within the City of Marion, primarily year 9-10 students.
- The new Community Gardens agreements are in place for four active community gardens and the City of Marion are continuing to explore options for the Green Fingers group.
- Support has been provided for Community Gardeners including first aid training and a bus tour to see how other gardens are operated.
- Currently reviewing waste and recycling systems across City of Marion sites to reduce waste going to landfill. Audit reports are expected before Christmas and ongoing work will be carried out over the following six months to improve waste management. A \$13,800 GISA grant was received to support the project.
- Six new tree tags have been installed through Edwardstown and 10 along the Sturt River Linear Path with more to come across the City. Signs are biodegradable and affixed with wire if a tree guard is in place or jute twine if direct onto the tree.
- The Committee discussed the option of utilising QR codes on the tags and further opportunities to improve our green asset data through databases and tree identification.
- The Committee discussed opportunities for the City of Marion to provide further assistance to residents, such as an arborist, to identify, record, assess and maintain notable trees on private property that do not meet the criteria for the Tree Management Fund.

ACTION: Staff to provide an update on the Tree Management Fund program and uptake to Committee Members via email.

Carbon Neutral Plan

- The Carbon Neutral Plan was endorsed earlier this year - ESD guidelines have been considered and reviewed by ELT and are now in place.
- The City of Marion is now working with the Cities of Charles Sturt and Port Adelaide Enfield to further embed the plan into everything we do including training for staff, facility users and vendors. Procurement policies are also being reviewed.
- Since 2015-16 the City of Marion's carbon emissions have reduced by 42%, the majority of which is due to electricity, solar and led upgrades.
- LED street lighting upgrade project has made a significant impact - reduction of \$903K (from start of LED changeover in 2017/18) (64% average annual consumption reduction). The Committee agreed that the LED street lighting project has met expectations. The team is collaborating with the Smart Cities team to investigate further improvements.
- There has also been a reduction in water consumption and transport fuel.
- Natural gas use has increased; however, City Services was not in use in the base year, other buildings have remained static in use.
- The largest energy consuming site is the Administration Building. Upgrade of the air-conditioning system has already had an impact reducing consumption through winter.
- It is expected that there will be increased consumption at sites like Marion Outdoor Pool which have had significant upgrades



- Options for 100% renewable electricity are currently being reviewed for the electricity contract which expires end 2022. The tender process will start end 2021 with the new contract expected to be available by mid-2022. Early market indication suggests that 100% renewable electricity may be available at a similar price to our existing contract and the Committee agreed that cost effectiveness should not be a driver. The Committee noted that a large portion of power in South Australia (over 50%) is already green energy.
- 416kW rooftop solar installed across 11 sites (investment of \$410k). At least 995MWh of solar electricity has been generated since installation. Inverters have been replaced at some sites so data is not 100% accurate and figures could be higher. Better monitoring systems are being investigated for all sites and scope for more rooftop solar on existing community buildings will be investigated and presented to Council when opportunities arise.
- Feed in tariffs are now in place for all sites - 247MWh has been fed back into the grid, generating income of \$18,109. Average payback is 5.9 years.
- The Committee discussed opportunities for a trial of solar batteries at City of Marion sites. Installation of batteries at the Administration Building or City Services may make sense if we have Electric Vehicles, however upgrades to existing infrastructure would also be required.
- The City of Marion currently has 9 hybrid vehicles which accounts for all pool cars.
- Discussions have commenced to transition the fleet to electric vehicles. Considerations include upgrades to infrastructure and wait times for purchasing electric vehicles (6-18 months for small vehicles and approximately 5 years for heavy vehicles). The Committee discussed opportunities for electric vehicles to use power generated from City of Marion sites rather than feeding back to the grid.
- The Committee discussed opportunities for trial of a hydrogen powered waste vehicle and potential for a pilot study between Hydrogen Park SA and SRWRA with the vehicle being powered by energy generated at the SRWRA SMRF site.
- The City of Marion is currently transitioning small plant to battery and there will be a trial of electric reserve mowers in Q1 2022.
- An Electric Vehicle Fleet Pledge proposed by the Department for Energy and Mining that contains 5 statements that mirror the Carbon Neutral Plan will be considered by the Executive Leadership Team at its meeting on 4 November 2021.

ACTION: Further research will be conducted into electric vehicles and will be reported back to Members.

Resilient South Regional Climate Partnership

- Established in 2011 with the Cities of Holdfast Bay, Marion, Mitcham, Onkaparinga and the SA Government.
- Key activities include community preparedness, greening, street trees and asset management.
- Flinders University has been engaged to externally review the Resilient South program. Findings indicate that we are leading across SA and Australia in most areas.



- A new Regional Climate Action Plan to govern next 5 years in climate change adaptation and mitigation is in development. The plan will guide investments and priorities and Elected Members across all four Councils will be engaged through the process.
- A new flagship project - Resilient Asset Management Project (RAMP) has been launched to fill the gap identified in the climate risk governance assessments. This will integrate climate risk into asset management planning. Current asset management planning does not currently take into consideration climate change and increased events that will degrade assets. The project will ensure we are managing assets as best we can.
- A pilot is commencing later this year and there is strong interest from the LGA to ensure we have something transferable to integrate into other Council's asset management planning.
- The Committee noted that the new development code has no regard for the environment and the City of Marion and partner councils have identified this as a risk. Council will continue to advocate where possible.

Coastal Climate Adaptation

- Council endorsed a coastal monitoring program which is nearing completion of the first year. Drone monitoring of risk and hotspot areas includes Hallett Cove Beach, Old Marino Boat Ramp and Marino Cliffs.
- The program is collecting storm and wave data, shoreline movement and changes in coastal landform including impacts to the base of the cliffs. The data will be summarised in an annual risk review with the first report due in the next few weeks.
- No changes have been identified from the changes to infrastructure at Port Stanvac.
- No new erosion has been identified. Significant investment has been made into the Coastal Walkway and reports will provide confidence that the investment will not be 'washed away'.

The Committee noted the Environment Report Card 2020-2021 and discussed visual ways to present data to allow Council to prioritise climate and carbon neutral projects. The Environment Team is currently investigating options for communicating the cost savings and carbon reduction achievements to our community including use of the website, new rates portal and flyers included with rates notices.

Moved Councillor Ian Crossland

Seconded Councillor Nathan Prior

That the Asset and Sustainability Committee:

1. Notes the report and presentation and feedback
2. Notes that the approved Carbon Neutral Plan will allow staff to sign the DEM Electric Vehicle Pledge.

Carried Unanimously

9 Business Arising

**9.1 Business Arising Statement - Action Items****Report Reference**

ASC211102R9.1

The Committee discussed the following points:

- Councillor Crossland, as the incoming Chair of the Asset and Sustainability Committee, requested an informal workshop with the new committee prior to the first meeting to discuss ideas and direction of meetings for 2022. It was noted that the meeting dates for 2022 have been endorsed by Council however the Chair can call a Special Meeting or workshop as required.
- The Committee agreed they would like to see more ideas brought forward from staff and expert independents in 2022.

Moved Councillor Nathan Prior**Seconded Councillor Bruce Hull**

That the Asset and Sustainability Committee:

1. Notes the business arising statement.

Carried Unanimously**10 Other Business**

The Chair thanked the Committee for their efforts this year and for the recommendations brought forward to Council.

11 Meeting Closure

The meeting was declared closed at 9.00pm.

CONFIRMED THIS 1ST DAY OF FEBRUARY 2022

CHAIRPERSON

5 Business Arising

5.1 Business Arising Statement - Action Items

Report Reference	ASC220201R5.1
Originating Officer	Executive Officer to the General Manager City Services – Colleen Madsen
Corporate Manager	N/A
General Manager	General Manager City Services – Tony Lines

REPORT OBJECTIVE

The purpose of this report is to review the business arising from previous meetings of the Asset and 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.**

ATTACHMENTS

1. ASC220201 Business arising statement - Action Items [5.1.1 - 1 page]
2. ASC Schedule of Upcoming Items 2022 draft [5.1.2 - 2 pages]

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

AS AT 1 FEBRUARY 2022



Meeting Date	Document	Item No.	Item	Status	Action Required	Assignee/s	Action Taken	Due Date
5/10/2021	SASC211005 – Special Asset and Sustainability Committee – 5 October 2021	9.1	Aged Care Services – Fee Payment Update	Item to come back to ASC	Brings a report back to the Asset and Sustainability Committee in 12 months' time with an update.	Jaimie Thwaites		31/10/2022
2/11/2021	ASC211102 – Asset and Sustainability Committee – 2 November 2021	8.1	Pedestrian Path – David Avenue to Sampson Reserve, Mitchell Park	Complete	Requests a report to Council that provides feedback on the updates presented at ASC211102.	Mat Allen	Report presented to General Council meeting on 25 January 2022	25/01/2022
2/11/2021	ASC211102 – Asset and Sustainability Committee 2 November 2021	7.1	Environmental Sustainability	Complete	Staff to provide an update on the Tree Management Project and uptake to Committee Members via email.	Tony Lines	Email sent to Committee Members 22/11/2021	
2/11/2021	ASC211102 – Asset and Sustainability Committee 2 November 2021	7.1	Environmental Sustainability	Pending	Further research will be conducted into electric vehicles and reported back to Members.	Carl Lundborg		29/4/2022

* Completed items to be removed are shaded

Asset & Sustainability Committee – 2022 Schedule of upcoming items

Asset and Sustainability Committee		Date: Tuesday, 1 February	Time: 6.30pm – 9.30pm	Venue: Chamber	
Topic	Type of Report	Description	External Attendees	Staff Responsible	
Business Arising		Business arising from previous meetings, the meeting schedule and upcoming items – Plan for April meeting		C Madsen	
Marion Cultural Centre Plaza – Community Consultation		GC211026R10.7 - That this item be considered at the Asset and Sustainability Committee to be held on 1st February 2022		B Grimm	
Capital Works Plan 2022/23				M Allen	
Civil Service Review Part 1		Introduction and Overview		R Troup	

Asset and Sustainability Committee		Date: Tuesday, 5 April	Time: 6.30pm – 9.30pm	Venue: Chamber	
Topic	Type of Report	Description	External Attendees	Staff Responsible	
Business Arising		Business arising from previous meetings, the meeting schedule, and upcoming items – Plan for May meeting		C Madsen	
Trees		City greening, canopy, TMF update, Tree AMP, treenets	Speaker?	B Jaggard	
Civil Service Review Part 2		Further detail		R Troup	
CoM Water Business				G Ricketts	
Plan for May meeting (TBC)					

Asset and Sustainability Committee		Date: Tuesday, 3 May (TBC)	Time: 6.30pm – 9.30pm	Venue: Chamber	
Topic	Type of Report	Description	External Attendees	Staff Responsible	
Business Arising		Business arising from previous meetings, the meeting schedule, and upcoming items – Plan for May meeting		C Madsen	
SMARTS		Where to, how can we get greater traction / success in CoM	Speaker?	?	
Electric Vehicles		Fleet + Plant	Speaker?	C Lundborg	
Plan for June Meeting					

Asset & Sustainability Committee – 2022 Schedule of upcoming items

Asset and Sustainability Committee		Date: Tuesday, 7 June	Time: 6.30pm – 9.30pm	Venue: Chamber	
Topic	Type of Report	Description	External Attendees	Staff Responsible	
Business Arising		Business arising from previous meetings, the meeting schedule and upcoming items – Plan for August meeting		C Madsen	
Transport		Parking/traffic		C Lundborg	
Water Management		WSUD, RWT Study		G Ricketts	
Road reseal		A presentation of the data collection, findings and review of budget allocations and strategies will be organised for the A&S committee in early 2022.		M Allen	
Resilient South Sector Agreement with SA Government		Renewal		A Gibbons	

Asset and Sustainability Committee		Date: Tuesday, 2 August	Time: 6.30pm – 9.30pm	Venue: Chamber	
Topic	Type of Report	Description	External Attendees	Staff Responsible	
Business Arising		Business arising from previous meetings, the meeting schedule and upcoming items – plan for October meeting		C Madsen	
Assets		Update, review progress and direction	Speaker?	B Lyons	
Environment		Update, review progress and direction		A Gibbons	

Asset and Sustainability Committee		Date: Tuesday, 11 October	Time: 6.30pm – 9.30pm	Venue: Chamber	
Topic	Type of Report	Description	External Attendees	Staff Responsible	
Business Arising		Business arising from previous meetings, the meeting schedule and upcoming items		C Madsen	
Aged Care Services – Fee Payment Update	R	SASC211005R9.1 - Action: Report back to the Asset and Sustainability Committee in 12 months' time with an update		J Thwaites	
Plan for 2023 Schedule					
Waste		SRWARA, hydrogen generation and use, circular economy	Speaker?		

- Caretaker Period

6 Confidential Items

7 Reports for Discussion

7.1 Marion Cultural Centre Plaza

Report Reference	ASC220201R7.1
Originating Officer	City Activation Senior Advisor – Brett Grimm
Corporate Manager	Manager City Activation - Charmaine Hughes
General Manager	General Manager City Development - Ilia Houridis

REPORT HISTORY

Report Reference	Report Title
GC211214RF18.1	Local Roads and Community Infrastructure- Phase 3 Funding Options- Recission Motion
GC211026R10.7	Marion Cultural Centre Plaza- Community Consultation
GC210914D8.1	Marion Cultural Centre Plaza Plan- Deputation from Mr Graham Watts
SGC0713F7.1	Adjourned Item-Marion Cultural Centre Plaza
GC200623R16	Marion Cultural Centre Master Plan Review
EMF191112R02	Marion Cultural Centre Plaza- Warracowie Way
EMF190430R02	Marion Cultural Centre Plaza

REPORT OBJECTIVE

To provide Council the opportunity to review and comment on traffic management options for Warracowie Way as presented in the report to General Council on 26 October 2021 (GC211026R10.7). Subject to discussion and direction a further report will presented to Council to seek endorsement of a preferred option for detail design and construction implementation.

EXECUTIVE SUMMARY

Council received a report on 26 October 2021 (GC211026R10.7) providing community consultation findings for the Marion Cultural Centre Plaza and Warracowie Way proposed concept plans. Given the communities sentiment to the proposed one way northeast traffic management solutions, design options have been presented for Council consideration.

Option 1 (Preferred) – One-way Warracowie Way traffic management solution incorporating Pedestrian Activated Crossing as per plans presented to community.

Option 2 - Two-way Warracowie traffic management solution incorporating Pedestrian Activated Crossing on Diagonal Road south of Warracowie Way.

Option 3 - Two Way traffic solution and northern pedestrian crossing

The proposed traffic management solutions seek to address improvements to the public realm and amenity for safe pedestrian movements within the precinct, whilst balancing vehicle access requirements.

Staff have reviewed the concerns raised by the community in determination and evaluation of proposed options that will achieve the project objectives.

Direction is sought on a preferred traffic management solution for Warracowie Way to enable detail design, procurement and construction to be programmed in alignment to confirmed grant funding acquittal times frames.

RECOMMENDATION

That the Asset and Sustainability Committee:

1. **Request a Council report be developed seeking endorsement of either;**
Option 1 (Preferred) – One-way Warracowie Way traffic management solution incorporating Pedestrian Activated Crossing as per plans presented to community.
or
Option 2- Two-way Warracowie traffic management solution incorporating Pedestrian Activated Crossing on Diagonal Road south of Warracowie Way.
2. **Notes the grant funding allocation and time frames for acquittals.**
3. **Notes the proposed works program.**

DISCUSSION

The MCC Plaza is defined as the public realm surrounded by Marion Cultural Centre (MCC) to the east, South Australian Aquatic and Leisure Centre (SAALC), Centrelink and GP Plus to the west. Located to the south is Westfield with pedestrian and vehicle connections along Warracowie Way and Milham Street.

As per Councils Business Plan 2019/23, Council staff have undertaken a review of the Marion Cultural Centre Plaza designs and linkages to the surrounding areas. The review process concluded with a revised concept plan that outlined the following vision and objectives

1. Vision

The Marion Cultural Centre (MCC) Plaza provides an opportunity to create an active public realm that enhances the Regional Centre as a destination, supporting community activities, social engagement and the visitor economy.

2. Objectives

Enhanced Amenity

Integrated green space comprising of trees, lawn and passive recreation spaces supporting environmental benefits, comfort and extended public dwell times.

Community Connections

Strengthen connections to broader precinct for pedestrian and cyclists whilst managing vehicle movements and access requirements. Key considerations are to enhance connections between public transportation and community facilities within the precinct.

Flexibility of Functional Use

Create a vibrant space that can adapt for various functional needs. A space that offers respite and relaxation, circulation and access to surrounding facilities, whilst accommodates opportunities for varied scaled events.

Sense of Place

Creation of spaces that explore Council's community vision of liveable, valuing nature, engage, connected, innovative and prosperous.

The MCC plaza has hosted successful events such as Marion Celebrates, the Fringe and various markets. To continue to support place activation, the public realm surrounding the MCC requires improvements to amenity, comfort and safety that will enhance the space as a destination.

3. Community Consultation

Key stakeholder engagement has been facilitated on the draft MCC plaza concept plans with in-principle support provided by Scentre Groups (Westfield), Office for Recreation Sport and Racing (ORSR), Health SA (GP Plus), Department for Infrastructure and Transport (DIT).

Community consultation on the plans with specific reference to a proposed one-way traffic management solution to Warracowie Way was conducted August-October 2021.

Council received a report on 26 October 2021 ([GC211026R10.7 pages 439-504](#)), presenting community consultation findings. Council resolved to defer this report to Asset Sustainability Committee to discuss the proposed options with specific reference to traffic management solutions.

The consultation feedback provided a number of responses raising concerns on changes to access the MCC car park. With the closure of vehicle access south of Milham Street, through Westfield the only access will be north bound left turn off Diagonal Road. Southbound right turn into the car park will not be permitted with insufficient spatial geometry for median storage.

To access the MCC car park motorists heading south on Diagonal Road will have a few options

- Right turn into Westfield car park at the signalised intersection and traverse through the car park.
- Right turn into the Westfield and navigate the round-a-bout back to Diagonal Road.
- Utilise Morphett Road south bound to Sturt Road east bound and then Diagonal Road.

Alternative car parks within close proximity to the MCC are provided in the multi deck park accessed via Morphett Road and Milham Street. As agreed via a Land Management Agreement, City of Marion and owners of the Scentre Link land have dedicated access to no less than 106 car parks, 24 hours a day 7 days a week.

The MCC plaza design retains car parking provision within the locality.

It is noted that changes to current travel movements will be considered as an inconvenience for some residents as they navigate change in the locality.

4. Traffic Management Options

Council staff have considered the community feedback and sentiment to the proposed Warracowie Way traffic management solution. Solutions have been investigated providing alignment to the vision and objectives of the plan (refer to attachment 1). The following provides a summary of the community benefits of each option.

Option 1 (Preferred)

- Safer public realm environment with reduced vehicle volumes and potential pedestrian motorist conflict. Additionally, the raised road pavement will reduce the speed of vehicles by design.
- Increased green space with larger areas of grass and tree canopy, supporting climate resilience and comfort.

- Enhanced pedestrian and cyclist connections with proposed PAC.
- The proposed PAC can move slightly north of the Trott Grove intersection increasing vehicle storage capacity for motorists turning right out of Trott Grove.
- Strengthens pedestrian movement and connections from Oaklands to the MCC, and further south to Westfield.
- Provides greater flexibility to accommodate events of various scales with increased public usable land not requiring temporary road closures.
- Creates a civic heart for Marion that is attractive and engaging for the visitor economy, enhancing the precinct as a destination.
- Amenity improvement to Diagonal Road streetscape with additional median street tree planting and landscaping

Option 2

- Enhanced pedestrian cyclist connections with proposed PAC.
- Maintains west bound vehicle movements on Warracowie Way towards Milham Street supporting local resident concerns.
- Strengthens pedestrian movement and connections from Oaklands to the MCC, and further south to Westfield
- Creation of a paved road treatment to reduce speeds by design.
- Creates a civic heart for Marion that is attractive and engaging for the visitor economy, enhancing the precinct as a destination.

Option 3

- Creation of a paved road treatment to reduce speeds by design.
- Creates a civic heart for Marion that is attractive and engaging for the visitor economy, enhancing the precinct as a destination.
- Maintains all vehicle movements at intersection Warracowie Way and Diagonal Road. However, this will increase vehicle volumes between the SAALC and MCC.

On balance, it is recommended Option 1 provides greatest alignment to the vision to create a place for community to recreate and socially engage, supporting opportunities for programming of events, whilst maintaining access to services in the locality.

5. Project Scope and Dependencies

The Marion Cultural Centre Plaza design is integrated with the Oaklands Crossing contributing works and Diagonal Road Streetscape. The staging of works have considered the broader program and proposed Diagonal Road Pedestrian Activated Crossing (PAC) to which grant funding has been confirmed (State Bicycle Fund).

The designs provide reference to enhanced pedestrian/ cyclist connections between the Oaklands Station, MCC, SAALC, GP Plus and further south to Westfield. The proposed PAC location has been informed by the one-way Warracowie Way solution. The preferred PAC location enhances pedestrian movements limiting crossing conflict points with vehicles, improving legibility of the public realm. Consultant engineers have verified the proposed location.

The capital works on Diagonal Road has been future proofed to support the proposed PAC integration with the MCC Plaza redevelopment. The future scope includes the Diagonal Road median north of Trott Grove and PAC interface with Trott Gove and Warracowie Way. Detail design and capital works for this portion of streetscape is planned for 2022/23 FY. Refer Attachment 2 for Diagonal Road scope- Separable portion B.

Scentre Group (Westfield)

As per previous reporting Westfield intend to expand the retail and hospitality offering to the north in a staged approach. From recent correspondence, the timing of development is still being

considered due to COVID-19 effects. The proposed expansion will close off vehicle access to the centre from Milham Street and Warracowie Way.

SAALC

The Office for Recreation Sport and Racing (ORSR) are still working through the feasibility assessment for the regeneration of the centre to support State Cabinet consideration of funding. The proposed MCC plaza designs have been consulted with SAALC project team for design integration.

6. Land and Property

The land to the south of Milham Street connecting to the Scentre Group land is community reserve (Refer to [\(GC211026R10.7 pages 503\)](#))

Staff have recently undertaken further due diligence into the formality of land access agreements to the south of the MCC and driveway entry between the Scentre Group land and the MCC car park. Previous advice on the right of way was recorded on traffic planning assessment reports and historic documentation relating to Marion Domain reference group meetings. There is currently no easement or reference on certificate of titles to any such agreement. Staff are currently discussing this with Scentre Group to revisit the access and formalise documentation to ensure both parties maintain reciprocal rights of way.

7. Funding

Council resolved GC200623R16, a budget allocation of \$3.4million for the MCC plaza redevelopment.

The following project scope funding definitions have been confirmed in alignment with programs and grant funding.

Project Scope	CoM Funding Contribution	Grant Funding	Acquittal time frames
MCC Plaza and Warracowie Way GC211214F18.1	\$500,000 Warracowie Way deferred GC181211R11 \$784,494 (Asset Sustainability Reserve Fund)	\$2,115,506 Commonwealth Local Road Community Infrastructure	June 2023
Diagonal Road Separable portion	2022/23 capital works program		
Pedestrian Activated Crossing		\$190,000 State Bicycle Fund	30 th June 2022. Subject to extension acquittal due end 2022

Program

To following is a summary of the intended program to support capital works delivery and grant acquittals

GC Report – Community consultation report-concept design resolution to commence detail design	February 2022
Procurement of professional services	March- April 2022
Detail design	April- June 2022
Procurement of Construction contract	July-August 2022
Capital works	September 2022- June 2023

ATTACHMENTS

1. Attachment 1 Traffic Management Options [**7.1.1** - 6 pages]
2. Attachment 2 Diagonal Road Scope of Works [**7.1.2** - 1 page]

MLM/19-0120

11 October 2021

Mr Brett Grimm
Acting Manager City Activation
City of Marion
PO Box 21
OAKLANDS PARK SA 5046



Traffic • Parking • Transport

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MFY Pty Ltd

ABN 79 102 630 759

Dear Brett,

POTENTIAL WARRACOWIE WAY URBAN DESIGN IMPROVEMENTS – TRAFFIC MANAGEMENT OPTIONS

I refer to potential traffic management options for Warracowie Way to assist in developing a safe solution which improves pedestrian activation and urban design outcomes. The outcome of these investigations identified three options for consideration, namely:

- Option 1 – as per Council concept plans consulted with the community, a one-way raised trafficable link between Milham Street and Diagonal Road with a pedestrian actuated crossing on Diagonal Road, south of Warracowie Way (MFY_19-0120_05_SH01E);
- Option 2 - retention of two-way movements between Milham Street and Diagonal Road, with a pedestrian actuated crossing on Diagonal Road, south of Warracowie Way (MFY_19-0120_09_SH02D); and
- Option 3 - retention of two-way movements between Milham Street and Diagonal Road, with a pedestrian actuated crossing on Diagonal Road, north of Warracowie Way (MFY_19-0120_09_SH01D).

The primary aim of proposed treatments is to develop a traffic control solution which will maintain access to Milham Street and Warracowie with a view to developing a treatment which will provide for high amenity, low speeds and a safe environment for vehicles and pedestrians. This will result in encouraging use of alternative transport modes while developing a safe environment for all road users within the community precinct.

Common to all options will be the following outcomes:

- construction of a raised at-grade paved trafficable area within Warracowie Way to provide for vehicle movements at low speeds while encouraging safe and convenient pedestrian and cyclist movements through the precinct. The raised trafficable area will provide for a continuous grade for pedestrians and establish a unique environment which promotes improved safety for vulnerable road users;
- development of a bus parking area to facilitate public transport and event bus parking requirements for the Aquatic Centre. This area, which would be designed as an indented bay, could potentially be used for other parking (such as pick-up/set-down for the Aquatic Centre) at other times. This indented area can be provided within the existing Warracowie Way road

19-0120 Brett Grimm 10 October 21

Attachment 10.7.4

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- reserve, with adequate clearance to the boundary to facilitate pedestrian access to and from Diagonal Road;
- retention of existing indented parking in Milham Street. This parking would be retained in accordance with the existing situation;
- access for delivery vehicles to the Marion Cultural Centre loading facility through the plaza;
- retention of the access to the Marion Cultural Centre car park via Diagonal Road, as per the existing situation. Traffic movements at this access are restricted to left-in/left-out movements on Diagonal Road due to the proximity of the crossover to the signalised shopping centre access. Provision of additional turning movements at this access would result in safety issues;
- provision of a pedestrian actuated crossing (PAC) on Diagonal Road. The location of the PAC varies between the options but regardless the device, including the signal infrastructure, signage and linemarking and width of the crossing, will comply with relevant Australian Standards, the Manual of Legal and Technical Requirements for Traffic Control Devices and the design criteria of the Department of Infrastructure and Transport (DIT);
- synchronisation of the PAC with other existing signalised intersections on Diagonal Road; and
- closure of the existing vehicular link between Warracowie Way and the Marion Shopping Centre Car Park. The closure of this link has been approved as part of a recent ScentreGroup development application but also resolves the previous issue of the access being provided across Council owned community land without rights-of-way for access.

Two options for the pedestrian actuated crossing location have been considered due to impacts on the traffic movements at the Warracowie Way/Diagonal Road intersection. The southern option, which would be more consistent with the pedestrian crossing desire line, would result in vehicle egress movements from Warracowie Way being limited to left out turns. This would be advantageous from a road safety and capacity perspective as the right turn movement can be challenging, particularly during peak periods, thus resulting in significant delays.

Turning movements from Trott Grove would not be restricted as a result of the southern pedestrian crossing location but the proximity of the crossing to the intersection of Trott Grove with Diagonal Road would limit the queuing distance to only approximately two vehicles. While the Australian Road Rules prohibits drivers obstructing an intersection while queuing, there will be occasions when drivers on Trott Grove will experience increased delays when waiting to exit to Diagonal Road. Notwithstanding this, the PAC would provide an opportunity for drivers to turn while southbound vehicles are stopped. Option 1 does present an opportunity to increase queuing distance due to the PAC being potentially located further north due to the continuous median. Any consideration of pavement messages such as Keep Clear would need to be approved by the Department of Infrastructure and Transport. In reviewing such a request DIT would reference relevant Australian Standards and its operational instructions.

There would be no direct impact to the Crew Street/Diagonal Road intersection as a result of the proposed options, albeit prohibition of the right turn from Diagonal Road to Warracowie Way would require that drivers who chose not to turn left to Diagonal Road from Crew Street (due to the high

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traffic volume during peak periods or due to the close proximity to the Morphett Road/Diagonal Road signalised intersection) would be required to find an alternative route to travel north. While this would have some impact on convenience it would result in a safer route for drivers.

Table 1 provides a summary of the relative opportunities/constraints for the three options, as they relate to traffic and road safety matters.

Table 1: Opportunities/Constraints of Warracowie Way streetscape options

Outcome	Option 1	Option 2	Option 3
Traffic Management safety	High	Medium	Low
Reduced Volumes vehicle traffic Warracowie Way	High	Medium	Medium
Retention of turning movements	Low	Medium	High
Pedestrian plaza / amenity	High	Medium	Medium
Improved pedestrian connectivity/ safety	High	Medium	Medium
Community connection to walking and cycling network	High	High	Medium
PAC integration with streetscape and functionality	Medium	Medium	Low
limited effect on adjacent residents.	Medium	Medium	Low
Increased publicly useable space	High	Medium	Medium

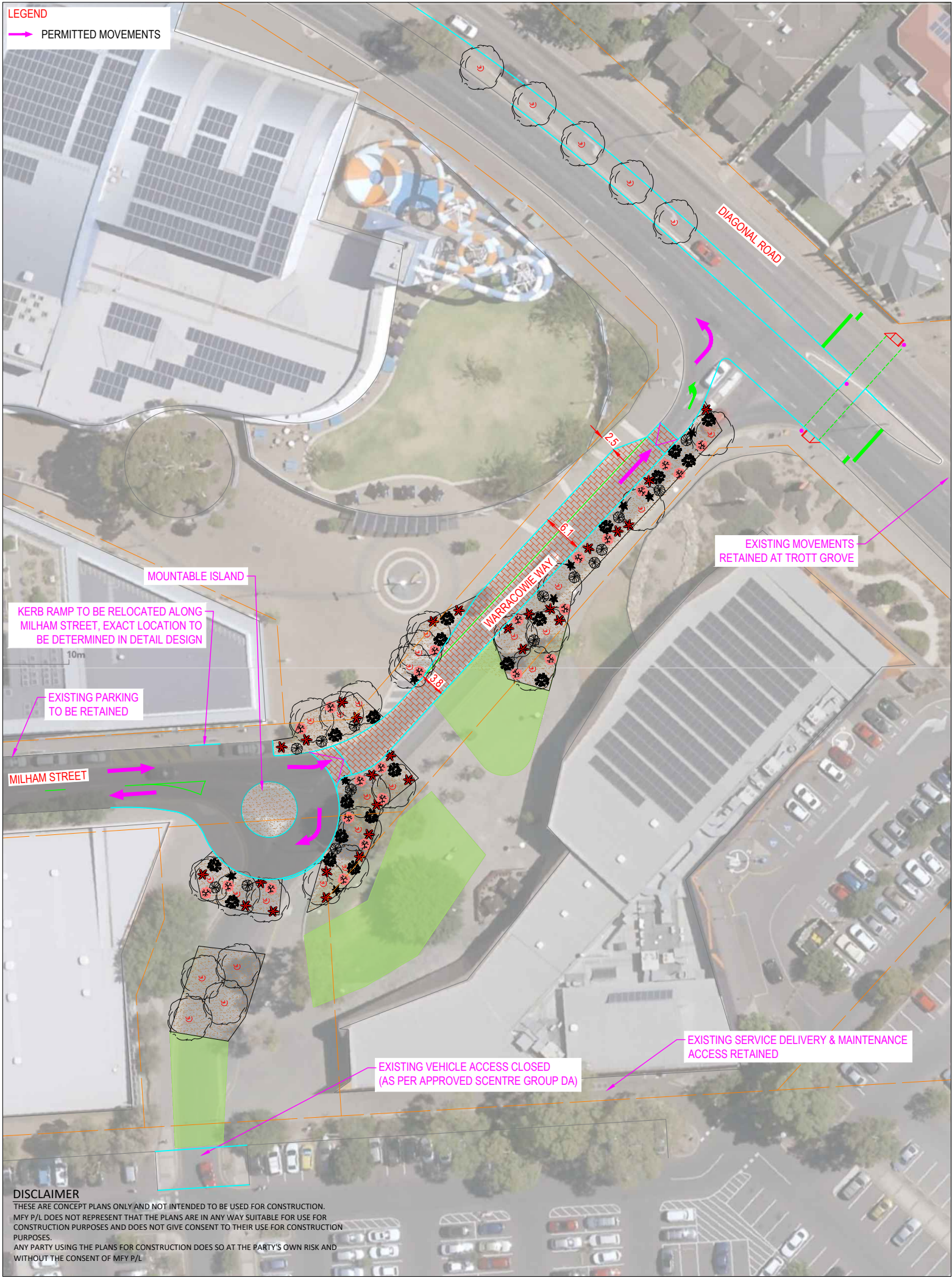
In summary, all three options will provide an opportunity to improve Warracowie Way as a high amenity safe plaza which will increase safety for all road users and will be flexible for use during events. The alternatives (option 2 and 3) identify options which will provide for accessibility to Warracowie Way, including existing parking areas, while improving pedestrian crossing safety and minimising impact on residents.


Improved road safety for pedestrians and drivers will be facilitated through restrictions of turning movements and reducing conflict points. Ultimately, the preferred solution will be one which balances improved road safety with accessibility, given that the options maintain existing parking facilities and significantly upgrade pedestrian safety options.

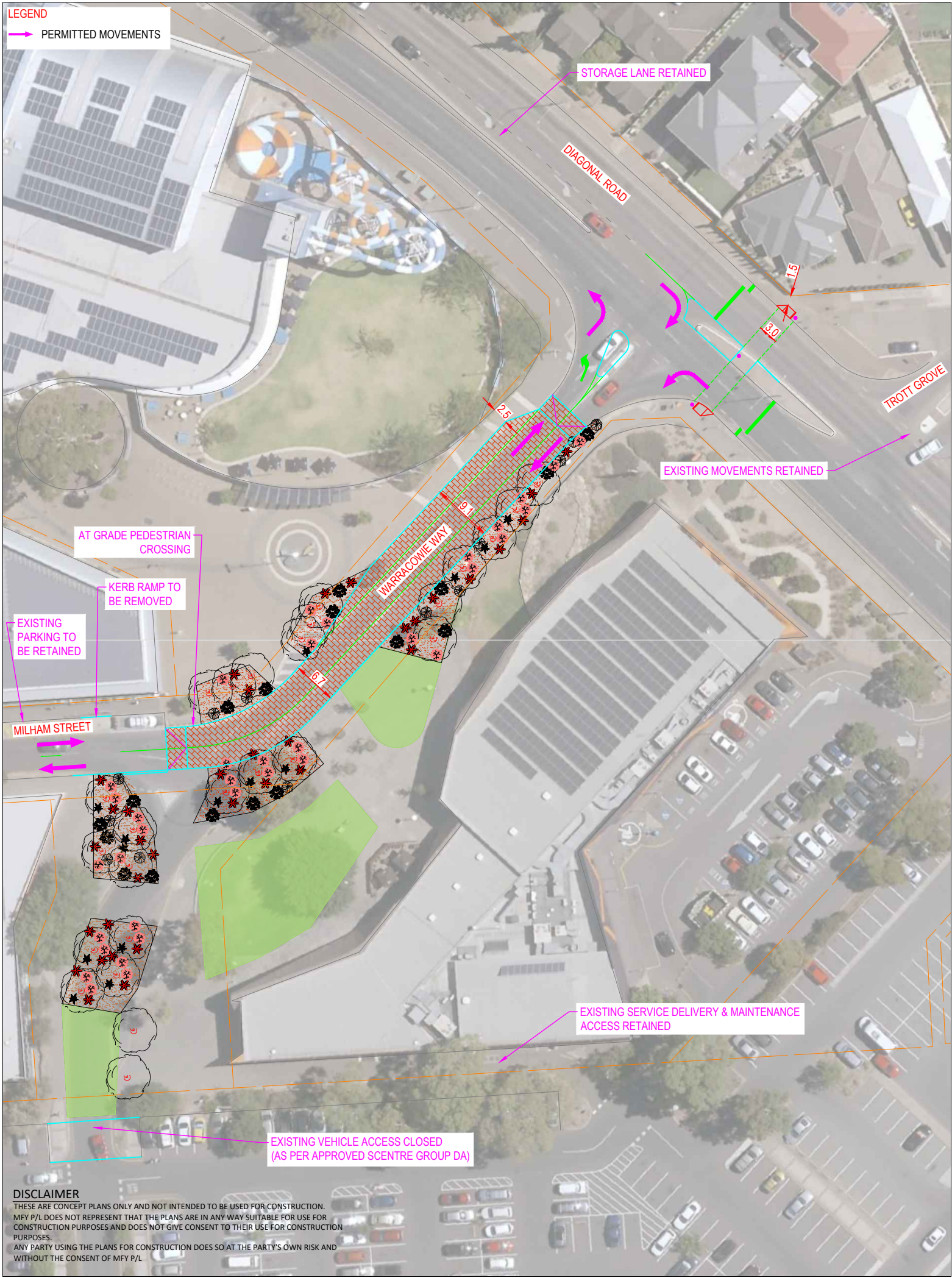
Yours sincerely,
MFY PTY LTD



MELISSA MELLEN
Director

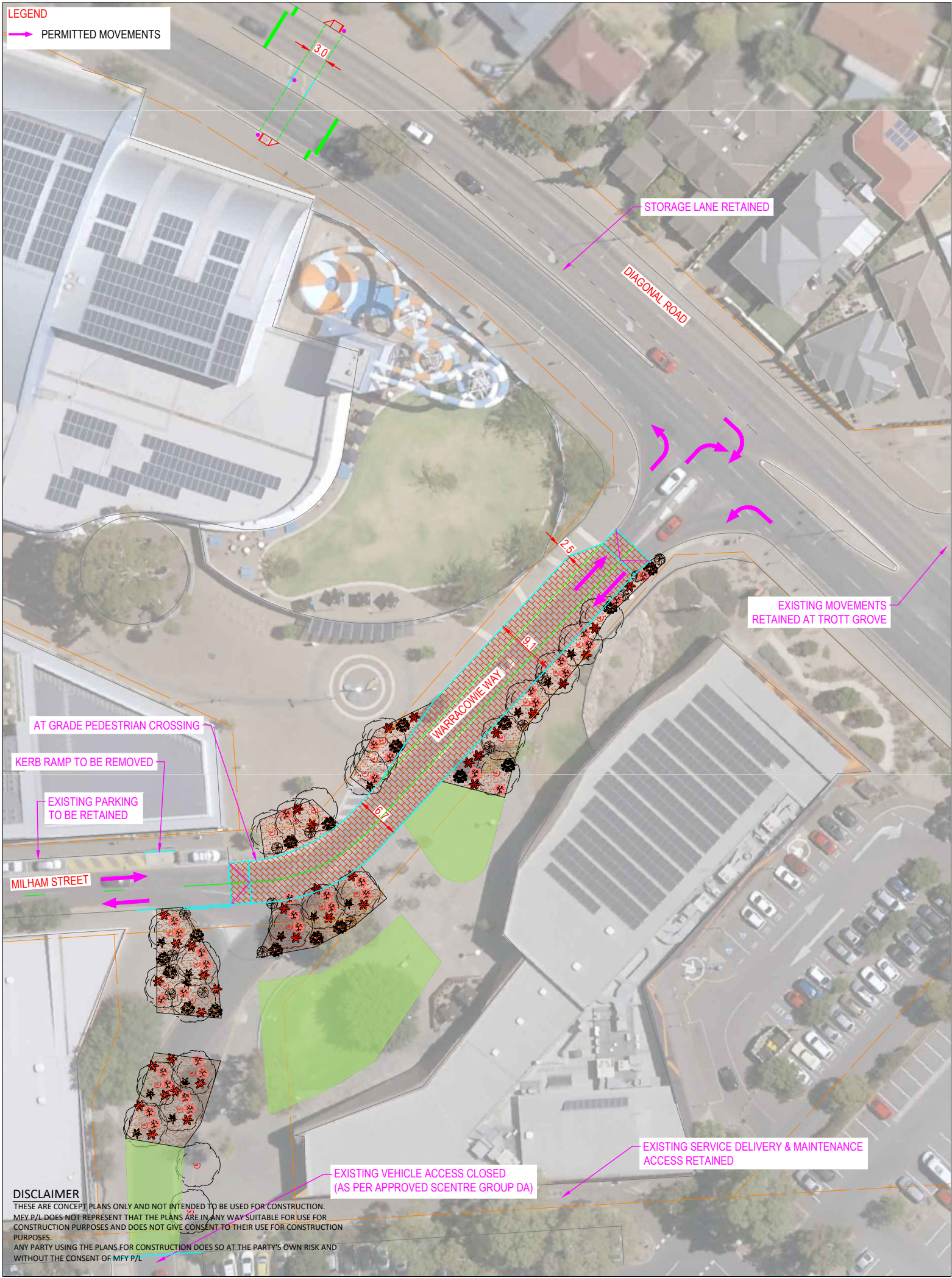





Warracowie Way Traffic Study		Option 1 - One Way		Warracowie Way	
Drawing:	MFY_190120_02_SH01	Project Number:	19-0120	Revision:	E
Project Name:	Warracowie Way Traffic Study	Drawn:	BH	Scale:	1:500
Client:	City of Marion	Date:	28.09.2021	Paper Size:	A3
<small>F:\2019\19-0120 Warracowie Way Traffic Study\Oaklands Park\Plans\MFY\02 The Option\MFY_190120_02.dwg Tuesday, 28 September 2021 9:25:52 AM</small>		 Traffic • Parking • Transport		Unit 6, 224 Glen Osmond Road FULLARTON SA 5063 T: +61 8 8338 8888 E: mfy@mfy.com.au	

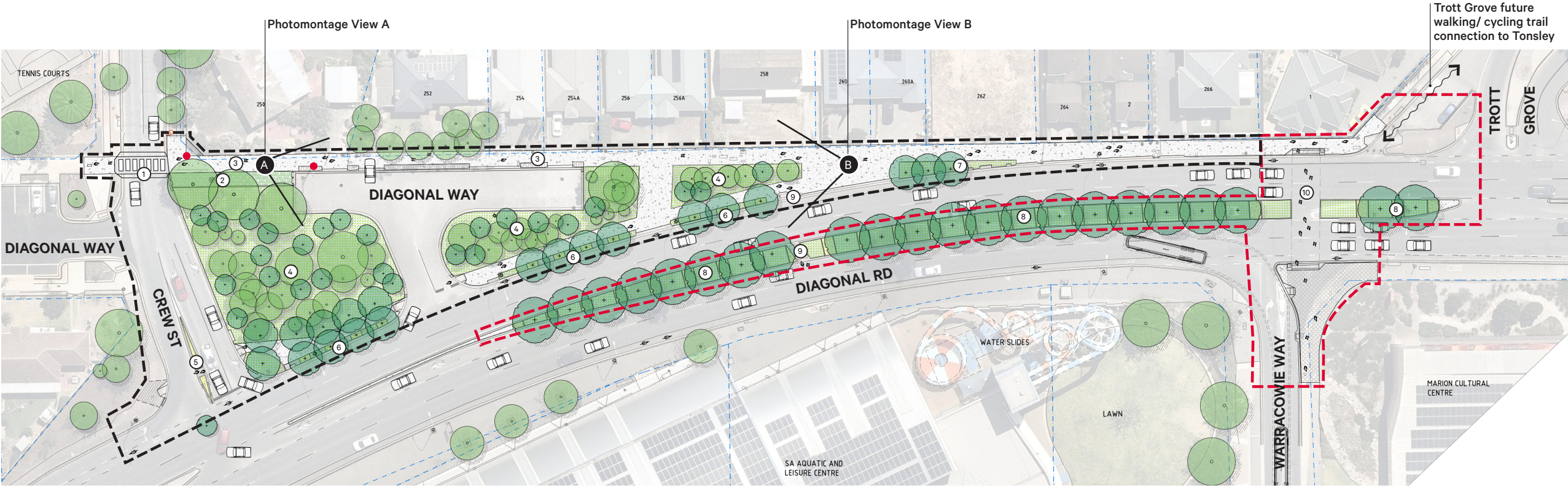


Warracowie Way Traffic Study		Option 2 - Two Way		Pedestrian Crossing South	
Drawing:	MFY_190120_09_SH02	Project Number:	19-0120	Revision:	D
Project Name:	Warracowie Way Traffic Study	Drawn:	BH	Scale:	1:500
Client:	City of Marion	Date:	28.09.2021	Paper Size:	A3
				Unit 6, 224 Glen Osmond Road FULLARTON SA 5063 T: +61 8 8338 8888 E: mfy@mfya.com.au	



Warracowie Way Traffic Study		Option 3 - Two Way Pedestrian Crossing North				Unit 6, 224 Glen Osmond Road FULLARTON SA 5063 T: +61 8 8338 8888 E: mfy@mfy.com.au
Drawing:	MFY_190120_09_SH01	Project Number:	19-0120	Revision:	D	
Project Name:	Warracowie Way Traffic Study	Drawn:	BH	Scale:	1:500	Traffic • Parking • Transport
Client:	City of Marion	Date:	28.09.2021	Paper Size:	A3	

Concept Plan



KEY

- **Stage 1 Diagonal Road Streetscape Verge**
(construction 2021/22)

1.

New wombat crossing with lighting and signage

2.

New planted Water Sensitive Urban Design swale

3.

3m wide concrete footpath. Driveway access retained

4.

Prune existing vegetation and provide new infill planting

5.

Improve Crew Street Pedestrian crossing

6.

Tree inlet Water Sensitive Urban Design along Diagonal Road garden beds

7.

Water Sensitive Urban Design and planting
- **Stage 2 Pedestrian Activated Crossing**
(subject to MCC plaza design project implementation)

8.

Median infill with planting + trees

9.

Diagonal Road pedestrian crossing (removal subject to new signalised crossing implementation)

10.

New signalised pedestrian access crossing (PAC) to Marion Cultural Centre Plaza (providing a safer crossing)

LEGEND

- Property Boundary
- Existing tree
- New tree
- New exposed aggregate concrete
- Public artwork to existing stobie poles
- New unit paving
- Garden bed
- Compact Granulitic

7.2 Capital Works Plan 2022-23

Report Reference	ASC220201R7.2
Originating Officer	Manager Engineering, Assets and Environment – Mathew Allen
Corporate Manager	- N/A
General Manager	General Manager City Services - Tony Lines

REPORT OBJECTIVE

The purpose of this report is to provide the Asset and Sustainability Committee with an outline of the proposed projects that have been identified in the draft 2022-23 Capital Works Plan.

EXECUTIVE SUMMARY

Staff have commenced the preparation of the 2022-23 capital works plan. The total value of plan is just under \$25 million. The Committee will be presented with a list of capital works projects and be provided with an opportunity to provide feedback.

RECOMMENDATION

That the Asset and Sustainability Committee:

- 1. Notes the draft 2022-23 Capital Works Plan.**
- 2. Provides feedback on the 2022-23 Capital Works Plan.**

DISCUSSION

In preparation for the Annual Business Plan 2022-23, staff have commenced the development of the 2022-23 capital works plan. The capital works plan supports the renewal and upgrade of assets to deliver safe and sustainable services to the community.

Each year the council invests significant funds to ensure that the quality and standard of the City's infrastructure, including roads, footpaths, stormwater, kerbs, buildings and recreation and open space assets, is maintained and meets community expectations.

The capital works program is developed by prioritising renewal, new and upgrade works based on asset condition as well as responding to service requests from the community.

The capital works funding is aligned to Council's long term financial plan allocation for each asset class. The total capital works budget for 2022-23 is currently forecast at \$24.259m. This will be a reduction of \$30.384m on the 2021-22 year capital works budget, primarily due to the forecast completion of a number of major projects including Mitchell Park Sports and Community Centre upgrade and the BMX and Southern Soccer Facilities.

The following table summarises Council's planned capital works expenditure for 2022-2023:

Classification	2021/22 Budget \$000	2022/23 Budget \$000
Civil		
Road Reseals	3,253	4,351
Kerbs	465	465
Drains	2,680	2,780
Footpaths	2,190	2,156
Kerb Ramps	400	400
Traffic Control Devices	425	554
Streetscapes	5,724	1,190
Other Infrastructure	974	974
Total Civil	16,111	12,870
Open Space		
Open Space Reserves	5,066	1,988
Edwardstown Oval Toilet	-	180
Total Open Space	5,066	2,168
Property & Buildings		
Property & Buildings	2,735	2,278
Sports Courts & Facilities	300	270
Furniture & Fittings	108	208
Total Property & Buildings	3,143	2,756
Other Capital		
Fleet Replacement	1,351	1,215
IT Hardware	270	-
Total Other Capital	1,621	1,215
Subtotal Capital Works Program	25,941	19,009
Major Projects		
Sam Willoughby UCI BMX Track	3,958	-
Southern Soccer Facility	5,529	-
Mitchell Park Sports Club Development	11,000	-
Marion Golf Park	2,000	-
Living Kurna Cultural Centre Coach House	1,500	-
Coastal Walkway	2,441	1,850
Tarnham Road Reserve	2,275	-
Marion Cultural Centre Plaza	-	3,400
Total Major Projects	28,702	5,250
Total Capital Works Budget	54,643	24,259
Classification		
Assets - Renewal	19,783	10,346
Assets - New	34,860	13,913
Total Capital Works Budget	54,643	24,259

A detailed list of the capital works projects planned to be carried out during 2022-23 is outlined in Attachment 1.

Staff will provide a short presentation on the draft capital works program and seek feedback from the Committee.

Next steps

Over the coming months staff will commence programming, project planning, resource allocation and tender preparation. There has been a concerted effort to bring forward project delivery to reduce carry overs, optimise the tender process and market opportunities. The current market conditions including supply chain disruption, increased pricing and contractor availability are proving challenging. This will need careful consideration during the project planning phase.

Speakers

Charmaine Hughes, Mat Allen and Thuyen Vi-Alternetti.

ATTACHMENTS

1. CoM Capital Works 2022 2023 List of Projects 1st Draft [7.2.1 - 10 pages]

Water Treatment and Resources

No	Item
	Bore Program 2022-23
1	Bore Renewal
	Wetlands, Rivers and Creeks Program 2022-23
2	River and Creek Renewal
3	Warriparinga Wetlands - Pond Edging
4	Hugh Johnson Detention Basin Reed Works
5	Cove Road Detention Basin Reed Works
6	WSUD renewal

Irrigation

No	Item
	Irrigation Program 2022-23
1	Mitchell Park Sports

Road Reseal

No	Item	
	Road Program	
1	Road Reseal Program	Suburb
1.1	John Street	ASCOT PARK
1.2	John Street	ASCOT PARK
1.3	John Street	ASCOT PARK
1.4	John Street	ASCOT PARK
1.5	Albert Street	ASCOT PARK
1.6	Albert Street	ASCOT PARK
1.7	Fifth Avenue	ASCOT PARK
1.8	John Street	ASCOT PARK
1.9	Fifth Avenue	ASCOT PARK
1.1	John Street	ASCOT PARK
1.11	John Street	ASCOT PARK
1.12	Bessie Street	DOVER GARDENS
1.13	Bessie Street	DOVER GARDENS

No	Item	
1.14	Hope Street	DOVER GARDENS
1.15	Hope Street	DOVER GARDENS
1.16	Coongie Avenue	EDWARDSTOWN
1.17	Furness Avenue	EDWARDSTOWN
1.18	Furness Avenue	EDWARDSTOWN
1.19	Waverley Avenue	EDWARDSTOWN
1.2	Messines Avenue	EDWARDSTOWN
1.21	Messines Avenue	EDWARDSTOWN
1.22	Hyman Avenue	EDWARDSTOWN
1.23	Hyman Avenue	EDWARDSTOWN
1.24	Hyman Avenue	EDWARDSTOWN
1.25	Waverley Avenue	EDWARDSTOWN
1.26	Victoria Street	GLANDORE
1.27	Elder Terrace	GLENGOWRIE
1.28	Elder Terrace	GLENGOWRIE
1.29	Antonia Circuit	HALLETT COVE
1.3	Camille Street	HALLETT COVE
1.31	Antonia Circuit	HALLETT COVE
1.32	California Avenue	HALLETT COVE
1.33	Columbia Crescent	HALLETT COVE
1.34	Koomooloo Crescent	HALLETT COVE
1.35	Lorita Crescent	HALLETT COVE
1.36	Lorita Crescent	HALLETT COVE
1.37	Medway Street	HALLETT COVE
1.38	Medway Street	HALLETT COVE
1.39	Third Street	HALLETT COVE
1.4	Tornado Avenue	HALLETT COVE
1.41	Vim Street	HALLETT COVE
1.42	Columbia Crescent	HALLETT COVE
1.43	Marie Close	HALLETT COVE
1.44	Newland Avenue	MARINO
1.45	Esplanade	MARINO
1.46	Esplanade	MARINO
1.47	Abbeville Terrace	MARION

No	Item	
1.48	Abbeville Terrace	MARION
1.49	Abbeville Terrace	MARION
1.50	Waterman Terrace	MITCHELL PARK
1.51	Waterman Terrace	MITCHELL PARK
1.52	Waterman Terrace	MITCHELL PARK
1.53	Don Terrace	MORPHETTVILLE
1.54	Wallage Avenue	MORPHETTVILLE
1.55	Dennis Avenue	MORPHETTVILLE
1.56	Doreen Street	OAKLANDS PARK
1.57	Doreen Street	OAKLANDS PARK
1.58	Jewell Street	OAKLANDS PARK
1.59	Weroona Avenue	PARK HOLME
1.6	Weroona Avenue	PARK HOLME
1.61	Weroona Avenue	PARK HOLME
1.62	Weroona Avenue	PARK HOLME
1.63	Weroona Avenue	PARK HOLME
1.64	Hawker Avenue	PLYMPTON PARK
1.65	Swinburne Avenue	PLYMPTON PARK
1.66	Hawker Avenue	PLYMPTON PARK
1.67	Swinburne Avenue	PLYMPTON PARK
1.68	Dorian Avenue	SEACOMBE HEIGHTS
1.69	Alpine Road	SEACOMBE HEIGHTS
1.7	Alpine Road	SEACOMBE HEIGHTS
1.71	Alpine Road	SEACOMBE HEIGHTS
1.72	Dorian Avenue	SEACOMBE HEIGHTS
1.73	Kiah Crescent	SHEIDOW PARK
1.74	William Street	SOUTH PLYMPTON
1.75	John Street	SOUTH PLYMPTON
1.76	John Street	SOUTH PLYMPTON
1.77	John Street	SOUTH PLYMPTON
1.78	John Street	SOUTH PLYMPTON
1.79	Darlington Street	STURT
1.8	Duncan Street	STURT
1.81	Miller Street	STURT

No	Item	
1.82	Darlington Street	STURT
1.83	Duncan Street	STURT
1.84	Myer Road	STURT
1.85	Miller Street	STURT
1.86	Strutt Court	TROTT PARK
1.87	Grieve Court	TROTT PARK
1.88	Cedar Avenue	WARRADALE
1.89	Cedar Avenue	WARRADALE
1.9	Gardiner Avenue	WARRADALE
1.91	Gardiner Avenue	WARRADALE
1.92	Cedar Avenue	WARRADALE
1.93	Cedar Avenue	WARRADALE
1.94	Railway Terrace	WARRADALE
1.95	Railway Terrace	WARRADALE
1.96	Railway Terrace	WARRADALE
1.97	Railway Terrace	WARRADALE
2	Road Reconstruction Program	
	Morphettville Urban Renewal Program (MURP)	

Open Space Developments

No	Item
1	Wistow Crescent
2	Peterson Avenue Reserve
3	Brolga Place Reserve
4	Hendrie Street Reserve
5	Oakleigh Road Reserve
7	Hume Street Reserve
8	Oaklands Recreation Plaza
1	Alawoona Avenue Reserve
2	Ballara Park Reserve

No	Item
3	Coastal Walking Trail - toilet
4	Cohen Court Reserve (Tonsley Reserve - Regional Playground)
5	Cormorant Drive Reserve + <i>pathway emergency vehicle access*</i>
6	Fryer Street Reserve Minor Upgrade
7	Lapwing Street Reserve
8	Rosslyn Street Reserve
9	Terra Street Reserve
10	Weaver Street Reserve
11	Edwardstown Soldiers' Memorial Recreation Ground (ESMRG) toilet
12	<i>Kandall/ McKellar fencing*</i>
13	<i>McConnell Avenue fencing and car parking*</i>
14	<i>George Street carpark*</i>
15	Reserve lighting
16	Minor Open Space enhancement
17	Open Space activation

Kerb and Water Table

No	Item
1	Kerb and Watertable Program 2022-23
2	Kerb Ramp Program 2022-23

New Footpath

No	Item
1	Footpath Cul-De-Sac Program 2022-23
1.1	Greenfield Road, Seaview Downs
1.2	Grey Road, Hallett Cove
1.3	Harvard Court, Hallett Cove
1.4	Hughes Court, Sheidow Park
1.5	Pryor Loop, Sheidow Park
1.6	Robinia Court, Sheidow Park

No	Item
1.7	Alder Court, Sheidow Park
1.8	Tapley Court, Sheidow Park
1.9	Tapley / Workmaster Laneway, Sheidow Park
1.10	Parsee Court, Hallett Cove
1.11	Osmanli Court, Hallett Cove
1.12	Marina Court, Hallett Cove
1.13	Clubhouse Road, Seacliff Park
1.14	Mirrabooka Crescent, Hallett Cove
1.15	Osprey Court, Hallett Cove
1.16	Parsons Street, Marion
2	Footpath Upgrade Program 2022-23
2.1	Edward Beck Drive, Sheidow Park
3	New Footpath Program 2022-23
3.1	Pleasant Avenue, Glandore
3.2	Columbia Crescent, Hallett Cove
3.3	Reliance Road, Hallett Cove
3.4	Berrima Road, Sheidow Park
3.5	Oliphant Avenue, Marion
3.6	Tickera Court, Hallett Cove
3.7	Station Access Path
3.8	Station Access Path
3.9	Station Access Path
4	Morphettville Urban Renewal Project Contribution
5	Majors Road Shared Path
6	Sturt River Linear Park Shared Path
7	Break Out Creek Shared Path

Footpath Renewal

No	Item
1	Footpath Renewal Program 2022-23

Transport

No	Item
Traffic Devices Program 2022-23	
1	Traffic Signal Renewals
2	Finniss Street - Wombat Crossing Lights
3	Panache Court - Parking Bays
4	Great Eastern Avenue - Wombat Crossing
5	Ross Street - Seaview Primary School Emu Crossing
6	Flinder Greenway - concept design
7	Berrima Road - Intersection Upgrades
8	Vinall Street Reserve - Parking Bays
9	Gage Street - Parking Bays
10	Aroona Road - Road Widening
11	Mitchell Street - Parking Bays
12	DDA Upgrades Public Transport Locations
13	Lander Road / Young Street - Intersection Upgrade
Street Lighting Program 2022-23	
1	Oak Avenue, Tonsley
2	Diagonal Road & Phillis Road
3	Berrima Road, Sheidow Park
Bus Stop Program 2022-23	
1	DDA Bus Stop Program

Drainage

No	Item
1	Clark Avenue/Naldera Street/Narkunda Street, Glandore
2	Dalkeith Avenue, Dover Gardens
3	Shetland Avenue, Marion
4	CoHB Contributions

Streetscapes

No	Item
Streetscape Program 2022-23	
1	Alawoona Avenue, Mitchell Park (Stage 1)
2	Morphett Road, Warradale
3	Warracowie Way, Oaklands Park

Sports & Courts Developments

No	Item
1	Ascot Park Bowls Sports Lighting
2	Edwardstown Bowls Bench Shades

Fleet

No	Item
1	Mitsubishi ASX LS 2WD
2	Mitsubishi ASX LS 2WD
3	Mitsubishi Outlander LS
4	Holden LT Sportwagon
5	Mitsubishi ASX ES ADAS 2WD Petrol Auto
6	Mazda BT50 Freestyle C/CH 4x2
7	Mitsubishi Triton GLX ADAS 4WD Club Diesel
8	Mitsubishi Triton GLX ADAS 4WD Club Diesel
9	Mitsubishi Triton GLX ADAS 4WD Club Diesel
10	Ford Ranger Super Cab C/CH XL 2.2 4x2 Diesel Auto
11	Ford Ranger Super Cab C/CH XL 3.2 4x4 Diesel Auto
12	Navara RX 4x4 Cab Chassis
13	Ford XL Ranger C/CH 4x4
14	Toyota Hilux Extra Cab 4x2
15	Mazda BT50 Freestyle C/CH 4x2
16	Isuzu FSR 850 HR Truck
17	Isuzu FRR600 Chipper Truck
18	Isuzu NPR400 Crew Cab 3Way Tipper
19	Isuzu NPR400 S/C Tipping Truck
20	ISUZU FVD165-300 Auto Water Truck
21	Isuzu FSR 700 Tower Truck (with EWP 8806)
22	ISUZU FRR600 Rigid tray truck
23	Grillo FD1309 Ride on Mower
24	Mower John Deere 1570 Ride-On
25	Mower John Deere 1570 Ride-On

No	Item
26	JCB 3CX Elite T4i PB2BC2 Backhoe Loader
27	Elevated Work Platform (8233 Trees)
28	Honda AUX Spray Unit
29	Honda 13HP Floor Saw
30	Greco Line Driver
31	Vibrating Plate BPU2540A
32	Tandom Trailer Enclosed 8 X 5
33	Tandom Trailer Enclosed 8 X 5

Building Upgrades

No	Item
1	Administration Building Offices
2	MCC Air Conditioning Renewal
3	MCC Library loungeroom refurbishment
4	MCC Library Kitchen, Office and Toilet
5	Boat Shed Compliance Works
6	City Services Stores - Cafe on Wheels
7	MOP storage sheds
8	Glandore Community Centre Naldera Building Café air conditioner
9	Park Holme Community Hall kitchen refurbishment
10	Lions Clubs sheds - Hallett Cove
11	Marion RSL Bowling fence
12	Marion Tennis fence
13	City Services covered store extension
14	Roof access systems
15	City Wide Master Key System
16	Furniture replacements

Major Projects

No	Item
1	Marion Cultural Centre Plaza
2	Diagonal Road separable portion with Pedestrian Activated Crossing
3	Coastal trail bridges (current)
4	Public Art
5	Public Art Stobie Poles

7.3 Civil Service Review - Part 1

Report Reference	ASC220201R7.3
Originating Officer	Manager Operations - Russell Troup
Corporate Manager	N/A
General Manager	General Manager City Services - Tony Lines

REPORT HISTORY

Report Reference	Report Title
FRAC211214R6.5	Civil Service Review

REPORT OBJECTIVE

This report is intended to inform and seek feedback from the ASC with regard to the Civil Service Review.

EXECUTIVE SUMMARY

A detailed review is underway to improve and optimise provision of the Civil Services business unit (CSBU). There is a strong case for change to business processes and data capture necessary to optimise and clearly demonstrate value for ratepayers.

The scope of a detailed service delivery review (SDReview) has been endorsed by Council's Finance Audit Committee (14th December 2021). The objectives of the SDReview include:

1. CSBU delivers a consistent, acceptable level of service for ratepayers
2. CSBU demonstrates value for money
3. CSBU consists of a motivated, digitally aware and high performing Civil Services team

This report articulates the intended approach to improve and optimise the CSBU. It outlines the methodology and implementation plan to achieve the strategic objectives that is framed within three pillars: **What, How and Who**. Improvements and optimisation within each pillar will require exploration of current practice including reconciliation of industry benchmarks so that the CSBU becomes industry leading.

RECOMMENDATION

That the Asset and Sustainability Committee:

1. **Notes the scope and intent of the Civil Service Business Unit service delivery review.**

DISCUSSION

1.0 Background:

This review is an in-depth continuation of an external service review completed in October 2021 by BeeSquared Consultants that included City of Marion (CoM), along with the City of Charles Sturt and City of Port Adelaide Enfield. Importantly, the scope of this review includes implementation.

That review provides some useful insights into the relative performance of various Civil Services business unit (CSBU) related activity. CoM performed strongly in terms of minimal financial carryover, recycling and waste management as well as customer satisfaction.

Notwithstanding, the external review provides a strong case for change. A fundamental lack of data meant that findings and recommendations were predominantly based on assumptions rather than actual data. Consequently, the review underscores the need for improvements relating to business processes and data collection necessary to *demonstrate value*.

The scope of the external review was relatively broad, so findings were recommendations outlined and do not go into practical operational detail. Accordingly, an in-depth service delivery review (SDReview) is required to realise improvement potential and optimise the CSBU.

The scope of the SDReview described in this report refines strategic objectives and provides a tactical implementation plan.

2.0 Strategic Objectives:

The following objectives frame the direction and measure the success of the Civil Service optimisation:

1. CSBU delivers a consistent, acceptable level of service for ratepayers
2. CSBU demonstrates value for money
3. CSBU consists of a motivated, digitally aware and high performing Civil Services team

3.0 Methodology:

In the context of the original review scope and subsequent findings, this report seeks to achieve the strategic objectives by framing the requisite analysis through a series of questions in terms of:

what, how and who

Specifically, answers to these questions will achieve the objective:

1. “What” should the CSBU deliver? (levels of service)
2. “How” does the CSBU deliver value? (processes, tools and systems including digital)
3. “Who” is best placed to deliver? (organisational structure and resource considerations, internal and external, required to deliver value)

Where appropriate, key interdependencies with other internal business units or external companies will be incorporated.

Each section will detail and critically analyse the current state, explore improvement opportunities and incorporate them into an optimised future state.

3.1 “What” we deliver:

What we deliver is defined by a prescribed service level. That service level guides and determines the scope and scale of activity required to achieve a condition that is optimally functional and safe.

A well-defined level of service articulates what Council’s ratepayers can expect as a return on their rates investment. It enables the prioritisation of budget and resource to deliver a consistent, justifiable and communicable standard for the community.

Further investigation is required to identify the prescribed service level by asset class or service provision that can be broken down into the following sub-categories:

1. Outdoor: Physical Works by Asset:
 - a. Roads (pavement & surfacing),
 - b. Kerb and Water Table,
 - c. Footpaths,
 - d. Stormwater Drainage,
 - e. Traffic signs, and
 - f. Linemarking.
2. Outdoor: Physical Works that are routine, cyclic activities:
 - a. Rapid response,
 - b. Street sweeping,
 - c. Graffiti removal, and
 - d. Sump cleaning.
3. Indoor: Management and administrative activity:
 - a. Infrastructure Audit Unit and
 - b. Capital works project delivery.

To understand the effectiveness of CoM’s current investment, the following information is required for each sub-category:

1. The prescribed service level condition
2. Current condition data analysis relative to service level
3. Historic investment (i.e. that has resulted in the current level of service). This will include:
 - a. Capital improvement,
 - b. Capital renewal,
 - c. Planned maintenance,
 - d. Reactive maintenance,
 - e. Operational and emergency response activities and
 - f. Management and Administrative activities.

The exploration required for the criteria above will provide a more detailed gap analysis with regard to the depth of understanding of our assets and service delivery. Any such gaps will be addressed through the SDReview.

It is important to benchmark service levels against relevant industry standards and other Councils with similar asset / network characteristics and customer expectations.

Once the desired standard is set (what good looks like), a series of performance measures will be developed so we can continually track achievement to measure success and seek continual improvement. This element requires a detailed analysis of the data and information required to ensure performance measures are supported through adequate data capture and subsequent reporting. Importantly, the service levels will be flexible where possible so that adjustments can be clearly made if demands or circumstances change.

Deliverables (What):

1. A defined level of service for each asset or service provision that balances customer expectation with allocated budget provision.
2. For non-physical works a clearly articulated purpose, accountabilities and specific deliverable expectations.
3. Outline of key interdependencies with tasks and accountabilities of other departments.
4. Indicative performance measures – how we'll measure success for each asset or activity.

3.2 “How” we deliver:

“How” works are undertaken is directly correlated to cost (productivity), service level and quality. The opportunity exists to analyse current work methods and processes and seek opportunities to **improve and optimise**.

This analysis has yet to be undertaken, but initial assessment of current workflows suggest there are significant opportunities.

A lean six sigma approach will be applied for both outdoor and indoor related activities.

Outdoor related analysis will cover reactive maintenance, planned maintenance, routine cyclic activity, capital renewal and capital improvement processes for all key asset categories. This will include on site observation and confirmation of timing and productivity for each step within process workflows.

The process optimisation exercise will involve the critical analysis of process workflows and identification of factors affecting performance. Benchmarking against external contractors and other Councils will be undertaken to seek process improvements and reconcile productivity assumptions. This information will inform process optimisation where factors that positively affect performance will be enhanced, while those adversely affecting performance will be removed or reduced.

The optimised process flows will form the basis of performance measures that can be utilised to track performance and productivity as a measure of success while enabling continual improvement.

Deliverables (How):

1. Optimised process workflow for all processes associated with each asset class.
2. Indicative intervention and frequency required to achieve desired service level.
3. Indicative performance measures – how we'll measure success for each process or activity

3.3 “Who” should deliver:

With service level confirmed (What) and optimal processes identified (How) the focus turns to “Who”. This analysis will have an internal and external focus.

Internal:

Internally, an assessment of the existing internal structure, accountabilities, capacity and capability. A gap analysis will be required to reconcile the CSBU business needs against the CSBU team ability or suitability to meet those needs. A further analysis, such as SWOT, will be undertaken to clearly articulate the CSBU’s position.

External:

The external focus looks to consultants, contractors or other service providers who may be best placed to perform some tasks or activities for CSBU.

There are a range of factors that will need to be holistically considered when determining “who” is best placed to deliver. For example, a contractor may cost less for a particular activity, but the activity may have high reputational risk, demand high responsiveness (safety or customer expectation) or business continuity criticality that Council may not want to rely on external contractor provision.

Analysis will extend to each asset class or service provision (for operational activity) and will cover reactive maintenance, planned maintenance, capital renewals, and capital improvements. It is also necessary to identify and explore interdependent activities that directly affect CSBU, for example the design and procurement of capital works.

Performance measures will be developed to provide assurance that the CSBU structure is performing as intended. Internally that may include metrics confirming internal accountabilities are properly aligned with tasks, and team motivation metrics. For externally provided works and activities metrics will seek to provide time, quality, cost and risk assurance, this will enable regular assessment of whether the balance of outsourced work is appropriate.

All performance measures will include provision for requisite data capture and reporting.

Deliverables (who):

1. Optimised internal organisational structure, including management and outdoor.
2. Breakdown of asset activities that are recommended to be performed externally.
3. Indicative performance measures – how we’ll measure the success

4.0 Tactical Implementation Plan

The purpose of the Tactical Implementation Plan (TIP) is to outline how CoM will give effect to the strategic improvements identified through the SDReview and subsequent analysis.

A phased approach is necessary. In particular, the lack of reliable data limits the ability to understand where potential issues or opportunities exist across the full range of CSBU functions. Accordingly, the first phase requires the identification and capture of relevant data, to enable analysis and inform further decision making.

The TIP comprises two key sections:

1. TIP Delivery Programme:

Firstly, an outline and indicative timeframe of the phased approach to investigating, analysing, developing, optimising and implementing CSBU improvements.

The TIP Programme is framed within three key pillars: *What* we deliver, *How* we deliver and *Who* should deliver. Within each pillar it is essential to ensure complete and accurate data is available to support informed, evidence-based decision making.

2. Specific Response to the previous external review recommendations:

Secondly, detailed commentary and actions in direct response to specific external review recommendations. Please note that the external review recommendations will be incorporated into the TIP going forward, so for each action a reference is provided to the relevant step within the TIP Delivery Programme (eg. TIP G1).

Regular reflective review of implementation:

Reflective reviews will be undertaken at key stages during and post-implementation of the TIP. Further, the investigation will seek to develop a series of performance indicators for the CSBU organisational structure itself that can inform regular future assessments (i.e. annual).

TIP Delivery Programme (TIP):

Tactical Implementation Plan (TIP) Programme		2021/22			2022/23	
		Q2	Q3	Q4	Q1	Q2
	General:					
G1	Collaborate: Regular meetings with other Councils (especially CCS and PAE)					
G2	Procurement & Contract documentation clarity					
G3	Develop Communication Strategy relating to service level and delivery					
G4	Contractor / Industry Engagement					
G5	Develop a wide range of performance measures and indicators to measure success for important tasks, activities or functions (for 'what', 'how' & 'who')					
	What:					
W1	Define current level of service for each asset					
W2	Assess current condition against current LoS					
W3	Assess historic investment relative to current LoS					
W4	Research industry leading LoS for benchmarking					
W5	Develop robust service levels for works and activities.					
	How:					
H1	Develop systems to capture workflow & productivity data					
H2	Collect actual data and lessons learnt across asset classes and work activity and undertake gap analysis to inform Data & Process Improvement plan					
H3	Workflow mapping for all processes					
H4	Site confirmation of workflow mapping					
H5	Assessment of intervention frequency to achieve LoS					
H6	Benchmarking, productivity and comparative analysis					
H7	Develop Optimised Process workflows					
	Who:					
WH1	Assess each asset activity in terms of internal or external deliverability, pro's and con's					
WH2	Undertake capability gap analysis inc SWOT					
WH3	Develop workforce resource plan for self-performed work					
WH4	Develop optimal organisational structure					
WH5	Develop appropriate, right sized Contract Document suite for works to be undertaken by others (Capital, renewal and maintenance)					
	Implementation:					
I1	Change management for structural changes - ongoing					
I2	Reflective assessment - end of each quarter					

5.0 Progress to date:

All activities are on track in accordance with the TIP baseline. Key highlights include:

What:

1. *Investigation into existing service levels and current condition has commenced.*
2. *Research into industry standard and other Council best practice service levels has commenced.*

How:

1. *Two expert advisors have been appointed (total 1.5FTE) on 18 month fixed term contracts to support the initial process optimisation as well as the implementation and change management through to the end of next financial year*
2. *Specialist consultants have been appointed to support detailed process mapping.*

Who:

1. *A revised internal management structure has been developed and endorsed by Executive Leadership Team. Key points to note:*
 - a. *Four new roles, requiring 3 new FTE's*
 - b. *Cost implication is approximately, \$300k annually that will be funded through:*
 - i. *21/22: Any appointments will be funded through labour budget shortfall*
 - ii. *22/23: Offsetting savings achieved through productivity improvements. This will be reflected in Council's 22/23 ABP.*
 - c. *The wider CSBU organisational restructure will include analysis of total FTE requirements relative to service levels and in the context of optimised work practices.*

ATTACHMENTS

Nil

8 Reports for Noting**9 Workshop / Presentation Items****10 Other Business****11 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.