



AGENDA

FOR INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE MEETING TO BE HELD ON

**11 FEBRUARY 2019 AT CONCLUSION OF SPORT, RECREATION AND GRANTS
COMMITTEE MEETING**

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

Cr K Grenfell (Chairman)
Mayor G Aldridge (ex officio)
Cr L Braun
Cr Chad Buchanan (Deputy Chairman)
Cr A Duncan
Cr D Hood
Cr P Jensen
Cr J Woodman

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
Manager Governance, Mr M Petrovski
Governance Support Officer, Ms K Boyd

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Innovation and Business Development Sub Committee Meeting held on 14 January 2019.

REPORTS

IBDSC1 Future Reports for the Innovation and Business Development
Sub Committee 9

IBDSC2 Auditing of Verge Cutting Services 11

OTHER BUSINESS

CONFIDENTIAL ITEMS

IBDSC3 Council Solutions

Pursuant to section 83(5) of the *Local Government Act 1999* the Chief Executive Officer has indicated that, if Council so determines, this matter may be considered in confidence under Part 3 of the *Local Government Act 1999* on that grounds that:

1. *Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
 - *it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
 - *information the disclosure of which would, on balance, be contrary to the public interest.*
2. *In weighing up the factors related to disclosure,*
 - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
 - *Non disclosure of this item will protect commercially sensitive information the disclosure of which at this time may prejudice the commercial position of Council.*

*On that basis the public's interest is best served by not disclosing the **Council Solutions** item and discussion at this point in time.*
3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

CLOSE



**MINUTES OF INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE
MEETING HELD IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY ON**

14 JANUARY 2019

MEMBERS PRESENT

Cr K Grenfell (Chairman)
Mayor G Aldridge (ex officio)
Cr L Braun
Cr C Buchanan
Cr A Duncan
Cr D Hood
Cr P Jensen
Cr J Woodman (*from 6.50 pm*)

OBSERVERS

Cr N Henningsen
Cr S Reardon

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Infrastructure, Mr J Devine
Manager Governance, Mr M Petrovski
Governance Support Officer, Ms K Boyd

The meeting commenced at 6.45 pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

APOLOGIES

There were no Apologies.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr L Braun
Seconded Mayor G Aldridge

The Minutes of the Innovation and Business Development Sub Committee Meeting held on 08 October 2018, be taken and read as confirmed.

CARRIED

Presentation - Verge Mowing

Manager Field Services, Mr M Purdie, gave a presentation on the verge mowing program.

Mayor G Aldridge left the meeting at 7.23 pm.

Mayor G Aldridge returned to the meeting at 7.26 pm.

Cr A Duncan left the meeting at 7.27 pm'

Cr A Duncan returned to the meeting at 7.28 pm.

Bring Forward Other Business to this point on the Agenda

Moved Cr C Buchanan
Seconded Cr A Duncan

That Other Business be brought forward to this point on the Agenda.

CARRIED

OTHER BUSINESS

IBD-OB1 Review of Verge Maintenance Program

Moved Cr C Buchanan
Seconded Mayor G Aldridge

1. Council undertake a formal program review of the verge cutting activity.
2. The review to include:
 - (a) An overview of current service levels and investigate cost and level of service trends, cost and quality of service by employees versus contractors.
 - (b) The review to give consideration to litter collection from the verge as part of the mowing process.
 - (c) Council undertaking city-wide public consultation to better understand community expectations of service levels and to propose alternatives.
 - (d) Consideration of City of Port Adelaide Enfield and City of Charles Sturt models as comparisons of verge maintenance delivery.
 - (e) Consideration of the use of incentive for residents to maintain their own verges.

CARRIED

REPORTS

IBDSC1 Future Reports for the Innovation and Business Development Sub Committee

Moved Cr A Duncan
Seconded Mayor G Aldridge

1. The information be received.

CARRIED

IBDSC2 Appointment of Deputy Chair - Innovation and Business Development Sub Committee

Moved Cr L Braun
Seconded Cr A Duncan

1. Cr C Buchanan be appointed as Deputy Chair of the Innovation and Business Development Sub Committee for a term of two (2) years.

CARRIED

*Mayor G Aldridge left the meeting at 8.35 pm.
Mayor G Aldridge returned to the meeting at 8.41 pm.*

Presentation – Continuous Improvement

Continuous Improvement Specialist, Mr W Gearey, gave a presentation on the continuous improvement framework.

IBDSC3 Continuous Improvement Framework - Progress Report

Moved Cr C Buchanan
Seconded Cr J Woodman

1. That the information be received and noted.

CARRIED

CLOSE

The meeting closed at 8.54 pm.

CHAIRMAN.....

DATE.....

ITEM	IBDSC1
	INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE
DATE	11 February 2019
HEADING	Future Reports for the Innovation and Business Development Sub Committee
AUTHOR	Joy Rowett, Governance Coordinator, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This item details reports to be presented to the Innovation and Business Development Sub Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each standing committee for noting.
- 1.2 The reports to standing committees also capture reports that are required to be presented to sub committees that fall within the responsibility of that standing committee.
- 1.3 The administration will now separate these and present a report indicating items that, as a result of a Council resolution, will be presented to each sub committee.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Report authors and General Managers.
- 2.2 External
 - 2.2.1 Nil.

3. REPORT

3.1 The following table outlines the reports to be presented to the Innovation and Business Development Sub Committee as a result of a Council resolution:

Meeting Item	- Heading and Resolution	Officer
26/02/2018	Update Report on the Libraries and Marketing Program Reviews	Pippa Webb
6.0.2-PRSC-OB	1. That a report be brought back to Council on the current service levels of the <u>Library</u> and Marketing and Communications functions which also considers external trends and initiatives since the program reviews that could impact on delivery of services into the future.	
Due:	March 2019	

4. CONCLUSION / PROPOSAL

4.1 Future reports for the Innovation and Business Development Sub Committee have been reviewed and are presented for noting.

CO-ORDINATION

Officer: Executive Group

Date: 04/02/2019

ITEM	IBDSC2		
	INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE		
DATE	11 February 2019		
PREV REFS	Council	QON1	17/12/2018
HEADING	Auditing of Verge Cutting Services		
AUTHOR	Mark Purdie, Manager Field Services, City Infrastructure		
CITY PLAN LINKS	2.3 Have natural resources and landscapes that support biodiversity and community wellbeing. 4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making.		
SUMMARY	This report provides a summary of verge auditing and contract management procedures, including a summary of key performance indicators for the 2018 verge cutting program, as requested .		

RECOMMENDATION

1. The information be received.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Verge Inspection / Audit Template

1. BACKGROUND

- 1.1 Most of Salisbury's streetscapes contain naturally grassed verges rather than landscaped or manicured verges. There is little to no irrigation along these verges. The general service level along the verges is to control the height of the grass by slashing on a regular basis.
- 1.2 At the December 2018 Council meeting it was resolved that "a report on regular audits for verge cutting be presented to the Innovation and Business Development Sub-Committee".
- 1.3 Following this a presentation on the verge mowing program was presented at the January 2019 Innovation and Business Development Sub-Committee meeting where Council resolved at the 29 January 2019 meeting that:
 1. *Council undertake a formal program review of the verge cutting activity.*
 2. *The review to include:*
 - (a) *An overview of current service levels and investigate cost and level of service trends, cost and quality of service by employees versus*

contractors.

- (b) The review to give consideration to litter collection from the verge as part of the mowing process.*
- (c) Council undertaking city-wide public consultation to better understand community expectations of service levels and to propose alternatives.*
- (d) Consideration of City of Port Adelaide Enfield and City of Charles Sturt models as comparisons of verge maintenance delivery.*
- (e) Consideration of the use of incentive for residents to maintain and develop their own verges.*
- (f) Consideration of the use of alternate lower maintenance verge treatments.*

Resolution No. 0001/2019

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 Field Services Staff - Contract Representatives

3. REPORT

- 3.1 Council's current verge cutting program aims to reduce vegetation growth on verges, that are not maintained by residents, to ensure that they are safe and tidy. The service is delivered by contract through a market tested approach with the City divided into two contract areas, east and west.
- 3.2 The works are undertaken to specified standards which are the adopted service levels and our auditing is aligned to these standards.
- 3.3 Recent feedback from the community, particularly through Councillors, suggests that the levels of service warrant review, as there appears to be a growing discontentment with the standard of the verges, and associated treatments, such as removal of the cut grass.
- 3.4 A review of the verge cutting program is to commence shortly which will address the matters raised in Council's January 2019 resolution. This review will also include the community concerns mentioned above in 3.3.
- 3.5 In addition to the upcoming review, a number of initiatives are proposed to be trailed in the 2019 cutting season and further information in relation to these will be provided in a further report.

Service Standards

- 3.6 The tasks comprising the service include litter pick up, mowing, whipper snipping, blowing, weed control, and street sweeping (undertaken by Council staff). The service standards are specified in the contract and can be summarised as follows:
 - 3.6.1 Local road verges (divided into 52 units) are cut 7 times between February and December each year on a 6 weekly cycle. Main Road verges (approx. 40 roads) are cut 8 times with 7 cuts between May and

- December and 1 cut in February/March. The Main roads are cut in 4 weeks on a 5 weekly cycle
- 3.6.2 Litter is to be collected prior to cutting or where unseen, is to be collected before end of day
 - 3.6.3 Grass cutting height specified at 80mm (+/- 5mm), however can be varied by the Superintendent. Cutting height for 2018 was specified at 65mm
 - 3.6.4 Grass around posts and structures to be whipper snipped to the specified height
 - 3.6.5 Edges to be trimmed back to the concrete/paved edge or may be chemically edged with approved herbicide
 - 3.6.6 Grass clippings and debris to be blown off footpaths and driveways by the end of the day of cutting
 - 3.6.7 Footpaths to be treated for any weeds as part of the cycle
 - 3.6.8 Kerb and gutter to be swept within 24 to 48 hours of grass cutting - this activity is undertaken by internal teams separate to the cutting contract
 - 3.6.9 Property's registered on the 'Do Not Cut' list, or where some kind of verge development has occurred, are not to be cut. There are currently 180 properties on this register
 - 3.6.10 Cutting does not take place where asbestos fences abut a verge or where vehicles are parked adjacent the verge, for safety and property damage reasons
 - 3.6.11 Cutting does not take place where a verge is developed (mulched, landscaped, rubble etc.) or maintained with vegetation height below cutting height
 - 3.6.12 The program is aimed to minimize rubbish bin interactions. Where these do occur the contractor is required to move the bin and cut the vegetation to ensure neat and even finish
 - 3.6.13 The medians on DPTI roads are cut by DPTI (Port Wakefield, Main North, Salisbury Highway, Kings Road) – except areas that Council have developed (Main North Rd median southern boundary).
 - 3.6.14 Roads/streets in semi-rural areas where there is no kerb or gutter are excluded from the contract. Verges in these areas are cut by Council tractor operators.

Key Performance Indicators

- 3.7 A number of key performance indicators have been developed for the service which are recorded and discussed at the end of each local road cutting cycle. These include;
 - 3.7.1 Quality – no. of defects issued for poor quality work
 - 3.7.2 Quality – no. of do not cut properties cut

- 3.7.3 Damage – no. of property damage incidents
- 3.7.4 Timing – cycle finish time, no. of days over due date
- 3.7.5 Work, Health and Safety – no. of WHS incidents
- 3.7.6 Administration – no. of escalations to next level
- 3.7.7 Administration – no. of daily worksheets not received on time
- 3.7.8 No. Customer Enquiries / Complaints

Reporting and Daily Work Sheets

- 3.8 Contractors are required to provide a daily work sheet recording sites and locations treated, any incidents/near miss, number and location of vehicles parked restricting verge access, hard waste and branch reporting, inclement weather and any other general commentary of relevance.

Auditing

- 3.9 Internal Council representatives conduct daily audits of both main roads and local roads (residential) averaging a minimum of one (1) hour per day per contract area. The objective is to audit a portion of each local road unit and main road following completion of the work. The audit is directly linked to the service standards and an audit form (Attachment 1) is utilised in the audit process with any defects (non-performance) summarised into the end of cycle meeting and key performance reporting.
- 3.10 The amount of time spent auditing is a resource balance, with staff responsible for a range of functions in addition to verge cutting, but doing sufficient auditing to ensure the contractors are meeting their contractual requirements.
- 3.11 In addition to daily audits, there is high level of daily communication between City of Salisbury representatives and contractors due to the nature of the service and the linkages to street sweeping. Customer enquiries are followed up and actioned promptly which often involves a specific site inspection.
- 3.12 Where a defect is found and the contractors are still working in the area, the contractor is informed of the defect. These are currently not recorded. When a defect is observed and contractors have marked the area as complete, the contractor is notified of the defect and required to make good within 24 hours. These defects are recorded and form part of the key indicator reporting. If the contractor does not make good following this notice period, financial penalties may be applied.

End of Cycle Meetings

- 3.13 The contract requires that meetings are held with the contractor at the end of each local road cutting cycle (at least seven times per year). These meetings provide an opportunity to summarise key indicators for the cycle, provide feedback on performance, identify areas for continual improvement, review the cutting

schedule, and are a general communication forum for raising and resolving any issues.

- 3.14 The following table represents the key performance indicators for end of cut cycles for the 2018 verge cutting program.

No.	Performance Criteria	Measure / Number	Comment
Quality			
1	Quality – number of defects/reworks issued	65	Missed verges picked up in daily audit, excluding parked vehicles. Mostly litter. Some areas of footpath missed for weed control.
2	Damage to property incidents	10	Windows, water meters, fences, vehicles, private property.
3	No. of do not cut properties cut	2	Penalties applied
Timing			
4	Residential Programme – Cycle Finish Time. No. of days behind / ahead of approved schedule	0	Contractors completed works on 30 day schedules
5	Collector Road Programme – Cycle Finish Time. No. of days behind / ahead of approved schedule	0	Contractors completed works on 20 day schedules
WH&S			
6	WH&S incidents or non-compliances	4	Breach of WZTM & PPE / stop works / audit conducted by internal WHS team
Administration & Reporting			
7	No. of communication issues escalations to next level	2	As per item 6 WHS breach
8	No. of late Daily work sheets not completed accurately and received by email/fax by 5.00pm each night	0	Accurate recording of daily work sheets (email)
9	No. of Customer Enquiries	386	This is below the longer term average.

Discussion

- 3.15 Given the nature of the work and 350,000 verge passes per annum, incidents and defects will be somewhat inevitable in the delivery of the service.
- 3.16 It is relatively common for defects to be reported whilst contractors are still working in an area, due to the timing of works. In particular, enquiries often relate to edging or blow down which are not required to be completed until the end of the day. This along with the nature of the work, the service standards and

- the ‘messiness’ of the operation can lead to perceptions of poor contract performance.
- 3.17 The most common items of poor performance enquiries from anecdotal review of audits and customer enquiries relate to three areas; litter not collected, parked cars/missed verge, and street sweeping follow up.
 - 3.18 The specification and service standards are clear in relation to litter collection. The challenge for the operation is litter not seen in long grass or tree debris covering litter. Nevertheless contractors are expected to pick up litter as part of the service and penalties apply if they don’t make good.
 - 3.19 Parked cars adjacent to the verge are a growing challenge with more than 2,800 occurrences recorded in 2018. Options to address this were discussed at the January 2019 presentation and this will be further considered in the review of verge cutting and associated future report.
 - 3.20 Street sweeping times have improved marginally in 2018 with the addition of a fourth sweeper and running of a late shift. However incidents of machine breakdown, operator error or communications interface can result in some exceptions where service level sweeping times are not met, and the number of complaints in this area warrant further review. This issue will be further considered as part of the community consultation and verge cutting review.
 - 3.21 The key performance indicators recorded during 2018 indicate the service delivery with respect to timing has been exceptional. There have been 65 defect notices issued, 10 occurrences of property damage, and 4 incidents of work health safety non-compliances. The number of customer enquiries for 2018 was 386 which is below long term averages. Taking into consideration the nature of the work and the service standards, the contractors are performing satisfactorily against their contractual requirements. Notwithstanding this, there remains opportunity for improved contractual performance including improved consistency and staff are working proactively with contractors to address this.

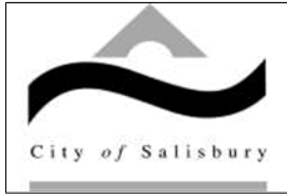
4. CONCLUSION / PROPOSAL

- 4.1 Salisbury has in general naturally grassed verges across the City. The work of keeping these grasses to an orderly height is mostly completed by 2 verge cutting contracts.
- 4.2 The City of Salisbury currently has a range of contract management processes in place to manage contractor performance, including regular auditing, contract meetings, and key performance indicator reporting.
- 4.3 Given the nature of the work and 350,000 verge passes per annum, some level of performance concerns can be expected. Contract management procedures aim to identify and minimize poor performance to an acceptable level. Taking into consideration the nature of the work, the current service standards and the level of formal enquiries/complaints received, it is generally considered that the contractors are meeting their contractual requirements.
- 4.4 However, it is recognized that there is a growing discontentment across the city on the standard of the verges, and associated works, and as a result the current model and service standards needs to be reviewed.

- 4.5 A review addressing the above resident concerns, and dealing with Council's January 2019 Resolution, will be conducted and reported on to Council before the first cutting cycle in 2020.

CO-ORDINATION

Officer: GMCI
Date: 01/02/2019



HORTICULTURAL SERVICES

VERGE INSPECTION / AUDIT SHEET

NAME :

DATE :

COLLECTOR / VERGE UNIT NAME :

UNIT :

COMPLIANCE RATING CATEGORY :

SPECIAL COMMENTS :

Does not meet the specification - Urgent work required	1	
Does not meet the specification - Marginal no action required	2	
Meets specification	3	
Failure to meet specification	4	
<i>If activity is not applicable score 3.</i>		

MAINTENANCE CRITERIA	SPEC. ref.	Rating Cat.				COMMENTS
		1	2	3	4	
Turf / Grass Cutting						
Dryland Grass Height	10					
General condition / Fitness for use	5					
Litter removal	5					
Path / Kerb edges	5					
Hazard present	10					
Weed & Pest Control						
Chemical treatment						
Units / residential	5					
Collector roads	5					
Weeds present	5					
Trees						
Grass Height tree screen	5					
Tree screen general condition	5					
Treescreen Litter removal.	5					
Hazard present	10					
Litter removal	5					
Sweeping/blow						
Water table clearance CoS						
Hazard present	5					
Footpaths	5					
Driveways	5					
General condition for use	5					
Total score						
Score / 100	100%					