

# Public Realm Condition Audits

Strategic Alignment - Our Places

Public

**Tuesday, 18 June 2024**

**Infrastructure and Public  
Works Committee**

**Program Contact:**

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City Operations

**Approving Officer:**

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Services

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## EXECUTIVE SUMMARY

Council has resolved as part of the Chief Executive Officer's (CEO's) 2023/24 KPI scorecard to:

Conduct four public realm condition audits:

- Quarterly reports on public realm condition audits presented to Council
- Develop a program to implement the findings by end of June 2024.

The four public realm condition audits have been undertaken within the 2023/24 financial year and the purpose of this report is to update Council on the findings and implementation strategies to make good and / or enhance by 30 June 2024.

The Lord Mayor, Council Members, and members of the Administration have undertaken the final two Condition Audits for the 2023/24 financial year. On 10 April 2024, a Condition Audit was undertaken on Gouger Street, Adelaide, and the Condition Audit for O'Connell Street, North Adelaide undertaken on 19 April 2024.

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## RECOMMENDATION

The following recommendation will be presented to Council on 25 June 2024 for consideration

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE RECOMMENDS TO COUNCIL:

THAT COUNCIL:

1. Notes the Public Realm Condition Audits as contained in Attachment A to Item 7.5 on the Agenda for the meeting of the Infrastructure & Public Works Committee held on 18 June 2024.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Places
Policy	Asset Management Policy, Strategic Asset Management Plan, Public Communication and Consultation Policy.
Consultation	Not as a result of this report
Resource	Inspections were attended by the Lord Mayor, Council Members, and the Administration. Maintenance works, as noted in this report, have been actioned or programmed for delivery.
Risk / Legal / Legislative	The review and update of Asset Management Plans, including levels of service, is required every four years or within two years of a general Council election pursuant to section 122 of <i>Local Government Act 1999 (SA)</i> .
Opportunities	Ongoing opportunities to directly discuss alignment with city maintenance and presentation activities.
23/24 Budget Allocation	Not as a result of this report
Proposed 24/25 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
23/24 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	To be determined
Other Funding Sources	Not as a result of this report

# DISCUSSION

1. Council has resolved as part of the Chief Executive Officer's (CEO's) KPI scorecard to conduct four public realm condition audits within the 2023/24 financial year and to report back to Council on the findings and implementation strategies to make good and / or enhance by 30 June 2024.
2. A report on previous public realm condition audits across the Central Business District (CBD) and North Adelaide including King William Street, North Terrace, Hutt Street and Melbourne Street, was noted by Council on 27 February 2024.
3. During 2024, a series of public realm condition audits have been undertaken across the following locations:
  - 3.1. East End, Wednesday 14 February 2024.
    - 3.1.1. Attendees: Cr Noon, Cr Elliott, Deputy Lord Mayor Snape, Cr Couros and members of the Administration.
  - 3.2. Hindley Street, Thursday 14 March 2024.
    - 3.2.1. Attendees: Lord Mayor, Cr Noon, Cr Elliott, Cr Giles, Deputy Lord Mayor Snape, Cr Couros, Cr Martin and members of the Administration.
  - 3.3. Gouger Street, Wednesday 10 April 2024.
    - 3.3.1. Attendees: Lord Mayor, Cr Couros, Cr Martin and members of the Administration.
  - 3.4. O'Connell Street, Friday 19 April 2024
    - 3.4.1. Attendees: Lord Mayor, Deputy Lord Mayor Snape, Cr Couros, Cr Martin, Cr Elliot and members of the Administration.
4. The outcomes of the Gouger Street and O'Connell Street Condition Audits is provided in **Attachment A**, Public Realm Conditions Audits – June 2024. These audits will continue to provide Council Members with an opportunity to identify areas of concern and opportunities to focus future design and maintenance programming.
5. Common areas of focus will continue as part of these audits including:
  - 5.1 Upcoming works
  - 5.2 Compliance issues
  - 5.3 Cleaning
  - 5.4 Graffiti
  - 5.5 Footpath condition
  - 5.6 Tree condition and tree surrounds.
6. The walk-through provided an opportunity for the Administration to communicate and share with Council Members some of the topical themes, most relevant and important to the individual precincts. It enabled stakeholders to identify the elements intrinsic to best instil and enhance the sense of place to each precinct.
7. As an outcome of the audits the City Operations team have addressed those items referenced within **Attachment A** (under maintenance) that required immediate resolution and programmed future works for completion as per the current Service Standards.
8. Any works that have not been deemed maintenance have been escalated to the Asset Management Team for consideration in future capital renewal works.
9. For the next cycle of Condition Audits, the Administration is proposing to revisit the streets already audited in the same order, with the intent that the Administration, Council Members, and other stakeholders are able to provide feedback and observations of changes over the intervening periods.
  - 9.1. King William Street/North Terrace
  - 9.2. Hutt Street
  - 9.3. Melbourne Street
  - 9.4. East End
  - 9.5. Hindley Street
  - 9.6. Gouger Street
  - 9.7. O'Connell Street.

### **Service Improvement Opportunities:**

10. The findings of both the condition audits and cleansing service standard review will inform the development of a new cleansing service standard and subsequent program to support the endorsed level of service for cleansing.
11. During the audit process Council Members raised several concerns relating to street presentation, and particularly the cleanliness of the public realm.
12. As a result of the four public realm conditions audits, the Administration reviewed work practices in several maintenance activities.
13. Upon review it was identified that Street and Footpath Cleansing Services would benefit from a detailed assessment (Stage 1 Review) of current activities.
14. In assessing Street and Footpath Cleansing Services we commenced from a position of what is the current urban landscape of the City of Adelaide (CoA) and the differences and similarities to other South Australian Metropolitan Councils.
15. As a Capital City it was noted that we experienced.
  - 15.1. High pedestrian and vehicular traffic
  - 15.2. High density of businesses
  - 15.3. High number of events
  - 15.4. High volume of interstate and international visitors
  - 15.5. And that some councils have similar high-pedestrian-traffic areas, but these are limited to single strips and do not reach the pedestrian volumes that CoA experiences (e.g. Norwood's Parade, Glenelg's Jetty Road, Unley's King William Road, among others).
16. At the same time, the activity of street cleansing is not fundamentally different for CoA compared to other metro councils.
17. All metro councils sweep roads and footpaths (not all) for safety, amenity and health reasons and to reduce debris entering stormwater systems.
18. All metro councils have challenges with parked cars, traffic islands, seasonal leaf-fall, equipment breakdowns, special events, storms, vehicular accident cleanup, and community expectations.
19. While the desired service level (frequency) may be different for CoA, most aspects of Service Design, Programming, Performance and Reporting can be the same as, or similar to, other metro councils. It was noted that other councils have a substantially lower frequency of street sweeping for arterial and residential streets.

### **Street and Footpath Cleansing Services Draft Findings:**

20. Overall performance of street cleansing is good, volume of street cleansing related customer requests is relatively low, with volumes showing a reduction of 28% between 2021 and 2023. The 2022 Residents Survey supports this view with only 5% of respondents indicating the "city was dirty" and 3% believing a "dirty / unclean city" was the most important problem facing the City of Adelaide.
21. The program needs would benefit from redefining the current intervention strategy as it is creating inconsistencies in service delivery as well as operational inefficiencies.
22. Management of seasonal peak is seen as an opportunity due to Autumn leaf fall, with Customer Request volumes peaking in May, impacting both sweeping and catchpit activity. The current approach is to recruit additional agency staff to manage the increased demand, however sourcing sufficient resources to proactively address demand has been a challenge over the past three years.
23. Assessing performance has been challenging, however there are two key factors that that would derive dividends when implemented whilst ensuring consistent service delivery and being able to set resident expectations, those being:
  - 23.1. The service standard for street sweeping requires improved definition, it is spread across multiple documents, and could be open to individual assessment.
  - 23.2. Tracking of activity can be enhanced to assist in capturing data. GPS tracking has been installed onto sweepers; however, the tracking does not indicate when sweeping is in progress, limiting the value of this data in tracking performance/coverage.

24. The below table provides an overview of the outcomes of Phase 1 – street and footpath sweeping - cleansing service standard review. These findings have been categorised into theme, opportunities and benefits.

**Table: Phase 1 Review:**

Themes	Opportunities	Benefits
Redesign Service Standards and Sweeping Program	<ul style="list-style-type: none"> <li>Full bottom-up redesign of Sweeping Programs (Daily, Weekly, Fortnightly) to increase consistency across CoA.</li> </ul>	<ul style="list-style-type: none"> <li>Improve frequency (particularly residential streets) and remove system-induced inefficiencies.</li> <li>Improve productivity of staff and equipment through better program design, removing inefficient work practices and tighter work order allocations.</li> </ul>
Operational Work Practices	<ul style="list-style-type: none"> <li>Break management.</li> <li>Team Structure – roles and responsibilities.</li> <li>Review Rosters.</li> </ul>	<ul style="list-style-type: none"> <li>Increase capacity to support redesigned program.</li> <li>Reduce cost per km swept.</li> </ul>
Improve data capture	<ul style="list-style-type: none"> <li>Improve GPS data capture.</li> <li>Improve staff recording of work order start/completion (requires work order system).</li> </ul>	<ul style="list-style-type: none"> <li>Improve consistency of service delivery through more effective management of activity.</li> </ul>
Extend Management Reporting	<ul style="list-style-type: none"> <li>Improve Performance Reporting.</li> </ul>	<ul style="list-style-type: none"> <li>Enable proactive identification and management of service gaps.</li> </ul>
Create External Communications	<ul style="list-style-type: none"> <li>Improve level-of-detail in communication of Street Sweeping program on external website.</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the level of reactive Customer Requests received through effective education.</li> <li>Improve perception of service by creating awareness and confidence in service provided.</li> </ul>

25. At the completion the Cleansing Service Standard Phase 1 review, Administration commenced Phase 2 to ensure all cleansing services provided are reviewed to identify opportunities for service improvements to inform the development of a new Cleansing Service Standard for the City of Adelaide.
26. The phase 2 review was on the Essential Services provided which include the following services: -
- 26.1. Graffiti management
  - 26.2. Public litter bins services
  - 26.3. Public Conveniences cleansing
  - 26.4. Footpath Scrubbing
  - 26.5. River Torrens cleaning
  - 26.6. Street Furniture and BBQ Cleaning.

27. The table below provides an overview of the outcomes of Phase 2. These findings have been categorised into themes, opportunities and benefits, noting an in-depth overview of the outcome of the review, including opportunities and benefits will be presented to a future Infrastructure and Public Works Committee.

**Table: Phase 2 Review:**

Theme	Opportunities	Benefits
Improve data capture	<ul style="list-style-type: none"> <li>Utilise Ascetic system to track all services</li> <li>Complete Audit of all services</li> <li>Improve use of available data</li> </ul>	<ul style="list-style-type: none"> <li>Improve consistency of service delivery through more effective management of activity</li> <li>Provide data to monitor effectiveness and relevance of current programs</li> </ul>
Redesign Programs	<ul style="list-style-type: none"> <li>Full redesign of cleansing programs based on demand, day and time</li> <li>Deep Clean Program to be scheduled/resourced separately</li> </ul>	<ul style="list-style-type: none"> <li>Increased efficiency through targeting key locations/activities</li> <li>Consistency of service delivery</li> <li>Improved service delivery/customer experience</li> </ul>
Operational Work Practices	<ul style="list-style-type: none"> <li>Review resource levels</li> <li>Break Management and Work Practices</li> <li>Changes to Employee Rosters to align to Demand</li> <li>Improve staff adherence to defined work schedules</li> </ul>	<ul style="list-style-type: none"> <li>Increase capacity to support redesigned program</li> <li>Consistency of service delivery</li> <li>Increased efficiency through lower reactive requests</li> </ul>
Extend Management Reporting	<ul style="list-style-type: none"> <li>Improve performance reporting</li> </ul>	<ul style="list-style-type: none"> <li>Enable proactive identification and management of service gaps</li> </ul>
Customer Feedback	<ul style="list-style-type: none"> <li>Implement robust survey program to track effectiveness of Programs</li> </ul>	<ul style="list-style-type: none"> <li>Alignment of service delivery to customer needs</li> </ul>

### Next Steps

28. The findings of the Cleansing Service Standard review will be presented to the 17 September 2024, Infrastructure and Public Works Committee and will provide further context and information to Council Members:
- 28.1. Presentation of the outcomes of phase 1 and 2 of the 2012 Cleansing Service Standard review.
  - 28.2. Opportunities to develop a refined program for cleansing services across the City of Adelaide.
  - 28.3. The opportunity to expand the current services provided.
  - 28.4. Implement pilot program to test the validity of a refined cleansing program to test the outcomes of the cleansing service standard review (as defined in the above tables) and inform the future Cleansing Service Standard, budget and resources requirements.

## ATTACHMENTS

**Attachment A** – Public Realm Conditions Audits – June 2024

Infrastructure and Public Works Committee – Agenda - Tuesday, 18 June 2024

- END OF REPORT -