

City Operations Services

April 2023

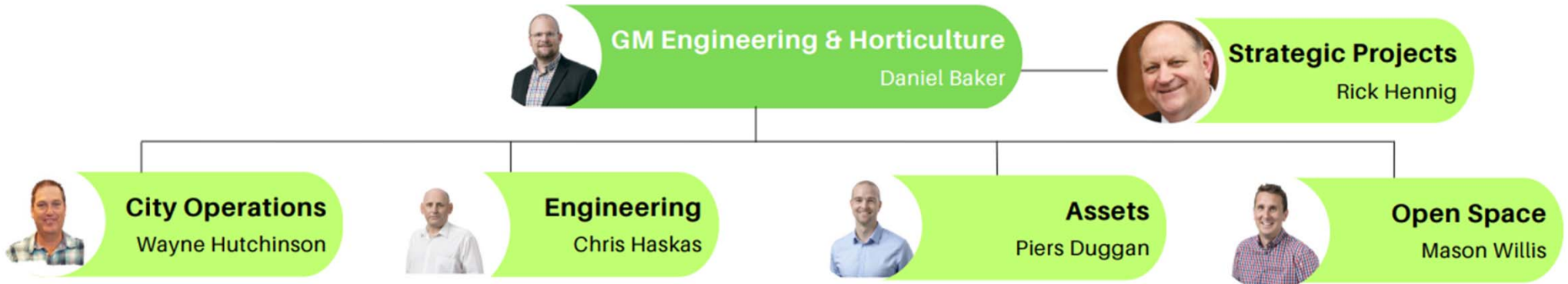


Purpose

- Demystify Customer Requests Vs Works Management
- Provide overview of City Operations and Existing Service Standards
- Take a look at a few key City Operations Service Areas
- Seek your feedback on Customer Notifications

Engineering & Horticulture

ENGINEERING & HORTICULTURE



City Operations

ENGINEERING & HORTICULTURE



GM Engineering & Horticulture
Daniel Baker



Strategic Projects
Rick Hennig



City Operations
Wayne Hutchinson

- Parks and Gardens
- Tree Management
- Service and Response
- Civil Works
- Waste Services
- Civil Services (Workshop)



Engineering
Chris Haskas



Assets
Piers Duggan

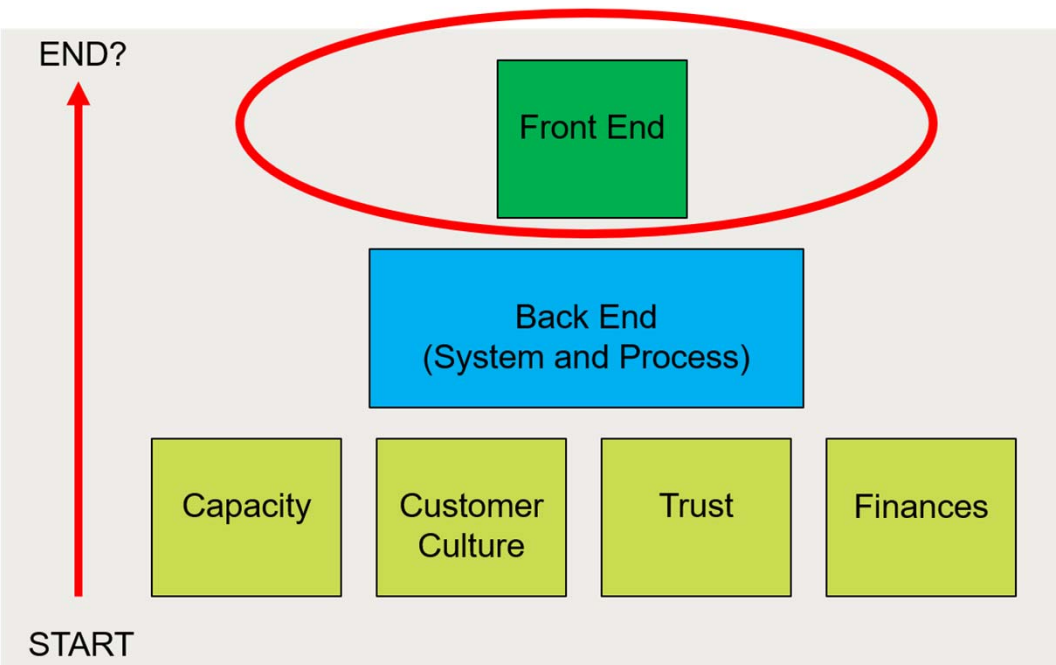


Open Space
Mason Willis

Session Structure

1. Background and Context
2. Customer Requests and Works Management – Integration
3. Overview of core functions of City Operations
4. Deep Dive on some services of interest
5. How work priority is created and enabled
6. Internal Service Timescales, Monitoring and Reporting
7. Customer Notifications Feedback

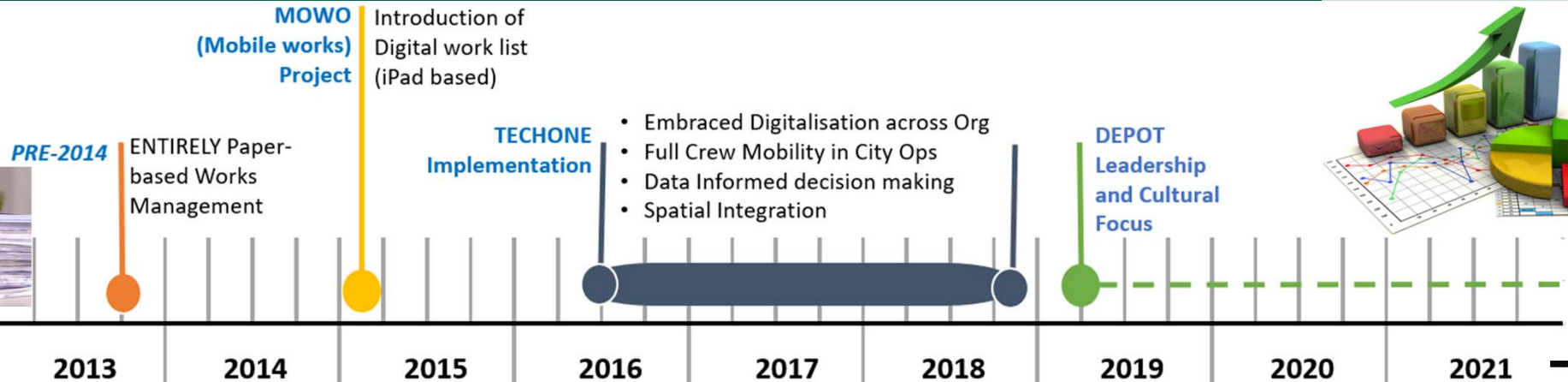
CX @ Mitcham – Session 1 RECAP



Customer Experience vs Service Level

- Delivery in the field is separate
- We've looked end-to-end
- Volume and demand exceeds supply
- Service levels are a different discussion

Background – City Ops Context



DEPOT 'Transformation' Project

Focus on:

- Increase proactive works
- Annual and fortnight plans
- Precinct Management
- Workface hours
- Consistency in Works Assessment and Triage

Efficiency and Effectiveness (\$\$\$ savings):

- Restructured Teams, Roles and Responsibilities
- Operations Support Team Created
- Scoper roles established

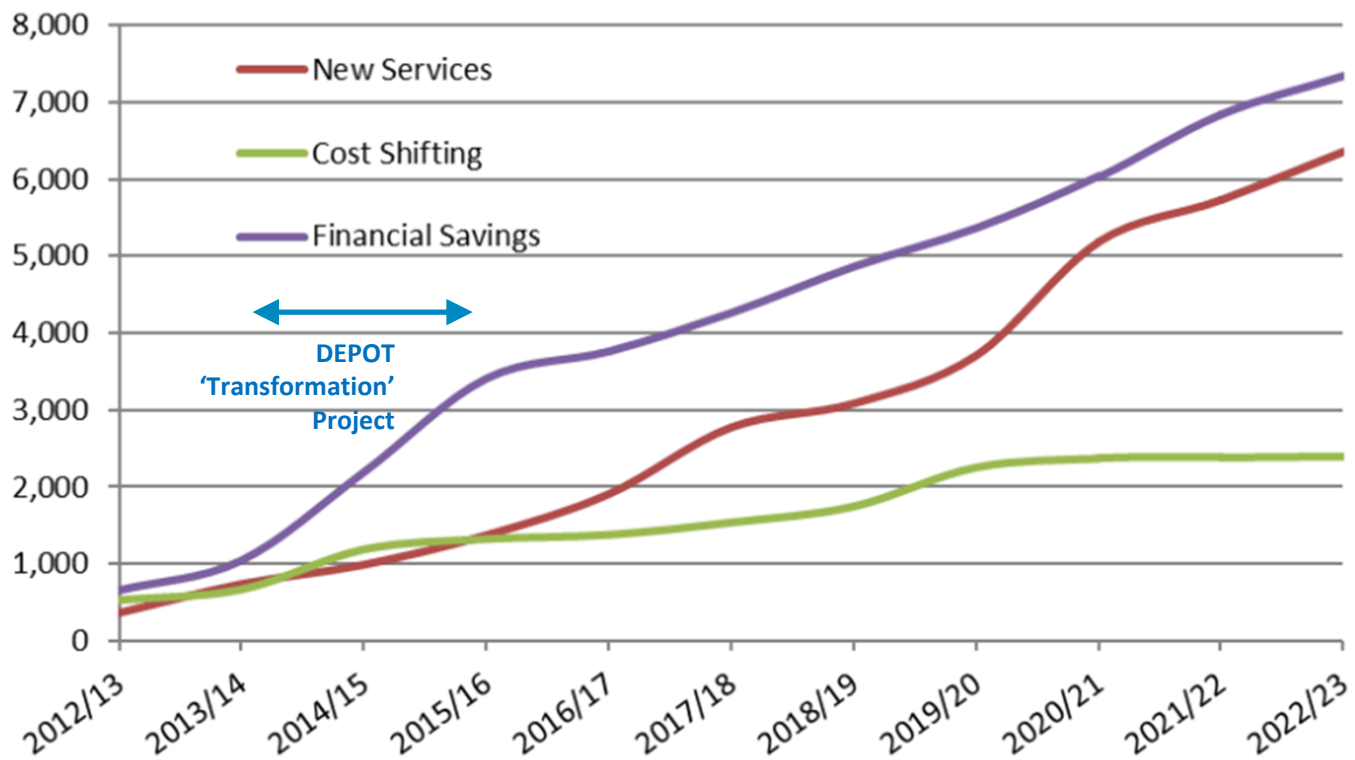


CX @ Mitcham 'Front End'

- Customer Experience Cultural Focus
- Operations Support Team Role – customer focus
- Request Categorisation Review
- Click 'n' Connect
- 'Notify Me'



Services and Savings Cumulative

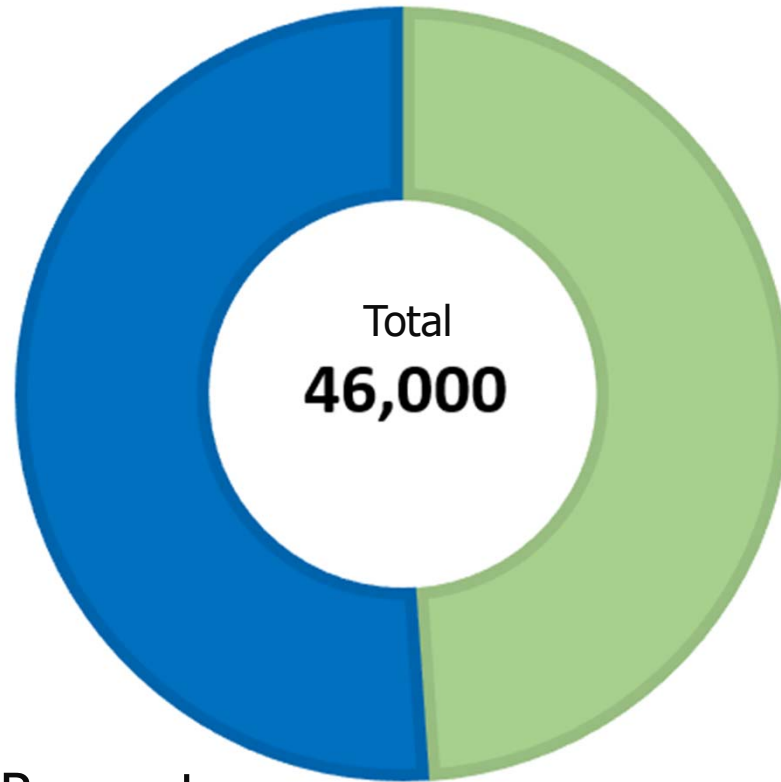


City of Mitcham Customer Requests

2022

Eng & Hort:

27,000 (59%)

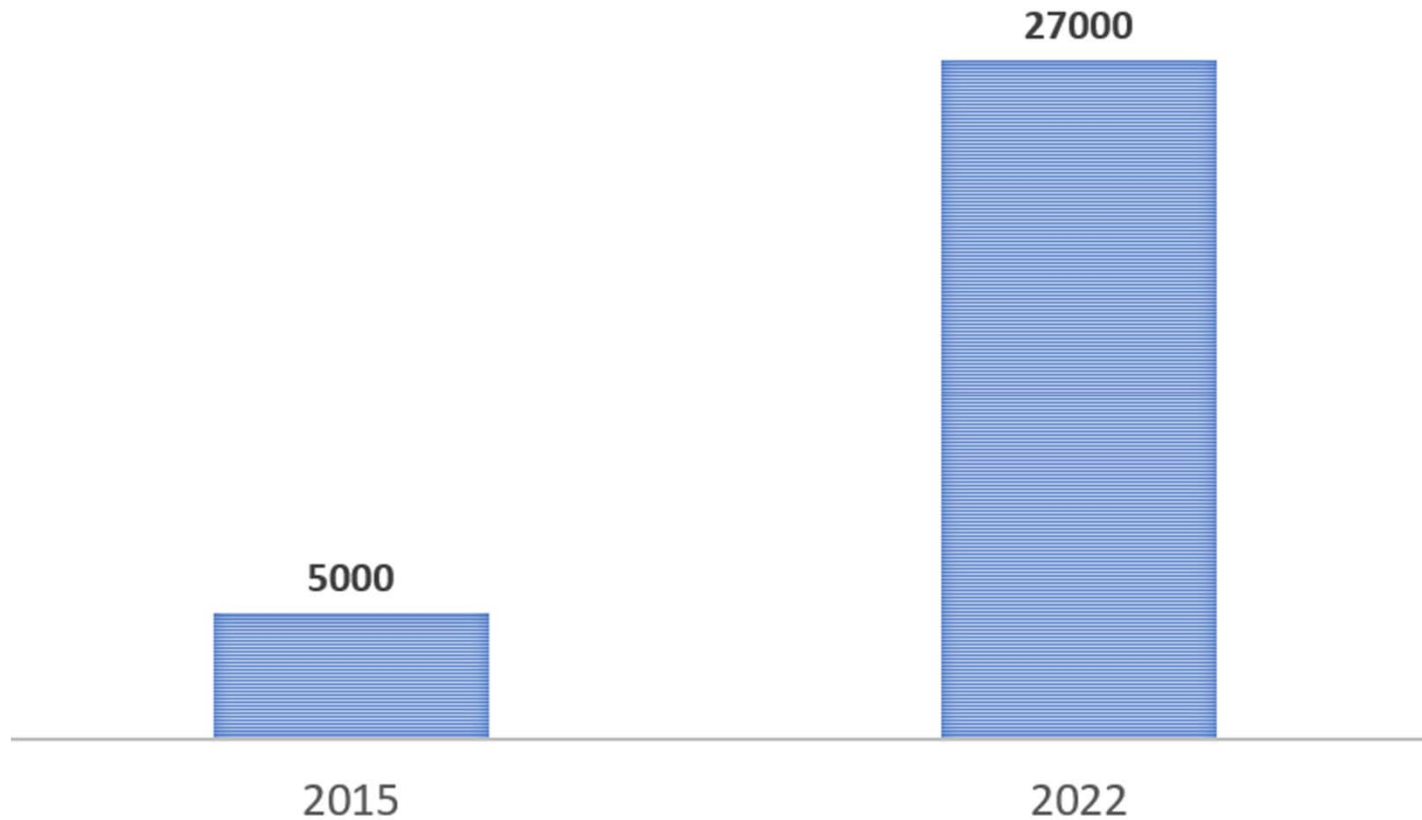


Other:

19,000 (41%)

PLUS Internal Work Requests

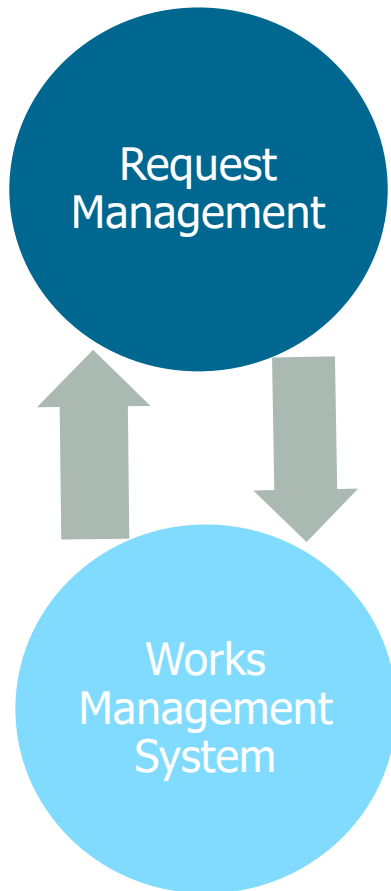
Eng & Hort Customer Requests



TechnologyOne ERP - OneCouncil



ERP – Requests & Works Integration



- Raise Customer Requests
 - Request for Service
 - Click 'n' Connect Interface
 - 'Basic' Request Status Info
 - Requests Categorised
-
- Work Orders (and Defects)
 - Works Scheduling & Triage (Risk based)
 - Field Mobility (realtime data)
 - Works Monitoring
 - Interfaces to:
 - Project Management & CWP
 - Assets (Operations & Strategic)
 - Finance
 - Payroll
 - Spatial and Clash Detection

CUSTOMER

Acknowledgement &
Reference

Completion Notification sent
with Priority

REQUEST SYSTEM

Customer
Request
Raised

'Pending'
'Scheduled'

Customer
Request
Complete

CITY OPERATIONS RELATED REQUESTS

2 Notification/update stages

CUSTOMER

Acknowledgement & Reference

Completion Notification sent with Priority

REQUEST SYSTEM

Customer Request Raised

'Pending'
'Scheduled'

Customer Request Complete

WORKS SYSTEM

'Scoping'
Work Order

Inspection + Assessment

Defect Created + Priority Set

'Scoping'
Work Order completed

Further Work Orders Created with Priority

- Patching
- Pothole
- Tree Pruning
- Veg Clearance
- Footpath Repairs
- Sign Replacement
- Lining
- etc

Work Required, Assessed & Triaged

Actual on-ground works carried out
(Times vary per category & priority)

CUSTOMER

Acknowledgement & Reference

Completion Notification sent with Priority

REQUEST

We're looking into your request

Your reference: **TREE/2023/7642**
Request category: **Fallen tree or tree branch**
Location: **Price Memorial Oval Hawthorn Crescent HAWTHORN SOUTH AUSTRALIA 5062**

Hi Claire,

Thank you for reporting a fallen tree or tree branch. It has been assigned to our Operations Support team who will review it soon.

Once reviewed our team will schedule a site visit and, if possible, the fallen tree/tree branch(es) will be removed immediately. If it is difficult to reach or too heavy, some equipment may be required and therefore a second site visit may be necessary.

We will let you know once the debris has been removed.

If you would like to check in about the progress of your request, please follow up with us here: [Follow up on my request](#).

Many thanks,
City of Mitcham



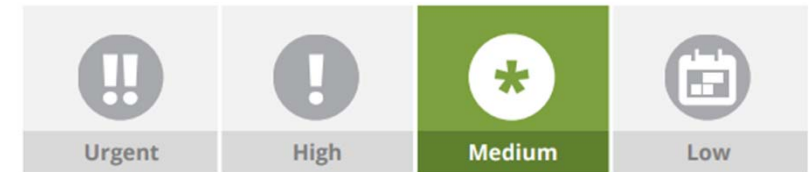
We've scheduled the work

Your reference: **TREE/2023/7642**
Request category: **Fallen tree or tree branch**
Location: **Price Memorial Oval Hawthorn Crescent HAWTHORN SOUTH AUSTRALIA 5062**

Hi Claire,

Thank you for reporting works required on a tree at Price Memorial Oval Hawthorn Crescent HAWTHORN SOUTH AUSTRALIA 5062.

We have inspected the site and prioritised these works based on a range of criteria including safety risks, the condition of the tree, and the surrounding environment. Based on these considerations, this work has been given **MEDIUM** priority.

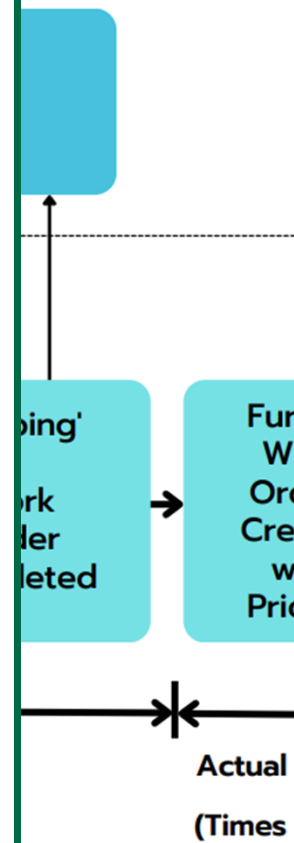


Based on this priority, we will address the issue as part of our schedule of works. Unfortunately we are unable to provide you with a timeframe as this is subject to change when impacted by resourcing, storm events and other priority works that may arise. However we will do our best to address this issue as soon as we're able.

We appreciate your patience.

Many thanks,

Jessica Bruce-Mullins
City Maintenance



CUSTOMER

Acknowledgement & Reference

Completion Notification sent with Priority

REQUEST SYSTEM

Customer Request Raised

'Pending'
'Scheduled'

Customer Request Complete

WORKS SYSTEM

'Scoping'
Work Order

Inspection + Assessment

Defect Created + Priority Set

'Scoping'
Work Order completed

Further Work Orders Created with Priority

- Patching
- Pothole
- Tree Pruning
- Veg Clearance
- Footpath Repairs
- Sign Replacement
- Lining
- etc

Work Required, Assessed & Triaged

Actual on-ground works carried out
(Times vary per category & priority)

City Operations



City Operations (Services and Function's)

Parks & Gardens (Mowing, turf mgt, planting)

- Sports field Maintenance
- Garden Bed Maintenance
- Verge management
- Parks maintenance
- Weed management
- Playground Management



Tree Management

- Removals
- Pruning
- Planting
- Risk Assessment
- Bushfire clearance
- Watering

- ❖ Operations Support function (including customer mgt)
- ❖ Fleet Management
- ❖ Stores

Service and Response

- Rapid response
- Line Marking
- Graffiti removal
- Signs maintenance
- Scoping – risk assessment and work prioritisation

Civil works

- Footpath (New construction, defects/trip hazard)
- Kerb & Water Table (New kerbing, stormwater inlets, Side Entry Pit maintenance, Kerb repair)
- Potholes & road patching

Waste Services

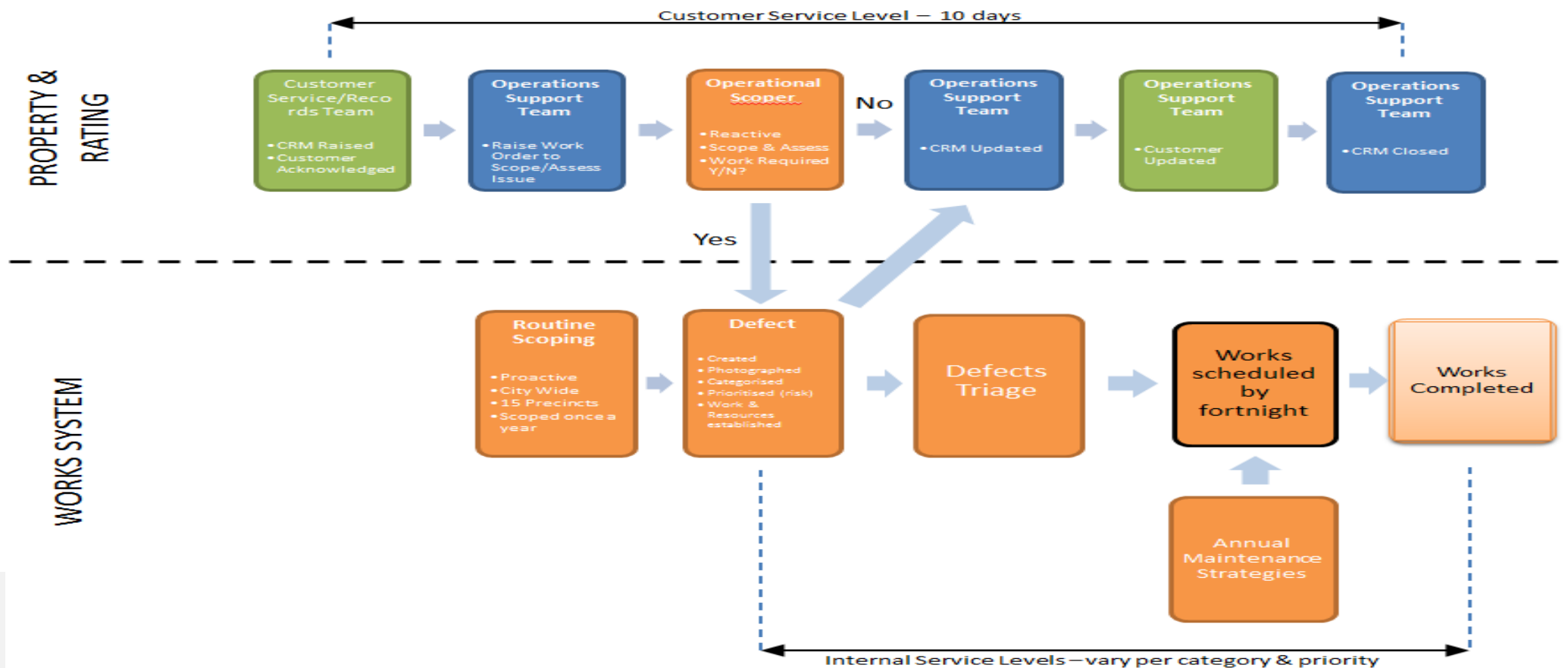
- Domestic waste collection (5 vehicle x Monday-Friday collections)
- Street Sweeping (internal)
- Green Waste disposal – Lynton site

How Work is actioned in City Operations



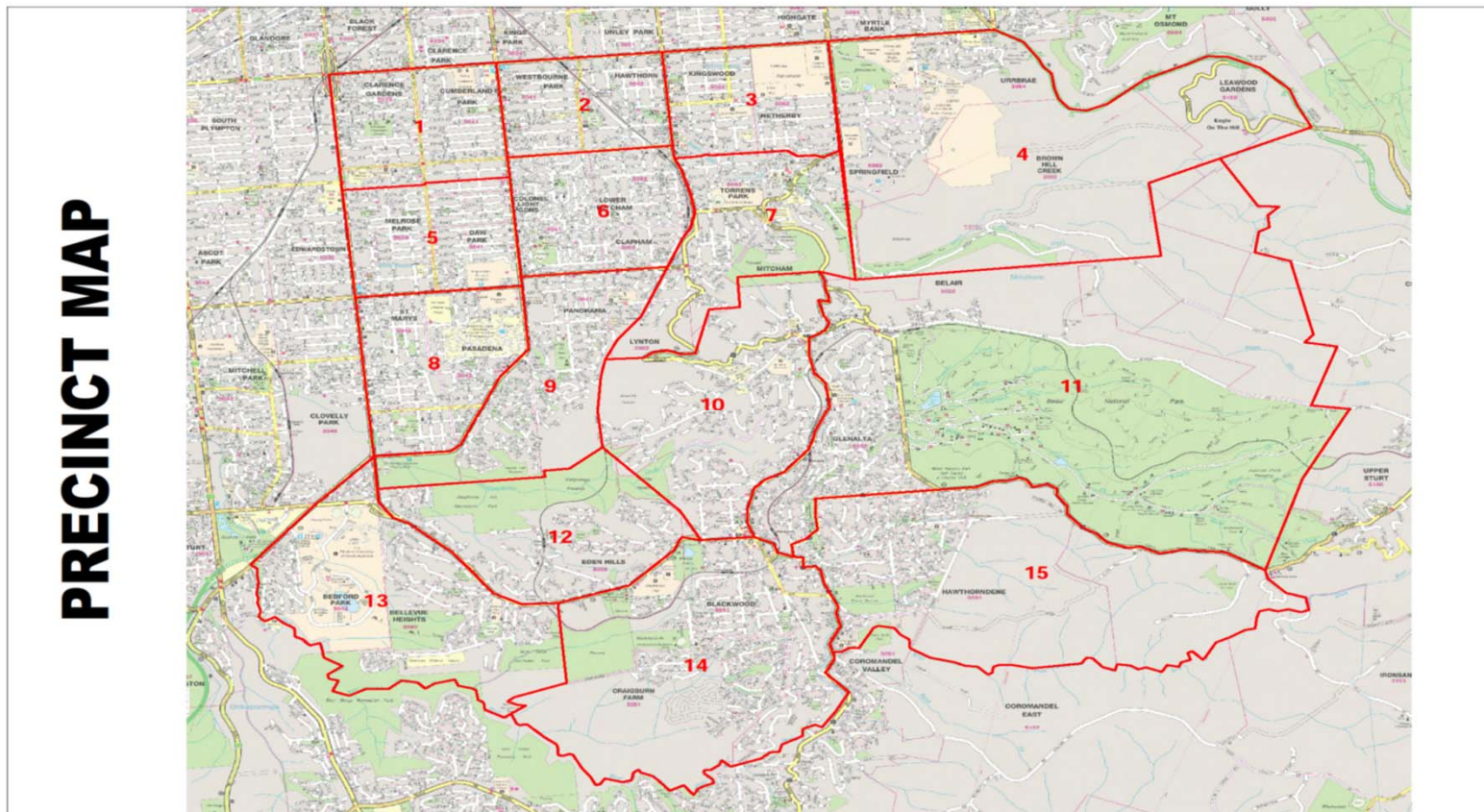
Work allocation process/operating model

- ❖ Reactive – risk based defect identification
- ❖ Hybrid Service delivery model – Inhouse staff/outsourced contract managed



Work allocation process/operating model

- ❖ Proactive works – Programmed precinct based work allocation
- ❖ Hybrid Service delivery model – Inhouse staff/outourced contract managed



Proactive Work Activity



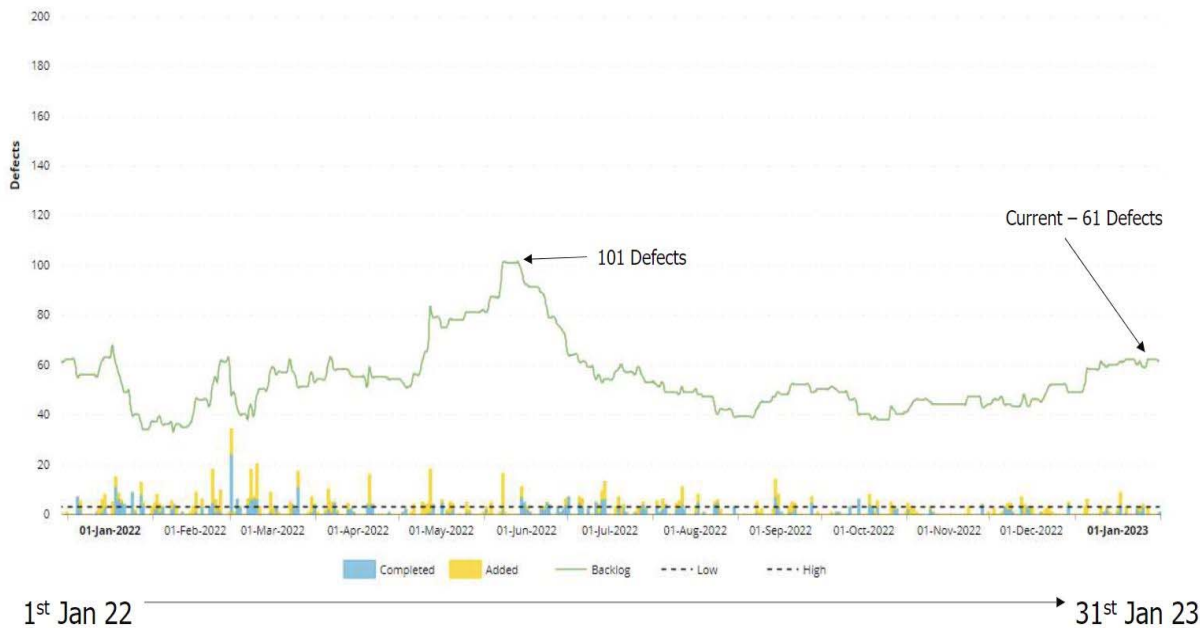
Sports Playing Surfaces	12
Reserves	232
Garden Beds	142
Number of Trees in COM	57,808
KM of COM owned Roads (including laneways)	414.5
SEP and Inlets	9,466



Parks and Gardens Summary	Frequency
Mowing	2, 3 ,4, 6 & 12 weekly
Verti Draining	6 monthly
Fertilising & Wetting Agent	6 monthly
Bushfire Slashing - 17 Sites	Pre Fire Season
Flag Pole inspections - 7 Sites	Annually
High profile Playground Inspections - 14 sites	weekly
Playground Inspections, Park Furniture & Barbeques - 67 sites	10 weekly
Reserve Audits (all Playgrounds, Park Furniture, BBQs)	Annually
Skid Steer Operation	Log removal, mulching
Tennis Court Cleaning	Monthly
Push mowing	Monthly
Rose Pruning	Annually
Irrigation - Audits, inspections	Fortnightly
Irrigation - Water meter reads	Monthly

Reactive work managment

Outstanding Footpath Paving



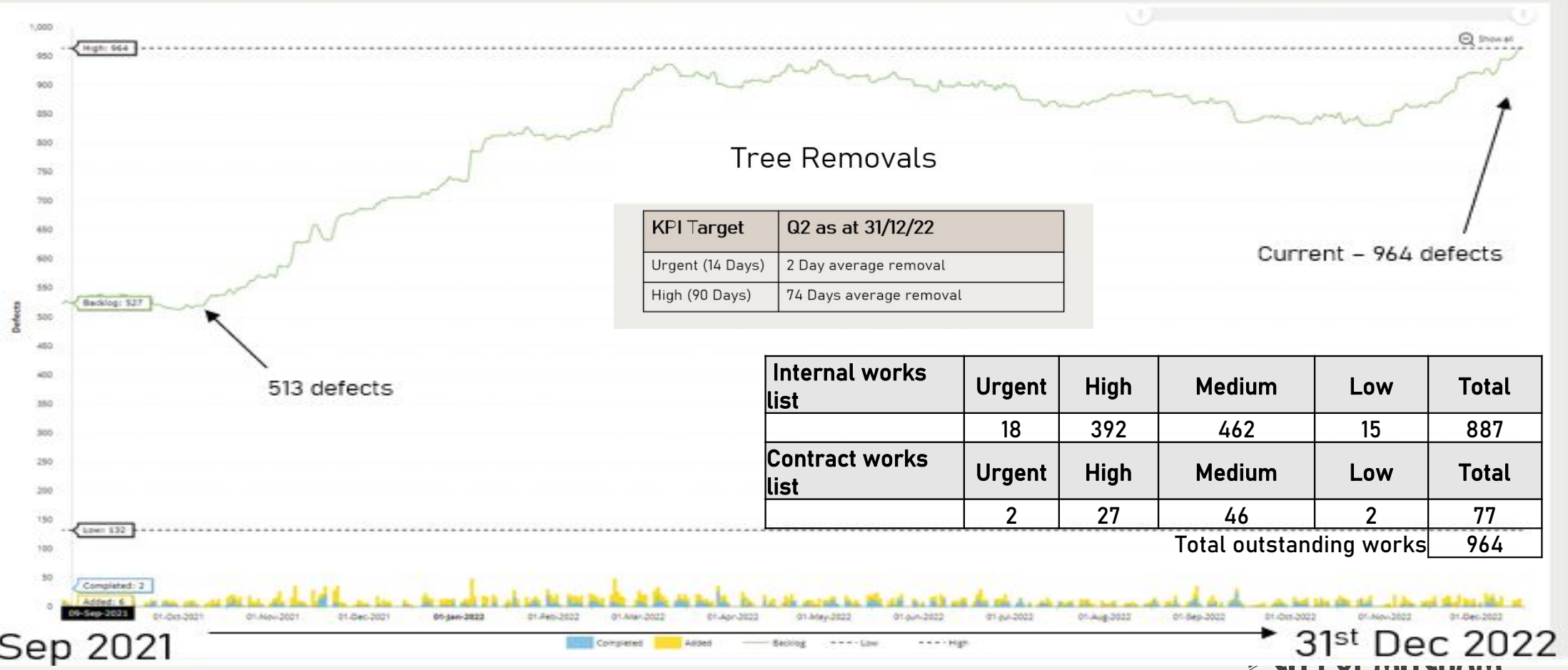
	Jobs completed
All Tree Work	1911
Footpath Paving	571
Graffiti	843
Mechanical Patching	87
Potholes	285
Signage	133
Tree assessment	2425

Significant Services – A Deep Dive!



Tree Management

Tree Pruning – Outstanding Works – Internal & Contractor



Verge Management

Weed Management

Spraying programs in prioritised suburbs typically outside the Hills zone

Bushfire Management

Verge slashing (precents 12, 13 & 14) as follows:

- Nominal commencement date 1 November
- Nominal completion date 31 December.

Colonel Light Gardens

6 weekly programmed mowing of all verges and internal reserves



Waste Services



- Domestic Waste Collection
- Lynton site management
- Street sweeping

Typical week

Collection of domestic waste bins

Monday – Friday service - 5 vehicle rounds

24,396 weekly bin lifts

28,882 km travelled per annum

12,000 tonnes per annum



Street Sweeping

Key Service Considerations

- Hybrid model of delivery (based on significant review in 2015/16)
- Proactive precinct based work allocation
- Service standards vary depending on local conditions as well as inclusion in specific seasonal programs
- Sweepings are stored onsite which minimises cost

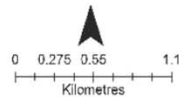


Internal (Council)	Target Frequency	External (Contractor)	Target Frequency
Local Roads (Precincts 1-9 & 13)	Every 5 weeks	Local Roads (Precincts 10-12, 14 & 15)	Every 5 weeks
Car Parks	As Required	Arterial Roads	Every 3 weeks
Customer Requests	As Required	Autumn Leaf Program	Fortnightly for 10 weeks
		Summer Leaf Program	Fortnightly for 10 weeks
		White Cedar Program	Fortnightly for 8 weeks

Street Sweeping



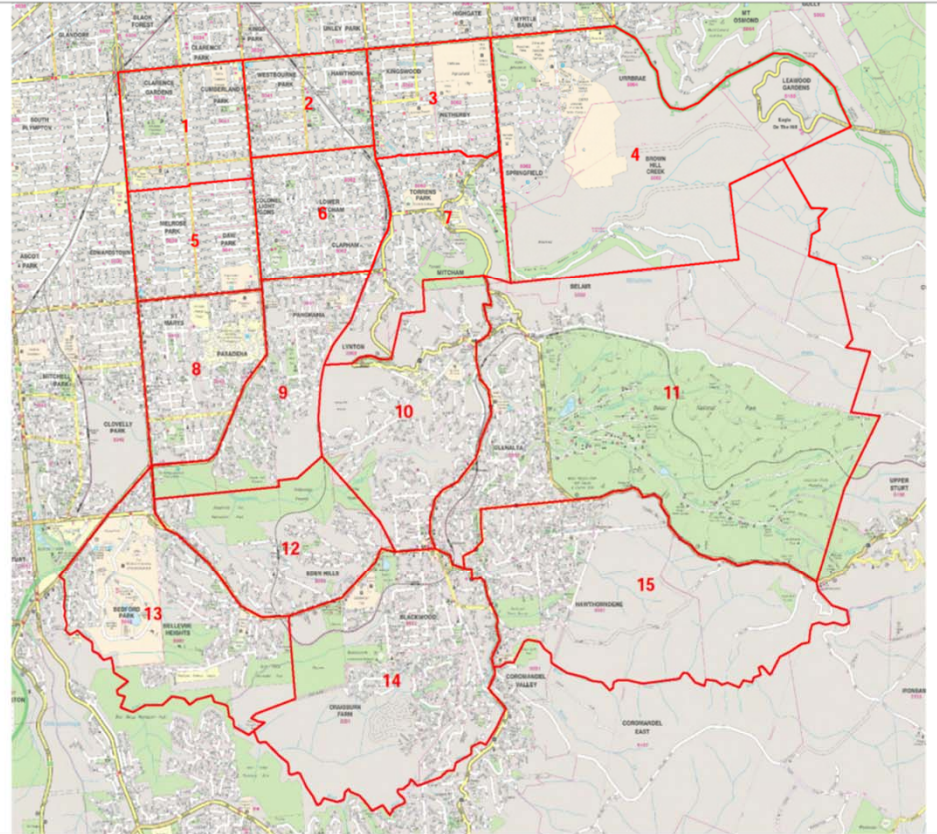
Autumn Leaf Program



Data contained within this document is created by the SA Government and private and the City of Mitcham under licence agreement.

This advice and/or information is given for your use only. The City of Mitcham does not warrant any advice or information in any way, and no responsibility is accepted by the City of Mitcham or their agents or servants.

PRECINCT MAP



Street Sweeping

Current Constraints

- Volume of leaf litter is at unprecedented levels
- Industry does not have the capacity to adjust to current demand cycles
- Impact of reactive work requests (eg car parks)
- Internal resource allocation

What are we doing about it?	What else could be done?
New (renewal) machine on order	Deploy a second machine
Improved ICT factored into new machine	Expand Seasonal Programs
Autumn leaf program commencement brought forward (Started yesterday)	Reduce internal footprint and expand contractor delivery
Service is being integrated into broader Waste Management service delivery	

Service Standards



Service Standards & KPI monitoring

REACTIVE (CRM) and PROACTIVE (PRECINCT) MAINTENANCE							
PRIORITY TRIGGERS / SCOPERS ACTIONS							
FOOTPATHS & VERGES							
	Make Safe (within 24 Hours)	Urgent (within 2 weeks)	High (within 3 months)	Medium (within 15 months)	Low (within 2 years)	No Action	
Trip Hazard	Triggers	Open trench	Brick: >30mm	Brick: 10mm-30mm	Brick: <10mm	Brick: uneven surface (undulating surface with no edge)	Any Medium or Low jobs that are on next year's Capital renewal program
		Path: Any reported incident	Asphalt: >30 mm with edge	Asphalt: 10mm-30mm with edge	Asphalt: <10mm	Uneven surface (undulating surface)	Any Medium or Low jobs that are on 2 year Capital renewal program
		Significant vehicle damage	Path: Any reported incident	If in close proximity to schools, hospitals & retirement villages, prioritise as Urgent	If in close proximity to schools, hospitals & retirement villages, prioritise as High	If in close proximity to schools, hospitals & retirement villages, prioritise as Medium	
		Obvious danger to public / workers					
		Other Utilities pits					
	Actions	Bunt off & cone to prevent access	Make safe				
		Lift and level brick					
		Remove brick and cold mix or overlay					
		Make safe and refer other utilities pits					
	Defects	Defect Code	Defect Description	Defect Information			Further Notes
		TRP-T046	Repair or Replace Concrete or Paving Blocks	Only in Craighburn Farm - eg. aggregate concrete			
		TRP-T010	Pothole Patching with Asphalt	Small pothole patching road & footpath			
		TRP-T023	Pavement Repair (Mech)-Major	For larger road/footpath asphalt works			
TRP-T003		Path - Vertical Displacement	All paving works				

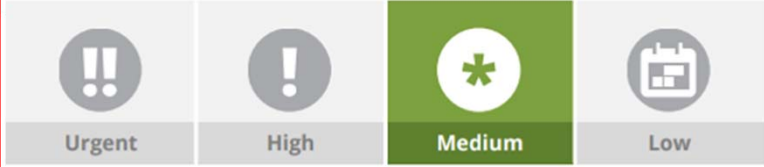
Operational SLs and monitoring

Internal Service Levels

Reactive (CRM) and Proactive (Precinct) Maintenance						
Defect Priority	Make Safe	Urgent	High	Medium	Low	No Action
Defect Category						
Trees & Vegetation	24 hours	2 weeks	3 months	15 months	2 years	N/A
Open Space	24 hours	2 weeks	1 month	3 months	1 year	N/A
Roads	24 hours	2 weeks	1 month	6 months	1 year	N/A
Stormwater & K&WT	24 hours	2 weeks	6 months	1 year	2 years	N/A
Footpaths & Verges	24 hours	2 weeks	3 months	15 months	2 years	N/A
Traffic Control Devices	24 hours	2 weeks	1 month	6 months	1 year	N/A
Graffiti	24 hours	2 weeks	N/A	N/A	N/A	N/A

Customer Notifications

We have inspected the site and prioritised these works based on a range of criteria including safety risks, the condition of the tree, and the surrounding environment. Based on these considerations, this work has been given **MEDIUM** priority.



Internal Service Levels

Reactive (CRM) and Proactive (Precinct) Maintenance						
Defect Priority	Make Safe	Urgent	High	Medium	Low	No Action
Defect Category						
Trees & Vegetation	24 hours	2 weeks	3 months	15 months	2 years	N/A
Open Space	24 hours	2 weeks	1 month	3 months	1 year	N/A
Roads	24 hours	2 weeks	1 month	6 months	1 year	N/A
Stormwater & K&WT	24 hours	2 weeks	6 months	1 year	2 years	N/A
Footpaths & Verges	24 hours	2 weeks	3 months	15 months	2 years	N/A
Traffic Control Devices	24 hours	2 weeks	1 month	6 months	1 year	N/A
Graffiti	24 hours	2 weeks	N/A	N/A	N/A	N/A

CUSTOMER

Acknowledgement & Reference

Completion Notification sent with Priority

(+ Time Expectation)



REQUEST SYSTEM

Customer Request Raised

'Pending' 'Scheduled'

Customer Request Complete

WORKS SYSTEM

'Scoping' Work Order

Inspection + Assessment

Defect Created + Priority Set

'Scoping' Work Order completed

Further Work Orders Created with Priority

- Patching
- Pothole
- Tree Pruning
- Veg Clearance
- Footpath Repairs
- Sign Replacement
- Lining
- etc

We have inspected the site and prioritised these works based on a range of criteria including safety risks, the condition of the tree, and the surrounding environment. Based on these considerations, this work has been given **MEDIUM** priority.

Urgent	High	Medium	Low

Based on this priority, we will address the issue as part of our schedule of works. Unfortunately we are unable to provide you with a timeframe as this is subject to change when impacted by resourcing, storm events and other priority works that may arise. However we will do our best to address this issue as soon as we're able.



Work Required, Assessed & Triaged

Actual on-ground works carried out

(Times vary per category & priority)

Around the Room

Feedback on...

- 1) Start to provide SL expectation in Scoping Request close out?
- 2) Any Eng & Hort Topics you want to hear on next?

