DRAFT Strategic Asset Management Plan 2024/25

CITY OF Salisbury

Acknowledgement of Country

The City of Salisbury acknowledges that we are on the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

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Executive Summary

The City of Salisbury is responsible for the acquisition, operation, maintenance, renewal and disposal of an extensive range of $2.03B of Assets, which enable Council to provide a wide range of Services to the Community.

Major assets include land, buildings, parks, recreation areas, roads, footpaths, drainage systems and provide service essential to our community's quality of life.

This Strategic Asset Management Plan (SAMP) takes the organisational objectives in our strategic plans, reviews how the Community receives and uses the service and whether the organisation is providing community value.

The SAMP takes into account Key Legislative and Risk Mitigation such as:

- Universal Access (DDA)
- Ability inclusion
- Road Safety Framework linking to the School Framework
- Climate change

This Strategic Asset Management Plan (SAMP) considers the Community Expectations/Council Directions & Strategy with respect to improved levels of service in a number of areas:

- verges and street trees
- urban spaces (universal design)
- playspaces and facilities (inclusive design)
- path lighting (improved light levels to improve community safety)
- shade
- irrigation areas increased
- playing surfaces
- footpaths
- community and club room event spaces
- renewal of street lighting

This Plan is the next step, from the 2023/24 SAMP, in that Council has approved Community Based Levels of Service & Asset Hierarchies for Roads, Drainage, Buildings and Playspaces (70% of the Value of Assets in the City). Council has adopted renewal expenditure across these asset classes to meet the endorsed levels of service, ensuring that the Council's renewal programs are financially sustainable, and deliver intergenerational equity. Council has also reviewed Footpath levels of services and implemented a renewal program for street lighting. As outlined later in this document, Council has a significant number of asset classes still to be reviewed, such as sports lighting, irrigation, bridges, street trees and ornamental lakes to develop community-based levels of service and hierarchies and subsequent funding options to meet community expectations in a sustainable way. Council is engaged in an asset management improvement process to further review structure and hierarchy of key asset classes and subsequent community levels of service. It is expected that Council will review all levels of service and subsequent renewal expenditure across all asset classes late in 2024, once the further review work is undertaken.

In other words, Council builds infrastructure to provide a quality of service that the community needs, that Council can afford to maintain and renew and replace in years to come.

Strategic issues

Council has developed a Sustainability Strategy, is finalising a Place Activation Strategy and facilities management model that will set out the long-term investment in building and infrastructure across the City. Similarly, Council is developing Stormwater Management Plans and there will be significant investment in infrastructure, including regional drainage systems in the west of the City to support industry and community facilities. This is particularly relevant for the development of up to 15,000 dwellings on the salt fields site, noting the need for complimentary private and state government investment. Whilst not included in the SAMP, which focuses on service continuity, the total capability of Council to fund their component of new work needs to be considered together with the capacity of Council to fund the increases in levels of service. We aim to continuously improve the age friendliness and inclusiveness of our assets.

Current situation

Asset Managers have been moving from condition based to service continuity based asset management Planning. They have been working closely with Council to determine the community's expectations and levels of service for key asset classes, which will be reflected in the asset management oerational plans and the subsequent projects currently under construction and in the budget for 2023/24. Council is working through a confirmation process of the asset structures and hierarchy and levels of lervice to ensure that the upgrade component of the renewal program is financially affordable and sustainable in the long term, particularly with respect to current inflationary pressures, which is seeing the cost of construction and raw materials increase by in some cases over 20%.

Community based service levels and asset hierarchies have been approved for major asset classes, outlined later in the document, with work to be undertaken over the next three years to assess further asset classes, together with the existing asset classes to ensure financial sustainability and service levels are achieved. These asset classes are detailed in the Asset Improvement Plan later in the document.

Financial implications

The SAMP is in line with the Long-Term Financial Plan, however increases in levels of service in some classes, developed over the last three years, working with the Council, have increased the cost of renewal. Costs have also increased as a result of inflation.

Council is required to manage its assets in a financially sustainable manner. This means that Council must understand the costs to maintain and renew its existing asset portfolios to continue to deliver the targeted levels of service and on top of these provide for growth and new services as identified by the Council to meet community needs and expectations.

Council has maintained the average expenditure for renewal of key assets over the 10 year period of this SAMP. However, a number of renewal programs are reduced in years one to three and increased in years four to 10 to maintain the average renewal spend that frees expenditure for other City Plan projects in the first three years, as outlined in the Long Term Financial Plan (LTFP).

Executive Summary Preliminary Cost Estimates (subject to confirmation of the budget and LTFP)	($000)
10 year total cost [10 yr Ops, Maint, Renewal and Upgrade Proj Exp]	$1,089,149
10 year average cost	$108,914
10 year total LTFP budget [10 yr Ops, Maint, Renewal and Upgrade LTFP Budget]	$1,089,149
10 year average LTFP budget	$108,914
10 year AM financial indicator	100%
10 year average funding shortfall	$0

Opportunities

Council has been working through an Asset Management Improvement Plan (AMIP) since 2018 with initial phases completed to improve the accuracy of the asset register and move to field mobility and electronic work orders. Future phases of the AMIP have been identified to further improve asset management with key objectives identified and reported to internal stakeholders.

Risks

Risks previously identified in the Asset Risk Register have been reviewed and updated with most risks having been mitigated or eliminated over the last four years, particularly with the improvement in asset data, through the introduction of tablets and asset based costing in the field allowing asset managers real time data and analysis of the assets.

There is a significant challenge with balancing the community's expectation of service levels and Council's long term financial sustainability. This will be mitigated by increasing the level of understanding within the community in regards to cost associated with changes in levels of services and balancing service levels between asset categories.

In undertaking the confirmation process of levels of service over the next three years, Council will strengthen the overarching view of the asset renewal program and consider the value of each service against another. Having completed sign off by Council of the first four asset classes, this has significantly mitigated the risk associated by considering each asset class independently of funding increases or reductions and expectations by the community with respect to the levels of service provided by the whole asset portfolio of $2.03 billion.

Asset management approach

Council has introduced a new Sub Committee focused on asset management and progressing from asset centric based asset management to service based asset management.

Council recognises that the SAMP is an integral part of the strategic management plans of the Council including the City Plan and Long Term Financial Plan. The SAMP is also cognisant of other key Council Strategies such as the Sustainability Strategy, Thrive Strategy, Place Activation Strategy and Integrated Transport Plan, Growth Action Plan, Age Friendly Strategy and the Ability and Inclusiveness Strategy.

The key outcomes from the SAMP include:

- increases in operating for buildings as council continues to improve levels of service for its community facilities
- the confirmation of community based levels of service for roads, drainage and buildings and associated funding
- increase in operating for foothpath maintenance to improve levels of service
- allocation of renewal funding for street lighting
- the maintenance of existing renewal funding for other asset classes until audits and valuations are completed and discussed with Council through the Asset Management Sub-Committee.

The next steps

The draft SAMP is recommended to Council, for public consultation, in line with the Long Term Financial Plan, noting that all graphs and tables outlined below will be modified once the LTFP has been finalised. Once these comments have been received and any adjustments made, the updated SAMP will be recommended to Council for endorsement expected in June 2024, noting the 2025/26 SAMP will be developed in late 2024.

1. Introduction

The Strategic Asset Management Plan (SAMP) "includes documented information that specifies how organisational objectives are to be converted into asset management objectives, the approach for developing asset management plans and the role of the asset management system in supporting achievement of the asset management objectives"[1].

This SAMP is an integral part of the organisation's planning framework. This includes the Organisational Strategic Plan, Asset Management (AM) Policy, AM strategy/SAMP, AM plans for individual portfolios and operational plans and work programs. There is a clear alignment from the organisational vision and objectives, AM policy, AM objectives, AM plans, operational plans, work programs through to performance measures as shown in **Figure 1**.

This SAMP is defined as a "Strategic Management Plan" in accordance with the legislative requirement of Section 122 of the Local Government Act 1999.

Figure 1 - Asset Management Planning Framework

The SAMP underpins a business process vital to the achievement of the strategic objectives, much in the same way as a financial strategy.

This SAMP is defined as a "Strategic Management Plan" in accordance with the legislative requirement of Section 122 of the Local Government Act 1999.

Organisational Strategic Plan.
Organisational vision, goals and objectives.

AM Policy.
Principles, requirements and responsibilities for AM, linked to organisational strategic objectives.

AM Strategy (Strategic AM Plan).
AM Objectives, AM Practices, Action Plans for AM Improvement, Audit and Review Processes.

AM Plans.
Asset/Service Description, Levels of service, Demand Forecasts, Lifecycle Activities, Cashflow Forecasts.

Operational Plans and Work Programmes.
Guide day to day activities of staff and contractors.

Source, IIMM Fig 4.2.2, p 4|22.,
[1]IPWEA, 2015, IIMM, Sec 4.2.3, p 4|28.

1.1 Scope of Asset Management System

1.1.1 Asset Management System

The AM system is "the set of inter-acting elements of an organisation to establish AM policies and objectives, and processes to achieve those objectives"[2].

The AM system is applied to the delivery of AM objectives services/products from the following asset portfolios with additional detail in section 3.1.

- drainage and waterways
- urban assets – including parks and streetscapes
- street trees
- public lighting
- transportation
- property and building
- salisbury water
- plant and fleet
- information technology (to be developed).

The AM system scope is determined after consideration of:

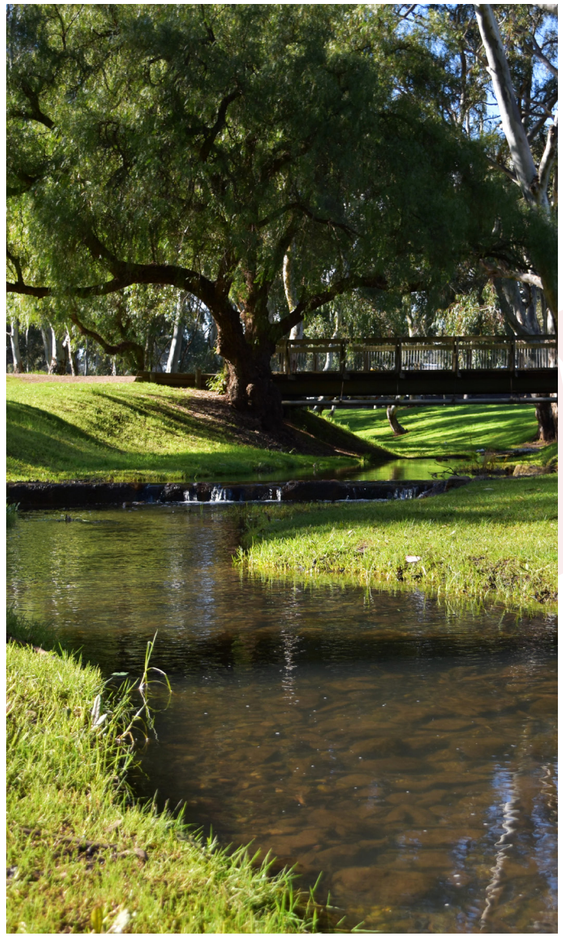
- AM objectives
- external and internal issues relevant to the purpose of the organisation
- community expectations and requirements
- interaction/linkages with other management systems
- criteria for AM decision making [3].

1.2 Purpose and Structure of Asset Management System

The AM system is to assist the organisation achieve its AM objectives. It includes "all the functions, people, processes, information and tools that deliver AM objectives" [4]. The AM objectives are the results to be achieved from the AM system. AM objectives are guided by organisational objectives and the AM policy and drive AM practices undertaken by the organisation [5].

The AM system structure includes

- AM Policy (Developed and Approved through the Asset Management Sub-Committee, or existing programs previously in place)
- AM Operational Plans for the asset portfolios
- Integration of AM processes, activities and data with other organisational functions including levels of service KPI's and subsequent service delivery, quality, financial and asset accounting, risk management, safety and human resources



- reporting of AM objectives (levels of service) and resources needed to achieve the objectives in annual budgets
- reporting of AM objectives achievements in annual reports.

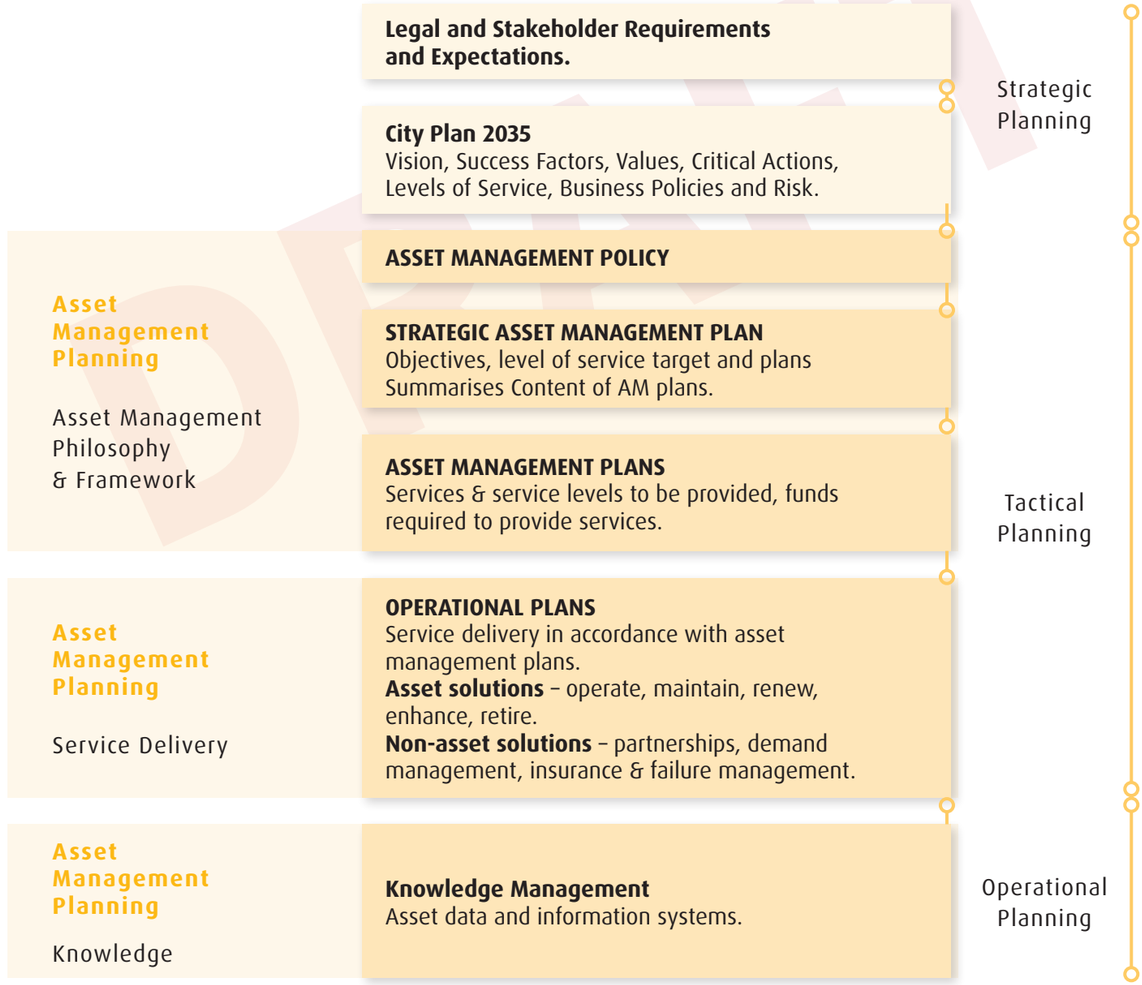
1.3 The SAMP and our Planning Framework

The SAMP is an integral component of our Planning Framework. It is linked to the Organisation's other strategic documents, including the LTFP and City Plan 2035 and sets the structure for AM Operational Plans for included asset portfolios. The AM Operational Plans are linked to the Strategic Asset Management Plan which forms the basis for development of annual budgets to deliver agreed levels of service for available resources. The annual budget sets the framework for annual work plans and division and staff performance targets.

Figure 2 shows how the AM system integrates within our planning framework.

[2] IPWEA, 2015, IIMM, Sec 2.1.1, p 2|3.
[3] IPWEA, 2015, IIMM, Sec 2.1.1, p 2|3.
[4] IPWEA, 2015, IIMM, Sec 2.1.1, p 2|3.
[5] IPWEA, 2015, IIMM, Sec 2.1.3, p 2|13.

Figure 2 - Strategic Asset Management fit in Asset Planning Process



1.4 Asset Management Objectives

The City of Salisbury's asset management objectives is to deliver and manage assets to achieve the City Plan's vision of *a progressive, sustainable and connected community.*

The AM objectives are developed from our strategic plan and:

- review of risks including the potential impacts from failure of:
    - assets from a material/structural perspective, or
    - AM activities, (quality or level of renewal and maintenance) which prevents Council from achieving their agreed to levels of service for the community, both individually or in combination
- review of the importance of assets related to their intended outcomes, objectives and product or community experience levels of service requirements
- a check on the applicability of AM objectives during the AM planning process[6].

AM objectives are specific, measurable, achievable, relevant and time bound. AM objectives are developed in Section 4.

AM plans are to be formulated and documented to achieve the AM objectives. This includes documentation of decision making criteria, processes for managing the complete life cycle of assets, addressing risks and opportunities, activities to be undertaken, resources, responsibilities, timelines, performance criteria and financial implications[7].

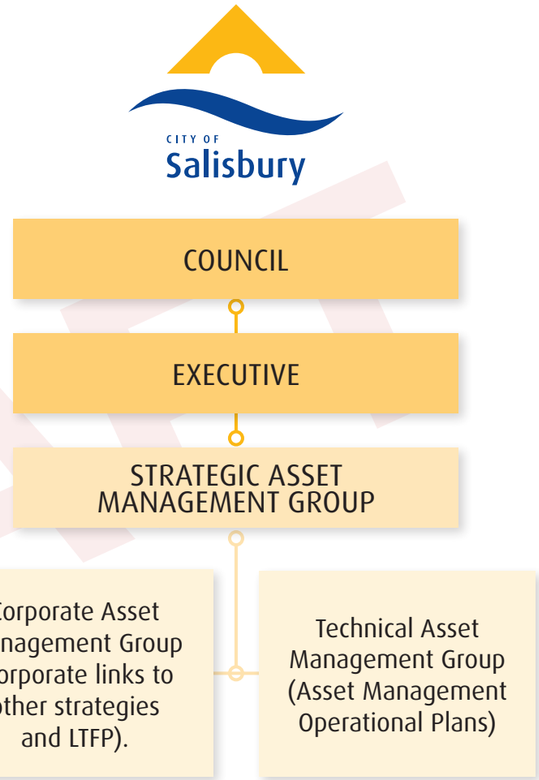
[6] ISO 2014, ISO 55002, Sec 6.2.1, p 9

[7] IPWEA, 2015, IIMM, Sec 4.2.3, p 4|29.

1.5 Responsibility for the SAMP

The General Manager City Infrastructure is responsible for development and maintenance of the SAMP. The SAMP is reviewed at regular intervals, to ensure alignment LTFP, and presented to the Strategic Asset Management Group (SAMG), Executive (EXEC) and then to Council.

The Strategic Asset Management Group comprises of a select group of senior staff and reports directly to the Executive group. Additional internal working groups report to SAMG to deliver continuous improvement, develop and review Asset Management Operational Plans, service levels, asset structures and ensure ongoing general asset management planning.



1.6. SAMP Planning Horizon

The SAMP has a planning horizon of 20 years, it is based on detail in Asset Management Operational Plans (AMOP) which has been updated and revised with updated AMOPs to follow as part of the Asset Management Improvement Plan (AMIP).

Like the other Strategic Management Plans of Council, the SAMP has a life of four years or as required when there is a major change in Strategy. It is expected, that because of the significant number of asset classes to be reviewed and analysed, to determine community based levels of service and hierarchies, the SAMP will be updated each year over the next four years.

2. Strategic Organisational Context

This section details the Strategies of the organisation over the period of the plan and presents options for addressing those issues including those that cross all parts of the organisation as they are likely to impact on our ability to achieve our AM objectives.

2.1 Alignment to City Plan 2035

City Plan 2035 contains a vision for Salisbury to be *a progressive, sustainable and connected community*. It has three directions that capture the social, environmental and economic influences on the City, and one direction that addresses factors within the organisation itself.

Several 'foundations' are then identified for each of the four directions. Council has determined that these Foundations are the goals that we will seek to achieve for the City. They are supported by critical actions that outline the Council's priority deliverables over the life of the plan.

Our critical actions range from operational and site-specific projects that will have immediate impact, to strategic objectives that will guide how and what Council achieves in the longer term.

Key critical actions that are linked to this Strategic Asset Management are listed on the following page.

Strategic Asset Management Plan 2024-25

A welcoming and liveable City

Strategic Projects

- Upgrade community hubs at Burton and Ingle Farm
- Implement St Kilda and Paddocks masterplans
- Complete the Bridgestone athletics facility and maximise its use
- Enhance the visual appearance and amenity of public space through an expanded verge maintenance program, appropriate lighting and more greening of reserves
- Improve our playgrounds and sporting facilities and cycle paths
- Implement the 'Ability Inclusion Strategic Plan', including providing more equipment in our playgrounds that is able to be used by people with different abilities.

Operational Focus

- Improve quality and cleanliness of residential areas
- Promptly remove rubbish dumped on public land
- Implement Council's community safety strategy, including CCTV coverage
- Ensure public spaces are accessible |and sporting facilities are maintained
- Provide support and grants to sporting and community groups
- Deliver Council's intercultural Strategic Plan to build connections and increase collaboration among community groups and service providers.

Future Planning

- Develop a place activation strategy
- Assess future social infrastructure needs
- Update the 'City Pride' strategy.

Advocacy Priorities

- Increased resourcing and services to make our community a safer place
- Improve public transport options.

A Sustainable City

Strategic Projects

- Replace all Council-owned street lights with
- energy-efficient lighting
- Improve the environmental performance of Council buildings
- Enhance our biodiversity corridors along Dry Creek and Little Para River and other environmentally sensitive areas such as coastal mangroves.

Operational Focus

- Use recycled or re-used materials where possible in construction and maintenance programs
- Adopt practices and infrastructure that make the City cooler in an increasingly warm climate
- Stabilise major creek lines and banks to improve biodiversity and reduce scour and silting
- Manage and plan assets so they are resilient to a changing climate.

Future Planning

- Review Council's sustainability strategy to include waste and energy management, cooler suburbs, biodiversity and water
- Complete the Dry Creek Stormwater Management Plan to protect the City from flooding
- Develop a business case to showcase good design techniques that improve the environmental performance of housing and streets.

Advocacy Priorities

- Integrate urban water planning.

A growing City that creates new opportunities

Strategic Projects

- Enhance the Salisbury City Centre by upgrading Church and John Streets and attracting investment by the private sector into surplus Council sites
- Deliver a residential development program by using surplus Council land.

Operational Focus

- Support new and existing businesses and industries to grow and create jobs
- Improve infrastructure, signage, safety, streetscapes and upkeep of commercial and industrial areas to support economic sustainability and growth. Improve parking in Salisbury City Centre and Mawson Lakes Central, business and recreation precincts.

Future Planning

- Develop a structure plan for the land west of Port Wakefield Road to open up new development opportunities while preserving the existing character of Globe Derby and St Kilda.

Advocacy Priorities

- Redevelopment of the Salisbury and Mawson Lakes Interchanges
- Improvements to east-west roads including increasing the capacity and safety of Kings Road and Waterloo Corner Road, duplication and extension of Elder Smith Road and road/rail grade separation of Park Terrace and Kings Road
- Edinburgh Parks to be business ready as a modern industrial area with efficient freight routes to the Northern Connector, fast digital connectivity and access to alternative energy sources and recycled water.

Innovation and Business Development	
Strategic Projects • Upgrade Council's Operations Centre at Cross Road to support business transformation • Deliver Council's Covid-19 response package.	**Operational Focus** • Improve how we use data to better inform decision making • Continuous improvement program.
Future Planning • Review Council's 'Strategic Asset Management Plan'.	**Advocacy Priorities** • Develop deeper and more effective relationships with government agencies and other organisations to progress the priorities identified in this City Plan and its supporting strategies.

2.2 Services Provided

We provide essential services to the 142,500 residents, visitors and businesses in the City of Salisbury community including:

- integrated traffic network of 900 km, including major off-road pedestrian cycling network in 50% of the City
- stormwater flood management network that provides up to 99% of homes flood proof to a one in 100 year event
- 165 local, 32 district and six regional reserve/play spaces
- a hub model which is being implemented across the City, which will see a reduction in the number of facilities, but an increase in service offering at a district level, providing community services including locating of neighbourhood centres, libraries and senior services and wellbeing services
- Council leases 120 facilities to clubs and associations to deliver dports and recreation across the City.

These services are an essential component to the liveability and economic prosperity of the community.

2.3 Our Community

We provide services to a range of customers and community users. These include:

- residents
- visitors staying in the area
- businesses and industry within the area, and
- business and industry users and visitors passing through the area.

"Our challenge is to provide the services needed by the community at an appropriate level of service at optimum life cycle cost that are financially sustainable."

2.4 Strategic Challenges & Opportunities

2.4.1 Place Making:

Council, in providing 'Exceptional Community Experience', is transforming its asset management planning processes from an 'asset centric" approach to a 'service approach', with a focus on place and destination. This will enable service levels and associated budgeting to be focused on providing a service in a place or destination which includes grouped assets.

2.4.2 Climate Change:

Council is continuing to revise its models with respect to climate change, particularly in the drainage area. This has meant a continuation of the Major Flooding Program, and Stormwater Management Plan development as the Australian Rainfall and Runoff Guidelines continue to be modified to include changes in weather patterns, particularly with the increase in intensity of storms and levels of storm surge. The extended duration of heat wave events (greater than 10 days above 38) also has a direct effect on the road condition with the durability of asphalt compromised as loading occurs during more regular high heat periods, not allowing the road to rest, and subject to higher levels of brittleness and cracking.

2.4.3 Socio-Economic Conditions:

With the reduction in yard size across the City, Council has recognised the need and increased the availability of public irrigated space and playgrounds having completed $6-7M of upgrades over the last four years.

Similarly, it has recognised the Streetscape (street trees, verges and footpaths) now as a key aspect of the communities recreational area. Understanding of the hierarchy of the communities destinations and links to these destinations has changed Council's approach to asset management. This has meant that Council has continued to increase the level of service for the community in these areas, particularly around the improvement and upgrade of the quality of Council facilities, such as Burton Community Hub. Similarly, link infrastructure such as shared use paths, footpaths and associated lighting has also significantly increased, with $5M on the path networks over the last three years.

2.4.4. Schooling Changes:

The State Government has completed the move of year 7's to high school, with $5M of work being undertaken by Council. However, there has been a significant increase in early learning centres in and around the primary school precincts and significant ongoing growth in a number of public and private schools, which means there is a further $2M of priority works over the next six years. Council has developed a school framework, that will continue to deliver the capital program, for transport and pedestrian safety works. Similarly, Council, whilst not receiving any financial support has developed a program to upgrade and redevelop bus stops, including bus pads, footpath connections and the replacement of old bus shelters, particularly to address universal access needs.

2.4.5 Demographic Change

Table 1 - Demographic Change and Demand Impact

Item	Present Position	Expected Position	Demand Impact
Population & Demographics	142,555	153,520 by 2036	The City Plan 2035, initial expectations show no significant changes in Demographics, with the general trend being to an older population. This will have to be reassessed if and when the Salt Fields Development comes on line as a major project. Current demographic modelling predicts a significant increase in the proportion of retirement age from 2016 and 2036. This highlights the need for increases in universal access and inclusion with an additional focus on the diversification of Salisbury's population. Participation particularly in women's sport is significantly increasing the requirements of Council's sporting facilities and functional requirements. Whilst, the SAMP does not include new works it does include the upgrade of changerooms to modern equivalent, which often includes reconfiguration and increases in changeroom requirements. This increases the costs of renewal which has been allowed for in the Building Renewal Program.

Council is seeing a clear change in areas such as Para Hills and Salisbury North as the original landowners are aging and moving out, which is meaning that there is now becoming a significantly different suburb demographic. Similarly, the City's population continues to diversify with the ongoing increase in migrants into the area, which challenges how best to meet specific community services in the area. An excellent example of this is playgrounds, that were built in new estates, 20 years ago, were built for the young family, needs upgrading to meet the needs across all ages, for example the inclusion of basketball courts etc. for youth. Council has significantly improved the community level of service in this area to increase availability of playspaces but also investing more to diversify the type of recreation elements. This is a major challenge with district and regional facilities to continue to be redeveloped to include Universal access and be suitable to meet a wider range of demographic needs.

Figure 3 – Population Forecast

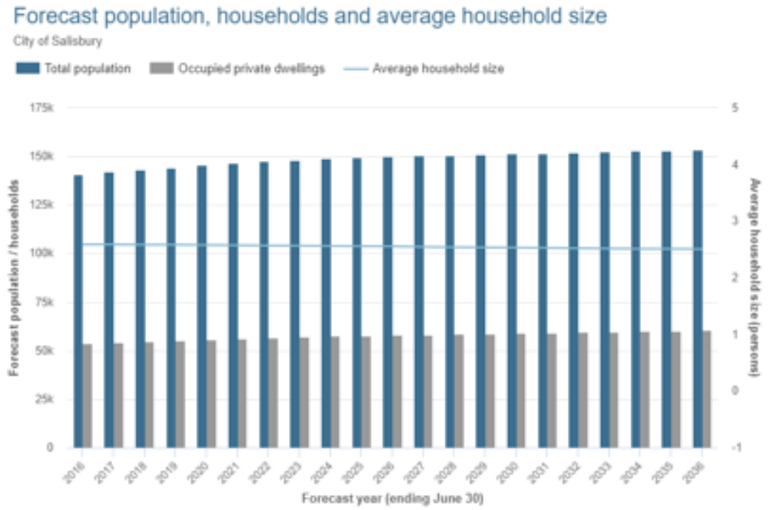
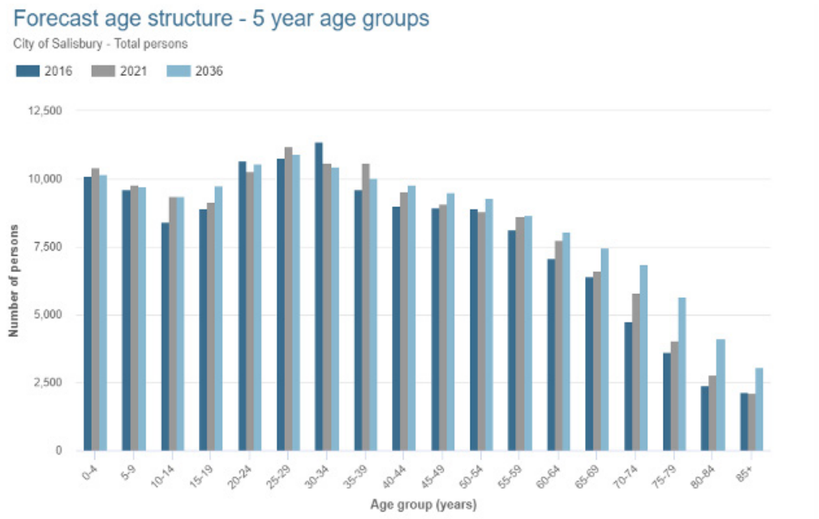


Figure 4 – Forecast age structure 2016 to 2036



2.4.6 Legislative Requirements

Major legislative requirements are detailed in **Table 2** together with expected changes that may impact future operations.

Table 2 - Legislative Requirements

Legislation/Regulation	Major requirement
All portfolios	
Local Government Act 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery. Council is required to have an adopted plan covering a period of at least four years which meet the requirements of Section 122 of the Local Government Act 1999 for "strategic management plans".
Australian Accounting Standards	Set out the financial reporting standards relating to. Inter alia, the (re) valuation and depreciation of Assets.
Work Health & Safety Act 2012	To secure the health, safety and welfare of persons at work. To eliminate, at their source, risks to the health, safety and welfare of persons at work. To protect the public against risks to health or safety arising out of or in connection with the activities of persons at work, or the use of operation of various types of plant.
Disability Discrimination Act 1992 (DDA)	To ensure, as far as practicable, that persons with disabilities have the same rights to equality before the law as the rest of the community. *Council has adopted a more 'universal and inclusive' aligned approach to infrastructure delivery. As per the discussion regarding adult change facilities this has significantly increase the cost to build and maintain Council's Regional facilities.*
Transportation	
Civil Liability Act 1936	Liability of road authorities - Section 42, May 2004 inclusion in the Act to provide a replacement for the nonfeasance defence consequent to May 2001 High Court judgement.
Code of Technical Requirements for the Legal Use of Traffic Control Devices	Details the design and construction parameters to which traffic management devices installed by City of Salisbury must comply.
Highway Act 1926	Set out the Legislative framework for drainage of roads and road authorities' In SA.
Land Administration Act 2002	Standard for land acquisition and management of land.
Road Traffic Act 1961	Contains powers for City of Salisbury to install and remove traffic control devices.
Water Resources Act 1997 (Department of Environment and Water)	Regulates Resource Management , e.g. requires 'Water Effecting Activities' permits for Diversions (harvesting), dams, bores etc.

Table 2 - Legislative Requirements continued

Legislation/Regulation (continued from pg 27)	Major requirement (continued from pg 27)
Native Vegetation Act 1991	The Governor considers that the regulation should be made in order to enhance the preservation or management of an area that includes significant native vegetation, or in order to assist in the provision of a significant environmental benefit.
Landscape Act 2019	An Act to promote sustainable and intergrated management of the State's landscapes.
Community Land Management Act 2021	Section 194 The Act places obligations and responsibilities on City of Salisbury to manage community land for the current and future benefit of the community.
Land Administration Act 2002	Standard for land acquisition and management of land.
Streetscapes	
Sewerage Act 1996	The design and safety conditions to meet the Act.
Details species, location and damage responsibilities	Details species, location and damage responsibilities.
Electricity Act 1996	The design and safety conditions to meet the Act.
Property & Buildings	
Building Code Australia	The design and safety conditions to meet the Code.
Disability (Access to Premises - Buildings) Standards 2010	These Standards set performance requirements and provide references to technical specifications to ensure dignified access to, and use of, buildings for people with disability. *Council has adopted a more "Universal & Inclusive" aligned approach to infrastructure delivery. As per the discussion regarding adult change facilities this has significantly increase the cost to build and maintain Council's Regional facilities.*
Plant, Furniture & Equipment	
Australian Design Rules (ADRs)	The Australian Design Rules (ADRs) are national standards for vehicle safety, anti-theft and emissions. The ADRs are generally performance based and cover issues such as occupant protection, structures, lighting, noise, engine exhaust emissions, braking and a range of miscellaneous items.

Strategic Asset Management Plan 2024-25

Table 2 - Legislative Requirements continued

Legislation/Regulation (continued from pg 27)	Major requirement (continued from pg 27)
Salisbury Water	
The Water Industry Act 2012 (ESCOSA) (OTR)	The Act requires a Water Retail Licence to be held by the City of Salisbury. Salisbury Water is the Division tasked with meeting Council's obligations as a licenced retailer. Regulate water price setting, customer service standards and customer issues. Regulate technical standards and safety issues.
Environment Protection Act 1993 (EPA)	Regulates activities that have the potential to pollute the environment *Requires a risk-based management approach including licences for Managed Aquifer Recharge (MAR) and brine disposal, with extensive monitoring and reporting.*
Water Resources Act 1997 (DEW)	Requires 'Water Effecting Activity' permits for diversions (harvesting), dams, wells etc. The Water Allocation Plan for the Northern Adelaide Plains Prescribed Area requires Water Licences to for injection, extraction and trading of allocations.
National Water Quality Management Strategy Australian Govt. Dept. of Agriculture and Water Resources	Australian Guidelines for Recycling - Managing health and environmental risks - Augmentation of drinking water supplies - Stormwater harvesting and reuse - Managed Aquifer Recharge.

2.4.7 Organisational Opportunities

Asset Management System

Council has made the appropriate structural changes to improve the focus on Asset Management Planning. There are some challenges to keep level of service expectations in the community at sustainable levels in line with the long term financial plan, with financial implications of service level changes often only realised in the following year's budget cycle.

Asset Management Maturity

We have taken steps to improve our asset and associated financial management performance including assessing our asset management maturity against the three frameworks of the Local Government Financial Sustainability National Assessment Framework (NAF). Our target is to achieve 'core' maturity with the frameworks. **Figure 5** and **Figure 6** show the current and target 'core' and 'advanced' maturity scores for the eleven elements of the National Frameworks for asset and financial management.

A NAF maturity assessment was undertaken internally in 2013 prior to development of Asset Management Plans and a more recent internal maturity assessment undertaken using the NAF for comparison. In future maturity assessments will be undertaken using the seven elements of ISO 55001 as the organisation aims to align to ISO 55001.

Council has undertaken a level of service review of key assets, of Roads, Drainage, Buildings, Playspaces, and Foothpaths which now achieves an 'intermediate' maturity rating and the longer-term strategy will be to achieve an 'advanced level' over the next three years with the completion of community based asset management.

Figure 5 - 2013 Maturity Assessment

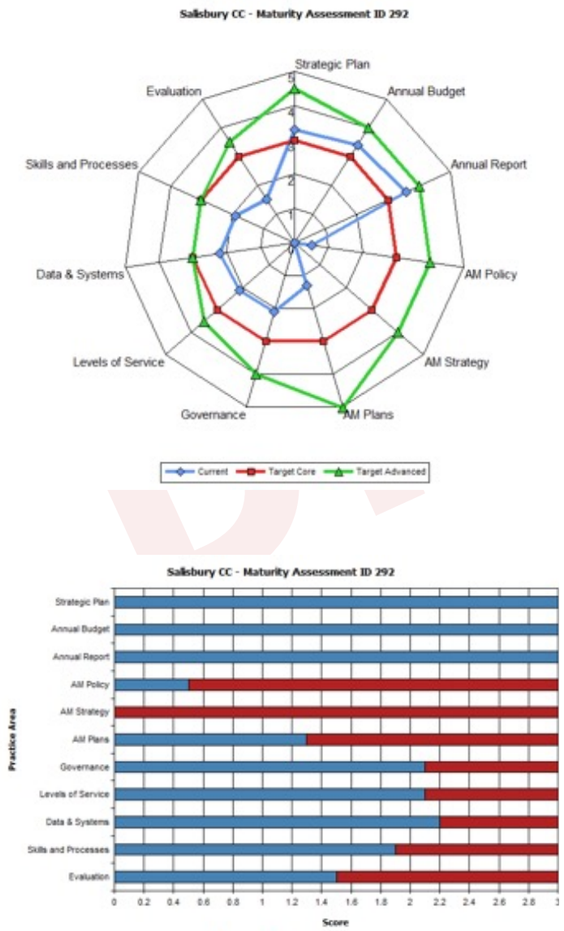
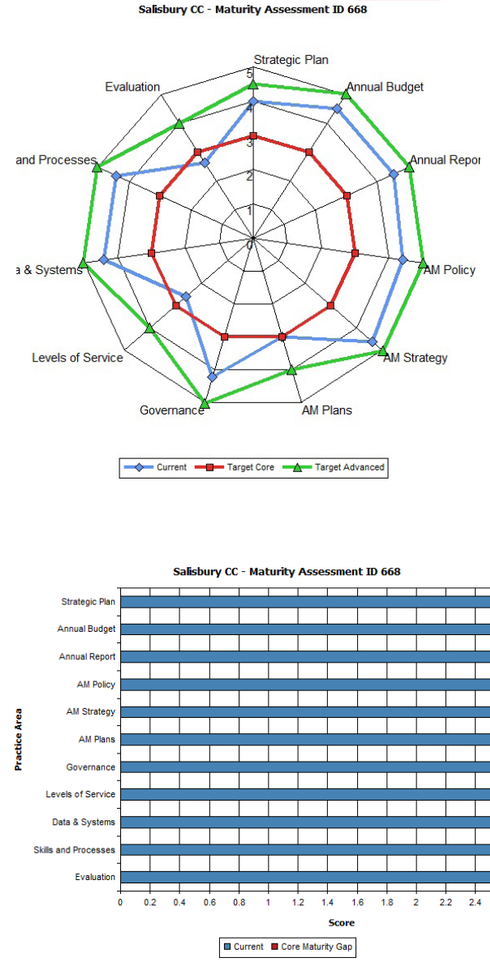


Figure 6 - Current Maturity Assessment



3. Asset Portfolio

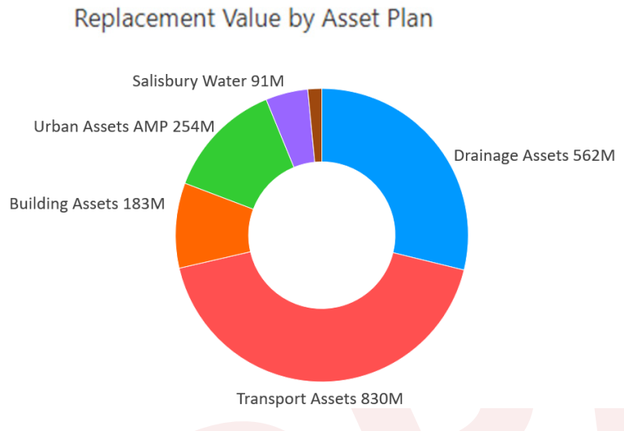
3.1 Asset Dimensions and Value

Council manages a large number and variety of assets to provide services to our community. The assets provide the foundation for the community to carry out its everyday activities, while contributing to overall quality of life. **Table 3** highlights key assets by asset management area with the breakdown replacement cost by area shown in **Figure 7**.

Table 3 - Asset Portfolio

Asset Area	Asset Summary
Drainage and Waterways	17,650 Stormwater Pits 531 km Stormwater Pipes 141 km Open Channels 20 Flood Dams
Urban Assets	163 Playspaces 50 Fitness Stations 395 Irrigation Systems 692 Bins 1,250 Seats/Tables 10 Dog Parks 129 Sports Courts/Grounds 71 Artwork 85 Historical Monuments/Plaques 185 Shelters/Gazebos
Streetscapes	77,000 Trees
Public Lighting	3,846 Public Lights 146 Solar Lights 297 Sports Lights
Transportation	812 km Roads 1,828 km Kerbing 1,174 km Footpaths 11,493 Kerb Ramps 250 Car Parks 632 Traffic ControlDevices 20,000 Signs 251 Bridges
Property and Building	247 Buildings 145 Statement Walls 1 Swimming Pool Facility 1 Golf Course sCCTV Systems

Figure 7 - Asset Replacement Values



3.3 Asset register

This SAMP is based on information from our infrastructure asset register. Access to reliable asset information is critical to the success of good asset management in the organisation.

Council's asset register is continuously updated following the completion of capital works completed by Council or donation of assets from private developers or government departments. Asset structure and asset components are routinely reviewed with assets broken down into components where applicable to help manage asset accounting and asset reporting.

Council's asset register stores condition information against discrete assets and routine condition assessments are undertaken on various asset classes.

Asset performance information particularly maintenance data is being recorded at an individual asset level now, following the completion of the Asset Management Improvement Project in 2018/19.

Data trends are now becoming available and valuable to increase the knowledge around function and capacity of assets in the field. Decision making is now beginning to be made based on function and capacity and maintenance data rather than on condition assessment through audits alone. This is enabling asset managers to be more targeted and efficient in the renewal programs.

As the Council moves to digital cloud based data management systems, it is expected that total integration between GIS, the asset management system, community management system and the financial system will allow further refinement and enable real time predictive modelling. This is currently being trialled with road assets as part of the update to the AMOP for roads, but will be able to be applied across the total asset base in the future as the register and maintenance information continues to develop in sophistication.

4. Asset Management Objectives

Council's Asset Management Objective is to provide 'Exceptional Community Experience', is transforming its Asset Management Planning Processes from an 'asset centric' approach to a 'service based' approach with a focus on place and destination, aided by the use of high-quality asset management data.

The AM objectives, developed in this SAMP provide the essential link between the organisational objectives and the AM plan(s) that describe how those objectives are going to be achieved. The AM objectives are developed from our strategic plan and a range of requirements including corporate goals and stakeholder, regulatory and legislative requirements.

The AM objectives are aligned to the organisational objectives in the strategic plans, with the objective of establishing alignment from the organisational objectives through the AM objectives to AM initiatives, projects and performance measures. Council's Asset Management Plans are modified as the Council's strategies and objectives are articulated and endorsed. A good example is the Place Activation Strategy, which led to significant modification of the footpath renewal standards. However, as with the case of the Sustainability Strategy, the Renewal program has already adopted the majority of the objectives in the strategy and therefore the renewal program will not be affected. A number of oganisational objectives are included below but it is by no means a complete list.

The AM objectives incorporate our desire to ensure that infrastructure assets are managed in an efficient and sustainable manner and asset cost is optimised over the asset's lifecycle. AM objectives transform the required outcomes (product or service) to be provided by the assets, into activities typically described in the asset management plans.

Table 4 shows the AM objectives developed under each organisational objective with a performance target/timeline and responsible officer.

Table 4 - Asset Management Objectives

Organisational Objective AM Objective	Action / Strategy	Performance Target / Timeline
Financial sustainability	Ensure the SAMP is routinely reviewed/ updated and informs the LTFP to ensure service delivery is financially sustainable.	Within two years of a Council election and/or following significant changes to asset management planning strategies (currently reviewed on a yearly basis).
Streetscape renewal and improvement in aesthetic to create place and destination	Street Tree Renewal program modified to increase diversity of species into the City. Integrate Footpath, Street Tree & Kerb Renewal programs to develop a whole of street approach, where possible (trial underway)	Dec 2024
Environmental Sustainability Strategy	Continue to implement Circular Economy approach with respect to the delivery of the capital and operational Programs Improve environmental performance and climate Resilience of Infrastructure (reduction in heat island in roads, natural creek design, sustainable resource use) Increase the use of recyclables in key renewal programs (Building, Road, Bridges, Outdoor Furniture).	Ongoing
Improved Management and efficiency and capacity of Public Lighting	Replacing Council owned luminaires with LED's.	2021-2028
Improved Access to Green Space –Increase in Irrigated Areas in Local Playspaces	Implement Program to increase supply of shaded Playgrounds within a maximum of 800m walking distance of residents and irrigated open space areas within 400m walking of residential areas.	2021 to 2030
Flood Management – Reduce Risk to Residential and Commercial Premises to above 1 in 100 year events.	Ongoing delivery of the Major Flood Mitigation Strategy.	2018 to 2028
Improve the universal design of our community and sporting facilities.	Implementation of the Age Friendly and Ability and Inclusiveness Strategies through implementing universal design principles in our renewal and upgrade programs.	2018 to 2028

5. Asset Management Planning Approach (Action Plan)

The AM planning approach provides direction for AM Plans to achieve the organisational objectives. This includes documentation of decision-making criteria, processes for managing the complete life cycle of assets, addressing risks and opportunities, activities to be undertaken, resources, responsibilities, timelines, performance criteria and financial implications for Council.

5.1 Levels of Service

We have defined service levels in two terms.

Community experience levels of service measure how the community receives and uses the service and whether the organisation is providing community value.

The following measures are typically used in AM Plans to monitor and report on asset performance against community experience levels of service.

Quality/condition	How good is the service?
Function	Does it meet users' needs?
Capacity/Utilisation	Is the service usage appropriate to capacity?

These measures will be gathered from asset inspections, community satisfaction surveys and feedback from the community through CRMs and other communication methods. Historically condition has been the primary focus for monitoring asset performance and improvement plans to include function, capacity and utilisation.

Our current and projected community levels of service for the services covered by this strategic asset management plan are summarised in this strategic asset management plan with future revisions of the Asset Management Operational Plans based on agreed structure, hierarchy and community experience levels of service. Council's Community Experience and subsequent technical levels of service have been reviewed and adjusted over the past twelve months following analysis, modelling and reported to Council for approval to be included in this Strategic Asset Management Plan.

Technical levels of service - supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

Technical service measures are linked to annual budgets covering:

- operations – the regular activities to provide services such as utility costs (water/electricity), cleansing, mowing, etc.
- maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition (e.g., road patching, unsealed road grading, building and structure repairs, cleaning fire hydrants),
- renewal – the activities that return the service capability of an asset similar to that which it had originally (e.g., road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- upgrade/new – the activities to provide a higher level of service (e.g., widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g., a new library).

Asset managers plan, implement and monitor the achievement of technical service levels. Together the community and technical levels of service provide detail on service performance, cost and whether service levels are likely to stay the same, get better or worse.

Our current and projected technical levels of service for the services covered by this strategic asset management plan are being developed in the Asset management Operational Plans and are summarised in this strategic asset management plan in **Table 5** on the next page.

Table 5 - Community Experience Service Levels

Service Area	Current Level of Service	Community Experience Level of Service	Technical Level of Service	Key Strategy/Program to Deliver
Community Facilities	The overall condition of the building and its fit-for purpose requirements are based on the Place Activation Strategy, for regional, district and local facilities hierarchies including maintenance response times. Design of replacement facilities are through direct engagement with the users of the facilities.	The Hierarchy agreed by Council is as follows: • bespoke (custom made) • community hubs • community centres/libraries • sporting clubrooms – local • sporting clubrooms – district/regional • public toilets • minor buildings • heritage/historic buildings The facilities are suitable for use, based on function and capacity developed through direct engagement during the design phase, with users of the facilities, clubs, and relevant State Sporting Bodies, based on the Hierarchy and Criticality of the Facility. Facilities utilised Universal and Inclusive Design principles where possible.	The technical level of service accepted as a minimum threshold for habitable and utilised Council buildings is a condition rating of '3 – Fair' with minor deterioration present and routine maintenance may be required. The assets are fit for purpose based on the Place Activation Strategy and hierarchy determining criticality, fit for purpose and condition criteria.	**Strategy** • Place Activation Strategy • Building Renewal/Upgrade Program. • All New Buildings or Upgrades are funded through individual business cases and budget bids. **Operating/Maintenance** • Programmed and reactive maintenance

Table 5 - Community Experience Service Levels continued

Building Hierarchy	Criticality 1-5	Fit for Purpose 1-5	Condition 0-6
Bespoke	1, very high	1 to 3, very good to fair	0 to 3, excellent to fair
Community Hubs	1 to 2, very high to high	1 to 3, very good to fair	0 to 3, excellent to fair
Community Centre/Library	2, high	1 to 3, very good to fair	0 to 3, excellent to fair
Sporting Club Regional/District	2, high	1 to 3, very good to fair	0 to 3, excellent to fair
Sporting Club Local	3, moderate	1 to 3, very good to fair	0 to 3, excellent to fair
Public Toilets	3, moderate	1 to 3, very good to fair	0 to 3, excellent to fair
Minor Buildings	3-4, moderate to low	1 to 3, very good to fair	0 to 3, excellent to fair
Heritage/Historical Buildings	5, very low	1 to 3, very good to fair	0 to 4, excellent to poor

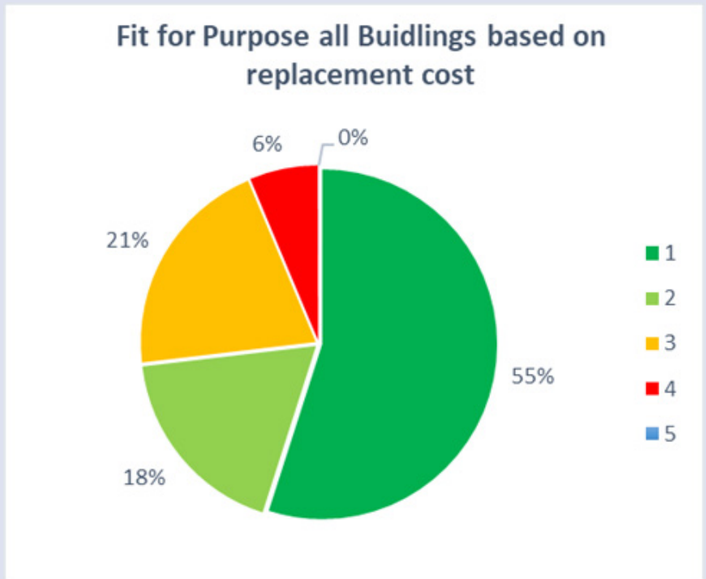


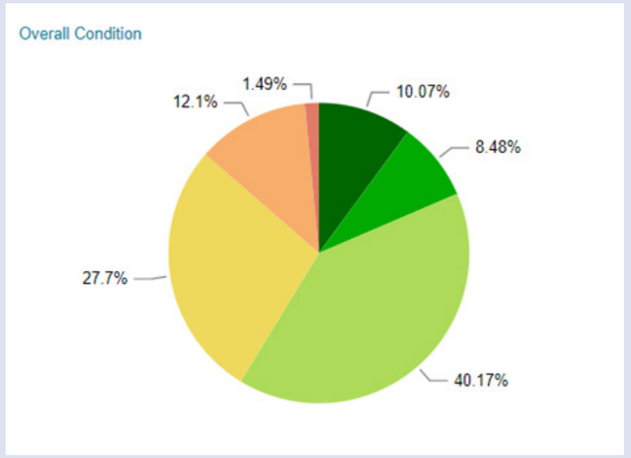
Table 5 - Community Experience Service Levels continued

Service Area (continued from pg 38 and 39)	Current Level of Service (continued from pg 38 and 39)	Community Experience Level of Service (continued from pg 38 and 39)	Technical Level of Service (continued from pg 38 and 39)	Key Strategy/Program to Deliver (continued from pg 38 and 39)
Drainage and Flooding	Homes and businesses will not have flood waters through their buildings and facilities in less than a one in 100 year flood event.	The Hierarchy for Drainage Infrastructure is based on two Hierarchies, referred to as Major and Minor Drainage: The Criteria is as follows: Major Drainage Assets as: a. Maintain a maximum of 300 houses at risk of flooding in a one in 100-year event b. Maintain the existing average of 5,000 tonnes / year of sediment removal from Council's waterways and wetlands. Minor Drainage Assets as: c. Maintain current nuisance flooding levels of less than gutter height flow, unless designed so, and no ponding for longer than a day on a road surface. d. Maintain current maintenance regimes of pits, pipes and gross pollution traps to ensure stormwater harvesting can occur. In Practical Terms: Homes and businesses will be safe in significant storm events (under 100mm of rainfall in 24 hours). Transportation networks (roads, paths, bridges) will be accessible in a minor short duration storm event (under 20mm per hour). Underpasses and ford crossings with be closed above a minor, medium and long duration storm (above 20mm per hour) event to keep the community safe.	Flood dams and major waterways are designed to cater for a one in 100 year flood event. New underground stormwater network and overland flow paths and basins are designed to cater for a one in 10 year flood event. Council stormwater network is routinely cleaned on a four year cycle. Key stormwater infrastructure (such as known high risk areas) are inspected and cleaned prior to key storm events. Flood maps are reviewed and updated routinely inspected on a four year cycle where required. Routine inspections are undertaken on a routine basis for key assets such as: Side entry pits, trash racks and headwalls, gross pollution traps to ensure water quality is maintained in the network. Council's stormwater pipe and pit network does not have a renewal program, but is based on a run to fail model, with a small renewal program for pumpstations and mechanical equipment.	**Strategy** • Flood Mitigation Strategy • Stormwater Management Plans • Capital Renewal There is no Renewal Program, with the Stormwater Network considered as Run to FailCapital Upgrade/New • Major Flood Mitigation Program • Minor Flood Mitigation Program • Dry Creek Stormwater Management Plan Operating/Maintenance • SEP Cleaning Program • Civil Maintenance Program Water Quality Water Quality is monitored to ensure Watercourse Management Plan works continue to reduce the pollution to the Barker Inlet.

Strategic Asset Management Plan 2024-25

Table 5 - Community Experience Service Levels continued

Table 5 - Community Experience Service Levels continued

Service Area (continued from pg 38 & 39)	Current Level of Service (continued from pg 38 & 39)	Community Experience Level of Service (continued from pg 38 & 39)	Technical Level of Service (continued from pg 38 & 39)	Key Strategy/Program to Deliver (continued from pg 38 & 39)
Playspaces and Reserves	Irrigated areas are located within 400m walking distance of residents. Playgrounds are located with an 800m walking distance. Regional and district reserves deliver a higher community experience and are distributed within the City.	Council has adopted the following hierarchy for playgrounds: • regional • district • local • landscaped amenity • community levels of service criteria include: • usage numbers • length of stay • provision of play – demographics • provision of play - accessibility Practically this means playspaces are accessible by the community via walking. Playspaces will be renewed with universally accessible elements incorporated where applicable based on Hierarchy and need. Playspaces and irrigated open spaces will be accessible within 400m of residences. Regional and District informal recreational areas will be designed to provide facilities for visits over one hour, in accordance with universal and inclusive design principles. Funding at this point in time is to maintain the current Average condition. However, The Playspace and Irrigation Asset Management Plans are identified in the SAMP to be revised, as part of the Asset Management Improvement Plan, through 2024/25, with further analysis of Hierarchy, Criteria and Renewal Strategy based on Revaluation and Compliance Audit to be completed mid 2024, that will inform the 2025/26 SAMP.	Council designs and manages informal recreational areas in accordance with the place activation strategy – informal recreation areas. Technical service level criteria: • age • condition • compliance Council approved funding to maintain the current average condition (2.8):  Routine inspections are undertaken on a routine basis for key assets such as; • playspaces • irrigated open space • sports court and equipment • Council has approved the independent level 3 audits for playspaces on a yearly basis. Reserve turf is cut on a routine basis, in accordance with turf management requirements. IPOS condition assessments are undertaken on a regular basis.	**Strategy** · Place Activation Strategy **Capital Renewal** · Playspace Program · Irrigation Program · Outdoor Furniture Program **Operating/Maintenance** · Parks maintenance program

Strategic Asset Management Plan 2024-25

Table 5 - Community Experience Service Levels continued

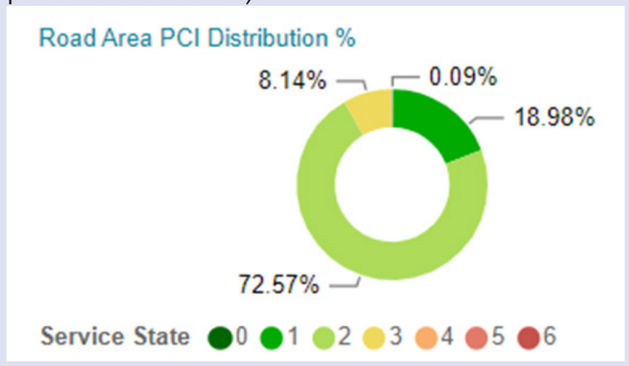
Table 5 - Community Experience Service Levels continued

Service Area (continued from pg 38 & 39)	Current Level of Service (continued from pg 38 & 39)	Community Experience Level of Service (continued from pg 38 & 39)	Technical Level of Service (continued from pg 38 & 39)	Key Strategy/Program to Deliver (continued from pg 38 & 39)
Streetscape	Street Trees are provided based on 1 per residential property. The number of street trees in the City is to be maintained at approximately 80,000 trees. Verges are unirrigated and maintained to a neat standard, with a new program incorporating the renewal of Street Trees, Footpath, Kerb & Verge to be introduced in 2021/22 financial year. Street tree pallet includes a diversity of species mix, with no one species being more than 25% of the total mix.	Street Trees provide amenity for the streetscape and are maintained to a safe level to reduce risk to property damage and infrastructure. The Street Tree Asset Management Plan is identified in the SAMP as part of the Asset Management Improvement Program, to be revised through 2024/25, with a revision of Hierarchy, Criteria and Tree Management Strategy to inform the 2025/26 SAMP.	Street trees are pruned on a five year cycle. Street tree target zones are managed to minimise risk based on species and location. Verges are slashed and debris removed at a minimum eight times per year, subject to seasonal conditions. Broadleaf weed treatments are undertaken twice yearly.	**Strategy** • Urban Forest / Strategy • Biodiversity Corridors Management Plan **Capital Renewal** Street Tree Renewal Operating/Maintenance • Tree Planting Program • Tree Maintenance Program • Verge Maintenance Program

Strategic Asset Management Plan 2024-25

Table 5 - Community Experience Service Levels continued

Table 5 - Community Experience Service Levels continued

Service Area (continued from pg 38 & 39)	Current Level of Service (continued from pg 38 & 39)	Community Experience Level of Service (continued from pg 38 & 39)	Technical Level of Service (continued from pg 38 & 39)	Key Strategy/Program to Deliver (continued from pg 38 & 39)
Roads and Transport	Roads are maintained to an acceptable level with a focus on safety and ride ability. Footpaths are provided on at least one side of residential streets and both sides of major roads where possible. Provision of a Green Trails ring route around the City for pedestrian and cycle movement. Bus stops and path linkages are designed to be universally accessible with Bus Shelters provided on high usage bus stops. Public lighting is provided on all road networks and key links with higher standards prioritised on risk.	Road Hierarchies are as follows: 1. High Profile – These are roads located in and around main destinations, like the John Street – Church Street Salisbury City Centre. 2. Industrial Roads – These are roads that are designed to carry heavy loads and withstand high shear forces caused by heavy load braking and taking corners by vehicles like B-Doubles (large truck and trailer) and A-Trains (Large truck and two large trailers). 3. Collector Roads– These roads are primarily bus routes and routes that carry lots of traffic 4. Residential Roads – These are roads that run through suburbs and feed the smaller roads like cul-de-sacs and crescents. 5. Minor Roads – These are also residential roads but ones that are short and carry low volumes of traffic. The only trucks are the weekly refuge collection runs. The Pavement Condition Index for the whole Road Network will be maintained at the levels outlined below, (where 0 is perfect and 6 is failed):  The Condition of the Road will be Maintained to a Surface Condition Index (SCI) as outlined Below, for the Different Hierarchies	Pavement Condition Index 3 or better, (on a condition rating scale where 1 is new and 6 is undriveable). Council streets are designed based on AustRoads Guidelines and incorporating the 'safe system approach'. New Council footpaths are designed with universal access principles with minimum widths of 1.5m on residential streets and 1.8m on major roads where possible. Road defects such as minor pot holes and deformation will be completed within 10 days, with dangerous defects made safe within 24 hours. Public Lighting is designed to comply with AS1158 and P3 Category for new developments. Routine inspections are undertaken on a routine basis for key assets such as; • roads • footpaths • kerbing • bus shelters • signage	**Strategy** • Integrated Transport Plan **Capital Renewal** • Road Reseal Program • Bridge Program • Bus Shelter Renewal Program **Capital Upgrade/New** • Footpath Program • Minor and Major Traffic Improvement Programs • School Framework Program • City Wide Trails Program • Kerb Ramp Upgrade Program **Operating/Maintenance** • Road Maintenance Program • Footpath Maintenance Program • Kerb Maintenance Program • Bus Shelter Maintenance Program • Signage Maintenance Program

[8] 0-6 Condition Rating with 0 being Brand New and 6 being End of Life.

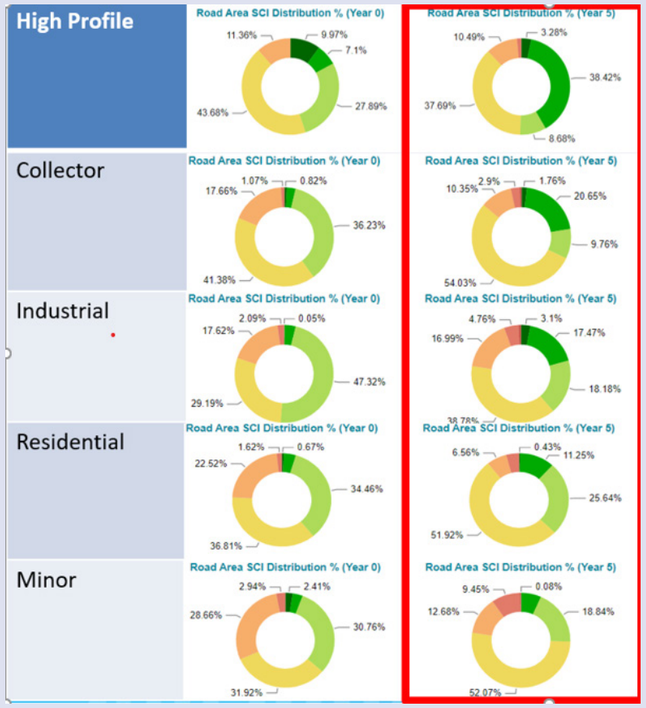
Strategic Asset Management Plan 2024-25

Table 5 - Community Experience Service Levels continued

Strategic Asset Management Plan 2024-25

Table 5 - Community Experience Service Levels continued

Table 5 - Community Experience Service Levels continued

Service Area (continued from pg 38 & 39)	Current Level of Service (continued from pg 38 & 39)	Community Experience Level of Service (continued from pg 38 & 39)	Technical Level of Service (continued from pg 38 & 39)	Key Strategy/Program to Deliver (continued from pg 38 & 39)
Roads and Transport				

Practically this means that Council will:

Provide safe and efficient commuter use travel across the City.

Efficient and effective heavy vehicle/freight movement throughout the City.

Safe pedestrian and cycle movement through the City with a significant portion off road.

Universally accessible public transport use between residential and business areas.

Safe pedestrian and cycle travel at night on streets and key links.

[8] 0-6 Condition Rating with 0 being Brand New and 6 being End of Life.

5.1 Community Experience Levels of Service under review over the next 12 months

Council's Asset Management Sub Committee are reviewing the service levels in the following areas, to be finalised over the next 12 months;

- **Playspaces (playgrounds)**
  - Revise the Playspace AMP based on the hierarchy above including consideration of:
  - universal access, providing for change in demographics, provision of coverage across the city, modern functionality/design
  - the number of irrigated spaces and access to playgrounds which will require additional operating and maintenance budgets particularly for mowing, water usage and safety inspections and repairs.
  - the provision of shade structures for playgrounds.
  - the provision of universally accessible playgrounds
  - the provision of toilet and adult change room facilities
- **Streetscapes (trees)**
  - Consider improvements to street trees range across the City engaging the community in decision making, including diversifying the tree pallet for the City.
  - Canopy Cover, net neutral for street trees with increases in canopy cover in reserve open space.
- **Links and Destinations**
  - Public Lighting of destinations and level of lighting in key links as well as Lighting Standards for Streets, Urban Environments and Reserves where applicable, based on Destination Hierarchy
  - Council will be continuing the Green Trails Project with improved lighting and upgrades in the existing green trails network, with a focus of improving and connected the next sections of the green trails, over the next twelve months in the Dry Creek area between Main North Road and Walkleys Heights.
- **Sportsfield Lighting**
  - Review of sportsfield lighting service levels
- **Irrigation**
  - Undertaken audit and revaluation of irrigation systems and review service levels
- **Roads**
  - The Integrated Transport Plan is to be updated over the next 18 months with a focus on Integration with the Industrial Areas West of Port Wakefield Road and the Dry Creek (Salt Fields Development). Similarly, Council will have a focus on Integrated Transport Planning in conjunction with the Department of Infrastructure and Transport, which has a focus on both Active and Public Transport Access. It is expected that there will be significant budget requirements for Road upgrades and the associated linkages.
  - A review of road safety will be undertaken and will be included in the revised and updated Integrated Transport Plan.
  - Current maintenance regimes and feedback from the community has indicated that the community is satisfied with the current level of service being provided and Council is using new treatment strategies to improve financial and environmental sustainability with no impact to community experience.
- **Drainage and Waterways**
  - Council continues to support and deliver the flood mitigation strategy and has further reduced the number of properties at risk of flooding during significant flood events.
  - Council will be looking to develop a Water Bodies Asset Management plan over the next twelve months to improve the community levels of service for the ornamental lakes and wetlands throughout the City.
- **Buildings**
  - Recent audit of buildings has shown the current condition of Council Buildings are in a good state. However through discussion with the Asset Management Sub Committee the community experience around the function and fit for purpose is not meeting the expectation. This has led to a service level review to define the required service level with a gap analysis being undertaken of Council's community and recreation facilities to identify future upgrade/ new projects.
  - The creation of Hubs has led to a significant increase in operating expenses and will continue to do so as additional hubs are development as these have a higher level of service to the Community compared to the existing facilities.

5.2 Risk Management

Risks previously identified in the Strategic Asset Management Plan Risk Register have been reviewed and updated with 30 risks having been mitigated or eliminated. An updated risk register is attached in **Table 6** on the following page. Comments regarding updates on Risk are included in bold in Table 6.

Table 6 - Risk Management Plan

Table 6 - Risk Management Plan continued

Asset Providing the Service	What can happen	Risk Rating	Risk Treatment Plan	Residual Risk	Treatment Costs ($)
All Assets	Premature asset failure.	High	Regular asset/condition inspections by dedicated full time/contracted employees.	Medium	700,000 (p.a.)
All Assets	Donated/gifted assets do not meet service levels.	High	Improve specification/handover process and relationships with Government Departments.	Medium	(Within existing budget)
Flood Levee Banks	Flooding due to storm events.	High	Undertake review of Levee Banks in 2025/26 and seek appropriate budget for capital works in 2025/26.	Medium	200,000
All assets	Uninformed decision making for Asset Management Planning	High	Ensure all staff undertake asset inspections in the AMIS (Confirm Connect) or ensure information is recorded in a compatible format that can be imported in a timely manner to ensure the AMIS and associated asset information is accurate and current.	Low	(Within existing budget)
Flood Dams	Failure to dam resulting in major flooding, overtopping and upstream siltation.	High	Dam Survey Audit (every four years).	High	100,000
Reserve Trees	Failure, injury, loss of amenity, damage to infrastructure.	High	Develop a reserve tree management renewal and maintenance programs and seek additional capital works budget in 2025/26.	High	50,000 (p.a.)
Roads	Increase in heavy vehicle traffic. Roads may not be designed or structurally suitable for heavy vehicles.	High	Evaluate land use changes which may impact on the local roads network, submit new budget bids when required. Budget for works will be supplemented by grants where possible.	Medium	500,000 (p.a. seek grant funding)
Major Road Intersections (Heaslip/ Diment & Heaslip/ Edinburgh)	Unsafe/unfit for purpose intersections for heavy vehicle movement along Heaslip Road and intersections with Diment Road and Edinburgh Road.	Very High	Seek grant funding from State and Federal Governments to upgrade both intersections from 2022/23.	Medium	5,000,000
St Kilda Road	Road Failure due to heavy vehicle loadings.	High	Routine monitoring of St Kilda Road for road and drainage deterioration, Negotiations have occurred with SA Water to fully fund Robinson Road upgrade works from 2022/23.	Low	(externally funded)
Signage	Poor condition/function of asset could result in traffic accidents.	Very High	Complete audit via contractors and undertake analysis and development of renewal and maintenance programs every four years.	Medium	40,000 (every four years)
Council Maintained Street Lighting	Poor street lighting can lead to injuries to pedestrians, traffic accidents at traffic control devices and provide an unsafe environment.	High	Analysis of poor lighting areas has been completed and an upgrade program developed to be completed by 2024/25.	Medium	0 (within existing capital works/ budget bids)
Reserve Lighting	Poor lighting in reserves can lead to Injuries to pedestrians, undesirable activity and provide an unsafe environment.	High	Develop budget bid for reserve lighting upgrade program to seek appropriate funds for capital works program from 2022/23.	Medium	150,000 (p.a)
New assets contributed from Northern Connector Project	Funding from State Government or Council is not sufficient to Maintain newly created assets.	High	Negotiate with DIT to seek an ongoing operating/maintenance budget for landscaping and shared use paths.	Low	0 (seeking external funding from State Government)
Dry Creek	Flooding from river system resulting in property damage and/or personal injury.	High	Undertake SMP study in 2024/25 with results to be used to determine future budget bids from 2025/26.	Low	500,000 (p.a. for five years)

Table 7 - Demand Management Plan

Service Impact	Demand Management Plan
Sporting Facilities	Where new facilities are considered build joint use facilities, enabling an increase in capacity for functional requirements but reducing the number of facilities needed to deliver that service. (New Paddocks joint facility, replacing three buildings).
Sports Field Lighting Management	Council has moved to create a new renewal and maintenance program for sports field lighting, bringing the care and control of sports field lighting to maximise the efficiency of managing sports field lights across the City, rather than have each club individually supported to maintain their own lights. Council is reviewing the opportunity to have Sports Field Lighting be able to be set to different Lux levels, to enable clubs to minimise energy costs, whilst still meeting the Club training and game needs.

5.4 Operations and Maintenance Strategies

Operations activities affect service levels including quality and function, such as cleanliness, appearance, etc., through street sweeping and grass mowing frequency, intensity and spacing of street lights and cleaning frequency and opening hours of building and other facilities.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal.

Where maintenance expenditure levels are such that will result in a lesser level of service, the service consequences and service risks have been identified and service consequences highlighted in the respective AM Plan and service risks considered in the Infrastructure Risk Management Plan.

Council operates and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Proposed operations and maintenance strategies in this SAMP are:

- scheduling operations activities to deliver the defined level of service in the most efficient manner
- undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes. undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost)
- maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting very high and high risks and residual risks after treatment to management and Council/Board
- review current and required skills base and implement workforce acquisition, training and development to meet required operations and maintenance needs
- review asset utilisation to identify under-utilised assets and appropriate remedies, and over utilised assets and customer demand management options
- maintain a current hierarchy of critical assets and required operations and maintenance activities
- develop and regularly review appropriate emergency response capability
- review management of operations and maintenance activities to ensure we are obtaining best value for resources used.

Council uses the Asset Management System to monitor Councils proactive and reactive maintenance programs and compliance to these programs.

Following the Asset Improvement Plan in 2018/19 Maintenance Managers and Strategic Assets Staff have been automating the proactive maintenance programs, which has enabled resource efficiency to increase proactive inspections and scoping, with real time data being managed through the use of tablets on site. This last year has seen significant inflation for consumables and labour, which could have had a dramatic effect on the cost of operational services, however because Council has developed better targeting of operational resources to asset maintenance strategies costs have been absorbed by the business, other than additional requirements for maintenance of new services and where there are unavoidable increases to Council's contracts.

Council is currently in the process of implementing an Integrated business solution for the City which will significantly improve the links between the Community Request Management System and the Asset and Finance System which will further improve the real time understanding of Council's maintenance and operating services and the direct effect on Council's asets, to meet our goal of exceptional community experience.

5.5 Renewal/Replacement Strategies

Renewal from an asset management perspective is replacing an existing asset with an asset at the targeted service level. This may result in not only an upgrade due to modern equivalent, but also an upgrade due to changing functional standards.

Council plans capital renewal and replacement projects, in consultation with the Council and community, to meet community levels of service objectives and minimise infrastructure service risks. This process, post the approval of the samp is managed as part of the capital works engagement framework, through which Council:

Plans capital renewal and replacement projects to meet Community level of service objectives and minimise infrastructure service risks by:

- planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner
- consulting with the community and Elected Members during the scoping and design for all capital renewal and replacement projects to identify:
    - the service delivery 'expectation with respect to capacity or function', present risk and optimum time for renewal/replacement
    - the project objectives to rectify the loss of function or capacity
    - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency
    - and evaluate the options against evaluation criteria adopted by Council/Board, and
    - select the best option to be included in capital renewal program.
- maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and reporting very high and high risks and residual risks after treatment to management and Council/Board
- review current and required skills base and implement workforce training and development to meet required construction and renewal needs
- maintain a current hierarchy of critical assets and capital renewal treatments and timings required
- review management of capital renewal and replacement activities to ensure we are obtaining best value for resources used.

Council continues to have shortages in some key areas, such as timber, for buildings, or play equipment supply, have delayed projects or modified designs to best achieve the most efficient project outcomes over the last two years. Council has also, for major Projects moved to a two year process. The first year being for planning, consultation and design with the project constructed in the second year. This enables good consultation and invariably better design outcomes for major projects that meet the community's level of service expectations.

5.6 Renewal ranking criteria

Renewal ranking criteria was developed from consideration of renewal/ replacement need for assets that:

- have a high consequence of failure
- have a high utilisation and subsequent impact on users would be greatest
- the total value represents the greatest net value to the organisation
- have the highest average age relative to their expected lives
- are identified in the am plan as key cost factors
- have high operational or maintenance costs, and
- where replacement with modern equivalent assets would yield material savings.

Criteria used for ranking renewal and replacement proposals are documented in the applicable AM Plans.

The ranking has enabled council staff to determine to the most critical asset classes to be reviewed by Council over the last 12 months, based on the above criteria, this included Roads, Drainage,

Buildings, Playspaces (Stage 1). It is proposed to now focus on completion of the Playspace AMP and update or complete AMP's for key Urban Asset Classes – including Footpaths, Irrigation, Street Trees and Public Lighting.

5.7 New and Upgrade Assets Strategies

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets (donated or gifted assets) may also be acquired at no cost to the organisation from land development or arising from government grants. Whilst having no intial cost, these new assets incur future maintenance and renewal costs.

Strategies for creation, acquisition of new assets and upgrade of existing assets proposed in this SAMP are:

- Council plans capital upgrade and new projects, in consultation with the Council and community, to meet new levels of service objectives in the most efficient manner by:
  - planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
  - undertaking project scoping and consulting with the community and Council to identify
    - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset
    - the project objectives to rectify the deficiency including value management for major projects
    - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency
    - management of risks associated with alternative options
    - and evaluate the options against evaluation criteria adopted by Council, and
      - select the best option to be included in capital upgrade/new programs
  - review current and required skills base and implement staff acquisition, training and development to meet required construction and project management needs
  - review management of capital project management activities to ensure we are obtaining best value for resources used.

This work is also managed through the capital works engagement process, with major projects being developed and delivered over a two year process.

5.8 Proposal New/Upgrade Assets Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or customer/ community requests, proposals identified by strategic plans or partnerships with other organisations. Proposals are inspected to verify need and to develop preliminary CAPEX and OPEX estimates.

5.9 Disposal Plan

Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The SAMP does not include future disposal programs, however it does take into account current approved new/upgrade works proposed in the four year budget cycle which may include disposal of redundant assets.

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation.

Assets identified for possible decommissioning and disposal are shown in the respective asset management plans summarised in this strategic asset management plan.

Council has just demolished the existing swim centre with the replacement Salisbury Aquatic Centre nearing completion. Where there are major upgrades of facilities such as Burton and the Operations Centre, Council have demolished part or all of the existing facilities. Similarly, where there is a merging of facilities as at the Paddocks, three buildings are being replaced with a single facility.

5.10 Assumptions and Confidence Levels

This section details the key assumptions made in presenting the information contained in this Strategic Asset Management Plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan and risks that these may change are shown in **Table 8**.

Table 8 - Key Assumptions made in Strategic Asset Management Plan

Key Assumptions	Risks of Change to Assumptions
Financial values have been forecast as current year costs.	Financial values in the SAMP will need to be adjusted should significant inflationary pressures occur in future annual and/or long term planning.
Level of Service modifications will be within the current budgets where possible.	Level of Service at current asset lives in some asset classes are not financially sustainable in the long term, with either an increase in replacement lives for some assets and/or a reduction in levels of service for some assets required in the long term, or an adjustment to funding requirements is made. This will be addressed through the revision of the AMP's mentioned above.
The hub & new facilities operational costs will be offset by building & operational efficiencies.	The increased Levels of Service have seen an offset to the efficiency gains of the new facilities, and a reduction in total number of facilities, with a significant increase in operating cost being seen for new facilities, with operating increasing in the Building area by $500k moving forward.
Financing of future Infrastructure for Major New Development (Salt Fields & West of Port Wakefield Road) will be funded through Infrastructure Agreements.	Council will potentially see a large increase in its infrastrucutre asset base over the next 20 years due to substantial new developments (salt fields/ north west industrial sector). This will directly affect depreciation and the Renewal Requirements for the Strategic Asset Management Plan. It is noted that the income from increased rate generation due to these developments, may not be realised in the first 5 to 10 years. This revenue will not be available initially to assist with financing the renewal,maintenance and operating costs of Infrastructure Assets in these new developments.

The expenditure and valuations projections in this strategic asset management plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management.

The estimated confidence level for and reliability of data used in this strategic asset management plan is shown in **Table 9**.

Table 9 - Data Confidence Assessment for AM Plans summarised in Strategic AM Plan

AM Plan	Confidence Assessment	Comment
Drainage and Waterways	Medium	Majority of assets have long lives and are only part way through lifecycle, high risk assets are routinely audited (dams) however Council is increasing the CCTV inspection frequency to further increase confidence levels in the understanding of the Pipe Network Condition.
Playspaces	High	High confidence in data due to regular auditing.
Street Trees	High	Detailed audit undertaken in 2019 and asset management strategies are being revised for implementation based on new Levels of Service, to be reviewed as part of the AMIP.
Public Lighting	High	Detailed audit undertaken in 2019 and asset management strategies are being revised to be reviewed as part of the Asset Management Improvement Plan. Further tenchinal audit completed 2024 and will be undertaken every four years.
Transportation	High	Council has completed a detailed audit this year of its roads, (both PCI and SCI) which gives high confidence in the development of the Renewal Program for the City over the next 5 years and confidence in the longer 20 year estimation of asset condition. Council's Footpath and Kerbs are currently being audited with the results to be used to develop a new AMP as part of the Asset Management Improvement Plan.
Property and Building	High	Building condition data is up to date with an audit recently completed, with hierarchy, function and capacity now the key criteria based on Customer Service Levels.
Salisbury Water	High	Assets are relatively new compared to other asset classes with planned reviews of asset data to revise asset management strategies.
Plant and Fleet	High	Fleet assets are typically short lived compared to other asset classes and asset management strategies are in place. However there will be new challenges around the type of vehicle (EV vs Hybrid vs Diesel) recommended moving forward, which will challenge the current valuations and levels of service.

Overall data sources and confidence in that data is assessed as high, however the valuations of some asset classes, particularly playspaces and irrigation are of concern, with an expectation of revaluations significantly increasing, due to current inflationary pressures. This inflationary pressure will significantly increase the cost to deliver the Renewal Program and increased funding requirements, should service levels not be reduced.

5.11 Improvement Plan

The asset management improvement tasks identified from an asset management maturity assessment and preparation of this Strategic Asset Management Plan are shown in **Table 10.** These actions have been described above in the risk plan and the community experience service level sections. The improvement plan timelines have been prepared cognisant of available resources. It is noted that 70% (by value) of the assessment of assets (Buildings, Roads, Drainage and Playspace (Stage 1) has been undertaken. This next phase represents 15 to 20% of the remaining value of assets.

Table 10 - Improvement Plan

Task No	Task	Responsibility	Resources Required	
1	SAMP - Revise Strategic Asset Management Plan for Council endorsement to undertake public consultation	Manager Engineering and Asset Systems / T/L Asset Systems and Support	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	APR 2024
2	SAMP - Revise Strategic Asset Management Plan following public consultations for final Council endorsement	Manager Engineering and Asset Systems / T/L Asset Systems and Support	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	JUN 2024
3	Drainage – Draft Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2024
4	Transport – Draft Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2024
5	Buildings – Draft Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2024
6	Pathways – Draft Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2024
7	Sports Lighting - Revise Council Policy Settings, asset hierarchy, service levels	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	SEP 2024
8	Public Lighting – Draft Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	NOV 2024
9	Irrigation - Complete Audit & Valuation	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
10	Irrigation - Revise Council Policy Settings, asset hierarchy, service levels	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	SEP 2025
11	Trees - Undertake a review asset hierarchy and Community Levels of Service for Street Trees and current Tree Management Practices	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	OCT 2025
12	Trees - Draft Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	DEC 2025
13	Playspace - Revise Council Policy Settings, asset hierarchy, service levels	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team Urban Assets / Strategic Assets Teams	NOV 2024
14	Playspace – Draft Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	MAR 2025
15	Bridges - Revise Council Policy Settings, asset hierarchy, service levels	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	MAY 2024

16	Bridges - Draft Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2024
17	Ornamental Lakes - Revise Council Policy Settings, asset hierarchy, service levels	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2024
18	Ornamental Lakes - Draft Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	SEP 2024
19	Sports Courts - Revise Council Policy Settings, asset hierarchy, service levels	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	SEP 2025
20	AMPs - Revise remaining asset management plans	Asset Managers	Asset Managers Asset Systems and Support Team	OCT 2025
21	Open Space Strategy	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	DEC 2025
22	Review and ensure asset register data is complete and current	Manager Engineering and Asset Systems T/L Asset Systems and Support	Asset Systems and Support Team	JUN 2025

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6. Financial Summary

This section contains the collective financial requirements resulting from all the information presented in the previous sections of this SAMP. The financial projections to provide the targeted levels of service will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

6.1 Financial Indicators and Projections Asset Renewal Funding Ratio

The Asset Renewal funding ratio indicates to what extent asset renewal is funded in the Long Term Financial Plan. It is calculated by dividing the projected capital renewal expenditure provided in each year of the LTFP by the renewal expenditure contained within the SAMP. Over the next 10 years Council is forecasting it has 100% of the funds to renew and replace existing assets but it has reduced the asset ratio to 90% for the first four years in a number of asset classes to fund other City Plan projects. The average over the 10 year forecast period of the SAMP is still to maintain 100% renewal funding ratio.

This is based on service levels contained within this document, approved by Council. Where service levels are increased this may mean that assets are renewed on a short time frame, and/ or it may requires upgrade expenditure to improve the asset to the planned new higher service level.

As these decisions are taken, it requires consideration of trading off other asset service levels into, or accepting a need to increase funding for the service level increases. This must be done in a financially sustainable manner which is why the SAMP considers the asset portfolio, of over $2.03 Billion in worth as a whole. The challenge will be for Council to balance the Community based levels of service for the next phase of asset classes review, that includes Public Lighting, Street Trees, Irrigation, Bridges, Ornamental Lakes and Playspaces, with the expenditure to meet the approved service levels, in light of a tightening Long Term Financial Plan.

Council has approved 70% of the asset classes, levels of service and subsequent expenditure, so any intention to increase service levels for other asset classes, and subsequent expenditure, will need to be considered in light of these changes to ensure any service level decisions are sustainable, including potentially a review of the asset classes already approved.

At this point in time Council is balancing the cost of Renewal with the available funding for new assets and services. It is proposed to balance the expenditure on renewal over the next five to seven years, with reductions in years one to four of renewal for Buildings and Roads, balanced with a significant increase in years four to eight, so that the 10 year average is not changed.

In analysis of the affects there is a slight reduction in the surface condition of Roads with no net long term reduction effect, however there is no reduction in buildings condition, primarily because the building stock, whilst needing some improvements in function and capacity in some classes, is in very good condition, particularly with the four key largest buildings having been recently renewed.

The gap between service level experienced and the potential service level desired by the community, but not funded, for example for some local Playspaces, requires careful consideration to ensure long term financial sustainability of the renewal programs based on community service levels, ensuring this generation of rate payers are paying their fair share of the services they are consuming and not leaving unaffordable debt to renew assets to the next generation.

6.2 Funding Strategy

This SAMP is consistent with Council's existing funding strategy and Long Term Financial Plan looking at both capital and operating costs.

The figures outlined below are preliminary in nature and will be updated on completion of the budget deliberations and the finalisation of the Long Term Financial Plan.

6.3 Expenditure Forecasts - Operations and Maintenance

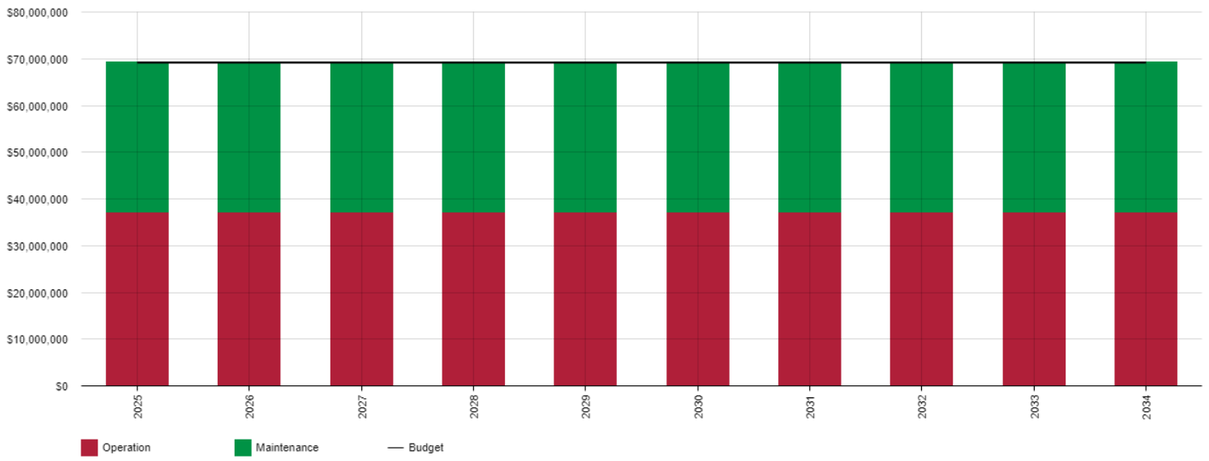
The changes in operations and maintenance budgets as of 2024/25 are shown in **Figure 8**. Note that all costs are shown in current dollar values (i.e. real values). The SAMP includes an assessment of future operational and maintenance needs. Asset managers and maintenance managers reviewed operational changes with respect to infrastructure.

There are additional operating costs due to a number of factors including:

1. The growth of infrastructure assets handed to Council
2. Improved levels of service including verge Maintenance, Burton Community Hub, Church/John Street and Operations Centre management and maintenance and safety needs.
3. The development of higher levels of service for district playspaces, such as Fairbanks Drive and the Paddocks Reserve, including the improvement to safety aspects around CCTV and Reserve Lighting.
4. Resource Management NAWMA – collection contract increases
5. Contractual cost increases linked to inflation
6. Increased mowing and watering costs – due to new irrigated spaces
7. Footpath maintenance - changing renewal to operating to improve footpath maintenance service levels.

It is noted that increases due to revised Contracts are undertaken at the time of the renewal of contracts and it is expected a number of these will be considered late 2024/25, that may significantly increase the Operational Budget, particularly around supply costs for Energy, that is currently not included in the SAMP.

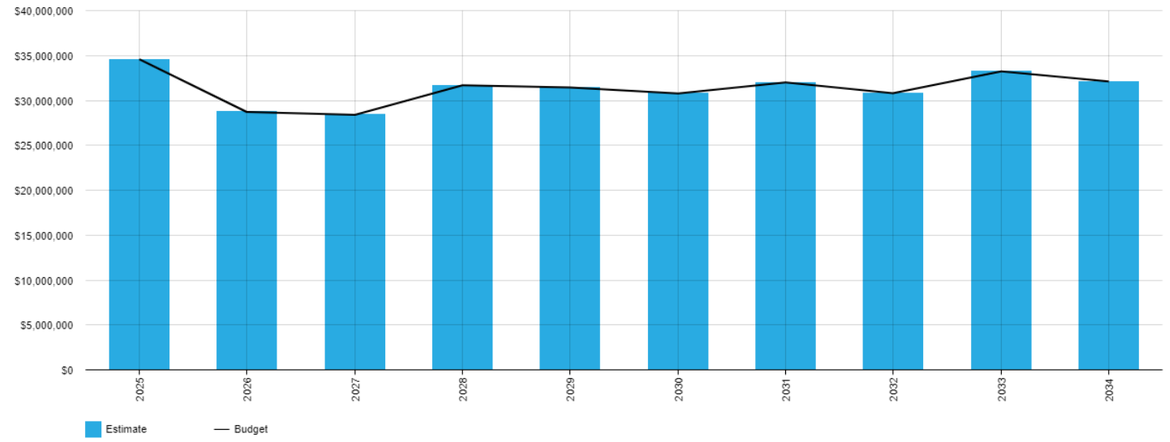
Figure 8 - 2024/25 Operations and Maintenance Expenditure Projections (preliminary)



Capital Renewal Expenditure Projections

Projected future renewal and replacement expenditures are forecast to increase over time as Council's assets reach the end of either their service or design lives. This forecast expenditure need has been accommodated in the organisation's long-term financial plan as shown in **Figure 9**.

Figure 9 - 2024/25 Capital Renewal Projected Expenditure (preliminary)

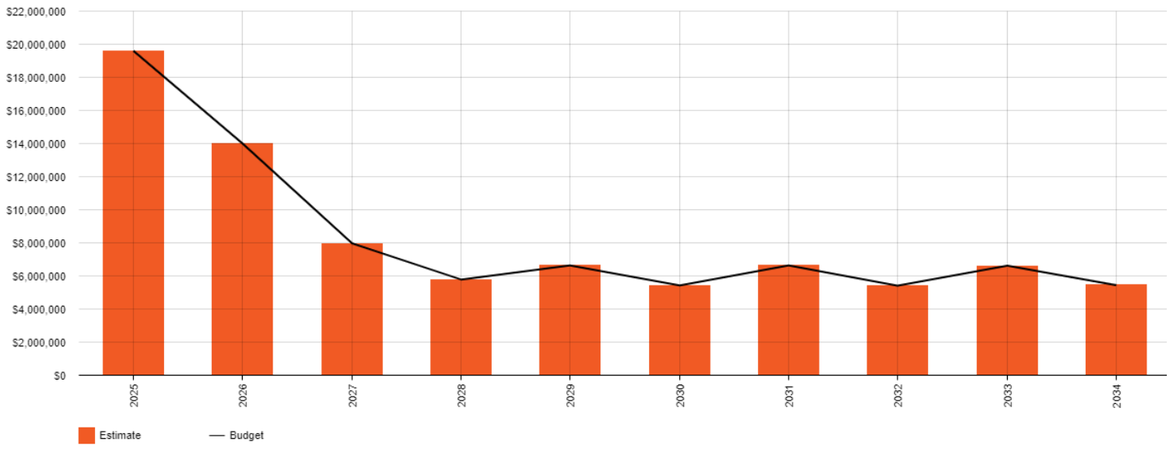


Where renewal projections take into account asset register estimates of asset useful lives, the useful lives are documented in the relevant asset management plan(s).

Capital New/Upgrade Projections

Projected upgrade/new asset expenditures and estimated long-term financial plan outlays are summarised in **Figure 10**. All amounts are shown in today's dollars.

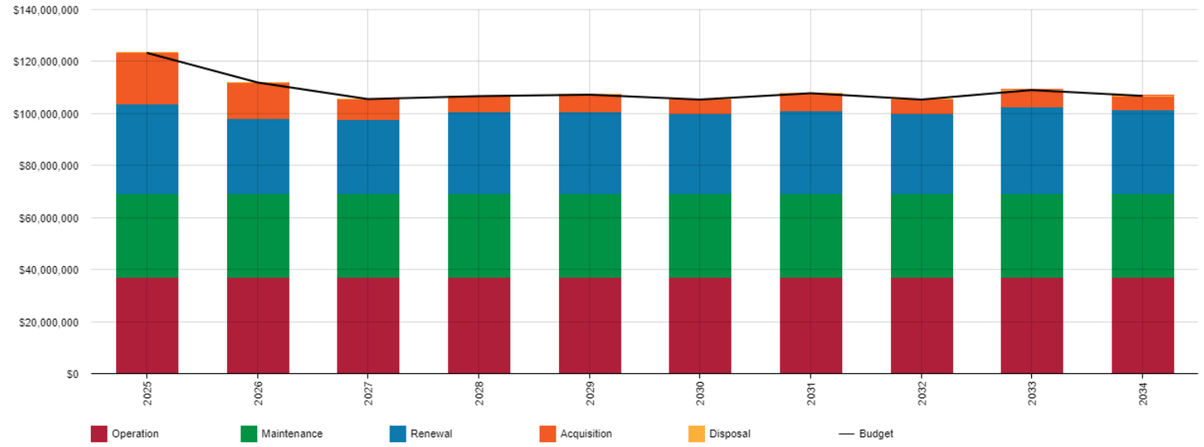
Figure 10 - 2024/25 Capital New/Upgrade Projected Expenditure (preliminary)



Expenditure Projections linked to Long-Term Financial Plan

Figure 11 shows the projected operations, maintenance, capital renewal, capital upgrade/new expenditure and these amounts have been accommodated in outlays shown in the long-term financial plan.

Figure 11 - 2024/25 Balanced Position Projected Operating and Capital Expenditure (preliminary)



The purpose of this strategic asset management plan is to develop the strategies to achieve the asset management objectives through balancing of asset service performance, cost and risk.

7. Conclusion

City of Salisbury is committed to continue to deliver a progressive, sustainable, connected community, providing excellent community experience through it's services in a financially affordable and sustainable manner. The asset management data has significantly improved over the last five years, particularly with tablets now in the field, enabling council to manage and maintain its' assets in a financially sustainable manner to deliver these services to agreed levels of service.

This Strategic Asset Management Plan (SAMP) is a significant step towards having a mature asset system, based on community endorsed service levels. Renewal Expenditure across the asset classes meets the endorsed Community based levels of service for more than 70% of the asset classes, of roads, drainage, playspaces and buildings.

Footpath service levels and associated funding have been reviewed and renewal expenditure has been set aside for street public lighting.

The SAMP aligns with the LTFP, however some renewal expenditure has been reduced in the first three years, but significantly increased in years four to 10, which means the average renewal expenditure is the same. This aims to provide some capacity for Council to invest in other community needs.

The SAMP has continued the current funding of renewal of other asset classes, with a review, as part of the Asset Management Improvement Plan, to be undertaken in street trees, playspaces, irrigation, ornamental lakes, bridges and sports lighting through late 2024, to inform the 2025/26 SAMP.

This will ensure that the Council's renewal programs are financially sustainable, intergenerational equity is maintained, and the preventative and reactive maintenance programs and associated costs meet the Council's agreed levels of service in future years.

Asset managers have been continuing the Asset Management Improvement Plan, re-evaluating assets based on place and community services rather than condition and useful life. This process will continue over the next 12 months to confirm useful lives, valuations, capitalisation, and function and capacity of assets to deliver services particularly in the urban assets area.

Council has set funding for renewal and upgrade of assets, based on service continuity rather than depreciation. The Asset Management Improvement Plan, that continues to the approval of the next 2025/26 SAMP, will effectively complete the process, begun five years ago, of moving Council's Strategic Asset Management Plan from core maturity to nearing advanced maturity, across all major asset classes, which will be a major and unique achievement for Salisbury, when comparing other comparable Cities, both in Australia and in OECD countries.

8. References

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CITY OF
Salisbury

DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2024/25

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