



Draft Interim Strategic Asset Management Plan 2022

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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 \$1.6B of Assets, which enable Council to provide a wide range of Services to the Community.

These assets include land, buildings, parks, recreation areas, roads, footpaths, drainage systems, and associated operating assets 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 & Risk Mitigation such as:

- Universal Access (DDA)
- Inclusion / Female friendly
- Road Safety Framework linking to the School Framework
- Climate change (AR&R for example)

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

- Verges & Street trees
- Urban Spaces (Universal Design)
- Playspaces & Facilities (Inclusive Design)
- Path Lighting (Improved Light levels to improve community safety)
- Shade
- Irrigation Areas Increased
- Playing Surfaces
- Sportsfield Lighting Management (now under Council Management)
- Community and Club Event Spaces

This Draft Plan is an interim step in that it proposes expenditure across the Asset Classes to meet the endorsed levels of service, but has reduced the number of assets renewed or replaced, whilst a detailed review of assets is undertaken. Council is engaged in an Asset Management Improvement Process to further review Structure & Hierarchy of key Asset Classes and subsequent Community Levels of Service to ensure that the Council’s Renewal Programs are Financially Sustainable and deliver Intergenerational Equity. In other words, Council makes sure

we build 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 is developing a Sustainability Strategy, 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, there will be significant

investment in Infrastructure, including regional drainage systems in the west of the City to support industry and community facilities, particularly with the development of up to 15,000 dwellings on the salt fields. 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 of existing Assets.



Current situation

Asset Managers have been moving from Condition based to a 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 has been reflected in the Asset Management Operational Plans and the subsequent projects currently under construction and in the budget for 2022/23. However, over the next twelve months Council is working through a confirmation process of the Asset Structures and Hierarchy and Levels of Service 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%.

Council have determined a number of measures to support the community, to look towards economic recovery through this COVID period, bringing forward \$12M of renewal and upgrade works.

Financial implications

The SAMP is in line with the Long-Term Financial Plan, however because of the increases in Levels of Service in some classes, developed over the last 3 years, working with the Council, the cost to renew or build new to meet these levels of service, will increase substantially in the long term. This will mean either a smaller number of assets will be renewed, useful lives extended in some asset classes, or additional funding will be required. This needs to be addressed in the medium term to ensure the level of service is financially sustainable. Due to the long term lives of these assets an interim approach has been put in place, Council decides a more sustainable model, balancing the desired levels of service with affordability over the next twelve months.

Executive Summary - What does it cost?	(\$000)
10 year total cost [10 yr Ops, Maint, Renewal & Upgrade Proj Exp]	\$338,125
10 year average cost	\$33,813
10 year total LTFP budget [10 yr Ops, Maint, Renewal & Upgrade LTFP Budget]	\$226,665
10 year average LTFP budget	\$22,666
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.

There is a significant challenge with balancing the communities 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 twelve months, this will enable Council to have an overarching view of the asset renewal program and consider the value of each service against another to determine whether there needs to be funding increases or reductions in expectations with respect to some assets.

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, Place Activation Strategy & Integrated Transport Plan.

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 next steps

The SAMP will be recommended to Council, for public consultation, in line with the long term financial plan. Once these comments have been received and any adjustments made, the updated SAMP will be recommended to Council for endorsement.

Increase in capital expenditure for Street and Verge Renewal Projects to transition Streets from Links to Destinations. (\$800,000 per year)

Increase in operating costs due to improved Levels of service with significant increases in irrigated spaces and playground soft fall and infrastructure (inclusive play elements & toilet facilities). (\$450,000 per year)



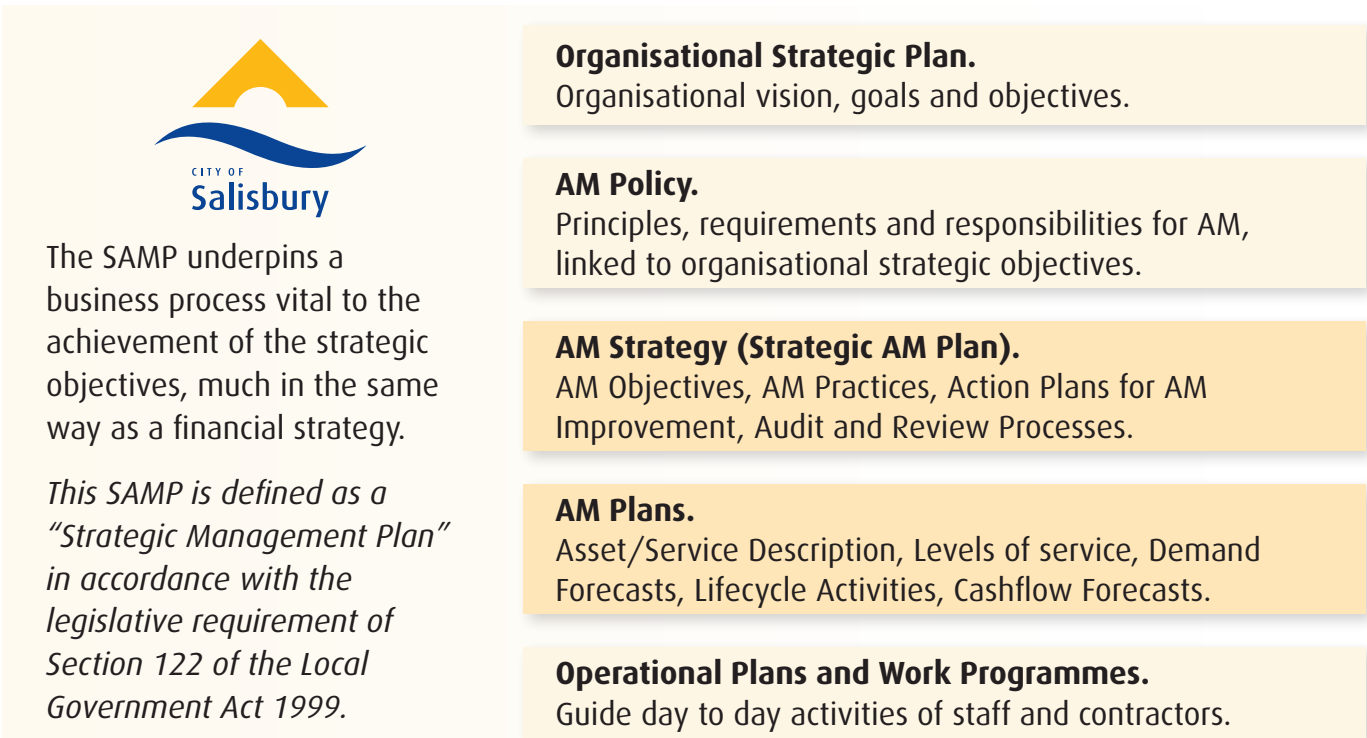
1.Introduction

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



Source, IIMM Fig 4.2.2, p 4|22.,
¹IPWEA, 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 & Waterways
- Parks & Streetscapes
- Street Trees
- Public Lighting
- Transportation
- Property & Building
- Salisbury Water
- Plant & 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.

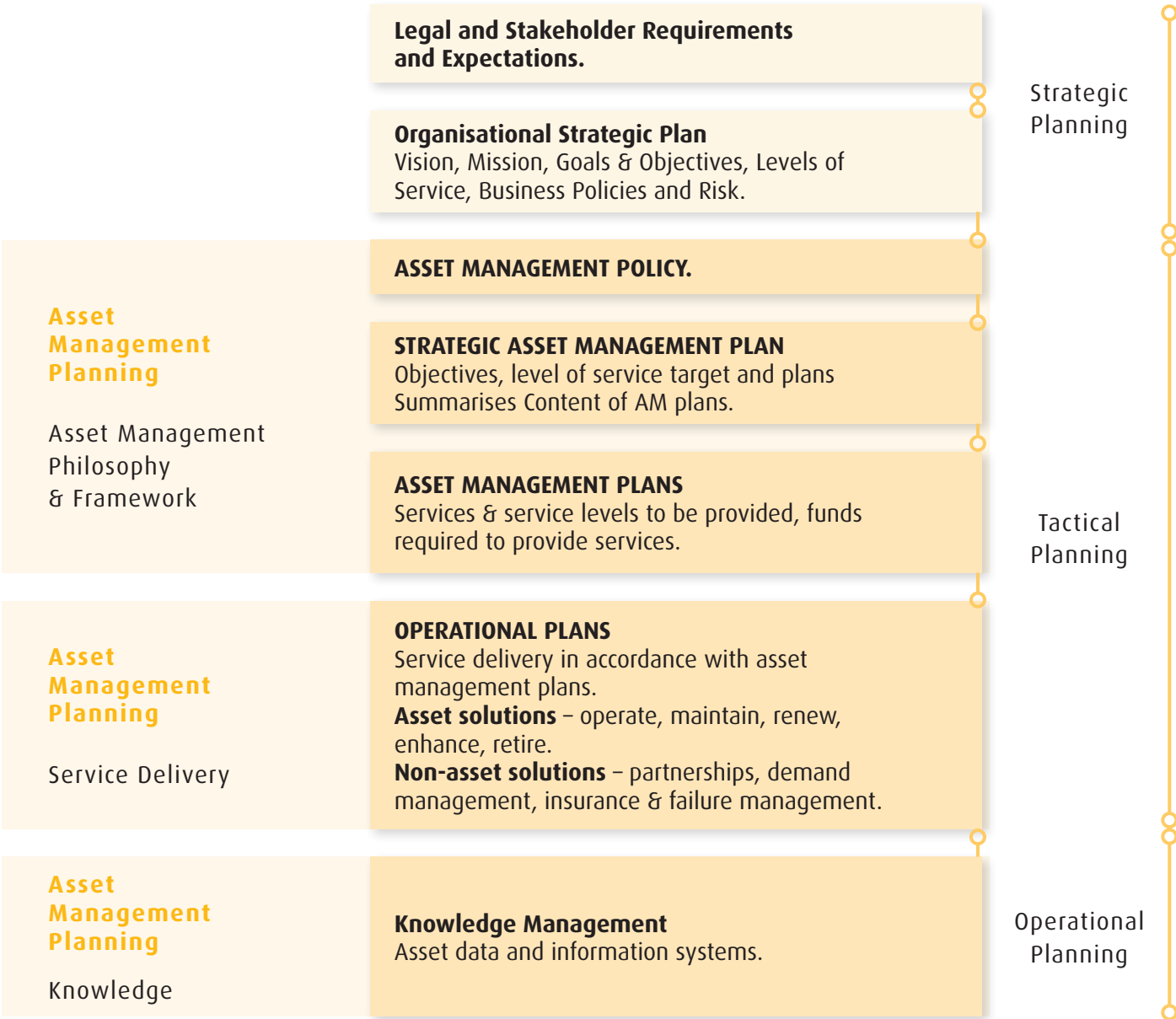
1.3 The SAMP and our Planning Framework

The SAMP is an integral component of our planning framework. It is linked to the Organisation’s strategic plan 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 Plans Vision of a progressive, sustainable 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 process⁶.

AM objectives are specific, measurable, achievable, relevant and time bound (SMART). 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 implications⁷.



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 Manager Infrastructure Management is responsible for development and maintenance of the SAMP. The SAMP is reviewed at regular intervals 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 report directly to EXEC. 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 existing 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 4 years or as required when there is a major change in Strategy.

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 Salisbury, and one direction that addresses factors within the organisation itself.

Several ‘Foundations’ are then identified for each of the 4 directions. Council has determined that these Foundations are the goals that we will seek to achieve for Salisbury. 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.



A welcoming and liveable City	
<div>Strategic Projects<ul style="list-style-type: none">• 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.</div>	<div>Operational Focus<ul style="list-style-type: none">• 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.</div>
<div>Future Planning<ul style="list-style-type: none">• Develop a place activation strategy• Assess future social infrastructure needs• Update the ‘City Pride’ strategy.</div>	<div>Advocacy Priorities<ul style="list-style-type: none">• Increased resourcing and services to make our community a safer place• Improve public transport options.</div>

A Sustainable City	
Strategic Projects <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• Integrate urban water planning.

A growing City that creates new opportunities	
Strategic Projects <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• 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 & 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 <ul style="list-style-type: none">• Upgrade Council’s Operations Centre at Cross Road to support business transformation• Deliver Council’s Covid-19 response package.	Operational Focus <ul style="list-style-type: none">• Improve how we use data to better inform decision making• Continuous improvement program.
Future Planning <ul style="list-style-type: none">• Review Council’s ‘Strategic Asset Management Plan’.	Advocacy Priorities <ul style="list-style-type: none">• 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 142,000 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 99% of homes flood proof to a 1 in 100 year event.
- 165 local, 32 District and 6 regional reserve/play spaces.
- A Hub model which is being developed to be incorporated 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 Sports 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 & cracking.

2.4.3 Socio-Economic Conditions:

COVID response has seen a small number of rate payers under significant stress, due to loss of work, to pay rates. Council has in response not included an increase in rates and the bringing forward of \$12M of renewal work. With the reduction in yard size across the City, Council has recognised the need and increased the availability of public irrigated space and playgrounds. Similarly, it has recognised the Streetscape (Street trees, verge & footpath) now as a key aspect of the Communities recreational area. This has meant that Council has and continues to significantly increase the level of service for the community in these areas. These two combined aspects are challenging Council’s ability to pay for services.

2.4.4. Schooling Changes:

The State Government will complete the move of year 7’s to high school for the start of 2022. Similarly Early Learning Centres are being developed in and around the primary school precincts. What this has meant is a significant increase in traffic management issues around state schools in the area, bearing in mind the private schools have undertaken the changes in the last 2 years. Unfortunately, whilst the changes have been made by the state,

Local Government has been left with the responsibility to invest in Traffic Infrastructure around the City. Council has developed a School Framework, which delivers over the next two years a significant capital program. Similarly, Council, whilst not receiving any financial support have developed a program to upgrade and redevelop bus stops, including bus pads, footpath connections and the replacement of old bus shelters.

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	<p>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.</p> <p>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.</p> <p>Participation particularly in women’s sport is significantly increasing the requirements of Council’s sporting facilities and functional requirements. The initial additional estimated costs to improve the next group of sporting facilities is included in the additional costs of the paddocks master plan project and the Building Upgrade Program. These improvements will provide for an increase in change facilities to ensure appropriate facilities are provided.</p>

Council are 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 Salisbury’s population continues to diversify with the ongoing increase in migrants into the area, which is challenging how to best target 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 equipment.

Figure 3 – Population Forecast

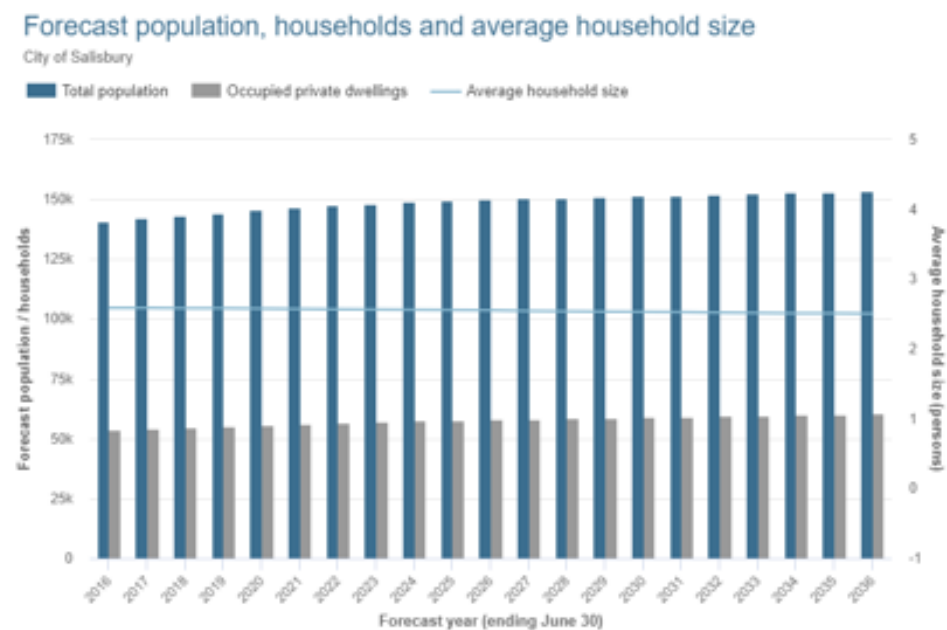
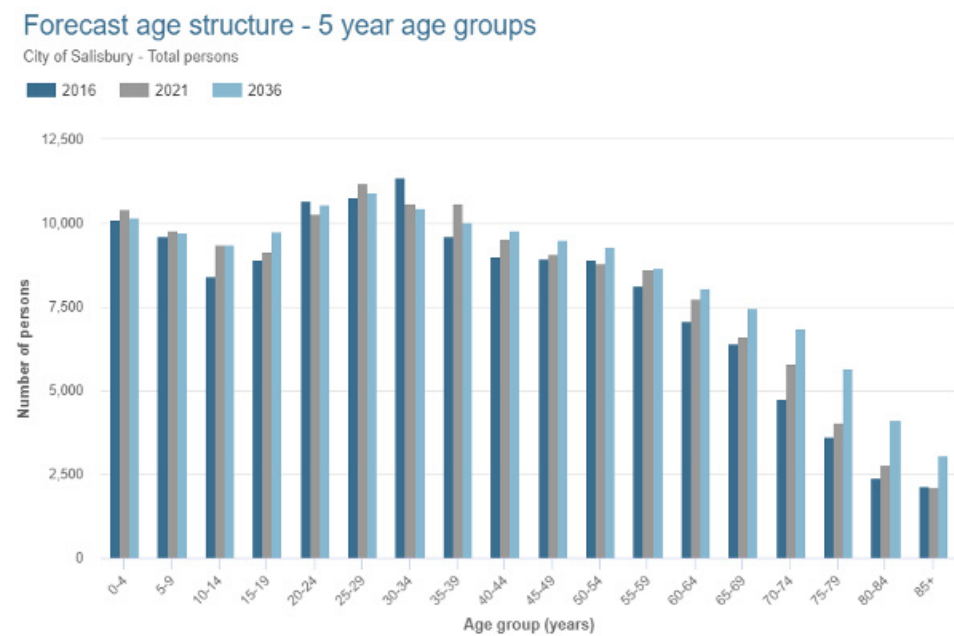


Figure 4 – Forecast age structure 2016 to 2036



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	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 4 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 (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. <i>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.</i>
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.

Legislation/Regulation	Major requirement
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.
Community Land Management Act	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	
Details species, location and damage responsibilities	Details species, location and damage responsibilities.
Electricity Act 1996	
Property & Buildings	
Building Code Australia	
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. <i>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.</i>
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.

Legislation/Regulation	Major requirement
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 <i>Requires a risk-based management approach including licences for Managed Aquifer Recharge (MAR) and brine disposal, with extensive monitoring and reporting.</i>
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 <ul style="list-style-type: none">- Augmentation of drinking water supplies- Stormwater harvesting and reuse- Managed Aquifer Recharge.



2.4.7 Organisational Issues
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 from Council (Asset Management Sub-Committee) 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 3 Frameworks of the Local Government Financial Sustainability National Assessment Framework (NAF). Our target is to achieve ‘core’ maturity with the Frameworks. **Figure 3** and **Figure 4** 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.

It is noted that Council is currently undertaking a level of service review of key assets, which from a maturity expectation, will not meet the “advanced level” between now and the next SAMP, and therefore has been reduced to an expectation of achieving an “intermediate” stage by the end of 2021. The long-term strategy will be to achieve an “advanced Level” over the next 3 years.

Improvement in ‘core’ maturity is indicated by movement of the blue ● (current maturity) line to the red ● (‘core’ maturity) and green ● (desired or aspirational target maturity) and significant improvement is visible in the comparative maturity assessments undertaken in 2013 (**Figure 3**) and 2019.

Figure 5 - 2013 Maturity Assessment

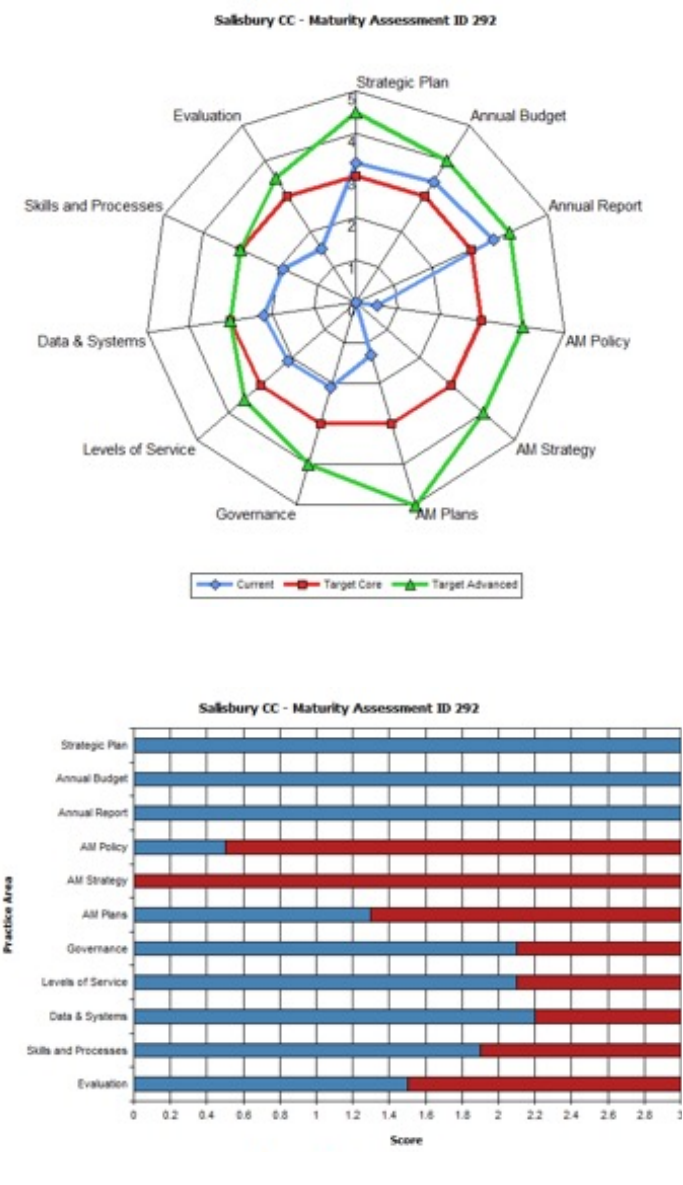
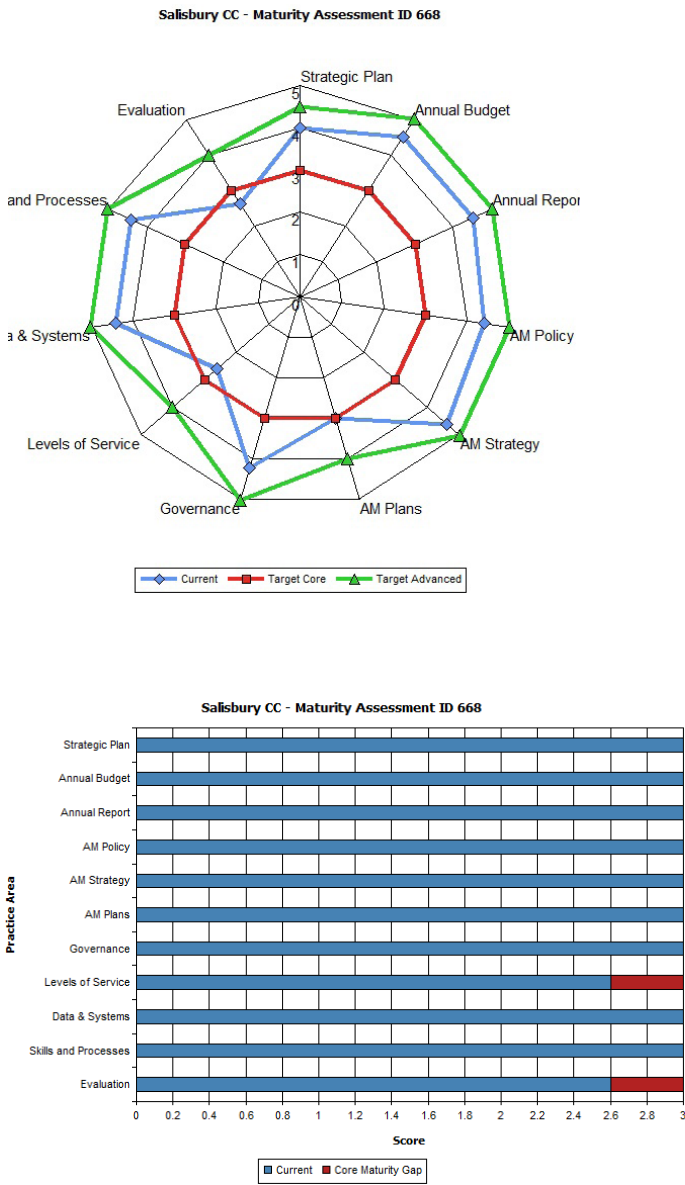


Figure 6 - 2019 Maturity Assessment



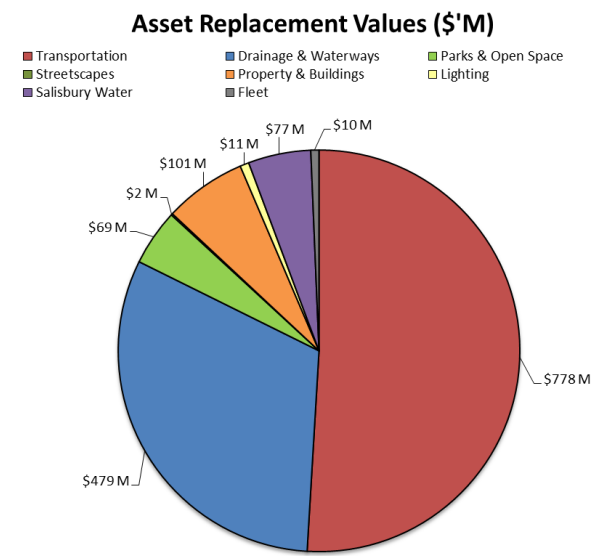
3. Asset Portfolio

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**.

Asset Management Area	Asset Summary
Drainage & Waterways	16,000 Stormwater Pits 500 km Stormwater Pipes 10 km Open Channels 20 Flood Dams
Parks & Streetscapes	163 Playspaces 30 Fitness Stations 297 Irrigation Systems 648 Bins 1,062 Seats/Tables 9 Dog Parks 182 Sports Courts/Grounds/Athletics Facilities
Streetscapes	77,000 Trees
Public Lighting	3,846 Public Lights 172 Solar Lights 155 Sports Lights
Transportation	6,288,079 m ² Roads 18,12,320 km Kerbing 1,536,376 m ² Footpaths 11,086 Kerb Ramps 181 Car Parks 346 Traffic Control Devices 20,000 Signs
Property & Building	245 Buildings 45 Artwork 100 Historical Monuments/Plaques 185 Shelters/Gazebos 130 Statement Walls 1 Swimming Pool Facility 1 Golf Course CCTV Systems
Plant & Fleet	92 Heavy vehicles 125 Light vehicles 57 Trailers

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 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, it is expected that total integration between GIS, the Asset Management System, Customer 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. It is expected that the Organisational objectives will be modified as the Council’s Place Activation Strategy and Sustainability Strategy are formally adopted. A number of Organisational 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 2 years of a Council election and/or following significant changes to asset management planning strategies.
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 2023
Environmental Sustainability Strategy	Continue to implement Circular Economy approach with respect to the delivery of the Capital and Operational Programs Improve Environmental Performance & 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

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 & Community Experience Levels of Service. These Community Experience & Subsequent Technical Levels of Service are being adjusted over the next twelve months.

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	Customer 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 Facility is 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 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 PAS for regional and community facilities and maintenance response times.	Strategy <ul style="list-style-type: none"> Place Activation Strategy Capital Renewal Building Renewal/Upgrade Program. Operating/Maintenance <ul style="list-style-type: none"> Programmed & Contracted Maintenance
Drainage & Flooding	Homes and businesses will not have flood waters through their buildings and facilities in less than a 1 in 100 year flood event, other than those already identified and notified.	Homes and businesses will be safe in significant storm events (under 100mm of rainfall per hour). Transportation networks (roads, paths, bridges) will be accessible in a minor storm event (under 20mm per hour). Underpasses and ford crossings will be closed above a minor storm (over 20mm per hour) event to keep the community safe.	Flood dams and major waterways are designed to cater for a 1 in 100 year flood event. Underground Stormwater network and overland flow paths and basins are designed to cater for a 1 in 10 year flood event. Council stormwater network is routinely cleaned on a 4 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 on a 5 year cycle. Routine inspections are undertaken on a routine basis for key assets such as: Side Entry Pits, Trash Racks & Headwalls, Gross Pollution Traps to ensure water quality is maintained in the network.	Strategy <ul style="list-style-type: none"> Flood Mitigation Strategy Stormwater Management Plans Capital Renewal <ul style="list-style-type: none"> Currently no budget exists as stormwater network has not reached renewal age. Capital Upgrade/New Major Flood Mitigation Program Minor Flood Mitigation Program Dry Creek Stormwater Management Plan Operating/Maintenance <ul style="list-style-type: none"> SEP Cleaning Program Civil Maintenance Program Water Quality <ul style="list-style-type: none"> Water Quality is monitored to ensure Watercourse Management Plan works continue to reduce the pollution to the Barker Inlet, and maximise harvesting.

Table 5 - Community Experience Service Levels

Service Area	Current Level of Service	Customer Experience Level of Service	Technical Level of Service	Key Strategy/Program to Deliver
Playspaces & Reserves	<p>Irrigated Areas are located within 400m walking distance of residents</p> <p>Playgrounds are located with an 800m walking distance.</p> <p>Regional and District reserves deliver a higher community experience and are distributed within the City.</p>	<p>Playspaces are accessible by the community via walking.</p> <p>Playspaces will be renewed with universally accessible elements incorporated where applicable.</p> <p>Playspaces and irrigated open spaces will be accessible within 400m of residences.</p> <p>Regional and District informal recreational areas will be designed to provide facilities for visits over 1 hour, in accordance with universal and inclusive design principles.</p>	<p>Council designs and manages informal recreational areas in accordance with the Place Activation Strategy – Informal Recreation Areas.</p> <p>Routine inspections are undertaken on a routine basis for key assets such as;</p> <ul style="list-style-type: none"> · Playspaces · Irrigated open space · Sports court and equipment <p>Reserve turf is cut on a routine basis. (check Paul M).</p>	<p>Strategy</p> <ul style="list-style-type: none"> · Place Activation Strategy <p>Capital Renewal</p> <ul style="list-style-type: none"> · Playspace Program · Irrigation Program · Outdoor Furniture Program <p>Capital Upgrade/New</p> <ul style="list-style-type: none"> · Reserve Upgrade Program <p>Operating/Maintenance</p> <ul style="list-style-type: none"> · Parks maintenance program
Streetscape	<p>Street Trees are provided based on 1 per residential property.</p> <p>The number of Street Trees in the City is to be maintained at approximately 80,000 trees.</p> <p>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.</p> <p>Street Tree Pallet to be modified to diversify the species mix.</p>	<p>Street Trees provide amenity for the streetscape and are maintained to a safe level to reduce risk to property damage and infrastructure.</p>	<p>Street Trees are pruned on a 10 year cycle.</p> <p>Street Tree target zones are managed to minimise risk based on species and location.</p> <p>Verges are slashed and debris removed at a minimum 8 times per year, subject to seasonal conditions.</p> <p>Routine inspections are undertaken on a routine basis for key assets such as;</p> <ul style="list-style-type: none"> · Verge maintenance 	<p>Strategy</p> <ul style="list-style-type: none"> · Urban Forrest Strategy <p>Capital Renewal</p> <ul style="list-style-type: none"> · Streetscape & Verge Renewal Program <p>Capital Upgrade/New</p> <ul style="list-style-type: none"> · Nil <p>Operating/Maintenance</p> <ul style="list-style-type: none"> · Tree Planting Program · Tree Maintenance Program · Verge Maintenance Program ·

Table 5 - Community Experience Service Levels

Service Area	Current Level of Service	Customer Experience Level of Service	Technical Level of Service	Key Strategy/Program to Deliver
Roads & Transport	<p>Roads are maintained to an acceptable level with a focus on safety and ride ability.</p> <p>Footpaths are provided on at least 1 side of residential streets and both sides of major roads where possible.</p> <p>Provision of a Green Trails ring route around the City for pedestrian and cycle movement.</p> <p>Bus stops and path linkages are designed to be universally accessible with Bus Shelters provided on high usage bus stops.</p> <p>Public Lighting is provided on all road networks and key links with higher standards prioritised on risk.</p>	<p>Provide safe and efficient commuter use travel across the city.</p> <p>Efficient and effective heavy vehicle/freight movement throughout the city.</p> <p>Safe pedestrian and cycle movement through the City with a significant portion off road.</p> <p>Universally accessible public transport use between residential and business areas.</p> <p>Safe pedestrian and cycle travel at night on streets and key links.</p>	<p>Pavement Condition Index 3 (on a condition rating scale where 1 is new and 6 is undriveable).</p> <p>Council streets are designed based on AustRoads Guidelines and incorporating the "Safe System Approach".</p> <p>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.</p> <p>Road defects such as minor pot holes and deformation will be completed within 10 days, with dangerous defects made safe within 24 hours.</p> <p>Public Lighting is designed to comply with AS1158 and P3 Category for new developments.</p> <p>Routine inspections are undertaken on a routine basis for key assets such as;</p> <ul style="list-style-type: none">· Roads· Footpaths· Kerbing· Bus Shelters· Signage	<p>Strategy</p> <ul style="list-style-type: none">· Integrated Transport Plan <p>Capital Renewal</p> <ul style="list-style-type: none">· Road Reseal Program· Irrigation Program· Outdoor Furniture Program· Bridge Program· Bus Shelter Renewal Program <p>Capital Upgrade/New</p> <ul style="list-style-type: none">· Footpath Program· Minor and Major Traffic Improvement Programs· School Framework Program· City Wide Trails Program· Kerb Ramp Upgrade Program <p>Operating/Maintenance</p> <ul style="list-style-type: none">· 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.

5.1 Community Experience Levels of Service under review over the next twelve 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)**

- Universal access, providing for change in demographics, provision of coverage across the City, modern functionality/design
- Consider 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.
- Consider the provision of shade structures for playgrounds.
- Consider the provision of universally accessible playgrounds
- Consider the provision of toilet and adult change room facilities

- **Streetscapes (verge/trees/footpaths)**

- Consider the verge renewal and management service level across City
- Targeted approach to footpath management based on risk, usage and destination.

- Consider improvements to service level of footpaths to improve accessibility by increasing minimum standard widths within existing budgets for new footpath provision from 1.5 to 1.8m.
- 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 (10,000 tree project).

- **Links and Destinations**

- Public Lighting of destinations and level of lighting in key links.

- **Dog Parks**

- Consider the provision of dog parks including separate areas for small dogs

- **Roads**

- The Integrated Transport Plan has identified key intersections to be upgraded to improve heavy vehicle access into industrial areas with 6 intersections being prioritised for upgrade over the next 8 years with significant external funding being

sought or already approved.

- 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 & Waterways**

- Council continues to deliver the flood mitigation strategy and has further reduced the number of properties at risk of flooding during significant flood events.

- **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 projects.

- The creation of Hubs has led to a significant increase in operating expenses and will continue to do so as additional hubs are completed 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 2015 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.

Table 6 - Risk Management Plan

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	100,000 (p.a.)
All Assets	Donated/gifted assets do not meet service levels.	High	Improve specification/handover process and relationships with Government Departments.	Medium	N/A (Within existing budget)
Flood Levee Banks	Flooding due to storm events.	High	Undertake review of Levee Banks in 2022/23 and seek appropriate budget for capital works in 2022/23.	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	N/A (Within existing budget)
Flood Dams	Failure to dam resulting in major flooding, overtopping and upstream siltation.	High	Dam Survey Audit (every 4 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 2022/23.	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	N/A (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 4 years.	Medium	40,000 (every 4 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 2023/24.	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 2022/23 with results to be used to determine future Budget Bids from 2022/23.	Low	500,000 (p.a. for 5 years)

5.3 COVID19 Response

In response to the COVID 19 Pandemic Council endorsed an ongoing \$2.4M Operating Saving, to offset the 0% Rate rise increase.

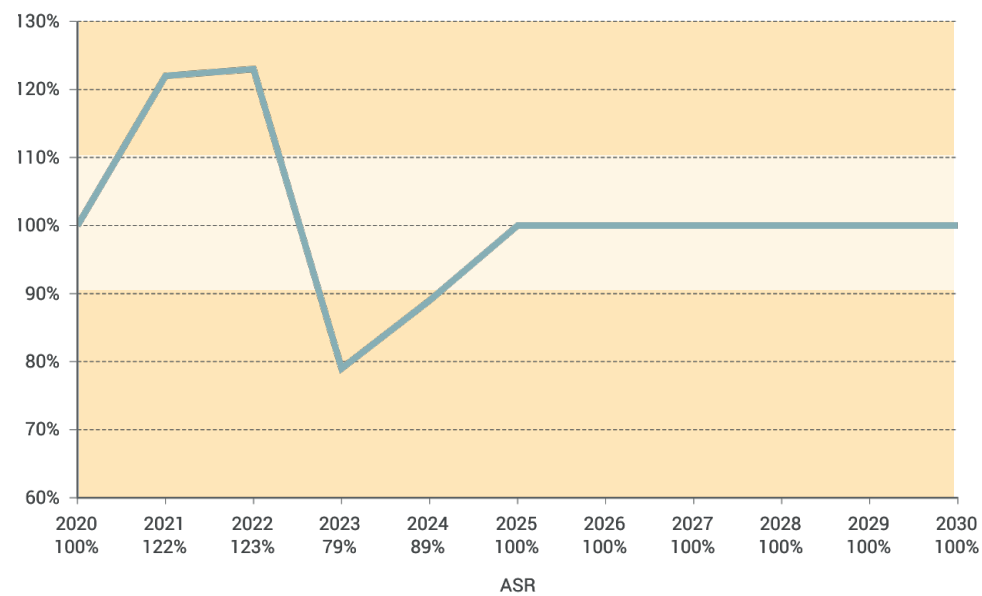
Key operational savings included:

- Reduction in footpath maintenance (\$400k)
- Kerb Maintenance reduction of (\$800k) in both Kerbing maintenance and Road Reseal Program.

This was based on current maintenance data which has shown a significant reduction in footpath and kerb faults and Customer requests in this area.

Council brought forward \$12M of renewal works, to be delivered over 2021/22,2022/23, to support local businesses and employment to assist with stimulating the economy. The Asset Renewal Funding Ratio will not be in the medium term, but will move above and below the 100% ratio over the next 4 years, but net out in alignment with the Strategic Asset Management Plan, as shown in **Figure 8** below:

Figure 8 - Asset Renewal Funding Ratio following COVID19 Response



5.4 Demand Management

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet the increased demand for particular services by the Community.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures. Examples of non-asset solutions including the provision of joint services, such as the new Burton Hub which provides, both Library and Community Facilities, or the integration of clubs into a joint facility that provides for summer sport for one club and winter sport for another, such as at the new Paddocks joint use facility.

Opportunities identified for demand management are shown in **Table 7**.

Table 7 - Demand Management Opportunities

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 3 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.
Street Verges	Council is trialling a verge redevelopment program to improve the aesthetic of its streets with the hope residents will be inspired to take on more responsibility for the maintenance of the street thereby increasing City Pride but also reducing the long term burden of maintenance in the street.

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.

We will operate 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 underutilised 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. At this point in time the has enabled better targeting of operational resources to asset maintenance strategies which means no additional requirements for maintenance beyond that for new services.

5.5 Renewal/Replacement Strategies

Renewal and replacement expenditure is major work which does not increase the asset’s design capacity but restores, rehabilitates, replaces or renews an existing asset to its original or lesser required service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

Council Plans Capital Renewal and Replacement projects, in consultation with the Councillors and Community, to meet levels of service objects and minimise infrastructure service risks by:

We will plan capital renewal and replacement projects to meet 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
- Consult with the Community and Elected members to during the scoping for all capital renewal and replacement projects to identify:
 - the service delivery ‘deficiency’, present risk and optimum time for renewal/replacement
 - the project objectives to rectify the deficiency
 - 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.
- Using optimal renewal methods (cost of renewal is less than replacement) wherever possible
- 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.

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 next 12 months, based on the above criteria, this includes Roads, Drainage, Buildings, Playspaces, Urban Assets – Park Furniture & Irrigation and Natural Systems – Waterways and City Trails.

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.

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 Councillor’s and Community, to meet 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 & consulting with the Community and Elected members 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/Board, 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.

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. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in the respective asset management plans.

5.9 Disposal Plan

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 Recreation Precinct to be constructed over the next 2 years. 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, 3 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 will need to be adjusted for significant inflationary pressures 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 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.
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, with a significant increase in operating cost being seen for new facilities, with operating increasing in the Building area by \$500k.

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 & 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.
Parks & Streetscapes	High	Detailed playground audits are undertaken externally every 4-5 years and other minor asset classes are inspected routinely by internal staff.
Street Trees	High	Detailed audit undertaken in 2019 and asset management strategies are being revised for implementation based on new Levels of Service.
Public Lighting	High	Detailed audit undertaken in 2019 and asset management strategies are being revised for implementation.
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 audited every 2-3 years with renewal and maintenance programs revised accordingly.
Property & Building	High	Building condition data is up to date with an audit recently completed, with 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 & Fleet	High	Fleet assets are typically short lived compared to other asset classes and asset management strategies are in place.

Overall data sources and confidence in that data is assessed as high, however the valuations of the assets 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**.

Table 10 - Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline
1	Undertake a review asset hierarchy for all asset classes.	Asset Managers	Asset Management Teams	JUN 2022
2	Undertake a review of key Asset Classes including recommendations regarding Levels of Service based on new Hierarchies.	Team Leader Strategic Assets / Asset Managers	Asset Management Teams	SEP 2022
3	Undertake financial modelling of Changes to service levels in key areas.	Asset Managers	Asset Management Teams	SEP 2022
4	Revise Council policies where applicable for key assets, in line with new service levels.	Asset Managers	Asset Management Teams	FEB 2023
5	Revise individual Asset Management Operational Plans	Asset Managers	Asset Management Teams	FEB 2023
6	Revise Strategic Asset Management Plan for sign off by new Council	Manager Infrastructure Management	Team Leader Strategic Assets / Asset Managers	APR 2023
7	Review 2023/24 budget bids based on service level changes completed in Sep 2022.	Asset Managers	Asset Management Teams	DEC 2022
8	Council undertake a detailed review of valuations for key assets.	Asset Managers & Finance	Consultancy	JUL 2022

6. Financial Summary

This section contains the collective financial requirements resulting from all the information presented in the previous sections of this SAMP and subordinate AM Plans. 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. This is based on service levels contained within this document. 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.

If service level decreases are not agreed as a long term change, and no additional funding is added, then this would create a gap between service level experienced and the service level desired but not funded, which is in effect what is termed a ‘renewal backlog’. While this renewal backlog risk can be managed in the short to medium term it cannot be a long term solution as this generation of rate payers are not paying their fair share of the services they are consuming.

6.2 Funding Strategy

This Draft Interim SAMP is consistent with Council’s existing funding strategy and Long Term Financial Plan looking at both Capital and Operating Costs.

6.3 Expenditure Forecasts - Operations and Maintenance

The changes in operations and maintenance budgets as of 2020/21 are shown in **Figure 9** and **Figure 10**. Note that all costs are shown in current dollar values (i.e. real values). Potential operating increases are;

- 1. Resource Management NAWMA – Collection Contract increases
- 2. Northern Connector Asset & Land Handover – Yet to be finalised
- 3. Increased mowing and watering costs – due to new irrigated spaces
- 4. Increased verge maintenance – Additional no. of Cuts and Litter pickup
- 5. Increase in Levels of Service for some Informal and Formal Recreation destinations – including Fairbanks, Paddocks and an increase in Toilet Facilities in Reserves (4)

Figure 9 - Operations and Maintenance Expenditure Projections (pre 2020/21)

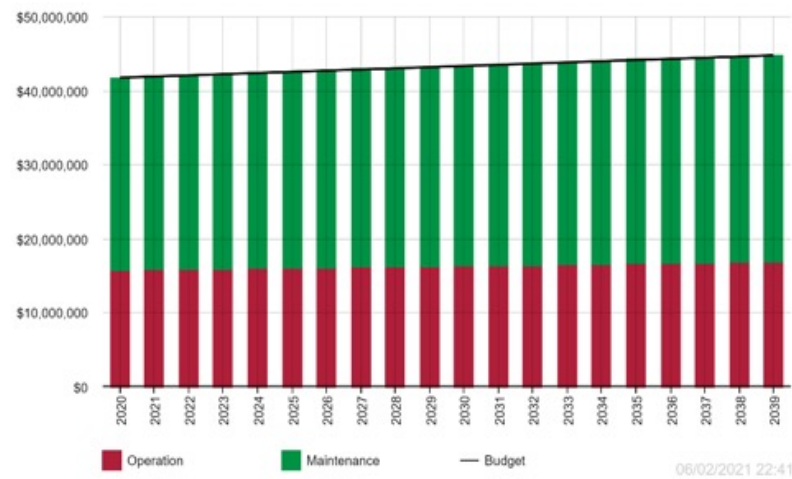
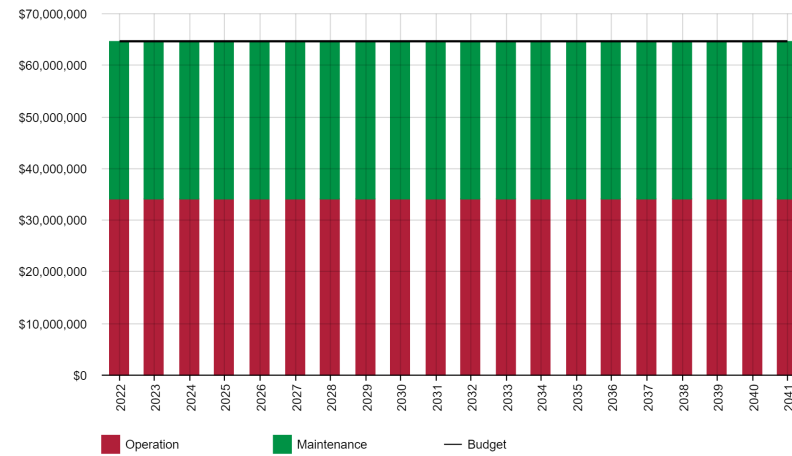


Figure 10 - Operations and Maintenance Expenditure Projections (post 2021/22)



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 11** and **Figure 12**.

Figure 11 - Capital Renewal Projected Expenditure (pre 2020/21)

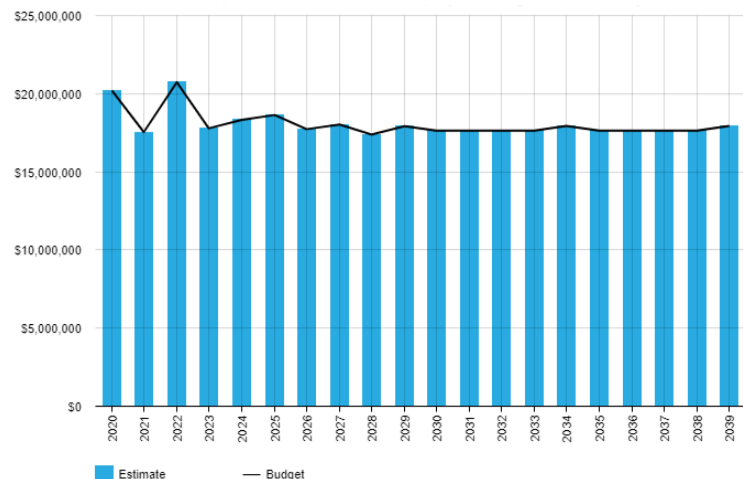
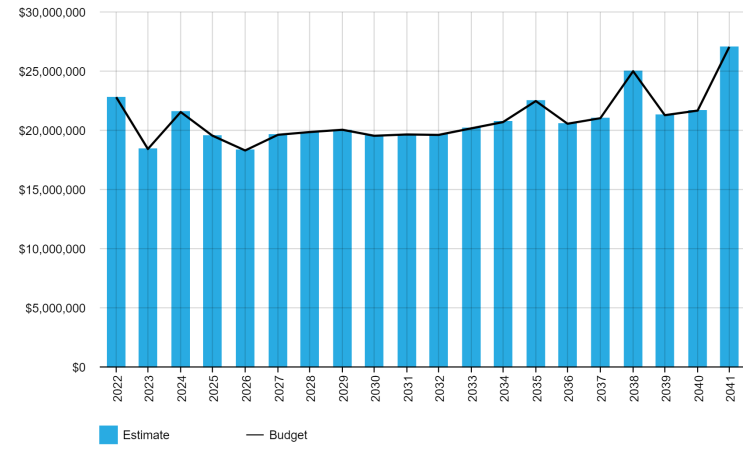


Figure 12 - Capital Renewal Projected Expenditure (post 2021/22)



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 13** and **Figure 14**. All amounts are shown in today’s dollars.

Figure 13 - Capital New/Upgrade Projected Expenditure (pre 2020/21)

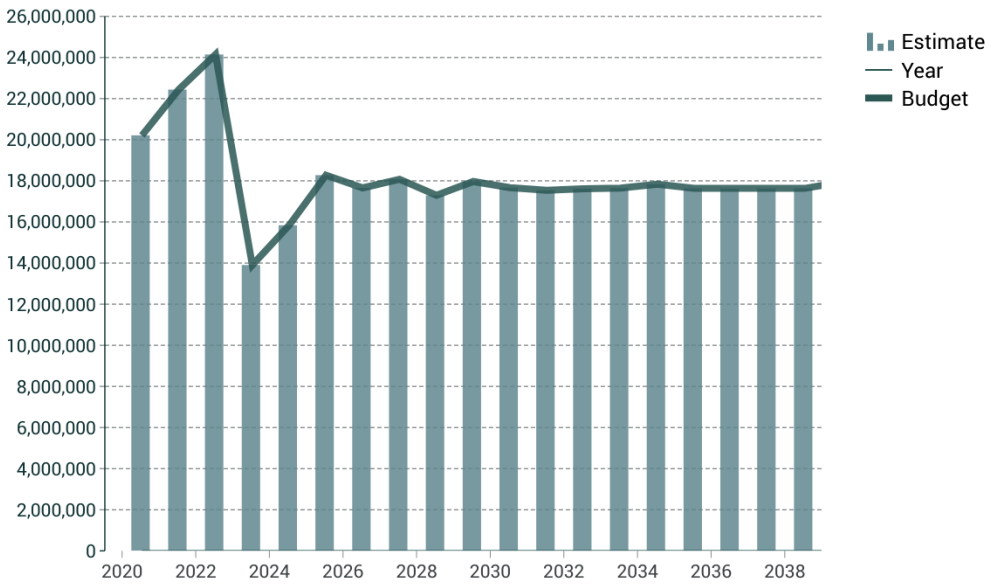
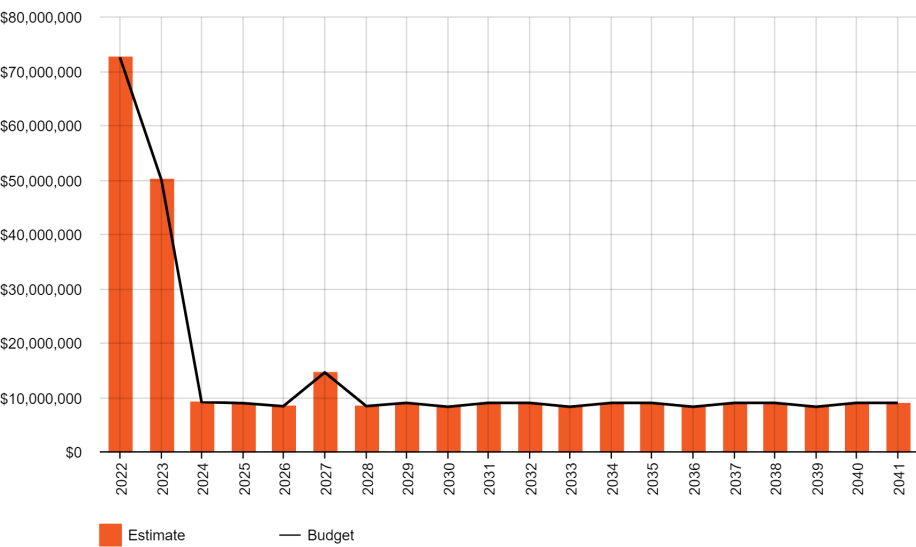


Figure 14 - Capital New/Upgrade Projected Expenditure (post 2021/22)



Expenditure Projections linked to Long-Term Financial Plan

Figure 15 and **Figure 16** show 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. Some activities and/or projects have been deferred to the 3 years beyond the 10 year financial planning period to allow further consideration of service level needs and financing options.

Figure 15 - Balanced Position Projected Operating and Capital

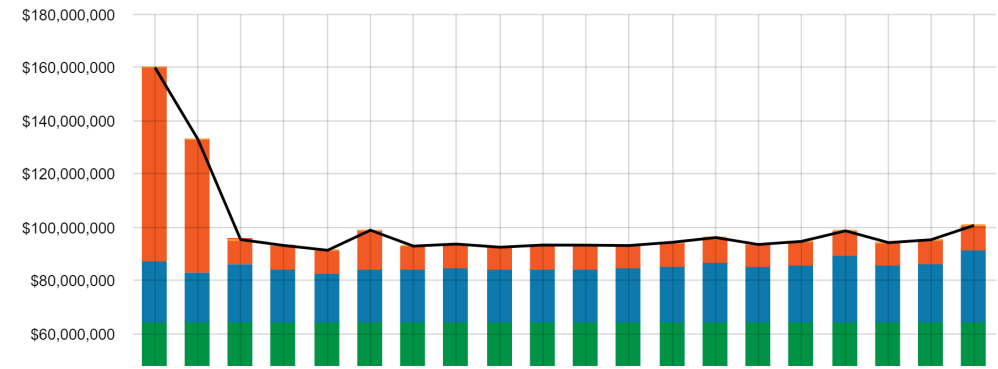
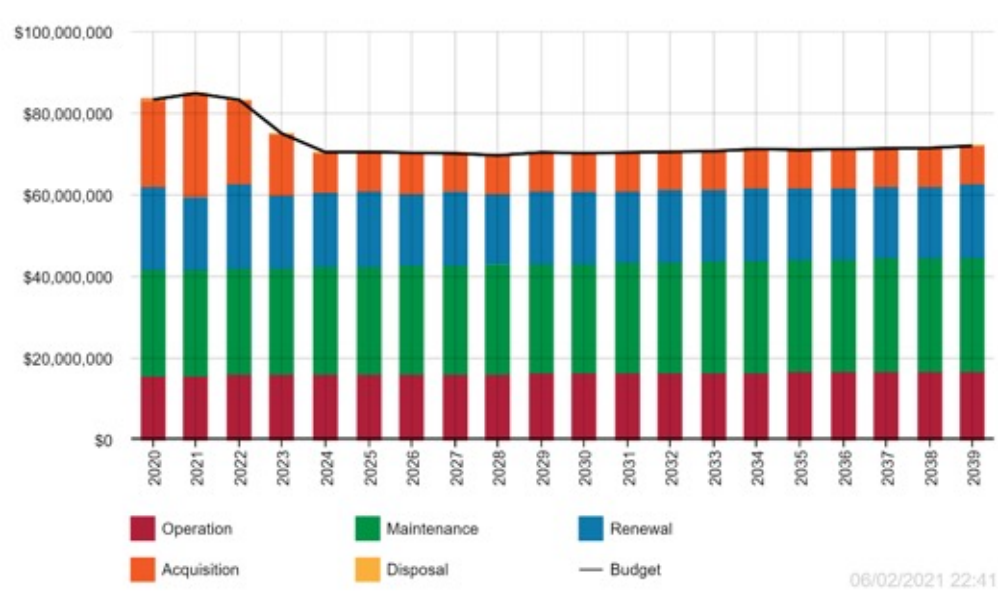


Figure 16 - Balanced Position Projected Operating and Capital Expenditure (post 2021/22)



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 its services in a financially affordable and sustainable manner. The Asset Management Data has significantly improved over the last 5 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 is an interim step in that it proposes expenditure across the asset classes to meet the endorsed levels of service, but has reduced the number of assets renewed or replaced, in some asset classes; recognising and accepting the risk associated with this decision. This is not a long term solution, as, in the long term, it ultimately leads to increases in operating expenditure in trying to maintain assets that have already reached their service or design life, and also delays the replacement of assets that should be replaced, using that funding to meet increased service levels of other assets.

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, over the next 12 months. This will ensure that the Council's renewal /upgrade 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 & Capacity of Assets to deliver services.

This will enable the Council to, for the first time, set funding for renewal and upgrade of assets, based on service continuity rather than condition and depreciation. This work will complete the process, begun three years ago, of moving Salisbury's Strategic Asset Management Plan from **core maturity** to nearing **advanced maturity**.

8. References

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STRATEGIC ASSET MANAGEMENT PLAN 2022

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