Draft Strategic Asset Management Plan

2025/26

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 and present.

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.

Salisbury City Centre Clock Tower Artwork by Paul Herzich

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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 $2.3 billion 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.

The Strategic Asset Management Plan (SAMP) 2025/26 takes the organisational objectives in our overarching strategic plans, reviews how the community receives and uses the service and whether City of Salisbury is providing community value.

The SAMP considers key legislative and risk mitigation such as:

- universal access (Disability Discrimination Act)
- ability inclusion
- Road Safety Framework linking to the School Framework
- climate change.

The SAMP considers community expectations, Council directions and strategy with respect to improved levels of service in a number of areas, including:

- 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.

The SAMP builds on the 2024/25 plan, as Council has approved community-based levels of service and 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. 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.

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 and 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 complementary 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.

Community Fun Day at Salisbury Community Hub

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 operational plans and the subsequent projects currently under construction and in the budget for 2025/26. Council is working through a confirmation process of the asset structures and hierarchy and levels of service to ensure 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 with work to be undertaken over the next three years to assess further classes, together with the existing ones to ensure financial sustainability and service levels are achieved. These asset classes are detailed in the Asset Improvement Plan.

Financial implications

The SAMP is in line with the Long-Term Financial Plan (LTFP), 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 Council must understand 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 the SAMP. However, for budget optimisation, 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, as outlined in the LTFP.

Executive Summary Preliminary Cost Estimates (subject to confirmation of the budget and LTFP)	($000)
10-year total cost [10 yr Ops, Maintenance, Renewal and Upgrade Project Expenses]	$1,220,147
10-year average cost	$122,015
10-year total LTFP budget [10 yr Ops, Maintenance, Renewal and Upgrade LTFP Budget]	$1,220,147
10-year average LTFP budget	$122,015
10-year AM financial indicator	100%
10-year average funding shortfall	$0

Greenfields Wetlands

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 Confirm Connect on tablets and asset-based costing in the field allowing Field Staff and 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 regarding 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 $2.3 billion.

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.

Asset management approach

Council has introduced a new sub committee, the Asset Management Sub Committee, focused on asset management and progressing from asset centric based asset management to service-based asset management.

Council recognises the SAMP is an integral part of the strategic management plans of the Council including the City Plan and LTFP. 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:

- increasing operating for buildings as Council continues to improve levels of service for its community facilities

- confirming community-based levels of service for roads, drainage and buildings and associated funding

- increasing operating for footpath maintenance to improve levels of service

- allocating renewal funding for street lighting

- maintaining existing renewal funding for other asset classes until audits and valuations are completed and discussed with Council through the Asset Management Sub Committee.

Higher density living surrounded by high quality landscapes at Mawson Lakes

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].

The SAMP is an integral part of the City of Salisbury's planning framework. This includes the Organisational Strategic Plan, Asset Management Policy, Strategic Asset Management Plan,

asset management (AM) plans for individual portfolios and operational plans and work programs. There is a clear alignment from the organisational vision and objectives, Asset Management Policy, AM objectives, AM plans, operational plans, work programs through to performance measures as shown in **Figure 1**.

The 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.	**Organisational Strategic Plan** Organisational vision, goals and objectives.
	Asset Management Policy Principles, requirements and responsibilities for asset management, linked to organisational strategic objectives.
	Strategic Asset Management Plan. AM Objectives, AM Practices, Action Plans for AM Improvement, Audit and Review Processes.
	Asset Management plans Asset/Service Description, Levels of service, Demand Forecasts, Lifecycle Activities, Cashflow Forecasts.
	Operational plans and work programs Guide day to day activities of staff and contractors.

1.1 Scope of asset management system

The AM system is "the set of interacting 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, including:

- drainage and waterways
- urban assets — including parks and streetscapes
- street trees
- public lighting
- transpo rtation
- 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 assists the organisation to 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:

- Asset Management 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.

Mawson Lakes Boulevard

1.3 The SAMP and our Planning Framework

The SAMP is an integral component of our Planning Framework. It is linked to the City of Salisbury's strategic documents, including the LTFP and City Plan 2040 and sets the structure for AM operational plans for included asset portfolios. The AM operational plans are linked to the SAMP 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.

Figure 2 - Strategic asset management fit in asset planning process

	Legal and Stakeholder Requirements and Expectations.	Strategic Planning
	City Plan 2040 Vision, success factors, values, critical actions, levels of service, business policies and risk.	
Asset Management Planning Asset management philosophy and framework	**ASSET MANAGEMENT POLICY**	Tactical Planning
	STRATEGIC ASSET MANAGEMENT PLAN Objectives, level of service target and plans. Summarises content of AM plans.	
	ASSET MANAGEMENT PLANS Services and service levels to be provided, funds required to provide services.	
Asset Management Planning Service delivery	**OPERATIONAL PLANS** Service delivery in accordance with asset management plans.	
	Asset solutions — operate, maintain, renew, enhance, retire.	
	Non-asset solutions — partnerships, demand management, insurance and failure management.	
Asset Management Planning Knowledge	**Knowledge Management** Asset data and information systems.	Operational Planning

1.4 Asset management objectives

The City of Salisbury's asset management objective 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

- 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].

6 ISO 2014, ISO 55002, Sec 6.2.1, p 9
7 IPWEA, 2015, IIMM, Sec 4.2.3, p 4|29.

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].
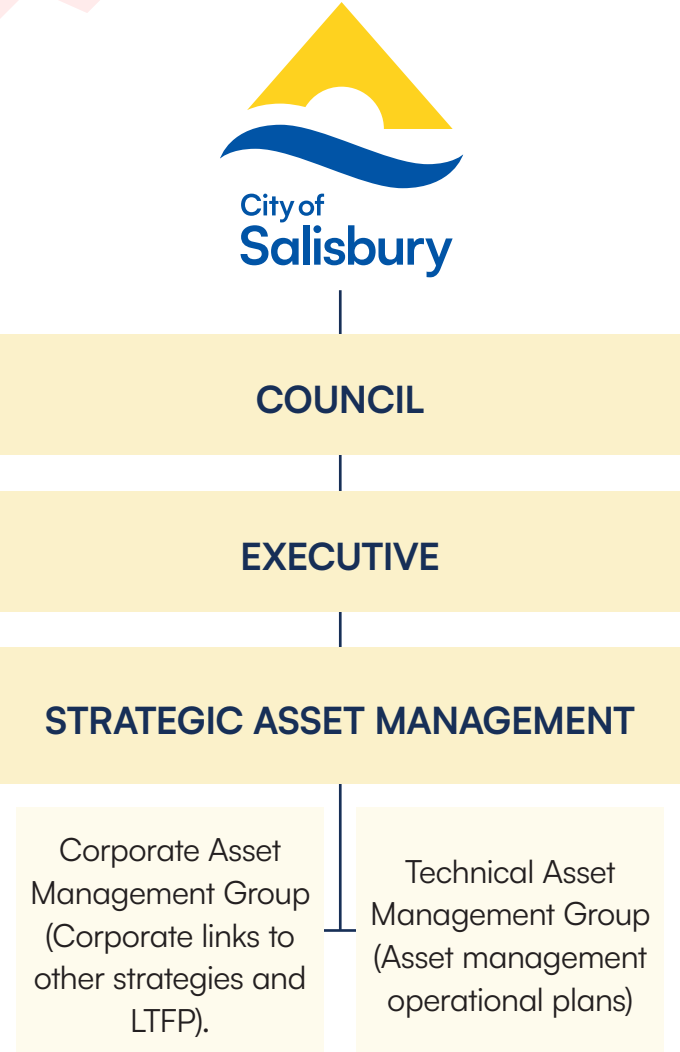
Little Para River Trail
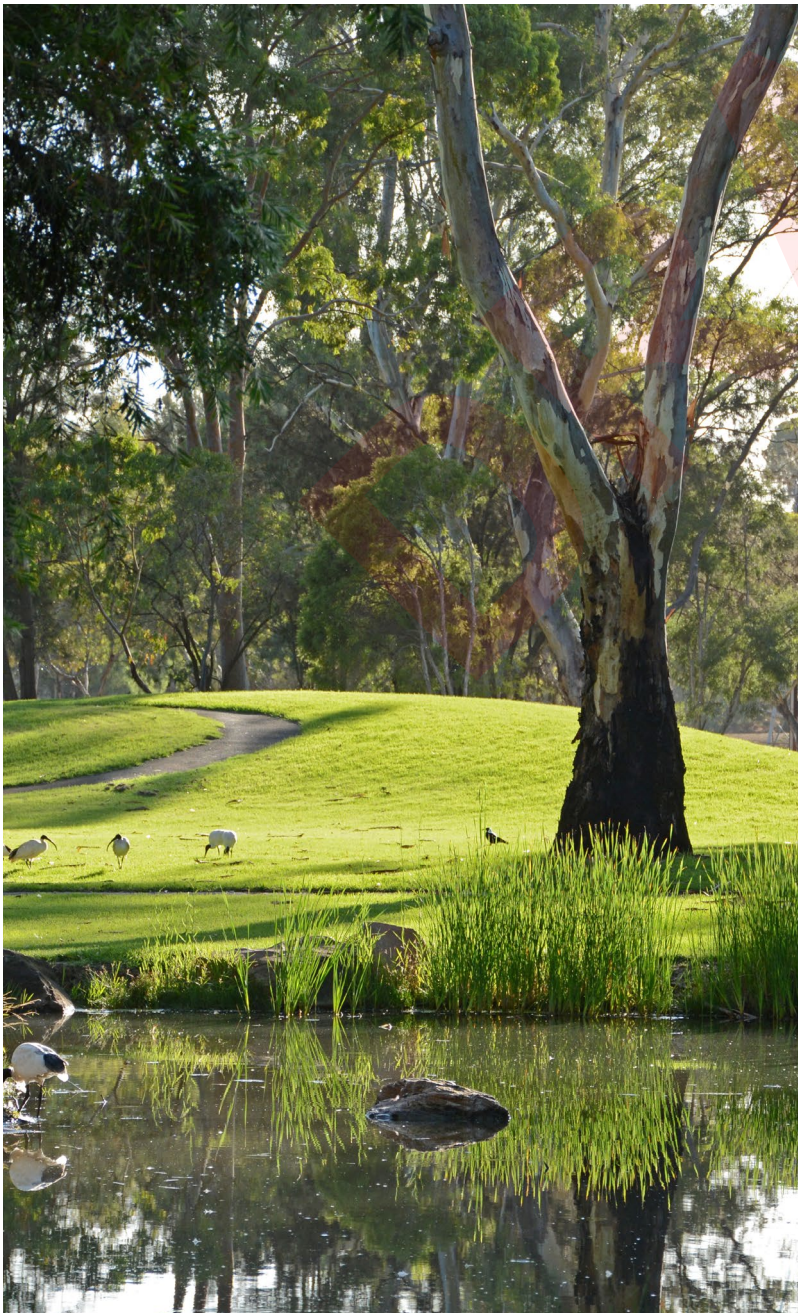
1.5 Responsibility for the SAMP

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

The SAMG 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.

COUNCIL

EXECUTIVE

STRATEGIC ASSET MANAGEMENT

Corporate Asset Management Group (Corporate links to other strategies and LTFP).	Technical Asset Management Group (Asset management operational plans)

1.6. SAMP planning horizon

The SAMP has a planning horizon of 10 years, it is based on detail in asset management plans which has been updated and revised 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 2040

City Plan 2040 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 the SAMP are listed on the following page.

Aerial view looking southwest of the City of Salisbury

A welcoming and liveable City

Strategic projects

- Upgrade Lake Windemere Reserve and surrounds.
- Implement St Kilda and Paddocks masterplans.
- 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.
- Remove rubbish dumped on public land promptly.
- 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

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

Advocacy priorities

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

A sustainable city

Strategic projects

- 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

- Coordinate the delivery of stormwater solutions and road network upgrades for growth areas on the west of Port Wakefield Road areas.

Advocacy priorities

- Redevelop the Salisbury and Mawson Lakes Interchanges
- Improve 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.
- Prepare Edinburgh Parks to be business ready as a modern industrial area with efficient freight routes to the Northern Connector, fast digital connectivity access to alternative energy sources and recycled water.

Innovation and Business Development

Strategic projects	Operational focus
• Upgrade Council's Operations Centre at Cross Road to support business transformation.	• Improve how we use data to better inform decision making. • Implement continuous improvement program.
Future planning	**Advocacy priorities**
• Review Council's Strategic Asset Management Plan.	• Develop deeper and more effective relationships with government agencies and other organisations to progress the priorities identified in the City Plan and its supporting strategies.

Salisbury Aquatic Centre

2.2 Services provided

We provide essential services to the 148,000 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 provides flood protection to 99% of residential dwellings.

• 165 local, 32 district and six regional reserve/playspaces

• 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

• 65 facilities leased 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, including

• residents

• visitors staying in the area or passing through the area

• businesses and industry within the area or 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 and 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 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 heatwave 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. This is being realised through the inclusion of an additional two playspace renewals (Mario Reserve and Metala Reserve) on top of Councils ongoing commitment to playspace renewal through the Playground Renewal Program.

Similarly, Council has recognised the streetscape (street trees, verges and footpaths) are a key aspect of the community's recreational area. Understanding of the hierarchy of the community's 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 The Hive Community Resource Hub. Similarly, link infrastructure such as shared use paths, footpaths and associated lighting has also significantly increased, with $5 million on the path networks over the last three years.

2.4.4. Housing growth

The State Government's Greater Adelaide Regional Plan stipulates that by 2050, the population of Greater Adelaide will grow by an additional 670,000. To meet this, an additional 43,000 dwellings is anticipated to be delivered in the Inner North region where the City of Salisbury is located.

The need for more housing supply and the provision of affordable housing is a critical issue in the City of Salisbury, especially as population growth continues to expand in the north, and to service our community that has an overall lower income compared to the rest of Greater Adelaide.

By 2046, our population is projected to increase by 8,000 residents through natural infill activity, strategic developments and green field growth in areas west of Port Wakefield Road, such as at Dry Creek.

Population and housing changes will create an increased demand for liveable, walkable, green and connected neighbourhoods. Through the SAMP, Council anticipates residential growth areas and provides the necessary physical infrastructure to support growth, including roads, footpaths, tree planting, reserves, stormwater infrastructure and landscaping.

With the reduction of housing allotment sizes and private green space, Council recognises the need for high quality, irrigated public spaces and playspaces to support our growing city, as well as landscaped and treed streetscapes, verges and reserves to facilitate liveable neighbourhoods.

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 in new estates 20 years ago were built for the young family, which now require upgrading to meet the needs across all ages, for example the inclusion of basketball courts for youth. Council has significantly improved the community level of service in this area to increase availability of playspaces but is 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.

2.4.5 Demographic change

Table 1 - Demographic change and demand impact

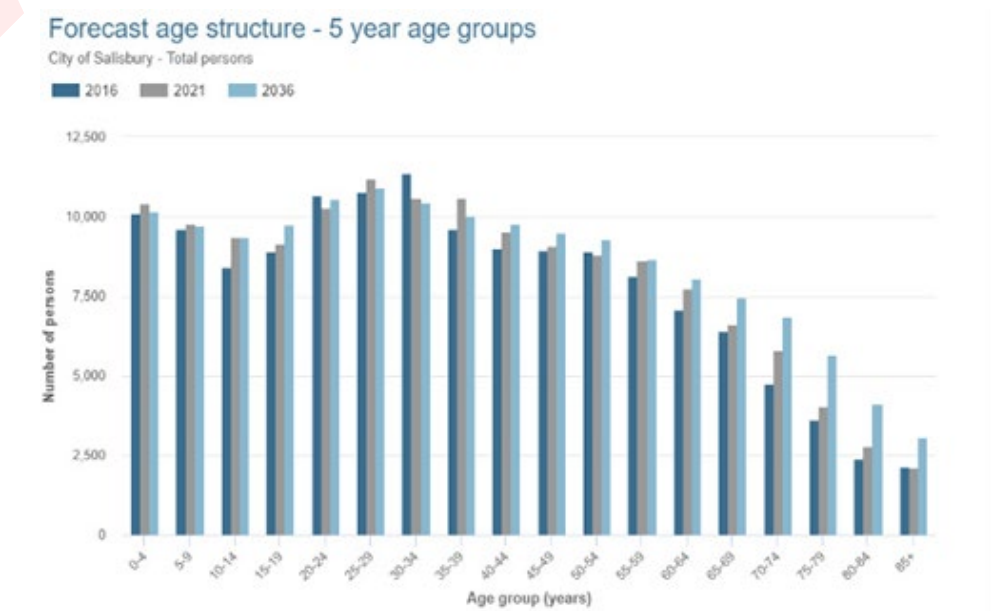| Item	Present position	Expected position	Demand impact
Population and demographics	147,634	155,611 by 2046	The City Plan 2040, initial expectations show no significant changes in Demographics, with the general trend being to an older population. This will have to be reassessed if and when the Salt Fields Development comes online as a major project. Current demographic modelling predicts a significant increase in the proportion of retirement age from 2025 to 2046. 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.

Figure 3 — Population forecast

Forecast population, households and average household size
City of Salisbury
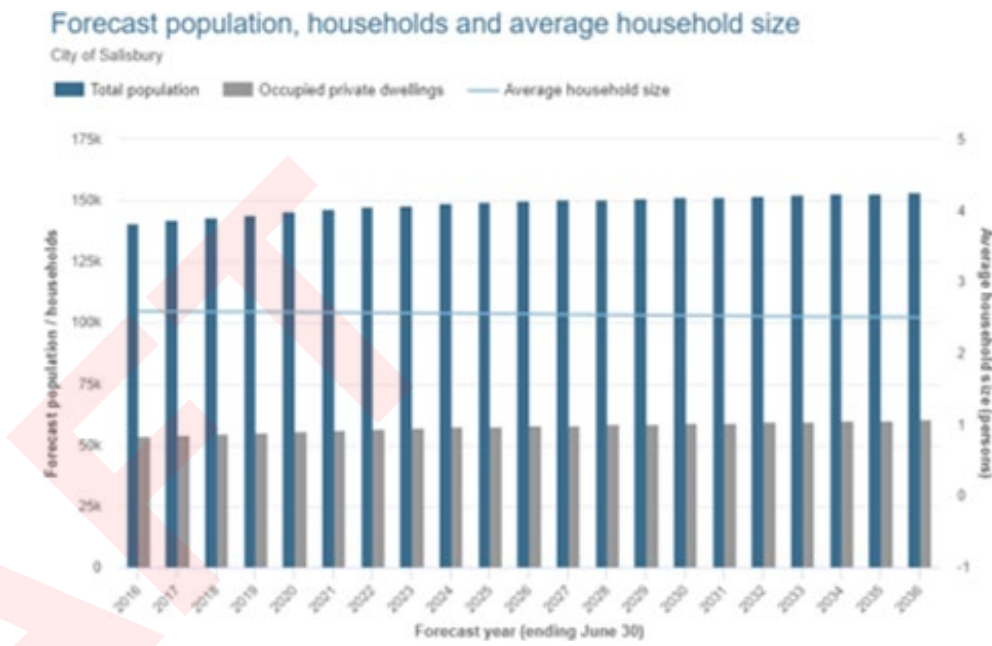
Figure 4 — Forecast age structure 2016 to 2036

Forecast age structure - 5 year age groups
City of Salisbury - Total persons

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, among other things, the (re)valuation and depreciation of assets.
Work Health and 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	Sets out the Legislative framework for drainage of roads and road authorities' In South Australia.
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	Major requirement
Urban assets	
Native Vegetation Act 1991	The Governor considers 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 integrated 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.
Wastewater and electrical services	
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.
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 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.
Plant, furniture and 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.

Table 2 - Legislative requirements continued

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 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 and managing health and environmental risks, including: • augmentation of drinking water supplies • stormwater harvesting and reuse • managed aquifer recharge.

Greenfields Wetlands

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 LTFP, 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, including roads, drainage, buildings, playspaces, and footpaths 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.
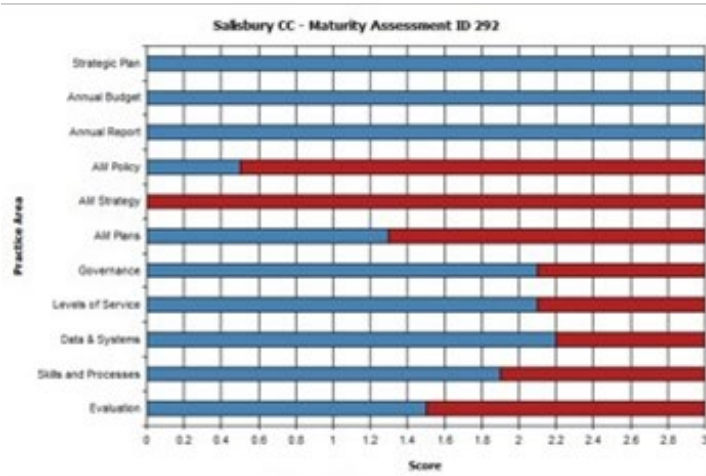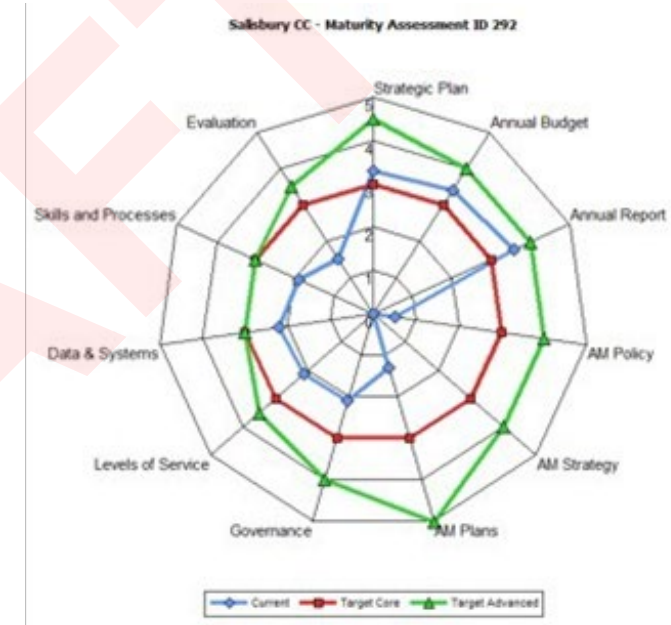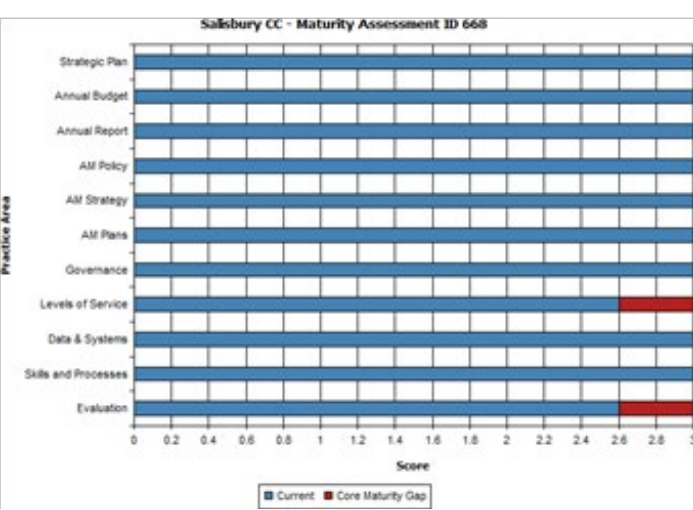
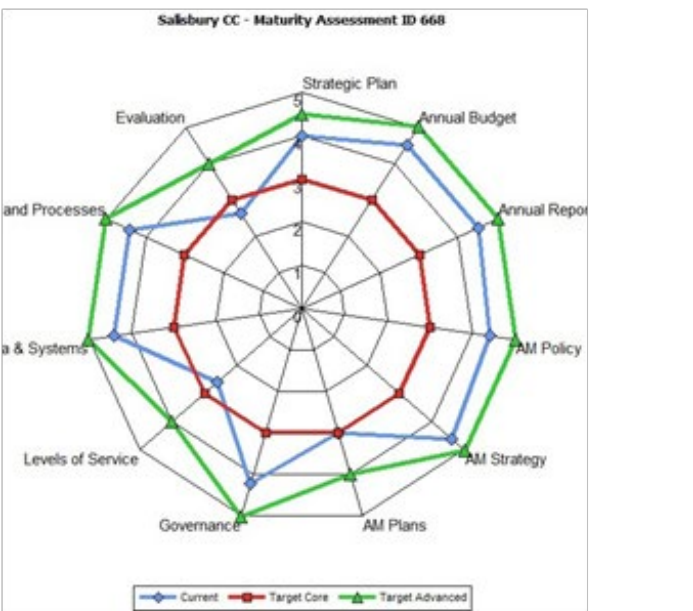## Figure 5
- Maturity assessment 2013

Figure 6
- Current maturity assessment
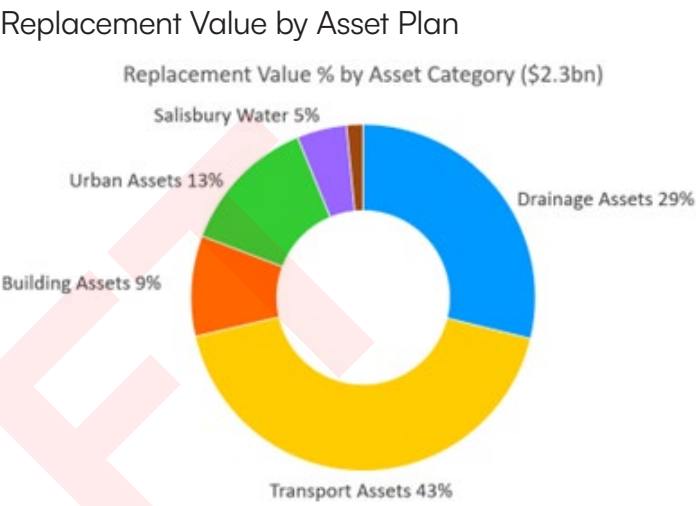
3. Asset portfolio

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 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	18,000 stormwater pits 531km stormwater pipes 141km open channels 20 flood dams
Urban assets	163 playspaces 50 fitness stations 395 irrigation systems 692 bins 1,517 seats/tables 10 dog parks 222 sports courts/grounds 71 pieces of artwork 85 historical monuments/plaques 298 shelters/gazebos
Streetscapes	77,000 trees
Ornamental Lakes	23 ornamental lakes
Public lighting	3,846 public lights 146 solar lights 288 sports lights
Transportation	812km roads 1,833km Kerbing 1,174km footpaths 11,493 kerb ramps 250 car parks 657 traffic control devices 20,000 signs 251 bridges
Property and building	251 buildings 145 statement walls one swimming pool facility one golf course secure CCTV systems

Figure 7 - Asset replacement values

Replacement Value by Asset Plan

Replacement Value % by Asset Category ($2.3bn)

- Salisbury Water 5%
- Urban Assets 13%
- Building Assets 9%
- Drainage Assets 29%
- Transport Assets 43%

3.2 Asset register

The 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 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 following the completion of the Asset Management Improvement Project in 2018/19.

Data trends are becoming available and valuable to increase the knowledge around function and capacity of assets in the field. Decision making is 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 the council's geographic information system (ARC-GIS), the asset management system (CONFIRM), community management system and the financial system will allow further refinement and enable real time predictive modelling.

4. Asset management objectives

The AM objectives, developed in the 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.

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 not a complete list.

The AM objectives incorporate our desire to ensure 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	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).
Environmental Sustainability Strategy	Continue to implement circular economy approach for delivery of 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 LEDs.	2021-2028
Improved access to green space — increase 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 one 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 Customer Relationship Management System (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 SAMP.

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 what 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 **Table 5**.

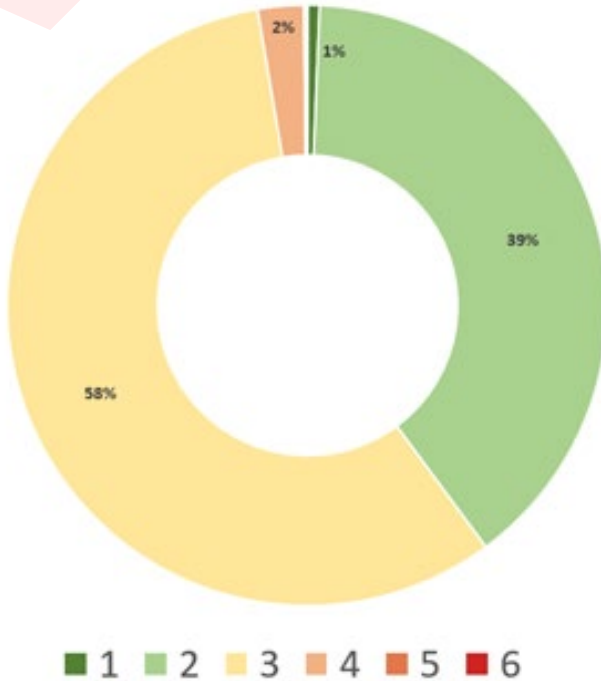## Table 5 - Community experience service levels

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. **All Building Assets Condition - Audit 2025** 2% 1% 39% 58% ■ 1 ■ 2 ■ 3 ■ 4 ■ 5 ■ 6	**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

Service area	Current level of service	Community experience level of service	Technical level of service	Key strategy/program to deliver
Drainage and flooding	Residential dwellings will not have flood waters through their buildings 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. **Major drainage assets criteria** • Maintain a maximum of 300 houses at risk of flooding in a one in 100-year event. • Maintain the existing average of 5,000 tonnes / year of sediment removal from Council's waterways and wetlands. **Minor drainage assets criteria** • 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. • 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 (SEP), 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 Fail Capital 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.

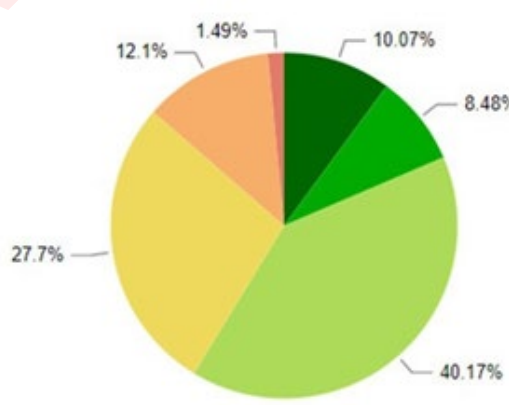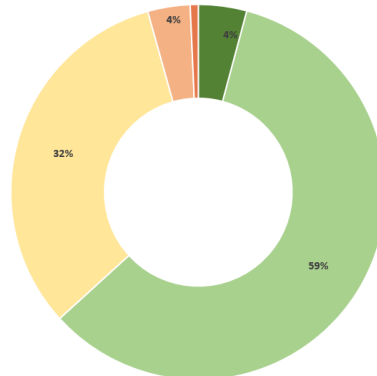## Table 5 - Community experience service levels continued

Service area	Current level of service	Community experience level of service	Technical level of service	Key strategy/program to deliver
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 a revaluation and compliance Audit has been completed through 2024/25.	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 of 3: Overall Condition 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 three audits for playspaces on a yearly basis. Reserve turf is cut on a routine basis, in accordance with turf management requirements. Irrigation of Open Spaces (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.

Table 5 - Community experience service levels continued

Service area	Current level of service	Community experience level of service	Technical level of service	Key strategy/program to deliver
Streetscape	Street trees are provided based on one per residential property. The number of street trees in the City is to be maintained at approximately 80,000 trees. Have a diverse variety of tree species throughout the City (target maximum 40% of any family, 30% of any genus, 15% of any species) for resilience and robustness.	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 2025/26, with a revision of Hierarchy, Criteria and Tree Management Strategy to inform the 2026/27 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.

Table 5 - Community experience service levels continued

Service area	Current level of service	Community experience level of service	Technical level of service	Key strategy/program to deliver
Roads and transport	Roads are maintained to an acceptable level with a focus on safety and rideability. 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 John Street and Church Street, Salisbury City Centre. 2. Industrial roads — These are roads 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 (PCI) for the whole Road Network will be maintained at the levels outlined below, (where 0 is perfect and 6 is failed): 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.	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 potholes 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 • bus shelters • footpaths • signage. • kerbing **Overall Pavement Condition Index** ■ 1 ■ 2 ■ 3 ■ 4 ■ 5	**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.

5.2 Community experience levels of service review

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 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 12 months in the Dry Creek area between Main North Road and Walkleys Heights.

Sports field lighting

- Review of sports field lighting service levels.

Irrigation

- Undertake audit and revaluation of irrigation systems and review service levels.

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 12 months to improve the community levels of service for the ornamental lakes and wetlands throughout the City.

Roads

- The Integrated Transport Plan is to be updated over the next 12 months with a focus on integration with the industrial areas west of Port Wakefield Road and 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.

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 upgrades/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 developed as these have a higher level of service to the community compared to the existing facilities.

Bridges

- Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

- Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

- Council is currently undertaking a bridge modelling exercise to inform the bridges renewal program and to ensure accurate projection of bridge maintenance and renewal budget.

- The modelling will provide evidence and narrative through the bridges AMP so council can confidently justify investment needed to executive and the wider community.

5.3 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.

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	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)
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	150,000
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 2026/27.	Medium	200,000
Roads	Increase in heavy vehicle traffic. Roads may not be designed or structurally suitable for heavy vehicles.	Very high	conduct road audits every five years to monitor road conditions, conduct traffic counts periodically.	Medium	250,000 every 5 years + 50kpa Traffic counts
Roads	Catastrophic Road failure.	Very high	conduct road audits every five years to monitor road conditions, formulate forward works programs in conjunction with captured data.	Medium	250,000 every 5 years (as above)
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 5 years)
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.)
Trees	Falling limbs — bodily harm.	Very high	Inspection of high-risk Trees near high traffic areas (playgrounds, Reserves etc)	High	Within existing budget
Council owned 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 2025/26.	Medium	0 (within existing capital works/ budget bids)
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)
Buildings	Lack of maintenance can lead to unsafe occupancy; plumbing/electrical issues, structural issues etc.	High	Building Condition Audit Completed during 2024/2025 financial year. Minor defects to be remedied by field services, major defects for further investigation.	Medium	150,000 every 5 years + Structural inspection
Playgrounds	Poorly maintained/damaged equipment can become a potential hazard to playground users.	High	Playgrounds are inspected by City of Salisbury staff at regular intervals, Externally Audited every year in compliance with Australian guidelines for level 3 playground audit specification.	Medium	Funded for 3 years currently

Salisbury City Centre Render: Site 2, Church Street, Salisbury

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 (e.g. 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 streetlights 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 the 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, with real time data being managed through 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 assets, 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 will be managed as part of the capital works engagement framework, where Council will plan 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

- evaluate the options against evaluation criteria adopted by Council.

- 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.

- 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. For major projects, Council has 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

- require replacement with modern equivalent assets triggered by material saving on the long-term maintenance expenditure.

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 and playspaces (stage one). 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 upgraded 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 initial cost, these new assets incur future maintenance and renewal costs.

Strategies for creation, acquisition of new assets and upgrade of existing assets proposed in the 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

- Rectification of the deficiency in the project objectives, including value management for major projects

- Addressing the service delivery deficiency through a range of options, estimated capital and life cycle costs for each option.

- managing risks associated with alternative options

- evaluating the options against evaluation criteria adopted by Council

- selecting 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 community requests, proposals identified by strategic plans or partnerships with other organisations. Proposals are inspected to verify need and to develop preliminary capital expenses (CAPEX) and operational expenses (OPEX) estimates.

5.9 Disposal plan

Verified proposals are ranked by priority and available funds and scheduled in future works programs. 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.

Harmony Week 2024 Intercultural Community Event

5.10 Alignment to other strategies and plans

In alignment to the City Plan, the SAMP operates in tandem with the City of Salisbury's Long-Term Financial Plan to provide a holistic and long-term approach to cater for our growing city and community.

The City of Salisbury also maintains and updates various legislated or discretionary strategies and plans that may influence and inform the SAMP.

Hard infrastructure, housing and physical services

- Integrated Transport Plan (in development).
- School Transport Framework.
- Shaping Salisbury Strategy (in development).
- Strategic Growth Framework for Waterloo Corner and Bolivar Corridor.
- Strategic Development Projects (various).
- Housing Strategy (in development).
- Homelessness Strategy (to be developed).
- Community Land Management Plans.

Green infrastructure and environmental sustainability

- Sustainability Strategy.
- Open Space Strategy (in development).
- Urban Greening and Cooling Strategy (in development).
- Biodiversity Corridors Action Plan (to be updated).
- Stormwater Management Plans (various).
- Resource Recovery Action Plan (in development).
- Organisational Energy Plan (to be developed).
- Organisational Carbon Emissions Reduction Action Plan (to be developed).

Social infrastructure, recreational assets and services

- Thrive Strategy.
- Future Social Infrastructure Strategy (in development).
- Place Activation Strategy for Formal Recreation.
- Place Activation Strategy for Social Infrastructure (in development).
- Community Safety Strategy (in development).
- Intercultural Strategy.
- Age-Friendly Strategy.
- Ability Inclusion Strategic Plan.
- Cost of Living Strategy.
- Youth Action Plan.
- Emergency Management Plan.
- Wellbeing Plan.

In addition, Council considers and endorses various local-level master plans, that typically contain quick wins or shorter-term actions that may impact on the SAMP and levels of service.

5.11 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.

Salisbury Community Hub

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 and new facilities operational costs will be offset by building and 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 and West of Port Wakefield Road) will be funded through Infrastructure Agreements.	Council will potentially see a large increase in its infrastructure asset base over the next 20 years due to substantial new developments (Salt Fields/ northwest industrial sector). This will directly affect depreciation and the renewal requirements for the SAMP. It is noted that the income from increased rate generation due to these developments, may not be realised in the first five 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 SAMP

Asset management 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.
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 technical 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 five years and confidence in the longer 20-year estimation of asset condition. Council's footpaths 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 (electric vehicle 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.

5.12 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) 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	Date
1	Revise Strategic Asset Management Plan for Council endorsement to undertake public consultation	Manager Engineering and Asset Systems / Team Leader (T/L) Asset Systems and Support	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	APR 2025
2	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 2025
3	Drainage Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
4	Transport Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
5	Buildings 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 2025
6	Pathways 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 2025
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	JUN 2025
8	Public Lighting 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 2025
9	Playspace 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 2025
10	Trees 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 2025
11	Bridges Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
12	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 2025
13	Ornamental Lakes Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025

Salisbury Community Hub

14	Irrigation - Complete audit and valuation	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	AUG 2025
15	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
16	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
17	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	OCT 2025
18	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
19	Review and ensure asset register data is complete and current	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	ON GOING

6. Financial Summary

This section contains the collective financial requirements resulting from all the information presented in the previous sections of the 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 LTFP. 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 require 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 $2.3 billion 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 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

The SAMP is consistent with Council's existing funding strategy and LTFP 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 LTFP.

6.3 Expenditure forecasts - Operations and maintenance

The changes in operations and maintenance budgets as of 2025/26 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, The Hive Community Resource 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 Paddocks Reserve, including the improvement to safety aspects around CCTV and reserve lighting.

4. Resource Management Northern Adelaide Waste Management Services (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 2025/26, that may significantly increase the operational budget, particularly around supply costs for energy, that is currently not included in the SAMP.

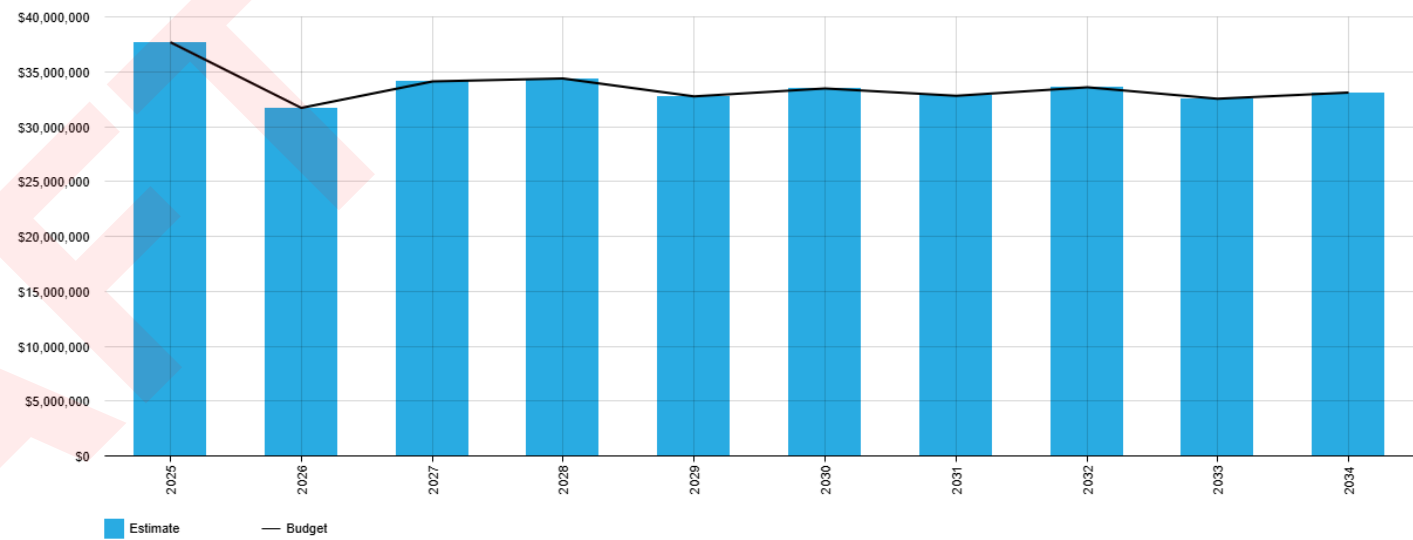# Figure 8 - 2025/26 Operations and maintenance expenditure projections (preliminary)

Figure 9 - 2025/26 Capital renewal projected expenditure (preliminary)
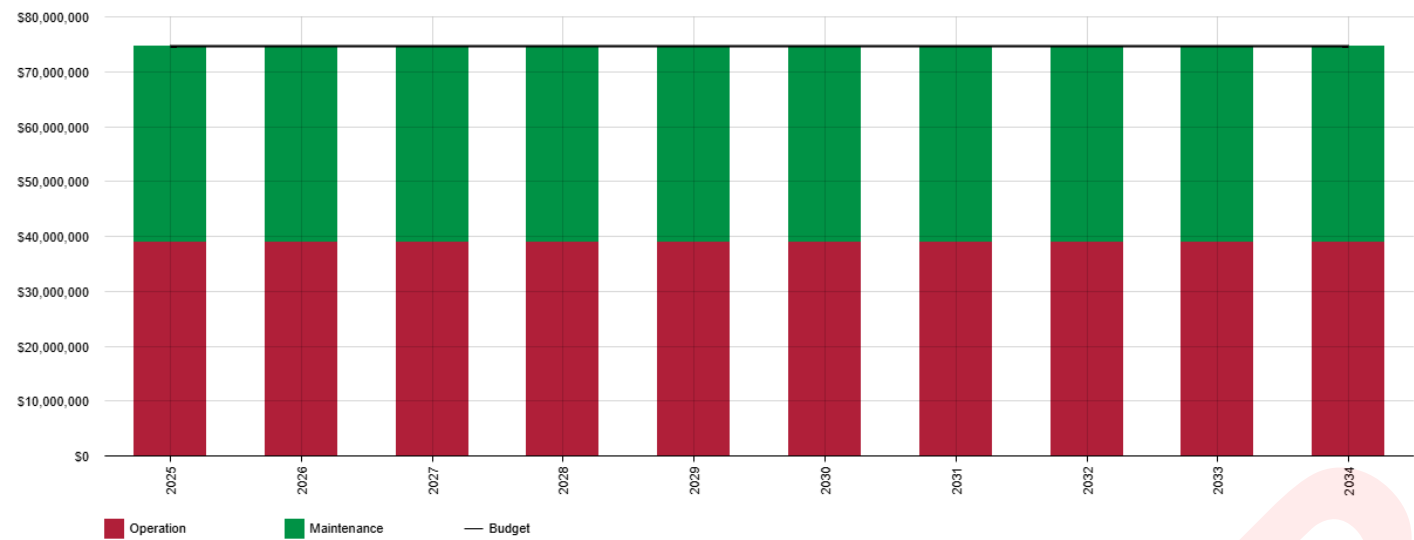
Capital renewal expenditure projections

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**.

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 - 2025/26 Capital new/upgrade projected Expenditure (preliminary)
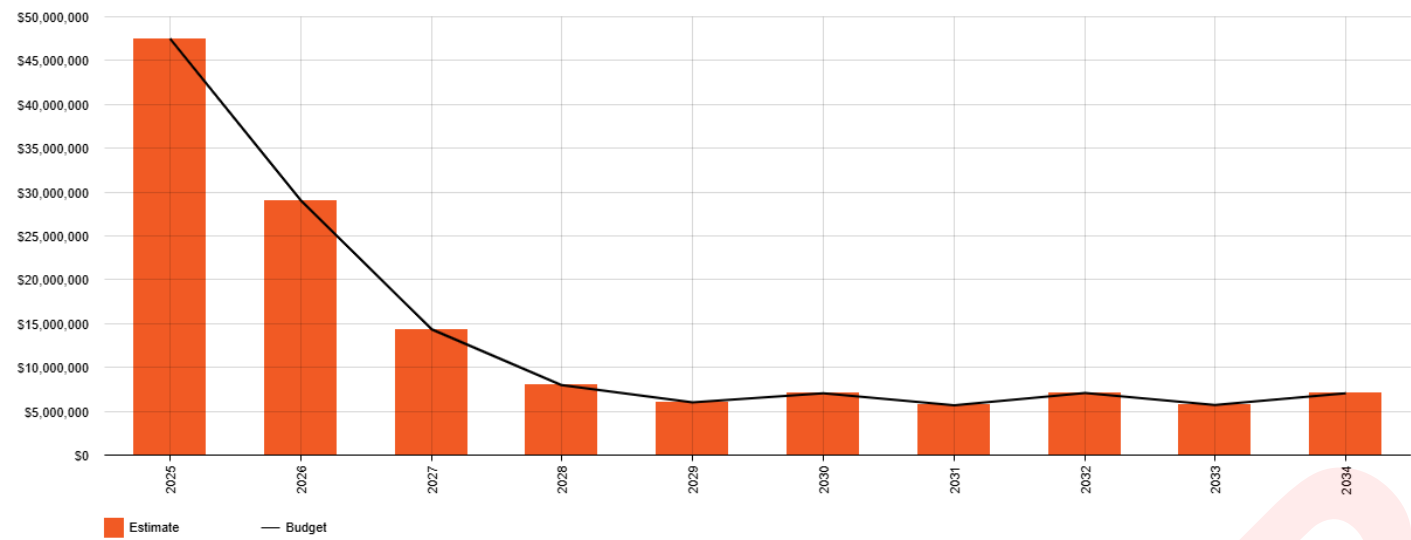
Expenditure Projections linked to Long-Term Financial Plan

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 - 2025/26 Balanced position projected operating and capital expenditure (preliminary)
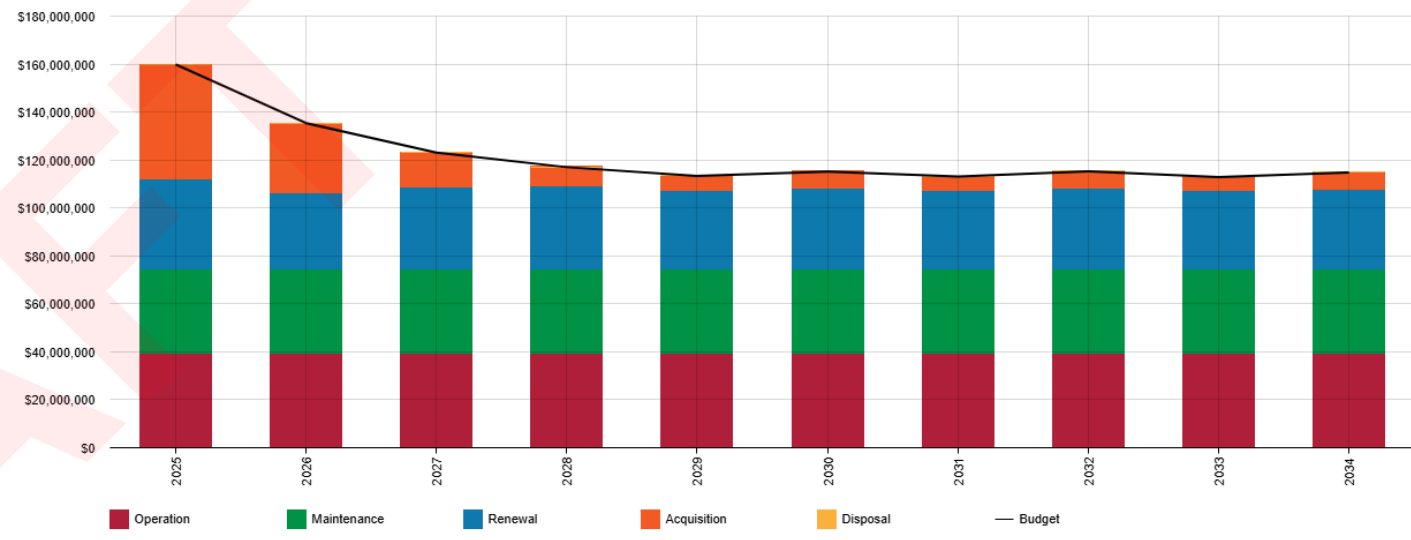
The purpose of this strategic asset management plan is to develop the strategies to achieve the asset management objectives through balancing of asset service performance, cost and risk.

7. Conclusion

8. References

City of Salisbury is committed to delivering a progressive, sustainable, connected community, and providing excellent community experience through 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 assets in a financially sustainable manner to deliver these services to agreed levels of service.

The 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 2025, to inform the 2026/27 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 will complete the process 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 compared to similar cities, both in Australia and in Organization for Economic Cooperation and Development (OECD) countries.

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City of Salisbury