AGENDA

FOR ASSET MANAGEMENT SUB COMMITTEE MEETING TO BE HELD ON

10 AUGUST 2020 AT CONCLUSION OF INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE

IN WITTBER & DR RUBY DAVY ROOMS, SALISBURY COMMUNITY HUB, 34 CHURCH STREET, SALISBURY

MEMBERS

Cr L Braun (Chairman)
Mayor G Aldridge (ex officio)
Cr C Buchanan
Cr A Duncan
Cr N Henningsen
Cr S Reardon (Deputy Chairman)

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager City Infrastructure, Mr J Devine
Team Leader Parks and Open Space Assets, Mr C Johansen
Team Leader Civil & Transport Assets, D Boothway

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Asset Management Sub Committee Meeting held on 13 July 2020.

PRESENTATION

Presentation: Mr Ben Waechter, accessible and inclusive play spaces:

Council, at its 27 July meeting, invited Mr Ben Waechter, member of the Disability Access and Inclusion Network, and resident of the South Ward to attend this meeting of the Asset Management Sub Committee to do a presentation in relation to the availability of accessible and inclusive play spaces in the City of Salisbury.

REPORTS

OTHER BUSINESS

CLOSE

MINUTES OF ASSET MANAGEMENT SUB COMMITTEE MEETING HELD IN WITTBER & DR RUBY DAVY ROOMS, SALISBURY COMMUNITY HUB, 34 CHURCH STREET, SALISBURY ON

13 JULY 2020

MEMBERS PRESENT

Cr L Braun (Chairman)
Mayor G Aldridge (ex officio) *(from 6.56 pm)*
Cr C Buchanan
Cr A Duncan
Cr N Henningsen
Cr S Reardon (Deputy Chairman)

OBSERVERS

Cr B Brug
Cr K Grenfell
Cr J Woodman

STAFF

Chief Executive Officer, Mr J Harry
General Manager City Infrastructure, Mr J Devine
Team Leader Parks and Open Space Assets, Mr C Johansen
Team Leader Civil & Transport Assets, D Boothway
PA to General Manager Community & Organisational Development, Mrs Bronwyn Hatswell

The meeting commenced at 6.55 pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

APOLOGIES

There were no apologies.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Mayor G Aldridge entered the meeting at 6:56 pm.

Moved Cr N Henningsen
Seconded Cr S Reardon

The Minutes of the Asset Management Sub Committee Meeting held on 10 June 2020, be taken and read as confirmed.

CARRIED

REPORTS

AMSC1 Future Reports for the Asset Management Sub Committee

Moved Cr N Henningsen
Seconded Mayor G Aldridge

1. The information be received.

CARRIED

AMSC2 Place Activation Strategy Update

Moved Cr C Buchanan
Seconded Cr A Duncan

1. Council notes that the Economic and Community Facilities categories of the Place Activation Strategy will be presented to the Policy and Planning Committee for consideration.
2. Council notes that a report on the Linkages category of PAS will be presented to the sub committee in coming months for consideration.

CARRIED

AMSC3 Asset Management Policy

Moved Cr C Buchanan
Seconded Cr A Duncan

1. The information be received.
2. Council endorses the revised Asset Management Policy as contained in Attachments 1 and 2 to this report (AMSC 13/07/2020, Item No. AMSC3), subject to the following amendment to Attachment 1 – Asset Management Policy, to read:

   4.1 Setting of service levels will be determined by Council following consultation with the community and will form the basis of the annual budget.

3. Council notes the Strategic Asset Management Group Terms of Reference.

CARRIED

AMSC4 Response to Petition - Coachhouse Drive, Gulfview Heights

Moved Cr A Duncan
Seconded Cr C Buchanan

1. The information within the report be received and noted.
2. That Coachhouse Drive be included in the Streetscape Renewal program for the 2020/21 financial year.

CARRIED

AMSC5 Place Activation Strategy - Parks and Open Space Assets Listing (Informal Recreation destinations)

Moved Cr N Henningsen
Seconded Cr C Buchanan

1. The information within the report be received and noted.

CARRIED

OTHER BUSINESS

Nil

The meeting closed at 7.22 pm.

CHAIRMAN…….

DATE…….

ITEM	AMSC1
	ASSET MANAGEMENT SUB COMMITTEE
DATE	10 August 2020
HEADING	Future Reports for the Asset Management Sub Committee
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	This item details reports to be presented to the Asset Management Sub Committee as a result of a previous Council resolution.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

1.1 A list of resolutions requiring a future report to Council is presented to each sub committee and standing committee for noting.

1.2 If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 Report authors and General Managers.

2.2 External

2.2.1 Nil.

3. REPORT

3.1 The following table outlines reports to be presented to the Asset Management Sub Committee as a result of a previous Council resolution:

Meeting - Item	Heading and Resolution	Officer
23/03/2020 2.0.4-AMSC2	**Levels of Service Options** 2. Canopy Cover be considered as part of the Sustainability Strategy, that will be the subject of a report back to this Council in time to be considered in the 2021/22 Budget Cycle.	Craig Johansen
Due:	November 2020	
23/03/2020 2.0.4-AMSC2	**Levels of Service Options** 4. Council consider a revised budget for 2021/22 and beyond following consideration of a report on the learnings from the 2020 verge trial program which is currently underway, and any subsequent changes to the level of service.	Mark Purdie
Due:	November 2020	
23/03/2020 2.0.4-AMSC2	**Levels of Service Options** 5. Council consider, as part of the 2020/21 budget deliberations, the addition of new initiative bids for additional Local Playgrounds, one at $200,000 per annum for 5 years, and one District playground at a cost of $400k, the location to be determined as part of the next Asset Management Sub Committee. (NB - item 6.4.1 of April 2020 addressed the budget portion of this resolution.)	Dameon Roy
Due:	October 2020	
23/03/2020 2.0.4-AMSC-OB1	**Capital Program** 1. That a report be prepared for the October 2020 meeting of the Asset Management Sub Committee to provide a summary of the three year capital program covering the Strategic Asset Management Plan and related policy initiatives.	Dameon Roy
Due:	October 2020	
25/05/2020 2.0.2-AMSC3	**Place Activation Strategy - Formal Recreation** 4. A report be prepared for the Asset Management Sub Committee that maps all Formal Recreation assets, outlining how each facility is classified as formal/ informal, economic community facility linkages (Local, district, regional), listing club room facilities, a schedule of upcoming budgeted approved renewals and a schedule of the useful life for each facility.	Adam Trottman
Due:	December 2020	

25/05/2020 2.0.2- AMSC3 **Due:**	**Place Activation Strategy - Formal Recreation** 5. A further report be prepared containing a proposed detailed set of principles and standards along with a gap analysis showing what the financial impact would be to achieve the recommended detailed standards. December 2020	Adam Trottman
25/05/2020 2.0.2- AMSC-OB1 **Due:**	**Sporting Facilities – Joint Investment** That Council consults with other local Councils (Playford, Tea Tree Gully and Port Adelaide Enfield) and the Office for Recreation and Sport to identify funding opportunities for joint investment into new regional sporting and community facilities based on demand, social need and demographic and sporting trends and changes. November 2020	Adam Trottman
25/05/2020 MON7.1 **Due:**	**Motion on Notice: Bush Park, Pooraka** 1. That a report be brought back to the Asset Management Sub Committee regarding the costs and feasibility associated with installation of irrigation infrastructure for Bush Park, Pooraka which is currently a non-irrigated Council reserve. 2. That the report come back by September 2020 for consideration for possible irrigation installation for ongoing and permanent irrigation to be installed post renewal of the playground at Bush Park, Pooraka which has reached its end life. September 2020	John Devine
27/07/2020 1.1.2 **Due:**	**Place Activation Strategy – Community Facilities** 2. Staff prepare a further report to the Asset Management Sub-Committee regarding a condition and fit for purpose audit of Council owned community facilities with consideration to the hierarchy. October 2020	Adam Trottman
27/07/2020 2.0.2- AMSC2 **Due:**	**Place Activation Strategy Update** 2. Council notes that a report on the Linkages category of PAS will be presented to the sub committee in coming months for consideration. October 2020	John Devine

4. CONCLUSION / PROPOSAL

4.1 Future reports for the Asset Management Sub Committee have been reviewed and are presented to Council for noting.

CO-ORDINATION

Officer:	Executive Group	GMCI
Date:	03/08/2020	06/08/2020

ITEM	AMSC2		
	ASSET MANAGEMENT SUB COMMITTEE		
DATE	10 August 2020		
PREV REFS	Council	NOM1	23/09/2019
	AMSC	0.0	09/09/2019
	AMSC	AMSC2	11/11/2019
	AMSC	AMSC2	10/03/2020
	Budget and Finance Committee	6.4.2	19/03/2018
HEADING	Street Tree Asset Management Plan and Policy		
AUTHORS	Mike Oborn, Coordinator Tree Services, City Infrastructure Craig Johansen, Team Leader Parks and Open Space Assets, City Infrastructure		
CITY PLAN LINKS	2.3 Have natural resources and landscapes that support biodiversity and community wellbeing. 2.4 Have urban and natural spaces that are adaptive to future changes in climate. 3.2 Have interesting places where people want to be.		
SUMMARY	This report presents the key findings of the recent street tree condition audit, and Tree Management Policy and Tree Removal Procedure. It outlines the principles considered in the development of the forward year's Street Tree Renewal Program to achieve the desired Urban Forest for the City of Salisbury, for current and future generations.		

RECOMMENDATION

1. The information within the report be received and noted.
2. The Tree Management Policy and Tree Removal Procedure as contained in Attachments 1 and 2 to this report (AMSC 10/08/2020, Item No. AMSC2) be endorsed.
3. The principles contained within the report for consideration in the development of priority listing for future street tree renewal programs be approved.
4. That a priority list of streets from attachment 5 be identified for the 2020/21 Street Tree Renewal Program.
5. That an updated Street Tree Asset Management Plan be prepared for future presentation to the Asset Management Sub Committee.
6. That an updated planting palette for street trees, and criteria for selection at particular sites, be developed for Sub Committee consideration and endorsement at a future meeting.
7. Council notes that a technical paper summarising the recent street tree condition audit will be placed on the Elected member web-site by the end September 2020.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Amended Tree Management Policy
2. Amended Tree Removal Procedure
3. Street Tree Asset Management Plan 2015
4. Renewal Program future streets listing - multiple years

1. BACKGROUND

1.1 Through various Council meetings in the last number of years, numerous resolutions and motions on notice which have related to trees and tree management have been presented.

At the Council meeting of 26 March 2018 it was requested:

Budget Bids 2018/2019 - Streetscape Renewal – PSN107

That a further report come back considering an increase in funding to the Street Tree Program bid PSN107 looking at improving outcomes and quality.

Resolution **2396/2018**

At the Council meeting of 23 September 2019 it was requested:

AMSC-OB2 Streetscapes and Footpaths Program

That a report on the review of existing relevant policies and service levels of the streetscapes and footpaths program be provided at the next Asset Management Sub Committee meeting.

Resolution **0271/2019**

At the same meeting it was further requested:

Motion on Notice - Impact of Council Trees on Residential Solar Panels

1. That Council provide a report into the costs and feasibility of amending the Council Tree Management Policy to include the provision of the pruning Council trees that affect the performance of residential Household solar panels.

Resolution **0280/2019**

At the Council meeting of 25 November 2019 it was requested:

AMSC2 Street Tree Asset Management Plan and Policy

3. That a report be presented to the February 2020 Policy and Planning Committee as part of a plan to consider a range of tree types in the tree palette, options including flowering.

Resolution **0328/2019**

At the Council meeting of 23 March 2020 it was requested:

AMSC2 Levels of Service Options

3. A report on street trees including the Street Tree Policy, species types, the street tree audit, and renewal strategy be presented at the Asset Management Sub Committee meeting in May 2020.

Resolution **0447/2020**

1.2 These reports have been delayed due to the street tree audit being undertaken to update street tree data last collected in 2005/06.

1.3 At the time of the last street tree audit, Council was not positioned as it is now. The AMIP (Asset Management Improvement Project), brought tablets into the field and the mobilisation of data collection through operational activities. This has allowed the digital/real time management of street tree data and ensured a comprehensive data collection process including all of the following Criteria:

Family

Genus

Species

Variety

Age Class (Young, Semi Mature, Mature, Over Mature)

Crown Height

Crown Width

Health (Good, Fair, Poor, Very Poor, Dead)

Structure (Good, Fair, Poor, Very Poor)

Useful Life Expectancy (0 Yrs, 1-5 Yrs, 5-10 Yrs, 10-20 Yrs, >20 Yrs)

Diameter at 1m

Diameter at Breast Height (DBH)

Number Of Trunks

Legal Status (Not Regulated, Regulated, Significant)

Easting

Northing

Property Address

Suburb

Observed Defects

Comments

Photo

Inspected Date

1.4 This has allowed Park and Open Space Assets staff to gain a comprehensive understanding of the Street Tree Assets in the City, which has been used to determine the Asset Management of the Urban Forest moving for the next 30 years. It has also enabled Park and Open Space Assets Staff to assist Elected

Members in making key decisions around Community Experience Levels of Service, Policy and Planning decisions for the City's Urban Forest.

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 City Development

2.1.2 Field Services

2.2 External

2.2.1 NRM

2.2.2 DEW

3. REPORT

Street Tree Audit

3.1 The street tree audit confirmed at the time of the audit that the city had 77,690 street trees. This is an increase over the number of trees picked up as part of the 2006 audit. The reasons for this are that new residential areas have come into Council's care and control in this time, such as the larger developments located in the suburbs of Mawson Lakes, Parafield Gardens and Paralowie, and the inclusion of trees in road screens.

3.2 Street tree distribution across the wards ranges from approximately 9100 for South Ward to 12,300 for East Ward, with the average numbers across the wards being approximately 11,100 street trees.

3.3 The audit found that the City's tree population were healthy (97%) and with good structure (96%).

3.4 With an age profile which has 59% of the population being mature, reflective of the development of the City, this is considered high against good Urban Forest practice.

3.5 12% of the tree population has a Useful Life Expectancy (ULE) of less than 10 years. Good urban forest practice is for less than 10% of a tree population to reach the end of their ULE within any decade.

3.6 A large portion of this group are trees within the young and semi-mature age classification. Revealing that past tree establishment practices and species selected has not provided the long term benefit to the City.

3.7 35% of the tree population has a Useful Life Expectancy (ULE) of between 10 and 20 years. The City has an emerging risk in this area, strategies are being considered as to how to reduce this financial and social impact on future generations.

3.8 Currently Salisbury's Street Tree Renewal Program is structured around the ULE of 50 years, with the renewal of approximately 1500 trees per year, with an additional 500 trees being replaced annually as part of operational activities.

3.9 The top 10 Genus as listed below with family, make up approximately 81% of the street tree population;

- Eucalyptus - Myrtaceae
- Callistemon- Myrtaceae
- Pyrus- Rosaceae
- Corymbia- Myrtaceae
- Jacaranda- Bignoniaceae
- Koelreutaria- Sapindaceae
- Fraxinus- Oleaceae
- Acacia- Leguminosae
- Lophostemon- Myrtaceae
- Angophora- Myrtaceae

3.10 The street tree population has a high proportion of trees within the Myrtaceae family. Which is reflective of the past planting practice (1970's and 1980's) of Council, seeking to establish a city within an Australian bushland setting, to address the dry and barren landscape it was in the past.

3.11 The 2019 audit has revealed a reducing trend in the plantings in the Myrtaceae family (2006 - 75% to 2019 - 66%) and more particularly a reduction in the number of trees within the Eucalyptus genus from 2006 of 57% down to 50% in 2019.

3.12 Species selection through the streetscape renewal program will continue to see greater diversity in the population across the whole of the City which will provide resilience in the longer term, ie. less dependence on one family.

3.13 The data has revealed that 8% of the street tree population is subjected to controls under the Development Act as they qualify as Regulated or Significant Trees.

3.14 The Development Act values trees of this size as they contribute to the local community due to their prominence within the landscape to local amenity and contribution to local character.

3.15 Street trees contribute to the shading of the roads and footpaths with 22% of the City's streets being shaded.

3.16 Development practice is reducing private green space and has seen up to a 20% reduction in canopy cover in the private areas of the City.

3.17 From the audit data, the street tree population numbers are appropriate for the City, to maintain an Urban Forest.

Community Enquiries

3.18 Council receives between 5000-6000 enquiries annually as recorded within the CRM/Pathway system. The main area of enquiry being fallen branch/tree (50%), pruning requests (25%) and tree removal requests (10%).

3.19 Staff are able to filter these enquiries per the task that they are allocated to, which provides opportunity to see trends by request type or location. This information provides staff with an insight into the tree population, in relation to street tree health and structure, which can be considered further as part of the street tree management process to ensure the long term viability of the street tree population

and be more agile with works, to meet needs of the street tree population and community experience expectation.

3.20 Insurance claims lodged with Council which are related to trees, number approximately 250 in the last 5 years, of which none have been successful.

3.21 All claims lodged with the insurer are assessed on their own merit, with the Mutual Liability Scheme (MLS) giving consideration as to whether Council has been negligent as per sections 244 and 245 of the LG Act.

3.22 If Council wishes to operate outside of the parameters of the LG Act and the advice of the MLS, this increases the level of risk to Council as we chose to operate outside of the protection of the MLS.

3.23 Statically trees pose a very low risk to the community with a 1 in 5,000,000 chance of being killed by a falling tree in Australia when compared to a 1 in 20,000 chance while driving.

3.24 Council manages this risk through the monitoring of Target Zones under street trees, and tree health, through the unit pruning program, which minimises the safety risks to the public from either branch or tree failure.

3.25 Tree removals make up 10% of the requests within the last 5 years ranging from 500 to 700 per year.

3.25.1 The tree removal enquiries cover a variety of concerns such as property damage (from root ingress to debris in gutters), public infrastructure damage (road, kerb and footpath displacement), service outage/disruption, nuisance factor (leaf and fruit drop) which can't be managed due to failing health/physical inability, personal safety (slips and trips), threat to private safety or property.

3.25.2 These enquiries are assessed on site by staff to determine the appropriate course of action for the tree and the request in accordance with the Tree Removal Procedure. Where works have been identified a job is raised, with the community member who raised the request being notified of the works either verbally or in writing.

3.25.3 On average, in the last 5 years, two thirds of tree removal request have been approved with approximately 24% having an alternative treatment i.e. Pruning.

3.26 Council has received 70 tree enquiries over the last 5 years in relation to solar installations, with 51 seeking pruning and 19 seeking removal of street trees.

3.26.1 Given that there is an estimated 20,000 residential solar installations within the City the number of tree requests in proportion to the number of installations within the city is negligible.

3.26.2 In many situation pruning can be undertaken to the current service level that assists with addressing some of the concerns. The topping of trees is a process to be avoided.

3.26.3 Often, after speaking with the resident, the issue with respect to Solar panels, has related to poor installation practices (daisy chaining panels) and installers giving the resident false expectations about the total

savings to be gained by installing panels, the surrounding trees often being an excuse for poor quality, poor installation location or practice.

3.27 Pruning request account for 28% of all enquiries with 75% of these having pruning work undertaken and 3% having removal of the tree as the better management option.

3.28 Other enquiries can include tree root concerns including disruption to private drainage, exposed roots in gardens or private infrastructure damage.

3.28.1 In the majority of sewer related cases Council finds, after conducting CCTV inspection, root identification and/or geotechnical investigation that there has been underlying issues of failed sewer systems or poor installation rather than roots from street trees being the primary cause.

3.28.2 Terracotta pipe was removed as an approved construction material from the Australian Standard for Plumbing and Sewerage materials many years ago as it is considered to have only a useful life of 25–30 years, following which it has a strong propensity to cracking and other deterioration.

3.28.3 Roots do not normally enter drainage/sewerage systems which have been correctly installed and are in good condition.

3.28.4 Root pruning to abate private infrastructure damage is undertaken for about 12% of these enquiries.

3.28.5 In 12% of these enquiries staff concluded that the removal of the tree was the most appropriate management action.

3.28.6 Where the roots from a Regulated Tree impact private adjacent infrastructure ie Driveways, the Act does not justify the removal of tree. As noted above Council assists where it can to reduce the effect of a Regulated Tree on private infrastructure by root pruning or installation of barriers as deemed appropriate

3.28.7 There is significant caution needed in this space, as often, particularly with the older established trees they regulate the moisture in the surrounding zone of influence, which can be up to 50m in diameter, by releasing moisture in summer, and taking moisture through the winter months. In the reactive soil areas of the City, the Engineering advice is to always maintain a consistent moisture profile, and these mature street trees assist in doing this. Removal of trees can cause significant changes to the soil moisture profile which can causes significant movement and damage to the private property within their zone of influence.

Tree Management Practice and Procedure

3.29 Trees within the City are managed in alignment with the Street Tree Asset Management Plan, Tree Management Policy and Tree Removal Procedure, which are attached to this report.

3.30 The Tree Management Policy provides the strategic principles for the management of the City's Urban Forest which street trees are a part of. Providing the vision that the City of Salisbury has tree lined streets, contributing to the livability of the city.

3.31 The Tree Management Policy has been amended to consider street shading as part of the management of the Urban Forest rather than canopy cover. The Street Tree Asset Management Plan ensures that management practices align with the strategic direction and the long term financial plan, as street trees are an inter-generational asset. Street trees make a large contribution to the livability and sustainability of the City.

3.32 Street trees are also managed to meet Council's legislative requirements, in accordance with the relevant Acts as a local government organisation.

3.33 The capital renewal of Street Trees in the last 5 years has been capitalised in relation to current accounting practices, which acknowledges that they are an asset required to be managed for the greater benefit of the community, now and into the future.

3.34 With residential infill development across the City providing smaller lot frontages than those established through the earlier years of the City. The available planting space within the verge is becoming more constrained.

3.35 With this in mind the Tree Management Policy (Clause E - Policy Statement "Tree Planting") outlines criteria used for the species selection, to ensure that trees to be planted are appropriate to the location in which they are to be installed and established.

3.36 Street Trees are a key element in the fauna movements across the City. With key corridors in the city seen as critical links in the network of biodiversity corridors from escarpment to coastline. Streets are key biodiversity corridors linking across the city as well as the riverine corridors of Dry Creek and Little Para River.

3.37 It is critical in these corridors that a native palette is maintained for street trees being installed to facilitate the movement of fauna such as Koala's across the city. Such an example is Clayson Rd, Salisbury East, which has been part of past streetscape programs where Eucalypt species were reinstated as part of the renewal program. This connects the escarpment (Gulfview Heights) to the plains/ Little Para River via Clayson Rd, Salisbury East, Frost Rd, Brahma Lodge and Spains Rd, Salisbury Downs.

3.38 After tree planting and establishment phase is the formative time which has a great influence on the longevity and quality of a street tree. A trees structure is developing at this early stage and if managed correctly, the tree will have minimal management requirements as the tree matures, which is why the Street Tree Renewal Program is not just a planting program but has ongoing maintenance for 3 years for native species and 5+ years for exotics. The establishment phase is usually the most resource intensive time of a trees life with watering, pruning and other maintenance required.

3.39 The use of water sensitive design infrastructure can assist with the access to soil; moisture for young and mature street trees.

3.40 A recent restructure of Field Services, took this key issue into account and made the management of tree establishment a priority with the allocation of resources to meet the identified demand for the benefit of the street tree assets, these resources will need to be maintained and monitored into the future.

3.41 Tree maintenance is undertaken with both proactive and reactionary programs. With the bulk (86%) of the City's street trees in the semi-mature and mature age

classification the majority of pruning is undertaken in the Unit Pruning program which is done on a 5 year cycle, which helps to minimise potential risks and hazards to the community.

3.42 The reactive maintenance assists with reducing risk and addressing customer concerns which are identified between proactive pruning cycles.

3.43 As trees grow in uncontrolled environments failures can occur where they are subjected to forces greater than their strength i.e. significant windstorms. Through tree inspection and programmed maintenance structural faults can be identified and addressed to minimise potential risks and hazards to the community.

3.44 Enquiries relating to conflicts with public infrastructure, such as kerb and water table, road or footpath are considered in line with the Tree Removal Procedure. Alternate treatments can be explored to work around or with the tree, such as roadway protuberances or elevated footpaths with will minimise the future displacement of the adjacent infrastructure. This is a preferred option for Council as a suite of measures to maintain a healthy Urban Forest and manage infrastructure adjacent to Regulated Trees.

3.45 In reviewing the last 5 years of removal enquiries there is also a significant number of excessive nuisance caused by litter. In many case this relates to older residents (within their property or gutters) having lived with the tree for many years, and some even love the street tree itself, but they are no longer capable of managing the nuisance effects of the tree on their property, whether litter in the gutters or on the lawn etc. There have been a number of occasions where the resident has ultimately moved and a younger family has come into the property and the matter has resolved itself.

3.46 It is suggested that Council explore alternate treatment methods to address these concerns and it is recommended that it would be more economically and environmentally sustainable to assist in the funding of property maintenance services and/or the installation of gutter guard for the elderly and vulnerable of the community.

3.47 It is expected that these conflicts, mentioned above, will be reduced over time as the new planting palette implemented. This palette has provided both a greater diversity in the urban forest mix, creating climate and disease resilience and a more colourful palette and appropriately sized tree for the streets verge area.

Renewal Process

3.48 The capital renewal of street trees is a rolling program with an annual budget of approximately $1.5 million, which includes removal, supply, installation and 2 years maintenance.

3.49 In accordance with the Asset Management Plan the current funding is deemed correct, having been altered following the last Street Tree Asset Management Plan review.

3.50 A further increase renewal funding would be positive for the City because any acceleration beyond the current levels will cause a spike on future renewals for the Council in the longer term. The current program is stretched to plant the tree numbers within the optimal planting season at the current rate of renewal.

3.51 Staff have noted that the establishment period for a number of the new trees has not occurred well in the past, for a number of reasons. These have been addressed in the last 2-3 years as staff have worked with the contractors engaged to complete the installation and the maintenance of the street trees to ensure form and structure are not compromised. This enables a high level of confidence that future street tree renewal works will deliver new trees with a long useful life and long term excellent customer experience to the community.

3.52 Currently, as part of the renewal process, staff undertake consultation with the community to select the species to be replanted into the street that are appropriate to the location and complement the Urban Forest principles and provide shade over the road network as well as working with the community to identify the trees to be removed from the street as part of the process.

3.53 Trees that have been identified for removal which are classified as Regulated and Significant by the Development Act are subject to lodgment of a Development Application to seek approval for removal.

3.54 The renewal process has removed on average 911 street trees as part of the program over the last 3 years and replanted an average of 970 street trees. The number of streets renewed varies from year to year based on the number of trees being removed and planted, with 40 to 60 streets being part of this project annually over the last number of years.

3.55 In the development of the street tree renewal program, the following criteria are utilised;

- Useful Life Expectancy (ULE)
- Age classification
- Health
- Structure
- CRM enquiries
- Elected Member requests
- Council Infrastructure damage
- Other capital programs (road reseal and footpath)
- Vacant planting locations

3.56 This information provides a good insight into the current street tree population as well as assisting with the development of the long term strategy and management of street trees, to deliver a robust and resilient urban forest for the City of Salisbury now and for future generations. Delivering a vision of shaded tree lined streets for the City.

3.57 Staff, working with Elected Members, will continue to work with the Tree Management Policy specific objectives, to further refine the future renewal works listing attached to this report, to meet both tree asset management and community experience agendas, with a focus on refining the 2021/22 program.

4. CONCLUSION / PROPOSAL

4.1 Noting that we have a street tree population of approximately 78,000 and that trees contribute to the livability of the City, it is proposed that the vision of tree lined streets for the City be incorporated into current management plans and policies, with the street tree population being managed with a ceiling of 80,000 within the current developed footprint of the City.

4.2 Council staff continue to work with Elected Members to improve the Community Experience of the Street Trees, as the renewal program changes the species mix and the appropriateness of species into the future, particularly with respect to the Tree Management Policy and the Tree Removal Procedure and future Urban Forest Management Strategy.

4.3 Noting that as the city sees growth through the west of the city that there will be an increase in street tree numbers accordingly adding to the livability of these newly developed areas.

4.4 Staff continues to develop the Tree Management Policy and Tree Removal Procedure to manage the street trees in alignment with the Street Tree Asset Management Plan.

4.5 As the current street tree planting mix/palette has only been in place for the last 5 years and we are only now seeing the success of the alternate species mix that has been delivered to streets. This palette has provided both a greater diversity in the urban forest mix, creating climate and disease resilience and a more colourful palette, but more importantly the selection of more appropriate tree species to be planted within particularly the narrow verge street environment.

CO-ORDINATION

Officer:	Executive Group	GMCI	MIM
Date:	04/08/2020	06/08/2020	06/08/2020

CITY OF
Salisbury

Tree Management Policy

Policy Type:	Policy		
Approved By:	Council	Decision No:	2453/2018
Approval Date:	26 April 2018	Last Reapproval Date:	
Review Date:	April 2020	Internal Reference No.:	
Department:	City Infrastructure	Division:	Parks and Open Space Assets Team
Function:	14 - Infrastructure	Responsible Officer:	Team Leader Parks and Open Space Assets

A – PREAMBLE

1. The City of Salisbury acknowledges that trees form an integral part of the landscape and public domain within the City of Salisbury providing a wide range of social, cultural, functional and environmental benefits for the City and wider community.

2. Trees within urban environments can also present a level of risk and can be an emotive issue for communities, with conflict commonly occurring when trees contribute to infrastructure damage. Trees can also be perceived as creating nuisance in urban environments.

3. The City of Salisbury has sole responsibility for the development and management of the City's landscapes. All vegetation planted on land owned or controlled by the Council is the responsibility of the Council.

4. Local Government authorities have legislative obligations with respect to the protection of trees, and responsibilities relating to damage or injury associated with the presence, failure or growth of trees.

B - SCOPE

1. This policy provides strategic direction and guidance in relation to the management of trees under the care, control and management of Council.

2. This Tree Management Policy is one of a suite of documents used to manage trees in the City of Salisbury and should be read in conjunction with related plans, policies and procedures. Refer to Section H for a list of associated documents that form part of the City of Salisbury's Tree Management Framework.

C – POLICY PURPOSE/OBJECTIVES

1. To provide strategic directions and guiding principles that form the foundation of Council's Tree Management Framework to enable clarity and consistency in the management of Salisbury's urban forest.

2. The objective is the provision of shade along our streets. ~~Maintain and enhance the tree canopy cover~~

3. To broaden the emphasis of urban tree management to include urban forestry principles whereby trees are viewed and managed as a collected asset.

4. To ensure that trees on roads, community land and other landscape areas are planted and maintained in a consistent and reasonable manner underpinned by risk management principles, in accordance with relevant legislation, and in conjunction with resources that are made available.

5. To ensure alignment of tree management strategies and practices with Council's strategic directions and other related policies, plans and strategies.

6. To reinforce the City of Salisbury's commitment to the sustainable management of the urban forest through recognition that the urban forest is an intergenerational asset that needs to be managed and enhanced to preserve its value to the community now and in the future.

7. To strike an appropriate balance between the benefits and positive values of trees and the potential risks and nuisances they can create.

8. To increase awareness and educate the community, developers and Council staff on the value of trees in the urban environment.

9. To ensure trees are managed to meet legislative requirements.

D - DEFINITIONS

1. **Tree** – long lived woody perennial plant greater than (or usually greater than) 4 metres in height at maturity, with one or relatively few main erect stems or trunks.

2. **Urban Forest** – is defined as all trees growing throughout the City of Salisbury area; irrespective of origin (native/exotic), location (streets, reserves, schools) or ownership and control (public & private).

   The Urban Forest comprises the cumulative benefits of the entire tree population across the City of Salisbury area and can be described as the management of trees in an urban environment to maximise the benefits that trees provide to the community.

3. **Landmark Tree Register** – a list of trees significant to the City of Salisbury due to their environmental, cultural, historical or social attributes.

4. **Arborist** – a person with formalised training to a minimum AQF Level 3 in Arboriculture.

5. **Regulated/Significant Trees** – as defined in the Development Act 1993.

E - POLICY STATEMENT

Tree Planting

1. The Tree Management Procedure will be utilised to detail technical specifications, installation techniques and items to be considered and/or assessed when undertaking tree planting and establishment activities. All tree planting will be undertaken in accordance with such this procedure.

2. A variety of tree species will be used to maintain an urban forest to; reinforce/strengthen precinct identity, attract a diverse array of wildlife, create visual interest and improve the amenity of the public realm, provide a tree canopy that is diverse, robust and resilient.

3. An approved planting list will be maintained as part of Council's Tree Management Framework; comprising reserve and street tree planting lists. The following criteria shall be used in selecting species for inclusion to the planting list:

    - Site suitability (including potential impacts to infrastructure)
    - Aesthetic, functional and biological attributes
    - Supports biodiversity and community wellbeing
    - Performance
    - Maintenance requirements
    - Longevity
    - Stock availability
    - Tolerance to low water environments
    - Adaptive to future changes in climate

Tree Protection

4. Trees that contribute to the cultural and social character of the City are to be placed on a Landmark Tree Register. The protection and retention of these trees will be given high priority where their retention is considered worthy.

5. The protection of Council trees will be given high priority in all aspects of the City's operations and maintenance activities.

6. Proposed developments should consider the impacts on trees. Proponents of developments should explore options for the retention of trees as part of development considerations.

7. Development applications will include all necessary information to allow full assessment of potential impacts on trees to be retained and an appropriate standard and space for planting new trees.

8. Trees that are to be retained will be protected from construction works and other activities/events that threaten tree health and stability. The Australian Standard (AS4970) will be used to achieve consistency in tree protection requirements.

9. Where there is evidence of unauthorised poisoning, pruning, or tree removal, the matter will be investigated and appropriate action undertaken in accordance with Council's Enforcement Policy and relevant legislation or civil action.

Tree Removal

10. The removal of trees under certain circumstances is a relevant tree management tool in mitigating risks and ensuring an appropriate balance between the benefits and nuisances of trees in the urban environment.

11. A Tree Removal Procedure will detail the criteria and process by which tree removal requests are to be considered.

Tree Asset Management

12. The City of Salisbury recognises that trees are a valuable community asset and play an important role in contributing to the amenity, character and liveability of our city.

13. The City of Salisbury is committed to maintain a functional and sustainable urban forest that enhances the character and amenity of the City.

14. The City of Salisbury will develop and implement practices that seek to effectively maintain and enhance the quality of the City's urban forest in accordance with the following specific objectives:

    a. Minimising risks and nuisances to the community
    b. Maximising the benefits of trees and their life expectancy
    c. Improved degree of tree diversity (target maximum 40% of any family, 30% of any genus, 15% of any species) for resilience and robustness
    d. Improved spread of age classes to minimise large number of trees senescing within close timeframes
    e. Maintain and enhance the existing levels of tree canopy cover
    f. Tolerance to low water environments
    g. Improved colour, form and habit of streetscape plantings
    h. Protection and enhancement of biodiversity outcomes

15. The City of Salisbury is committed to renewing its street tree population and will develop and maintain a Street Tree Asset Management Plan that will include:

    a. Clear vision and objectives particular to streetscapes that are aligned with the City's strategic directions and objectives.
    b. Renewal strategies and actions incorporating funding levels and life cycles, planning processes, service levels, community consultation, targets for quantity of trees to be

replaced, criteria and methods for prioritising streets and tree removal criteria specific to the street tree renewal program.

16. Trees on Council reserves will be renewed through a range of practices including but not limited to the annual tree planting program, reserve upgrade projects, community planting initiatives and other capital work projects.

17. The City of Salisbury will undertake a range of proactive and reactive tree services to maintain the health and structure of trees and address risks and nuisances to the community. Tree Management Procedures will be utilised to guide Council's tree maintenance operations and activities to provide clear guidance in decision making and record keeping processes.

18. The extent of tree maintenance operations will be determined by the level of funding and allocation of resources for managing trees and will be monitored and reported to Council if service level changes are required. Priorities will be based on the level of risk to minimise the potential for harm caused by trees.

19. The Development Act 1993 (as amended) defines parameters under which trees may qualify as Regulated or Significant Trees and stipulates certain activities affecting such trees require Development Approval. Significant/Regulated trees will be managed in accordance with relevant legislation and the City of Salisbury Development Plan which contains the principles of development control.

Community Consultation and Engagement

20. The City of Salisbury will inform and consult with the community about tree removals and major tree projects in accordance with Council's community engagement strategy.

21. The City of Salisbury will increase community knowledge about the benefits of trees and the urban forest through the provision of accurate information that is intentionally marketed to staff, key stakeholders and the community.

22. The City of Salisbury will encourage community involvement in tree planting activities.

23. The City of Salisbury will meet statutory community consultation and engagement requirements relating to Regulated and Significant Trees.

Risk Management

24. The City of Salisbury is committed to a systematic approach to tree risk management and will undertake regular tree safety inspections by suitably qualified Arborists to identify and manage potential tree hazards.

25. Tree Risk Management Procedures will be utilised to guide the analysis of tree risks and the development and implementation of proactive tree inspection and maintenance plans.

F - LEGISLATION

1. Local Government Act 1999
2. Development Act 1993
3. Commonwealth Environmental Protection and Biodiversity Conservation Act 1999
4. Natural Resource Management Act 2004
5. Environment Protection Act 1993
6. Electricity Act 1996
7. Heritage Places Act 1993
8. Road Traffic Act 1961
9. Native Vegetation Act 1991
10. Aboriginal Heritage Act 1988
11. Water Industry Act 2012

G - REFERENCES

1. Tree Management 'Risk Management Guidelines for Local Government', Local Government Mutual Liability Scheme, 2013.

H - ASSOCIATED PROCEDURES

1. Landscape Design Policy
2. City Landscape Plan
3. Street Tree Asset Management Plan
4. Tree Management Procedures
5. Tree Removal Procedure

Document Control

Document ID	**Tree Management Policy**
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Tree Removal Procedure

Procedure Type:	**Procedure**		
Approved By:	**Council**	**Decision No:**	**2453/2018**
Approval Date:	**26 April 2018**	**Last Reapproval Date:**	
Review Date:	**April 2020**	**Internal Reference No.:**	
Department:	**City Infrastructure**	**Division:**	Parks and Open Space Assets Team
Function:	**14 - Infrastructure**	**Responsible Officer:**	Team Leader Parks and Open Space Assets

A - PREAMBLE

1. Trees form an integral part of the landscape and public domain within the City of Salisbury providing a wide range of social, cultural, functional and environmental benefits for the City and wider community.

2. Trees within urban environments may also present a level of risk and can be an emotive issue for communities, with conflict commonly occurring when trees contribute to public and private infrastructure damage. Trees may also be perceived as creating nuisance in urban environments.

3. Tree management in the urban environment seeks to achieve a balance of minimising risks and nuisances, whilst maximising benefits to ensure the best community outcome.

4. The removal of trees under certain circumstances is a relevant tree management tool in mitigating risks and ensuring an appropriate balance between the benefits and nuisances of trees in the urban environment.

B – SCOPE

1. This Procedure relates to the removal of trees under the care, control and management of the City of Salisbury and has been developed in accordance with the adopted Tree Management Policy.

2. This Procedure details the assessment criteria and process for considering and dealing with tree removal requests.

C - PROCEDURE PURPOSE/OBJECTIVES

1. Outline the principles and defines the criteria that are considered in determining the removal of trees under the care, control and management of the City of Salisbury.

2. Provide a clear process and a consistent, robust decision making framework for assessing and processing tree removals.

3. Strike an appropriate balance between the benefits of trees, the risk they may present, and the potential nuisance they can create.

4. This procedure focuses on reactive responses to tree removal requests. Council's Street Tree Assets Management Plan and associated Streetscape Renewal Program are designed for programmed removal and replacement of street trees and specific tree removal criteria may apply to this program.

5. To ensure trees are removed in accordance with legislative requirements.

D - DEFINITIONS

1. **Tree** – long lived woody perennial plant greater than (or usually greater than) 4 metres in height at maturity with one or relatively few main erect stems or trunks.

2. **Regulated/Significant Tree** - As Defined in the Development Act 1993.

3. **Arborist** – a person with formalised training to a minimum AQF Level 3 in Arboriculture.

E - PROCEDURE STATEMENT

1. Tree Removal Process

1.1. All requests to remove a living, Council controlled tree must be in writing describing the reasons why the tree is requested to be removed.

1.2. All written tree removal requests are to be assessed by Parks and Open Space Assets Team to determine the health, structure and location of the tree.

1.3. Parks and Open Space Assets Team may approve or support (in the case of Regulated/Significant Trees) the removal of a tree if:

1.3.1. The tree is determined to be in poor health and/or structure and remedial actions are unlikely to improve the trees health or structure, or
1.3.2. The tree clearly meets the Tree Removal Criteria as listed in Section E2,or
1.3.3. The tree needs to be removed urgently to protect public safety i.e. underground utility failures in close proximity to a tree

1.4. The Parks and Open Space Assets Team may refuse the removal of a tree where the tree clearly does not meet any of the Tree Removal Criteria as listed in Section E2 and other remedial actions are likely to abate the nuisance being caused by the tree.

1.5. The Parks and Open Space Assets Team will consider each tree removal request individually on its merits and will determine the most appropriate action required.

1.6. The Parks and Open Space Assets Team may approve or deem it feasible (in the case of Regulated/Significant Trees) the removal of a tree if one or more of the Tree Removal Criteria as listed in Section E2 can be satisfied.

1.7. Each application assessed and processed by the Parks and Open Space Assets Team will be categorised as either: approved for removal; feasible to remove (Regulated/Significant Trees); removal refused; or decision deferred to enable further information to be gathered to complete the assessment.

1.8. A written response will be sent to the applicant detailing the decision by the Parks and Open Space Assets Team and as appropriate; any cost to be paid, list of removal criteria and the option for a review of the decision.

1.9. The outcomes of each Parks and Open Space Assets Team assessment will be circulated to Elected Members.

1.10. Where a tree removal request has been refused by the Parks and Open Space Assets Team no further removal requests will be considered by the Parks and Open Space Assets Team within a 12 month period unless there has been a significant change in circumstances.

1.11. Where a tree removal request has been refused by the Parks and Open Space Assets Team and the applicant is particularly aggrieved by the decision, the applicant may request a review of that decision pursuant to section E2.

Supporting Information

1.12. Where an applicant believes that a tree or its roots are the direct cause of damage to private infrastructure, the applicant may be required to provide some form of evidence to enable the tree removal request to be assessed. This may involve the claimant exposing roots to enable inspection, or providing independent engineering assessment.

Regulated/Significant Trees

1.13. The Development Act 1993 (as amended) defines parameters under which trees may qualify as Regulated or Significant Trees under this legislation.

1.14. The Development Act 1993 (as amended) defines certain activity, such as tree removal, that affects a Regulated or Significant Tree as development, and such activity requires Development Approval.

1.15. Where a Regulated or Significant Tree removal request is received, a qualified Planner will provide advice to the Parks and Open Space Assets Team. The tree removal request will be assessed under the Tree Removal Criteria as listed in Section E2. If one or more of these criteria are met and the Parks and Open Space Assets Team assesses the removal request as a feasible management action, a further preliminary assessment will be made against the criteria for Regulated/Significant Trees in accordance with the City of Salisbury Development Plan and the Development Act 1993.

1.16. Should the preliminary Planning Assessment conclude that Development Approval is likely; the Parks and Open Space Assets Team may support the removal and arrange for a Development Application to be lodged. The Development Application will then be assessed against the provisions of the City of Salisbury Development Plan.

1.17. Where the preliminary Planning Assessment concludes that Development Approval is not likely, the Parks and Open Space Assets Team may refuse the tree removal request.

2. Tree Removal Criteria

Removal of a tree could be warranted if one or more of the following criteria are met:

3.1 The tree is in an unsuitable location and is unreasonably obstructing approved infrastructure or traffic sight lines.
3.2 The tree is inconsistent with the landscape style or character of the local area and/or does not contribute substantially to the landscape or streetscape.
3.3 The spacing of trees planted on a standard width verge is inconsistent with the "Street Tree Planting Guide" for that species of tree.
3.4 The tree is diseased and/or has a short life expectancy or is dead and has no significant landscape or habitat value.
3.5 The tree is structurally poor and/or poses an unacceptable risk to public or private safety and/or has a history of major limb failure.
3.6 The trees roots are shown to be causing or threatening to cause damage exceeding two thousand dollars to adjacent infrastructure.
3.7 The trees roots have resulted in damage to Council's kerb or footpath that has required replacement or substantial repair works on more than one occasion within a 5 year period
3.8 The tree is in the location of a first single driveway of a property (sub-division excluded).
3.9 The tree is in the location of an approved Council development.
3.10 The tree has been assessed for removal as part of the "Streetscape or Landscape Redevelopment/Renewal Programme".
3.11 The tree, according to a medical specialist or GP, has been determined to be the cause of a detrimental effect on the health of a nearby resident. Such advice must be in writing.
3.12 Genuine Hardship
   a. The person/resident is receiving assistance through the National Disability Insurance Scheme (NDIS) or a community care service and;
   b. The person/resident does not have the functional ability to relieve the nuisance caused by the tree or;
   c. The person/resident is aged or frail and has moderate, severe or profound disabilities which prevent them from relieving the nuisance caused by the tree; or
   d. The person/resident is a carer of a person that meets the above criteria.

Note – leaf, bark, seeds, fruit or minor branch drop are considered part of the natural environment and are not criteria for tree removal.

3. Cost Recovery for Tree Removals – including Development Purposes

4.1 Requests to have a tree removed to enable some development by a property owner or developer, such as the construction of a second driveway, are common. Where it is possible and practical, staff may request that some modification to the proposed works, such as re-alignment of the driveway or development, be made in order to retain a tree. Where tree removal is necessary for development or where there are special circumstances and the removal request does not conform to the tree removal criteria, tree removal may be approved on payment of a set fee.

4.2 The set fee payable will be calculated in accordance with the following:

- Physical cost of the tree and stump removal at Council contract rates.
- Councils set cost to plant and establish a new tree.
- Administration cost to cover administrative, inspection and accounting costs inherent in any tree removal.

And in the case of Regulated or Significant Trees additional costs related to;

- Cost to lodge a Development Application with the appropriate planning authority.
- Cost for an independent Arborist report (if required).

4.3 Where it is not possible, or in the opinion of Parks and Open Space Assets Team not appropriate, to replant a tree at the same site, the fee will assist in planting a tree elsewhere within the city.

4. Tree Management Decision Review Process

4.1. Where a request for a tree to be removed or other tree management decision has not been supported by the Parks and Open Space Assets Team and the applicant is particularly aggrieved by the decision, the applicant may request a review of that decision.

4.2. All requests for a Tree Management Review must be in writing, within 2 months of the Parks and Open Space Assets Team decision, detailing why they believe the decision was incorrect.

4.3. A Tree Management Review will be undertaken by the Manager Infrastructure Management and/or the General Manager City Infrastructure. The Review shall include:

- Examination of the original Parks and Open Space Assets Team decision and the application of Tree Removal Criteria
- Assessment to determine that all reasonable actions have been considered to reduce the impact the tree is having on any neighbouring properties or persons
- Determination if further information or investigations are required to enable assessment

Regulated/Significant Trees

4.4. Where an applicant is particularly aggrieved with the decision not to remove a Regulated or Significant tree, the applicant may request a review of that decision. As part of the Review a qualified Planner will undertake a more detailed assessment of the tree and it is concluded the removal request meets the tree removal criteria (Section E2) and there is a reasonable probability that Development approval would be granted, a Development Application will be lodged for removal of the tree. The application will then formally be assessed against the provisions of the City of Salisbury Development Plan.

4.5. As part of a Tree Removal Review, removal of a tree may be considered outside of the Tree Removal Criteria where there are unique circumstances. These will be assessed on a case by case basis and may require the resident to pay a set fee (as per Section E3) for the removal of the tree.

4.6. A written response will be sent to the applicant detailing the decision of the Tree Removal Review and where appropriate; any cost to be paid.

4.7. All Tree Removal Review decisions will be circulated to Elected Members.

4.8. Where a Tree Removal Review has refused the removal of a tree no further removal requests will be considered by the Parks and Open Space Assets Team within a 12 month period unless there has been a significant change in circumstances.

4.9. Where the applicant wishes to further appeal the review decision. The request can then be presented to the Tree Management Appeals Sub-Committee (TMASC) for consideration.

4.10. All requests for a Tree Management Appeals Sub-Committee Review must be in writing, within 2 months of the Tree Management Review decision, detailing why they believe the decision was incorrect.

4.11. The Tree Management Appeals Sub-Committee will review the appeal against the tree removal criteria (Section E2) and Tree Management Appeals Sub-Committee Terms of Reference

4.12. A written response will be sent to the applicant detailing the outcome of the TMASC review decision.

4.13. Where a TMASC has refused the removal of a tree no further removal requests will be considered by the Parks and Open Space Assets Team within a 12 month period unless there has been a significant change in circumstances.

4.14. An application for review of Council decision may be made in accordance with Section 270 of the *Local Government Act 1999* should an applicant/ resident remain dissatisfied with the decision arising from a Tree Management review/appeal.

5. Petitions

5.1 Where the residents of a street petition Council to have the entire street of trees replaced, (outside of the existing 'Streetscape Renewal Programme') Council may consider the petition if;

- The petition is in writing in the correct petition format and
- All residents of the street have signed the petition and
- All residents of the street will meet all costs for the administration, removal, planting and establishment of new trees.
- Replanting must be in accordance with the City Landscape Plan, Street Tree Assets Management Plan and Streetscape Renewal Program.

5.2 If these requirements are not met, individuals may request the removal of trees which will be assessed on an individual basis in accordance with the Tree Removal Criteria and standard tree removal process.

6. Unauthorised Removal Or Damage To Council Trees

6.1 Where a Council tree is removed or vandalised without Council authorisation, Council will seek to recover costs from the person(s) responsible. Cost to be recovered of a vandalised or illegally removed tree will include; cost of tree removal, including stump removal, replanting, establishment and administration costs and the amenity value of the tree using the Burnley system for attributing a monetary value to an amenity tree.

Where a Council tree is maliciously interfered with leading to its death the tree will be removed within 2 months of being assessed and a new tree will be planted in or close to the same location. 6.2 Where a person admits to interfering with a Council tree, Council will seek to recover costs from the person(s) responsible. Cost to be recovered will include; cost of tree removal, including stump removal, replanting, establishment and administration costs and the amenity value of the tree using the Burnley system for attributing a monetary value to an amenity tree.

F - LEGISLATION

1. Local Government Act 1999
2. Development Act 1993
3. Commonwealth Environmental Protection and Biodiversity Conservation Act 1999
4. Natural Resource Management Act 2004
5. Environment Protection Act 1993
6. Electricity Act 1996
7. Heritage Places Act 1997
8. Road Traffic Act 1961
9. Native Vegetation Act 1991
10. Aboriginal Heritage Act 1988
11. Water Industry Act 2012

G - ASSOCIATED PROCEDURES

1. Tree Management Policy
2. Landscape Design Policy
3. City Landscape Plan
4. Street Tree Assets Management Plan
5. Tree Management Procedures

City of Salisbury

CITY OF Salisbury

Street Trees

Asset Management Plan

March 2015

Version 4

Document Control					
Document ID: 59 299 140531 nams plus3 amp template v3.1					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1	30/11/2014	First Draft	JC	SAMG	
2	30/12/2014	Second Draft – Comments from SAMG / Asset Owners	JC	SAMG	
3	31/1/2015	Third Draft – Comments from EXEC	JC	EXEC	
4a	30/3/2015	Fourth Draft – Updated financials, matched to New Initiative Bid, changed year one to start in 2015/16 (prev. 2014/15)	JC	EXEC	Council
4b	16/11/2015	Final version endorsed by Council	JC	EXEC	Council

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1. EXECUTIVE SUMMARY

Context

The City of Salisbury is located on the northern fringes of Adelaide, South Australia. It has an estimated population of 136,000[1] people and encompasses an area of 158 km². The population is forecast to grow to 146,000 (7.4%) by 2031.

The Street Trees Service
The Street Trees network comprises approximately 76,000 street trees.

These infrastructure assets have not historically been recorded in the asset register or capitalised. Starting in 2014/15 Street Trees will be capitalised on a project (per street) basis as a part of the Streetscape Renewal program.

The Approach

For Park & Streetscape assets, three modelling scenarios have been considered when developing these forecasts.

Scenario 1 projects future renewal timing and costs using the acquisition year (or date of last renewal) and useful life from Council's asset register. This is an important aspect as it communicates what is being stated in Council's Financial Statements and should reflect the state of the assets and remaining service potential. Instances can occur where remaining lives can be under and/or over stated which can impact valuations and subsequent depreciation allocated to the Operating Statement.

Scenario 2 is aimed at sustaining existing assets over the long term at an agreed or desired service levels. The needs are based on technical knowledge and expertise from existing systems and officers. This is the best available measure of renewal need at the present time and improvements are underway to increase the confidence in these forecasts.

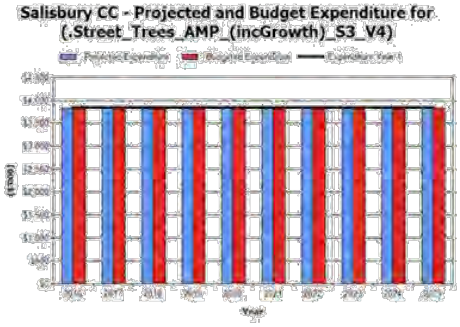
Scenario 3 balances the operating, maintenance and capital renewal and upgrade/new expenditure projections identified in Scenario 2 with the available funds in the Long-term Financial Plan (LTFP) and discusses the likely service implications and risks.

The difference between Scenario 2 and 3 represents "what we can't do". This enables a discussion about the 'gap' in service delivery and will lead to a more informed discussion about what are achievable and acceptable service levels, while giving a focus on managing risk. In time, with increased knowledge of the asset stock and future needs Council will be in a more effective position to communicate these risks to the community.

What does it Cost?

The projected outlays necessary to provide the services covered by this Asset Management Plan (AM Plan) includes operations, maintenance, renewal and upgrade of existing assets over the 10 year planning period is $38.3M or $3.83M on average per year.

Estimated available funding for this period is $38.3M or $3.83M on average per year which is 100% of the cost to provide the service. Projected expenditure required to provide services in the AM Plan compared with planned expenditure currently included in the Long Term Financial Plan are shown in the graph below.



What we will do

We plan to provide Street Trees services for the following:

- Operation, maintenance, renewal and upgrade of streetscapes to meet service levels set by Council in annual budgets.

Confidence Levels

This AM Plan is based on High level of confidence information.

The Next Steps

The actions resulting from this asset management plan are:

- To develop a prioritised streetscape renewal program

[1] http://forecast2.id.com.au

- Develop and implement a process to ensure the currency of the data in the asset register (Confirm) remains up to date.
- Undertake a comprehensive review of its strategic management plans within 2 years after each general election of the council.

Questions you may have

What is this plan about?

This asset management plan covers the infrastructure assets that serve the City of Salisbury community's Street Trees needs. These assets include Street Tees throughout the community area that provide amenity and shade.

What is an Asset Management Plan?

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

An asset management plan details information about infrastructure assets including actions required to provide an agreed level of service in the most cost effective manner. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services.

2. INTRODUCTION

2.1 Background

This asset management plan is to demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service over a 20 year planning period.

The asset management plan follows the format for AM Plans recommended in Section 4.2.6 of the International Infrastructure Management Manual[2].

The asset management plan is to be read with the organisation's Asset Management Policy, Asset Management Strategy and the following associated planning documents:

- City Plan
- Annual Plan
- Annual Report
- Community Land Management Plan

This infrastructure assets covered by this asset management plan are shown in Table 2.1. These assets are used to provide amenity and shade services to the community.

Table 2.1: Assets covered by this Plan

Asset category	Dimension	Replacement Value
Street Trees	75,000 (approx.)	*Estimated at approx. $90M

**Note – Street Trees have historically not been valued as work was undertaken out of operating budget, this value has been calculated from an estimated replacement cost per tree.*

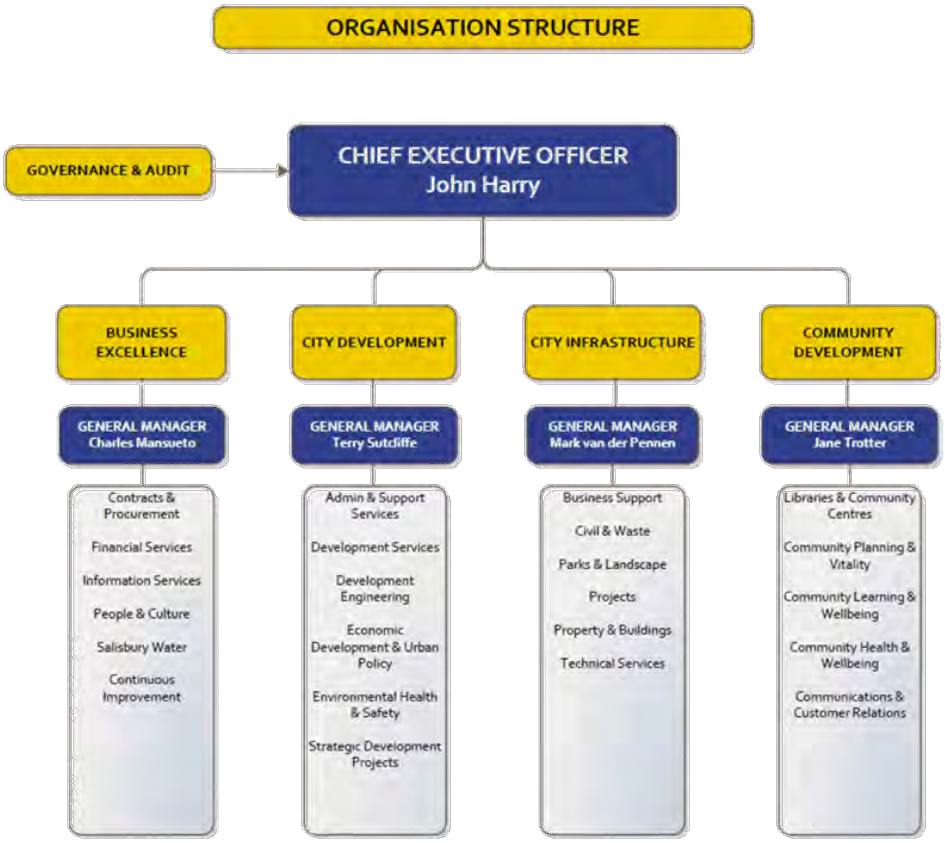
Key stakeholders in the preparation and implementation of this asset management plan are: Shown in Table 2.1.1.

Table 2.1.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Councillors	• Represent needs of community/shareholders, • Allocate resources to meet the organisation's objectives in providing services while managing risks, • Ensure organisation is financial sustainable.
CEO/General Manager	Approve the replacement program • Allocate resources to meet the organisation's objectives in providing services while managing risks, • Ensure organisation is financially sustainable.
Community and Ratepayers	• End User of Services
Council City Infrastructure Division	Programming of maintenance & capital work, preparation and revision of asset management plans

Our organisational structure for service delivery from infrastructure assets is detailed below,

[2] IPWEA, 2011, Sec 4.2.6, *Example of an Asset Management Plan Structure*, pp 4|24 – 27.



2.2 Goals and Objectives of Asset Management

The organisation exists to provide services to its community. Some of these services are provided by infrastructure assets. We have acquired infrastructure assets by 'purchase', by contract, construction by our staff and by donation of assets constructed by developers and others to meet increased levels of service.

Our goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and

- Having a long-term financial plan which identifies required, affordable expenditure and how it will be financed.[3]

[3] Based on IPWEA, 2011, IIMM, Sec 1.2 p 1|7.

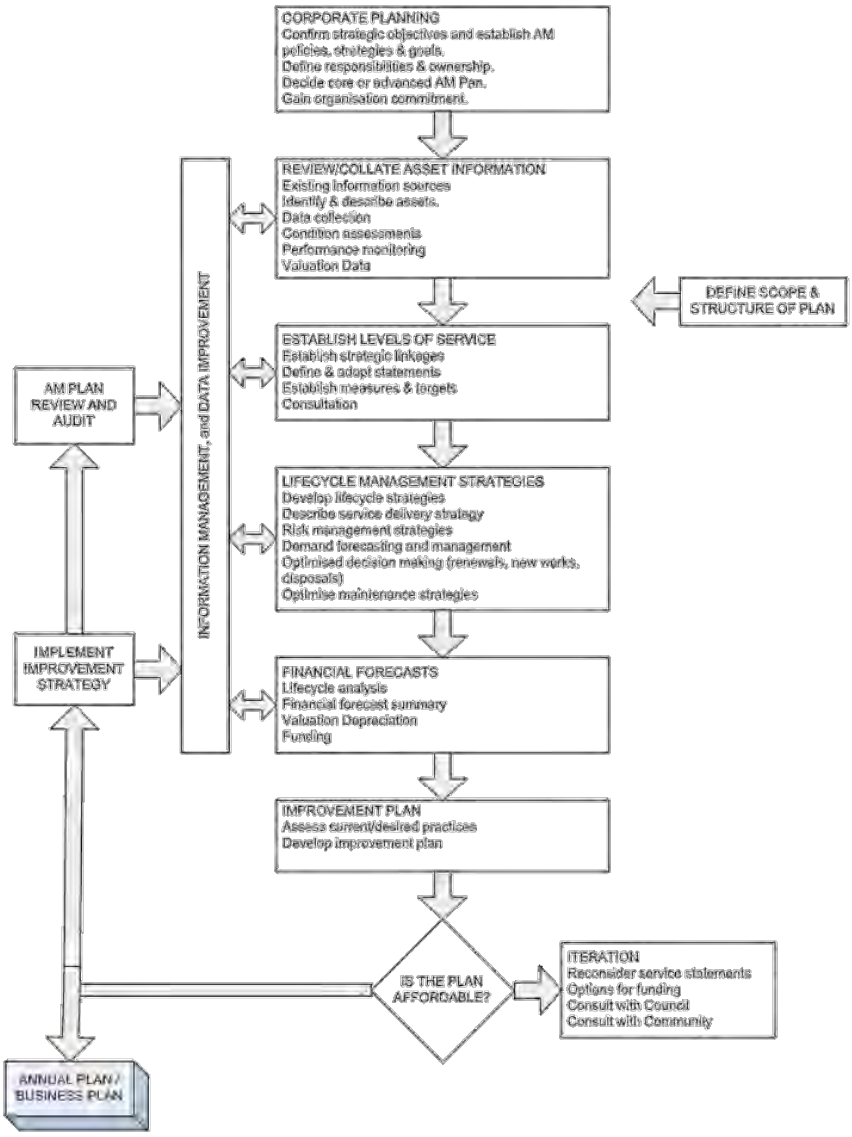
2.3 Plan Framework

Key elements of the plan are

- Levels of service – specifies the services and levels of service to be provided by the organisation,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Life cycle management – how Council will manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices,
- Monitoring – how the plan will be monitored to ensure it is meeting organisation's objectives,
- Asset management improvement plan.

A road map for preparing an asset management plan is shown below.

Road Map for preparing an Asset Management Plan
Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11.



2.4 Core and Advanced Asset Management

This asset management plan is prepared as an 'advanced' asset management using a 'bottom up' approach for gathering asset information for individual assets to support the optimisation of activities and programs to meet agreed service levels in a financially sustainable manner.

2.5 Community Consultation

This asset management plan will be made available for public review and feedback on the City of Salisbury web site once Council has formally approval this plan.

3. LEVELS OF SERVICE

3.1 Customer Research and Expectations

We participate in the City of Salisbury Community Perception Local Government Customer Satisfaction survey. This telephone survey polls a sample of residents on their level of satisfaction with Council's services. The most recent community satisfaction survey reported satisfaction levels for the following services

Table 3.1: Community Satisfaction Survey Levels

Performance Measure	Satisfaction Level				
	Very Satisfied	Fairly Satisfied	Satisfied	Somewhat satisfied	Not satisfied
Streets, verges, footpath and general cleanliness of streets			√		

The organisation uses this information in developing its Strategic Plan and in allocation of resources in the budget.

3.2 Strategic and Corporate Goals

This asset management plan is prepared under the direction of the organisation's vision, mission, goals and objectives.

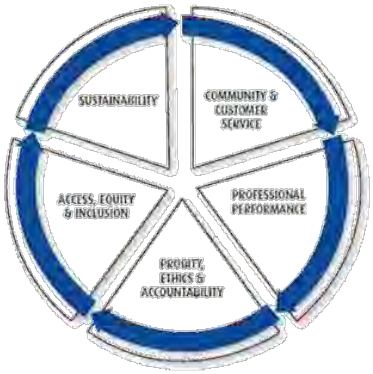
Our vision is for

'Excellence in building a community of opportunity and spirit in a quality environment'.[4]

[4] City of Salisbury Annual Plan 2014/15

Our Values:

'The City Plan articulates five core organisational values. These values are the principles we use to define what is critical to the City of Salisbury, both as a community and an organisation. They influence our behaviour and provide clear guidance on what is important for service delivery at both the strategic and operational level.'[5]



This is achieved via Salisbury's City Plan – Sustainable Futures and the following four Key Directions:

Key Direction 1:
The Prosperous City
Supporting the future prosperity of our city

Key Direction 2:
The Sustainable City
Providing built and natural environments that are sustainable and resilient

Key Direction 3:
The Living City
Encouraging and supporting a thriving and connected community

Key Direction 4:
Enhancing and sustaining organisational capacity

Relevant organisational goals and objectives (Key Directions) and how these are addressed in this asset management plan are:

Table 3.2: Organisational Goals and how these are addressed in this Plan

Key Direction	Objective	How Goal and Objectives are addressed in AM Plan
The Prosperous City	To enhance and create quality urban areas with high amenity and integrated infrastructure	Prepare Street Tree Plans that form part of a larger integrated water catchment plan for the city to ensure that stormwater is managed in a coordinated manner across the city.
	To deliver suitably integrated infrastructure that maximises economic efficiencies and opportunities for the community	
The Sustainable City	To have sustainable and resilient natural environments that support biodiversity and contribute to quality amenity	To ensure the service levels within the asset management plan meet community expectations.
The Living City	To have a city where a quality of	To provide amenity to the community through

[5] Sustainable Futures 2013

	life is achievable	streetscapes.
Achieving Excellence	To ensure informed and transparent decision-making that is accountable and legally compliant.	The creation of a public document to advise the community of council's progress in complying with legislation.
	To apply business and resource management that enables excellent service delivery and financial sustainability.	To prioritise works in accordance to deliver the outcomes of the asset management plan within budget provisions.
	To provide our customers with excellent service that meets their needs.	To ensure service levels are achievable and financially sustainable.

The organisation will exercise its duty of care to ensure public safety is accordance with the infrastructure risk management plan prepared in conjunction with this AM Plan. Management of infrastructure risks is covered in Section 5.2

3.3 Legislative Requirements

The organisation has to meet many legislative requirements including Australian and State legislation and State regulations. These include:

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
Local Government Act-Annual Reporting Section 428(2)(d)	(d) A report of the condition of the public works, under the control of City of Salisbury as at the end of that year together with: (i) An estimate (at current values) of the amount of money required to bring the works up to a satisfactory standard: and (ii) An estimate (at current values) of the annual expense of maintain the works at that standard; and (iii) The City of Salisbury's programme for maintenance for that year in respect of the works.
Australian Accounting Standards	Set out the financial reporting standards relating to. Inter alia, the (re)valuation and depreciation of Assets.
Work Health & Safety Act 2012	To secure the health, safety and welfare of persons at work. To eliminate, at their source, risks to the health, safety and welfare of persons at work. To protect the public against risks to health or safety arising out of or in connection with the activities of persons at work, or the use of operation of various types of plant.
Sewerage Act 1996	Sewerage Act 1996
Details species, location and damage responsibilities	Details species, location and damage responsibilities
Electricity Act 1996	Electricity Act 1996

The organisation will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan linked to this AM Plan. Management of risks is discussed in Section 5.2.

3.4 Levels of Service

3.4.1 Community Service Levels

Community Service levels are defined service levels in two terms, customer levels of service and technical levels of service.

Community Levels of Service measure how the community receives the service and whether the organisation is providing community value.

Community levels of service measures used in the asset management plan are:

Quality	How good is the service?
Function	Does it meet users' needs?
Capacity/Utilisation	Is the service over or under used?

3.4.2 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 opening hours, cleansing, mowing grass, energy, inspections, etc.
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition (eg road patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (eg frequency and cost of road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade – the activities to provide a higher level of service (eg widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (eg a new library).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.[6]

4. FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecast

The present position and projections for demand drivers that may impact future service delivery and utilisation of assets were identified and are documented in Table 4.3.

[6] IPWEA, 2011, IIMM, p 2.22

4.3 Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and utilisation of assets are shown in Table 4.3.

Table 4.3: Demand Drivers, Projections and Impact on Services

Demand drivers	Present position	Projection	Impact on services
Population	136,000	The population is forecast to grow from 136,000 to 146,000 by 2031.	Increased Assets and demand on existing assets will have a follow on impact on maintenance and renewal costs.
Urban Consolidation	Allotment size on average 700m²	Allotment size following subdivision of individual allotments in isolated locations 350m2	The reduction in size of average land parcels will reduce significantly the amount of space available for a tree within the verge area. Whilst the continuing ideals of 1 street tree per frontage would result in an increase in the number of trees it is likely that in some areas this ideal may not be met
Tree Replacements			Replacement of Trees that have been vandalised, damaged or died

4.4 Demand Management Plan

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 include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures[7]. Examples of non-asset solutions include providing services from existing infrastructure such as aquatic centres and libraries that may be in another community area or public toilets provided in commercial premises.

4.5 Asset Programs to meet Demand

The new assets required to meet growth will be acquired free of cost from land developments and constructed/acquired by the organisation. New assets constructed/acquired by the organisation are discussed in Section 5.5

Acquiring these new assets will commit the organisation to fund ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs in Section 5.

[7] IPWEA, 2011, IIMM, Table 3.4.1, p 3|58.

5. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the organisation plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while optimising life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this asset management plan are shown in Table 2.1.

Age profile information is not currently available. An age profile will be developed in future revisions of the asset management plan.

5.1.2 Asset capacity and performance

The organisation's services are generally provided to meet design standards where these are available. There are no known service deficiencies.

5.1.3 Asset condition

There is no recent condition information available for street trees.

5.1.4 Asset valuations

Street Trees have historically not been capitalised and recorded in the asset register. It is estimated that the value of all street trees is approximately $90M.

5.2 Infrastructure Risk Management Plan

An assessment of risks[8] associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock' to the organisation. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action identified in the Infrastructure Risk Management Plan, together with the estimated residual risk after the selected treatment plan is operational are summarised in Table 5.2. These risks are reported to management and Council.

Table 5.2: Critical Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Street Trees / Streetscape Renewal Program	Insufficient funding leading to increasing infrastructure damage in the long term, public safety, increased operating costs and reduced canopy cover	High	Increase the Street Tree / streetscape renewal program to fund additional $404,000 per year	Low	$404,000 (p.a.)

Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.

[8] Refer to Appendix E – Infrastructure Asset Management Plan

5.3 Routine Operations and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, eg cleansing, street sweeping, grass mowing and street lighting.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

5.3.1 Operations and Maintenance Plan

Operations activities affect service levels including quality and function for example through tree pruning frequency.

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, eg single tree replacement but excluding full street replacement. Maintenance may be classified into reactive, planned and specific maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

Planned maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, replacing air conditioning units, etc. This work falls below the capital/maintenance threshold but may require a specific budget allocation.

Maintenance expenditure levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. 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 this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

Assessment and prioritisation of reactive maintenance is undertaken by Council staff using experience and judgement.

5.3.2 Operations and Maintenance Strategies

The organisation will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- 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,
- Review current and required skills base and implement workforce 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 Council is obtaining best value for resources used.

Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

The organisation's service hierarchy is shown is Table 5.3.2.

Table 5.3.2: Asset Service Hierarchy

Service Hierarchy	Service Level Objective
To be developed in future revisions of the Asset Plan.	

Critical Assets

Critical assets are those assets which have a high consequence of failure but not necessarily a high likelihood of failure. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at the appropriate time.

Operations and maintenance activities may be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels, etc. Critical assets failure modes and required operations and maintenance activities are detailed in Table 5.3.2.1.

Table 5.3.2.1: Critical Assets and Service Level Objectives

Critical Assets	Critical Failure Mode	Operations & Maintenance Activities
To be developed in future revisions of the Asset Plan.		

Standards and specifications

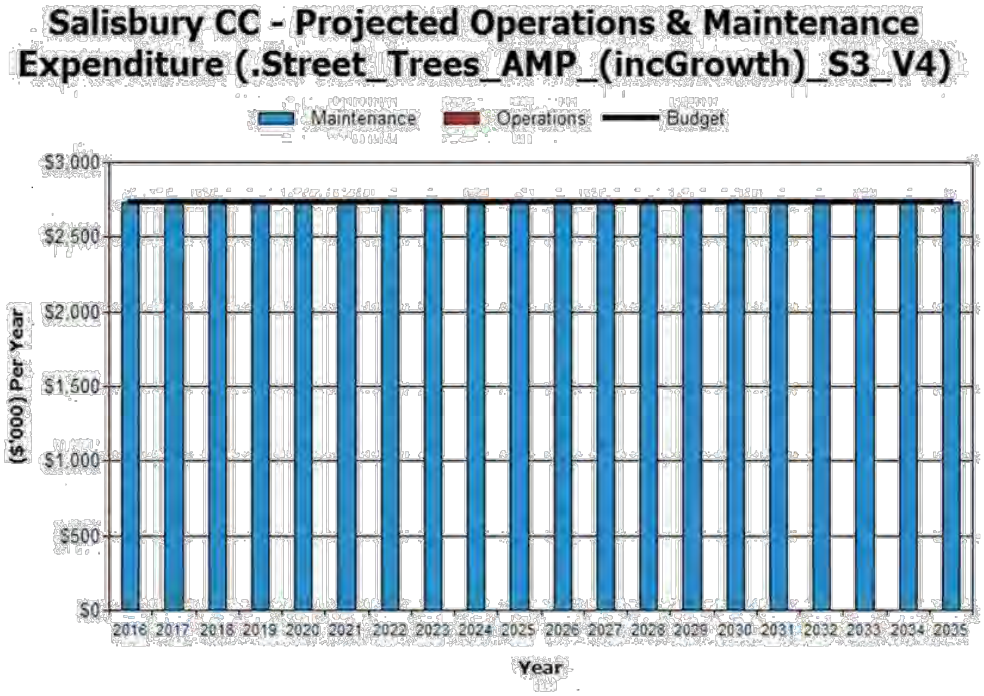
Maintenance work is carried out in accordance with the following Standards and Specifications.

- Australian Standards
- AS4373 Pruning
- Significant Tree Legislation for Pruning
- AS4970 Trees on Development Sites
- Australian Road Rules

5.3.3 Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 4. Note that all costs are shown in current 2015 dollar values (i.e. real values).

Figure 4: Projected Operations and Maintenance Expenditure



Deferred maintenance, ie works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the infrastructure risk management plan.

Maintenance is funded from the operating budget where available. This is further discussed in Section 6.2.

5.4 Renewal/Replacement Plan

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

5.4.1 Renewal plan

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average *network renewals* plus *defect repairs* in the *Renewal Plan* and *Defect Repair Plan* worksheets on the 'Expenditure template'.

Method 2 was used for this asset management plan.

The useful lives of assets used to develop projected asset renewal expenditures are shown in Table 5.4.1. Asset useful lives were last reviewed on June 30 2014.

Table 5.4.1: Useful Lives of Assets

Asset (Sub)Category	Useful life
Street Trees (as streetscape)	30

5.4.2 Renewal and Replacement Strategies

The organisation will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner,
- Undertaking project scoping for all capital renewal and replacement projects to identify:
  - the service delivery 'deficiency', present risk and optimum time for renewal/replacement,
  - the project objectives to rectify the deficiency,
  - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency,
  - and evaluate the options against evaluation criteria adopted by the organisation, and
  - select the best option to be included in capital renewal programs,
- Using 'low cost' renewal methods (cost of renewal is less than replacement) wherever possible,
- Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council,
- 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 Council is obtaining best value for resources used.

Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate or
- To ensure the infrastructure is of sufficient quality to meet the service requirements.[9]

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have a high utilisation and subsequent impact on users would be greatest,
- The total value represents the greatest net value to the organisation,
- Have the highest average age relative to their expected lives,
- Are identified in the AM Plan as key cost factors,
- Have high operational or maintenance costs, and
- Where replacement with modern equivalent assets would yield material savings.[10]

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in Table 5.4.2.

[9] IPWEA, 2011, IIMM, Sec 3.4.4, p 3|60.
[10] Based on IPWEA, 2011, IIMM, Sec 3.4.5, p 3|66.

Table 5.4.2: Renewal and Replacement Priority Ranking Criteria

Criteria	Weighting
Currently being developed	
Total	**100%**

Renewal and replacement standards

Renewal work is carried out in accordance with the following Standards and Specifications.

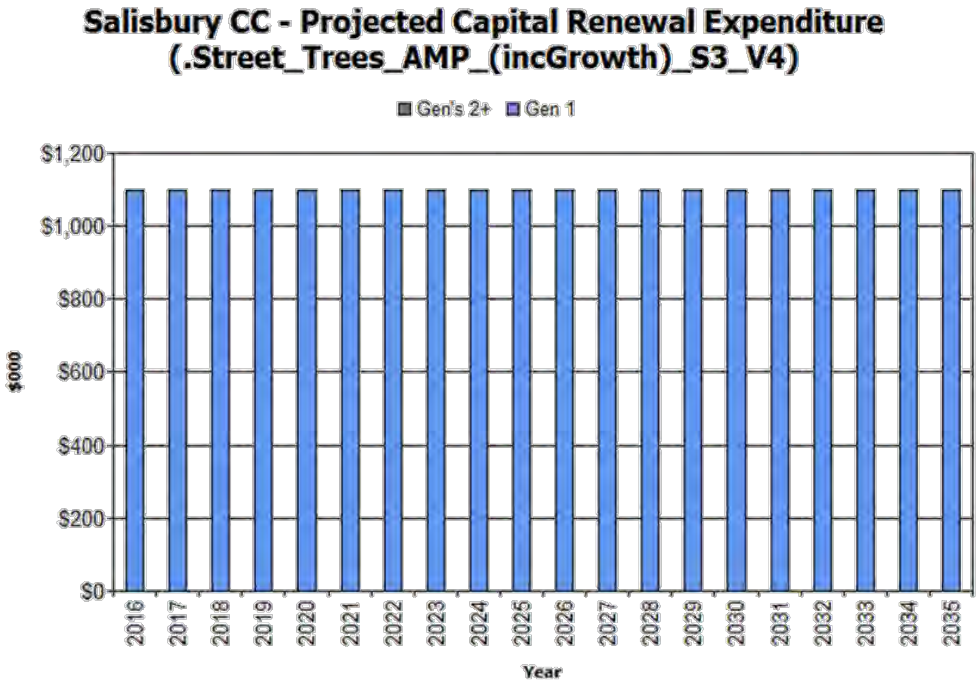
- Australian Standards
- AS4373 Pruning
- Significant Tree Legislation for Pruning
- AS4970 Trees on Development Sites
- Australian Road Rules

5.4.3 Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditures are forecast to increase over time as the asset stock increases from growth. The expenditure is summarised in Fig 5. Note that all amounts are shown in real values.

The projected capital renewal and replacement program is shown in Appendix A.

Fig 5: Projected Capital Renewal and Replacement Expenditure



Deferred renewal and replacement, ie those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the organisation's capital works program will be accommodated in the long term financial plan. This is further discussed in Section 6.2.

5.5 Creation/Acquisition/Upgrade Plan

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 may also be acquired at no cost to the organisation from land development. These assets from growth are considered in Section 4.4.

5.5.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor/director or community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed below.

Table 5.5.1: New Assets Priority Ranking Criteria

Criteria	Weighting
Currently being developed	
Total	**100%**

5.5.2 Capital Investment Strategies

The organisation will plan capital upgrade and new projects to meet level of service objectives by:

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

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.4.2.

5.5.3 Summary of future upgrade/new assets expenditure

There is currently no planned upgrade/new expenditure for street trees.

Expenditure on new assets and services in the organisation's capital works program will be accommodated in the long term financial plan. This is further discussed in Section 6.2.

5.6 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6, together with estimated annual savings from not having to fund operations and maintenance of the assets. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any. Any revenue gained from asset disposals is accommodated in Council's long term financial plan.

Where cash flow projections from asset disposals are not available, these will be developed in future revisions of this asset management plan.

Table 5.6: Assets Identified for Disposal

Asset	Reason for Disposal	Timing	Disposal Expenditure	Operations & Maintenance Annual Savings
There are no known assets identified for disposal				

5.7 Service Consequences and Risks

The organisation has prioritised decisions made in adopting this AM Plan to obtain the optimum benefits from its available resources. Decisions were made based on the development of 3 scenarios of AM Plans.

Scenario 1 - What we would like to do based on asset register data

Scenario 2 – What we should do with existing budgets and identifying level of service and risk consequences (ie what are the operations and maintenance and capital projects we are unable to do, what is the service and risk consequences associated with this position). This may require several versions of the AM Plan.

Scenario 3 – What we can do and be financially sustainable with AM Plans matching long-term financial plans.

The development of scenario 1 and scenario 2 AM Plans provides the tools for discussion with the Council and community on trade-offs between what we would like to do (scenario 1) and what we should be doing with existing budgets (scenario 2) by balancing changes in services and service levels with affordability and acceptance of the service and risk consequences of the trade-off position (scenario 3).

5.7.1 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Increasing the streetscape renewal program by $404,000 to increase the rate at which streetscapes are renewed.

The Transportation asset management plan indicates that footpath maintenance could be reduced by $400,000 by reducing the amount of proactive faults repaired to fund an increase in the streetscape renewal program. The decrease in the footpath maintenance program must be linked to an increase in the streetscape program as increasing the rate of tree renewal should see a reduction in the number of footpath faults leading to lower maintenance costs in the long term.

5.7.2 Service consequences

If current budgets are maintained then there will be little discernible impact upon the community.

5.7.3 Risk consequences

The operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences for the organisation. These include:

- Continued higher maintenance/renewal costs for infrastructure assets (eg footpath, kerbing and roads etc.)
- Continued risk of footpath trips occurring

These risks have been included with the Infrastructure Risk Management Plan summarised in Section 5.2 and risk management plans actions and expenditures included within projected expenditures.

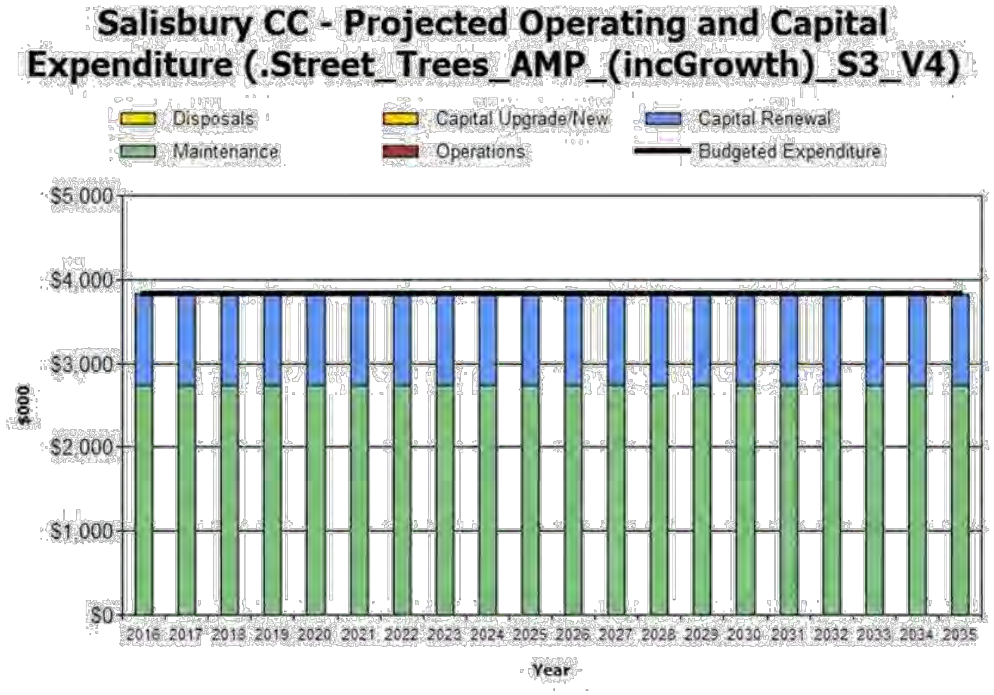
6. FINANCIAL SUMMARY

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

6.1 Financial Statements and Projections

The financial projections are shown in Fig 7 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). Note that all costs are shown in real values.

Fig 7: Projected Operating and Capital Expenditure



6.1.1 Sustainability of service delivery

There are four key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the asset renewal funding ratio, long term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio[11]	100%

The Asset Renewal Funding Ratio is the most important indicator and reveals that over the next 10 years, Council is forecasting that it will have 100% of the funds required for the optimal renewal and replacement of its assets (based on scenario 3).

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset life cycle. Life cycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The life cycle cost for the services covered in this asset management plan is $2.73M per year (average operations and maintenance expenditure plus depreciation expense projected over 10 years).

Life cycle costs can be compared to life cycle expenditure to give an initial indicator of affordability of projected service levels when considered with age profiles. Life cycle expenditure includes operations, maintenance and capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure over the 10 year planning period is $3.83M per year (average operations and maintenance plus capital renewal budgeted expenditure in LTFP over 10 years).

A shortfall between life cycle cost and life cycle expenditure is the life cycle gap. The life cycle gap for services covered by this asset management plan is +$1.1M per year (-ve = gap, +ve = surplus).

Life cycle expenditure is 140% of life cycle costs.

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

Medium term – 10 year financial planning period

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is $3.83M on average per year.

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[11] AIFMG, 2012, Version 1.3, Financial Sustainability Indicator 4, Sec 2.6, p 2.16

Estimated (budget) operations, maintenance and capital renewal funding is $3.837M on average per year giving a 10 year funding shortfall of $0.00 per year. This indicates that Council expects to have 100% of the projected expenditures needed to provide the services documented in the asset management plan.

Medium Term – 5 year financial planning period

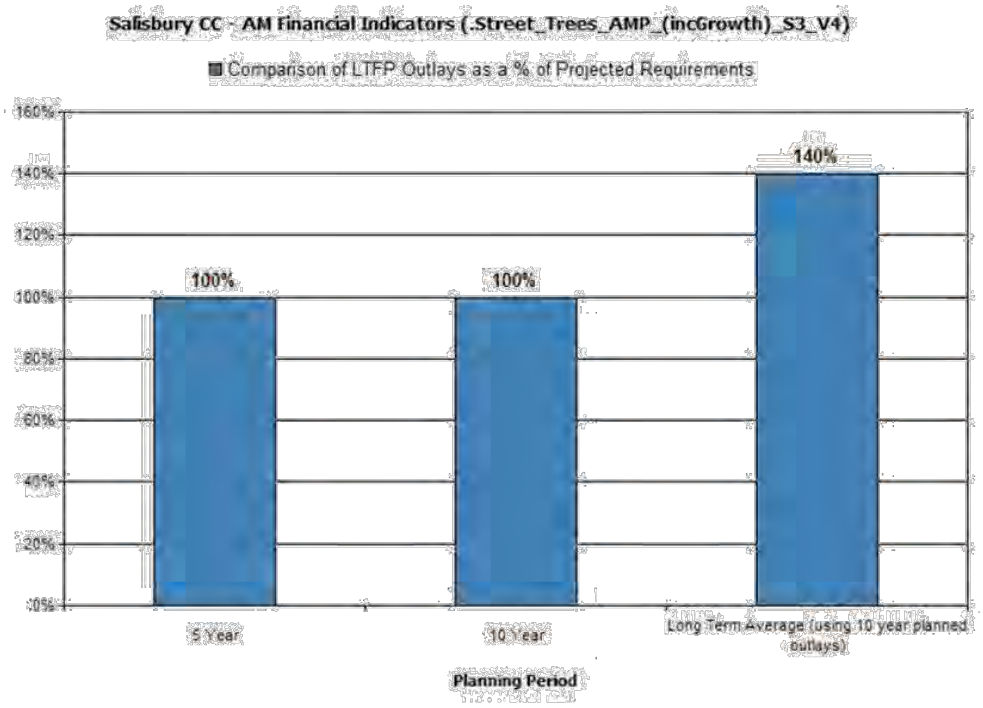
The projected operations, maintenance and capital renewal expenditure required over the first 5 years of the planning period is $3.83M on average per year.

Estimated (budget) operations, maintenance and capital renewal funding is $3.83M on average per year giving a 5 year funding shortfall of $0. This indicates that Council expects to have 100% of projected expenditures required to provide the services shown in this asset management plan.

Asset management financial indicators

Figure 7A shows the asset management financial indicators over the 10 year planning period and for the long term life cycle.

Figure 7A: Asset Management Financial Indicators



Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and financing to achieve a financial indicator of approximately 1.0 for the first years of the asset management plan and ideally over the 10 year life of the Long Term Financial Plan.

Figure 8 shows the projected asset renewal and replacement expenditure over the 20 years of the AM Plan. The projected asset renewal and replacement expenditure is compared to renewal and replacement expenditure in the capital works program, which is accommodated in the long term financial plan

Figure 8: Projected and LTFP Budgeted Renewal Expenditure

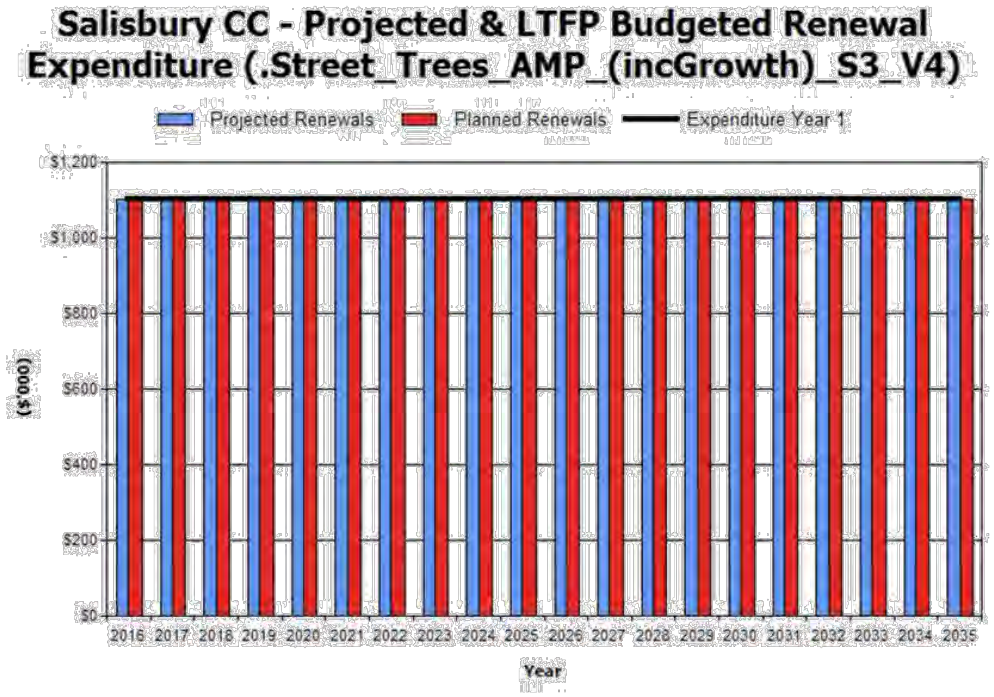


Table 6.1.1 shows the shortfall between projected renewal and replacement expenditures and expenditure accommodated in long term financial plan. Budget expenditures accommodated in the long term financial plan or extrapolated from current budgets are shown in Appendix C.

Table 6.1.1: Projected and LTFP Budgeted Renewals and Financing Shortfall

Year	Projected Renewals ($000)	LTFP Renewal Budget ($000)	Renewal Financing Shortfall ($000) (-ve Gap, +ve Surplus)	Cumulative Shortfall ($000) (-ve Gap, +ve Surplus)
2016	$1,100	$1,100	$0	$0
2017	$1,100	$1,100	$0	$0
2018	$1,100	$1,100	$0	$0
2019	$1,100	$1,100	$0	$0
2020	$1,100	$1,100	$0	$0
2021	$1,100	$1,100	$0	$0
2022	$1,100	$1,100	$0	$0
2023	$1,100	$1,100	$0	$0
2024	$1,100	$1,100	$0	$0
2025	$1,100	$1,100	$0	$0
2026	$1,100	$1,100	$0	$0
2027	$1,100	$1,100	$0	$0
2028	$1,100	$1,100	$0	$0
2029	$1,100	$1,100	$0	$0
2030	$1,100	$1,100	$0	$0

2031	$1,100	$1,100	$0	$0
2032	$1,100	$1,100	$0	$0
2033	$1,100	$1,100	$0	$0
2034	$1,100	$1,100	$0	$0
2035	$1,100	$1,100	$0	$0

Note: A negative shortfall indicates a financing gap, a positive shortfall indicates a surplus for that year.

Providing services in a sustainable manner will require matching of projected asset renewal and replacement expenditure to meet agreed service levels with the corresponding capital works program accommodated in the long term financial plan.

A gap between projected asset renewal/replacement expenditure and amounts accommodated in the LTFP indicates that further work is required on reviewing service levels in the AM Plan (including possibly revising the LTFP) before finalising the asset management plan to manage required service levels and funding to eliminate any funding gap.

We will manage the 'gap' by developing this asset management plan to provide guidance on future service levels and resources required to provide these services, and review future services, service levels and costs with the community.

6.1.2 Projected expenditures for long term financial plan

Table 6.1.2 shows the projected expenditures for the 10 year long term financial plan.

Expenditure projections are in 2015/16 real values.

Table 6.1.2: Projected Expenditures for Long Term Financial Plan ($000)

Year	Operations ($000)	Maintenance ($000)	Projected Capital Renewal ($000)	Capital Upgrade/ New ($000)	Disposals ($000)
2016	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2017	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2018	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2019	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2020	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2021	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2022	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2023	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2024	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2025	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2026	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2027	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2028	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2029	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2030	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2031	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2032	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2033	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2034	$0.00	$2,729.75	$1,100.00	$0.00	$0.00
2035	$0.00	$2,729.75	$1,100.00	$0.00	$0.00

6.2 Funding Strategy

After reviewing service levels, as appropriate to ensure ongoing financial sustainability projected expenditures identified in Section 6.1.2 will be accommodated in the Council's 10 year long term financial plan.

6.3 Valuation Forecasts

Historically street trees have not been capitalised as works were undertaken out of operating budgets, therefore valuation forecasts are unavailable to be reported for street trees. Street trees will be capitalised from 2014/15 as projects are completed so this will be improved in future iterations of this asset management plan.

6.4 Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this 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 6.4.

Table 6.4: Key Assumptions made in AM Plan and Risks of Change

Key Assumptions	Risks of Change to Assumptions
The cost to supply install and establish a street tree is approximately $1,250 per tree	Desired funding in scenario 2 may change if calculated unit rate is updated/recalculated.
The number of street trees in the city has been maintained at 75,000 since an audit in 2005/06	Required renewal for scenario 2 may change if number of trees has declined since the previous audit.

6.5 Forecast Reliability and Confidence

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale[12] in accordance with Table 6.5.

Table 6.5: Data Confidence Grading System

Confidence Grade	Description
A Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and recognised as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy ± 40%
E Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 6.5.1.

[12] IPWEA, 2011, IIMM, Table 2.4.6, p 2|59.

Table 6.5.1: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	C Reliable	Based on current expert judgement and supporting data
Growth projections	B Reliable	Based on current expert judgement and supporting data
Operations expenditures	B Reliable	Based on current expert judgement and supporting data
Maintenance expenditures	B Reliable	Based on current expert judgement and supporting data
Projected Renewal exps - Asset values.	E Unknown	Needs improving, as assets are capitalised.
- Asset values	E Unknown	Needs improving, as assets are capitalised.
- Asset residual values	B Reliable	Based on asset register.
- Asset useful lives	C Uncertain	Revaluation completed pending implementations
- Condition modelling	E Unknown	None or very little data held.
- Network renewals	C Reliable	Based on current expert judgement and supporting data
- Defect repairs	C Reliable	Based on unconfirmed verbal reports and/or cursory inspections and analysis
Upgrade/New expenditures	B Reliable	Based on current expert judgement and supporting data

Over all data sources the data confidence is assessed as high confidence level for data used in the preparation of this AM Plan.

7. PLAN IMPROVEMENT AND MONITORING

7.1 Status of Asset Management Practices

7.1.1 Accounting and financial systems

Council uses 'Finance One' as its corporate financial system which is administered through the Finance Department. No changes are proposed to accounting / financial systems as part of this AMP.

Accountabilities for financial systems

The General Manager Business Excellence is responsible for all financial systems within the City of Salisbury. They have a team of staff to assist in the process that is also subject to internal and external audits.

Accounting standards and regulations

Guidance in recognising and reporting on assets is provided by Australian Accounting Standards

Capital/maintenance threshold

Council's capital threshold is $5,000 for street trees.

7.1.2 Asset management system

The City of Salisbury uses 'Confirm' as its Asset Management System.

Linkage from asset management to financial system

Confirm is linked to 'Finance One,' Councils corporate finance system via a manual batch process, Fleet 5 is linked via the Fleet Ledger

Accountabilities for asset management system and data maintenance

Confirm is administered through the City Infrastructure Departments Business Support division and has a full time coordinator responsible for its implementation. Data entry on a job by job (maintenance) basis is handled via several staff within Councils Business Support division.

7.2 Improvement Plan

The asset management improvement plan generated from this asset management plan is shown in Table 7.2.

Table 7.2: Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline
1	Develop a prioritised ranking criteria to develop a streetscape renewal program	Parks		2014/15
2	Review useful life for street trees	Parks, Finance		2014/15
3	Undertake an audit to determine the current number of trees in the city to forecast future renewal requirements	Parks		2015/16
4				
5				
6				
7				
8				
9				
10				

7.3 Monitoring and Review Procedures

This asset management plan will be reviewed during annual budget planning processes and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AM Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the organisation's long term financial plan.

The AM Plan has a life of 4 years (Council election cycle) and is due for complete revision and updating on an annual basis to align with the budget process and review of the Long Term Financial Plan.

7.4 Performance Measures

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into Council's long term financial plan,
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the asset management plan,
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Council's Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the target of 1.0.

8. REFERENCES

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM

IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.

IPWEA, 2009, 'Australian Infrastructure Financial Management Guidelines', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMG.

IPWEA, 2011, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM

City of Salisbury, 'Salisbury City Plan 2020',

City of Salisbury, '2014/15 Annual Plan and Budget'.

9. APPENDICES

Appendix A	Projected 10 year Capital Renewal and Replacement Works Program
Appendix B	Projected 10 year Capital Upgrade/New Works Program
Appendix C	LTFP Budgeted Expenditures Accommodated in AM Plan
Appendix D	Infrastructure Risk Management Plan
Appendix E	Abbreviations
Appendix F	Glossary

Appendix A Projected 10 year Capital Renewal and Replacement Works Program

Year	Item	Description	Estimate
2016		**Network Renewals**	
	1	City Pride – Street Trees Program	$1,100
2016		**Total**	**$1,100**

2017		**Network Renewals**	
	1	City Pride – Street Trees Program	$1,100
2017		**Total**	**$1,100**

($000)

Year	Item	Description	Estimate
2018		**Network Renewals**	
	1	City Pride – Street Trees Program	$1,100
2018		**Total**	**$1,100**

2019		**Network Renewals**	Estimate
	1	City Pride – Street Trees Program	$1,100
2019		**Total**	**$1,100**

($000)

Year	Item	Description	Estimate
2020		**Network Renewals**	
	1	City Pride – Street Trees Program	$1,100
2020		**Total**	**$1,100**

2021		**Network Renewals**	
	1	City Pride – Street Trees Program	$1,100
2021		**Total**	**$1,100**

($000)

Year	Item	Description	Estimate
2022		**Network Renewals**	
	1	City Pride – Street Trees Program	$1,100
2022		**Total**	**$1,100**

202		**Network Renewals**	

3			
	1	City Pride – Street Trees Program	$1,100
2023		Total	$1,100

($000)

Year	Item	Description	Estimate
2024		Network Renewals	
	1	City Pride – Street Trees Program	$1,100
2024		Total	$1,100

2025		Network Renewals	
	1	City Pride – Street Trees Program	$1,100
2025		Total	$1,100

Appendix B Projected Upgrade/Exp/New 10 year Capital Works Program

There is currently no planned upgrade/new expenditure for this asset management plan.

Appendix C Budgeted Expenditures Accommodated in LTFP

.Street_Trees_AMP_(incGrowth)_S3_V4 Form 3 Data

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Asset Values ($000)	
CRC	332
Depreciable Amt	325
DRC	67
Annual Depreciation	1

from New Assets	
Additional Ops	0 %
Additional Maint	0 %
Additional Depreciation	0.31 %
Renewal Ratio	338.46 %

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Financial Year ending 30 June	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Expenditure Outlays included in Long Term Financial Plan (in current $ values)										
Operations	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000
Operations Budget	0	0	0	0	0	0	0	0	0	0
Management Budget	0	0	0	0	0	0	0	0	0	0
AM Systems Budget	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATIONS	0	0	0	0	0	0	0	0	0	0
Maintenance										
Reactive Maintenance Budget	0	0	0	0	0	0	0	0	0	0
Planned Maintenance Budget	2,730	2,730	2,730	2,730	2,730	2,730	2,730	2,730	2,730	2,730
Specific Maintenance Item Budget	0	0	0	0	0	0	0	0	0	0
TOTAL MAINTENANCE	$ 2,730	$ 2,730	$ 2,730	$ 2,730	$ 2,730	$ 2,730	$ 2,730	$ 2,730	$ 2,730	$ 2,730
Capital										
Planned Renewal Budget	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Planned Upgrade/New Budget	0	0	0	0	0	0	0	0	0	0
Non-growth contributed asset value	0	0	0	0	0	0	0	0	0	0
Asset Disposals										
Est. cost to dispose of assets	0	0	0	0	0	0	0	0	0	0
Carrying value (DRC) of disposed assets	0	0	0	0	0	0	0	0	0	0
Additional Expenditure Outlays Requirements (e.g from Infrastructure Risk Management Plan)										
Additional Expenditure Outlays required and not included above	2016 $000	2017 $000	2018 $000	2019 $000	2020 $000	2021 $000	2022 $000	2023 $000	2024 $000	2025 $000
Operations	0	0	0	0	0	0	0	0	0	0
Maintenance	0	0	0	0	0	0	0	0	0	0
Capital Renewal	to be incorporated into Register (where Method 1 is used) OR Defect Repairs (where Method 2 or 3 is used)									
Capital Upgrade	0	0	0	0	0	0	0	0	0	0
Forecasts for Capital Renewal using Methods 2 & 3 (Form 2A & 2B) & Capital Upgrade (Form 2C)										
	2016 $000	2017 $000	2018 $000	2019 $000	2020 $000	2021 $000	2022 $000	2023 $000	2024 $000	2025 $000
Forecast Capital Renewal from Form 2A & Form 2B	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Forecast Capital Upgrade/New from Form 2C	0	0	0	0	0	0	0	0	0	0

Appendix D Street Tree Risk Management Plan

No risks have been identified in this Asset Management Plan.

Appendix E Abbreviations

AAAC	Average annual asset consumption
AM	Asset management
AM Plan	Asset management plan
ARI	Average recurrence interval
ASC	Annual service cost
BOD	Biochemical (biological) oxygen demand
CRC	Current replacement cost
CWMS	Community wastewater management systems
DA	Depreciable amount
DRC	Depreciated replacement cost
EF	Earthworks/formation
IRMP	Infrastructure risk management plan
LCC	Life Cycle cost
LCE	Life cycle expenditure
LTFP	Long term financial plan
MMS	Maintenance management system
PCI	Pavement condition index
RV	Residual value
SoA	State of the Assets
SS	Suspended solids
vph	Vehicles per hour
WDCRC	Written down current replacement cost

Appendix F Glossary

Annual service cost (ASC)

1) Reporting actual cost
   The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.
2) For investment analysis and budgeting
   An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operations, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset category

Sub-group of assets within a class hierarchy for financial reporting and management purposes.

Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset hierarchy

A framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function or asset type or a combination of the two.

Asset management (AM)

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Asset renewal funding ratio

The ratio of the net present value of asset renewal funding accommodated over a 10 year period in a long term financial plan relative to the net present value of projected capital renewal expenditures identified in an asset management plan for the same period [AIFMG Financial Sustainability Indicator No 8].

Average annual asset consumption (AAAC)*

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

Capital expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital expenditure - expansion

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the organisation's asset base, but may be associated with additional revenue from the new user group, eg. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure - new
Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal
Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, eg. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade
Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operations and maintenance expenditure in the future because of the increase in the organisation's asset base, eg. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

Capital funding
Funding to pay for capital expenditure.

Capital grants
Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.

Capital investment expenditure
See capital expenditure definition

Capitalisation threshold
The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying amount
The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Class of assets
See asset class definition

Component
Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Core asset management
Asset management which relies primarily on the use of an asset register, maintenance management systems, job resource management, inventory control, condition assessment, simple risk assessment and defined levels of service, in order to establish alternative treatment options and long-term cashflow predictions. Priorities are usually established on the basis of financial return gained by carrying out the work (rather than detailed risk analysis and optimised decision- making).

Cost of an asset
The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

Critical assets
Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.

Current replacement cost (CRC)
The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Deferred maintenance
The shortfall in rehabilitation work undertaken relative to that required to maintain the service potential of an asset.

Depreciable amount
The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated replacement cost (DRC)
The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Depreciation / amortisation
The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life
See useful life definition.

Expenditure
The spending of money on goods and services. Expenditure includes recurrent and capital outlays.

Expenses
Decreases in economic benefits during the accounting period in the form of outflows or depletions of assets or increases in liabilities that result in decreases in equity, other than those relating to distributions to equity participants.

Fair value
The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arms length transaction.

Financing gap
A financing gap exists whenever an entity has insufficient capacity to finance asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current financing gap means service levels have already or are currently falling. A projected financing gap if not addressed will result in a future diminution of existing service levels.

Heritage asset
An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss
The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets
Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, eg. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no separate market value.

Investment property
Property held to earn rentals or for capital appreciation or both, rather than for:
(a) use in the production or supply of goods or services or for administrative purposes; or
(b) sale in the ordinary course of business.

Key performance indicator
A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Level of service
The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.

Life Cycle Cost *
1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises average operations, maintenance expenditure plus asset consumption expense, represented by depreciation expense projected over 10 years. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure
The Life Cycle Expenditure (LCE) is the average operations, maintenance and capital renewal expenditure accommodated in the long term financial plan over 10 years. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of affordability of projected service levels when considered with asset age profiles.

Loans / borrowings
See borrowings.

Maintenance
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, eg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **Planned maintenance**
  Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
- **Reactive maintenance**
  Unplanned repair work that is carried out in response to service requests and management/ supervisory directions.
- **Specific maintenance**
  Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.
- **Unplanned maintenance**
  Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance expenditure *
Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality
The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern equivalent asset
Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

Net present value (NPV)
The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from eg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-revenue generating investments
Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, eg. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operations
Regular activities to provide services such as public health, safety and amenity, eg street sweeping, grass mowing and street lighting.

Operating expenditure
Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, eg power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating expense
The gross outflow of economic benefits, being cash and non cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Operating expenses
Recurrent expenses continuously required to provide a service, including power, fuel, staff, plant equipment, maintenance, depreciation, on-costs and overheads.

Operations, maintenance and renewal financing ratio
Ratio of estimated budget to projected expenditure for operations, maintenance and renewal of assets over a defined time (eg 5, 10 and 15 years).

Operations, maintenance and renewal gap
Difference between budgeted expenditures in a long term financial plan (or estimated future budgets in absence of a long term financial plan) and projected expenditures for operations, maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

Pavement management system (PMS)
A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

PMS Score
A measure of condition of a road segment determined from a Pavement Management System.

Rate of annual asset consumption *
The ratio of annual asset consumption relative to the depreciable amount of the assets. It measures the amount of the consumable parts of assets that are consumed in a period (depreciation) expressed as a percentage of the depreciable amount.

Rate of annual asset renewal *
The ratio of asset renewal and replacement expenditure relative to depreciable amount for a period. It measures whether assets are being replaced at the rate they are wearing out with capital renewal expenditure expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade/new *
A measure of the rate at which assets are being upgraded and expanded per annum with capital upgrade/new expenditure expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Recoverable amount
The higher of an asset's fair value, less costs to sell and its value in use.

Recurrent expenditure
Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

Recurrent funding
Funding to pay for recurrent expenditure.

Rehabilitation
See capital renewal expenditure definition above.

Remaining useful life
The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.

Renewal
See capital renewal expenditure definition above.

Residual value
The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Revenue generating investments
Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, eg public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

Risk management
The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment
A self-contained part or piece of an infrastructure asset.

Service potential
The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service potential remaining
A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

Specific Maintenance
Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, replacement of air conditioning equipment, etc. This work generally falls below the capital/ maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Strategic Longer-Term Plan
A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in the Council's longer-term plans such as the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the Council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

Sub-component
Smaller individual parts that make up a component part.

Useful life
Either:
(a) the period over which an asset is expected to be available for use by an entity, or
(b) the number of production or similar units expected to be obtained from the asset by the entity.
It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the Council.

Value in Use
The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary

Additional and modified glossary items shown *

Street	Ward
Condor Avenue, Burton	CENTRAL WARD
Coolen Crescent, Burton	CENTRAL WARD
Elder Court, Paralowie	CENTRAL WARD
Elmwood Grove, Paralowie	CENTRAL WARD
Equador Street, Paralowie	CENTRAL WARD
Greenvale Crescent, Burton	CENTRAL WARD
Halba Crescent, Paralowie	CENTRAL WARD
Heathpool Street, Burton	CENTRAL WARD
Kalimna Crescent, Paralowie	CENTRAL WARD
Maguire Crescent, Burton	CENTRAL WARD
Margarita Street, Paralowie	CENTRAL WARD
Max Drive, Paralowie	CENTRAL WARD
McInnis Avenue, Burton	CENTRAL WARD
Mumford Road, Waterloo Corner	CENTRAL WARD
Newhaven Terrace, Burton	CENTRAL WARD
Northwater Way, Burton	CENTRAL WARD
Paez Street, Paralowie	CENTRAL WARD
Potts Crescent, Burton	CENTRAL WARD
Russell Row, Paralowie	CENTRAL WARD
Stan Court, Burton	CENTRAL WARD
Coachhouse Drive, Gulfview Heights	EAST WARD
Gully Drive, Gulfview Heights	EAST WARD
McKenzie Crescent, Gulfview Heights	EAST WARD
Sarah Street, Salisbury East	EAST WARD
Cordoba Avenue, Gulfview Heights	HILLS WARD
Earl Avenue, Salisbury East	HILLS WARD
Erin Court, Gulfview Heights	HILLS WARD
Kara Crescent, Gulfview Heights	HILLS WARD
Lola Avenue, Salisbury East	HILLS WARD
Lorna Road, Para Hills	HILLS WARD
Newlyn Terrace, Parafield Gardens	HILLS WARD
Pele Avenue, Salisbury East	HILLS WARD
Spencer Street, Parafield Gardens	HILLS WARD
Statham Avenue, Salisbury East	HILLS WARD
Cheney Terrace, Salisbury North	NORTH WARD
Cochrane Road, Salisbury North	NORTH WARD
Edith Road, Salisbury North	NORTH WARD
Heaslip Road, Burton	NORTH WARD
Ilya Road, Salisbury North	NORTH WARD
Lelta Avenue, Salisbury North	NORTH WARD
Moronga Street, Salisbury North	NORTH WARD
Motcombe Road, Salisbury North	NORTH WARD
Ora Court, Salisbury North	NORTH WARD
Paternoster Row, Salisbury	NORTH WARD
Pira Avenue, Salisbury North	NORTH WARD
Pyatt Court, Salisbury North	NORTH WARD
Shaxton Street, Salisbury North	NORTH WARD
Shrewton Court, Salisbury North	NORTH WARD
Stella Court, Salisbury North	NORTH WARD

Swinstead Crescent, Salisbury North	NORTH WARD
Whites Court, Salisbury North	NORTH WARD
Wolgarra Street, Salisbury North	NORTH WARD
Audrey Avenue, Parafield Gardens	PARA WARD
Delta Court, Salisbury Downs	PARA WARD
Hemming Street, Parafield Gardens	PARA WARD
Jocelyn Terrace, Parafield Gardens	PARA WARD
Kathryn Place, Parafield Gardens	PARA WARD
Quondong Avenue, Parafield Gardens	PARA WARD
Rankine Street, Parafield Gardens	PARA WARD
Rosalie Terrace, Parafield Gardens	PARA WARD
Salmon Court, Parafield Gardens	PARA WARD
Secomb Avenue, Parafield Gardens	PARA WARD
Shepherdson Road, Parafield Gardens	PARA WARD
Shorney Road, Parafield Gardens	PARA WARD
Soria Street, Salisbury Downs	PARA WARD
St Peters Place, Salisbury Downs	PARA WARD
Sweet Street, Parafield Gardens	PARA WARD
Townsend Avenue, Parafield Gardens	PARA WARD
Warner Road, Salisbury Downs	PARA WARD
Wyatt Road, Parafield Gardens	PARA WARD
Bonney Avenue, Valley View	SOUTH WARD
Jan Avenue, Para Vista	SOUTH WARD
Janet Street, Para Vista	SOUTH WARD
Kildonan Avenue, Para Vista	SOUTH WARD
Lyle Street, Para Vista	SOUTH WARD
Monty Road, Valley View	SOUTH WARD
Ross Court, Para Vista	SOUTH WARD
Vinall Road, Para Vista	SOUTH WARD
Volare Avenue, Para Vista	SOUTH WARD
Wanbi Avenue, Ingle Farm	SOUTH WARD
Wells Crescent, Valley View	SOUTH WARD
Adeline Street, Mawson Lakes	WEST WARD
Alabar Crescent, Globe Derby Park	WEST WARD
Badcoe Street, Pooraka	WEST WARD
Borlace Court, Pooraka	WEST WARD
Cascades Drive, Mawson Lakes	WEST WARD
Cockle Street, St Kilda	WEST WARD
Everglade Street, Mawson Lakes	WEST WARD
Exhibition Lane, Mawson Lakes	WEST WARD
Fourth Avenue, Mawson Lakes	WEST WARD
Garden Terrace, Mawson Lakes	WEST WARD
George Street, Pooraka	WEST WARD
Greengate Lane, Mawson Lakes	WEST WARD
Greentree Place, Mawson Lakes	WEST WARD
Gresham Place, Mawson Lakes	WEST WARD
Heard Avenue, Mawson Lakes	WEST WARD
Jay Street, Pooraka	WEST WARD
Lush Road, Pooraka	WEST WARD
Park Way, Mawson Lakes	WEST WARD

Petunia Avenue, Pooraka	WEST WARD
Pine Court, Mawson Lakes	WEST WARD
Royal Avenue, Pooraka	WEST WARD
Sharp Court, Mawson Lakes	WEST WARD
South Terrace, Pooraka	WEST WARD
Ween Road, Pooraka	WEST WARD
Windermere Crescent, Mawson Lakes	WEST WARD

ITEM	AMSC3
	ASSET MANAGEMENT SUB COMMITTEE
DATE	10 August 2020
HEADING	Information report inclusiveness in Playspaces
AUTHOR	Dameon Roy, Manager Infrastructure Management, City Infrastructure
CITY PLAN LINKS	1.3 People are valued and they feel safe, included and connected 4.1 Members of our community receive an exceptional experience when interacting with Council 4.4 We plan effectively to address community needs and identify new opportunities
SUMMARY	This report gives an overview of Council's application of Inclusion Principles with respect to Playspaces.

RECOMMENDATION

1. The report be received and noted.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Inclusion Strategy
2. Patterson Court Playspace
3. Prettejohn Gully Playspace

1. BACKGROUND & CRITICAL ACTIONS

1.1 Council has approved an Ability Inclusion Strategic Plan which is attached and has a significant section dedicated to Universal Design principles being applied to Council Playspaces and Infrastructure. This plan has a number of Critical Actions which are outlined directly in the City Plan 2035. They include:

1.1.1 The Implementation of the 'Ability Inclusion Strategic Plan', including providing more equipment in our playgrounds that is able to be used by people with different abilities

1.1.2 Ensuring public spaces are accessible and sporting facilities are maintained

1.2 Similarly one key Corporate Indicator is:

1.2.1 Number of playgrounds with inclusive equipment

1.3 Council have just signed off on the principles and guidelines related to Informal playspaces as part of the Place Activation Strategy which includes that:

1.3.1 "The design of District and Regional Playgrounds is to consider Universal and Inclusive Design principles in association with the

commentary received from community consultation and local demographic data for the location."

1.4 Playground design includes a number of core design criteria which includes legislative and safety requirements, CPTED design principles and Universal Design principles. Universal Design gives consideration to how inclusive does Council want a playspace to be.

1.5 Council has had an Access and Inclusion Project Officer in Salisbury for over 20 years (Michael Taggart), who has promoted and assisted the Council in the development and implementation of inclusion programs. This work has seen programs develop from "Beyond the Ramp", over 10 years ago, which focused on ensuring access from the Carpark/Street to a play space or facility, to the currently the Integration of Universal Design into Council's playspace and infrastructure.

1.6 In fact the Mayor of Salisbury has been a leading advocate in the state in this area, with Kelly Vincent, former MLA for the Dignity Party launching the Universal Design Principles here at Salisbury over 5 years ago.

1.7 Council has invested heavily in the design teams both in Civil and in Parks and open space, and senior management in training around the use and application of Universal Design in the City. The seven design principles are included in Appendix 1 of the Inclusion Strategy, with some highlighted in the discussion below.

2. REPORT

2.1 Council has 175 playgrounds across the city comprised of 5 regional, 25 district and the balance local. There is an ongoing renewal plan for these playspaces, with typically a 25 years life placed on playground equipment.

2.2 Council uses an integrated design process for renewal or development of new playspaces. A core part of this design process includes consideration and integration of universal design; community safety; environmental; smart; and CPTED principles.

2.3 A number of Council playgrounds have inclusive play equipment incorporated in them and we are currently completing the construction of two new inclusive playgrounds at Patterson Court Reserve and Prettejohn Gully Reserve Playspaces (see attachments).

2.4 An example of universal design improvement, and its challenges, was with the upgrade at St Kilda with the installation of universal access paths internal to the playspace and to the lower slide, ramp to the ground floor of castle, liberty swing and junior playspace and swing.

2.5 The design was reviewed and analysed by the Access and Inclusion Project Officer during the design process to ensure universal access was maintained as best as possible. For example during the design a number of paths were changed from recycled sand to asphalt to enable better inclusive movement through the site.

2.6 However there are a number of elements that are not directly accessible by wheel chair, which has granitic sand soft fall or steps. It was determined in consultation with the community that the Equitable and Flexible use of the space was achieved. However, Council asset staff are investigating whether approval would now be

given, by independent certifiers, to penetrate a fall zone to access the lower end of the boomerang, a centre piece of equipment to enable a limited mobility user to access the equipment.

2.7 The majority of the equipment at two of the other Regional Playspace Destinations at Carisbrook and Harry Bowey Reserve have included Universal Access to the parcour area, pod and hammock swings, slides and climbing equipment within the space, ensuring a user does not feel segregated and able to enjoy a similar, if not the same experiences.

2.8 The new design for the Paddocks regional playspace will include the majority of the site being universally accessible, with over a third of the budget allocated to access inclusive elements.

2.9 Universal Design Principles, particularly the first principle states Council should "Provide the same means of use for all users: identical whenever possible; equivalent when not" This is important because it is often difficult to balance the principles of Nature Play & Developmental play to improve pro-perception and spatial skills and cognitive risk taking by children, with that of Inclusivity. Often this means that Council has provided at a regional and sometimes district level, both a swing that is a basket style, over rubber pour, suitable for all users and a traditional swing over sand or bark chip.

2.10 It is important to understand that there are pro's and con's to rubber pour, the primary method to enable full Inclusivity:

2.10.1 It is very expensive to install, being twice as much as the equipment it supports

2.10.2 It gets very hot during summer, even if shaded

2.10.3 Has maintenance challenges around vandalism

2.10.4 Rubber pour in some cases does not meet the required fall zone requirements

2.10.5 It needs replacement normally halfway through the life of the equipment

2.11 This means that from a risk and maintenance based approach, Council has installed rubber pour at high use Regional and District sites.

2.12 There are elements in all Regional Facilities that are inclusive, however one of the big changes in the design elements even in local destinations has been the installation of Basket/Pod Swings that offer inclusive experience for the broad community, but it could be argued that this does not improve the customer experience because it is beyond Council's budget to rubber pour at all of the local sites and these swings have bark chip only.

2.13 This has meant that Council has had a focus on continuing to include Universal design in its play spaces where practical to do so, but at this point in time it, inclusion has not been specifically addressed at a local playspace level.

2.14 This is similar to the linkages to playspaces, with Regional and District Playspaces continuing to be developed to have DDA access car parking and pathways to the playspaces. However, as often is the case Local playspaces only have parking on the road. Council has recently endorsed a change to its footpath policy to better provide for accessibility through increasing the desirable

minimum width of footpaths on its roads and in particular around key destinations such as playspaces.

2.15 Where a new play space is being developed or a renewal is being undertaken Council engages with the local Community, key users and stakeholders, at concept stage to ensure we give an excellent community experience, balancing the challenges as discussed above.

2.16 Equipment and design techniques are constantly evolving and as playspace designers and asset managers Council encourages the community to engage in this space and particularly to engage with our access and inclusion project officer, to ensure we are keeping abreast of the latest information and ideas.

3. CONCLUSION / PROPOSAL

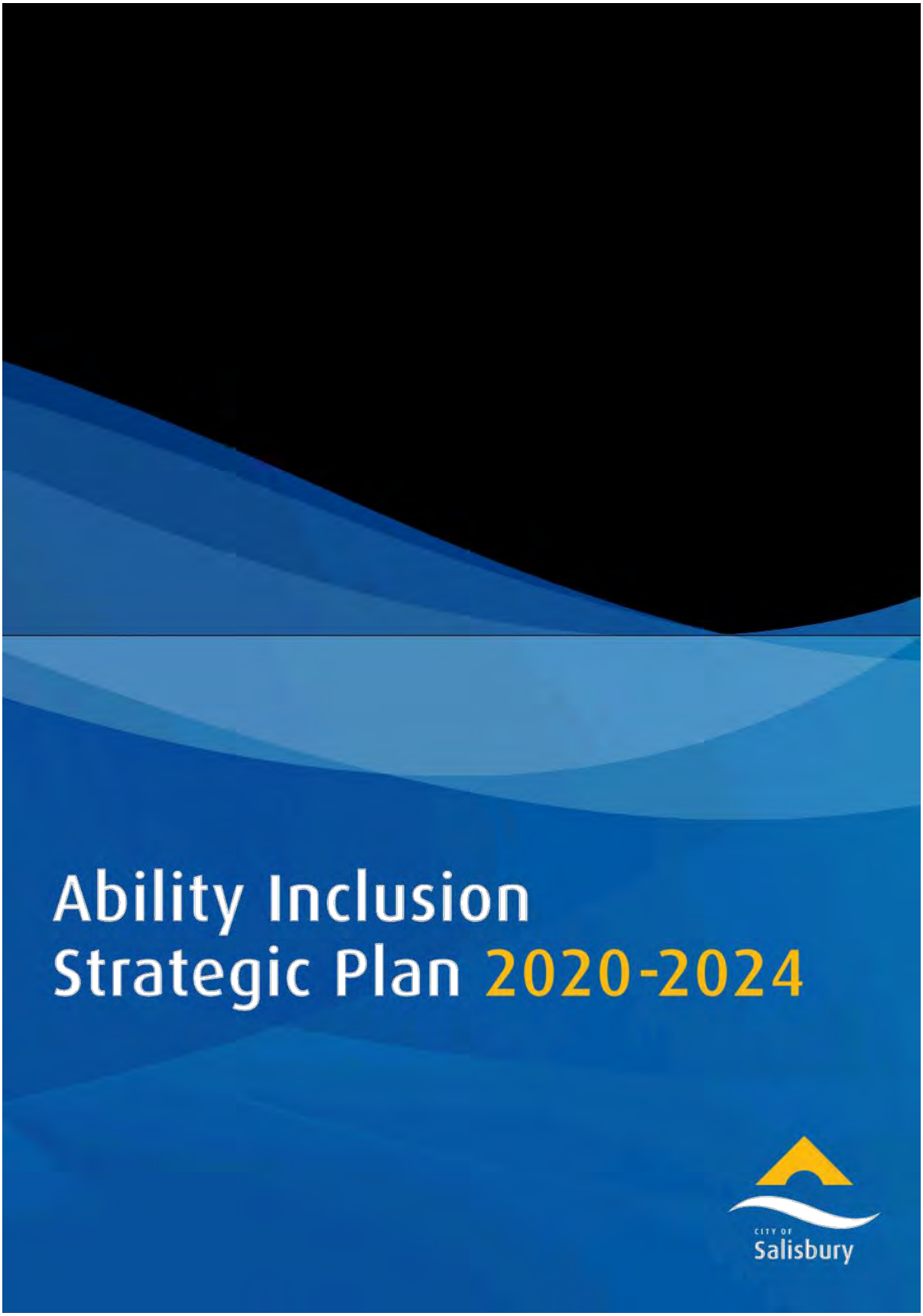
3.1 Council has engaged, and in many ways led, Local Government in taking Universal Design Principles as a core part of its design of Infrastructure in the City, including Playspaces.

3.2 Council utilises our own Access and Inclusion Project Officer, and the extensive connections they have in the sector, in the design development process and the promotion of Universal Design.

3.3 Council engages with the community during the concept and design process for our new playspaces and the renewal of them and welcomes and encourages more engagement from the community from those that have the same passion for Universal Design as we do.

CO-ORDINATION

Officer: GMCI
Date: 06/08/2020


Ability Inclusion
Strategic Plan 2020-2024
CITY OF
Salisbury

Acknowledgement of Country

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

Contents

Mayor's Foreword

I am pleased to present the City of Salisbury's Ability Inclusion Strategic Plan 2020-2024. The City of Salisbury is proud to have been a leader in access and inclusion in South Australia since the 1990s and continues to be a leader amongst local governments within South Australia.

The City of Salisbury's City Plan has the vision of being 'a flourishing city with opportunities for all'. The Ability Inclusion Strategic Plan 2020 - 2024 is the framework to drive this vision by ensuring that people with disability have fair access to social and economic opportunities.

Council's previous inclusion planning framework "Beyond the Ramp" was endorsed in 2012.

Through that framework Council has led the local government sector in initiatives such as:

- Development of the Disability Access and Inclusion Network (DAIN) comprising of people with disability, organisations and Council staff;
- Participation by DAIN members living with disability in the earliest stage of design of the Salisbury Community Hub which is one of the first public buildings in SA to feature universal design;

- Purchasing of a Marveloo changing places portable toilet and change facility funded through the Government of South Australia which is available for hire by other Councils and event organisers on a fee for service basis. This is the first of its kind in South Australia. The facility will have an access ramp, hoist facility, toilet and adult change table as well as being air conditioned;
- Providing universal design training to over 50 key council staff to ensure accessibility is included in future design, project management and maintenance programs.

This Ability Inclusion Strategic Plan 2020 - 2024 reflects the rising social and legislative expectations for access and inclusion. The AISP seeks to remove physical barriers for people with disability and also strives to foster an accessible and inclusive community where people of all abilities can participate.

It is important to note, disability is not a medical condition. Disability is the experience of barriers in the physical and communication world and in people's attitudes.

To quote the late journalist, disability advocate and comedienne Stella Young,

"My disability exists not because I use a wheelchair, but because the broader environment isn't accessible."

It is now known that that 90% of disability is invisible and that access and inclusion planning must go beyond physical accessibility. Council is committed to removing barriers within its control and advocating for reform in areas it can influence.

Council believes that access and inclusion planning should always involve people with disability. During the development of this Plan over 120 members of our community, including people of different gender, children, people from culturally and linguistically diverse backgrounds, and Aboriginal and Torres Strait Islander community members were consulted. By asking 'what would a future without barriers look like?' we heard the needs of our community and were able to incorporate many suggestions within this Plan.

During the delivery of this Plan, we look forward to further building on our reputation as a leader in access and inclusion planning. We also look forward to strengthening our relationships with governments, industry, other stakeholders and especially the community.

I would like to sincerely thank community members, external organisations and Council staff who contributed to the development of this Ability Inclusion Strategic Plan 2020 - 2024 and I look forward to seeing Salisbury as a place where everyone can participate.

Gillian Aldridge, OAM
Mayor City of Salisbury

Introduction

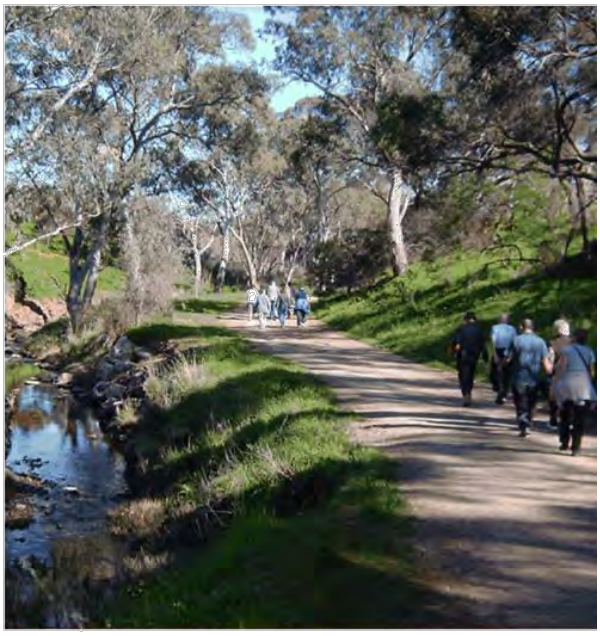
The Ability Inclusion Strategic Plan 2020 - 2024 (AISP) is City of Salisbury's access and inclusion framework. Each local government in South Australia is required to have a Disability Access Inclusion Plan under the Di*sability Inclusion Act (SA) 2018*.

The Ability Inclusion Strategic Plan 2020 - 2024 is the framework to ensure that people of all abilities have equitable social and economic opportunities within City of Salisbury regardless of their ability. The AISP has been informed by thorough community consultation, demographic analysis, and current trends; including the seven principles of universal design. It meets the legislative requirements of the *Disability Inclusion Act (SA) 2018*.

The AISP outlines diversity in Salisbury, disability statistics, relevant policy and the outcomes, strategies and actions.

Local Government

As the local level of government, the City of Salisbury is responsible for regulating its environment including footpaths, parks, buildings, public libraries, community centres and swimming pool. It is Council's role to ensure physical accessibility to sites and environments, accessibility to information and effective communication.



Diversity in Salisbury

City of Salisbury is a local government area situated 25 kilometres north of Adelaide, South Australia. Its last recorded population was 138,000 (ABS 2016).

City of Salisbury's population is culturally diverse with 37% of the population born outside Australia. The most prevalent origin of those born overseas is England (5.7%), India (2.6%), Vietnam (2.6%), Afghanistan (1.6%) and Philippines (1.6%). Whilst most people speak English only, 27% of the population speak a different language at home, including Vietnamese, Khmer, Italian, Mandarin and Nepali. Additionally 2% of the population identify as Aboriginal or Torres Strait Islander. The table below is a snapshot of our population compared to South Australia from the ABS.

ABS (2016) Statistic	City of Salisbury	South Australia
People requiring assistance due to living with disability, chronic health condition, or old age	6.7%	6.0%
People older than 65 requiring assistance due to disability	20.8%	17.5%
Population who provide unpaid assistance to someone with a disability	12.2%	12.1%
Population aged 0-4 who therefore have accessibility requirements	6.9%	5.7%

**Data sourced from Australian Bureau of Statistics Census 2016*

Our Understanding of Disability

The City of Salisbury adopts the social model of disability which understands that the community is made up of people with many abilities. In Australia, 20% of people live with some form of disability (ABS 2016). Rather than focusing on an individual's impairment, City of Salisbury believes that barriers exist within the environment and these barriers can limit some peoples' ability to participate fully in the community. Barriers may exist within streets, parks, buildings, websites, programs, policies and in people's attitudes. The AISP guides the City of Salisbury to remove many of these barriers and to achieve an inclusive community where everyone can fully participate.

This understanding of disability aligns with that of the Council of Australian Government's National Disability Strategy 2011-2020 and the United Nations Convention on the Rights of Persons with Disabilities.

Invisible impairment

A significant proportion (90%) of disability is invisible. Despite common perceptions of disability only 4.4% of people with disability use a wheelchair and only 31% of people with a disability have accessibility requirements. Workplace modifications are not always necessary for people with disability, and if they are, there is practical and financial assistance available for organisations.

Purpose and Objectives

The purpose of the Ability Inclusion Strategic Plan 2020 - 2024 (AISP) is to outline the framework that will guide City of Salisbury's environment, service, program and policy delivery over the next four years to ensure an accessible and inclusive City. The Ability Inclusion Strategic Plan 2020 - 2024 intends to remove barriers which are within Council's control and advocate for access and inclusion in areas where Council has influence.

Development of the AISP acknowledges significant changes in legislative and community expectations for access and inclusion since the publication of Council's disability access and inclusion Plan 'Beyond the Ramp' in 2012. The AISP is underpinned by thorough community consultation and extensive history, as City of Salisbury continues to be a leader in access and inclusion amongst local governments within South Australia.

The AISP will satisfy Council's legislative obligation to develop a Disability Access and Inclusion Plan under the *Disability Inclusion Act (SA) 2018*. This Act requires strategies to ensure that Councils remove obstacles experienced by people with disability as they access public places, participate in council events, programs, services and seek information and employment.

The legislation also requires Council to address the extra obstacles experienced by some people with disability especially women, children and people from Aboriginal and Torres Strait Islander and culturally and linguistically diverse populations.

The AISP is a whole of Council document ensuring the integration of access and inclusion outcomes across Council policies, procedures, activities, monitoring and evaluation. This Plan will help to ensure that all functions of Council are working together to deliver excellent accessibility and inclusion outcomes for the community.

The Ability Inclusion Strategic Plan 2020-2024 focuses on achieving the following outcomes:

1. Support for Health and Wellbeing through Inclusive Programs, Services and Events
2. Accessible Buildings, Streets and Open Spaces
3. Appropriate Information and Responsive Customer Service
4. Effective Contribution to Community and Decision Making
5. Proactive Planning and Building Assessment Processes
6. Informed and Supportive Working Environments
7. Informed Community with Inclusive Attitudes
8. Ability Inclusion Planning is integrated across Council Business

Policy Context

The development of this Plan acknowledges significant changes in legislation and social expectations for access and inclusion since the publication of Beyond the Ramp 2012.

Disability Inclusion Act (SA) 2018

The *Disability Inclusion Act (SA) 2018* requires Councils to have a Disability Access and Inclusion Plan (DAIP). The Act prescribes a number of requirements for the development, delivery and evaluation of Council DAIPs including:

Community Consultation

Community consultation of the draft DAIP is required by Councils during the development phase of the AISP. City of Salisbury exceeded minimum consultation requirements which are reported in the AISP Consultation Report.

Reporting

The *Disability Inclusion Act (SA) 2018* requires annual reporting and quadrennial reviews of DAIPs to the State Department of Human Services.

National and International Context

The 8 Outcomes of this Ability Inclusion Strategic Plan 2020 - 2024 align with the established frameworks of the SA Disability Inclusion Act, the National Disability Strategy, and Australia's international obligations under the United Nations Convention on the Rights of Persons with Disabilities (refer to Appendix 2).

Local Government Context

The City of Salisbury recognises that it will need to use a range of methods to implement this plan including:

- Inform, promote and advocate
- Regulate
- Facilitate
- Partner
- Deliver
- Lead

Summary of Consultation

Community engagement was conducted in two phases. Phase One sought to learn about the barriers limiting the participation of people with disability in order to inform the development of the strategies and actions. Phase Two sought community views on the draft Plan developed to remove these barriers.

Phase One

Over 120 people participated in Phase One of community consultation during 2018 and 2019. The format of Phase One was a combination of focus groups and forums with key community groups and City of Salisbury staff, along with feedback received online. The key community groups consulted were:

- Youth at the Youth Disability Forum
- General community living with disability at the Reaching for Inclusion Forum
- Bhutanese community at Bhutanese Focus Group
- Men with acquired brain injury at The Shed Focus Group
- Indigenous community professionals at InComPro Focus Group
- General community via online feedback

Phase One provided critical information to Council that assisted it to understand the current experiences, needs and future aspirations of people with disability. Community consultation enabled council to understand what a future without barriers would look like to the community.

Strategies were developed from common themes arising from consultation, while actions reflect specific ideas proposed by consultation participants.

Phase Two

With the information gained from Phase One, Council identified common themes, and developed goals and actions. Phase Two consultation was held to gain feedback on the draft plan, to determine any gaps and to seek community endorsement.

Phase Two of consultation included a public forum, a focus group and opportunities for community to provide feedback via phone, in-person and email. The findings of this consultation were that the community supported the proposed plan and contributed many ideas about how actions could be implemented.


RECEPTION

Outcomes and Strategies

Under each Outcome, are goals and specific Actions that Council will implement.

Council will adopt four Principles when implementing the Actions in this Plan.

1. Ongoing consultation to enable people with disability to influence Council planning and services
2. Universal design principles will be applied broadly within area of scope
3. Integrated planning will make access and inclusion everyone's business
4. Partnerships and collaboration will facilitate access and inclusion across the community

Outcome 1
Support for Health and Wellbeing through Inclusive Programs, Services and Events

Goal	Action
1.1 Council will deliver programs and activities that adhere to Universal Design Principles and provide people with disability opportunities to build capacity and confidence and connect with others.	**1.1.1** Review current programs and activities to maximise access and inclusion for people with disability.
	1.1.2 Enable people with disability to attend programs, events and activities through transport support.
	1.1.3 Incorporate access and inclusion considerations into planning of all Council events and community programs where possible.
	1.1.4 Facilitate programs and mentorships that support good transitions from school to work or school to further education.
	1.1.5 Partner to run events or programs (including online forums) that connect people with disability to others who share their experience or interests (regardless of ability).
	1.1.6 Facilitate programs that help people with acquired brain injury develop confidence.
	1.1.7 Work with Incompro to facilitate targeted and inclusive health and wellbeing programs for Aboriginal people with disability, especially young men.
	1.1.8 Facilitate sporting events that are inclusive of Aboriginal and/or Torres Strait Islander people with disability.
	1.1.9 Collaborate with local service providers and groups to advocate for greater access to health and wellbeing programs and services for people with disability.

Goal	Action
1.2 Council will encourage and support community-based events, activities and clubs to be inclusive of people with disability.	**1.2.1** Incorporate access and inclusion considerations into sponsorship and funding arrangements.
	1.2.2 Build capacity of existing community-based events, programs and clubs to be more inclusive of people with disability.
	1.2.3 Continue to support community-based activities that promote access and inclusion through provision of cost-effective access to Council spaces and resources.
	1.2.4 Provide additional computers at the Men's Shed (Edinburgh).
	1.2.5 Investigate the idea of spaces for specific cultural groups which provide comfortable amenity and volunteer support so a specific cultural group can access their cultural community, translation services and administrative support on a drop in basis.
	1.2.6 Review Council's community facilities to identify how some spaces may be adjusted to accommodate groups of people with disability whose ways of being may disturb others (to avoid exclusion of some people from some community spaces)
	1.2.7 Partner with relevant organisations to run intercultural programs in the community.

Outcome 2
Accessible Buildings, Streets and Open Spaces

Goal	Action
2.1 Council will provide and maintain accessible public and community infrastructure that enables people of all abilities to participate in the public realm.	**2.1.1** Access and inclusion criteria are developed and included in asset audits for all asset categories as appropriate.
	2.1.2 Ensure standards are considered in line with the asset strategy/ hierarchy and documented.
	2.1.3 New design process (including renewals) incorporates consideration of social inclusion and of provision for inclusive design in the playspace hierarchy by the Asset Management Sub Committee.
	2.1.4 Continual upgrade of the public realm will increase accessibility and safety of foot paths, crossings, open space and the interface between public space and buildings for people using mobility aids.
	2.1.5 Assess the need for disability parking to identify priority areas and plan for additional spaces and related accessibility of surrounding areas.
	2.1.6 Ensure older people with disability can be accommodated in seniors' centres.
	2.1.7 Investigate the need for adult changing facilities in Salisbury.
	2.1.8 Develop a real-time reporting process that allows people to report access issues in the public realm and triggers a timely response.

Goal	Action
2.2 Council will use its guidelines and regulatory functions to enhance accessibility of footpaths and public spaces for all abilities.	**2.2.1** Improve access-for-all in the public realm through guidelines, support and enforcement of regulation.
	2.2.2 Facilitate accessible and inclusive community events through Council guidelines, licences and funding agreements.
	2.2.3 Investigate ways to increase safety in areas with frequent anti-social behaviour, including with Place Activation Priorities, improved amenity and lighting.
	2.2.4 Work with local retailers to reduce footpath obstacles and increase access to shops in line with Place Activation Priorities for people with disability.

Outcome 3
Effective Contribution to Community and Decision Making

Goal	Action
3.1 Council will establish and maintain effective and tailored processes of communication that inform and connect people with diverse communication needs including those with hearing and vision impairment, cognitive and learning differences, and those from culturally and linguistically diverse backgrounds.	**3.1.1** Advocate for a state-wide disability information strategy including non-digital options replacing the Disability Information and Resource Centre de-funded in 2011.
	3.1.2 Collaborate with local service providers and groups to develop a community directory that assists people with disability to connect to opportunities and support.
	3.1.3 Develop resources and processes that promote local facilities, places and spaces that cater to the needs of people with disability.
	3.1.4 Develop processes and platforms for communicating with young people with disability and connect them to opportunities and support.
	3.1.5 Investigate diverse ways of communicating in customer service environments to ensure universal access, including face-to-face and paper-based communication and the use of new technologies.
	3.1.6 Review and update communication policies and guidelines to ensure the needs of people with disability and from culturally diverse backgrounds are addressed.
	3.1.7 Work with relevant experts and support services to develop communication processes and resources that connect Aboriginal and Torres Strait Islander people with disability to local opportunities and support.
	3.1.8 Work with local culturally and linguistically diverse groups to develop relevant resources that help connect people with disability to opportunities and support.

Goal	Action
3.2 Council will develop the capacity of staff, volunteers and customers to use processes and technologies that enhance effective communication in council's community experience environments for people with disability.	**3.2.1** Provide training for customer service staff and volunteers to increase their capacity and confidence to communicate with people with disability, including basic greetings in Auslan and other local languages.
	3.2.2 Develop resources that encourage and support customers with disability to engage effectively with council staff.
	3.2.3 Provide tailored access to computers and IT support to people with disabilities.

Outcome 4
Proactive Planning and Building Assessment Processes

Goal	Action
4.1 Council will facilitate and deliver programs that build the capacity of people with disability of all ages and from diverse backgrounds to contribute to community planning activities, become advocates for access and inclusion and embrace leadership opportunities.	**4.1.1** Promote groups and organisations that provide a forum for people with disability to connect and contribute to council decision making (for example, Salisbury Youth Council and Julia Farr Youth).
	4.1.2 Support programs and events designed to build capacity in young people with disability to speak up, advocate and lead.
	4.1.3 Recognise, celebrate and reward contribution of people with disability. For example, through Volunteers Award and Legends Award.
	4.1.4 Facilitate connection of isolated people with disability to relevant groups and agencies.
4.2 Council will develop community consultation which uses International Association for Public Participation processes to facilitate engagement with people with disability from various cultural backgrounds and across all ages and genders.	**4.2.1** Establish protocols for consultation that ensure people with disability are included in all consultation activities and that consultation happens early in the planning process.
	4.2.2 Provide information and training that enables people with disability to feel confident providing input to council's engagement activities.
	4.2.3 Identify 'Community Champions' and establish a process of communication and consultation that facilitates their role as conduits to community.
	4.2.4 Investigate the establishment and resource requirements of an access and inclusion reference group to be consulted regularly about Council's planning and development activities and to monitor and advise on AISP implementation. The Disability Access and Inclusion Network will be consulted in this investigation.

Goal	Action
4.3 Council will develop and maintain relationships and partnerships with community groups and service providers who support people with disability in order to maximise opportunities for contribution to community and decision making.	**4.3.1** Establish collaborative relationships with local organisations that support people with disability (including CALD and ATSI organisations) to maximise opportunities and address need.
	4.3.2 Identify Community Inclusion Champions from different age groups and cultural groups and develop ways to enable them to be conduits between their communities and Council, including provision of information in formats that are culturally and linguistically appropriate.

Outcome 5
Proactive Planning and Building Assessment Processes

Goal	Action
5.1 Council will facilitate building development and open space outcomes that exceed minimum standards by using an access and inclusion planning lens. This will be achieved through policy and guidelines that facilitate engagement with stakeholders early in the planning process, reflect universal design principles and encourage use of new technologies that increase accessibility.	**5.1.1** Establish a framework that provides guidance for decision making around building and development which encourages access that exceeds minimum standards.
	5.1.2 Review and update policies and guidelines across Council to ensure universal design principles are embedded in planning and development except where State Planning Policies prevail.
	5.1.3 Investigate the value of new technologies to improve access to the public realm for people with disability, including for toilets, parking, and access to buildings.
	5.1.4 Adopt co-design principles that involve people with disability in the planning and development of Council's social infrastructure through consultation processes.
	5.1.5 Provide training and support that facilitates staff awareness and adoption of universal design principles and co-design principles.
	5.1.6 Advocate for application of universal design in SA Planning & Design Code.

Goal	Action
5.2 Council will facilitate accessible and inclusive planning and development in the private sector through advocacy and information provision.	**5.2.1** Educate the local building and development sector about benefits of accessible buildings and places, the commercial benefits, where they exist and moving beyond DDA requirements.
	5.2.2 Showcase best practice in accessible development in property, infrastructure, open space and social infrastructure.
	5.2.3 Encourage and facilitate the local development sector to consult with people with disability.
	5.2.4 Facilitate the adoption of universal design principles in the local building and development sector.

Outcome 6
Informed and Supportive Working Environments

Goal	Action
6.1 Council will deliver Diverse-Ability Awareness and Valuing training for all staff and volunteers to create a culture that values and supports people with disability and acknowledges the needs of their families and carers.	**6.1.1** Develop a shared understanding of disability/diverse-ability across Council that includes mental health and acknowledges the interaction with culture for Aboriginal and Torres Strait Islander people and people from culturally and linguistically diverse backgrounds.
	6.1.2 Develop a mandatory Diverse-Ability Awareness module for staff and volunteer induction.
	6.1.3 Develop tailored Diverse-Ability Awareness and Valuing training for different Council areas, roles and levels of management.
	6.1.4 Facilitate good transitions to the workplace for new employees and volunteers with disability through targeted awareness training and resources that assist line management and colleagues to create an enabling environment.
6.2 Council will build capacity and optimise opportunities for council staff and volunteers with disability.	**6.2.1** Facilitate proficiency and confidence in new employees and volunteers with disability through tailored training and support (using council resources or job support providers).
	6.2.2 Develop processes that enable new employees and volunteers with disability to access ongoing training and mentorships.
	6.2.3 Continue to improve physical and Information and Communication Technologies (ICT) access for employees and volunteers across Council ensuring adherence to universal design principles.

Goal	Action
6.3 Council will facilitate programs that develop confidence and employment skills for people with disability of all ages, genders and from different cultural backgrounds living in the community.	**6.3.1** Create funding opportunities for community organisations with a focus on developing confidence and employment skills among young people with disability.
	6.3.2 Partner with community organisations to deliver programs and activities designed to build confidence and develop skills.
6.4 Council will ensure its employment and volunteer policies and processes maximise opportunities for people with disability.	**6.4.1** Review employment, volunteering and professional development communication processes and materials to eliminate bias against people with disability.
	6.4.2 Review workplace policies to ensure people with disability and their carers have adequate access to leave and support to enable their participation in the workforce.
	6.4.3 Review and update volunteer policies to maximise access to opportunities for people with disability.
	6.4.4 Review Council website to ensure easy access to information for people with disability.

Outcome 7
Informed Community with Inclusive Attitudes and Behaviours

Goal	Action
7.1 Council will facilitate culturally informed Diverse-Ability Awareness and Valuing opportunities across the community, including for local business, education providers, clubs and community groups.	**7.1.1** Investigate the benefits of a Cultural Liaison Officer to support Council's relationships and planning activities with ATSI and CALD communities, and to contribute to culturally informed Diverse-Ability Awareness activities.
	7.1.2 Work with relevant organisations to develop Diverse-Ability Awareness and Valuing resources for local businesses and support services with the aim of increasing access to local jobs.
	7.1.3 Facilitate access to Diverse-Ability Awareness and Valuing resources for local businesses and support services to increase access to local jobs.
	7.1.4 Facilitate access to Diverse-Ability Awareness and Valuing resources for schools, clubs and community groups.
	7.1.5 Work with relevant cultural organisations to develop resources that help disability service provider organisations to provide culturally appropriate services.
	7.1.6 Develop resources that enable Elected Members to celebrate and support people with disability.

Goal	Action
7.2 Council will adopt language and images that respect, value and celebrate diverse abilities.	**7.2.1** Develop/review Council's style guide to include guidelines for language and images.
	7.2.2 Review Council website and links for appropriate and consistent language and images.
	7.2.3 Include guidelines for marketing and promotion that reflect appropriate and consistent language and images.
	7.2.4 Update language and images in Council documents at time of review.

Outcome 8
Ability Inclusion Planning is integrated across Council Business

Goal	Action
8.1 Council will integrate, monitor and evaluate access and inclusion outcome goals across Council business.	**8.1.1** Establish an internal AISP reference group to provide advice around integrated planning, implementation, evaluation and improvement.
	8.1.2 Determine Council's role in delivering various access and inclusion outcomes for the community.
	8.1.3 Identify strategic partnerships for delivering access and inclusion outcomes for the community.
	8.1.4 Review and update Council strategies and plans to include drivers for access and inclusion activities.
	8.1.5 Develop evaluation parameters for Ability AISP outcome goals.
	8.1.6 Implement annual Council and statutory reporting against Ability AISP Outcome Goals.

Acronyms and Definitions

Access

Refers to the ability of a person to get to where they want to go without difficulty. It applies to physical, digital and communication environments.

Inclusion

Refers to people with disability having the opportunity to participate in every aspect of life to the fullest extent, rather than through parallel and separate disability specific options.

Barriers

Refers to physical, information and communications environments, policies, processes and attitudes that restrict full participation by at least some people with disability, to places, services and other opportunities available to most of the population.

Deafness and Disability

Deafness is not a disability but a different culture. Deaf people experience similar discrimination and exclusion to people with sensory impairments and for brevity are not mentioned separately.

Diverse-Ability Awareness

"Diverse abilities" refers to the range of abilities across the whole population. All of us are in a matrix of abilities – varying types and levels. Some of these are not taken into account in the current physical, informational and social environments. Diverse abilities awareness challenges the values which lead to exclusion of some people from these environments.

DDA standards

The Commonwealth *Disability Discrimination Act 1992* (DDA) makes unlawful most exclusion and inferior access for people with disability in a number of public domains, but this isn't defined. "Compliance" is addressed through people with disability lodging and pursuing complaints of discrimination. For example it is unlawful for any public premises to provide inferior access to people with disability unless remedying this would cause unjustifiable hardship (which can be tested through the complaints procedure).

There are three areas where there is certainty about compliance with the DDA. These are minimum standards in:

- Access to Premises – Buildings (only those parts of buildings within the scope of the National Construction Code doesn't include furniture and fittings)
- Education
- Transport

Except in these areas minimum compliance with the DDA is not certain. The only other way to guide DDA compliance is to refer to the 20-year old Australian Standards for Access and Mobility (AS1428) not called up in the Building Code of Australia May 2011.

Place Activation

When people of all ages, abilities, and socio-economic backgrounds can not only have access and enjoy a place, but also play a key role in its identity, creation and maintenance.

Universal Design

Universal design principles aim to ensure that buildings, environments, products and services are accessible to all people regardless of age, disability or other access barriers.

Appendix 1
Seven Principles of Universal Design

ONE: EQUITABLE USE
The design is useful and marketable to people with diverse abilities.
- Provide the same means of use for all users: identical whenever possible; equivalent when not.
- Avoid segregating or stigmatizing any users.
- Provisions for privacy, security, and safety should be equally available to all users.
- Make the design appealing to all users.

TWO: FLEXIBILITY IN USE
The design accommodates a wide range of individual preferences and abilities.
- Provide choice in methods of use.
- Accommodate right- or left-handed access and use.
- Facilitate the user's accuracy and precision.
- Provide adaptability to the user's pace.

THREE: SIMPLE AND INTUITIVE USE
Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.
- Eliminate unnecessary complexity.
- Be consistent with user expectations and intuition.
- Accommodate a wide range of literacy and language skills.
- Arrange information consistent with its importance.
- Provide effective prompting and feedback during and after task completion.

FOUR: PERCEPTIBLE INFORMATION
The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
- Use different modes (pictorial, verbal, tactile) for redundant presentation of essential information.
- Provide adequate contrast between essential information and surroundings.
- Maximize "legibility" of essential information.
- Differentiate elements in ways that can be described (i.e., make it easy to give instructions or directions).
- Provide compatibility with a variety often techniques or devices used by people with sensory limitations.

FIVE: TOLERANCE FOR ERROR
The design minimizes hazards and the adverse consequences of accidental or unintended actions.
- Arrange elements to minimize hazards and errors: most used elements, most accessible; hazardous elements eliminated, isolated, or shielded.
- Provide warnings of hazards and errors.
- Provide fail safe features.
- Discourage unconscious action in tasks that require vigilance.

SIX: LOW PHYSICAL EFFORT
The design can be used efficiently and comfortably and with a minimum of fatigue.
- Allow user to maintain a neutral body position.
- Use reasonable operating forces.
- Minimize repetitive actions.
- Minimize sustained physical effort.

SEVEN: SIZE & SPACE FOR APPROACH & USE
Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.
- Provide a clear line of sight to important elements for any seated or standing user.
- Make reach to all components comfortable for any seated or standing user.
- Accommodate variations in hand and grip size.
- Provide adequate space for the use of assistive devices or personal assistance.

The Center for Universal Design (1997).
The Principles of Universal Design, Version 2.0.
Raleigh, NC: North Carolina State University.

Appendix 2

How the Ability Inclusion Strategic Plan 2020 - 2024 aligns with the National Disability Strategy 2011-2020 and Disability Inclusion Act (SA) 2018

AISP Outcomes	**Outcome 1** Support for Health and Wellbeing through Inclusive Programs, Services and Events	**Outcome 2** Accessible Buildings, Streets and Open Spaces	**Outcome 3** Appropriate Information and Responsive Customer Service	**Outcome 4** Effective Contribution to Community and Decision Making	**Outcome 5** Proactive Planning and Building Assessment Processes	**Outcome 6** Informed and Supportive Working Environments	**Outcome 7** Informed Community with Inclusive Attitudes and Behaviours	**Outcome 8** Ability Inclusion Planning is integrated across Council Business
SA Disability Inclusion Act Section 16 (3)(d) Requirements	(i) access to built environs, events and facilities; (iii) addressing the specific needs of people with disability in its programs and services;	(i) access to built environs, events and facilities;	(ii) access to information and communications;	(ii) access to information and communications; (iii) addressing the specific needs of people with disability in its programs and services;	(i) access to built environs, events and facilities;	(iv) employment;	(i) access to built environs, events and facilities; (ii) access to information and communications;	
National Disability Strategy areas for Policy action 2011-2020	1. Inclusive and accessible communities 6. Health and wellbeing	1. Inclusive and accessible communities	1. Inclusive and accessible communities	1. Inclusive and accessible communities 2. Rights protection, justice and legislation	1. Inclusive and accessible communities	3. Economic security	1. Inclusive and accessible communities	

Appendix 3

Ability Inclusion Strategic Plan 2020 – 2024 (AISP) Actions alignment with State Disability Inclusion Plan 2019 – 2023 (SDIP) Actions

SDIP Action Number 9

Ensure induction of new State authority employees includes information about working with people living with disability.

AISP Year 2-4

6.1.2

Develop a mandatory Diverse-Ability Awareness module for staff and volunteer induction

SDIP Action Number 11

State authorities to support young people living with disability to actively participate in decision-making.

AISP Year 2-4

4.1.2

Support programs and events designed to build capacity in young people with disability to speak up, advocate and lead.

SDIP Action Number 19

Local council access and inclusion planning to consider consultation outcomes including:

- incorporating Universal Design principles in criteria for all new building and public projects and planning for programs, services and events
- developing Universal Design training plans for staff and contractors
- review of availability of accessible car parks.

AISP Year 1

2.1.1

Access and inclusion criteria are developed and included in asset audits for all asset categories as appropriate.

3.1.5

Investigate diverse ways of communicating in customer service environments to ensure universal access, including face-to-face, and paper-based communication and the use of new technologies.

5.1.6

Advocate for application of universal design in SA Planning & Design Code.

5.2.1

Educate the local building and development sector about benefits of accessible buildings and places; the commercial benefits, where they exist; and moving beyond DDA requirements.

AISP Years 2 – 4

1.1.1

Review current programs and activities to maximise access and inclusion for people with disability.

1.1.3

Incorporate access and inclusion considerations into planning of all Council events and community programs where possible.

2.1.3

New design process (including renewals) includes consideration of social inclusion.

2.1.4

Continual upgrade of the public realm will increase accessibility and safety of foot paths, crossings, open space and the interface between public space and buildings for people using mobility aids.

2.1.5

Assess the need for disability parking to identify priority areas and plan for additional spaces and related accessibility of surrounding areas.

2.1.6

Ensure older people with disability can be accommodated in seniors' centres.

2.2.1

Improve access-for-all in the public realm through guidelines, support and enforcement of regulation.

2.2.2

Facilitate accessible and inclusive community events through Council guidelines, licences and funding agreements.

2.2.4
Work with local retailers to reduce footpath obstacles and increase access to shops for people with disability.

3.1.6
Review and update communication policies and guidelines to ensure the needs of people with disability and from culturally diverse backgrounds are addressed.

3.2.3
Provide tailored access to computers and IT support to people with disabilities.

5.1.1
Establish a framework that provides guidance for decision making around building and development that should exceed minimum standards.

5.1.2
Review and update policy and guidelines across Council to ensure universal design principles are embedded in planning and development.

5.1.5
Provide training and support that facilitates staff awareness and adoption of universal design principles and co-design principles.

5.2.2
Showcase best practice in accessible development in property, infrastructure, open space and social infrastructure.

5.2.4
Facilitate the adoption of universal design principles in the local building and development sector.

6.2.3
Continue to improve physical and Information and Communication Technologies (ICT) access for employees and volunteers across Council, ensuring adherence to universal design principles.

SDIP Action Number 26

State authorities to consider including in their infrastructure maintenance and upgrade schedules the installation of signs on the front of public buildings indicating disability access (where this has been assessed by an accredited access consultant) and installation of multi-media devices in queues at service outlets to include people who are deaf, hard of hearing, vision impaired or blind.

AISP Year 1

2.1.1
Access and inclusion criteria are developed and included in asset audits for all asset categories as appropriate.

AISP Years 2 – 4

2.1.2
Ensure standards are considered in line with the asset strategy/hierarchy, and documented.

2.1.3
New design process (including renewals) includes consideration of social inclusion.

SDIP Action Number 31

Consider establishing minimum standards for priority parks and reserves (including coasts, heritage places and Crown land) that improve access and inclusion for people living with disability and implement a program of priority actions, including exemplary visitor experiences.

AISP Year 1

2.1.1
Access and inclusion criteria are developed and included in asset audits for all asset categories as appropriate.

AISP Years 2 – 4

2.1.4
Continual upgrade of the public realm will increase accessibility and safety of foot paths, crossings, open space and the interface between public space and buildings for people using mobility aids.

SDIP Action Number 36

State authorities to facilitate meaningful volunteering opportunities for people living with disability.

AISP Year 1

6.4.1
Review employment, volunteering and professional development communication processes and materials to eliminate bias against people with disability.

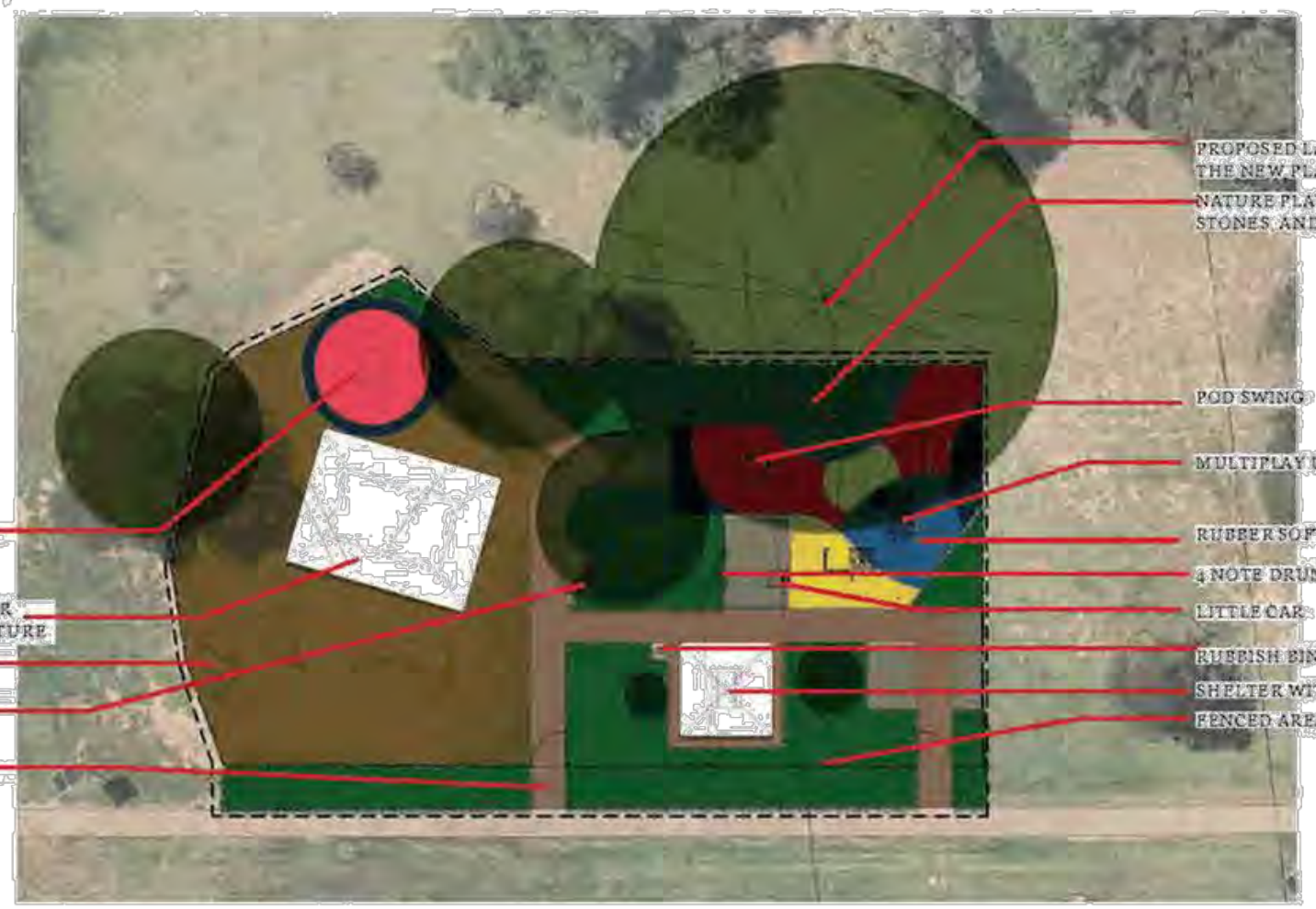
AISP Years 2 – 4

6.4.3
Review and update volunteer policies to maximise access to opportunities for people with disability.

web: www.salisbury.sa.gov.au
email: city@salisbury.sa.gov.au phone: 8406 8222

PATTERSON COURT INCLUSIVE PLAYSPACE

LOCATION PLAN



EXISTING CAROUSEL WITH RUBBER SOFTFALL UNDER

NEW SHADE STRUCTURE ERECTED OVER EXISTING SLIDE AND CLIMBING STRUCTURE

EXISTING PLAYGROUND RETAINED

BENCH SEAT

1.5M WIDE PAVED PATH

PROPOSED LARGE TREE TO PROVIDE SHADE TO THE NEW PLAYSPACE

NATURE PLAY AREA CONSISTING OF STEPPING STONES AND BALANCING LOGS

POD SWING

MULTIPLAY UNIT WITH TRACK RIDER

RUBBER SOFTFALL

4 NOTE DRUM SET

LITTLE CAR

RUBBISH BIN

SHELTER WITH PICNIC SETTING UNDER

FENCED AREA

MULTIPLAY UNIT WITH TRACK RIDER

POD SWING

LITTLE CAR

4 NOTE DRUM SET

In case of emergencies, or if you have any questions, please do not hesitate to contact the following persons:

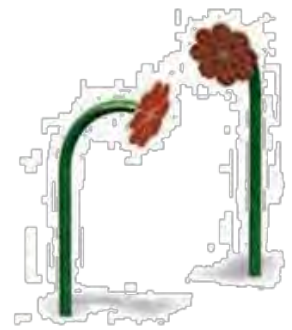
Robert Owen (Project Manager)
ROwen@Salisbury.sa.gov
08 8406 8222
www.salisbury.sa.gov.au

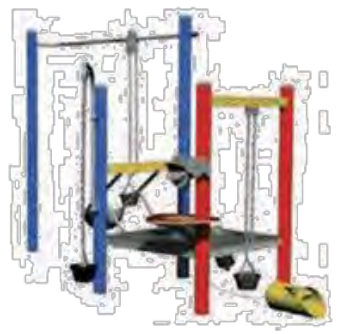
Nigel John (Contracts Manager)
Njohn@glgcorp.com
04 1320 4618
www.glgcorp.com

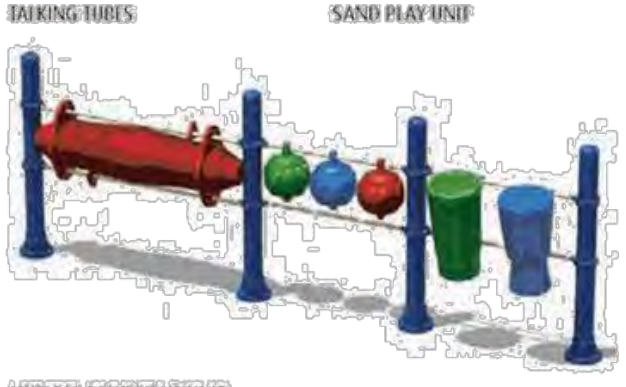
PRETTEJOHN GULLY RESERVE

LOCATION PLAN

SITE PLAN


TALKING TUBES


SAND PLAY UNIT

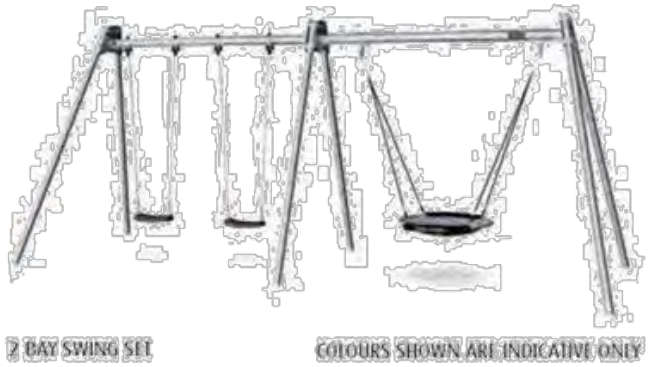

MUSICAL EQUIPMENT UNIT


TWO PERSON SPRINGER


ACTIVITY BOX


CAROUSEL


MULTI PLAY UNIT


2 BAY SWING SET

COLOURS SHOWN ARE INDICATIVE ONLY

In case of emergencies, or if you have any questions, please do not hesitate to contact the following persons :

Robert Owen (Project Manager)
ROwen@Salisbury.sa.gov
08 8406 8222
www.salisbury.sa.gov.au

Esben Scott (Project Manager)
info@outsideideas.com.au
08 8297 2330
www.outsideideas.com.au