



## AGENDA

**FOR ASSET MANAGEMENT SUB COMMITTEE MEETING TO BE HELD ON**

**14 MARCH 2023 AT 6:30 PM**

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

### **MEMBERS**

Cr A Graham (Chairman)  
Mayor G Aldridge (ex officio)  
Cr C Buchanan (Deputy Mayor)  
Cr D Hood  
Cr P Jensen  
Cr S McKell (Deputy Chairman)

### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry  
General Manager City Infrastructure, Mr J Devine  
General Manager Business Excellence, Mr C Mansueto  
General Manager Community Development, Mrs A Pokoney Cramey  
General Manager City Development, Ms M English  
Manager Governance, Mr R Deco

### **APOLOGIES**

### **LEAVE OF ABSENCE**

### **PRESENTATION OF MINUTES**

Presentation of the Minutes of the Asset Management Sub Committee Meeting held on 13 February 2023.

### **REPORTS**

AMSC1	Future Reports for the Asset Management Sub Committee.....	7
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**MOTIONS ON NOTICE**

*There are no Motions on Notice*

**QUESTIONS ON NOTICE**

*There are no Questions on Notice*

**OTHER BUSINESS**

*(Motions without Notice, Questions Without Notice, CEO Updates)*

**CLOSE**



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

**13 FEBRUARY 2023**

**MEMBERS PRESENT**

Cr A Graham (Chairman)  
Mayor G Aldridge (ex officio)  
Cr C Buchanan  
Cr P Jensen  
Cr S McKell (Deputy Chairman)

**OBSERVERS**

Cr Beau Brug  
Cr Johnny Chewparsad  
Cr Sarah Ouk

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager City Infrastructure, Mr J Devine  
General Manager Business Excellence, Mr C Mansueto  
General Manager Community Development, Mrs A Pokoney Cramey  
Acting General Manager City Development, Mr C Zafiropoulos  
Manager Governance, Mr R Deco  
Personal Assistant – Executive Office, Mrs M Healy

The meeting commenced at 6.31pm.

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

**APOLOGIES**

An apology was received from Cr D Hood.

**LEAVE OF ABSENCE**

Nil.

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**PRESENTATION OF MINUTES**

Moved Cr S McKell  
Seconded Mayor G Aldridge

The Minutes of the Asset Management Sub Committee Meeting held on 11 July 2022, be taken as read and confirmed.

**CARRIED**  
Unanimous

**REPORTS**

**AMSC1 Future Reports for the Asset Management Sub Committee**

Moved Cr C Buchanan  
Seconded Cr P Jensen

That Council:

1. Notes the report.

**CARRIED**  
Unanimous

**AMSC2 Footpath Paving - Melville Road and Northbri Avenue, Salisbury East**

Moved Cr P Jensen  
Seconded Cr C Buchanan

That Council:

1. Notes that the track between Melville Road and Northbri Avenue will be improved to create a safe accessible gravel surface that meets the agreed level of service.
2. Notes that the improvements will be undertaken through normal maintenance outside of the Footpath Request Evaluation Team (FRET).

**CARRIED**  
Unanimous

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**OTHER BUSINESS**

**OB1        Playspace Program**

Moved Cr C Buchanan  
Seconded Cr P Jensen

That Council:

1. Requests that Administration bring back a report to the March 2023 Asset Management Sub Committee meeting detailing the current Playspace program, including 4 years of proposed works.

**CARRIED**  
Unanimous

**CLOSE**

The meeting closed at 6.50pm.

CHAIRMAN.....

DATE.....



<b>ITEM</b>	AMSC1
	<b>ASSET MANAGEMENT SUB COMMITTEE</b>
<b>DATE</b>	14 March 2023
<b>HEADING</b>	Future Reports for the Asset Management Sub Committee
<b>AUTHOR</b>	Heather Prasad, PA to GM City Infrastructure, City Infrastructure
<b>CITY PLAN LINKS</b>	4.2 We deliver quality outcomes that meet the needs of our community
<b>SUMMARY</b>	This item details reports to be presented to the Asset Management Sub Committee as a result of a previous Council resolution.

**RECOMMENDATION**That Council:

1. Notes the report.

**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 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:

<b>Meeting Item</b>	<b>- Heading and Resolution</b>	<b>Officer</b>
<b>22/03/2021</b>	<b>Verge Maintenance Trial and Streetscape Improvement Program</b>	Jamie Hosking
4.0.2-AMSC4	8. A report on the outcomes of the Streetscape Improvement Program be submitted to Council in late 2023 after completion of the two-year trial.	
<b>Due:</b>	October 2023	
<b>25/07/2022</b>	<b>Interim Strategic Asset Management Plan (SAMP) – Consultation Outcomes and Adoption</b>	Dameon Roy
4.1.5 – AMSC3	3. Notes that a revised Strategic Asset Management Plan will be submitted for Council's consideration in early 2023.	
<b>Due:</b>	March 2023	
<b>Reason:</b>	This item will be submitted to the March 2023 Policy and Planning Committee.	

<b>Meeting Item</b>	<b>- Heading and Resolution</b>	<b>Officer</b>
<b>25/07/2022</b> 4.1.5-AMSC-MON2	<b>DIT and Council Joint Multi-Storey Car Park Proposal Mawson Lakes</b> 4. The outcome of the Mawson Lakes Parking Study be brought back in a report to Council outlining the findings for further consideration as to the directions to be taken by the Council.	Dameon Roy
<b>Due:</b>	May 2023	
<b>27/2/2023</b> 4.1.5	<b>School Zones and Pedestrian Crossing Program and School Traffic Management Framework Priorities</b> 2. Staff provide a report to the March 2023 Asset Management Sub Committee meeting on the School Transport Framework to assist with the prioritisation of schools.	Dameon Roy
<b>Due:</b>	March 2023	
<b>Deferred:</b>	N/A	
<b>Reason:</b>	This item will be reported directly to the Urban Services Committee in March 2023	
<b>27/2/2023</b> AMSC-OB1	<b>Playspace Program</b> 1. Requests that Administration bring back a report to the March 2023 Asset Management Sub Committee meeting detailing the current Playspace program, including 4 years of proposed works.	
<b>Due:</b>	March 2023	
<b>Deferred:</b>	June 2023	
<b>Reason:</b>	Administration are awaiting completion of the scheduled routine playground audits. Once these have been completed administration will analyse the data and report back to Council.	

#### 4. CONCLUSION / PROPOSAL

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



<b>ITEM</b>	AMSC2
	<b>ASSET MANAGEMENT SUB COMMITTEE</b>
<b>DATE</b>	14 March 2023
<b>HEADING</b>	Playspaces Survey Results
<b>AUTHOR</b>	Jamie Hosking, Team Leader Urban Built Assets, City Infrastructure
<b>CITY PLAN LINKS</b>	1.1 Our City is attractive and well maintained 4.2 We deliver quality outcomes that meet the needs of our community 4.4 We plan effectively to address community needs and identify new opportunities
<b>SUMMARY</b>	To provide an update on the Council resolution related to consulting the community on recently completed play space upgrades.

**RECOMMENDATION**That Council:

1. Notes that the community consultation with residents living within approximately 300m of nominated play spaces as outlined in paragraph 3.1 of the report (Item AMSC2 – Playspace Survey Results – Asset Management Sub Committee, 14 March 2023) has been completed.
2. Notes the recommendations related to consultation for future play space upgrades as outlined in paragraph 3.19 of the report (Item AMSC2 – Playspace Survey Results – Asset Management Sub Committee, 14 March 2023).

**ATTACHMENTS**

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

1. Appendix A - URPS: Engagement Summary Report

**1. BACKGROUND**

- 1.1 At its meeting held on 25 October 2021 Council considered a Motion on Notice requesting a Playspaces Survey and resolved the following:

*“That Council:*

1. *Requests that within six months, Administration engage with the community, on selected play spaces to gather feedback on the recently installed play spaces completed through the 2020/21 Playground Program.*
2. *After consultation with the Ward Councillors and the Mayor, the community engagement process can occur on the selected play spaces.*
3. *Approves that a further report be presented to Council on the selected engagement via the Asset Management Sub Committee within nine months, detailing the outcomes of the engagement, including any recommendations on how the feedback can be incorporated in future play spaces.”*

*Resolution Number 1128/2021*

## 2. CONSULTATION / COMMUNICATION

### 2.1 External

#### 2.1.1 URPS

## 3. REPORT

3.1 The engagement with the community sought to obtain valuable insights to inform future projects and programs by understanding whether the objectives of the program, as well as user needs and expectations, were met.

3.2 In response to the decision, the below recently completed play spaces were selected to further engage with the community and seek the community's views about the upgrades:

3.2.1 Canterbury Drive Reserve - Canterbury Drive Salisbury Heights

3.2.2 Dunkley Green – Denham Drive Valley View

3.2.3 Orinoco Reserve – Paez Street Paralowie

3.2.4 Amsterdam Reserve - Amsterdam Crescent Salisbury Downs

3.2.5 Baltimore Reserve – Oleander Drive Parafield Gardens

3.2.6 Carlyle Reserve – Norley Place Pooraka

The playspaces were selected based on feedback from elected members and the community response post the redevelopment of some sites.:

3.3 URPS were engaged to assist with the consultation and gathering feedback, this involved:

3.3.1 Online survey through Have your Say

3.3.2 Letter to residents

3.3.3 Web content to be included on the Have your Say page

3.4 Catchments for each reserve were identified and include properties within approximately 300m of each reserve. This also covered areas that were previously consulted at the time of redevelopment of each site.

3.5 The purpose of this engagement was to engage with the local community to understand their views about recent play space upgrades in their area. The engagement was designed to collect information about how they use the play spaces, what they like or dislike about them and whether they felt any previous feedback had contributed to what was built.

3.6 The consultation period opened at 9am Monday 25 July and closed at 5pm Sunday 14 August 2022.

3.7 An online survey hosted on Survey Monkey, using a combination of prompted and free form questions, was used to gather feedback.

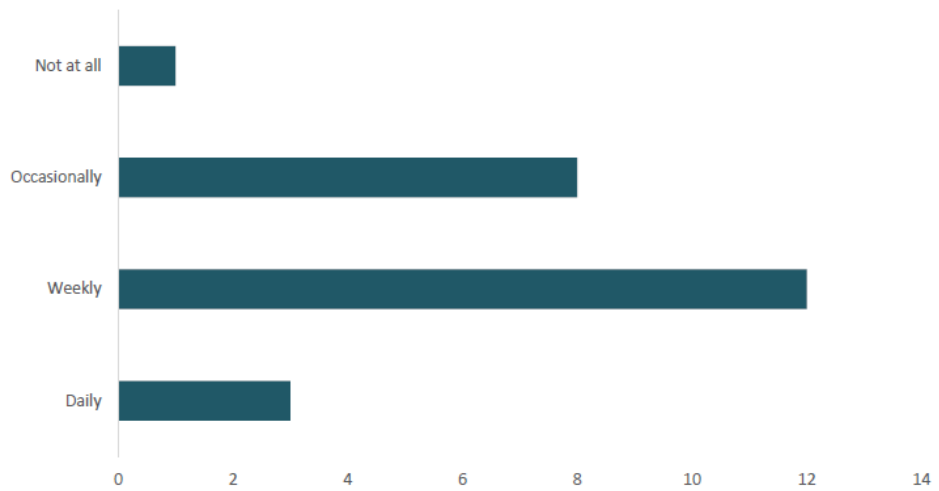
- 3.8 Promotion of the online survey and the opportunity to ‘have your say’ included:
- 3.8.1 Flyers for each play space promoting the online survey (including QR code), email, phone and website which was hand-delivered to properties within 300m of each play space
  - 3.8.2 YourSay page
  - 3.8.3 Maps showing the flyer distribution catchment for each site (included in the URPS report).
- 3.9 The engagement approach was designed to be analysed qualitatively rather than quantitatively. While numbers of participants and respondents are counted in this report, these numbers are not indicative of levels of support for any issue.
- 3.10 The following summarises the feedback received through the online feedback form and written submissions.
- 3.11 Verbatim comments and written submissions received are included in URPS report.
- 3.12 Personal information included in submissions and verbatim comments have been redacted.
- 3.13 Canterbury Drive Reserve: key points from the consultation**



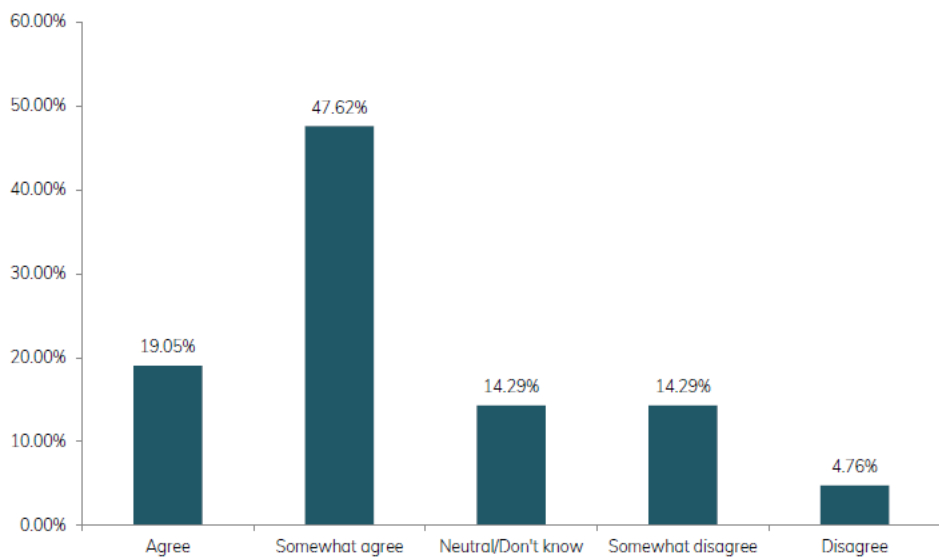
- 3.13.1 Most respondents in general liked the upgrade to the play space and the range of activities available, with many highlighting how busy the park is due to the many different activities available now.
- 3.13.2 lack of toilets was highlighted frequently as a reason for not visiting more often and staying longer during visits.
- 3.13.3 some people with younger children noted the lack of suitable toddler play equipment.
- 3.13.4 safety concerns around the lack of lighting at night, with safety also selected as being the most important aspect for people when visiting the reserve.
- 3.13.5 the new exercise equipment is well liked.
- 3.13.6 majority of participants had two adults and one child in their household.

**Questions**

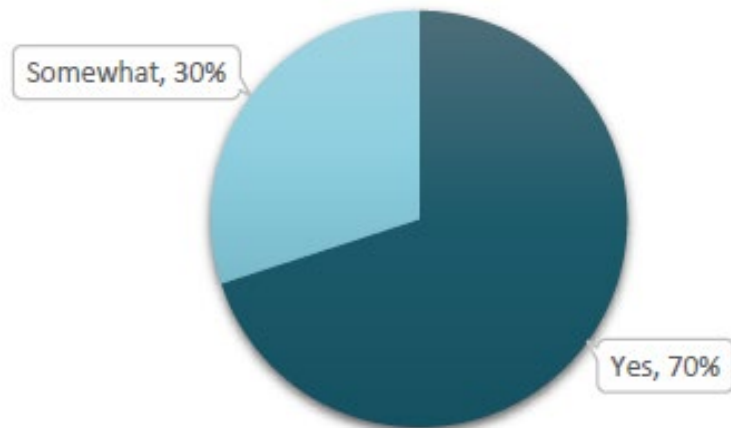
3.13.7 How often do you use Canterbury Drive Reserve?



3.13.8 Does the new play space meet the needs of your family?



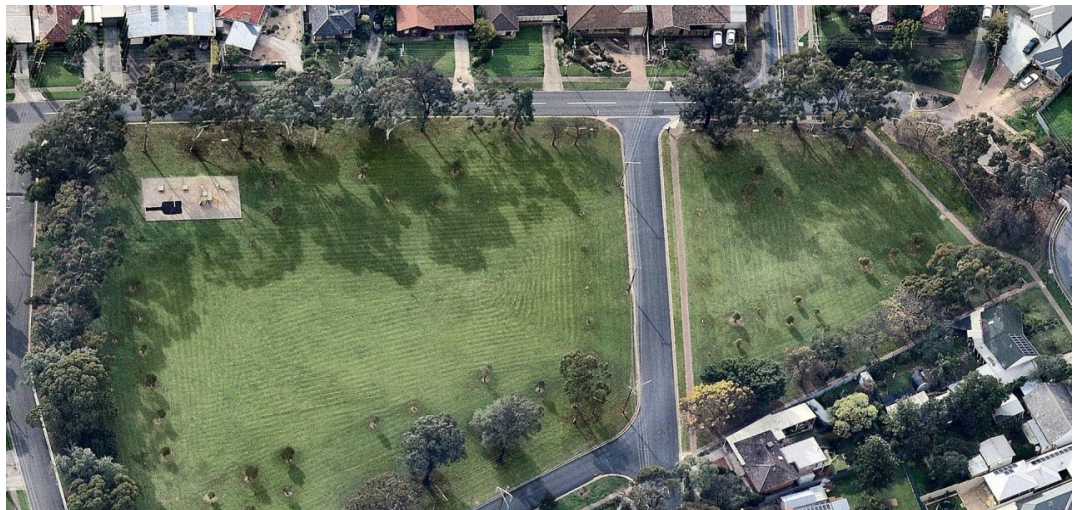
3.13.9 Do you like the improvements made to the Reserve play space?



3.13.10 What would you have liked to have seen included in the renewal that wasn't?

- Toilets (10)
- More diverse range of equipment including nature and water play (3)
- Lighting (2)
- New bitumen bike track (2)
- Dog poo bag dispensers (1)
- BBQ (1)

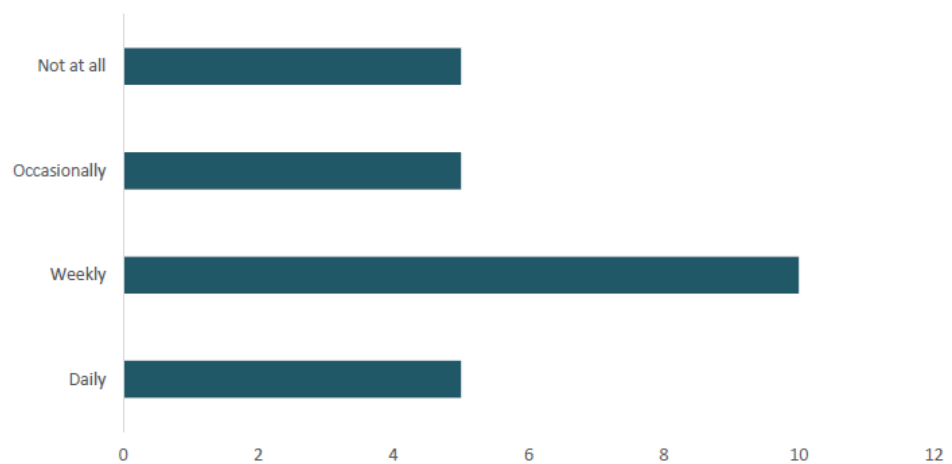
### 3.14 Dunkley Green Reserve: key points from the consultation



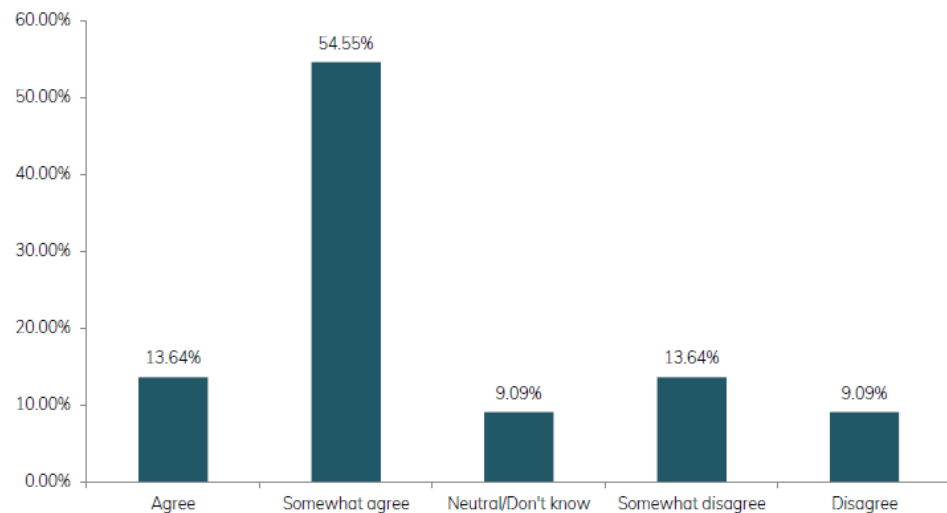
- 3.14.1 the majority of respondents liked the play space upgrade, in particular the shade area and basketball facilities
- 3.14.2 multiple safety and design concerns were highlighted about the BMX pump track
- 3.14.3 it was noted a few times that equipment had not been replaced but painted
- 3.14.4 several suggestions were received for a new walking path around the park
- 3.14.5 the new exercise equipment is well received

**Questions**

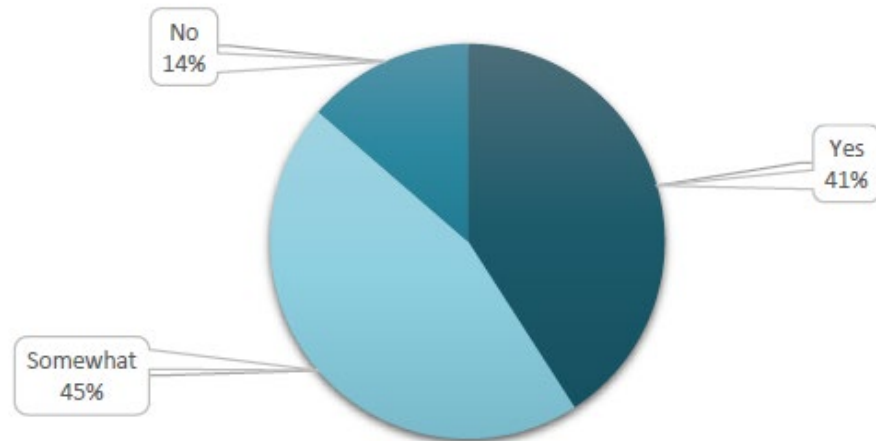
3.14.6 How often do you use Dunkley Green Reserve?



3.14.7 Does the new play space meet the needs of your family?



- 3.14.8 Do you like the improvements made to the Dunkley Green Reserve play space?



- 3.14.9 What would you have liked to have seen included in the renewal that wasn't?
- Walking path (5)
  - More gardens, green space and irrigation (4)
  - New pump track (4)
  - Different types of play equipment (3)
  - BBQ (2)
  - Toilets (2)

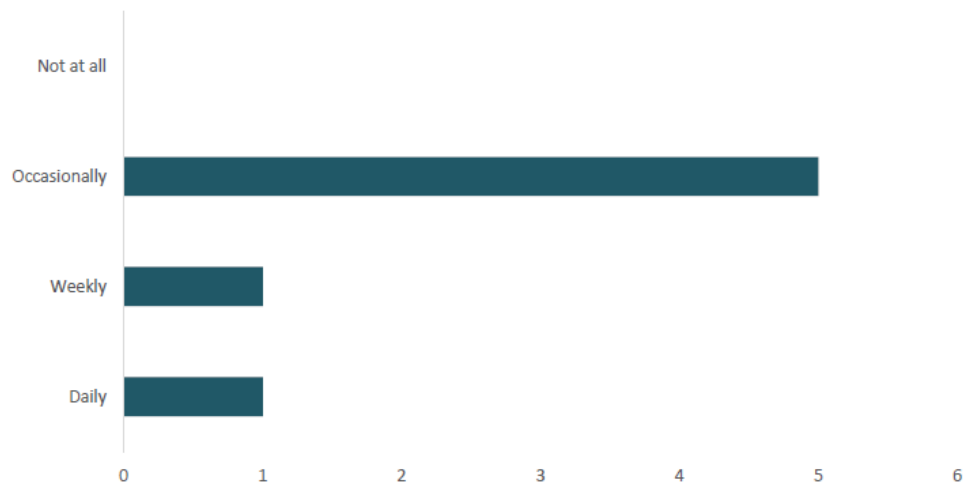
### 3.15 Orinoco Street Reserve: key points from the consultation



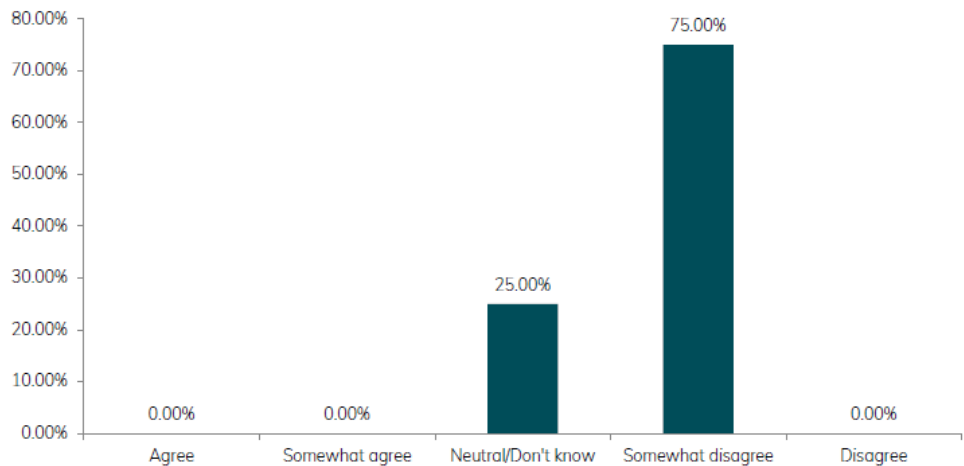
- 3.15.1 the play space is great for younger children but not great for older children (above 10yrs)
- 3.15.2 concerns that the consultation undertaken before implementation did not inform the type of play space created
- 3.15.3 the shade area and open space are well liked
- 3.15.4 there was a strong desire for different types of play space equipment for older children and for more open green space (that is irrigated)

**Questions**

3.15.5 How often do you use Orinoco Street Reserve?

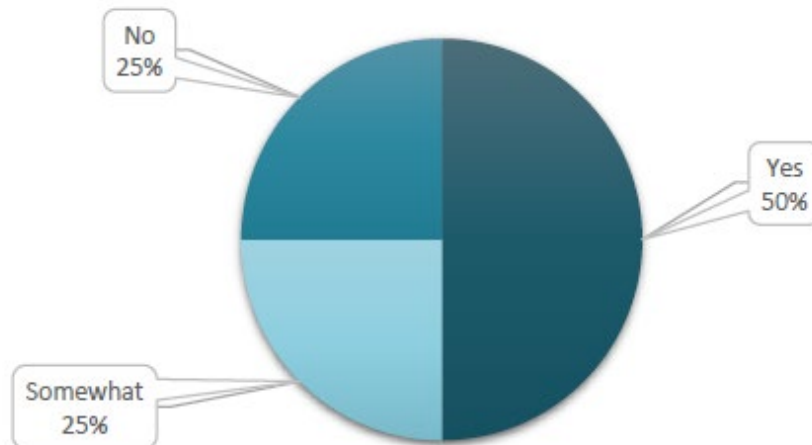


3.15.6 Does the new play space meet the needs of your family?





3.15.7 Do you like the improvements made to the Orinoco Street Reserve play space?



3.15.8 What would you have liked to have seen included in the renewal that wasn't?

- Different types of play equipment (3)
- Grassed area for sports (2)
- Fencing for play space (1)

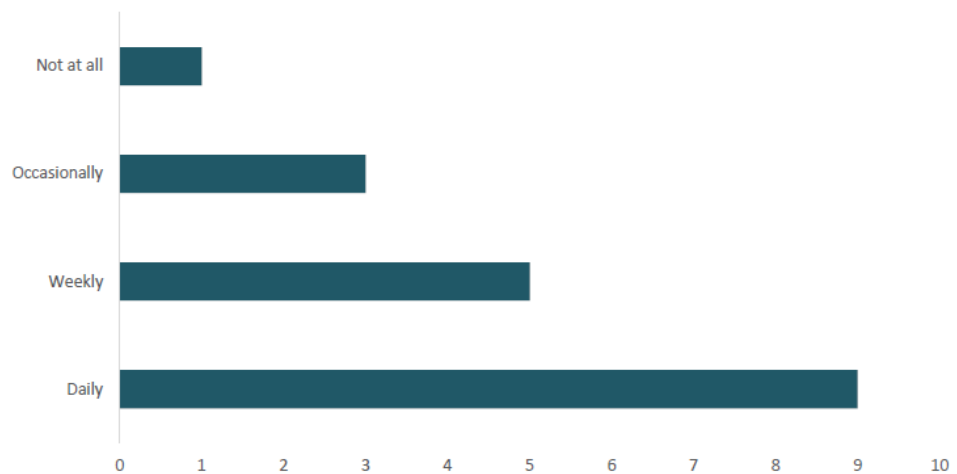
### 3.16 Amsterdam Crescent Reserve: key points from the consultation



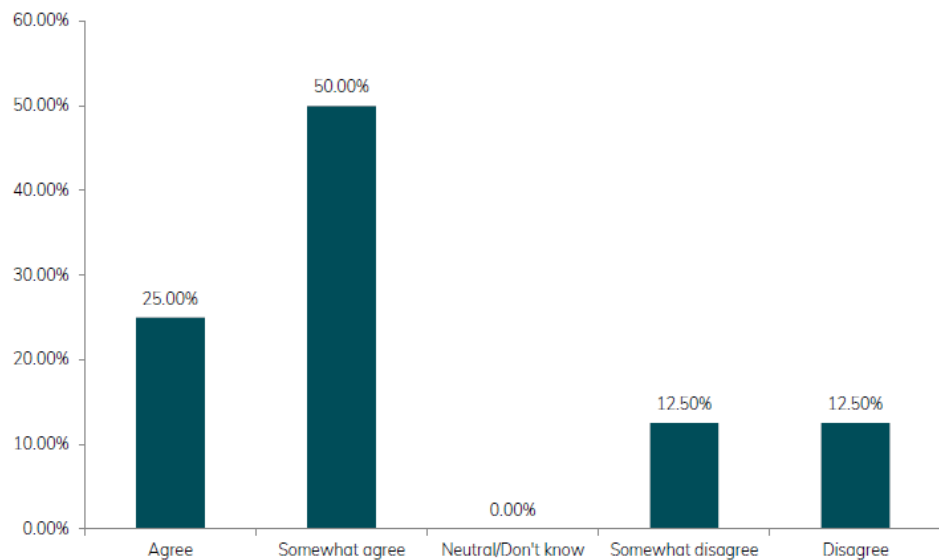
- 3.16.1 most respondents liked the play space upgrade
- 3.16.2 many respondents commented about the great basketball courts and open green space
- 3.16.3 safety concerns were noted around lighting and some play equipment not working properly
- 3.16.4 there was a view that the play space equipment needs more variety
- 3.16.5 the reserve is heavily used by people walking their dogs and there is a perception there is not enough lighting at night

**Questions**

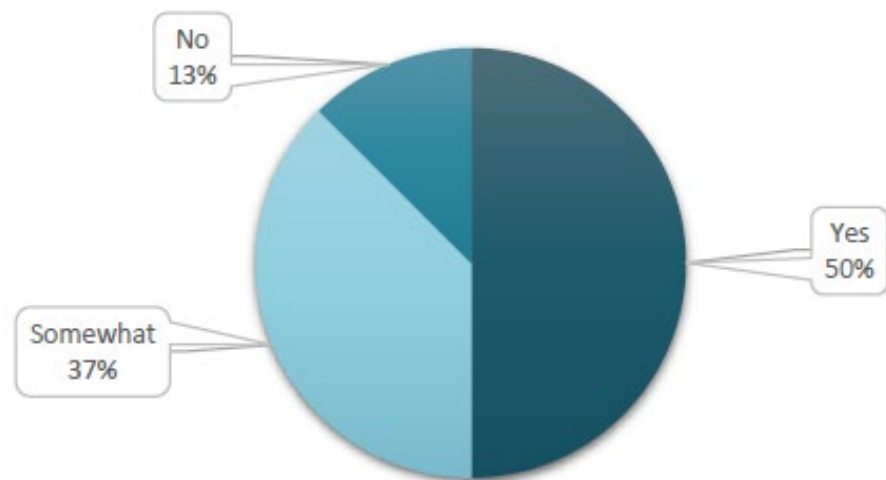
3.16.6 How often do you use Amsterdam Crescent Reserve?



3.16.7 Does the new play space meet the needs of your family?



3.16.8 Do you like the improvements made to the Amsterdam Crescent Reserve play space?



3.16.9 What would you have liked to have seen included in the renewal that wasn't?

- Bituminised pedestrian/cycle path (4)
- More lighting (3)
- Dog park and dog facilities (2)
- Fencing for play space (1)
- New equipment/upgrades to fitness trail (1)

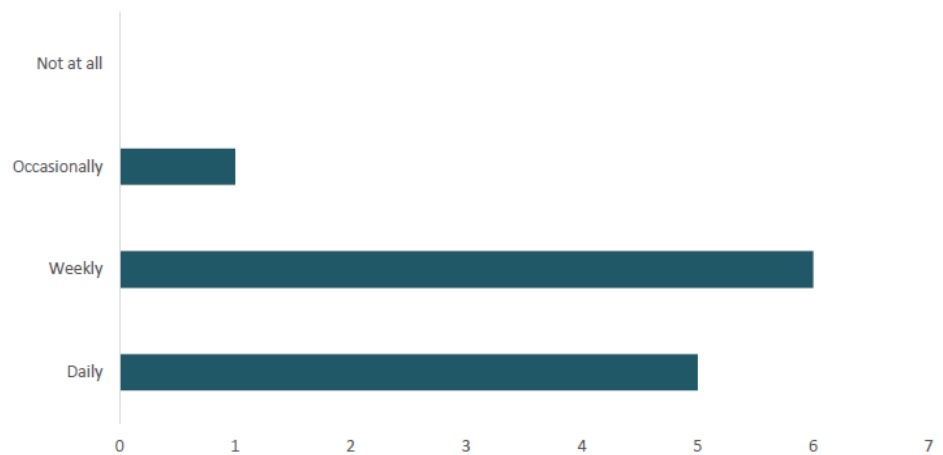
### 3.17 Baltimore Reserve: key points from the consultation



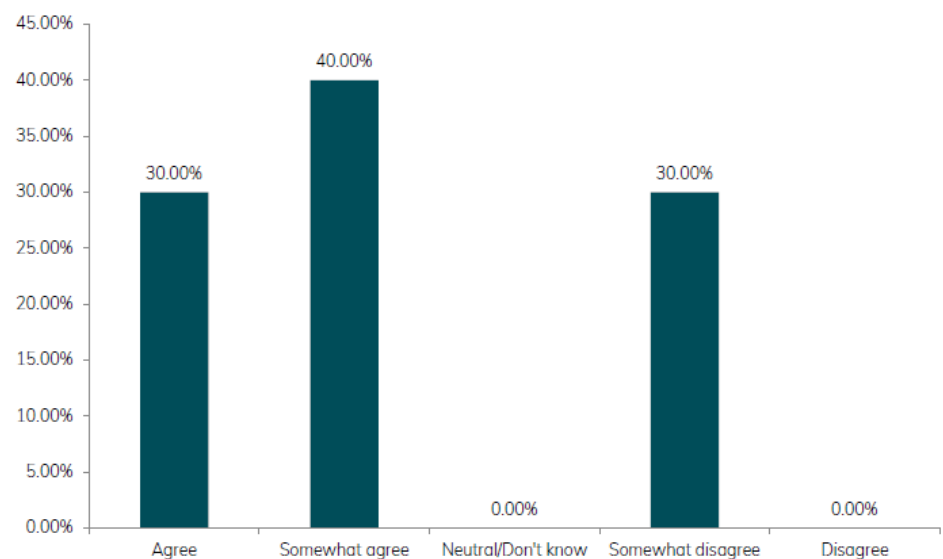
- 3.17.1 the majority of respondents like the upgrade, particularly the choice of play space equipment
- 3.17.2 responses were mixed regarding the reserve overall
- 3.17.3 the new play space equipment is not suitable for children under five years
- 3.17.4 great play space equipment for children 6-11 years old
- 3.17.5 the shade area and open space are well liked
- 3.17.6 some safety concerns were noted around the layout of the basketball and tennis courts due to clashes between the two sports
- 3.17.7 different types of play equipment are desired
- 3.17.8 many like using the dog park

**Questions**

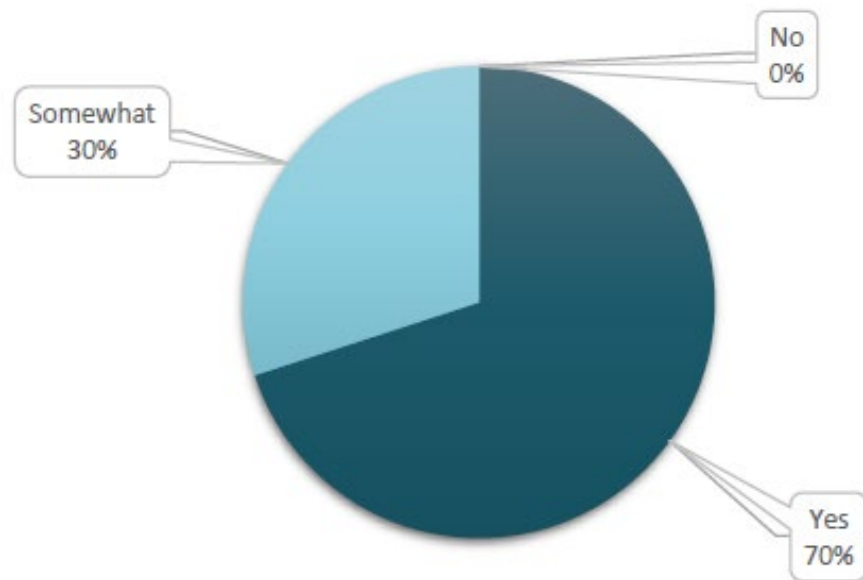
3.17.9 How often do you use Baltimore Reserve?



3.17.10 Does the new play space meet the needs of your family?



3.17.11 Do you like the improvements made to the Baltimore Reserve play space?



3.17.12 What would you have liked to have seen included in the renewal that wasn't?

- There were nine responses to this free form question. Some of the most common suggestions were:
- Cricket nets (2)
- Upgraded court surface (1)
- More bins (1)
- BBQ (1)
- More dog play activities (1)
- More nature elements and landscaping (1)

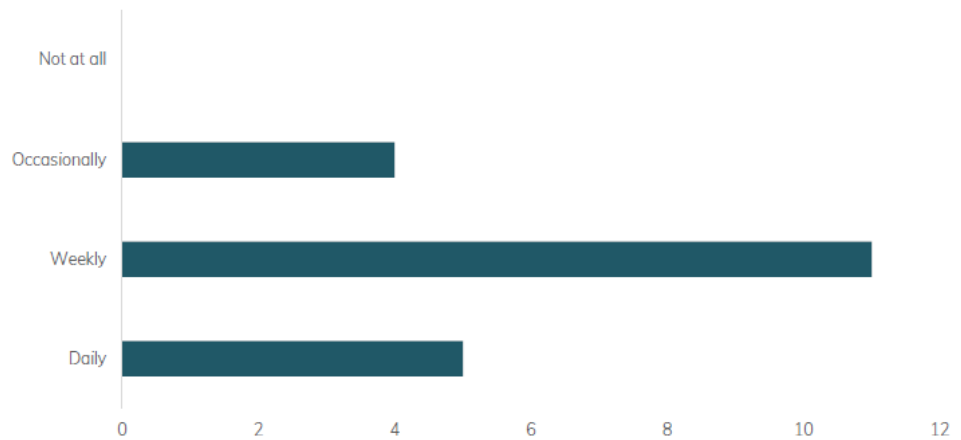
### 3.18 Carlyle Reserve: key points from the consultation



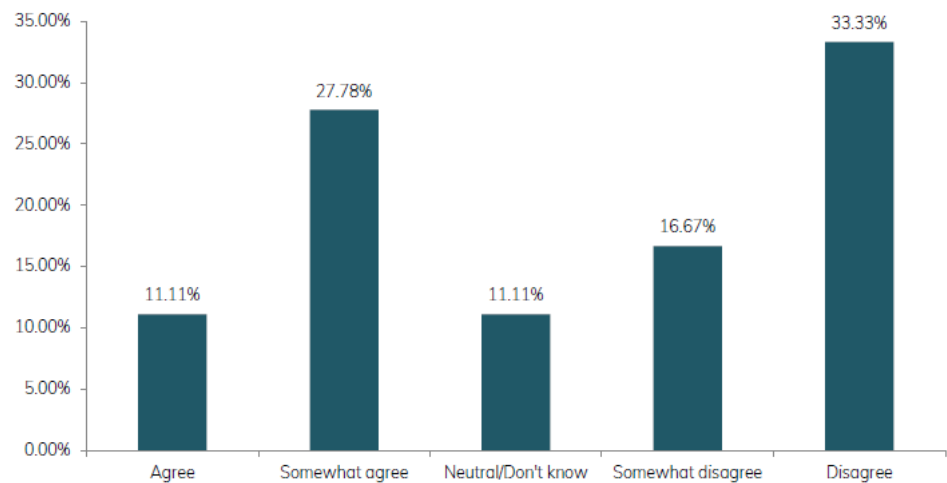
- 3.18.1 many felt the play space upgrade was lacking substance and that previous equipment whilst older, was more challenging
- 3.18.2 the play space equipment is underwhelming and only suitable for younger children (0-5yrs)
- 3.18.3 there is a lack of other activities/facilities for older children such as basketball or tennis
- 3.18.4 there is a lack of shade cover for new equipment

**Questions**

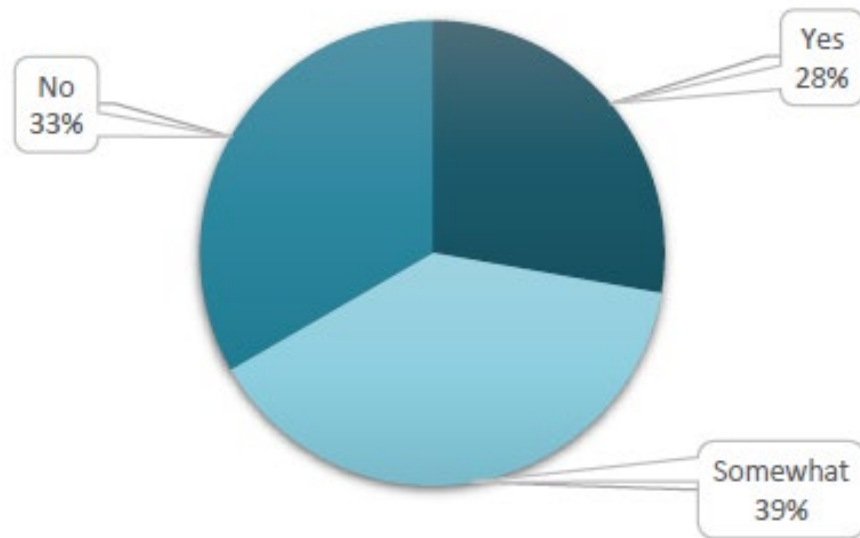
3.18.5 How often do you use Carlyle Reserve? (Carlyle Reserve online survey responses)



3.18.6 Does the new play space meet the needs of your family?



## 3.18.7 Do you like the improvements made to the Carlyle Reserve play space?



## 3.18.8 What would you have liked to have seen included in the renewal that wasn't?

- More challenging play space equipment (8)
- Basketball/Tennis courts (4)
- Outdoor exercise equipment (2)
- Monkey bars (2)
- More seating (1)
- Toilets (1)
- Lighting (1)
- BBQ (1)

### 3.19 Summary and future considerations

The play space evaluation engagement has been successful with strong levels of engagement with local residents. In particular, the engagement has:

- 3.19.1 Shown that there is general agreement across the communities close to these playspaces that the improvements and renewal programs have been well received
- 3.19.2 Provided a greater understanding on community use – current and future – and preferences for future facilities and amenities of the play spaces included in the engagement
- 3.19.3 Provided important intelligence from play space users on current issues and future improvements that could be made at the play spaces included in the engagement
- 3.19.4 Provided insights into what Council could consider for future play space upgrades.

In planning future play space upgrades, Council may like to pay particular consideration to the following, which have emerged through the engagement process.

- 3.19.5 Undertaking specific demographic analysis in each reserve area. A lot of feedback commented that the age suitability of equipment did not match the demographics of the area in terms of the average ages of children who use the play space.
- 3.19.6 Greater focus on safety including lighting, interface with other activities (i.e. sports and dog parks) and fenced play space areas.
- 3.19.7 More specific and targeted community consultation, with local residents and user groups, in planning for an upgraded play space to understand current users of the reserve and the other activities available, and current and future users of the play space and how they use it. Managing expectations on what can be delivered within the constraints of an individual upgrade is important in engagement.
- 3.19.8 The consultation also highlighted that it would be beneficial to clearly define the difference between playspace renewal, playspace upgrades and new playspaces in the consultation materials.
- 3.19.9 Following consultation, ‘close the loop’ with participants to provide the final design and explain why elements were and weren’t included, ahead of construction to manage expectations and increase understanding.

#### **4. CONCLUSION / PROPOSAL**

- 4.1 Six of the most recent play space upgrades were selected to undertake further consultation to gather feedback about how the community is using and interacting with these recently completed upgrades.
- 4.2 The feedback was generally positive, with the community supporting the recent upgrades and previous engagement. However, the consultation highlighted several challenging areas to be addressed particularly through the engagement and project management processes and ensuring the public understand the difference between Renewal and New/Upgrade.
- 4.3 This information will be used to inform planning and delivery of other Council play space renewals across the City moving forward.



Salisbury Playground Program Evaluations  
22ADL-0282  
25 August 2022

# Engagement Summary Report

## Salisbury Playground Program Evaluation

- Canterbury Drive Reserve, Salisbury Heights
- Dunkley Green Reserve, Valley View
- Orinoco Street Reserve, Paralowie
- Amsterdam Crescent Reserve, Salisbury Downs
- Baltimore Reserve, Parafield
- Carlyle Reserve, Pooraka

SHAPING  
GREAT  
COMMUNITIES



## Salisbury Playground Evaluation Program

25 August 2022

Lead consultant	URPS Suite 12/154 Fullarton Road (cnr Alexandra Ave) Rose Park, SA 5067 (08) 8333 7999 urps.com.au
Prepared for	City of Salisbury
Consultant Project Manager	Sam White, Consultant swhite@urps.com.au
URPS Ref	22ADL-0282

### Document history and status

Revision	Date	Author	Reviewed	Details
V1	18/08/22	S White	J Wilson	Draft for client review

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 Emails received to project inbox .....82

**Appendix E..... 84**  
 Phone calls received to City of Salisbury contact number.....84



## Executive Summary

The City of Salisbury installed several new play spaces as part of their 2020/21 Playground Program.

On 25 October 2021, the following Council resolution (1128/2021) was made:

*"That Council:*

- 1. Requests that within six months, Administration engage with the community, on selected play spaces to gather feedback on the recently installed play spaces completed through the 2020/21 Playground Program.*
- 2. After consultation with the Ward Councillors and the Mayor, the community engagement process can occur on the selected play spaces.*
- 3. Approves that a further report be presented to Council on the selected engagement via the Asset Management Sub Committee within nine months, detailing the outcomes of the engagement, including any recommendations on how the feedback can be incorporated in future play spaces."*

Subsequently, URPS were engaged to deliver community engagement services to obtain feedback on six recently completed play space upgrades.

The engagement sought to obtain valuable insights to inform future projects and programs by understanding whether the objectives of the program, as well as user needs and expectations, were met.

This report provides a summary of the feedback gathered through the engagement undertaken between Monday 25 July and Sunday 14 August 2022.

**Table 1 Play spaces evaluated as part this engagement**

Reserve Name
Canterbury Drive Reserve - Canterbury Drive, Salisbury Heights
Dunkley Green Reserve – Brougham Drive, Valley View
Orinoco Street Reserve - Orinoco Street, Paralowie
Amsterdam Crescent Reserve – Amsterdam Crescent, Salisbury Downs
Baltimore Reserve – Oleander Drive, Parafield
Carlyle Reserve - Henderson Avenue, Pooraka

The primary engagement method used to gather feedback was an online feedback form. Some participants provided written submissions. An outline of the methods and how the opportunity was promoted is outlined in Table 2.

**Table 2 Engagement and promotional activities**

Activity	Description/objectives	Target audience
Flyer	Flyer sent to local residents for all six respective play spaces (within 300m radius) notifying about the online survey with a link to CoS YourSay page and QR Code to access the survey.	Local residents
Online survey	Online survey for each play space consisting of questions that sought to understand how people use and interact with their local play space, and what they do and don't like about the upgrade.	All audiences
Written submissions	Opportunity for community members to provide their feedback in written form.	All audiences
Council webpage and social media promotion	Web content and social media posts were used to promote the feedback opportunity on Council's YourSay website.	All audiences

The following key themes of feedback were received through the online surveys:

**Canterbury Drive Reserve**

- many respondents like the play space upgrade and noted how busy the reserve is in general
- some respondents noted the lack of suitable play space equipment for those with younger children (0-5yrs)
- a lack of toilets and adequate lighting was stated as reasons for not using the reserve more
- people like the wide range of available activities in particular the new exercise equipment

**Dunkley Green Reserve**

- the majority of respondents liked the play space upgrade, in particular the shade area and basketball facilities
- multiple safety and design concerns were highlighted about the BMX pump track
- it was noted a few times that equipment had not been replaced but painted
- several suggestions were received for a new walking path around the park
- the new exercise equipment is well received



**Orinoco Street Reserve**

- the play space is great for younger children but not great for older children (above 10yrs)
- concerns that the consultation undertaken before implementation did not inform the type of play space created
- the shade area and open space are well liked
- there was a strong desire for different types of play space equipment for older children and for more open green space (that is irrigated)

**Amsterdam Crescent Reserve**

- most respondents liked the play space upgrade
- many respondents commented about the great basketball courts and open green space
- safety concerns were noted around lighting and some play equipment not working properly
- there was a view that the play space equipment needs more variety
- the reserve is heavily used by people walking their dogs and there is a perception there is not enough lighting at night

**Baltimore Reserve**

- the majority of respondents like the upgrade, particularly the choice of play space equipment
- responses were mixed regarding the reserve overall
- the new play space equipment is not suitable for children under five years
- great play space equipment for children 6-11 years old
- the shade area and open space are well liked
- some safety concerns were noted around the layout of the basketball and tennis courts due to clashes between the two sports
- different types of play equipment are desired
- many like using the dog park

**Carlyle Reserve**

- many felt the play space upgrade was lacking substance and that previous equipment whilst older, was more challenging
- the play space equipment is underwhelming and only suitable for younger children (0-5yrs)
- there is a lack of other activities/facilities for older children such as basketball or tennis
- there is a lack of shade cover for new equipment

# 1. Background

## 1.1 Program context

The City of Salisbury installed several new play spaces as part of their 2020/21 Playground Program.

On 25 October 2021, the following Council resolution (1128/2021) was made:

“That Council:

1. Requests that within six months, Administration engage with the community, on selected play spaces to gather feedback on the recently installed play spaces completed through the 2020/21 Playground Program.
2. After consultation with the Ward Councillors and the Mayor, the community engagement process can occur on the selected play spaces.
3. Approves that a further report be presented to Council on the selected engagement via the Asset Management Sub Committee within nine months, detailing the outcomes of the engagement, including any recommendations on how the feedback can be incorporated in future play spaces.”

## 1.2 Purpose of engagement

The purpose of this engagement was to engage with the local community to understand their views about recent play space upgrades in their area. The engagement was designed to collect information about how they use the play spaces, what they like or dislike about them and whether they felt any previous feedback had contributed to what was built.

## 1.3 Engagement activities

The consultation period opened at 9am Monday 25 July and closed at 5pm Sunday 14 August 2022.

An online survey hosted on Survey Monkey, using a combination of prompted and free form questions, was used to gather feedback.

Promotion of the online survey and the opportunity to 'have your say' included:

- Flyers for each play space promoting the online survey (including QR code), email, phone and website which was hand-delivered to properties within 300m of each play space (Appendix A)
- YourSay page

Maps showing the flyer distribution catchment for each site are included in Appendix B.





## 1.4 Engagement results

This engagement approach has been designed to be analysed qualitatively rather than quantitatively. While numbers of participants and respondents are counted in this report, these numbers are not indicative of levels of support for any issue.

The following section summarises the feedback received through the online feedback form and written submissions.

Verbatim comments received are included in Appendix C.

Some people took the opportunity to provide a written submission. These submissions are included in Appendix D, with the key themes summarised in the report.

Personal information included in submissions and verbatim comments have been redacted.

## 2. Canterbury Drive Reserve, Salisbury Heights



### 2.1 Key themes of feedback

The following key themes arose through the consultation for Canterbury Drive Reserve:

- Most respondents in general liked the upgrade to the play space and the range of activities available, with many highlighting how busy the park is due to the many different activities available now.
- lack of toilets was highlighted frequently as a reason for not visiting more often and staying longer during visits.
- some people with younger children noted the lack of suitable toddler play equipment.
- safety concerns around the lack of lighting at night, with safety also selected as being the most important aspect for people when visiting the reserve.
- the new exercise equipment is well liked.
- majority of participants had two adults and one child in their household.

Further details on what was heard are provided in the following sections.

## 2.2 Online survey

### 2.2.1 Respondents

24 respondents completed the online survey in relation to Canterbury Drive Reserve. Figure 1 shows the location of respondents, with the majority residing in Salisbury Heights.

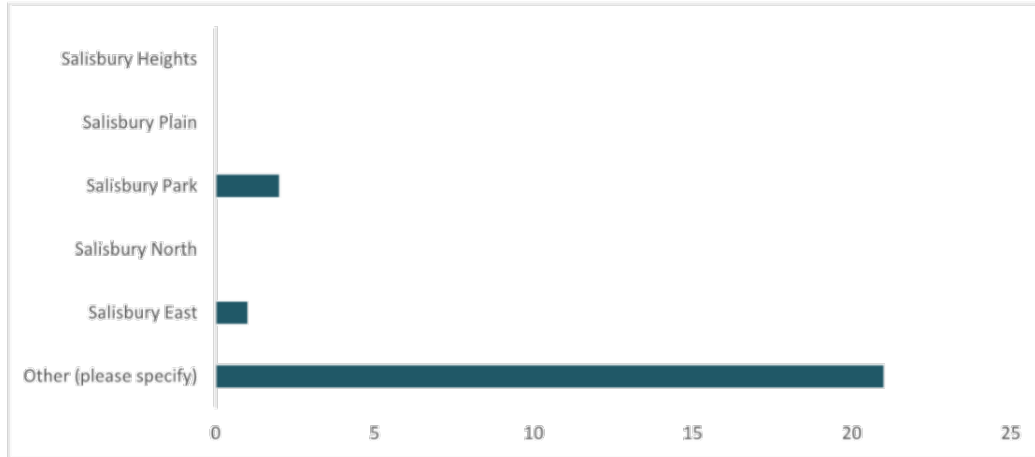


Figure 1 What suburb do you live in? (Canterbury Drive Reserve online survey responses)

Most households had an average of two adults and one child residing in their household. Ages of children were relatively even, with households with children between 0 and 5 having the highest number of responses. Figure 2 shows how on average how many adults and children live in each household, and the respective ages of their children.

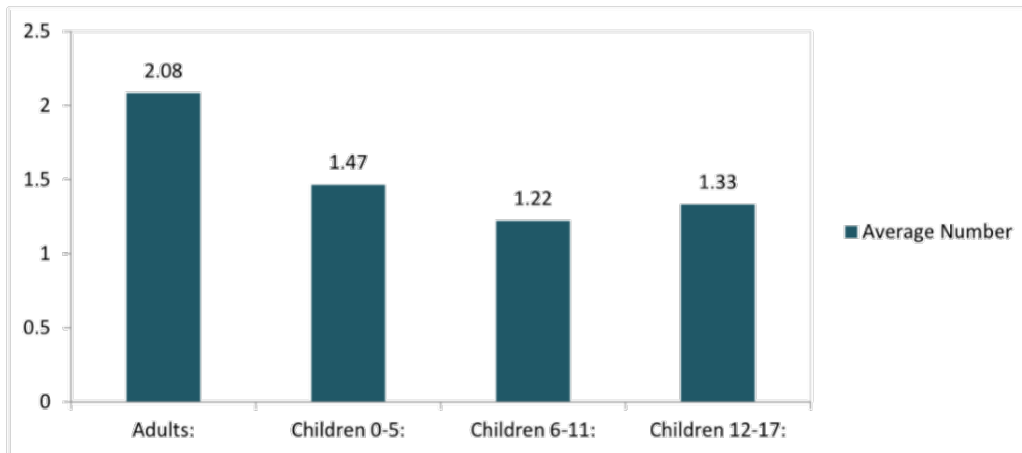


Figure 2 How many people live in your household? (Canterbury Drive Reserve online survey responses)

**2.2.2 Reserve use**

Respondents were asked how often they visit the reserve. Respondents could select from four options, with most stating that they visit the reserve weekly.

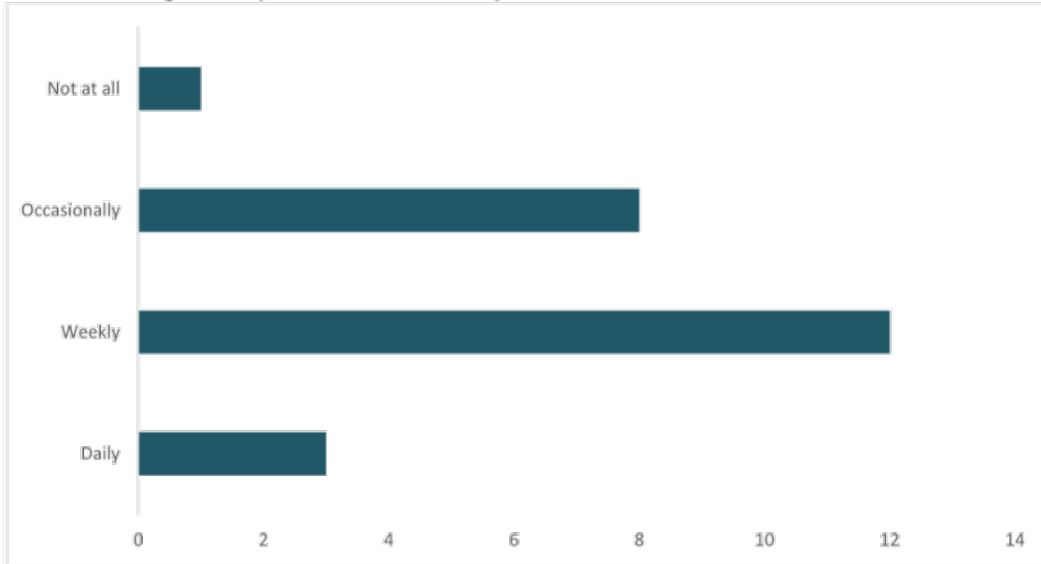


Figure 3 How often do you use Canterbury Drive Reserve? (Canterbury Drive Reserve online survey responses)

Almost all respondents (91%) who visit the reserve also use the play space.

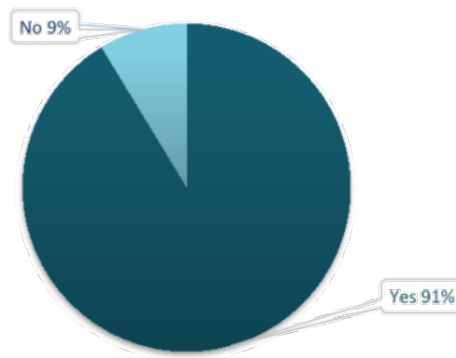


Figure 4 Does your family use the play space at Canterbury Drive Reserve? (Canterbury Drive Reserve online survey responses)

**2.2.3 Reasons for not using the play space**

Respondents were invited to state their reasons, in free form text, for not using the play space if they had selected this option. Three responses were received, with one stating they don't have children, one mentioning the lack of toilets and the final response citing crossing Main North Road and a lack of suitable toddler equipment

One respondent noted:

"We do use it, however we feel the space needs some toilets to not interrupt the play time for our children"

Another commented:

"Too hard to cross Main Nth Rd and Use the small insufficient playground we have at Salisbury Park. Need couple more baby swings, flying fox that high an adult wouldn't be able to use and more shade cloth needed over the swing area. very disappointing...lucky Salisbury Heights!!!"

**2.2.4 Play space upgrade evaluation**

The next question asked participants whether they felt the upgraded play space met the needs of their family. Figure 5 shows that out of 24 responses, the majority (67%) either 'somewhat agreed' or 'agreed' that the play space meets their needs.

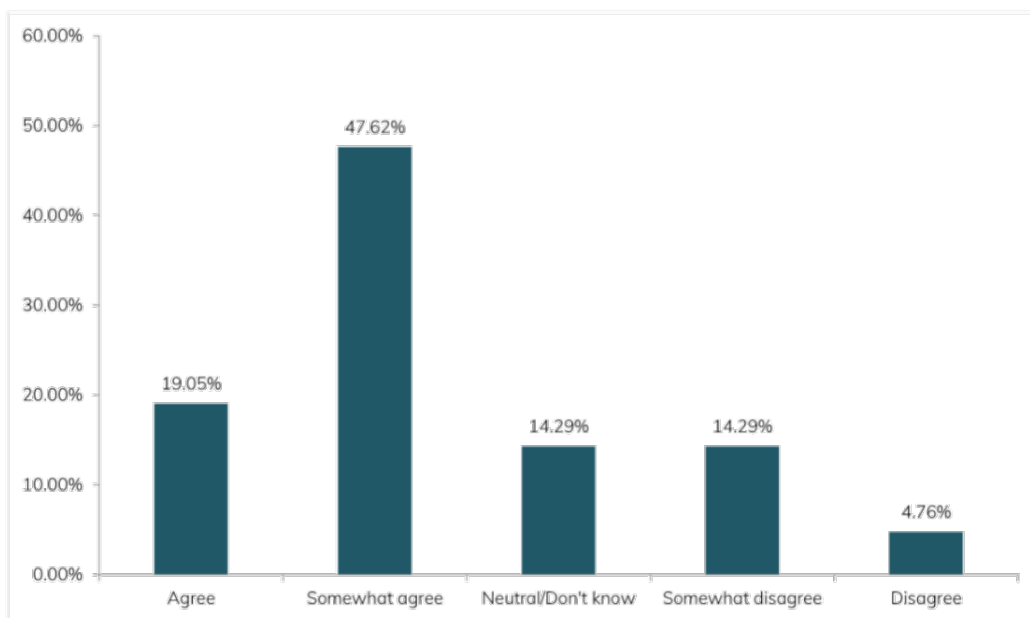


Figure 5 Does the new play space meet the needs of your family? (Canterbury Drive Reserve online survey responses)



**2.2.5 Why did you answer this way?**

The next question invited respondents to outline why they thought the play space upgrade met or didn't meet their families' expectations. 20 respondents took this opportunity with the key themes highlighted below:

**Dislike**

- Lack of toilets/lighting
- Having to cross Main North Road
- Lack of benches and green spaces

**Like**

- Good range of equipment and activities for children
- Secure fencing around the play space

Many comments lamented the lack of toilets:

*"This play space is great, but for young children it is very frustrating that there is no bathroom available. I know this is only a local park, but it gets so much usage (through dog park, bike track, basketball court and play space) and would be fantastic if a toilet could be provided. My family would use the space for a lot longer if there was a toilet there."*

*"The new play area provides lots of different activities. Public toilets would be ideal"*

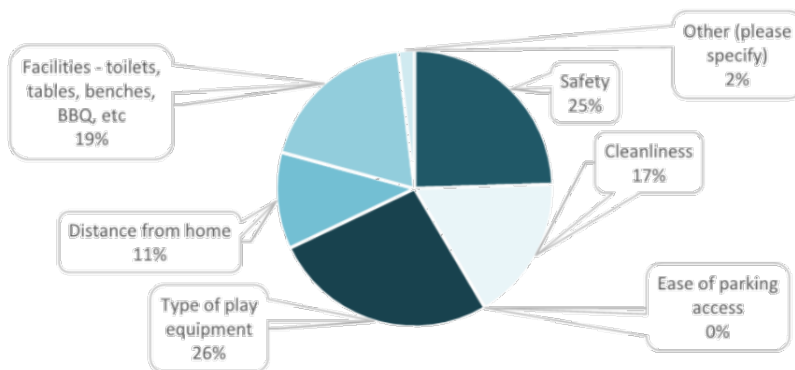
*"I was hoping there would be toilets installed, seeing as there is a BMX track, tennis/basketball court, dog park and playground. It's a great place for parties but nowhere for guest to go to the toilet."*

*"It meets the kids needs and is a great way to get us all out of the house, however, the no toilets is a killer. Often makes our trip to the park shorter."*

*"I think toilets and if possible bbqs would be of significant benefit to enhance the new upgrade"*

**2.2.6 Most important aspects when visiting Canterbury Drive Reserve**

Participants were given seven options to select from when asked what the most important aspects are when visiting the Canterbury Drive Reserve play space. Safety and the types of play equipment were the most commonly selected responses.



**Figure 6 What are the most important aspects when visiting Canterbury Drive Reserve? (Canterbury Drive Reserve online survey responses)**

One response under 'other' stated that being close to the dog park was an important aspect when visiting Canterbury Drive Reserve.

### 2.2.7 Do you like the improvements made to the Reserve play space?

Respondents were asked if they liked the improvements made to the reserve play space. The majority answered with either 'agree' or 'somewhat agree'.

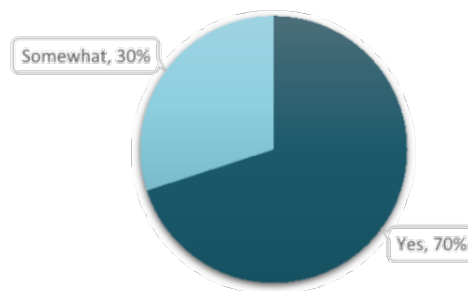


Figure 7 Do you like the improvements made to the Reserve play space? (Canterbury Drive Reserve online survey responses)

### 2.2.8 Why did you answer this way?

This was a free form question inviting respondents to outline why they answered yes or no to liking the new improvements made to the reserve play space. There were 19 responses and toilets were again highlighted as the most desired feature, but responses were mostly positive about the play space renewal and indicated that most participants like the improvements made.

Comments included:

'The new exercise equipment is great'

'The new play space is much better than before, the trampoline is well liked'

'Much more inviting and encourages more activity with adults and kids'

'It needed the upgrades and the trampoline is liked'

### 2.2.9 What would you have liked to have seen included in the renewal that wasn't?

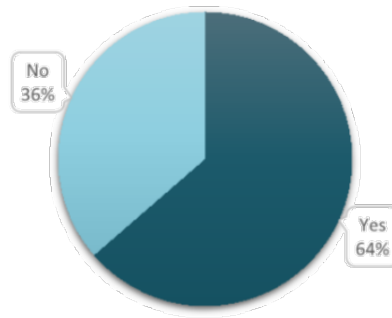
There were 20 responses to this question, with suggestions including:

- Toilets (10)
- More diverse range of equipment including nature and water play (3)
- Lighting (2)
- New bitumen bike track (2)
- Dog poo bag dispensers (1)
- BBQ (1)

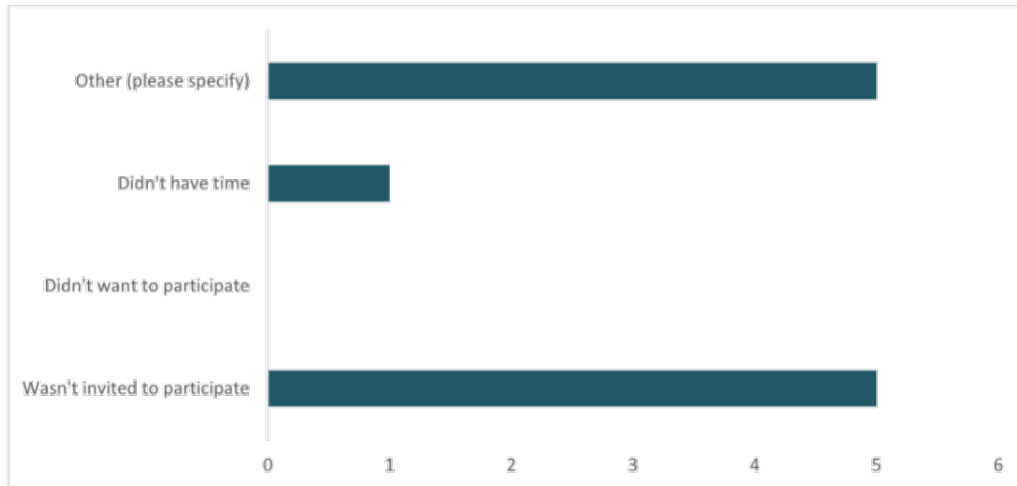
- More open green space (1)

**2.2.10 Previous community consultation**

Respondents were asked if they participated in any previous community consultation relating to the reserve play space upgrade. Following this question respondents were invited to indicate why they did not participate, and if they did participate, did they feel as if their feedback helped to decided what was included in the upgrade.



**Figure 8 Did you participate in any community consultation before the play space was upgraded? (Canterbury Drive Reserve online survey responses)**



**Figure 9 What was the reason for not participating? (Canterbury Drive Reserve online survey responses)**

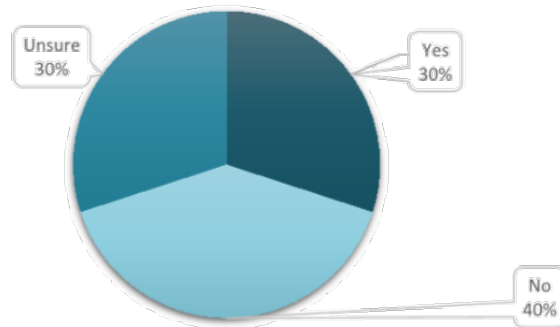
Five responses for 'other' reasons for not participating in community consultation included:

- Did not get invited to participate due to not living in the area
- Just moved into the area





**2.2.11 Do you feel like your feedback helped to decide what was included in the play space upgrade?**



**Figure 10 Do you feel like your feedback helped to decide what was included in the play space upgrade?**

There were 12 responses to this question, with 30% saying that they did feel as though their feedback contributed to what was included in the upgrade.

**2.2.12 If yes, do you feel like your feedback helped to decide what was included in the play space upgrade?**

There were 12 responses to this question; with some highlighting the lack of toilets and lighting as reasons for feeling like their feedback had not been considered. Whilst most answers were either yes or no, some notable comments are listed below:

*"No! The whole Canterbury Drive Reserve is still pitch-black dark at night and is used as a meeting place and cut through for at night."*

*"No as there are no toilets"*

*"Somewhat, playground upgrade is great for the area."*

**2.2.13 Additional feedback**

In the final question respondents were asked if they had any further comments about the Canterbury Drive Reserve play space renewal. There were 12 comments about the play space and reserve in general, with the lack of toilets again noted prominently.

*"Much better than before, but still no toilet or significant grasses area."*

*"It would be great if some public toilets can be built to assist the kids in playing outdoors in the community."*

Improved lighting and more green open space were also desired, along with more play space equipment. One respondent questioned what was asked in the original consultation and whether questions should have been targeted to understand whether an outdoor gym and trampoline would be suitable for the demographics of people in the area.

*"It needs better lighting as a crime prevention."*

"Make it feel lush and green maybe put in irrigation system."

"I would like to know what questions were asked for the consultation? I think the questions should have been best to understand how 'active' the local demographics are to justify whether an outdoor gym and in-ground trampoline etc be suitable."

### 2.3 Additional feedback submitted via email/phone to City of Salisbury

Some additional feedback was received regarding Canterbury Drive Reserve via emails and by phone.

In an email received on Tuesday 16 August, local resident Jenny wrote in reference to Canterbury Drive Reserve:

"We have recently upgraded one in Tregoning Green in Salisbury Park but sadly it seem to have been done on a budget and while the first time Covid hit. We have one baby swing! And one other swing!

Do you know how many little children stand waiting for a turn? Also the ridiculous flying fox that is from the original playground is a complete waste as not even adults can reach it let alone children."

Jenny compared the play space upgrade with a similar upgrade at Salisbury Heights and lamented the lack of play space equipment in general at Canterbury Drive Reserve and noted that they don't stay as long at the park as their grandkids get bored.

In a phone conversation on Thursday 18 August, local resident Sue submitted feedback for Canterbury Drive Reserve and stated she thought the whole reserve upgrade was a waste of money, particularly the exercise equipment which she said hardly anyone uses.

### 3. Dunkley Green Reserve, Salisbury Heights



#### 3.1 Key themes of feedback

The following key themes of feedback arose through the consultation for Dunkley Green Reserve:

- most respondents liked the upgrade to the play space
- the shade area and basketball facilities are well liked
- safety and design concerns were highlighted about the BMX pump track
- some noted the equipment had not been replaced but painted
- a walking path around the park and changes to the BMX pump track were desired
- the new exercise equipment is well received.

Further details on what was heard are provided in the following sections.

### 3.2 Online survey

#### 3.2.1 Respondents

23 respondents completed the online survey in relation to Dunkley Green Reserve. The figure below shows the location of respondents, with the majority residing in Valley View.

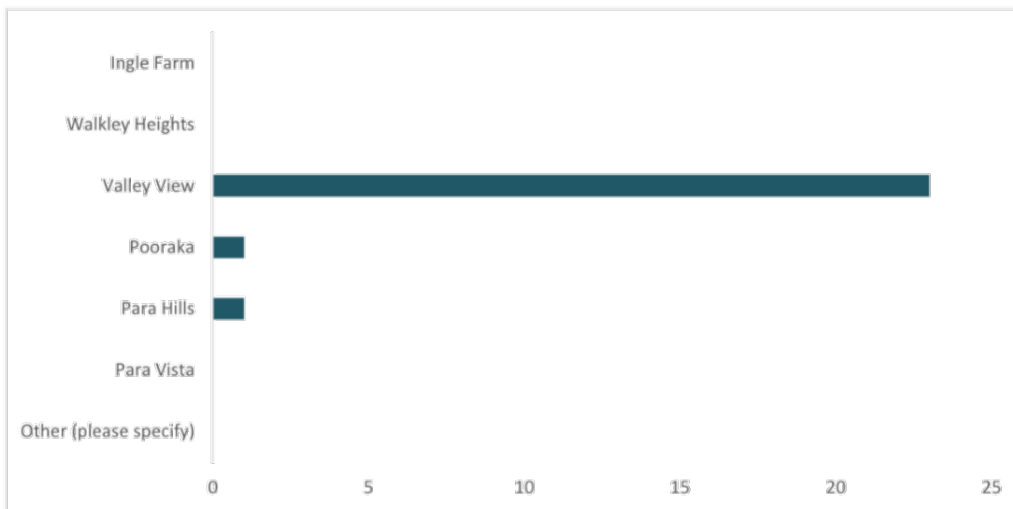


Figure 10 What suburb do you live in? (Dunkley Green Reserve online survey responses)

Most households had two adults and one child in their household. Ages of children were relatively even between the three age groups. The table below shows the averages of how many adults and children live in each household, and the respective ages of their children.

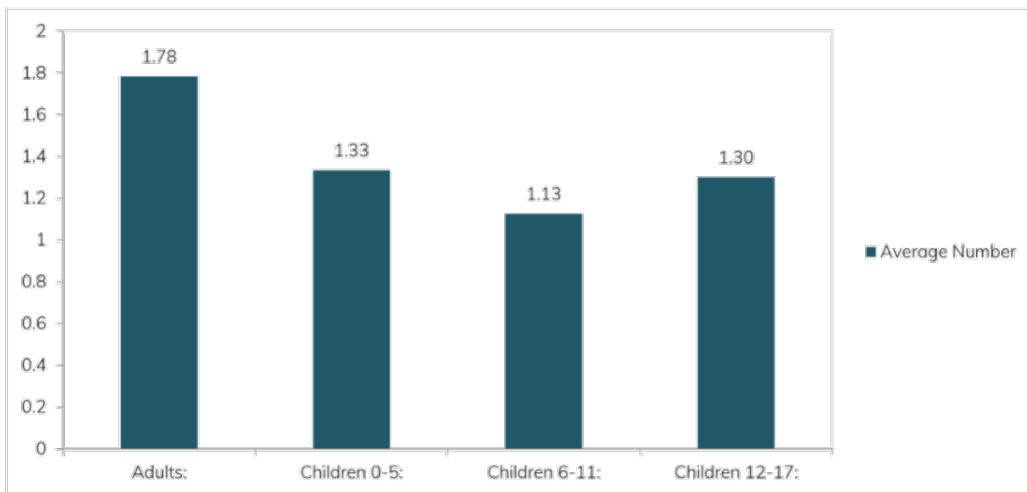


Figure 11 How many people live in your household? (Dunkley Green Reserve online survey responses)

### 3.2.2 Reserve use

Respondents were asked how often they use the reserve. Respondents could select from four options, with 10 out of 25 responses stating that they visit the reserve weekly, whilst the other three options had five responses each.

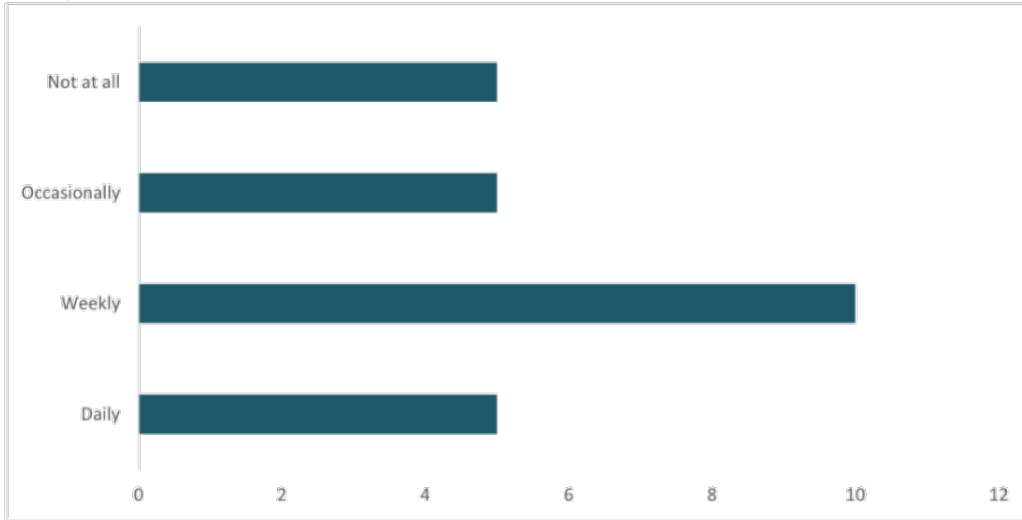


Figure 12 How often do you use Dunkley Green Reserve? (Dunkley Green Reserve online survey responses)

Almost all respondents who visit the reserve use the play space. The table below shows how many participants who use the reserve also use the play space (68%).

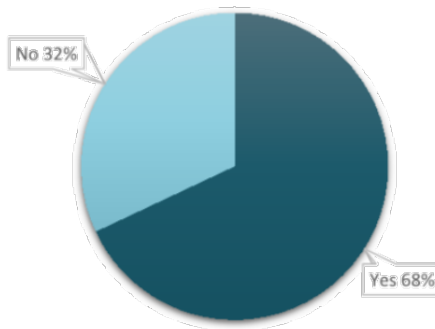


Figure 13 Does your family use the play space at Dunkley Green Reserve? (Dunkley Green Reserve online survey responses)

### 3.2.3 Reasons for not using the play space

Respondents were invited to state reasons in free form for not using the play space if a no response was selected. Eight responses were received, with three citing their age as being the main reason for not using the play space. Other reasons included:

"I don't have children, and it is an average playground. The seated area has a very small shelter which exposes you to the elements."

"It requires a BBQ area. Lights for dusk."

"Waste of ratepayers money."

"We are over 80 but think it's a great space."

### 3.2.4 Play space upgrade evaluation

The next survey questions asked participants whether they felt the upgraded play space met the needs of their family. Figure 14 below shows that out of 20 responses, 54.5% of respondents 'somewhat agreed' that the play space met their needs.

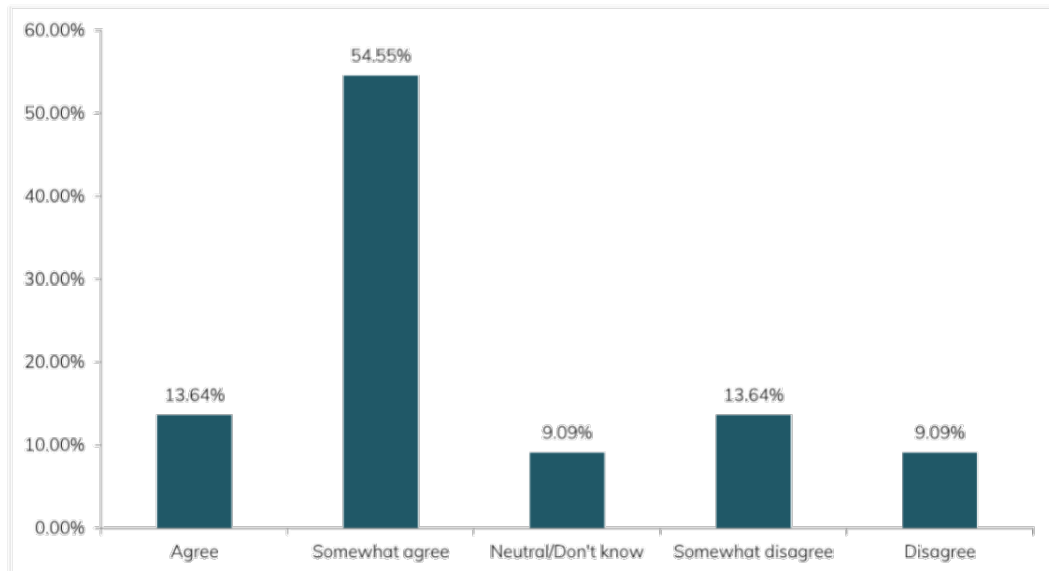


Figure 14 Does the new play space meet the needs of your family? (Dunkley Green Reserve online survey responses)

### 3.2.5 Why did you answer this way?

The next question asked respondents to answer in free form why they thought the play space upgrade met or didn't meet their families' expectations. A total of 19 responses were received with some key likes and dislikes highlighted below:

Like	Dislike
<ul style="list-style-type: none"> <li>• The play space improvements</li> <li>• New shade sail</li> <li>• Basketball facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Pump track doesn't work well, requires better design or bituminising</li> <li>• Play space equipment has just been painted over, should have been replaced with new equipment</li> <li>• Lack of a walking path and seating</li> </ul>

There were several comments concerning the BMX pump track, including the overall design, drainage and safety.

*"The design of the bike track is poor. 'Pump' tracks do not require pedalling, this track is a giant mountain with a lake up the top. There is no path around the park which was meant to be included for walking."*

*"The BMX pump track is Not a true pump track."*

*"The form of the pump track is a bit odd and seems short and steep given the large area available. The drainage on the pump track is poor with a large pool persistent through winter"*

*"The bike track is signed incorrectly was left unfinished and then ruined by the excavator being driven over it when it was finished the top of the track resembles more of a swimming pool than a bike track the rest of the park is in good condition other than it taking weeks for certain equipment to be finished and some not even being built at all the logs walking path but the worst is the BMX track it is not a pump track and was never what was promised I haven't used or seen anyone use it since it opened and I commute past daily and go after school to play basketball often. The condition of this park and its track is unsafe and needs attention"*

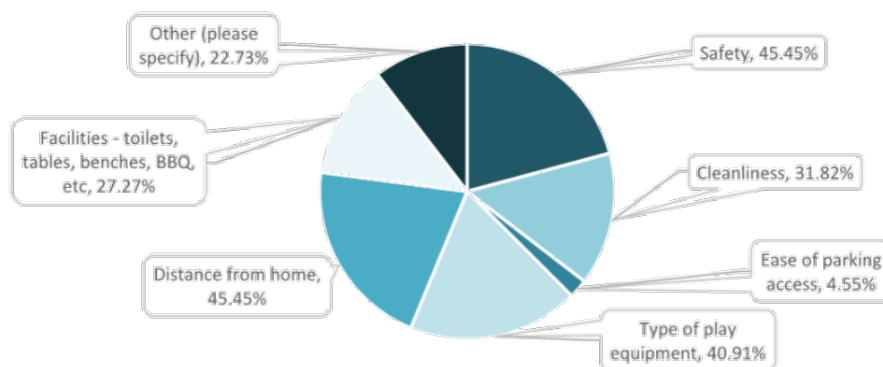
Some respondents felt that the play equipment should have been replaced instead of being painted. Others mentioned the lack of a BBQ area, seating and adequate shelter as other reasons they didn't use the play space. Comments included:

*"Half the play equipment just got a paint job to dress up old slide, etc"*

*"The kids enjoy some elements of the playground but I think an opportunity was missed in upgrading the old sections of play equipment".*

#### 3.2.5.1. Most important aspects when visiting Dunkley Green Reserve

Participants were given seven options to select from when asked what the most important aspects are when visiting the Dunkley Green Reserve play space. Safety, distance from home and the types of play equipment were the most common responses.

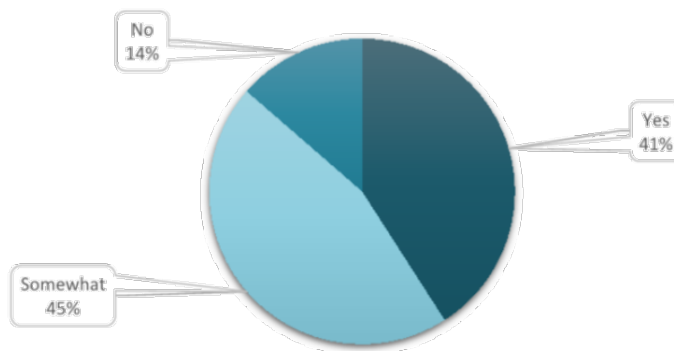


**Figure 15** What are the most important aspects when visiting Dunkley Green Reserve? (Dunkley Green Reserve online survey responses)

Responses cited under 'other' stated included the toilets, the grassed area, the half basketball court and for the enjoyable experience.

**3.2.6 Do you like the improvements made to the Reserve play space?**

Respondents were asked if they liked the improvements made to the reserve play space. Out of 22 responses most answered with either 'yes' or 'somewhat'.



**Figure 16** Do you like the improvements made to the Dunkley Green Reserve play space? (Dunkley Green Reserve online survey responses)

**3.2.7 Why did you answer this way?**

This was a free form question inviting respondents why they answered yes or no to liking the new improvements made to the reserve play space. There were 18 responses, with many positive comments about the upgrade and the range of facilities available. The pump track was again highlighted as a key concern for many.



Overall, most respondents liked the improvements to the play space but many also commented what they would have like to have seen included in the upgrade that wasn't:

"We never got a walking trail around the reserve that was initially promised. All we want is a dolomite path to exercise safely on."

"The park is definitely nicer with the seats and grass and basketball ring for older kids. I have observed a lot more people using it."

"The improvements are great however they lack suitable design which has left it not as good as it could have been."

"The amount of families that utilise the new playground is wonderful to see. The new equipment has been amazing because we've needed an upgrade."

"Was nothing to do in this area within walking distance prior to this park development."

There were again many comments around the BMX pump track at Dunkley Green Reserve:

"The Pump track has been a disappointment."

"I think the bike track is an ugly monstrosity, I feel for the residents that live opposite!!"

"The bike jump is extremely ugly."

"It is very well used now, except the bike track which is a muddy mess after rain and certainly not the usual pump track from what we have seen elsewhere."

### 3.2.8 What would you have liked to have seen included in the renewal that wasn't?

There were 18 responses to this free form question. Some of the most common suggestions were:

- Walking path (5)
- More gardens, green space and irrigation (4)
- New pump track (4)
- Different types of play equipment (3)
- BBQ (2)
- Toilets (2)

### 3.2.9 Previous community consultation

Respondents were asked if they participated in any previous community consultation relating to the reserve play space upgrade. Following this question respondents were invited to identify why they did not participate, and if they did participate, did they feel as if their feedback helped to decided what was included in the upgrade.

There were 22 responses to this question with 14 people indicating that they had participated in previous community consultation and eight who did not.

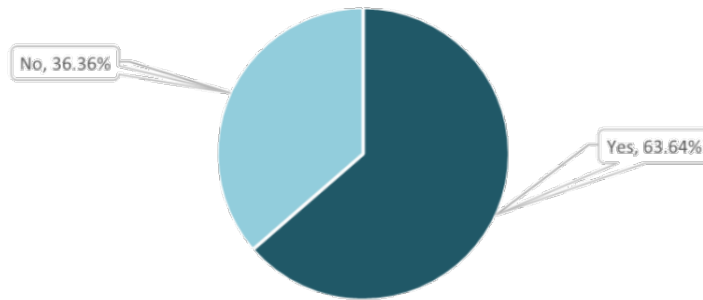


Figure 17 Did you participate in any community consultation before the play space was upgraded? (Dunkley Green Reserve online survey responses)

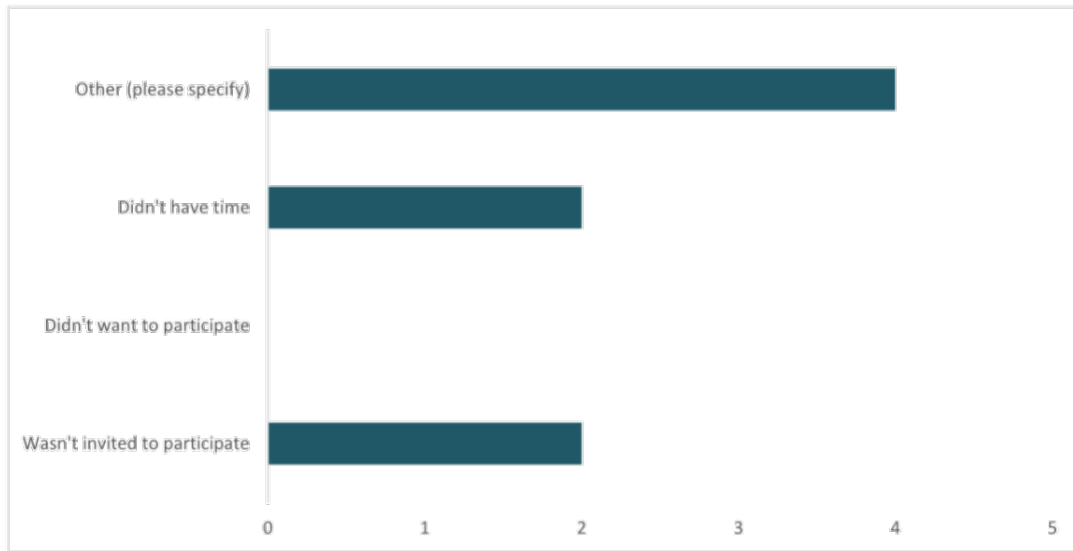


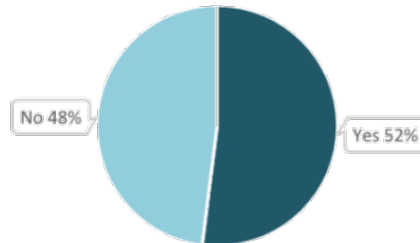
Figure 18 What was the reason for not participating? (Dunkley Green Reserve online survey responses)

Four responses for 'other' reasons for not participating in community consultation included:

- Did not get invited to participate due to not living in the area
- Missed the consultation cut-off date
- Can't remember being invited

**3.2.10 Do you feel like your feedback helped to decide what was included in the play space upgrade?**

There were 22 responses to this question, with just over half of those who participated in previous community consultation saying they did feel as though their feedback helped to decide what was included in the play space upgrade.



**Figure 19 Do you feel like your feedback helped to decide what was included in the play space upgrade?**

**3.2.11 If yes, do you feel like your feedback helped to decide what was included in the play space upgrade?**

There were 12 responses to this question and the results were fairly even between yes and no. Some highlighted the lack of toilets and lighting as reasons for feeling like their feedback had not been considered. However, most who answered this question either stated yes or partly yes (61%) they did feel their feedback was considered in the upgrade, a few stated 'somewhat' and one said no. Some notable comments were:

"Yes our feedback helped with including specific aspects of what the kids wanted to a degree, what was added wasn't exactly what was requested."

"Somewhat, but too much money got wasted on irrigation & the Mount Dunkley BMX setup."

"Some of it yes. My son was very keen on a pump track and basketball ring."

**3.2.12 Additional feedback**

In the final question respondents were invited to provide further comments about the Dunkley Green Reserve play space renewal. There were 17 responses to this question and were generally very positive about the upgrade.

"The whole of the Dunkley Green area is much enjoyed by all."

"Job well done, it's amazing, it doesn't have everything, but we are still so grateful for an amazing space for families."

"Fun to visit"

Some noted the increased use of the park since the upgrade, and there were also many comments about what else could be done to make it better:

*"It is a fantastic upgrade for our community and has already seen a huge increase in use. With some minor adjustments it could be much better."*

*"A shaded area across the playground would be useful to make it more accessible in summer /hot weather for the local children."*

*"Great to see something has been done. More needs to be done with this space. We need to think of the future."*

One respondent had concerns around safety for dogs being off leash outside of permitted hours.

*"We are really pleased about it, and glad our rates went towards it. One criticism is that people still have their dogs off lead quite frequently outside of the permitted hours. Some signage, more clear and direct than the current signages, which informed some of the reasons for leashing would be beneficial - e.g. to protect small children who may be fearful of dogs and some dogs are reactive and their owners need to be able to attend with the knowledge other dogs are leashed - this goes again to the safety and fear of families using the play space."*

### 3.3 Additional feedback submitted via email/phone to City of Salisbury

In an email submitted to the City of Salisbury on Saturday 6 August, local resident Catherine submitted some feedback for Dunkley Green Reserve:

*"Congratulations to the Council for the BIG improvement to the facilities at Dunkley Green, the ambience is certainly improved, and the facilities seem to be used. (My husband and I are a bit old for the need for the play area, but it is good to see the improvement, particularly with the shade."*

Catherine suggested installing off-street parking along Brougham Drive to the west, as a number of property owners here park their vehicles on the street. Catherine asked if recycled water could be used to irrigate the park and if there was a possibility that this recycled water could also be extended and used for local residences nearby.

## 4. Orinoco Street Reserve, Paralowie



### 4.1 Key themes of feedback

The following key themes of feedback arose through the consultation for Dunkley Green Reserve:

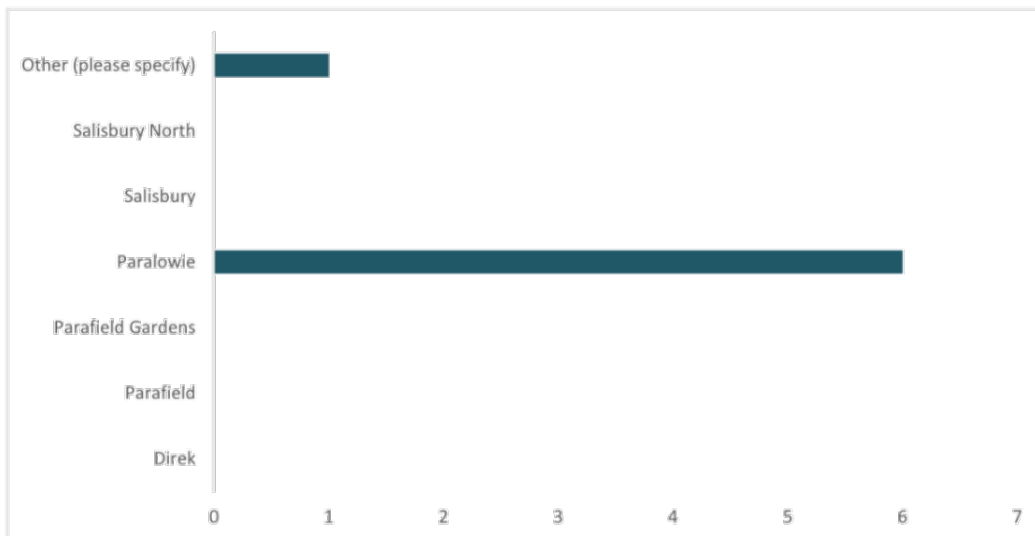
- great play space equipment for younger children
- the shade area and open space are well liked
- play space is not suitable for older children (above 11 years old)
- different types of play equipment are desired
- an irrigated open green space is desired

Further details on what was heard are provided in the following sections.

## 4.2 Online survey

### 4.2.1 Respondents

Seven respondents completed the online survey in relation to Orinoco Street Reserve. The table shows the location of respondents, with the majority residing in Paralowie.



One response received for 'other' stated "Orinoco Street, Paralowie".

Figure 20 What suburb do you live in? (Orinoco Street Reserve online survey responses)

Households had on average two adults and two children, with 6-11 years being the most represented age category for children.

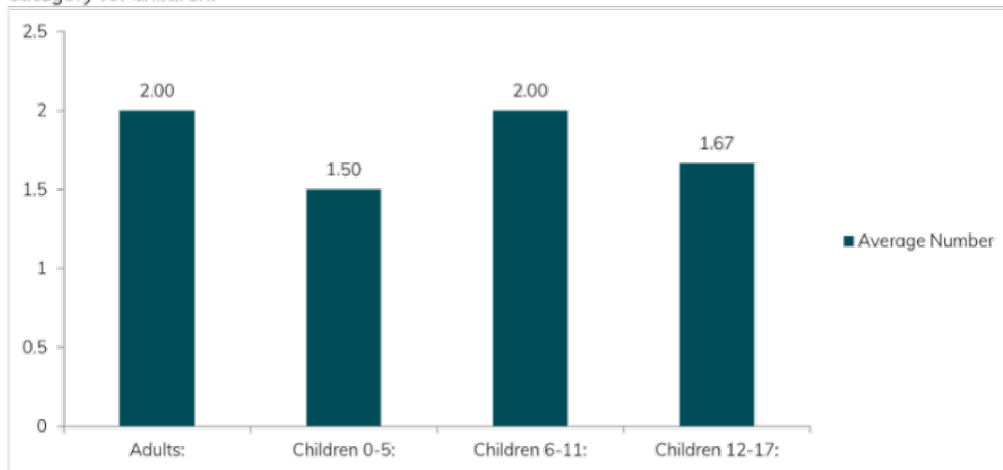


Figure 21 How many people live in your household? (Orinoco Street Reserve online survey responses)

**4.2.2 Reserve use**

Respondents were asked how often they use they visit the reserve. Respondents could select from four options, with 5 out of 7 responses stating that they visit the reserve occasionally.

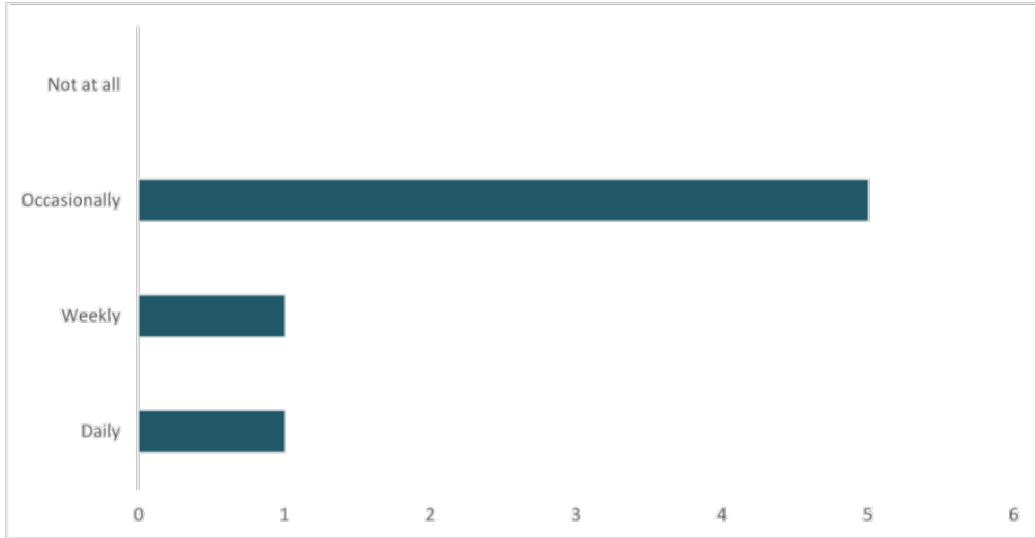


Figure 22 How often do you use Orinoco Street Reserve? (Orinoco Street Reserve online survey responses)

All seven respondents who visit the reserve also use the play space.

**4.2.3 Reasons for not using the play space**

Respondents were asked to state reasons in free form for not using the play space if the no option was selected. There were no responses for this question.

**4.2.4 Play space upgrade evaluation**

The next survey question asked participants whether they felt the upgraded play space met the needs of their family. The figure below shows that out of four responses, 75% of respondents 'somewhat disagreed' that the play space met their needs.

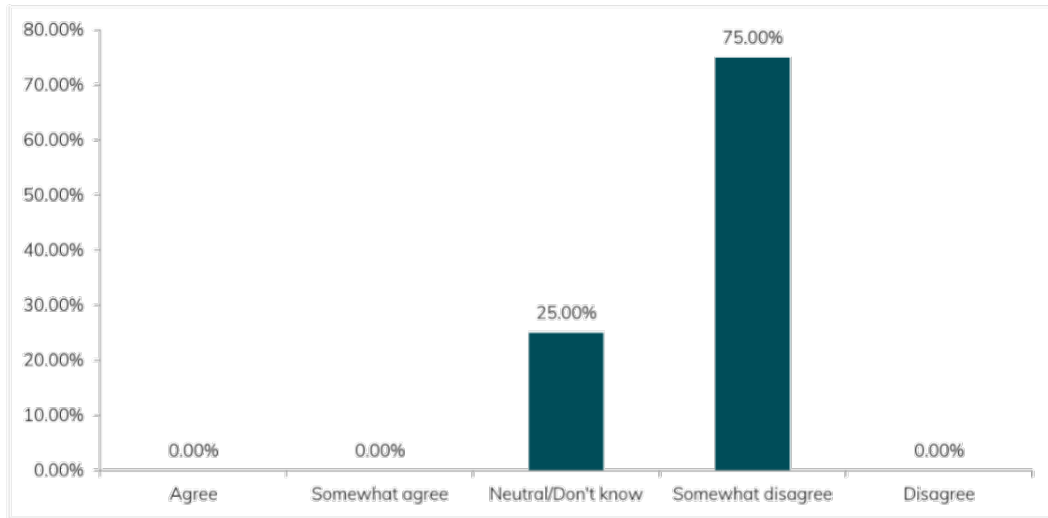


Figure 23 Does the new play space meet the needs of your family? (Orinoco Street Reserve online survey responses)

**4.2.5 Why did you answer this way?**

The next question asked respondents to answer in free form why they thought the play space upgrade met or didn't meet their families' expectations. A total of six responses were received with some key likes and dislikes listed below:

**Like**

- Play space is great for younger children
- Shade structure
- Nice open space

**Dislike**

- Play space not suitable for older children
- Lack of irrigated green area
- Lack of equipment

Responses to this question highlighted the equipment being more suited to younger children as a major reason in the play space meeting the needs of families. Comments included:

*"Playground is for toddlers and my grandkids are 11 and 13 so will not use the facilities."*

One person felt their ideas put forward at the previous community consultation for the reserve upgrade were not considered, stating:

*"I was heavily invested into representing several of our neighbours with kids surrounding this playground. I worked on costings, design ideas to meet the 100k budget. I even drove to various other playgrounds comparing what works and what doesn't. None of our ideas put forward were included into the new babyish design apart from the shade and monkey bars. There wasn't even the consultation that I was assured prior to the actual construction phase going ahead on the final design. Basically, I wasted a whole bunch of mine and others time."*





**4.2.6 Most important aspects when visiting Orinoco Street Reserve**

Participants were given seven options to select from when asked what the most important aspects are when visiting Orinoco Street Reserve. Cleanliness, type of play equipment and facilities were the top responses.

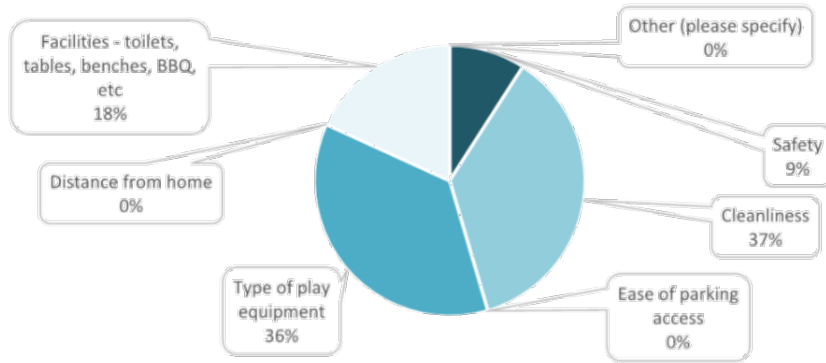


Figure 24 What are the most important aspects when visiting Orinoco Street Reserve? (Orinoco Street Reserve online survey responses)

**4.2.7 Do you like the improvements made to the Reserve play space?**

Respondents were asked if they liked the improvements made to the reserve play space. Out of four responses, two answered 'yes', one 'no', and one 'somewhat'.

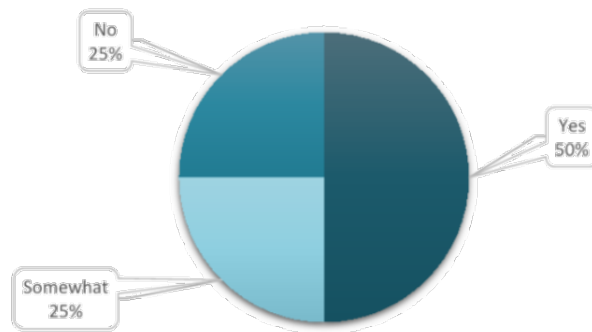


Figure 25 Do you like the improvements made to the Orinoco Street Reserve play space? (Orinoco Street Reserve online survey responses)

**4.2.8 Why did you answer this way?**

This was a free form question asking respondents why they answered yes or no to liking the new improvements made to the reserve play space.

There were four responses, with two noting the lack of suitable equipment for older children. One response thought that the upgrade was an improvement and another did not think the upgrade was worth the money.

"The original playground was way better and more age appropriate to the majority of the local kids"

"It is definitely better than what it was before the upgrade"

"It's almost not worth the money"

#### 4.2.9 What would you have liked to have seen included in the renewal that wasn't?

There were three responses to this free form question. Some of the most common suggestions were:

- Different types of play equipment (3)
- Grassed area for sports (2)
- Fencing for play space (1)

#### 4.2.10 Previous community consultation

Respondents were asked if they participated in any previous community consultation relating to the reserve play space upgrade. Following this question respondents were invited to give their reasons for why they did not participate, and if they did participate, did they feel as if their feedback helped to decided what was included in the upgrade.

There were four responses to this question; three people did not participate in previous community consultation and one person did.

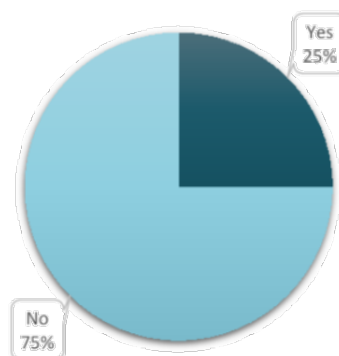


Figure 26 Did you participate in any community consultation before the play space was upgraded?

#### 4.2.11 What was the reason for not participating?

All three respondents who said no to the previous question did not participate due to not being invited.

**4.2.12 If yes, do you feel like your feedback helped to decide what was included in the play space upgrade?**

There was only one response to this question which stated, 'not much at all'.

**4.2.13 Additional feedback**

In the final question respondents were asked if they had any further comments about the Orinoco Street Reserve play space renewal. Comments included:

"We appreciate the shade installed and the eventually installed park bench. It would be great if you would consider an irrigated lawned area. This would be a huge plus for the locals."

"Was keen and proud to show my grandkids the new playground but felt let down when they turned their nose up at it."

## 5. Amsterdam Crescent Reserve, Salisbury Downs



### 5.1 Key themes of feedback

The following key themes arose through the engagement for Dunkley Green Reserve:

- the basketball court is well received
- respondents like the open green space for walking
- the play space equipment needs more variety
- there is a lack of lighting at night

Further details on what was heard are provided in the following sections.

## 5.2 Online survey

### 5.2.1 Respondents

18 respondents completed the online survey in relation to Amsterdam Crescent Reserve. shows the location of respondents, with the majority residing in Salisbury Downs.

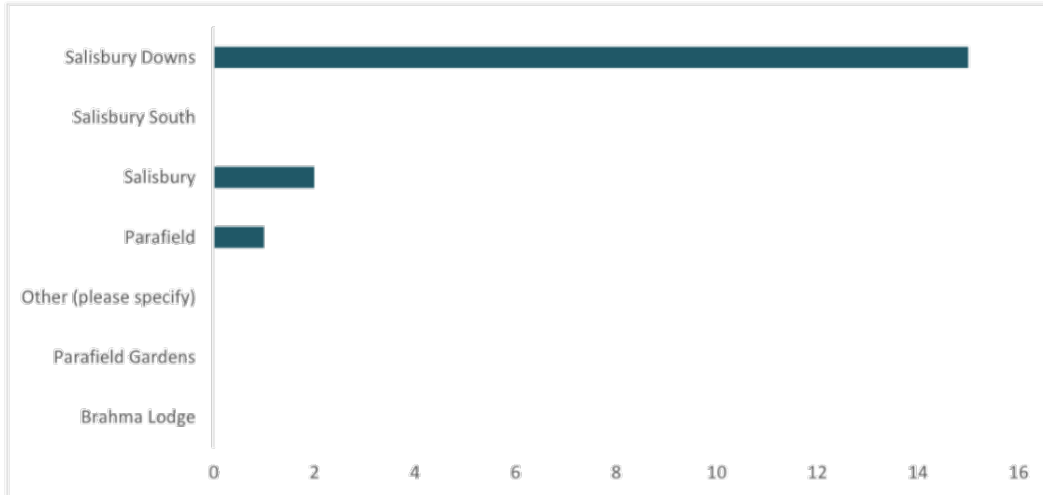


Figure 27 What suburb do you live in? (Amsterdam Crescent Reserve online survey responses)

Households had on average two adults and one child, with 0-5 years being the most represented age category for children.

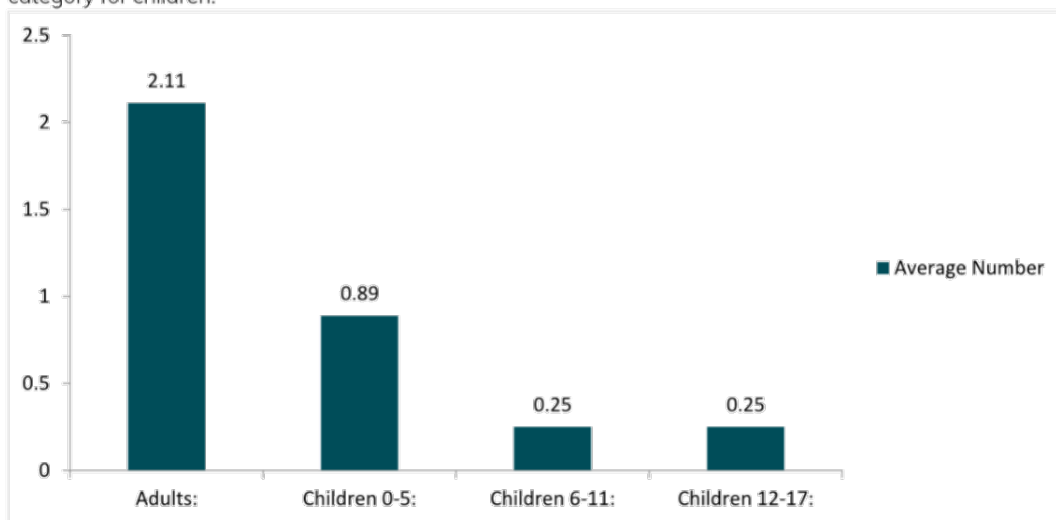


Figure 28 How many people live in your household? (Amsterdam Crescent Reserve online survey responses)

**5.2.2 Reserve use**

Respondents were asked how often they use the reserve. Respondents could select from four options, with nine out of 18 responses stating that they visit the reserve daily.

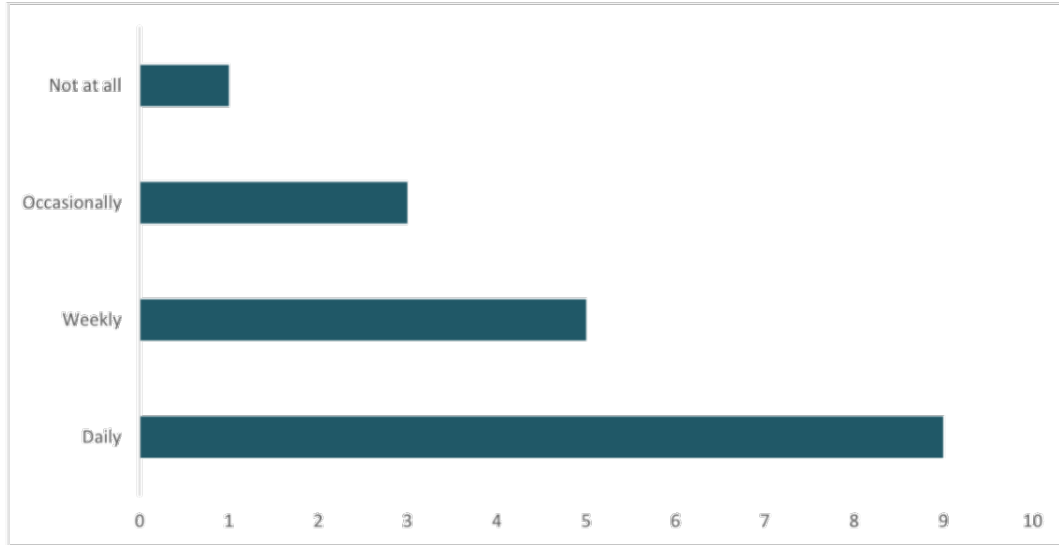


Figure 29 How often do you use Amsterdam Crescent Reserve? (Amsterdam Crescent Reserve online survey responses)

The table below shows 83% of all respondents who use the reserve also use the play space.

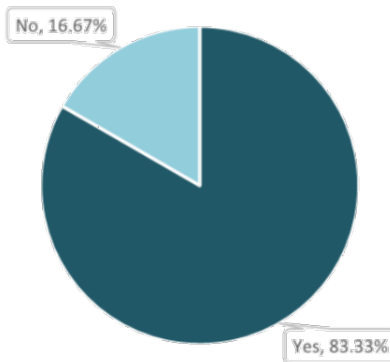


Figure 30 Does your family use the play space at Amsterdam Crescent Reserve? (Amsterdam Crescent Reserve online survey responses)

**5.2.3 Reasons for not using the play space**

Respondents were asked to state reasons in free form for not using the play space if the no option was selected. There were four responses to this question, with two commenting that they use the reserve for walking and dog walking.

One response noted the lack of suitable play space equipment for younger children:

*"Having a young child, the play equipment is not suitable for his age. No baby swing appropriate equipment is very disappointing."*

**5.2.4 Play space upgrade evaluation**

The next survey questions asked participants whether they felt the upgraded play space met the needs of their family. Figure 31 below shows that out of four responses, 25% agreed and 50% of respondents 'somewhat agreed' that the play space met their needs.

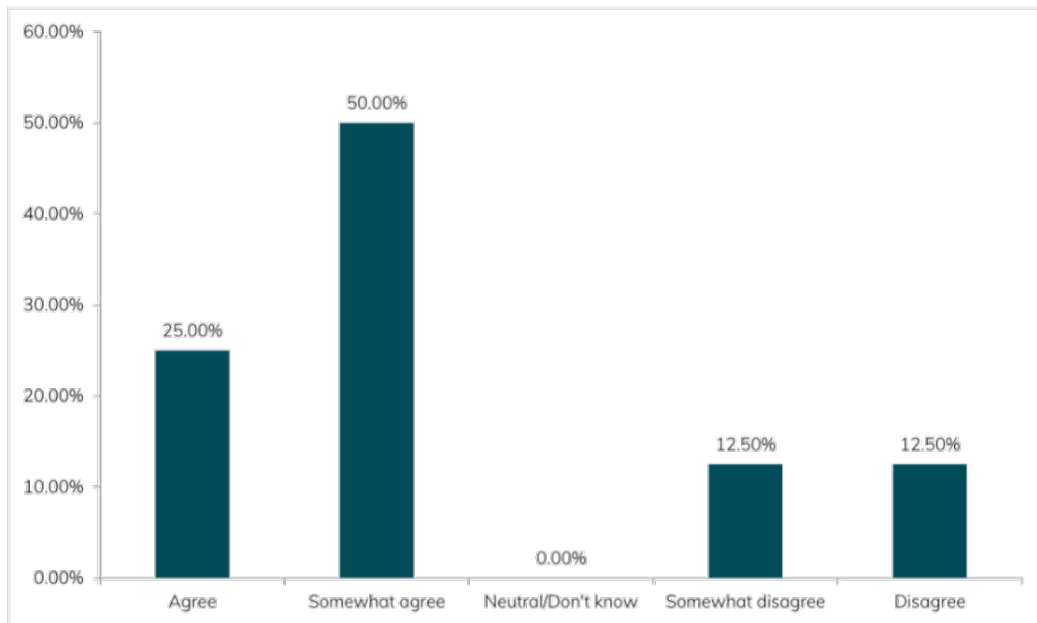


Figure 31 Does the new play space meet the needs of your family? (Amsterdam Crescent Reserve online survey responses)

**5.2.5 Why did you answer this way?**

The next questions invited respondents to answer in free form why they thought the play space upgrade met or didn't meet their families' expectations. A total of 13 responses were received with some key likes and dislikes noted below:

**Like**

- Basketball courts
- Open green area
- Good for families

**Dislike**

- Lack of play space equipment for older children
- Some lights and equipment not working

Responses to this question were mixed with some commenting on the lack of activities for older children and suggested more paved areas for bikes, scooters and skateboard. Others were more positive and noted the use of the basketball court and the need for more lighting at night.

*"Love the improvements; they turned what was pretty much a paddock to a beautiful reserve. (In particular the lawn area) I've lived almost across the road from the reserve for more than 15years now and have seen dramatic changes."*

*"The new courts are fantastic, but we would love to see more inclusive equipment and a new playground in general. The play equipment is outdated and doesn't hold the interest of many local kids."*

*"Not much for older kids, teens or adults. no improvement of sport area (tennis, b-ball court, grind rail) no paved areas for scooters, skateboards etc to access court and grind rail"*

*"Even though we don't have any children, we often observe many young people using the play space / courts either with their family or independently."*

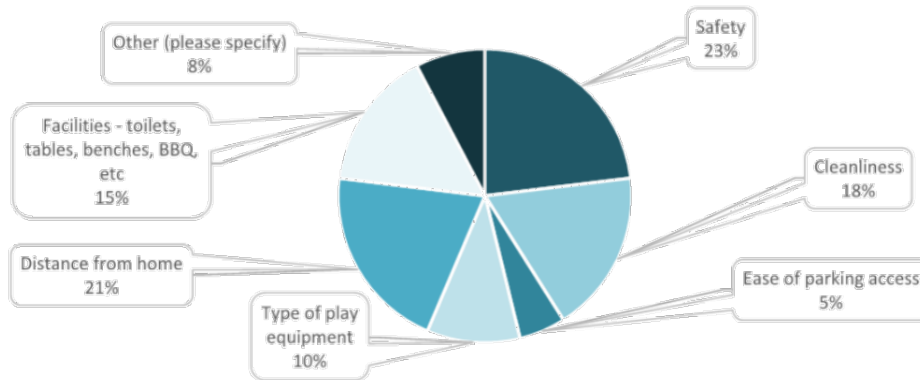
A couple of people commented on equipment and lighting not functioning as it should:

*"Unfinished lights not working."*

*"The spinning seat play equipment does not turn freely."*

**5.2.6 Most important aspects when visiting Amsterdam Crescent Reserve**

Participants were given seven options to select from when asked what the most important aspects are when visiting Amsterdam Crescent Reserve. Safety (23%), distance from home (21%) and cleanliness (18%) were the top responses.



**Figure 32** What are the most important aspects when visiting Amsterdam Crescent Reserve? (Amsterdam Crescent Reserve online survey responses)

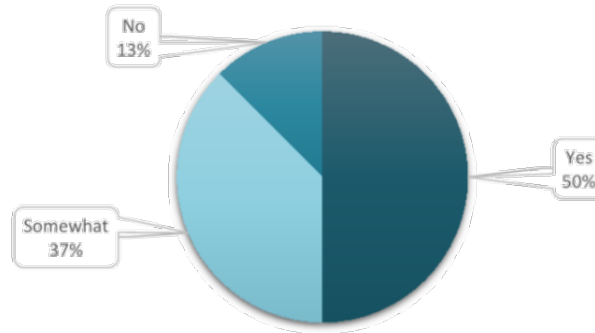


Responses listed under 'other' included:

- More lighting
- Nice environment
- Quality paved areas for skating

**5.2.7 Do you like the improvements made to the Reserve play space?**

Respondents were asked if they liked the improvements made to the reserve play space. Out of four responses two answered 'yes', one 'no', and one 'somewhat'.



**Figure 33 Do you like the improvements made to the Amsterdam Crescent Reserve play space? (Amsterdam Crescent Reserve online survey responses)**

**5.2.8 Why did you answer this way?**

This was a free form question inviting respondents to outline why they answered yes or no to liking the new improvements made to the reserve play space.

There were 11 responses in total. Comments were in general positive and implied the play space upgrade was an improvement.

"It is much improved."

"My daughter is now an adult, but she is developmentally delayed and still enjoys visiting a playground. But the most drastic change was the irrigation of the lawn area. Made it so much nicer park/reserve to visit."

Some thought the play space equipment was more suitable for younger children and some thought other equipment was needed such as a walking track and exercise equipment.

"Still needs more. Fresh equipment and a sealed walking track around the outside. Needs more exercise equipment."

"Very bright colour sail (huge eyesore i can see from my window) very young-child centric design. Construction was messy and disturbed trees, making the court area impossible to skate on."



**5.2.9 What would you have liked to have seen included in the renewal that wasn't?**

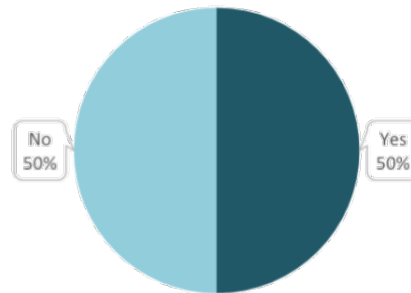
There were 14 responses to this free form question. Some of the most common suggestions were:

- Bituminised pedestrian/cycle path (4)
- More lighting (3)
- Dog park and dog facilities (2)
- Fencing for play space (1)
- New equipment/upgrades to fitness trail (1)

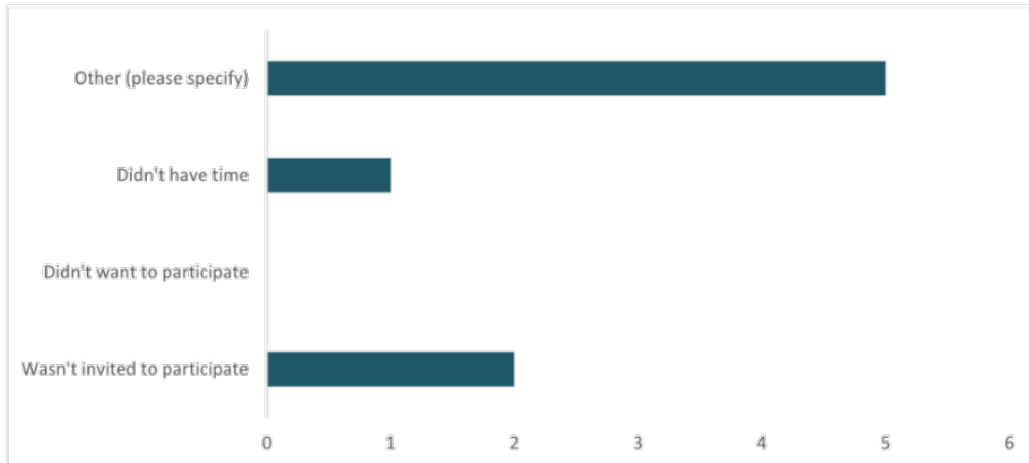
**5.2.10 Previous community consultation**

Respondents were asked if they participated in any previous community consultation relating to the reserve play space upgrade. Following this question respondents were invited to indicate why they did not participate, and if they did participate, did they feel as if their feedback helped to decided what was included in the upgrade.

There were 16 responses to this question, with both yes and no receiving equal responses.



**Figure 34 Did you participate in any community consultation before the play space was upgraded? (Amsterdam Crescent Reserve online survey responses)**



**Figure 35** What was the reason for not participating? (Amsterdam Crescent Reserve online survey responses)

Five responses received for 'other' included:

- Did not live in the area at the time
- Did not know about the consultation

**5.2.11** *If yes, do you feel like your feedback helped to decide what was included in the play space upgrade?*

There were six responses to this question with one stating yes they did feel like their feedback helped to decide what was included in the play space upgrade.

"Yes it's great and I love the upgrades done."

One response stated 'somewhat', one 'no' and another 'probably not'.

**5.2.12** *Additional feedback*

In the final question respondents were invited to provide further comments about the Amsterdam Crescent Reserve play space renewal. There were nine responses to this question.

A couple of local residents really liked the upgrade:

"I've lived almost across the road from the reserve for more than 15 years now and the upgrades/renewal turned what was "a paddock" into a beautiful reserve. (Well done!) Lots of people use the walking path for exercise. I've seen parents flying kites with their children and the courts are always being used by kids from the area."

"I have lived opposite the park since 84, wish it was done sooner for my kids."

Others had some suggestions for further improvements:

"Would love to see some more skate-friendly places for rollerskates, scooters, roller blades. The skate parks are great for park skating, but you need nice flat beginning areas you can take young skaters or newbies to practice."

"More bins positioned around the reserve especially in the Sth/West corner."

"Never sell to Thomas Moore College. Add Soccer/Football & Australian Rules Football goals."

One respondent had some feedback for the previous community consultation and concerns around safety at night regarding lighting:

"The Amsterdam Reserve is heavily used by dog walkers which should have been considered in the consultation. Amsterdam Reserve is also a short cut for people to return home and therefore should be adequately lit during evening hours. It is a very dark place with minimal lighting for safety."

## 6. Baltimore Reserve, Parafield



### 6.1 Key themes of feedback

The following key themes arose through the consultation for Dunkley Green Reserve:

- great play space equipment for younger children between 6-11 years old
- the shade area, dog park, sports facilities and open space are well liked
- safety concerns were noted around the layout of the basketball and tennis courts due to clashes between the two sports
- play space is not suitable for older children
- different types of play equipment are desired
- irrigated open green space is desired

Further details on what was heard are provided in the following sections.

## 6.2 Online survey

### 6.2.1 Respondents

12 respondents completed the online survey in relation to Baltimore Reserve. The figure below shows the location of respondents, with the majority residing in Parafield Gardens.

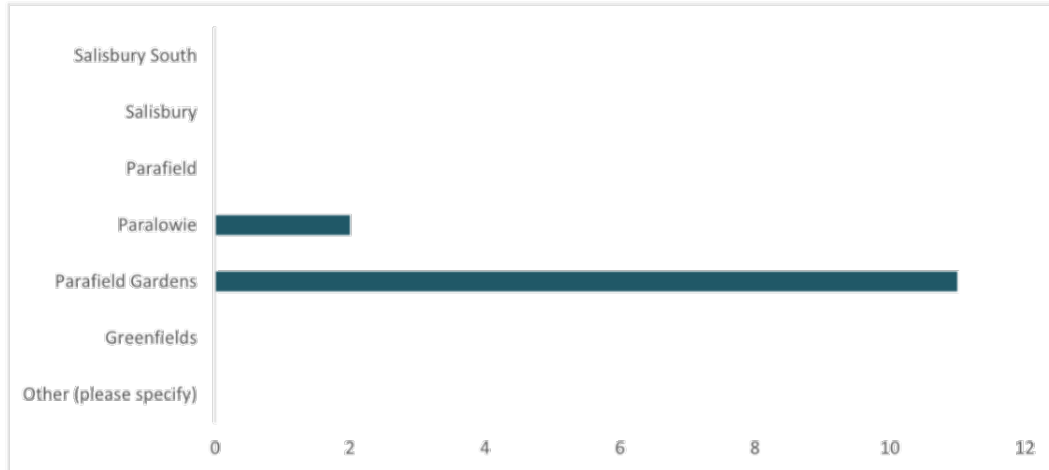


Figure 36 What suburb do you live in? (Baltimore Reserve online survey responses)

Households had on average two adults and one child, with 6-11 years being the most represented age category for children.

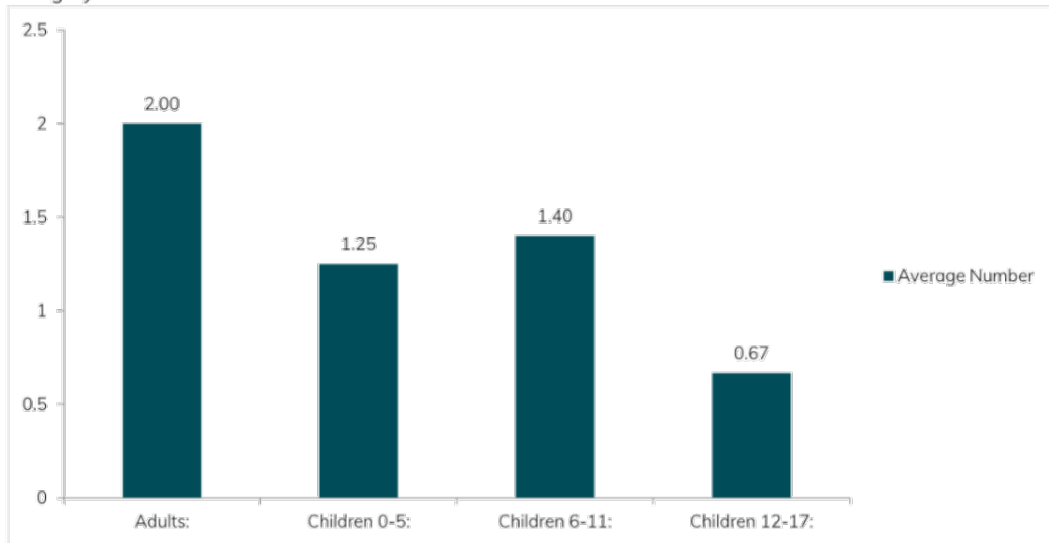


Figure 37 How many people live in your household? (Baltimore Reserve online survey responses)

**6.2.2 Reserve use**

Respondents were asked how often they use they visit the reserve. Respondents could select from four options. Six respondents stated 'weekly', five stated 'daily' and one 'occasionally'.

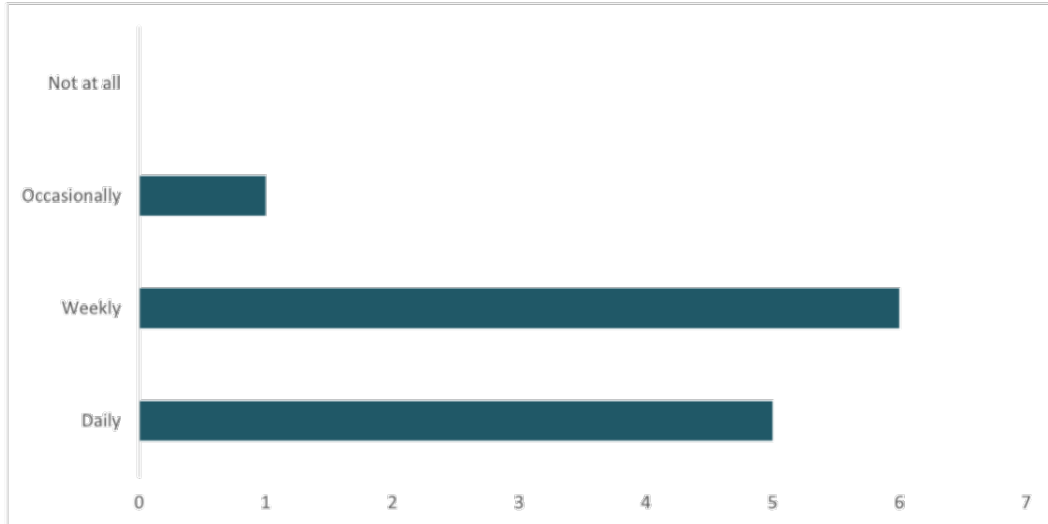


Figure 38 How often do you use Baltimore Reserve? (Baltimore Reserve online survey responses)

The table below shows 75% of all respondents who use the reserve also use the play space.

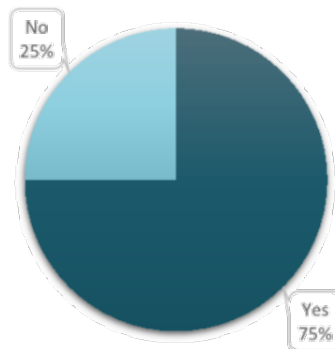


Figure 39 Does your family use the play space at Baltimore Reserve? (Baltimore Reserve online survey responses)

**6.2.3 Reasons for not using the play space**

Respondents were asked to state reasons in free form for not using the play space if no was selected. There were four responses to this question, with two commenting that they have no children.

One response noted the difficulty of some of the play space equipment for younger children:

"I have a 3 year old grandson that can't access the tower. how can he climb it independently from the second level to the third to access the higher slippery dip? I have to lift him up to the third level which isn't safe for him or me."

**6.2.4 Play space upgrade evaluation**

The next survey questions asked participants whether they felt the upgraded play space met the needs of their family. The figure below shows that out of 10 responses, 30% agreed and 45% 'somewhat agreed' and 30% 'somewhat disagreed'.

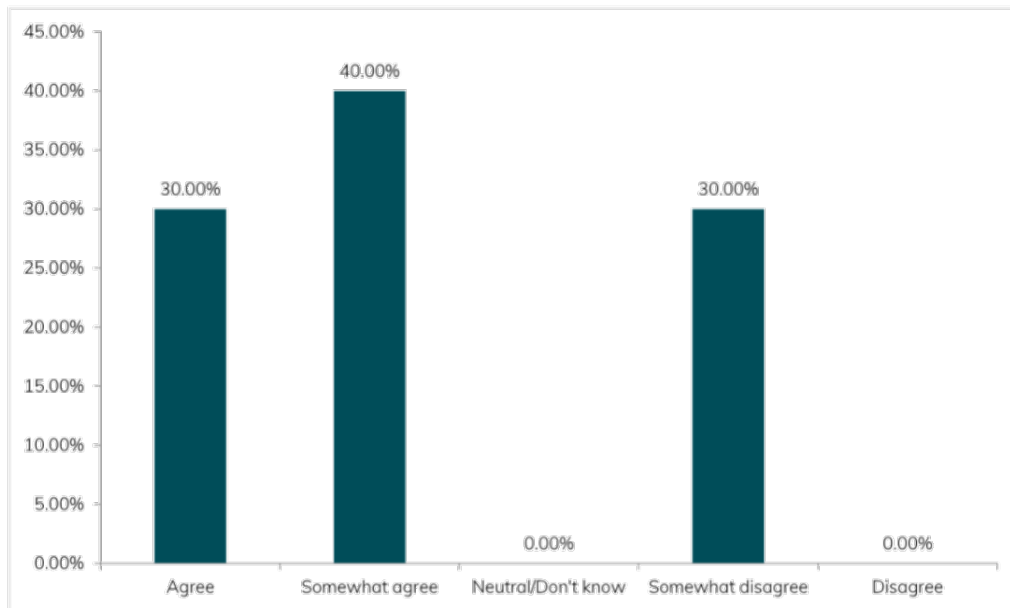


Figure 40 Does the new play space meet the needs of your family? (Baltimore Reserve online survey responses)



**6.2.5 Why did you answer this way?**

The next question invited respondents to answer in free form why they thought the play space upgrade met or didn't meet their families' expectations. A total of seven responses were received with some key likes and dislikes below:

**Like**

- Tennis courts
- Play space equipment
- Dog play area
- Walking
- Bike track

**Dislike**

- Lack of play space equipment for younger children
- Rubbish

Responses to this question were mostly positive with some commenting on the range of activities available at the reserve as well as the play space.

*"Me for walking and tennis ,my grandson for the bike track."*

*"As a retired couple we don't use the play space but our grand kids get lots of fun during school holidays."*

Other responses suggested some further upgrades for the reserve.

*"The new dog play area is nice but would like some revegetation on the larger dog run. Some lawn with watering facilities between obstacles would make the play run more enjoyable."*

*"Needs to be more rubbish bins - there is always rubbish on the floor."*

*"The playground is fantastic, but the kids are getting older and are more keen on sports. Currently the courts are not suitable to play on safely. There are also no other facilities."*

**6.2.6 Most important aspects when visiting Baltimore Reserve**

Participants were given seven options to select from when asked what the most important aspects are when visiting Baltimore Reserve play space. Out of ten respondents' safety, cleanliness, type of play equipment and distance from home were all equally represented categories at 21% each for this question.



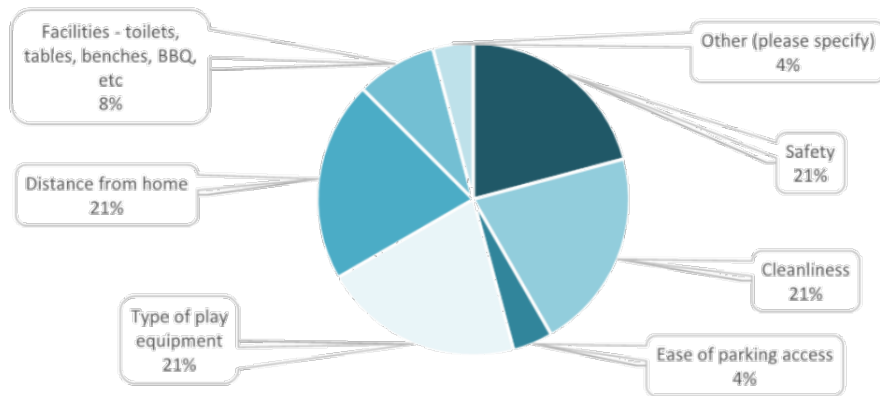


Figure 41 What are the most important aspects when visiting Baltimore Reserve? (Baltimore Reserve online survey responses)

Responses listed under 'other' included a dog park.

**6.2.7 Do you like the improvements made to the Reserve play space?**

Respondents were asked if they liked the improvements made to the reserve play space. Out of ten responses, seven answered 'yes' and three answered 'somewhat'.

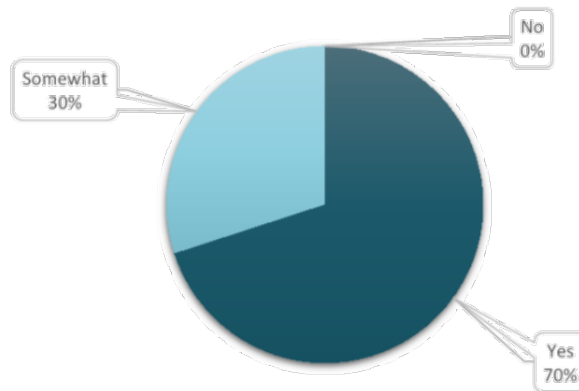


Figure 42 Do you like the improvements made to the Baltimore Reserve play space? (Baltimore Reserve online survey responses)

**6.2.8 Why did you answer this way?**

This was a free form question asking respondents why they answered yes or no to liking the new improvements made to the reserve play space.

There were eight responses in total with many positively commenting on the play space upgrade and the facilities available at the reserve.

"More versatile with a number of different activities available."

"The upgraded playground is fantastic and the kids really enjoy it."

"Was a dirt path in the past where as now it is much easier to use."

Some responses contained feedback regarding the tennis courts and skate park:

"As a resident living only 100 metres from the reserve I've noticed that the walking track surrounding the oval is used semi regularly, however I'm still yet to see anybody whatsoever use the new installed skate park. The existing playground needs a facelift absolutely to get people interested again."

"Haven't seen anyone use the bike track on the old tennis courts and the ramps rarely get used and once again not age appropriate."

"Not happy with the positions of the tennis court and the basketball court."

### 6.2.9 What would you have liked to have seen included in the renewal that wasn't?

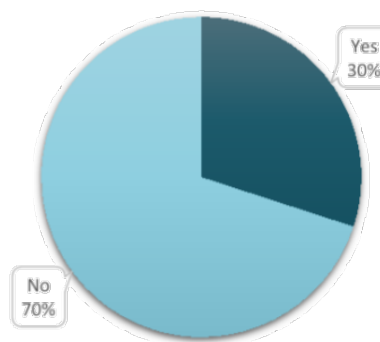
There were nine responses to this free form question. Some of the most common suggestions were:

- Cricket nets (2)
- Upgraded court surface (1)
- More bins (1)
- BBQ (1)
- More dog play activities (1)
- More nature elements and landscaping (1)

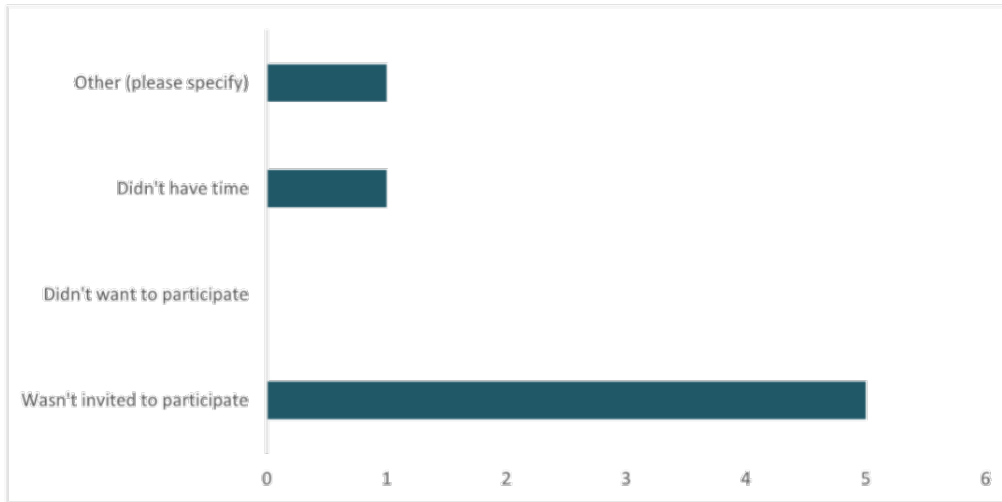
### 6.2.10 Previous community consultation

Respondents were asked if they participated in any previous community consultation relating to the reserve play space upgrade. Following this question respondents were asked why they did not participate, and if they did participate, did they feel as if their feedback helped to decided what was included in the upgrade.

There were ten responses to this question. 30% of respondents did participate in previous community consultation whilst 70% did not.



**Figure 43 Did you participate in any community consultation before the play space was upgraded? (Baltimore Reserve online survey responses)**



**Figure 44** What was the reason for not participating? (Baltimore Reserve online survey responses)

The majority of responses to this question stated not being invited to participate as the reason for not participating in community consultation for the reserve upgrade.

One response received for 'other' stated:

- "Just assumed the play space would be upgrade like the others but it wasn't"

**6.2.11 If yes, do you feel like your feedback helped to decide what was included in the play space upgrade?**

There were three responses to this free form question. One stated yes:

"Yes but it was already proposed by council before we met."

The other two responses stated no.

**6.2.12 Additional feedback**

In the final question respondents were asked if they had any further comments about the Baltimore Reserve play space renewal. Six respondents took this opportunity.

Two respondents commented positively on the reserve and the facilities available in general:

"Well looked after. Looks nice and open. Great for ball games on the oval."

"It is a good park that has lots of daily visitors with dogs or people walking or playing sport."

Other respondents had suggestions for further improvements to the reserve:

"Will the walking track eventually be bituminised for ease of walking and running for myself as when it's wet puddles form and the rocks can be harsher on shoes."

"I mentioned in the last consultation about possibly having a one ended AFL goal posts to practice with and or a cricket pitch. I know my kids would love it."

*"Will the walking track eventually be bituminised for ease of walking and running for myself as when it's wet puddles form and the rocks can be harsher on shoes."*

One respondent commented at length about safety hazards in the reserve including the bitumen walking path being too rough, the layout of the tennis courts and basketball courts in relation to sports overlapping and also questioned why a synthetic cricket pitch could not be installed.

Another commented that they would love to see sports matches brought back here such as netball or football:

*"I would love to see a bbq area perhaps. I know many years ago there were netball games played on the existing courts with a canteen which is now long gone. I think there is certain potential to bring back either local football or netball."*

### 6.3 Additional feedback submitted via email/phone to City of Salisbury

An email was received by the City of Salisbury on Friday 19 August from local resident Rick Taylor giving feedback for Baltimore Reserve. Nick is happy with the play space upgrade but had several suggestions for improving safety on the bitumen sports courts areas by improving and changing the layout. This submission also included sketched layout for the bituminised area which can be found in Appendix D.

*"When we were notified of the upgrades to Baltimore reserve of play equipment etc I was very pleased however I wished I had also checked the overall layout on the bitumen area at that time, if I had done! may not be sending this draft and upgraded review to—save on player hazards and injury clashes. 1) Tennis courts should be in the centre of the bitumen area, at the moment from the baseline at one end we have 3 metres then it drops drop down to the grassed oval area, (a falling / tripping hazard) at the other end we have 1U metres to the grassea area. 2) A cyclone mesh fence 2-00 metres high behind both ends of the tennis court would help save ball runoff 3) Relocate basketball pole as shown on drawing, this move will prevent player overlap hazard 4) A cricket practice net set in the alcove by Lancaster street in the future please 5) The path crcling the oval to be the same as the paved walking /running track already in place, not road rubble as existing Regards Rick Taylor N.B. This I hope would be a minimum cost to council to rectify and help eliminate player clashes and possible accidents"*

## 7. Carlyle Reserve, Pooraka



### 7.1 Key themes of feedback

The following key themes arose through the engagement for Carlyle Reserve:

- The play space equipment is underwhelming and only suitable for younger children (0-5yrs)
- There is a lack of other activities/facilities for older children such as basketball or tennis
- Lack of shade cover for new equipment

Further details on what was heard are provided in the following sections.

## 7.2 Online survey

### 7.2.1 Respondents

20 respondents completed the online survey in relation to Carlyle Reserve. Figure 45 below shows the location of respondents, with most (95%) residing in Pooraka.

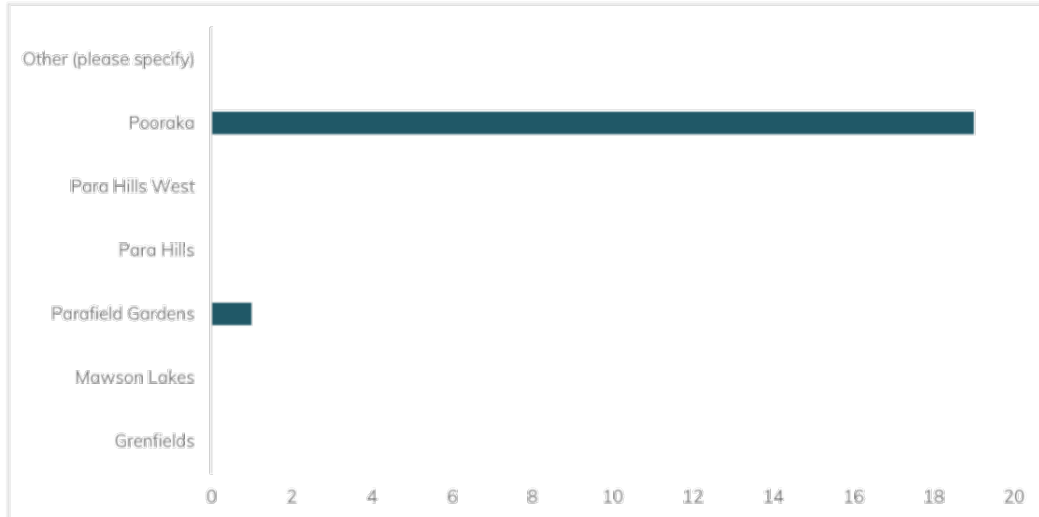


Figure 45 What suburb do you live in? (Carlyle Reserve online survey responses)

Households had on average two adults and one child, with 6-11 years being the most represented age category for children.

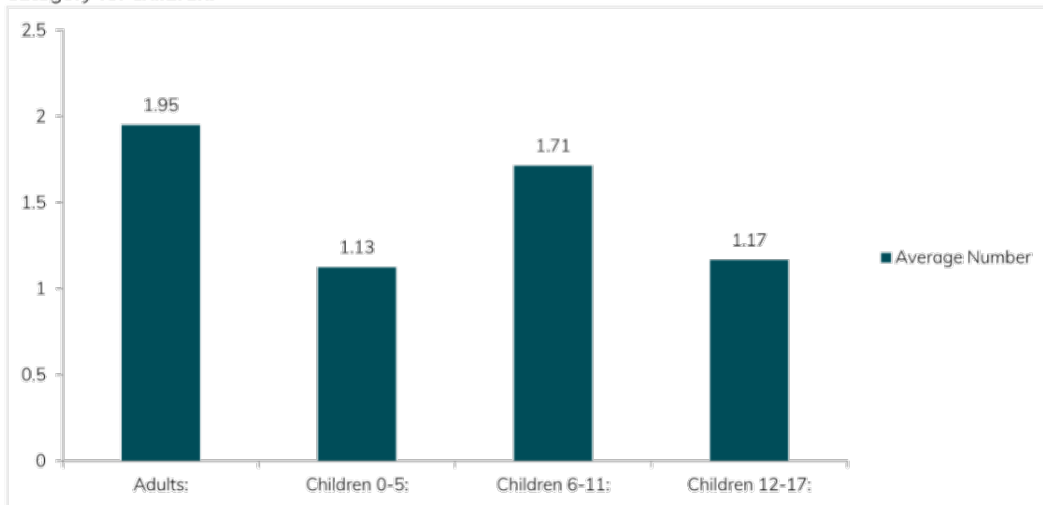


Figure 46 How many people live in your household? (Carlyle Reserve online survey responses)

**7.2.2 Reserve use**

Respondents were asked how often they use they visit the reserve. Respondents could select from four options. There were 20 responses to this question, with most respondents stating they use the park weekly (11), whilst the remainder visited the reserve either daily (5) or occasionally (4).

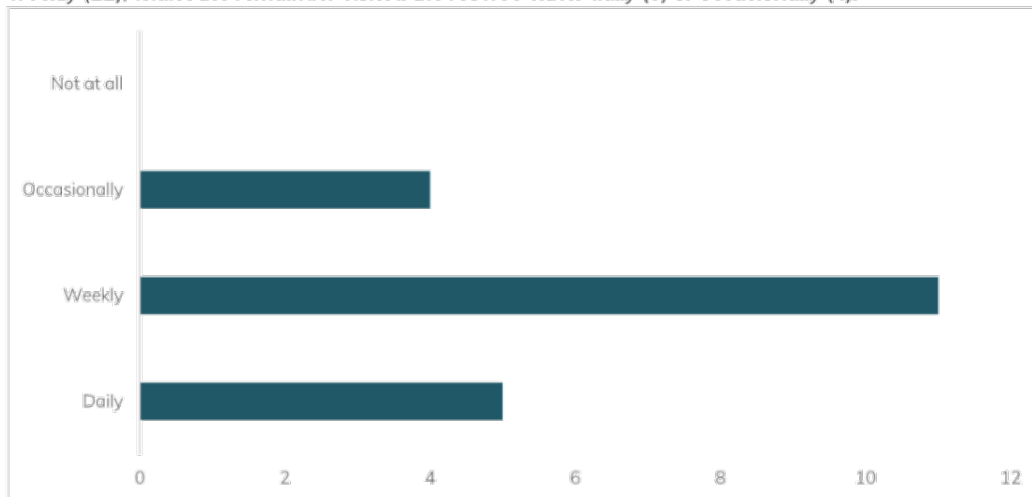


Figure 47 How often do you use Carlyle Reserve? (Carlyle Reserve online survey responses)

The table below shows 90% of all respondents who use the reserve also use the play space.

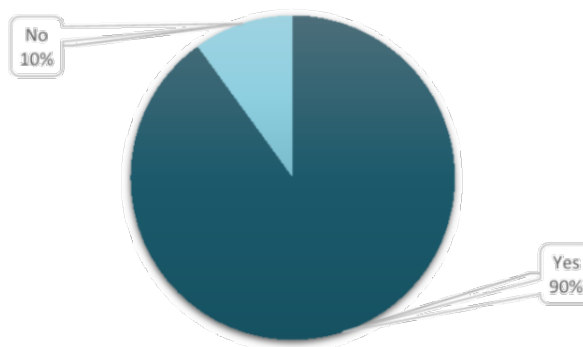


Figure 48 Does your family use the play space at Carlyle Reserve? (Carlyle Reserve online survey responses)

**7.2.3 Reasons for not using the play space**

Respondents were asked to state reasons in free form for not using the play space if no was selected. There were two responses to this question. One stated that they have no need to use the play space, whilst the other noted it doesn't suit their needs;



"It doesn't suit my needs. I would absolutely love a basketball court and even a tennis court. There's nothing on this side of Pooraka and have to drive a distance to go somewhere that has these options. I would use it multiple times a week!"

**7.2.4 Play space upgrade evaluation**

The next survey questions asked participants whether they felt the upgraded play space met the needs of their family. The figure below shows that out of 18 responses, 33% disagreed with this statement and only 28% 'somewhat agreed' suggesting the play space upgrade did not meet all community expectations.

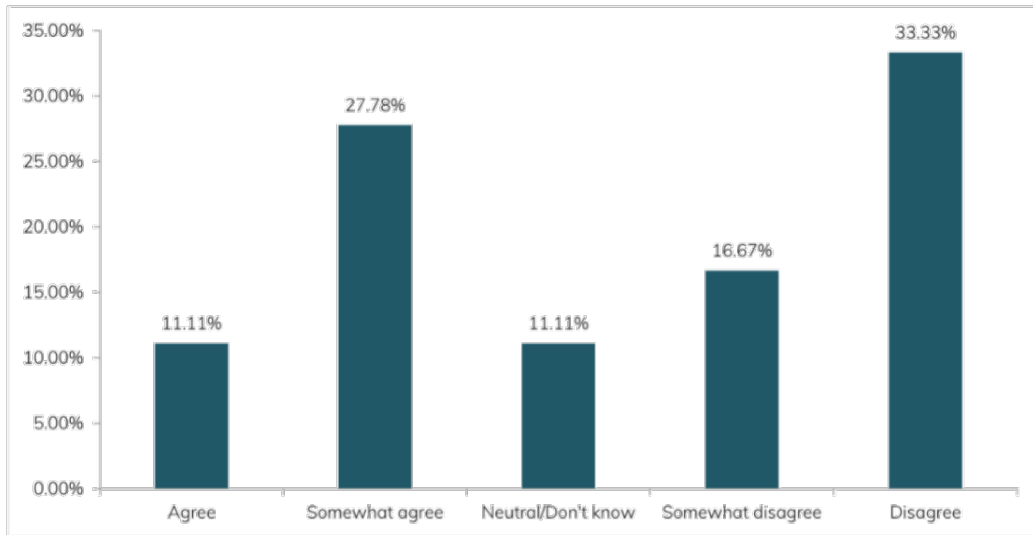


Figure 49 Does the new play space meet the needs of your family? (Carlyle Reserve online survey responses)

**7.2.5 Why did you answer this way?**

The next questions asked respondents to answer in free form why they thought the play space upgrade met or didn't meet their families' expectations. A total of 16 responses were received with some key likes and dislikes below:

**Like**

- Play space equipment good for younger children (0-5yrs)
- Open green space

**Dislike**

- New play space equipment lacks interactivity and is not challenging
- Lack of shade
- Lack of other recreational activities basketball or tennis facilities



Responses to this question highlighted that the new play space equipment was clearly not very challenging for kids and many considered it 'unimaginative' and lacking in creativity. Over half of all comments mentioned that the new play space upgrade was 'underwhelming' and not as good as the old equipment in terms of stimulating children and catering for wider age ranges.

"play space is unimaginative and does not meet what we expected it to be when completed, taking note of other play spaces in Salisbury Council which offer much more scope for imagination and physical activity."

"The new play equipment that was put in is lacking in imagination and creativity. The kids get bored with it in 10 mins compared to the old play equipment that was there that meant they could use their body and play in a variety of ways"

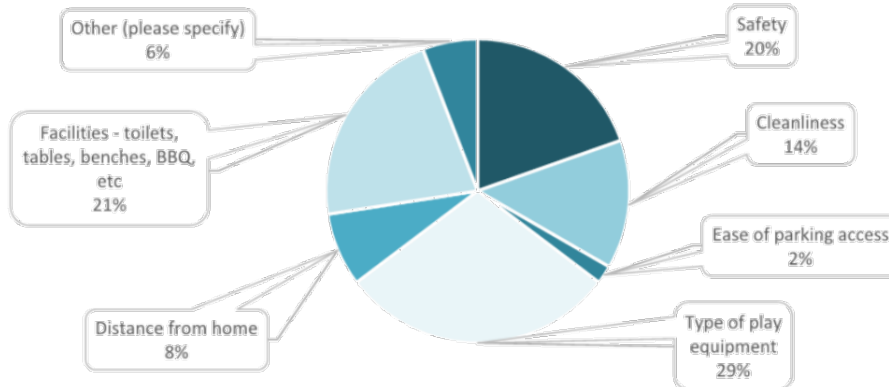
"There is less equipment than before. The flying fox swing is difficult for any of our 3 kids to use and there is no climbing equipment which would suit kids older than toddlers (besides a swing). Along with neighbours we are disappointed in the lack of thought and investment in this critical local infrastructure. The grass seems to be improving however there is still many dry spots, divets, and cracks making ball play difficult."

One respondent questioned the location and final position of the new shelter:

"I don't understand the logic in removing equipment from a shaded area and not replacing it with anything. ...the new shelter is a great idea but was erected totally wrong facing, did anyone actually come and look where/which way the facing should be erected to benefit from the shelter?"

**7.2.6 Most important aspects when visiting Carlyle Reserve**

Participants were given seven options to select from when asked what the most important aspects are when visiting Carlyle Reserve play space. Out of 18 respondents, the 'type of play equipment' was the most important aspect when visiting the reserve (29%) which is consistent with previous feedback received throughout the survey. Facilities, safety and cleanliness were the next highest-ranking answers for this question.



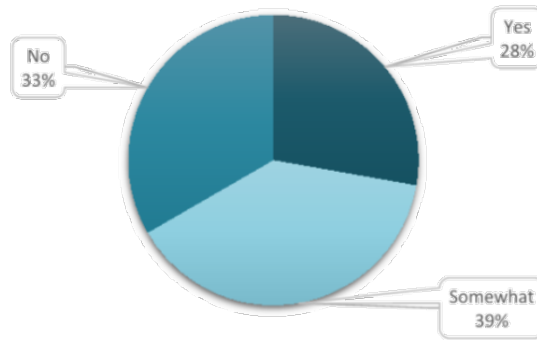
**Figure 50 What are the most important aspects when visiting Carlyle Reserve? (Carlyle Reserve online survey responses)**

Responses listed under 'other' included:

- Open space for kicking a footy
- Lawn/ground maintenance
- Shade

**7.2.7 Do you like the improvements made to the Reserve play space?**

Respondents were asked if they liked the improvements made to the reserve play space. Out of 18 responses seven answered 'somewhat', six answered 'no' and five answered 'yes'.



**Figure 51 Do you like the improvements made to the Carlyle Reserve play space? (Carlyle Reserve online survey responses)**

**7.2.8 Why did you answer this way?**

This was a free form question asking respondents why they answered yes or no to liking the new improvements made to the reserve play space.

There were 16 responses in total with many comments about the choice of new play space equipment in comparison to the older equipment that was replaced.

*"Some update of equipment but does not offer much scope for imagination or physical activity, quite a boring looking area when looking across the site. Been told by local MP that funds ran out for this project, would appreciate a completed project."*

*"Because what was put there is not conducive to child play. The only reason that a baby swing was even out there was because people complained in the building process. All the equipment that was there meant that kids actually had to problem solve and use third boys to play."*

*"Totally wrong setup and equipment needs to be varied and a lot more equipment."*

*"There is less equipment than before. The flying fox swing is difficult for any of our 3 kids to use and there is no climbing equipment which would suite kids older than toddlers (besides a swing)."*

Some respondents did not like the age appropriateness of the new play space equipment:

*"I feel it caters to the younger age bracket you need something for all ages."*

*"They took more than they replaced and it's not age appropriate for my kids."*

“Wish there was something for older children.”

Other comments included suggesting a tennis or basketball court should have been installed and better lighting for people who use the reserve at night.

**7.2.9 What would you have liked to have seen included in the renewal that wasn't?**

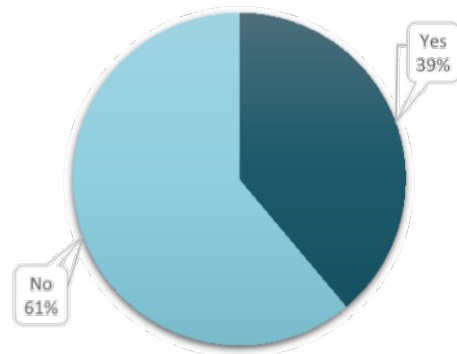
There were 16 responses to this free form question. Some of the most common suggestions were:

- More challenging play space equipment (8)
- Basketball/Tennis courts (4)
- Outdoor exercise equipment (2)
- Monkey bars (2)
- More seating (1)
- Toilets (1)
- Lighting (1)
- BBQ (1)

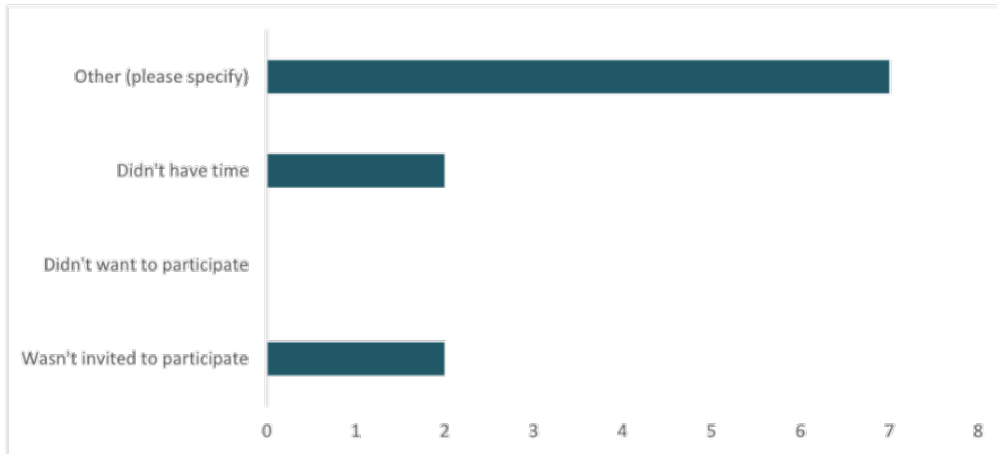
**7.2.10 Previous community consultation**

Respondents were asked if they participated in any previous community consultation relating to the reserve play space upgrade. Following this question respondents were invited to indicate why they did not participate, and if they did participate, did they feel as if their feedback helped to decided what was included in the upgrade.

There were ten responses to this question. 39% of respondents did participate in previous community consultation whilst 61% did not.



**Figure 52 Did you participate in any community consultation before the play space was upgraded? (Carlyle Reserve online survey responses)**



**Figure 53 What was the reason for not participating? (Carlyle Reserve online survey responses)**

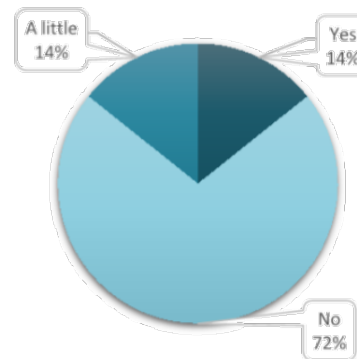
The majority of responses to this question stated not being aware of the consultation (other) as the reason for not participating in community consultation for the reserve upgrade.

Seven responses received for 'other' included:

- Not aware of the consultation
- Did not live in the area at the time of consultation

**7.2.11 If yes, do you feel like your feedback helped to decide what was included in the play space upgrade?**

There were seven responses to this free form question. Five out of the seven responses all stated no, they didn't think their feedback helped to decide what was included in the consultation. One response stated yes and another 'a little'.



**Figure 54 Do you feel like your feedback helped to decide what was included in the play space upgrade? (Carlyle Reserve online survey responses)**

**7.2.12 Additional feedback**

In the final question respondents were asked if they had any further comments about the Carlyle Reserve play space renewal. There were 11 responses to this question.

Overall comments were positive about the upgrade, so many felt it was enough for the community. There were comparisons to other play space upgrades, and some respondents felt as if Carlyle Reserve was underwhelming in contrast.

"It's neat and tidy but I don't feel it's enough for the community."

"Only as above, our feedback is to be used in planning and delivery of other Council play space renewal projects but would like to see Carlyle Reserve play space brought up to level of other play spaces in the Council."

"It was a big waste of money considering the improvement was less than we had before. Very disappointing."

There were some positive comments regarding the upgrade, and others has some suggestions for further improvements.

"I am grateful for all improvements made to the play space."

"There are a lot of children in this area possibly a rage cage which has basketball and soccer in it on some of the grassed area. There needs to be options for all age groups of children. Possibly a pump track could be very useful also."

Overall respondents were positive about the play space upgrade and appreciated the new look and feel of the park, but many were left unsatisfied with the range and types of equipment installed.

## 8. Summary and future considerations

The play space evaluation engagement has been successful with strong levels of engagement with local residents. In particular, the engagement has:

- Provided a greater understanding on community use – current and future – and preferences for future facilities and amenities of the play spaces included in the engagement
- Provided important intelligence from play space users on current issues and future improvements that could be made at the play spaces included in the engagement
- Provided insights into what Council could consider for future play space upgrades.

In planning future play space upgrades, Council may like to pay particular consideration to the following, which have emerged through the engagement process.

- Undertaking specific demographic analysis in each reserve area. A lot of feedback commented that the age suitability of equipment did not match the demographics of the area in terms of the average ages of children who use the play space.
- Greater focus on safety including lighting, interface with other activities (i.e. sports and dog parks) and fenced play space areas.
- Incorporation of toilets to be included in play spaces to encourage longer stays and use, particularly for younger children.
- More specific and targeted community consultation, with local residents and user groups, in planning for an upgraded play space to understand current users of the reserve and the other activities available, and current and future users of the play space and how they use it. Managing expectations on what can be delivered within the constraints of an individual upgrade is important in engagement.
- Following consultation, 'close the loop' with participants to provide the final design and explain why elements were and weren't included, ahead of construction to manage expectations and increase understanding.

## Appendix A

### Communication collateral





*The feedback you provide helps to shape future projects*

We invite you to complete the online feedback form to share your thoughts.

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## **Amsterdam Crescent Reserve PLAYSPACE RENEWAL**

The City of Salisbury is seeking feedback on how you and your family use and interact with the reserve playspace.

*Have your say*

*The feedback you provide helps to shape future projects*



## **Amsterdam Crescent Reserve PLAYSPACE RENEWAL**

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**What do you like about it? What do you think could be better?**

The feedback you provide will be presented to Council and used to inform planning and delivery of other Council playspace renewal projects.

**Consultation closes at 5pm on 30 July 2022**

Renewed in late 2020 as part of the Playspace Renewal Program 2020/21, the Amsterdam Crescent Reserve playspace on Austin Court, Salisbury Downs now includes a new irrigated turf area, outdoor fitness equipment, tennis and basketball facilities, walking paths, lighting and outdoor furniture.



We invite you to complete the online feedback form to share your thoughts.

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**Consultation closes at  
5pm on 30 July 2022**

Renewed in late 2020 as part of the Playspace Renewal Program 2020/21, the Carlyle Reserve playspace on Henderson Avenue, Pooraka now includes new play equipment, a shade structure, walking paths and bench seating.



We invite you to complete the online feedback form to share your thoughts.

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## **Orinoco Street Reserve PLAYSPACE RENEWAL**

The City of Salisbury is seeking feedback on how you and your family use and interact with the reserve playspace.

*Have your say*

*The feedback you provide helps to shape future projects*



## **Orinoco Street Reserve PLAYSPACE RENEWAL**

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What do you like about it? What do you think could be better?

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**Consultation closes at  
5pm on 30 July 2022**

Renewed in late 2020 as part of the Playspace Renewal Program 2020/21, the Orinoco Street Reserve playspace on Orinoco Street, Paralowie now includes new play equipment, a shade structure and softfall bark surrounding the playspace area.

We invite you to complete the online feedback form to share your thoughts.

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## **Baltimore Reserve PLAYSPACE RENEWAL**

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## Baltimore Reserve PLAYSPACE RENEWAL

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What do you like about it? What do you think could be better?

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**Consultation closes at  
5pm on 30 July 2022**

Renewed in late 2020 as part of the Playspace Renewal Program 2020/21, Baltimore Reserve on Oleander Drive, Parafield now includes new play equipment, a shade structure, walking paths and upgraded tennis and basketball facilities.



We invite you to complete the online feedback form to share your thoughts.

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## Canterbury Drive Reserve **PLAYSPACE RENEWAL**

The City of Salisbury is seeking  
feedback on how you and your  
family use and interact with the  
reserve playspace.

*Have your say*

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## Canterbury Drive Reserve PLAYSPACE RENEWAL

The City of Salisbury is seeking feedback on how you and your family use and interact with the reserve playspace.

What do you like about it? What do you think could be better?

The feedback you provide will be presented to Council and used to inform planning and delivery of other Council playspace renewal projects.


**Consultation closes at  
5pm on 30 July 2022**

Renewed in late 2020 as part of the Playspace Renewal Program 2020/21, the Canterbury Drive Reserve playspace on Canterbury Drive, Salisbury Heights now includes new play equipment, a shade structure and outdoor fitness equipment to complement existing amenities.



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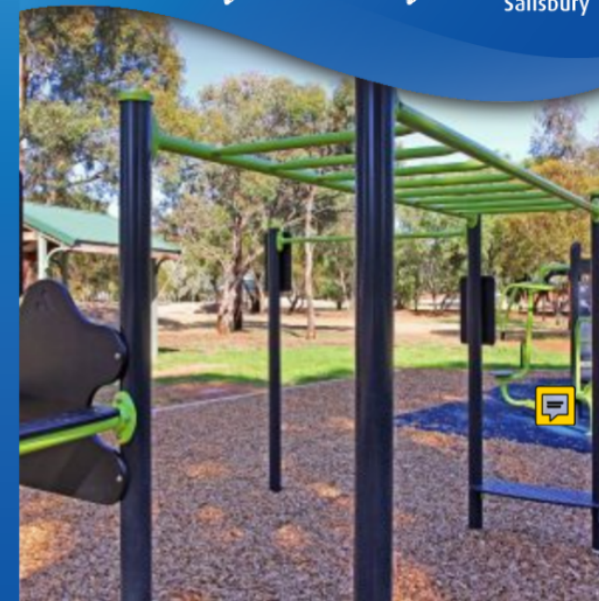
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## **Dunkley Green Reserve PLAYSPACE RENEWAL**

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*Have your say*

*The feedback you provide helps to shape future projects*



## **Dunkley Green Reserve PLAYSPACE RENEWAL**

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What do you like about it? What do you think could be better?

The feedback you provide will be presented to Council and used to inform planning and delivery of other Council playspace renewal projects.

**Consultation closes at  
5pm on 30 July 2022**

Renewed in late 2020 as part of the Playspace Renewal Program 2020/21, the Dunkley Green Reserve on Brougham Drive, Valley View now includes new play equipment, a new half basketball court and a new BMX pump track.



We invite you to complete the online feedback form to share your thoughts.

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## **Amsterdam Crescent Reserve PLAYSPACE RENEWAL**

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*Have your say*

*The feedback you provide helps to shape future projects*



## **Amsterdam Crescent Reserve PLAYSPACE RENEWAL**

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**What do you like about it? What do you think could be better?**

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**Consultation closes at 5pm on 30 July 2022**

Renewed in late 2020 as part of the Playspace Renewal Program 2020/21, the Amsterdam Crescent Reserve playspace on Austin Court, Salisbury Downs now includes a new irrigated turf area, outdoor fitness equipment, tennis and basketball facilities, walking paths, lighting and outdoor furniture.



We invite you to complete the online feedback form to share your thoughts.

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## **Carlyle Reserve PLAYSPACE RENEWAL**

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Have your say

The feedback you provide helps to shape future projects



## Carlyle Reserve PLAYSPACE RENEWAL

The City of Salisbury is seeking feedback on how you and your family use and interact with the reserve playspace.

What do you like about it? What do you think could be better?

The feedback you provide will be presented to Council and used to inform planning and delivery of other Council playspace renewal projects.


**Consultation closes at  
5pm on 30 July 2022**

Renewed in late 2020 as part of the Playspace Renewal Program 2020/21, the Carlyle Reserve playspace on Henderson Avenue, Pooraka now includes new play equipment, a shade structure, walking paths and bench seating.



We invite you to complete the online feedback form to share your thoughts.

**Fill in the feedback form at:**  
[salisbury.sa.gov.au/haveyoursay](https://salisbury.sa.gov.au/haveyoursay)

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*Have your say*



## **Orinoco Street Reserve PLAYSPACE RENEWAL**

The City of Salisbury is seeking feedback on how you and your family use and interact with the reserve playspace.

*Have your say*

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## **Orinoco Street Reserve PLAYSPACE RENEWAL**

The City of Salisbury is seeking feedback on how you and your family use and interact with the reserve playspace.

What do you like about it? What do you think could be better?

The feedback you provide will be presented to Council and used to inform planning and delivery of other Council playspace renewal projects.

**Consultation closes at  
5pm on 30 July 2022**

Renewed in late 2020 as part of the Playspace Renewal Program 2020/21, the Orinoco Street Reserve playspace on Orinoco Street, Paralowie now includes new play equipment, a shade structure and softfall bark surrounding the playspace area.

We invite you to complete the online feedback form to share your thoughts.

**Fill in the feedback form at:**  
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*Have your say*



## Baltimore Reserve **PLAYSPACE RENEWAL**

The City of Salisbury is seeking feedback on how you and your family use and interact with the reserve playspace.

Have your say

The feedback you provide helps to shape future projects



## Baltimore Reserve PLAYSPACE RENEWAL

The City of Salisbury is seeking feedback on how you and your family use and interact with the reserve playspace.

What do you like about it? What do you think could be better?

The feedback you provide will be presented to Council and used to inform planning and delivery of other Council playspace renewal projects.

**Consultation closes at  
5pm on 30 July 2022**

Renewed in late 2020 as part of the Playspace Renewal Program 2020/21, Baltimore Reserve on Oleander Drive, Parafield now includes new play equipment, a shade structure, walking paths and upgraded tennis and basketball facilities.



We invite you to complete the online feedback form to share your thoughts.

**Fill in the feedback form at:**  
[salisbury.sa.gov.au/haveyoursay](https://salisbury.sa.gov.au/haveyoursay)

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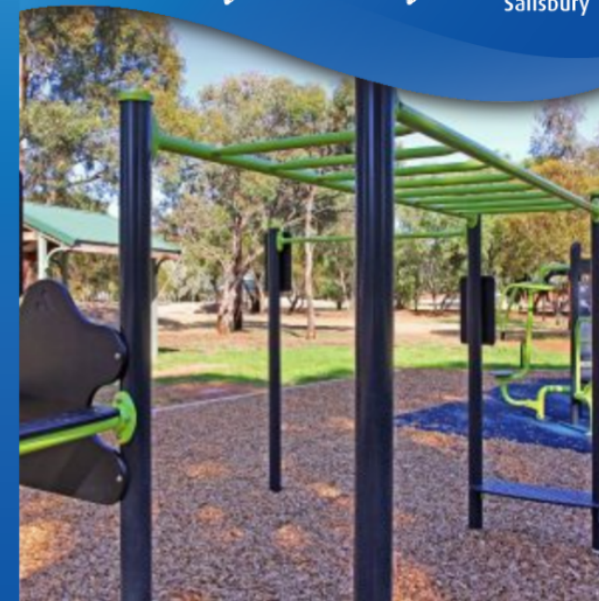
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## Canterbury Drive Reserve **PLAYSPACE RENEWAL**

The City of Salisbury is seeking feedback on how you and your family use and interact with the reserve playspace.

*Have your say*

*The feedback you provide helps to shape future projects*



## Canterbury Drive Reserve PLAYSPACE RENEWAL

The City of Salisbury is seeking feedback on how you and your family use and interact with the reserve playspace.

What do you like about it? What do you think could be better?

The feedback you provide will be presented to Council and used to inform planning and delivery of other Council playspace renewal projects.


**Consultation closes at  
5pm on 30 July 2022**

Renewed in late 2020 as part of the Playspace Renewal Program 2020/21, the Canterbury Drive Reserve playspace on Canterbury Drive, Salisbury Heights now includes new play equipment, a shade structure and outdoor fitness equipment to complement existing amenities.



We invite you to complete the online feedback form to share your thoughts.

**Fill in the feedback form at:**  
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## **Dunkley Green Reserve PLAYSPACE RENEWAL**

The City of Salisbury is seeking feedback on how you and your family use and interact with the reserve playspace.

*Have your say*

*The feedback you provide helps to shape future projects*



## **Dunkley Green Reserve PLAYSPACE RENEWAL**

The City of Salisbury is seeking feedback on how you and your family use and interact with the reserve playspace.

What do you like about it? What do you think could be better?

The feedback you provide will be presented to Council and used to inform planning and delivery of other Council playspace renewal projects.

**Consultation closes at  
5pm on 30 July 2022**

Renewed in late 2020 as part of the Playspace Renewal Program 2020/21, the Dunkley Green Reserve on Brougham Drive, Valley View now includes new play equipment, a new half basketball court and a new BMX pump track.



We invite you to complete the online feedback form to share your thoughts.

**Fill in the feedback form at:**  
[salisbury.sa.gov.au/haveyoursay](https://salisbury.sa.gov.au/haveyoursay)

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## Appendix B

### Door-knocking and postcard distribution catchment maps

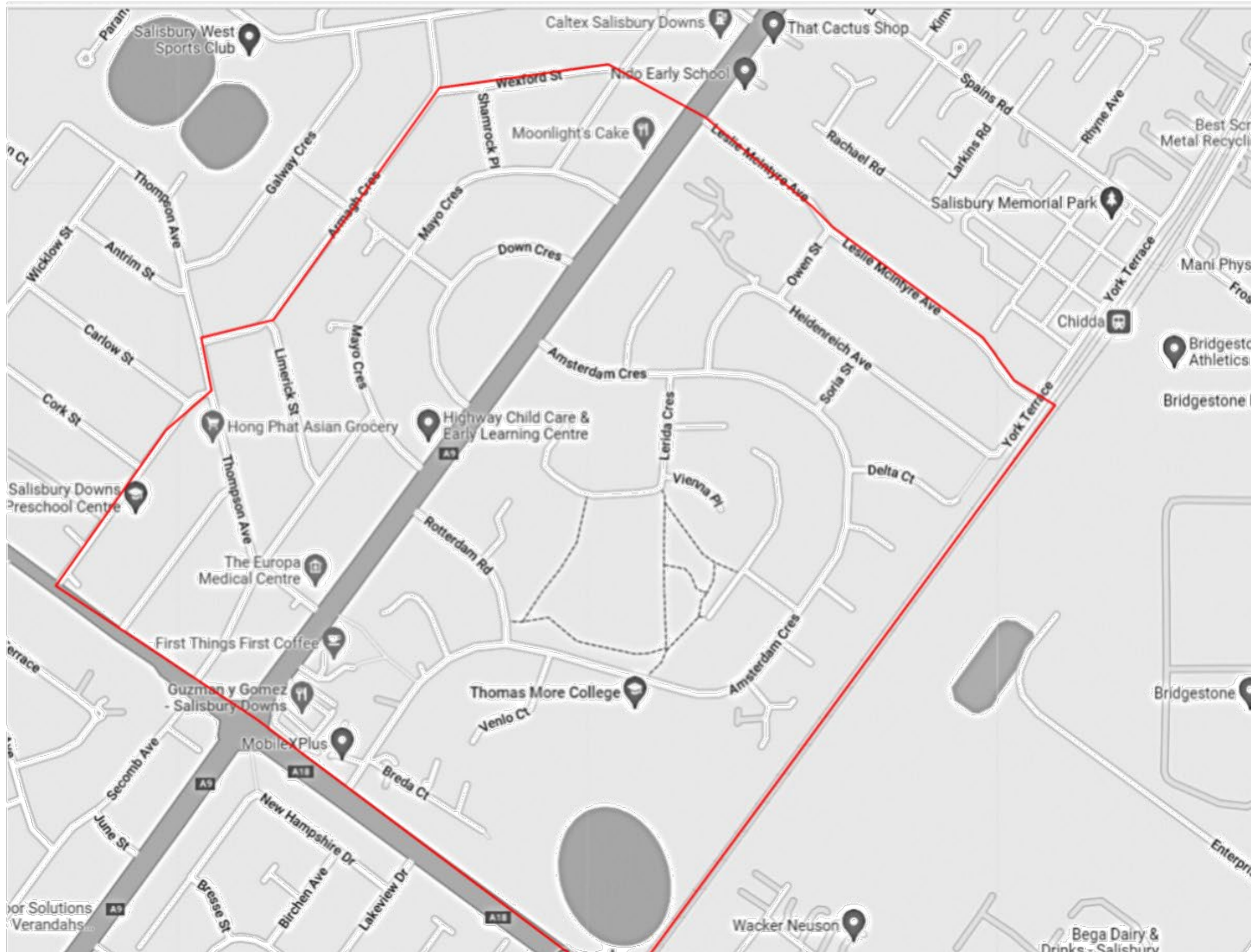




itions

**ALL COMMERCIAL AND RESIDENTIAL PROPERTIES**, every property must get a letter  
Unless otherwise noted, please distribute along (inner side only) and within the red  
boundary line

Map 1





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City of Salisbury Reserve, Parafield Gardens May 20

Map 1





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City of Salisbury Reserve, Parafield Gardens May 20

Map 2





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City of Salisbury Reserve, Landfill Gardens May 20

Map 3





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City of Salisbury, Salisbury Park, May 20

Map 1





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City of Salisbury, Salisbury, Wiltshire, UK

Map 2





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City of Salisbury, Salisbury, Salisbury, Salisbury, Salisbury

Map 3



Item AMSC2 - Attachment 1 - Appendix A - URPS: Engagement Summary Report





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City of Salisbury, SA

Map 1





ions

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City of Salisbury

Map 1





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City of Salisbury

Map 1



## Appendix C

### Online Survey Verbatim Comments

#### Canterbury Drive Reserve

##### *Q5 – Why don't you use the play space?*

- Too hard to cross main nth Rd and Use the small insufficient playground we have at Salisbury pk. Need couple more baby swings, flying fox that high an adult wouldn't be able to use and more shade cloth needed over the swing area. very disappointing...Lucky Salisbury Heights!!!
- We do use it, however, feel the space needs some toilets to not interrupt the play time for our children. Walking dog, flying kite
- Don't have children

##### *Q7 – Why did you answer this way? (Does the new play space meet the needs of your family)*

- Would really like a toilet installed so as a family you can stay longer.
- We love the new additions & that it is completely fenced & secure. More seating in the fenced area would be a bonus
- The Canterbury Drive Reserve needs better lighting, or ANY lighting, for safety.
- "Would have loved toddler play equipment.
- No smoking near play equipment sign"
- "The basketball court/ half court
- Is lacking. It could do with 3 point lines added. Would be good if we could extend the concrete to make it an actual half court."
- Won't cross over main nth Rd... with little grandchildren too far to walk to the overpass.
- We only occasionally use the tennis court. Everything else in the playscape doesn't interest us.
- Because the playground needed an upgrade
- Grandchildren love the play space
- Like the improvements - encourage more activity
- It meets the kids needs and is a great way to get us all out of the house, however, the no toilets is a killer. Often makes our trip to the park shorter.
- This play space is great, but for young children it is very frustrating that there is no bathroom available. I know this is only a local park, but it gets so much usage (through dog park, bike track, basketball court and play space) and would be fantastic if a toilet could be provided. My family would use the space for a lot longer if there was a toilet there.

- Lots of fun things to do.
- There are no toilets there, nor is there a grassed area big enough to kick a footy.
- I don't have young children
- The new play area provides lots of different activities. Public toilets would be ideal.
- Could have some more nature play options, and open grass areas and better maintenance. It could do with fresh planting of plants and more open green area to run. More equipment for under 2 that is parent and child friendly. Make it feel more lush and green.
- There needs more equipment with sustainably activities. This park gets used regularly by the community and us. It has not got enough equipment to inspire children's growth. There is also limited beech space. This park gets full with children of all ages. It does not cater for the older children in our community
- I was hoping there would be toilets installed, seeing as there is a BMX track, tennis/basketball court, dog park and playground. It's a great place for parties but nowhere for guest to go to the toilet.
- I think toilets and if possible bbqs would be of significant benefit to enhance the new upgrade

*Q8 – What do you consider the most important aspects when visiting Amsterdam Crescent Reserve?*

*(Other)*

- More lighting
- Nice environment...
- Quality of paved areas for skating

*Q10 – Why did you answer this way? (Do you like the improvements made to the Canterbury Drive Reserve play space)*

- New equipment is great. Exercise equipment is good.
- Play equipment for younger children to be included in the fenced area.
- My son is too old for the playground & would like to use the basketball area more but it's a bit lame..
- Haven't seen it ...need to follow up Tregoning Green
- Looks good, but it doesn't get used. I believe the money that was spent could of been used in other areas of the park.
- The new play equipment it's fun and the gym is good.
- Good equipment for the ages of my grandchildren
- encourage more activity with kids and adults
- Toilets are required when you have multiple kids that need to go to the toilet at multiple times, it cuts our visit short due to needing the toilet.
- I think it is amazing that Council have upgraded this. Thank you.

- Much more to do.
- Playground is heaps better, outdoor gym is good.
- The park was old need to be improved
- Much more inviting than it was before.
- It needed the upgrades and the trampoline is liked
- As it is an improvement from what we had but this does not cater enough. we need a bigger platform.
- I thought the actual equipment would get an upgrade like other areas with new slide etc.
- Bit again I believe toilet facilities would be great

*Q11 – What would you have liked to have seen in the upgrade that wasn't?*

- Toilet
- An automatic/ self-cleaning toilet would be amazing. Also, a bitumen "Pump" track for smaller kids, skateboards & scooters
- Lighting!!
- Nature play equipment.
- More lights
- Nil
- More bins and dog poo bag dispensers.
- BBQ and Toilet block
- toilets
- tennis wall for singles to hit against, in addition to the existing court
- TOILETS.
- Toilets please.
- Water and nature play.
- Toilets and a much larger grassed area to kick the football around. Some of the bmx track could have been utilised for this.
- New or fixed bike tracks
- Public toilets
- More equipment for under 3 years of age. More planting of vegetation to make it feel more lush and less like a desert.
- A larger flying fox, sand pit, wooden recycled poles/ to climb over, a fort to encourage dramatic playing
- New slide
- Toilets and if possible bbqs

*Q13 – What was the reason for not participating in previous community consultation?**(Other)*

- Changes that were presented looked better than outcome.
- Unsure if I was invited may have been new to the area.
- Live in Salisbury Pk and sad we don't have same as Salisbury Heights
- Wasn't invited/wasn't informed
- Didn't get asked as it's the grandparents who live in the area, not me.

*Q14 -Do you feel like your feedback helped to decide what was included in the play space upgrade?*

- Somewhat, playground upgrade is great for the area.
- No! The whole Canterbury Drive Reserve is still pitch-black dark at night and is used as a meeting place and cut through for at night.
- maybe
- Unsure.
- Not particularly.
- N/a
- I think so.
- Unsure
- yes! you addressed everything that I mentioned.
- Not really
- No as there are no toilets
- Yes

*Q15 - Do you have any further comments about the Canterbury Drive Reserve Play space renewal?*

- Notes in previous question - Toilet facilities & bitumen PUMP track
- It needs better lighting as a crime prevention.
- I would like to know what questions were asked for the consultation? I think the questions should have been best to understand how 'active' the local demographics are to justify whether an outdoor gym and in-ground trampoline etc be suitable.
- the play space needs toilets
- To encourage more adults to use the fitness equipment, I would like to see the addition of fitness instructor offering classes. I know this is being done in some southern suburb council areas.
- It would be great if some public toilets can be built to assist the kids in playing outdoors in the community.
- Thank you to Council for doing this. Thank you

- Much better than before, but still no toilet or significant grasses area
- Make it feel lush and green maybe put in irrigation system
- I feel it needs to have more equipment as now there is more families using the area. As this area is growing and diversity needs to put in place. A larger area for more equipment to now cater for the older children
- No
- We noticed the old play equipment was painted this equipment was not renewed we know it was St least 6 years old when the new plays pace was installed but have no idea as to the actual age of the existing equipment we did visit after the renewal and reported that the baby swing was broken after the renewal after I reported it was replaced promptly however this was a safety concern

## Dunkley Green Reserve

### *Q5 – Why don't you use the play space?*

- We don't have children yet ;) we are excited to use it when we do
- It requires a BBQ area. Lights for dusk.
- we are over 80 but think it is a great space.
- Because I'm a pensioner, my grand and great grandchildren don't live close.
- I don't have children, and it is a average playground. The seated area has a very small shelter which exposes you to the elements.
- "Waste of ratepayers money"
- We don't use it because it's shit if you gonna make a pump track at least make it possible for someone to pump around the track you literally make a dirt track with some bumps that you can carry no speed on the basketball courts ok but if the ball goes past the hoop in lands in mud.
- Age

### *Q7 – Why did you answer this way? (Does the new play space meet the needs of your family)*

- Because we purchased this house with the knowledge that the park was there, and we've been looking forward to using it with out future family. The upgrade, including the new shade, makes this even more exciting.
- "Needs to have something more for all"
- Ages."
- The slippery dip has been painted over rust dangerous
- We go with our Grandchildren & their friends. The bmx pump track is Not a true pump track. Half the play equipment just got a paint job to dress up old slide, etc.
- My daughter loves playing in the park.



- It'd be great to have a barbecue, we would use it all the time, and a teen flying fox would be amazing!
- Play equipment should be replaced
- Because I don't have any use for it
- a BBQ / eating space would have been good to encourage more community. There could be a community garden / something to appeal to people without children.
- The kids enjoy some elements of the playground, but I think an opportunity was missed in upgrading the old sections of play equipment. The form of the pump track is a bit odd and seems short and steep given the large area available. The drainage on the pump track is poor with a large pool persistent through winter
- We are a huge fan of the new basketball facility, would be great to have shade sail over the court, especially in summer! BBQ facilities would be great also
- It would be great if there were sprinklers to keep the grass there during the summer. It is a dust bowl once everything dies off in summer
- "The design of the bike track is poor. 'pump' tracks do not require and pedalling, this track is a giant mountain with a lake up the top.
- There is no path around the park which was meant to be included for walking."
- I go with my grandchildren who live one street away from me, they enjoy the playground and basketball court, being much older there is nothing for me, as the promised walking track was never provided, a perimeter dolomite or bark track around the reserve would have provided a safe place to exercise as we find the uneven paved streets unsafe
- The bike track is signed in correctly was left unfinished and then ruins by the excavator being driven over it when it was finished the top of the track resembles more of a swimming pool than a bike track the rest of the park is in good condition other than it taking weeks for certain equipment to be finished and some not even being built at all the logs walking path but the worst is the bmx track it is not a pump track and was never what was promised I haven't used or seen anyone use it since it opened and I commute past daily and go after school to play basketball often. The condition of this park and it's track is unsafe and needs attention
- Expecting more better-quality greener grass around the green, not just the play space, like proper green grass around the entire green. And more updated play equipment instead of just a coat of paint. I know new equipment was installed, but painting the old, outdated equipment wasn't necessary. Should've just replaced with new modern equipment.
- Not enough seating for us all, nowhere to eat or drink if another family there, not enough shelter for the rain, kids don't like bball court on angle not flat! Ball goes behind board/stop net or wall or some kind to stop ball for missed. Needs BBQ
- Because it's shit and you painted over the old shit
- We are elderly with a 13 year old grandson and the opportunity to take him there is limited because he has other options. He did enjoy a visit there with a basketball and I feel the improvements are good

*Q8 – What do you consider the most important aspects when visiting Amsterdam Crescent Reserve?*



Salisbury Playground Evaluation Program - Appendix C

*(Other)*

- The Half court Basketball area
- No toilets
- Ability to use grassed area
- An enjoyable experience
- Don't know this reserve

*Q10 – Why did you answer this way? (Do you like the improvements made to the Dunkley Green Reserve play space)*

- The Pump track has been a disappointment.
- It's fantastic
- Something needed to be done it was a waste of space to be honest. Still is
- I would like the rest of reserve have a watering system so all through summer its not dry and uninviting
- It is better than what we had before but as said before, a lot of equipment was just given a coat of paint. The table & shelter is a good addition. We never got a walking trail around the reserve that was initially promised. All we want is a dolomite path to exercise safely on.
- The amount of families that utilise the new playground is wonderful to see. The new equipment has been amazing because we've needed an upgrade.
- I think the bike track is a ugly monstrosity, I feel for the residents that live opposite!!
- It doesn't feel like it adds much to the space. The plants are nice, but the space feels lack lustre. A nature playground or some elements would have been nice and made it feel less clinical.
- The park is definitely nicer with the seats and grass and basketball ring for older kids. I have observed a lot more people using it.
- Was nothing to do in this area within walking distance prior to this park development
- The bike jump is extremely ugly.
- The improvements are great however they lack suitable design which has left it not as good as it could have been
- it is very well used now, except the bike track which is a muddy mess after rain and certainly not the usual pump track from what we have seen elsewhere
- The bike track which is the main upgrade and the reason the petition for the upgrade was made was left unusable but other aspects of the park are good
- Because it doesn't work
- First of all I did not know about Orinoco Street Reserve but I imagine it is the area on Dunkley Green Reserve...I am confused, I am writing about Dunkley Green Reserve. In the past our grandchildren have been there quite often but now our youngest who lives in a different area has a variety of options for adventure and it often is elsewhere.

*Q11 – What would you have liked to have seen in the upgrade that wasn't?*

- Better management of nature strip, Yellow lines for residents side of the road.
- I would like more picnic / eating space. I would also like light fencing from the road, to protect small children from traffic and / or dogs.
- Dog park. One that has grass and isn't a dust bowl. BBQ required and some lights for people to use when not in daylight savings
- As above water system
- As said in 9. The walking path. Plus a proper pump track like TTG Council put in at the playground near Ladywood drive.
- I was expecting a walking path around the reserve where adults can walk. So at the same time kids paying adults can have a walk too around. There are lots of aged people with their dogs ...parents go for walk everyday.
- A barbecue and a teen flying fox. Couple of mounds of dirt along a bike track was what we were thinking so the kids could burn off energy.
- New equipment and a pump track for scooters
- Some tall shrubbery or trees to screen the bike track
- nature playground, community garden / space
- New flying fox. A longer and more conventional pump track. A modern and safer day lay tower (slide etc). Maybe a spinning element instead of two swings the same. A toilet would have been amazing
- Drinking fountain, BBQ facilities, shade sale over court
- Sprinklers for the rest of the grass
- The walking path around the park and safe/suitable actual 'pump' track
- the perimeter walking track, which I know would be well used
- A walking track and a PROPER BIKE TRACK!!
- Different types of equipment
- More grass surrounding the whole area.
- More Shelter, lighting, drink fountain, oy
- A half decent pump track
- Tennis Courts
- Perhaps toilets.

*Q13 – What was the reason for not participating in previous community consultation?*

*(Other)*

- Wasn't living here then
- by the time I saw that there was a consultation / community feedback, it was past the cut off date.
- There are two green spaces with a road between which green space were they referring to
- Do not remember being invited but not sure.

*Q14 - Do you feel like your feedback helped to decide what was included in the play space upgrade?*

- Some original items mentioned were omitted.
- No
- Somewhat, but too much money got wasted on irrigation & the Mount Dunkley BMX setup
- Yes
- n/a
- Some of it yes. My son was very keen on a pump track and basketball ring
- Yes
- Yes our feedback helped with including specific aspects of what the kids wanted to a degree, what was added wasn't exactly what was requested.
- yes
- Somewhat
- Somewhat
- Yes
- Yes

*Q15 - Do you have any further comments about the Dunkley Green Reserve Play space renewal?*

- The whole of the Dunkley Green area is much enjoyed by all.
- We are really pleased about it, and glad our rates went towards it. One criticism is that people still have their dogs off lead quite frequently outside of the permitted hours. Some signage, more clear and direct than the current signages, which informed some of the reasons for leashing would be beneficial - e.g. to protect small children who may be fearful of dogs and as some dogs are reactive and their owners need to be able to attend with the knowledge other dogs are leashed - this goes again to the safety and fear of families using the the play space
- Great to see something has been done. More needs to be done with this space. We need to think of the future.
- A barrier is needed between the basketball area & the bmx bike track to stop the balls from going on to the bike track. It is an accident waiting to happen
- Please build a walking path like in Glenunga hub community centre.

- Job well done, it's amazing, it doesn't have everything but we are still so grateful for an amazing space for families.
- Fun to visit
- No
- a shaded area across the playground would be useful to make it more accessible in summer / hot weather for the local children
- No
- If there not a anything left in piggy bank for skate park would be great
- It is a fantastic upgrade for our community and has already seen a huge increase in use. With some minor adjustments it could be much better.
- no, I have made my comments on walking track already
- It is all well but the bike track needs to be thought over and remade
- Bike track too small not long enough
- Why put all this money in to a park if it's not useable
- Hopefully the plants will cover the slag heap

## Orinoco Street Reserve

*Q10 – Why did you answer this way? (Do you like the improvements made to the Canterbury Drive Reserve play space)*

- The original playground was way better and more age appropriate to the majority of the local kids
- It is definitely better than what it was before the upgrade
- Flooding of surrounding area is a problem and some equipment for older ages as well.
- It's almost not worth the money

*Q11 – What would you have liked to have seen in the upgrade that wasn't?*

- To keep the original playground and simply extend it a little. There is enough land. A decent irrigated lawned area like other good parks in the same council. Somewhere where we can kick balls on lawn would be nice.
- More swings, slides and a completely fenced playground would be nice
- Better play equipment, grass, or somewhere to ride bikes

*Q14 -Do you feel like your feedback helped to decide what was included in the play space upgrade?*

- Not much at all

*Q15 - Do you have any further comments about the Orinoco Street Reserve Play space renewal?*

- We appreciate the shade installed and the eventually installed park bench. It would be great if you would consider an irrigated lawned area. This would be a huge plus for the locals.
- Was keen and proud to show my grandkids the new playground but felt let down when they turned their nose up at it.

**Amsterdam Crescent Reserve***Q5 - Why don't you use the play space?*

- Walking
- Having a young child, the play equipment is not suitable for his age. No baby swing or appropriate equipment is very disappointing.
- We don't have any children. However, we use the Amsterdam Reserve for dog walking.
- No kids

*Q7 - Why did you answer this way? (Does the new play space meet the needs of your family)*

- I think that addition of a mini golf area would greatly improve the space
- The park is later in the evening after working hours and insufficient lights
- Because it Has Great Playground Space.
- "Love the improvements; they turned what was pretty much a paddock to a beautiful reserve. (In particular the lawn area)
- I've lived almost across the road from the reserve for more than 15 years now and have seen dramatic changes."
- It would benefit from some understanding pathways for walking, if irrigated then certainly a soccer &/or football peripherals might be beneficial.
- Good for families
- The new courts are fantastic but we would love to see more inclusive equipment and a new playground in general. The play equipment is outdated and doesn't hold the interest of many local kids.
- Not much for older kids, teens or adults. no improvement of sport area (tennis, b-ball court, grind rail) no paved areas for scooters, skateboards ect to access court and grind rail
- Playground not suitable for children under 4 years of age
- when i take my grand children over to the park there is only one shelter with a bench seat, if there is another family present i have to sit in the sun
- Even though we don't have any children, we often observe many young people using the play space / courts either with their family or independently.

- Unfinished lights not working.

*Q8 – What do you consider the most important aspects when visiting Amsterdam Crescent Reserve?*

*(Other)*

- More lighting
- Nice environment...
- Quality of paved areas for skating

*Q10 – Why did you answer this way? (Do you like the improvements made to the Amsterdam Crescent Reserve play space)*

- It is much improved
- Needs more exercise equipment.
- Because it Has Things I Like in Playground Needs.
- "My daughter is now an adult, but she is developmentally delayed and still enjoys visiting a playground.
- But the most drastic change was the irrigation of the lawn area. Made it so much nicer park/reserve to visit."
- Having lived here since the early '90s I see the "playground" having only being downgraded. Yes, safety is important but so is resilience. We can not teach our children to be weak and scared - which seems to be the message being sent by the constant down-grading of the playground. Otherwise, I am very happy to see the improvements. Please never sell the land to TMC for car park space as they have pleaded for decades! Ever. This area needs, nay, deserves this park where many a fond a memory may be made.
- Any development is great
- Still needs more. Fresh equipment and a sealed walking track around the outside.
- Very bright colour sail (huge eyesore i can see from my window) very young-child centric design. Construction was messy and disturbed trees, making the court area impossible to skate on
- the sail does give some shade, it would be better if it was lower to provide more shade
- I was sad to see the flying fox taken away
- There was potential to improve the entire Amsterdam Reserve instead of solely the play space.

*Q11 – What would you have liked to have seen in the upgrade that wasn't?*

- Mini putting golf course
- More lights on the walking trail
- Toilets and BBQ and New Tables and New Benches



- Possibly too big a project, but if the paths were paved or 'bitchemised'; they would be nicer in the wet weather and children could use with scooters, etc. Also be nicer for mother's with prams & pushers.
- More native foliage.
- Dog park
- Visual cues or AUSLAN board. Updated equipment including inclusive equipment for disabled children.
- More skating paths, re-surface of court & some tree maintenance so court is not full of leaves
- Baby swing and more age appropriate play equipment for children under 4 years.
- too have the walking trail bitumised, barbeque
- A new flying fox
- More dog friendly environment. More bins placed around the Amsterdam Reserve walking paths. More dog bag dispensers. More lighting to make it a safe place during night time. We did not participate in the community consultation as we moved to the area after the consultation period.
- More lights that work, more rubbish bins
- Upgrade to fitness trail, surface improvement to overcome the uneven surface that currently has quite a few tripping hazards.

*Q13 – What was the reason for not participating in previous community consultation?*

*(Other)*

- Don't remember seeing a brochure or letter
- Not living here at the time
- Did not know about it
- Didn't live in the area
- Moved to the area after the consultation period unfortunately.

*Q14 -Do you feel like your feedback helped to decide what was included in the play space upgrade?*

- No
- Yes it's Great and I Love The Upgrades Done.
- N/a
- Somewhat.
- probably not
- N/A

*Q15 - Do you have any further comments about the Canterbury Drive Reserve Play space renewal?*



Salisbury Playground Evaluation Program - Appendix C



- No
- No I don't.
- I've lived almost across the road from the reserve for more than 15 years now and the upgrades/renewal turned what was "a paddock" into a beautiful reserve. (Well done!) I personally use the reserve for archery, but am always seeing people using the area. Lots of people use the walking path for exercise. I've seen parents flying kites with their children and the courts are always being used by kids from the area. If you would like to ask anything more feel free to contact me..
- Never sell to Thomas Moore College. Add Soccer/Football & Australian Rules Football goals.
- No
- Would love to see some more skate-friendly places for rollerskates, scooters, roller blades. The skate parks are great for park skating, but you need nice flat beginning areas you can take young skaters or newbies to practice.
- i have lived opposite the park since 84, wish it was done soonerr for my kids
- The Amsterdam Reserve is heavily used by dog walkers which should have been considered in the consultation. Amsterdam Reserve is also a short cut for people to return home and therefore should be adequately lit during evening hours. It is a very dark place with minimal lighting for safety.
- More bins positioned around the reserve especially in the Sth/West corner.

## Baltimore Reserve

### *Q5 – Why don't you use the play space?*

- I have a 3 year old grandson that can't access the tower .. how can he climb it independently from the second level to the third to access the higher slippery dip? I have to lift him up to the third level which isn't safe for him or me
- Only when grandkids visit
- No children.
- No kids

### *Q7 – Why did you answer this way? (Does the new play space meet the needs of your family)*

- The actual playground equipment is a bit challenging for my 4 year old to climb up to use the slide
- me for walking and tennis ,my grandson for the bike track
- The playground is fantastic but the kids are getting older and are more keen on sports. Currently the courts are not suitable to play on safely. There are also no other facilities.
- Don't think it's age appropriate or accessible for younger children
- Neither of my children are into skateboarding etc.
- Needs to be more rubbish bins - there is always rubbish on the floor

- The new dog play area is nice, but would like some revegetation on the larger dog run. Some lawn with watering facilities between obstacles would make the play run more enjoyable.
- As a retired couple we don't use the play space but our grand kids get lots of fun during school holidays

*Q8 – What do you consider the most important aspects when visiting Baltimore Reserve?*

*(Other)*

- Dog park

*Q10 – Why did you answer this way? (Do you like the improvements made to the Baltimore Reserve play space)*

- New playground. I love that you kept the rotating swings. They were still there when I was a kid. Brought back so many memories when I took my children there.
- not happy with the positions of the tennis court and the basketball court
- The upgraded playground is fantastic and the kids really enjoy it.
- Haven't seen anyone use the bike track on the old tennis courts and the ramps rarely get used and once again not age appropriate
- As a resident living only 100 metres from the reserve I've noticed that the walking track surrounding the oval is used semi regularly, however I'm still yet to see anybody whatsoever use the new installed skate park. The existing playground needs a facelift absolutely to get people interested again.
- Was a dirt path in the in past where now it is much easier to use
- Provides more options for people visiting the park.
- More versatile with a number of different activities available
- Distance from home is important

*Q11 – What would you have liked to have seen in the upgrade that wasn't?*

- Shade sails
- Cricket nets
- cricket practice net
- I would have love to have seen the courts updated and renewed.
- More nature elements like rock stepping stones, logs the children can walk along, more low shrubs and table and chairs added to this area
- I would love to see a bbq area perhaps. I know many years ago there were netball games played on the existing courts with a canteen which is now long gone. I think there is certain potential to bring back either local football or netball.
- More bins

- N/A
- It suits us as it is to walk the dogs around with well grown grass
- A more interactive dog park

**Q13 – What was the reason for not participating in previous community consultation?**

*(Other)*

- I want living in the area at the time, didn't know it was being renovated
- Just assumed the play space would be upgraded like others but wasn't

**Q14 -Do you feel like your feedback helped to decide what was included in the play space upgrade?**

- No
- yes but it was already proposed by council before we met
- None whatsoever to be totally honest

**Q15 - Do you have any further comments about the Baltimore Reserve Play space renewal?**

- I hope the playground isn't getting fully renovated as it's still new and that money could go elsewhere to renovate another playground in the area that is in desperate need need for renovations and renewal
- "After my petition acceptance and my attendance to the petition hearing in the council meeting, then we were notified of the upgrades to Baltimore reserve, I was very pleased. However, I wished I had informed about the overall layout on the bitumen area, if I had done, I may not be sending this draft and upgraded review to save on player hazards and injury clashes. I and few more residents, had a chat to Cr Kylie Grenfell on the Baltimore Reserve and explained the below issues, but no action was taken 1. The bitumen area is rough, the surface needs to be relaid. 2.Tennis courts should be in the centre of the area, at the moment from the baseline at one end we have 2 1/2 metres then it drops down to the grassed oval area, (a falling hazard) at the other end we have 10 metres to the grassed area. 3. A cyclone mesh fence 2 metres high behind both ends of the tennis court would help save ball runoff 4. Relocate basketball pole, this move will prevent player (Tennis & Basketball) overlap hazard 5. A cricket practice net set in the alcove by Lancaster Street please 6. The path circling the oval is now a road rubble, it is to be the same as the paved walking /running track already in place 7. Any adult exercise equipment should be located next to the children playing area as it will enable parents to monitor their children and can exercise at same time 8. When requested for a synthetic Cricket pitch at Baltimore Reserve, Cr Sarah Ouk mentioned that "it is a reserve, so it cannot have any sports". But, why is different rule for Hausler Reserve, where a new synthetic cricket pitch laid?"
- relocate tennis court and basketball court ,plan layout at front counter of council chambers
- Will the walking track eventually be bituminised for ease of walking and running for myself as when it's wet puddles form and the rocks can be harsher on shoes
- I mentioned in the last consultation about possibly having a one one ended AFL goal posts to practice with and or a cricket pitch. I know my kids would love it.

- Well looked after. Looks nice and open. Great for ball games on the oval.
- It is a good park that has lots of daily visitors with dogs or people walking or playing sport

## Carlyle Reserve

### *Q5 – Why don't you use the play space?*

- No need.
- It doesn't suit my needs. I would absolutely love a basketball court and even a tennis court. There's nothing on this side of Pooraka and have to drive a distance to go somewhere that has these options. I would use it multiple times a week!

### *Q7 – Why did you answer this way? (Does the new play space meet the needs of your family)*

- Paths and walkways are adequate but need continual upkeep, play space is unimaginative and does not meet what we expected it to be when completed, taking note of other play spaces in Salisbury Council which offer much more scope for imagination and physical activity.
- The new play equipment that was put in is lacking in imagination and creativity. The kids get bored with in 10mins compared to the old play equipment that was there that meant they could use their body and play in a variety of ways
- Play space is good but always room for improvement
- My kids are getting older so it's not really suitable for them but occasionally will use them still.
- This reserve provides an area to relax in with bench seating
- I feel a toilet block stops us from going as much as we would and feel we would visit regularly if one was on site.
- "There is less equipment then before. The flying fox swing is difficult for any of our 3 kids to use and there is no climbing equipment which would suite kids older than toddlers (besides a swing). Along with neighbours we are disappointed in the lack of thought and investment in this critical local infrastructure.
- The grass seems to be improving however there is still many dry spots, divets, and cracks making ball play difficult. "
- I have grandchildren and this playground has been sanitised and now has no challenging play equipment
- They took the challenging equipment away and put less basic equipment. It is so busy there and they took 2 of the play equipment away.
- "The old playground was so much better. The new equipment was allocated where there is no shade and the equipment caterers for your children only. Secondly the shaded area all the equipment was

removed except for the 30 year old slide, which needs an update, the seesaw has been removed and not replaced either, so you have all this empty space under the shade. I don't understand the logic in removing equipment from a shaded area and not replacing it with anything. There needs to be an improvement made on this playground, there is quite a large area of just empty space. This could be utilised to benefit the residence and their children and cater to all needs.

- You could install some better equipment to cover toddlers and older children and some gym equipment for adults. Also the new shelter is a great idea but was erected totally wrong facing, did anyone actually come and look where/which way the facing should be erected to benefit from the shelter?"
- I bring my grandkids here every week, but even they wonder why the see-saw and rocking horses were not replaced."
- Have no children so no need to use the play space however the upgrade undertaken was underwhelming
- This play space is designed for young children, my teens would love to use it but find the only thing that is even remotely usable by then is the flat swing.
- Needs a basketball and tennis court.
- Grass is often too muddy to use & full of prickles
- Not enough equipment for kids
- No more shade put up over swings as that area hot in summer

*Q8 – What do you consider the most important aspects when visiting Carlyle Reserve?*

*(Other)*

- Open space for kicking a footy
- Lawn/ground maintenance
- Shade

*Q10 – Why did you answer this way? (Do you like the improvements made to the Carlyle Reserve play space)*

- Some update of equipment but does not offer much scope for imagination or physical activity, quite a boring looking area when looking across the site. Been told by local MP that funds ran out for this project, would appreciate a completed project
- Because what was put there is not conducive to child play. The only reason that a baby swing was even out there was because people complained in the building process. All the equipment that was there meant that kids actually had to problem solve and use third boys to play. None of the feedback was even taken into consideration when the new space was developed. It took a long time for not much to be done.
- Myself and the children like the improved play equipment
- It's still a very useful space for families
- Something new for the kids to play on. Table to sit at. Nice green grass

- I feel it caters to the younger age bracket you need something for all ages.
- "There is less equipment than before. The flying fox swing is difficult for any of our 3 kids to use and there is no climbing equipment which would suite kids older than toddlers (besides a swing). Along with neighbours we are disappointed in the lack of thought and investment in this critical local infrastructure.
- The grass seems to be improving however there is still many dry spots, divets, and cracks making ball play difficult. "
- Equipment was removed and not replaced eg spring rocking equipment see-saw monkey bar
- They took more than they replaced and its not age appropriate for my kids
- Totally wrong setup and equipment needs to be varied and a lot more equipment.
- Some of the favourite equipment were not replaced
- Underwhelming. Should have improved the lighting along the pathways to make it safer for dog walkers and other exercise outside of daylight-saving hours
- Wish there was something for older children
- It's still quite basic and could do with a few more activities like basketball and tennis. Otherwise even an alternative is to fix up rains drive reserve playground area and put a basketball and tennis court here! 😊
- Flying fox swing not fun, really jerky
- Slide burns as is metal
- Needs more shaded space

*Q13 – What was the reason for not participating in previous community consultation?*

*(Other)*

- Did not know
- I didn't know it was happening
- Was not aware we could participate.
- Didn't know anything about it
- I don't recall being invited to
- Didn't live in the area at the time. Now this is my forever home, I'd love to have all the options other suburbs and councils are doing well at.
- Didn't live in the area at the time

*Q14 -Do you feel like your feedback helped to decide what was included in the play space upgrade?*

- No
- No I feel like none of it was taken into consideration at all



Salisbury Playground Evaluation Program - Appendix C

- Yes
- No. None of my feedback seemed to be considered or implemented.
- No it didn't feel like any of it was considered.
- No
- A little

**Q15 - Do you have any further comments about the Carlyle Reserve Play space renewal?**

- Only as above, our feedback is to be used in planning and delivery of other Council play space renewal projects, but would like to see Carlyle Reserve play space brought up to level of other play spaces in the Council
- Yes...it would be great to see a fence put along Henderson rd at least so kids tldont run to the road
- Montague Farm is a lovely place to live. I am grateful for all improvements made to the play space.
- I think we got informed of the planned design but not consulted before that.
- Happy as it is with 1 upgrade, shade over playground
- See detailed comments in prior responses.
- There are slot of children in this area possibly a rage cage which has basketball and soccer in it on some of the grassed area. There needs to be options for all age groups of children. Possibly a pump track could be very useful also.
- It was a big waste of money considering the improvement was less than we had before. Very disappointing.
- Yes maybe you could include, a netball ring, basket ball ring and maybe a soccer goal net.A better flying fox as there is plenty of space that is just wasted with grass that doesn't get used.
- It's neat and tidy but I don't feel it's enough for the community
- It's been a great upgrade, hopefully there can be some options for basketball and tennis.

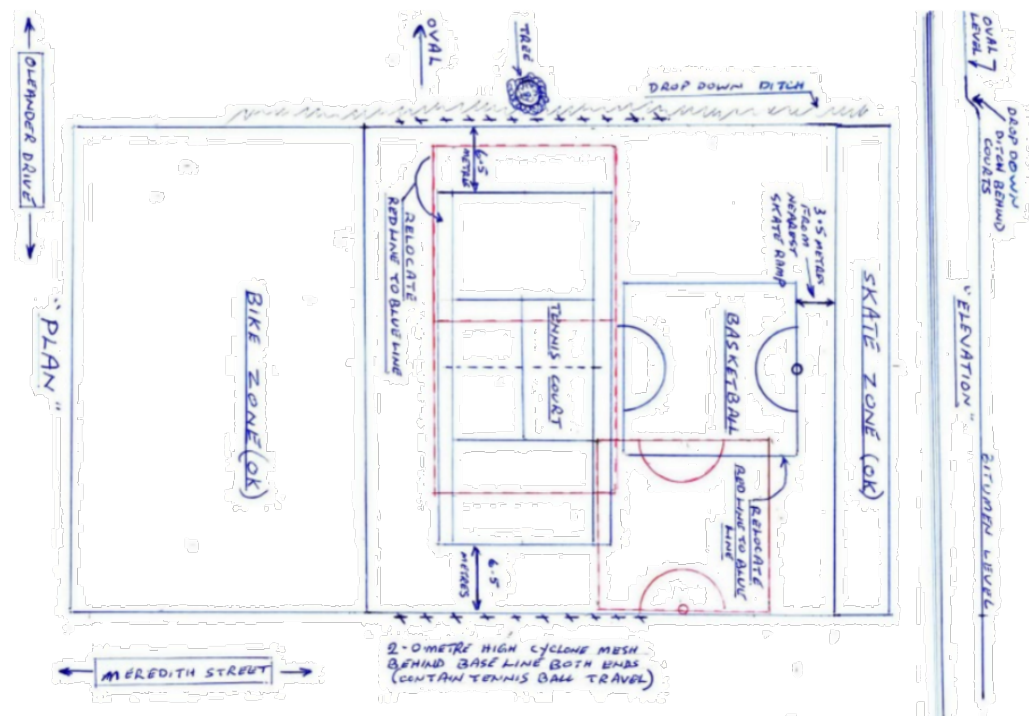
## Appendix D

### Emails received to City of Salisbury inbox

Email received 19 August 2022, Rick Taylor:

Feedback form for Salisbury council regarding Baltimore reserve:

When we were notified of the upgrades to Baltimore reserve of play equipment etc I was very pleased however I wished I had also checked the overall layout on the bitumen area at that time, if I had done! may not be sending this draft and upgraded review to—save on player hazards and injury clashes. 1) Tennis courts should be in the centre of the bitumen area, at the moment from the baseline at one end we have 3 metres then it drops drop down to the grassed oval area, (a falling / tripping hazard) at the other end we have 1U metres to the grassea area. 2) A cyclone mesh fence 2-00 metres high behind both ends of the tennis court would help save ball runoff 3) Relocate basketball pole as shown on drawing, this move will prevent player overlap hazard 4) A cricket practice net set in the alcove by Lancaster street in the future please 5) The path crcling the oval to be the same as the paved walking /running track already in place, not road rubble as existing Regards Rick Taylor N.B. This I hope would be a minimum cost to council to rectify and help eliminate player clashes and possible accidents





Email received 16 August 2022:

In reference to the new playground in Canterbury Drive Salisbury Heights, it looks like a lovely playground for the children.

We have recently upgraded one in Tregoning Green in Salisbury Park but sadly it seem to have been done on a budget and while the first time Covid hit. We have one baby swing! And one other swing!

Do you know how many little children stand waiting for a turn? Also the ridiculous flying fox that is from the original playground is a complete waste as not even adults can reach it let alone children.

How good would it be to have a merry go round like Salisbury Heights. I am a grandparent who has been in Salisbury Park for 46 years and there is a lot of original families like us still here that regularly look after out little grand children and go to the park but sometimes don't stay as there is not enough equipment, definitely not enough swings and need at least another one of each of what is already there.

Salisbury Park seems to always be forgotten as well as Salisbury Heights. Yes we got our beautiful shopping centre just need to get the car parking in there sorted. Lots of scrapes and near misses, and trim those bushes on the roundabout. I would like your feedback or reply on my email.

Jenny

Email received 6 August 2022:

I have a brochure requesting feedback for the work done on Dunkley Green, Brougham Drive, Valley Green. My comments are

- Congratulations to the Council for the BIG improvement to the facilities at Dunkley Green, the ambience is certainly improved, and the facilities seem to be used. (My husband and I are a bit old for the need for the play area, but it is good to see the improvement, particularly with the shade.
- I would suggest that before improving other areas, and if it is possible in retrospect, installing off street parking areas would be a great improvement, as would be great along Brougham Drive to the west where there are a number of residences with cars parked on Brougham Drive.
- I assume that the recycled water was being installed for this. Is there any possibility in the future of extending the recycled (purple) water to residences nearby??? We would certainly be interested.

Thank you to the Council for improving this park area.

Catherine

## Appendix E

### Phone calls received by City of Salisbury

Sam White spoke to Sue, a local resident who had called the City of Salisbury contact number as she had missed the cut-off date and wanted to submit her feedback for Canterbury Drive Reserve. Below is a record of discussion from a conversation on Thursday 18 August 2022 at 11:30am.

*Sue thought the play space upgrade was a waste of money, considering all of the homelessness issues in Adelaide and the northern suburbs she questioned if the money would be better spent elsewhere. Sue doesn't like using the exercise equipment as she feels people stare at you when you use it in public; she does not believe that it was worth spending money to put in outdoor exercise equipment when you can join a gym. She also thought the gym equipment was a waste of money. Sue also mentioned she did not like the gum trees at the reserve and the debris they drop and complained that people do not pick up after their dogs*





<b>ITEM</b>	AMSC3
	<b>ASSET MANAGEMENT SUB COMMITTEE</b>
<b>DATE</b>	14 March 2023
<b>HEADING</b>	Draft Strategic Asset Management Plan 2023/24
<b>AUTHOR</b>	Dameon Roy, Manager Infrastructure Management, City Infrastructure
<b>CITY PLAN LINKS</b>	4.2 We deliver quality outcomes that meet the needs of our community 4.4 We plan effectively to address community needs and identify new opportunities
<b>SUMMARY</b>	Attached to this report is the Draft Strategic Asset Management Plan (SAMP) for 2023/24 which forms part of the 2023/24 Strategic Business Papers to be adopted for the purpose of Public Consultation in May 2023. This report gives a brief overview of the key aspects of the 2023/24 SAMP.

**RECOMMENDATION**

That Council:

1. Notes the report and provides feedback on the Draft Strategic Asset Management Plan 2023/24.
2. Notes that in line with Section 126 (4)(ab) of *the Local Government Act 1999* the Draft Strategic Asset Management Plan 2023/24 will be presented to the Audit and Risk Committee in April 2023 for comment and noting.
3. Notes that comments from the Asset Management Sub Committee and Audit and Risk Committee on the Draft Strategic Asset Management Plan 2023/24 will be incorporated in the report to be presented to the April 2023 Policy and Planning seeking Council’s approval of the draft document for the purpose of public consultation in May 2023.

**ATTACHMENTS**

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

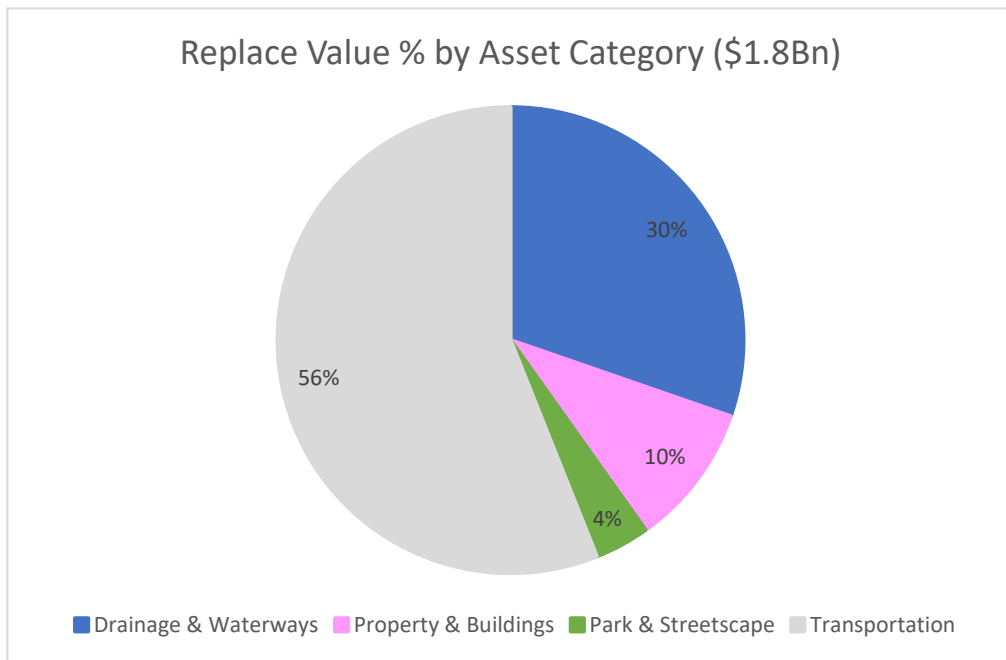
1. Draft Strategic Asset Management Plan 2023/24

**1. BACKGROUND**

- 1.1 Council has a Strategic Asset Management Plan (SAMP) that ensures service continuity including renewal, upgrade and at times new funding which reflects the costs of providing and maintaining services (through assets) to the approved or targeted levels of service. The SAMP is one of Council’s strategic documents, along with the Long-Term Financial Plan (LTFP) and City Plan Documents, required under Section 122 (E) of the *Local Government Act 1999*.
- 1.2 The SAMP enables Council to consider what expenditure is required to manage, maintain and renew assets to deliver the approved levels of service and ensures that these requirements are aligned with the LTFP.

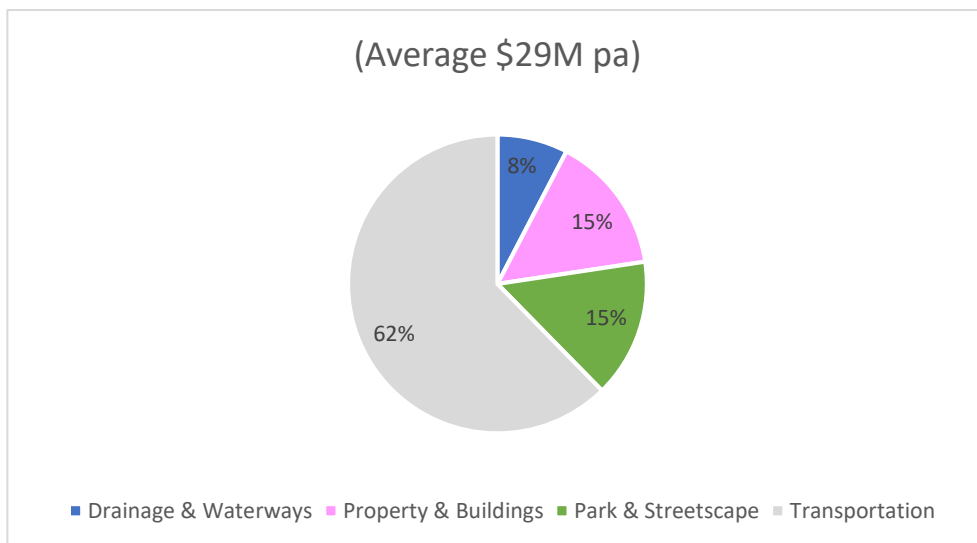
- 1.3 It is critical that Council adopts a SAMP that not only explains the targeted levels of service and associated financial forecasts, but that is also financially sustainable.
- 1.4 Council adopted as part of its Committee governance structure and Committee Terms of Reference that the Asset Management Sub Committee deals with operational asset matters as listed below:
- *“Review footpath, playground and streetscape policies for their appropriateness and currency, taking into consideration best practice and sector and other organisations’ approaches and provide recommendations for Council consideration.*
  - *Consider the targeted levels of service for key asset classes, namely footpaths, playspaces and streetscapes, taking into consideration best practice in asset management, to ensure they match community expectations and are financially sustainable, and consistent across the city.*
  - *Consider the priority of future and current works flowing from the relevant programs in the relevant Asset Management Plans.*
  - *Review and provide recommendations to Council on relevant intervention levels for footpath reactive maintenance.*
  - *Review and provide recommendations to Council on the Building Renewal Program.”*
- 1.5 The Service levels and responsibility for reviewing the SAMP fall within the remit of the Policy and Planning Committee Terms of Reference as detailed below:
- “The Committee oversees the development and facilitation of strategic partnerships, the development, review and amendments of Council policies, plans, strategies and the development and review of strategic policies and procedures affecting the future development of the City by advising Council on:*
- *Strategic Asset Management”*
- 1.6 The attached document is regarded as the next phase in moving Council from a condition/age-based asset management approach to a place-based asset management approach covering community-based levels of service and determining the level of renewal investment. This is discussed at length in the SAMP document attached.
- 1.7 Council formally reviewed four key asset classes (Roads, Drainage, Buildings and Playspaces) through 2022, approving levels of service and associated financial forecasts. The outcomes and expenditure from these reviews have been included in the 2023/24 SAMP document prepared for public consultation in May 2023 which will integrate with the City Plan and LTFP and subsequently form part of Council’s approved Strategic Papers for 2023/2024.
- 2. CITY PLAN CRITICAL ACTION**
- 2.1 Innovation and Business Development – Future Planning – Review Council’s ‘Strategic Asset Management Plan’.
- 3. REPORT**
- 3.1 The SAMP is the mechanism for Council to undertake a review of levels of service and the effect on the funding requirements to maintain the \$1.8 Billion of existing assets and associated services for the City.

- 3.2 The SAMP has a twenty-year per-view, with a detailed focus on the next 10-year Service Continuity Program.
- 3.3 The assets are broken up into the following classes:



**Graph 1** – Replacement value of Council’s assets by percentage

- 3.4 The following is the overall renewal expenditure in the Capital Works Program:



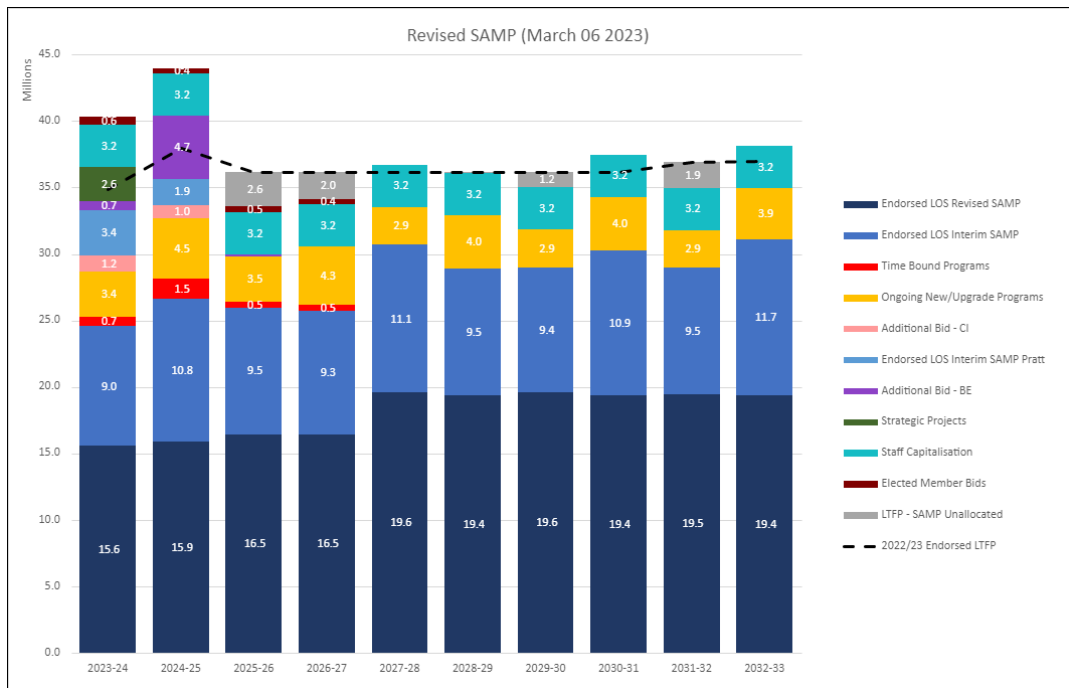
**Graph 2** – Current service continuity expenditure by percentage

- 3.5 Within the Asset Classes are the major and minor assets. For example, Transport represents, Roads, Bridges, Footpaths, Kerb and Shared Use Paths and minor assets such as Traffic Control Lights & Public Lighting.

- 3.6 As noted above Council approved the Community Based Levels of Service for Roads, Drainage, Buildings & Playspaces over the last twelve months, that represent the key assets of value, within each Asset Class. Roads represent \$560M of the \$900M for Transport Assets; all of Property and Buildings was considered \$150M with the Salisbury Recreation Precinct to be added (likely to be \$30M); all of drainage was considered \$560M, and Playspaces represent \$60M of the \$90M in Parks and Open Space.
- 3.7 In total this represents 70% of the total value of Councils Infrastructure Assets. This has given the Council confidence to develop sustainable renewal programs based on expenditure that meet the Community's levels of service expectations.
- 3.8 Renewal expenditure in these programs are managed over a 10-year period and can be adjusted up and down but ensure the 10-year average is maintained.
- 3.9 Council has a process to undertake an assessment of Community Based Service Levels as approved 15 March 2022, Council Report ASMC 3 – Strategic Asset Management Plan – Schedule which includes:
  - 3.9.1 Auditing and Valuation of an Asset Class
  - 3.9.2 Defining of Hierarchy for an Asset Class
  - 3.9.3 Defining the Criteria for assessment of the Assets by Hierarchy, which may include elements such as location, condition and age to determine renewal expenditure.
  - 3.9.4 These Hierarchy and Criteria are presented, discussed and endorsed at the Asset Management Sub-Committee, then approved by Council
  - 3.9.5 The Hierarchy and Criteria are then modelled across the Asset Classes to determine the renewal expenditure to meet the Hierarchy and Criteria agreed to by Council.
  - 3.9.6 Often this can be an iterative process to ensure that the Renewal Expenditure is sustainable, yet still meets the Community Based Levels of Service.
- 3.10 It is proposed, as set out in the Asset Management Improvement Plan in the SAMP, that Footpaths, Irrigation, Public Lighting and Playspaces (Stage 2) will be examined by Council to determine the sustainable Community Based Service Levels over the next 12 months.
- 3.11 Renewal Expenditure for these Asset Classes has been based on Age, Condition and Historical Risk & Maintenance assessments to date, however Council will be changing the focus to how these assets service the Community, particularly around the ideas of Place Activation and Hierarchy of location.
- 3.12 The completion of the additional Asset Service Level assessment, to be based on Community Based Service Levels, will complete 85-90% of the Infrastructure Asset Portfolio, in value, and allow the Council to have a mature level of confidence that the Renewal Expenditure meets the service needs and expectations of the Community. The Historical understanding of the Community Based Service Levels, and good long-term financial management has allowed Council to date to balance Renewal Expenditure with the creation of New Services.



- 3.13 Over the last 3 years Council undertook a significant increase in Capital expenditure, under a positive program to support business and construction industries through the COVID 19 crisis. This plus the inflationary pressures has seen the Asset Portfolio increase from \$1.6B to \$1.8B, which has significantly increased the need for Council to allow for the renewal and operational expenditure, which has added operating expenditure increases the budget and Council's long-term financial plan and reduced some of Council's capability to fund new Capital.
- 3.14 To provide for some new Capital expenditure the asset sustainability ratio has been reduced to 90% for years 1 to 4 of the LTFP, while ensuring it averages out at 100% over years 1 to 10. This has enabled a reduction in renewal funding over the first 4 years of the LTFP. Any increased asset related risk associated with this temporary funding reduction has been assessed and can be managed.
- 3.15 The reduction in renewal funding for Building and Transport expenditure has been achieved by absorbing market inflationary price increases. This has been adopted for the next 4 years, noting that the modelling of Condition of the Roads (Pavement and Surface) and the Condition of the Buildings does not substantially change provided there is a significant increase in renewal expenditure to maintain the 10- year average in years 5 to 10.
- 3.16 In other words, these changes have been modelled with no overall significant reduction in Community based levels of service, or risks arising that are unmanageable.
- 3.17 This is shown graphically below, noting that the approved Renewal Programs, with Community Based Services Levels are in Dark Blue. With the programs for Buildings, Roads, Drainage & Playspace being \$15.8M and gradually increasing to \$19.6M, offsetting the minor reductions in the next 3 to 4 years.
- 3.18 The Second Area in Light Blue ranging from \$10-\$11M is the Renewal Program Expenditure for Infrastructure that have not had Community Based Service Level reviewed and approved yet through Council, as discussed above.
- 3.19 Council has a number of ongoing programs, (in orange below), such as the School Transport Framework, Bus Shelter Renewal/Upgrade program, New Footpath program that create new services and assets and improve safety for the Community.
- 3.20 It is noted that there are a number of critical programs, for example, the changeover of Irrigations controllers from 3G to 4G, (Pink), and the Emergency Replacement of Pratt Avenue Bridge (Light Blue), which are included in the graph below, which shows the tightness of the LTFP, which will be discussed through the Budget Bid process.



**Graph 3 – 2023/24 SAMP based on revised programs to ensure a Sustainable Long-Term Financial Plan**

3.21 It is noted that the SAMP is called “Draft” as it will need to be updated once the 2023/24 Budget and therefore the Long-Term Financial Plan is finalised, at which point in time the graphs in the document will be adjusted accordingly. However, unless Council determines to make major service level changes that affect the Renewal Programs or increase Existing Ongoing Programs.

3.22 The SAMP includes a Risk Register, pulled in from the revised Asset Management Plans, which shows how Council is considering various elements of Risk related to each Asset Class. It is noted that the two risks considered as “high” are currently being addressed through audits and programs being implemented and/or developed that will see these risks reduced in the next 2 to 3 years.

**4. CONCLUSION / PROPOSAL**

4.1 The 2023/24 SAMP that is attached continues the Council’s Asset Management Journey, having now Community Based Service Levels completed for 70% of the Asset Portfolio.

4.2 The SAMP presents the levels of Renewal Expenditure that meets the Community’s needs and expectations over a 10-year period, with minor reductions in Roads and Buildings over the next 4 years, recovering that expenditure in years 5 to 10. This has created a small amount of funding for new or unplanned expenditure.

4.3 The SAMP includes an Asset Management Improvement Plan, that outlines the timeframes for the assessment of Community Based Levels of Service for the next 4 Asset Classes through 2023/24 including: Public Lighting, Footpaths, Irrigation & the final stage of Playspace assessments. This will enable Council to further refine the Service Levels and subsequent Renewal Expenditure to meet the Community Needs.

- 4.4 The SAMP Risk Register, continues to reduce, with over 30 Risks eliminated over the last 5 years, with the two risks considered as “high” currently being addressed through audits or renewal programs currently underway.
- 4.5 The formal request for adoption of the Draft SAMP will be presented to the Policy and Planning Committee in April 2023 for Public consultation, with the SAMP details to be finalised after the public consultation and the finalisation of the Budget Process, and subsequent Long-Term Financial Plan.





DRAFT

### Acknowledgement of Country

The City of Salisbury acknowledges that we are on the traditional Country of the Kurna 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 Kurna people living today.

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# Executive Summary

*The City of Salisbury is responsible for the acquisition, operation, maintenance, renewal and disposal of an extensive range of \$1.8B of Assets, which enable Council to provide a wide range of Services to the Community.*

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

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

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

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

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

- Verges and street trees
- Urban spaces (universal design)
- Playspaces and facilities (inclusive design)
- Path lighting (improved light levels to improve community safety)
- Shade
- Irrigation areas increased
- Playing surfaces
- Sportsfield lighting (improved light levels and management)
- Community and club room event spaces

This Plan is the next step, from the 2022/23 SAMP, in that Council has approved Community Based Levels of Service & Asset Hierarchies for Roads, Drainage, Buildings, with Playspaces asset management, at an interim phase (70% of the Value of Assets in the City). Council has adopted renewal expenditure across these asset classes to meet the endorsed levels of service, ensuring that the Council's renewal programs are financially sustainable, and deliver intergenerational equity. As outlined later in this document, Council has a significant number of asset

classes still to be reviewed, such as public lighting, footpaths, irrigation and street trees, to develop community-based levels of service and hierarchies and subsequent funding options to meet community expectations in a sustainable way. Council is engaged in an asset management improvement process to further review structure and hierarchy of key asset classes and subsequent community levels of service. It is expected that Council will review all levels of service and subsequent renewal expenditure across all asset classes late in 2023, once the further review work is undertaken.

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

## Strategic issues

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



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## Strategic Asset Management Plan 2023/24

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### Current situation

Asset Managers have been moving from Condition based to a Service Continuity based Asset Management Planning. They have been working closely with Council to determine the Community's Expectations and Levels of Service for key asset classes, which will be reflected in the Asset Management Operational Plans and the subsequent projects currently under construction and in the budget for 2022/23. Council is working through a confirmation process of the Asset Structures and Hierarchy and Levels of Service to ensure that the upgrade component of the renewal program is financially affordable and sustainable in the long term, particularly with respect to current inflationary pressures, which is seeing the cost of construction and raw materials increase by in some cases over 20%.

Community Based Service Levels and Asset Hierarchies have been approved for Major Asset Classes, outlined later in the document, with work to be undertaken over the next three years to assess further Asset Classes, together with the existing Asset Classes to ensure financial sustainability and service levels are achieved. These Asset Classes are detailed in the Asset Improvement Plan later in the document.

### Financial implications

The SAMP is in line with the Long-Term Financial Plan, however because of the increases in Levels of Service in some classes, developed over the last three years, working with the Council, the cost to renew or build new to meet these levels of service, has increased substantially.

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

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

<b>Executive Summary Preliminary Cost Estimates (subject to confirmation of the budget and LTFP)</b>	<b>(\$000)</b>
10 year total cost [10 yr Ops, Maint, Renewal and Upgrade Proj Exp]	\$1,033,203
10 year average cost	\$103,320
10 year total LTFP budget [10 yr Ops, Maint, Renewal and Upgrade LTFP Budget]	\$1,033,203
10 year average LTFP budget	\$103,320
10 year AM financial indicator	100%
10 year average funding shortfall	\$0



## Strategic Asset Management Plan 2022

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### Opportunities

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

### Risks

Risks previously identified in the Asset Risk Register have been reviewed and updated with most risks having been mitigated or eliminated over the last four years, particularly with the improvement in Asset and Maintenance Data, through the introduction of Tablets and Asset Based Costing in the Field allowing asset managers real time data and analysis of the assets.

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

In undertaking the confirmation process of Levels of Service over the next three years, Council will strengthen the overarching view of the asset renewal program and consider the value of each service against another. Having completed sign off by Council of the first four asset classes, this has significantly mitigated the risk associated by considering each Asset Class independently of funding increases or reductions and expectations by the community with respect to the Levels of Service provided by the whole asset portfolio of \$1.8 billion.

### Asset management approach

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

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

The key outcomes from the SAMP include:

- Increases in operating for buildings as Council continues to improve levels of service for its Community facilities.
- The confirmation of Community Based Levels of Service for Roads, Drainage and Buildings and associated Funding
- The maintenance of the current Renewal Program for Playspaces, awaiting the Audit and Valuation outcomes in mid 2023/24, with no upgrades in 2023/24 but a focus on redeveloping our play spaces to meet contemporary design standards.
- The maintenance of existing renewal funding for other Asset Classes until Audits and Valuations are completed and discussed with Council through the Asset Management Sub-Committee.

## The next steps

The draft SAMP is recommended to Council, for public consultation, in line with the long term financial plan, noting that all graphs and tables outlined below will be modified once the LTFP has been finalised. Once these comments have been received and any adjustments made, the updated SAMP will be recommended to Council for endorsement expected in June 2023, noting the 2024/25 SAMP will be developed in late 2023.



## Strategic Asset Management Plan 2022

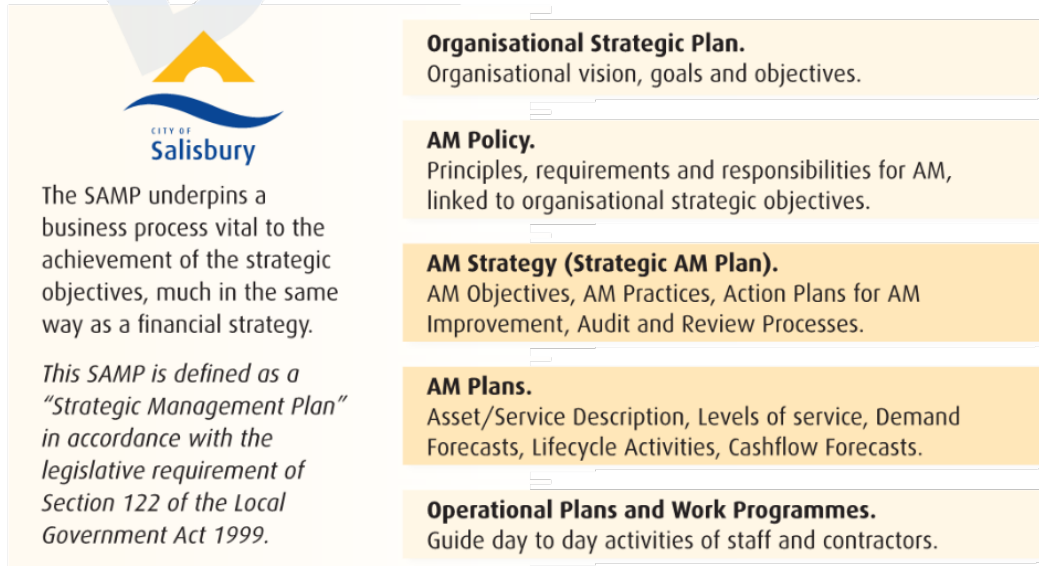
# 1. Introduction

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

This SAMP is an integral part of the organisation’s planning framework. This includes the organisational strategic plan, asset management (AM) policy, AM strategy/SAMP, AM plans for individual portfolios and operational plans and work programs. There is a clear alignment from the organisational vision and objectives, AM policy, AM objectives, AM plans, operational plans, work programs through to performance measures as shown in **Figure 1**.

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

## Figure 1 - Asset Management Planning Framework



Source, IIMM Fig 4.2.2, p 4|22.,

<sup>1</sup>IPWEA, 2015, IIMM, Sec 4.2.3, p 4|28.



## 1.1 Scope of Asset Management System

### 1.1.1 Asset Management System

The AM system is “the set of inter-acting elements of an organisation to establish AM policies and objectives, and processes to achieve those objectives”<sup>2</sup>.

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

- Drainage and Waterways
- Urban Assets – including parks and Streetscapes
- Street Trees
- Public Lighting
- Transportation
- Property and Building
- Salisbury Water
- Plant and Fleet
- Information Technology (to be developed).

The AM system scope is determined after consideration of:

- AM objectives
- External and internal issues relevant to the purpose of the organisation
- Community Expectations and

requirements

- Interaction/linkages with other management systems
- Criteria for AM decision making<sup>3</sup>.

### 1.2 Purpose and Structure of Asset Management System

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

The AM system structure includes

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

Strategic Asset Management Plan 2022



- Reporting of AM objectives (Levels of Service) and resources needed to achieve the objectives in annual budgets
- Reporting of AM objectives achievements in annual reports.

**1.3 The SAMP and our Planning Framework**

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

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

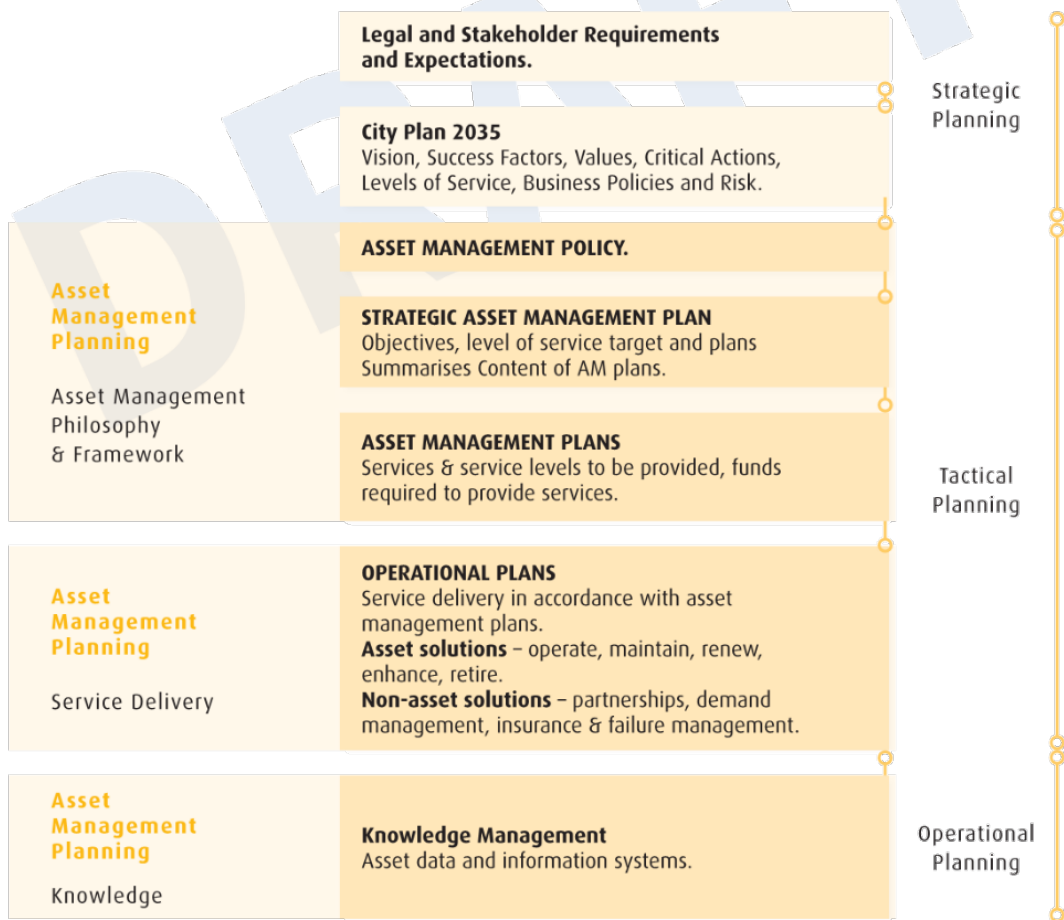
<sup>2</sup> IPWEA, 2015, IIMM, Sec 2.1.1, p 2|3.

<sup>3</sup> IPWEA, 2015, IIMM, Sec 2.1.1, p 2|3.

<sup>4</sup> IPWEA, 2015, IIMM, Sec 2.1.1, p 2|3.

<sup>5</sup> IPWEA, 2015, IIMM, Sec 2.1.3, p 2|13.

Figure 2 - Strategic Asset Management fit in Asset Planning Process



## Strategic Asset Management Plan 2022

### 1.4 Asset Management Objectives

The City of Salisbury's Asset Management Objectives is to deliver and manage assets to Achieve the City Plans Vision of a progressive, sustainable connected community.

The AM objectives are developed from our strategic plan and:

- Review of risks including the potential impacts from failure of:
  - Assets from a Material/Structural Perspective, or
  - AM activities, (Quality or Level of Renewal and Maintenance) which prevents Council from Achieving their agreed to Levels of Service for the Community, both individually or in combination
- Review of the importance of assets related to their intended outcomes, objectives and product or Community Experience levels of service requirements
- A check on the applicability of AM objectives during the AM planning process<sup>6</sup>.

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

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



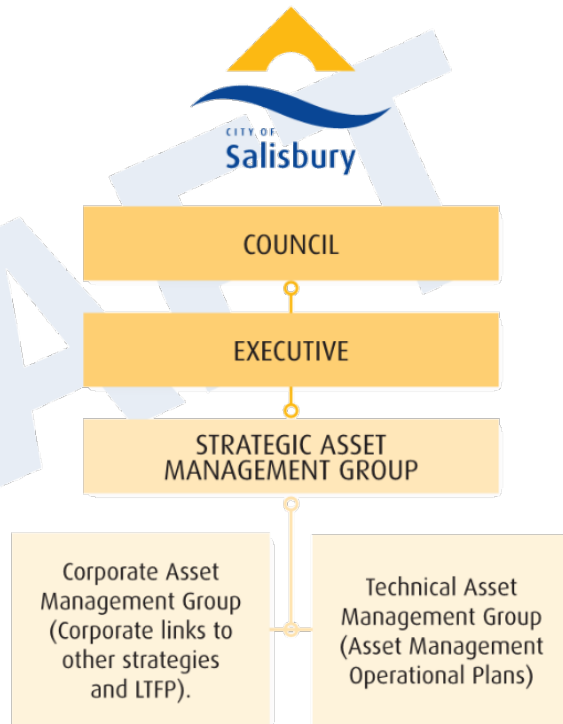
<sup>6</sup> ISO 2014, ISO 55002, Sec 6.2.1, p 9

<sup>7</sup> IPWEA, 2015, IIMM, Sec 4.2.3, p 4|29.

**1.5 Responsibility for the SAMP**

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

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



**1.6. SAMP Planning Horizon**

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

Like the other Strategic Management Plans of Council, the SAMP has a life of four years or as required when there is a major change in Strategy. It is expected, that because of the significant number of Asset Classes to be reviewed and analysed, to determine Community Based Levels of Service and Hierarchies, the SAMP will be updated each year over the next four years.

## 2. Strategic Organisational Context

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

### 2.1 Alignment to City Plan 2035

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

Several 'Foundations' are then identified for each of the 4 directions. Council has determined that these Foundations are the goals that we will seek to achieve for Salisbury. They are supported by critical actions that outline the Council's priority deliverables over the life of the plan.

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

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



<b>A welcoming and liveable City</b>	
<p><b>Strategic Projects</b></p> <ul style="list-style-type: none"> <li>• Upgrade community hubs at Burton and Ingle Farm</li> <li>• Implement St Kilda and Paddocks masterplans</li> <li>• Complete the Bridgestone athletics facility and maximise its use</li> <li>• Enhance the visual appearance and amenity of public space through an expanded verge maintenance program, appropriate lighting and more greening of reserves</li> <li>• Improve our playgrounds and sporting facilities and cycle paths</li> <li>• Implement the 'Ability Inclusion Strategic Plan', including providing more equipment in our playgrounds that is able to be used by people with different abilities.</li> </ul>	<p><b>Operational Focus</b></p> <ul style="list-style-type: none"> <li>• Improve quality and cleanliness of residential areas</li> <li>• Promptly remove rubbish dumped on public land</li> <li>• Implement Council's community safety strategy, including CCTV coverage</li> <li>• Ensure public spaces are accessible [and sporting facilities are maintained</li> <li>• Provide support and grants to sporting and community groups</li> <li>• Deliver Council's intercultural Strategic Plan to build connections and increase collaboration among community groups and service providers.</li> </ul>
<p><b>Future Planning</b></p> <ul style="list-style-type: none"> <li>• Develop a place activation strategy</li> <li>• Assess future social infrastructure needs</li> <li>• Update the 'City Pride' strategy.</li> </ul>	<p><b>Advocacy Priorities</b></p> <ul style="list-style-type: none"> <li>• Increased resourcing and services to make our community a safer place</li> <li>• Improve public transport options.</li> </ul>

Strategic Asset Management Plan 2022

A Sustainable City	
<p><b>Strategic Projects</b></p> <ul style="list-style-type: none"> <li>• Replace all Council-owned street lights with energy-efficient lighting</li> <li>• Improve the environmental performance of Council buildings</li> <li>• Enhance our biodiversity corridors along Dry Creek and Little Para River and other environmentally sensitive areas such as coastal mangroves.</li> </ul>	<p><b>Operational Focus</b></p> <ul style="list-style-type: none"> <li>• Use recycled or re-used materials where possible in construction and maintenance programs</li> <li>• Adopt practices and infrastructure that make the City cooler in an increasingly warm climate</li> <li>• Stabilise major creek lines and banks to improve biodiversity and reduce scour and silting</li> <li>• Manage and plan assets so they are resilient to a changing climate.</li> </ul>
<p><b>Future Planning</b></p> <ul style="list-style-type: none"> <li>• Review Council’s sustainability strategy to include waste and energy management, cooler suburbs, biodiversity and water</li> <li>• Complete the Dry Creek Stormwater Management Plan to protect the City from flooding</li> <li>• Develop a business case to showcase good design techniques that improve the environmental performance of housing and streets.</li> </ul>	<p><b>Advocacy Priorities</b></p> <ul style="list-style-type: none"> <li>• Integrate urban water planning.</li> </ul>



<b>A growing City that creates new opportunities</b>	
<p><b>Strategic Projects</b></p> <ul style="list-style-type: none"> <li>• Enhance the Salisbury City Centre by upgrading Church and John Streets and attracting investment by the private sector into surplus Council sites</li> <li>• Deliver a residential development program by using surplus Council land.</li> </ul>	<p><b>Operational Focus</b></p> <ul style="list-style-type: none"> <li>• Support new and existing businesses and industries to grow and create jobs</li> <li>• Improve infrastructure, signage, safety, streetscapes and upkeep of commercial and industrial areas to support economic sustainability and growth. Improve parking in Salisbury City Centre and Mawson Lakes Central, business and recreation precincts.</li> </ul>
<p><b>Future Planning</b></p> <ul style="list-style-type: none"> <li>• Develop a structure plan for the land west of Port Wakefield Road to open up new development opportunities while preserving the existing character of Globe Derby and St Kilda.</li> </ul>	<p><b>Advocacy Priorities</b></p> <ul style="list-style-type: none"> <li>• Redevelopment of the Salisbury and Mawson Lakes Interchanges</li> <li>• Improvements to east-west roads including increasing the capacity and safety of Kings Road and Waterloo Corner Road, duplication and extension of Elder Smith Road and road/rail grade separation of Park Terrace &amp; Kings Road</li> <li>• Edinburgh Parks to be business ready as a modern industrial area with efficient freight routes to the Northern Connector, fast digital connectivity and access to alternative energy sources and recycled water.</li> </ul>

Strategic Asset Management Plan 2022

Innovation and Business Development	
<p><b>Strategic Projects</b></p> <ul style="list-style-type: none"> <li>• Upgrade Council’s Operations Centre at Cross Road to support business transformation</li> <li>• Deliver Council’s Covid-19 response package.</li> </ul>	<p><b>Operational Focus</b></p> <ul style="list-style-type: none"> <li>• Improve how we use data to better inform decision making</li> <li>• Continuous improvement program.</li> </ul>
<p><b>Future Planning</b></p> <ul style="list-style-type: none"> <li>• Review Council’s ‘Strategic Asset Management Plan’.</li> </ul>	<p><b>Advocacy Priorities</b></p> <ul style="list-style-type: none"> <li>• Develop deeper and more effective relationships with government agencies and other organisations to progress the priorities identified in this City Plan and its supporting strategies.</li> </ul>



## 2.2 Services Provided

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

- Integrated Traffic Network of 900 km, including major off-road pedestrian cycling network in 50% of the City.
- Stormwater Flood management network that provides up 99% of homes flood proof to a one in 100 year event.
- 165 local, 32 District and six regional reserve/play spaces.
- A Hub model which is being implemented across the City, which will see a reduction in the number of facilities, but an increase in service offering at a district level, providing Community Services including locating of neighbourhood centres, libraries and senior services and wellbeing services.
- Council Leases 120 Facilities to Clubs and Associations to deliver Sports and Recreation Across the City.

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

## 2.3 Our Community

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

- Residents
- Visitors staying in the area
- Businesses and industry within the area, and
- Business and industry users and visitors passing through the area.

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

## Strategic Asset Management Plan 2022

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### 2.4 Strategic Challenges & Opportunities

#### 2.4.1 Place Making:

Council, in providing “Exceptional Community Experience”, is transforming its Asset Management Planning Processes from an “asset centric” approach to a “service approach”, with a focus on place and destination. This will enable service levels and associated budgeting to be focused on providing a service in a place or destination which includes grouped assets.

#### 2.4.2 Climate Change:

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

#### 2.4.3 Socio-Economic Conditions:

With the reduction in yard size across the City, Council has recognised the need and increased the availability of public irrigated space and playgrounds having completed \$6-7M of upgrades over the last 4 years.

Similarly, it has recognised the Streetscape (Street trees, verges and footpaths) now as a key aspect of the Communities recreational area. Understanding of the Hierarchy of the Communities Destinations and Links to these destinations has changed Council’s approach to Asset Management. This has meant that Council has continued to increase the level of service for the community in these areas, particularly around the improvement and upgrade of the quality of Council facilities, such as Burton Community Hub. Similarly, link Infrastructure such as shared use paths, footpaths and associated lighting has also significantly increased, with \$5M on the path networks over the last 3 years.

#### 2.4.4. Schooling Changes:

The State Government has completed the move of year 7's to high school, with \$5M of work being undertaken by Council. However, there has been a significant increase in Early Learning Centres in and around the primary school precincts and significant ongoing growth in a number of public and private schools, which means there is a further \$2M of priority works over the next 6 years. Council has developed a School Framework, that will continue to deliver the capital program, for transport and pedestrian safety works. Similarly, Council, whilst not receiving any financial support has developed a program to upgrade and redevelop bus stops, including bus pads, footpath connections and the replacement of old bus shelters, particularly to address universal access needs.

#### 2.4.5 Demographic Change

Table 1 - Demographic Change and Demand Impact

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

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

Figure 3 – Population Forecast

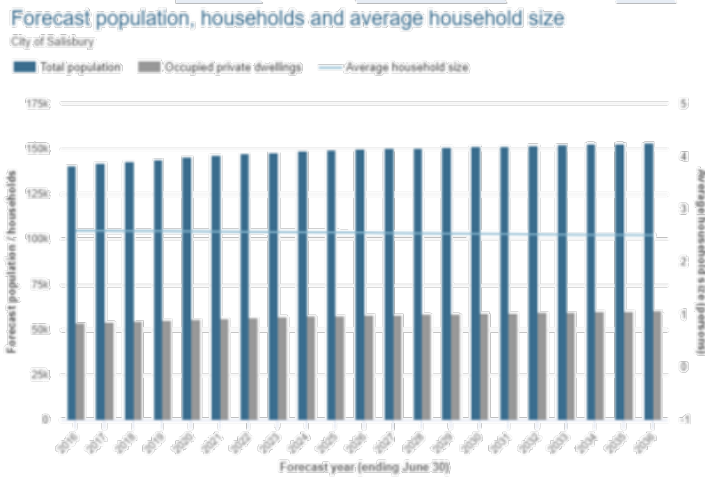
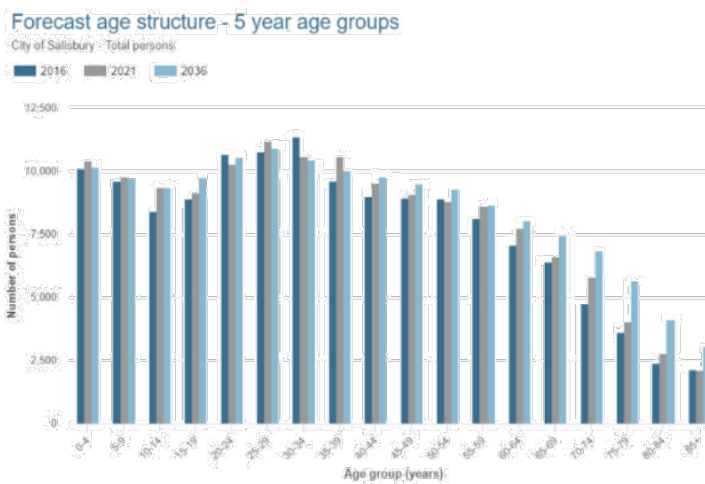


Figure 4 – Forecast age structure 2016 to 2036



### 2.4.6 Legislative Requirements

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

**Table 2 - Legislative Requirements**

Legislation/Regulation	Major requirement
<b>All portfolios</b>	
Local Government Act	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery. Council is required to have an adopted plan covering a period of at least 4 years which meet the requirements of Section 122 of the Local Government Act 1999 for "strategic management plans".
Australian Accounting Standards	Set out the financial reporting standards relating to. Inter alia, the (re) valuation and depreciation of Assets.
Work Health & Safety Act 2012	To secure the health, safety and welfare of persons at work. To eliminate, at their source, risks to the health, safety and welfare of persons at work. To protect the public against risks to health or safety arising out of or in connection with the activities of persons at work, or the use of operation of various types of plant.
Disability Discrimination Act (DDA)	To ensure, as far as practicable, that persons with disabilities have the same rights to equality before the law as the rest of the community. <i>Council has adopted a more "Universal &amp; Inclusive" aligned approach to infrastructure delivery. As per the discussion regarding adult change facilities this has significantly increase the cost to build and maintain Council's Regional facilities.</i>
<b>Transportation</b>	
Civil Liability Act, 1936	Liability of road authorities - Section 42, May 2004 inclusion in the Act to provide a replacement for the nonfeasance defence consequent to May 2001 High Court judgement.
Code of Technical Requirements for the Legal Use of Traffic Control Devices	Details the design and construction parameters to which traffic management devices installed by City of Salisbury must comply.
Highway Act 1926	Set out the Legislative framework for drainage of roads and road authorities' In SA.
Land Administration Act, 2002	Standard for land acquisition and management of land.
Road Traffic Act 1961	Contains powers for City of Salisbury to install and remove traffic control devices.
Water Resources Act 1997 (Department of Environment and Water)	Regulates Resource Management , e.g. requires 'Water Effecting Activities' permits for Diversions (harvesting), dams, bores etc.

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



Legislation/Regulation	Major requirement
<b>Salisbury Water</b>	
The Water Industry Act 2012 (ESCOSA) (OTR)	The Act requires a Water Retail Licence to be held by the City of Salisbury. Salisbury Water is the Division tasked with meeting Council’s obligations as a licenced retailer. Regulate water price setting, customer service standards and customer issues. Regulate technical standards and safety issues.
Environment Protection Act 1993 (EPA )	Regulates activities that have the potential to pollute the environment <i>Requires a risk-based management approach including licences for Managed Aquifer Recharge (MAR) and brine disposal, with extensive monitoring and reporting.</i>
Water Resources Act 1997 (DEW)	Requires ‘Water Effecting Activity’ permits for diversions (harvesting), dams, wells etc. The Water Allocation Plan for the Northern Adelaide Plains Prescribed Area requires Water Licences to for injection, extraction and trading of allocations.
National Water Quality Management Strategy Australian Govt. Dept. of Agriculture and Water Resources	Australian Guidelines for Recycling - Managing health and environmental risks <ul style="list-style-type: none"> <li>- Augmentation of drinking water supplies</li> <li>- Stormwater harvesting and reuse</li> <li>- Managed Aquifer Recharge.</li> </ul>



## Strategic Asset Management Plan 2022

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### 2.4.7 Organisational Opportunities

#### Asset Management System

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

#### Asset Management Maturity

We have taken steps to improve our asset and associated financial management performance including assessing our asset management maturity against the 3 Frameworks of the Local Government Financial Sustainability National Assessment Framework (NAF). Our target is to achieve 'core' maturity with the Frameworks. **Figure 5** and **Figure 6** show the current and target 'core' and 'advanced' maturity scores for the eleven elements of the National Frameworks for asset and financial management.

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

Council has undertaken a level of service review of key assets, of Roads, Drainage, Buildings and Playspaces, which now achieves an "intermediate" maturity rating and the longer-term strategy will be to achieve an "advanced Level" over the next 3 years with the completion of Community Based Asset Management.

Figure 5 - 2013 Maturity Assessment

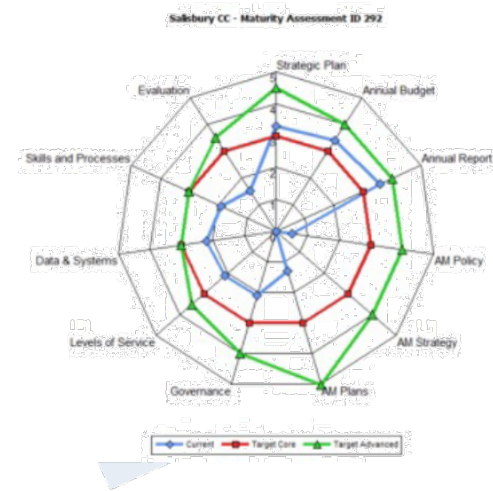
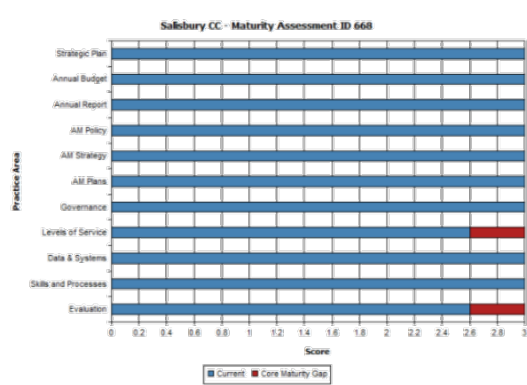
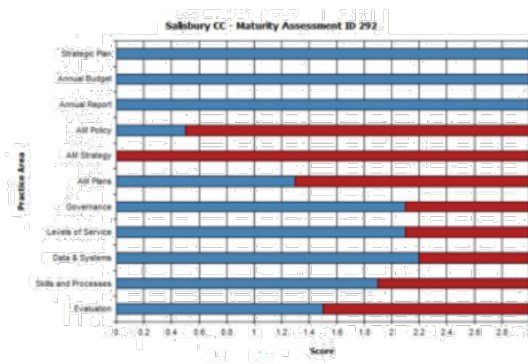


Figure 6 - Current Maturity Assessment



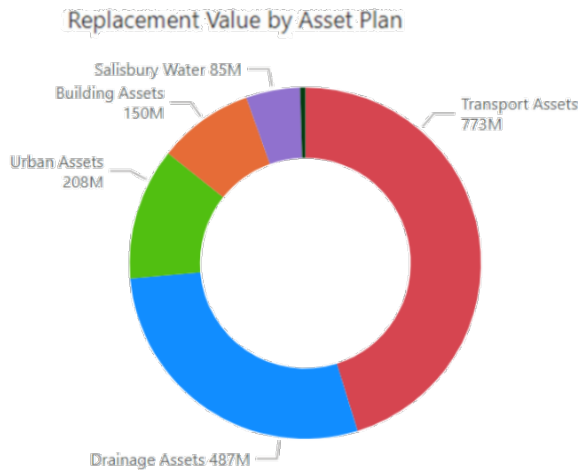
## 3. Asset Portfolio

### 3.1 Asset Dimensions and Value

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

Asset Area	Asset Summary
Drainage & Waterways	17,300 Stormwater Pits 530 km Stormwater Pipes 141 km Open Channels 20 Flood Dams
Urban Assets	163 Playspaces 50 Fitness Stations 359 Irrigation Systems 692 Bins 1,174 Seats/Tables 9 Dog Parks 2192 Sports Courts/Grounds 71 Artwork 85 Historical Monuments/Plaques 185 Shelters/Gazebos
Streetscapes	78,000 Trees
Public Lighting	3,846 Public Lights 146 Solar Lights 2785 Sports Lights
Transportation	810 km Roads 1,800 km Kerbing 1,102 km Footpaths 11,400 Kerb Ramps 134 Car Parks 370 Traffic Control Devices 20,000 Signs
Property & Building	240 Buildings 130 Statement Walls 1 Swimming Pool Facility 1 Golf Course CCTV Systems

**Figure 7 - Asset Replacement Values**



**3.3 Asset register**

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

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

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

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

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

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

## 4. Asset Management Objectives

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

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

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

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

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

Table 4 - Asset Management Objectives

Organisational Objective AM Objective	Action / Strategy	Performance Target / Timeline
Financial Sustainability	Ensure the SAMP is routinely reviewed/ updated and informs the LTFP to ensure service delivery is financially sustainable.	Within 2 years of a Council election and/or following significant changes to asset management planning strategies (currently reviewed on a yearly basis).
Streetscape Renewal and improvement in aesthetic to create Place and Destination	Street Tree Renewal program modified to increase diversity of species into the City. Integrate Footpath, Street Tree & Kerb Renewal programs to develop a whole of street approach, where possible (trial underway)	Dec 2023
Environmental Sustainability Strategy	Continue to implement Circular Economy approach with respect to the delivery of the Capital and Operational Programs Improve Environmental Performance & Climate Resilience of Infrastructure (reduction in heat island in roads, natural creek design, sustainable resource use) Increase the use of recyclables in key renewal programs (Building, Road, Bridges, Outdoor Furniture).	Ongoing
Improved Management and efficiency and capacity of Public Lighting	Replacing Council owned luminaires with LED's.	2021-2028
Improved Access to Green Space -Increase in Irrigated Areas in Local Playspaces	Implement Program to increase supply of shaded Playgrounds within a maximum of 800m walking distance of residents and irrigated open space areas within 400m walking of residential areas.	2021 to 2030
Flood Management – Reduce Risk to Residential and Commercial Premises to above 1 in 100 year events.	Ongoing delivery of the Major Flood Mitigation Strategy.	2018 to 2028
Improve the universal design of our community and sporting facilities.	Implementation of the Age Friendly and Ability and Inclusiveness Strategies through implementing universal design principles in our renewal and upgrade programs.	2018 to 2028

## 5. Asset Management Planning Approach (Action Plan)

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

### 5.1 Levels of Service

We have defined service levels in two terms.

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

The following measures are typically used in AM Plans to monitor and report on asset performance against Community Experience Levels of Service.

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

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

Our current and projected community levels of service for the services covered by this strategic asset management plan are summarised in this strategic asset management plan with future revisions of the Asset Management Operational Plans based on agreed Structure, Hierarchy & Community Experience Levels of Service. Council's Community



Experience & Subsequent Technical Levels of Service have been reviewed and adjusted over the past twelve months following analysis, modelling and reported to Council for approval to be included in this Strategic Asset Management Plan.

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

Technical service measures are linked to annual budgets covering:

- Operations – the regular activities to provide services such as utility costs (water/electricity), cleansing, mowing, etc.
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition (e.g., road patching, unsealed road grading, building and structure repairs, cleaning fire hydrants),

- Renewal – the activities that return the service capability of an asset similar to that which it had originally (e.g., road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade/New – the activities to provide a higher level of service (e.g., widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g., a new library).

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

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

## Strategic Asset Management Plan 2022

Table 5 - Community Experience Service Levels

Service Area	Current Level of Service	Community Experience Level of Service
<b>Community Facilities</b>	<p>The overall condition of the building and its fit-for purpose requirements are based on the Place Activation Strategy, for Regional, District and Local Facilities Hierarchies including maintenance response times. Design of replacement facilities are through direct engagement with the users of the facilities.</p>	<p>The Hierarchy agreed by Council is as follows:</p> <ul style="list-style-type: none"> <li>• Bespoke (custom made)</li> <li>• Community Hubs</li> <li>• Community Centres/Libraries</li> <li>• Sporting Clubrooms – Local</li> <li>• Sporting Clubrooms – District/Regional</li> <li>• Public Toilets</li> <li>• Minor Buildings</li> <li>• Heritage/Historic buildings</li> </ul> <p>The Facilities are suitable for use, based on function and capacity developed through direct engagement during the design phase, with users of the facilities, clubs, and relevant State Sporting Bodies, based on the Hierarchy and Criticality of the Facility. Facilities utilised Universal and Inclusive Design principles where possible.</p>

Technical Level of Service				Key Strategy/Program to Deliver
<p>The technical level of service accepted as a minimum threshold for habitable and utilised Council buildings is a condition rating of “3 – Fair” With minor deterioration present and routine maintenance may be required.</p> <p>The assets are fit for purpose based on the Place Activation Strategy and Hierarchy determining Criticality, Fit for Purpose &amp; Condition Criteria</p>				<p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>Place Activation Strategy</li> <li>Building Renewal/Upgrade Program.</li> <li>All New Buildings or Upgrades are funded through individual business cases and budget bids.</li> </ul> <p><b>Operating/Maintenance</b></p> <ul style="list-style-type: none"> <li>Programmed &amp; Contracted Maintenance</li> </ul>
Building Hierarchy	Criticality 1-5	Fit for Purpose 1-5	Condition 0-6	
Bespoke	1, very high	1 to 3, very good to fair	0 to 3, excellent to fair	
Community Hubs	1 to 2, very high to high	1 to 3, very good to fair	0 to 3, excellent to fair	
Community Centre/Library	2, high	1 to 3, very good to fair	0 to 3, excellent to fair	
Sporting Club Regional/District	2, high	1 to 3, very good to fair	0 to 3, excellent to fair	
Sporting Club Local	3, moderate	1 to 3, very good to fair	0 to 3, excellent to fair	
Public Toilets	3, moderate	1 to 3, very good to fair	0 to 3, excellent to fair	
Minor Buildings	3-4, moderate to low	1 to 3, very good to fair	0 to 3, excellent to fair	
Heritage/Historical Buildings	5, very low	1 to 3, very good to fair	0 to 4, excellent to poor	

**Fit for Purpose all Buildings based on replacement cost**

Category	Percentage
1	55%
2	18%
3	21%
4	6%
5	0%

## Strategic Asset Management Plan 2022

Table 5 - Community Experience Service Levels

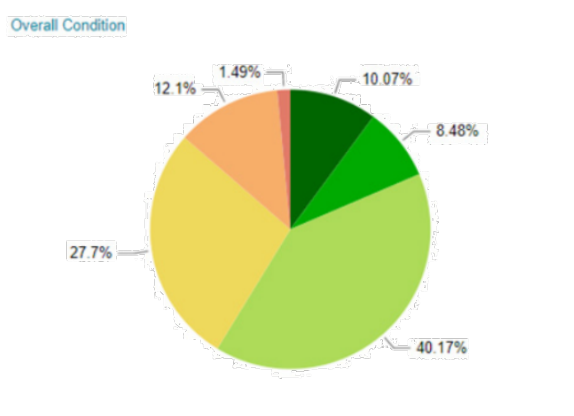
Service Area	Current Level of Service	Community Experience Level of Service
<b>Drainage &amp; Flooding</b>	Homes and businesses will not have flood waters through their buildings and facilities in less than a one in 100 year flood event.	<p>The Hierarchy for Drainage Infrastructure is based on two Hierarchies, referred to as Major and Minor Drainage:</p> <p>The Criteria is as follows:</p> <p>Major Drainage Assets as:</p> <ul style="list-style-type: none"> <li>a. Maintain a maximum of 300 houses at risk of flooding in a 1 in 100-year event</li> <li>b. Maintain the existing average of 5000 tonnes / year of sediment removal from Council's waterways and wetlands.</li> </ul> <p>Minor Drainage Assets as:</p> <ul style="list-style-type: none"> <li>c. Maintain current Nuisance Flooding Levels of less than gutter height flow, unless designed so, and no ponding for longer than a day.</li> <li>d. Maintain current Maintenance Regimes of Pits, Pipes and Gross Pollution Traps to ensure stormwater harvesting can occur.</li> </ul> <p>In Practical Terms: Homes and businesses will be safe in significant storm events (under 100mm of rainfall per hour).</p> <p>Transportation networks (roads, paths, bridges) will be accessible in a minor storm event (under 20mm per hour).</p> <p>Underpasses and ford crossings will be closed above a minor storm (over 20mm per hour) event to keep the community safe.</p>

Technical Level of Service	Key Strategy/Program to Deliver
<p>Flood dams and major waterways are designed to cater for a 1 in 100 year flood event.</p> <p>New Underground Stormwater network and overland flow paths and basins are designed to cater for a 1 in 10 year flood event.</p> <p>Council stormwater network is routinely cleaned on a 4 year cycle.</p> <p>Key stormwater infrastructure (such as known high risk areas) are inspected and cleaned prior to key storm events.</p> <p>Flood maps are reviewed and updated routinely on a 4 year cycle.</p> <p>Routine inspections are undertaken on a routine basis for key assets such as:</p> <p>Side Entry Pits, Trash Racks &amp; Headwalls, Gross Pollution Traps to ensure water quality is maintained in the network.</p> <p>Council’s Stormwater pipe and pit network does not have a renewal program, but is based on a run to fail model, with a small renewal program to be introduced in 2024/25 for Pumpstations and Mechanical Equipment.</p>	<p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>• Flood Mitigation Strategy</li> <li>• Stormwater Management Plans</li> <li>• Capital Renewal</li> </ul> <p>There is no Renewal Program, with the Stormwater Network considered as Run to FailCapital Upgrade/New</p> <ul style="list-style-type: none"> <li>• Major Flood Mitigation Program</li> <li>• Minor Flood Mitigation Program</li> <li>• Dry Creek Stormwater Management Plan</li> </ul> <p>Operating/Maintenance</p> <ul style="list-style-type: none"> <li>• SEP Cleaning Program</li> <li>• Civil Maintenance Program</li> </ul> <p>Water Quality</p> <p>Water Quality is monitored to ensure Watercourse Management Plan works continue to reduce the pollution to the Barker Inlet, and maximise harvesting.</p>

Strategic Asset Management Plan 2022

Table 5 - Community Experience Service Levels

Service Area	Current Level of Service	Community Experience Level of Service
<p><b>Playspaces &amp; Reserves</b></p>	<p>Irrigated Areas are located within 400m walking distance of residents</p> <p>Playgrounds are located with an 800m walking distance.</p> <p>Regional and District reserves deliver a higher community experience and are distributed within the City.</p>	<p>Council has adopted the Following Hierarchy for Playgrounds:</p> <ul style="list-style-type: none"> <li>• Regional</li> <li>• District</li> <li>• Local</li> <li>• Landscaped Amenity</li> </ul> <p>Community Levels of Service Criteria include:</p> <ul style="list-style-type: none"> <li>• Usage Numbers</li> <li>• Length of Stay</li> <li>• Provision of Play – Demographics</li> <li>• Provision of Play - Accessibility</li> </ul> <p>Practically this means Playspaces are accessible by the community via walking.</p> <p>Playspaces will be renewed with universally accessible elements incorporated where applicable based on Hierarchy and need.</p> <p>Playspaces and irrigated open spaces will be accessible within 400m of residences.</p> <p>Regional and District informal recreational areas will be designed to provide facilities for visits over one hour, in accordance with universal and inclusive design principles.</p> <p>Funding at this point in time is to maintain the current Average condition. However, The Playspace &amp; Irrigation Asset Management Plans are identified in the SAMP to be revised, as part of the Asset Management Improvement Plan, through 2023/24, with further analysis of Hierarchy, Criteria and Renewal Strategy based on Revaluation and Compliance Audit to be completed mid 2023, that will inform the 2024/25 SAMP.</p>

Technical Level of Service	Key Strategy/Program to Deliver
<p>Council designs and manages informal recreational areas in accordance with the Place Activation Strategy – Informal Recreation Areas.</p> <p>Technical Service Level Criteria:</p> <ul style="list-style-type: none"> <li>• Age</li> <li>• Condition</li> <li>• Compliance</li> </ul> <p>Council approved funding to Maintain the Current Average Condition (2.8):</p>  <p>Routine inspections are undertaken on a routine basis for key assets such as;</p> <ul style="list-style-type: none"> <li>• Playspaces</li> <li>• Irrigated open space</li> <li>• Sports court and equipment</li> <li>• Council has approved the independent Level 2 &amp; 3 Audits for Playspaces on a quarterly &amp; yearly basis.</li> </ul> <p>Reserve turf is cut on a routine basis, in accordance with Turf Management requirements through IPOS Condition Assessments undertaken on a Monthly.</p>	<p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>• Place Activation Strategy</li> </ul> <p><b>Capital Renewal</b></p> <ul style="list-style-type: none"> <li>• Playspace Program</li> <li>• Irrigation Program</li> <li>• Outdoor Furniture Program</li> </ul> <p><b>Operating/Maintenance</b></p> <ul style="list-style-type: none"> <li>• Parks maintenance program</li> </ul>

Strategic Asset Management Plan 2022

Service Area	Current Level of Service	Community Experience Level of Service
<p><b>Streetscape</b></p>	<p>Street Trees are provided based on 1 per residential property.</p> <p>The number of Street Trees in the City is to be maintained at approximately 80,000 trees.</p> <p>Verges are unirrigated and maintained to a neat standard, with a new program incorporating the renewal of Street Trees, Footpath, Kerb &amp; Verge to be introduced in 2021/22 financial year.</p> <p>Street Tree Pallet includes a diversity of species mix, with no one species being more than 25% of the total mix.</p>	<p>Street Trees provide amenity for the streetscape and are maintained to a safe level to reduce risk to property damage and infrastructure.</p> <p>The Street Tree Asset Management Plan is identified in the SAMP as part of the Asset Management Improvement Program, to be revised through 2023/24, with a revision of Hierarchy, Criteria and Tree Management Strategy to inform the 2024/25 SAMP.</p>



Technical Level of Service	Key Strategy/Program to Deliver
<p>Street Trees are pruned on a 10 year cycle.</p> <p>Street Tree target zones are managed to minimise risk based on species and location.</p> <p>Verges are slashed and debris removed at a minimum 8 times per year, subject to seasonal conditions.</p> <p>Routine inspections are undertaken on a routine basis for key assets such as;</p> <ul style="list-style-type: none"> <li>• Verges maintenance</li> </ul>	<p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>• Urban Forest / Strategy</li> <li>• Biodiversity Corridors Management Plan</li> </ul> <p><b>Capital Renewal</b></p> <p>Street Tree Renewal Operating/Maintenance</p> <ul style="list-style-type: none"> <li>• Tree Planting Program</li> <li>• Tree Maintenance Program</li> <li>• Verges Maintenance Program</li> </ul>

Strategic Asset Management Plan 2022

Table 5 - Community Experience Service Levels

Service Area	Current Level of Service	Community Experience Level of Service										
<p><b>Roads &amp; Transport</b></p>	<p>Roads are maintained to an acceptable level with a focus on safety and ride ability.</p> <p>Footpaths are provided on at least 1 side of residential streets and both sides of major roads where possible.</p> <p>Provision of a Green Trails ring route around the City for pedestrian and cycle movement.</p> <p>Bus stops and path linkages are designed to be universally accessible with Bus Shelters provided on high usage bus stops.</p> <p>Public Lighting is provided on all road networks and key links with higher standards prioritised on risk.</p>	<p>Road Hierarchies are as follows:</p> <ol style="list-style-type: none"> <li>1. High Profile – These are roads located in and around main destinations, like the John Street – Church Street Salisbury City Centre.</li> <li>2. Industrial Roads – These are roads that are designed to carry heavy loads and withstand high shear forces caused by heavy load braking and taking corners by vehicles like B-Doubles (large truck and trailer) and A-Trains (Large truck and two large trailers).</li> <li>3. Collector Roads– These roads are primarily bus routes and routes that carry lots of traffic</li> <li>4. Residential Roads – These are roads that run through suburbs and feed the smaller roads like cul-de-sacs and crescents.</li> <li>5. Minor Roads – These are also residential roads but ones that are short and carry low volumes of traffic. The only trucks are the weekly refuse collection runs.</li> </ol> <p>The Pavement Condition Index for the whole Road Network will be maintained at the levels outlined below, (where 0 is perfect and 6 is failed):</p> <div data-bbox="778 1238 1353 1568"> <table border="1"> <caption>Road Area PCI Distribution %</caption> <thead> <tr> <th>Service State</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>72.57%</td> </tr> <tr> <td>1</td> <td>18.98%</td> </tr> <tr> <td>2</td> <td>8.14%</td> </tr> <tr> <td>3</td> <td>0.09%</td> </tr> </tbody> </table> </div> <p>The Condition of the Road will be Maintained to a Surface Condition Index (SCI) as outlined Below, for the Different Hierarchies</p>	Service State	Percentage	0	72.57%	1	18.98%	2	8.14%	3	0.09%
Service State	Percentage											
0	72.57%											
1	18.98%											
2	8.14%											
3	0.09%											

\* 0-6 Condition Rating with 0 being Brand New and 6 being End of Life.

Technical Level of Service	Key Strategy/Program to Deliver
<p>Pavement Condition Index 3 or better, (on a condition rating scale where 1 is new and 6 is undriveable).</p> <p>Council streets are designed based on AustRoads Guidelines and incorporating the "Safe System Approach".</p> <p>New Council footpaths are designed with universal access principles with minimum widths of 1.5m on residential streets and 1.8m on major roads where possible.</p> <p>Road defects such as minor pot holes and deformation will be completed within 10 days, with dangerous defects made safe within 24 hours.</p> <p>Public Lighting is designed to comply with AS1158 and P3 Category for new developments.</p> <p>Routine inspections are undertaken on a routine basis for key assets such as;</p> <ul style="list-style-type: none"> <li>• Roads</li> <li>• Footpaths</li> <li>• Kerbing</li> <li>• Bus Shelters</li> <li>• Signage</li> </ul>	<p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>• Integrated Transport Plan</li> </ul> <p><b>Capital Renewal</b></p> <ul style="list-style-type: none"> <li>• Road Reseal Program</li> <li>• Bridge Program</li> <li>• Bus Shelter Renewal Program</li> </ul> <p><b>Capital Upgrade/New</b></p> <ul style="list-style-type: none"> <li>• Footpath Program</li> <li>• Minor and Major Traffic Improvement Programs</li> <li>• School Framework Program</li> <li>• City Wide Trails Program</li> <li>• Kerb Ramp Upgrade Program</li> </ul> <p><b>Operating/Maintenance</b></p> <ul style="list-style-type: none"> <li>• Road Maintenance Program</li> <li>• Footpath Maintenance Program</li> <li>• Kerb Maintenance Program</li> <li>• Bus Shelter Maintenance Program</li> <li>• Signage Maintenance Program</li> </ul>

Strategic Asset Management Plan 2022

Table 5 - Community Experience Service Levels

Service Area	Current Level of	Community Experience Level of Service
<p><b>Roads &amp; Transport</b></p>		<p><b>High Profile</b></p>
	<p>Collector</p>	
	<p>Industrial</p>	
	<p>Residential</p>	
	<p>Minor</p>	
		<p>Practically this means that Council will:</p> <ul style="list-style-type: none"> <li>Provide safe and efficient commuter use travel across the city.</li> <li>Efficient and effective heavy vehicle/freight movement throughout the city.</li> <li>Safe pedestrian and cycle movement through the City with a significant portion off road.</li> <li>Universally accessible public transport use between residential and business areas.</li> <li>Safe pedestrian and cycle travel at night on streets and key links.</li> </ul> <p>It is noted that the SAMP recommends the Footpath and Public Lighting AMP's be updated as part of the Asset Management Improvement Process in 2023/24, to inform the 2024/25 SAMP.</p>

<sup>8</sup> 0-6 Condition Rating with 0 being Brand New and 6 being End of Life.

Strategic Asset Management Plan 2022

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Technical Level of Service	Key Strategy/Program to Deliver

## Strategic Asset Management Plan 2022

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

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

- **Playspaces (playgrounds)**

- Revise the Playspace AMP based on the Hierarchy Above including Consideration of:
  - Universal access, providing for change in demographics, provision of coverage across the City, modern functionality/design
  - The number of irrigated spaces and access to playgrounds which will require additional operating and maintenance budgets particularly for mowing, water usage and safety inspections and repairs.
  - The provision of shade structures for playgrounds.
  - The provision of universally accessible playgrounds
  - The provision of toilet and adult change room facilities

- **Streetscapes (trees/footpaths)**

- Targeted approach to footpath management based on risk, usage and destination, following the

completion of the Footpath Audit and Revaluation in mid 2023.

- Consider improvements to service level of footpaths to improve accessibility by increasing minimum standard widths within existing budgets for new footpath provision from 1.5 to 1.8m, based on Road Hierarchy and Key Destinations.
  - Consider improvements to street trees range across the City engaging the community in decision making, including diversifying the tree pallet for the City.
  - Canopy Cover, net neutral for street trees with increases in canopy cover in reserve open space .
- **Links and Destinations**
    - Public Lighting of destinations and level of lighting in key links as well as Lighting Standards for Streets, Urban Environments and Reserves where applicable, based on Destination Hierarchy
    - Council will be continuing the Green Trails Project with improved lighting and upgrades in the existing Green Trails network, with a focus of improving and connected the next sections of the Green Trails, over the next twelve months in the Dry Creek Area between Main North Road and Walkleys Heights.,

- **Roads**

- The Integrated Transport Plan is to be updated over the next 18 months with a focus on Integration with the Industrial Areas West of Port Wakefield Road and the Dry Creek (Salt Fields Development). Similarly, Council will have a focus on Integrated Transport Planning in conjunction with the Department of Infrastructure and Transport, which has a focus on both Active and Public Transport Access. It is expected that there will be significant budget requirements for Road upgrades and the associated linkages.
- Current maintenance regimes and feedback from the community has indicated that the community is satisfied with the current level of service being provided and Council is using new treatment strategies to improve financial and environmental sustainability with no impact to community experience.

- **Drainage & Waterways**

- Council continues to support and deliver the flood mitigation strategy and has further reduced the number of properties at risk of flooding during significant flood events.
- Council will be looking to develop a Water Bodies Asset Management plan over the next twelve months

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

- **Buildings**

- Recent audit of buildings has shown the current condition of Council Buildings are in a good state. However through discussion with the Asset Management Sub Committee the community experience around the function and fit for purpose is not meeting the expectation. This has led to a service level review to define the required service level with a gap analysis being undertaken of Council's community and recreation facilities to identify future upgrade/new projects.
- The creation of Hubs has led to a significant increase in operating expenses and will continue to do so as additional hubs are development as these have a higher level of service to the Community compared to the existing facilities.

## 5.2 Risk Management

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

## Strategic Asset Management Plan 2022

Table 6 - Risk Management Plan

Asset Providing the Service	What can happen	Risk Rating
All Assets	Premature asset failure.	High
All Assets	Donated/gifted assets do not meet service levels.	High
Flood Levee Banks	Flooding due to storm events.	High
All assets	Uninformed decision making for Asset Management Planning	High
Flood Dams	Failure to dam resulting in major flooding, overtopping and upstream siltation.	High
Reserve Trees	Failure, injury, loss of amenity, damage to infrastructure.	High
Roads	Increase in heavy vehicle traffic. Roads may not be designed or structurally suitable for heavy vehicles.	High
Major Road Intersections (Heaslip/ Diment & Heaslip/ Edinburgh)	Unsafe/unfit for purpose intersections for heavy vehicle movement along Heaslip Road and intersections with Diment Road and Edinburgh Road.	Very High
St Kilda Road	Road Failure due to heavy vehicle loadings.	High
Signage	Poor condition/function of asset could result in traffic accidents.	Very High
Council Maintained Street Lighting	Poor street lighting can lead to injuries to pedestrians, traffic accidents at traffic control devices and provide an unsafe environment.	High
Reserve Lighting	Poor lighting in reserves can lead to Injuries to pedestrians, undesirable activity and provide an unsafe environment.	High
New assets contributed from Northern Connector Project	Funding from State Government or Council is not sufficient to Maintain newly created assets.	High
Dry Creek	Flooding from river system resulting in property damage and/or personal injury.	High



## Strategic Asset Management Plan 2022

Risk Treatment Plan	Residual Risk	Treatment Costs (\$)
Regular asset/condition inspections by dedicated full time/contracted employees.	Medium	100,000 (p.a.)
Improve specification/handover process and relationships with Government Departments.	Medium	(Within existing budget)
Undertake review of Levee Banks in 2022/23 and seek appropriate budget for capital works in 2022/23.	Medium	200,000
Ensure all staff undertake asset inspections in the AMIS (Confirm Connect) or ensure information is recorded in a compatible format that can be imported in a timely manner to ensure the AMIS and associated asset information is accurate and current.	Low	(Within existing budget)
Dam Survey Audit (every 4 years).	High	100,000
Develop a reserve tree management renewal and maintenance programs and seek additional capital works budget in 2022/23.	High	50,000 (p.a.)
Evaluate land use changes which may impact on the local roads network, submit new budget bids when required. Budget for works will be supplemented by grants where possible.	Medium	500,000 (p.a. seek grant funding)
Seek grant funding from State and Federal Governments to upgrade both intersections from 2022/23.	Medium	5,000,000
Routine monitoring of St Kilda Road for road and drainage deterioration, Negotiations have occurred with SA Water to fully fund Robinson Road Upgrade works from 2022/23.	Low	(externally funded)
Complete audit via contractors and undertake analysis and development of renewal and maintenance programs every 4 years.	Medium	40,000 (every 4 years)
Analysis of poor lighting areas has been completed and an upgrade program developed to be completed by 2023/24.	Medium	0 (within existing capital works/ budget bids)
Develop budget bid for reserve lighting upgrade program to seek appropriate funds for capital works program from 2022/23.	Medium	150,000 (p.a.)
Negotiate with DIT to seek an ongoing operating/maintenance budget for landscaping and shared use paths.	Low	0 (seeking external funding from State Government)
Undertake SMP study in 2022/23 with results to be used to determine future Budget Bids from 2022/23.	Low	500,000 (p.a. for 5 years)

## Strategic Asset Management Plan 2022

Service Impact	Demand Management Plan
Sporting Facilities	Where new facilities are considered build Joint use facilities, enabling an increase in capacity for Functional Requirements but reducing the number of facilities needed to deliver that service. (New Paddocks joint facility, replacing three buildings).
Sports Field Lighting Management	Council has moved to create a new renewal and maintenance program for Sports Field Lighting, bringing the care and control of Sports Field Lighting to maximise the efficiency of managing sports field lights across the City, rather than have each club individually supported to maintain their own lights.  Council is reviewing the opportunity to have Sports Field Lighting be able to be set to different Lux levels, to enable clubs to minimise energy costs, whilst still meeting the Club training and game needs.
Street Verges	Council is trialling a verge redevelopment program to improve the aesthetic of its streets with the hope residents will be inspired to take on more responsibility for the maintenance of the street thereby increasing City Pride but also reducing the long term burden of maintenance in the street. This project will be review over the next 2 years to determine if the maintenance benefits are realised.

#### 5.4 Operations and Maintenance Strategies

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

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

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

risks considered in the Infrastructure Risk Management Plan.

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

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

## Strategic Asset Management Plan 2022

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

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

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

### 5.5 Renewal/Replacement Strategies

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original or lesser

required service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

Council Plans Capital Renewal and Replacement projects, in consultation with the Council and Community, to meet Community levels of service objectives and minimise infrastructure service risks. This process, post the approval of the SAMP is managed as part of the Capital Works Engagement Framework, through which Council:

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

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner
- Consult with the Community and Elected members to during the scoping and Design for
- all capital renewal and replacement projects to identify:
- the service delivery 'expectation with respect to capacity or function', present risk and optimum time for renewal/ replacement

- the project objectives to rectify the loss of function or capacity
  - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency
  - and evaluate the options against evaluation criteria adopted by Council/Board, and
  - select the best option to be included in capital renewal program.
  - Using optimal renewal methods (cost of renewal is less than replacement) wherever possible
  - Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and reporting Very High and High risks and Residual risks after treatment to management and Council/Board
  - Review current and required skills base and implement workforce training
  - and development to meet required construction and renewal needs
  - Maintain a current hierarchy of critical assets and capital renewal treatments and timings required
  - Review management of capital renewal and replacement activities
  - to ensure we are obtaining best value for resources used.
- Council continues to have shortages in some key areas, such as timber, for buildings, or play equipment supply, have delayed projects or modified designs to best achieve the most efficient project outcomes over the last two years. Council has also, for major Projects moved to a two year process. The first year being for Planning, Consultation and Design with the project constructed in the Second year. This enables good consultation and invariably better design outcomes for major projects that meet the Community's Level of Service Expectations.
- 5.6 Renewal ranking criteria**
- Renewal ranking criteria was developed from consideration of renewal/ replacement need for assets that:
- Have a high consequence of failure
  - Have a high utilisation and subsequent impact on users would be greatest
  - The total value represents the greatest net value to the organisation
  - Have the highest average age relative to their expected lives
  - Are identified in the AM Plan as key cost factors
  - Have high operational or maintenance costs, and
  - Where replacement with modern equivalent assets would yield material savings.

## Strategic Asset Management Plan 2022

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

The ranking has enabled Council Staff to determine to the most critical asset classes to be reviewed by Council over the last 12 months, based on the above criteria, this included Roads, Drainage, Buildings, Playspaces (Stage 1). It is proposed to now focus on completion of the Playspace AMP and update or complete AMP's for key Urban Asset Classes – including Footpaths, Irrigation, Street Trees & Public Lighting.

### 5.7 New and Upgrade Assets Strategies

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an

existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets (donated or gifted assets) may also be acquired at no cost to the organisation from land development or arising from government grants. Whilst having no initial cost, these new assets incur future maintenance and renewal costs.

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

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

- Review management of capital project management activities to ensure we are obtaining best value for resources used.

This work is also managed through the Capital Works Engagement Process, with Major Projects being developed and delivered over a two year process.

### 5.8 Proposal New/Upgrade Assets Selection Criteria

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

### 5.9 Disposal Plan

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

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

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

Council has just demolished the existing swim centre with the replacement Salisbury Recreation Precinct to be constructed over the next two years. Where there are major upgrades of facilities such as Burton and the Operations Centre,

Council have demolished part or all of the existing facilities. Similarly, where there is a merging of facilities as at the Paddocks, three buildings are being replaced with a single facility.

### 5.10 Assumptions and Confidence Levels

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

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

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**Table 8 - Key Assumptions made in Strategic Asset Management Plan**

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

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

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



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

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

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

## Strategic Asset Management Plan 2022

### 5.11 Improvement Plan

The asset management improvement tasks identified from an asset management maturity assessment and preparation of this strategic asset management plan are shown in **Table 10**. These actions have been described above in the Risk Plan and the Community Experience Service Level sections. The improvement plan timelines have been prepared cognisant of available resources. It is noted that 70% (by Value) of the assessment of Assets (Buildings, Roads, Drainage & Playspace (Stage 1) has been undertaken. This next phase represents 15 to 20% of the remaining value of assets.

**Table 10 - Improvement Plan**

Task No	Task	Responsibility	Resources Required	Timeline
1	Revise Strategic Asset Management Plan for sign off by new Council	Manager IM/ TL Strategic Assets	T/L Strategic Assets / Asset Managers	APR 2023
2	Complete Playspace Compliance Audit & Valuation	T/L – Urban Assets	T/L, Senior Landscape Architect, T.O. Urban Assets, Coordinator Strategic Assets, External Consultants	May 2023
3	Undertake Stage 2 of Playspace AMP with a review asset hierarchy and Community Levels of Service & Technical Service Levels	T/L – Urban Assets	TL, Senior Landscape Architect, T.O. Urban Assets, External Consultant, Coordinator Strategic Assets	July 2023
4	Revise Council Policy Settings with respect to Playspace based on AMSC discussion	T/L – Urban Assets / Manager IM	Team Leader – Urban Assets	Aug/Oct 2023
5	Complete Footpath Audit & Valuation	T/L – Urban Assets	T/L, /Tech O. Urban Assets, External Consultant, Coordinator Strategic Assets	April 2023
6	Undertake Footpath AMP with a review asset hierarchy and Community Levels of Service	T/L – Urban Assets	T/L /Tech O. Urban Assets, External Consultant, Coordinator Strategic Assets	June 2023
7	Revise Council Policy Settings with respect to Footpaths based on AMSC discussion	T/L – Urban Assets / Manager IM	T/Tech O. Urban Assets,	August 2023

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8	Review Public Lighting Audit, and undertake Valuation, with a review of Asset Hierarchy & Community Levels of Service	T/L – Urban Assets	T/L Urban Assets, Coordinator Energy & Lighting, External Consultants, Coordinator Strategic Assets	SEPT 2023
9	Revise Council Policy Settings with respect to Public Lighting, based on AMSC discussion	T/L – Urban Assets / Manager IM, Coordinator Energy & Lighting	TL Urban Assets/ Coordinator Energy & Lighting, Coordinator Strategic Assets,	NOV 2023
10	Undertake a review asset hierarchy and Community Levels of Service for Street Trees and current Tree Management Practices	T/L – Urban Assets / Manager IM, Coordinator Parks & Open Space	T/L – Urban Assets / Manager IM, Coordinator Parks & Open Space	March 2023 – AUG 2023
11	Revise Council Policy Settings with respect to Street Tree Management, based on AMSC discussion	T/L – Urban Assets / Manager IM	T/L – Urban Assets, Coordinator Parks & Open Space, External Consultant Coordinator Strategic Assets,	OCT 2023
12	Complete Irrigation Audit & Valuation	T/L – Urban Assets / Coordinator Parks & Open Space	T/L – Urban Assets, Coordinator Parks & Open Space, External Consultant Coordinator Strategic Assets,	AUG 2023
13	Revise Council Policy Settings with respect to Irrigation, based on AMSC discussion	T/L – Urban Assets / Manager IM, Coordinator Parks & Open Space	T/L – Urban Assets / Manager IM, Coordinator Parks & Open Space	OCT 2023
14	Revise Strategic Asset Management Plan for sign off by Executive including reconciliation with LTFP	Manager Infrastructure Management	Team Leader Strategic Assets / Asset Managers	JAN 2024
15	Revise individual Asset Management Operational Plans	Asset Managers	Asset Management Teams	DEC 2023
16	Revise Strategic Asset Management Plan for sign off by new Council	Manager Infrastructure Management	Team Leader Strategic Assets / Asset Managers	APR 2024

## 6. Financial Summary

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

### 6.1 Financial Indicators and Projections Asset Renewal Funding Ratio

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

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

As these decisions are taken, it requires consideration of trading off other asset service levels into, or accepting a need to increase funding for the service level increases. This must be done in a financially sustainable manner which is why the SAMP considers the Asset Portfolio, of over \$1.8 Billion in worth as a whole. The challenge will be for Council to balance the Community based levels of service for the next phase of asset classes review, that includes Footpaths, Public Lighting, Street Trees, Stage 2 – Playspaces, with the expenditure to meet the approved service levels, in light of a tightening Long Term Financial Plan.

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

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

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

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

### 6.2 Funding Strategy

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

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

### 6.3 Expenditure Forecasts - Operations and Maintenance

The changes in operations and maintenance budgets as of 2023/24 are shown in **Figure 9**. Note that all costs are shown in current dollar values (i.e. real values). The SAMP includes an assessment of future Operational and Maintenance needs. Asset Managers and Maintenance managers reviewed Operational changes with respect to Infrastructure, and in most circumstances absorbed the current inflationary cost increases in the Operational Budgets.

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

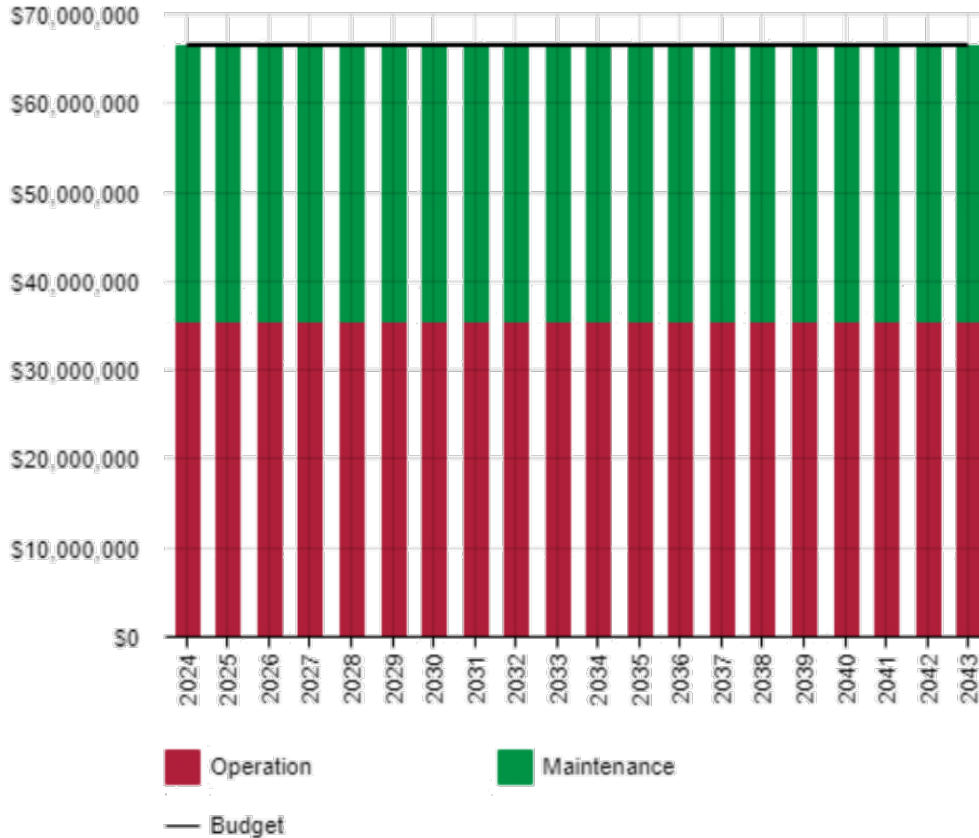
1. The growth of Infrastructure Assets handed to Council, such as the new Coomurra Development
2. Improved Levels of Service including Verge Maintenance, Burton Community Hub, Church/John Street and Operations Centre Management and Maintenance and Safety needs.
3. The development of higher levels of service for District Playspaces, such as Fairbanks Drive and the Paddocks Reserve, including the improvement to Safety Aspects around CCTV and Reserve Lighting.
4. Resource Management NAWMA – Collection Contract increases
5. Northern Connector Asset & Land Handover – Yet to be finalised
6. Increased mowing and watering costs – due to new irrigated spaces

It is noted that increases due to revised Contracts are undertaken at the time of the renewal of contracts and it is expected a number of these will be considered late 2023/24, that may significantly increase the Operational Budget, particularly around supply costs for Energy, that is currently not included in the SAMP.

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Strategic Asset Management Plan 2022

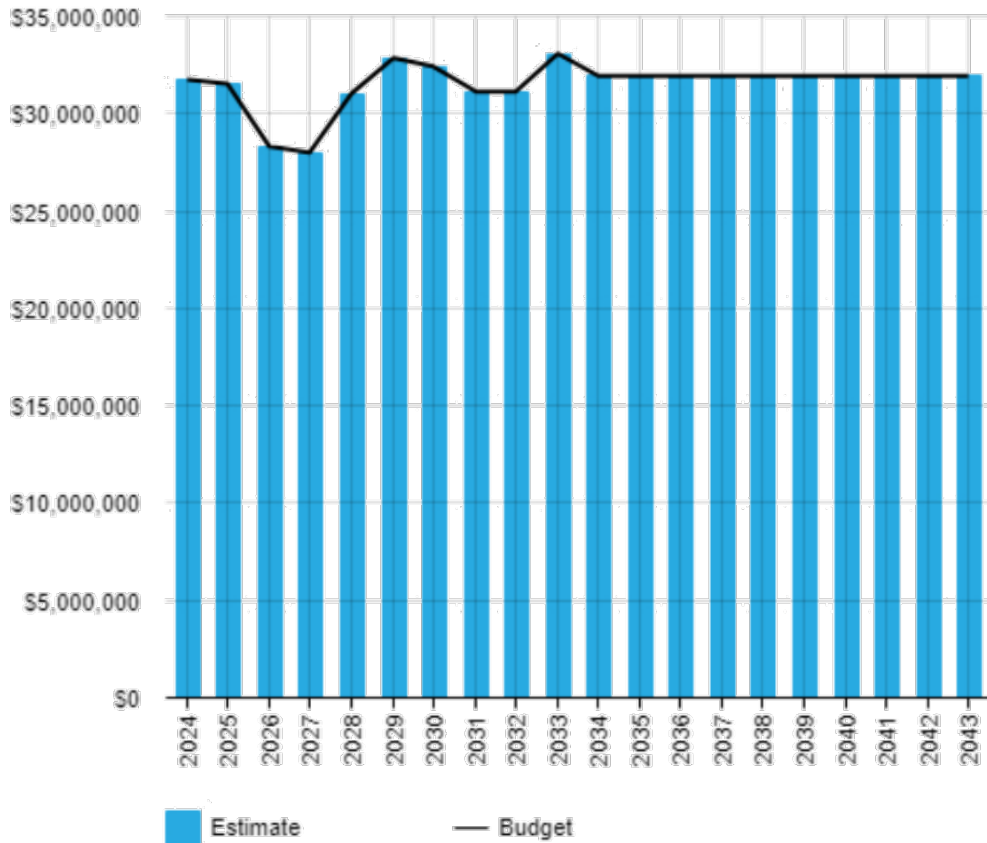
Figure 9 - 2023/24 Operations and Maintenance Expenditure Projections (preliminary)



Capital Renewal Expenditure Projections

Projected future renewal and replacement expenditures are forecast to increase over time as Council’s assets reach the end of either their service or design lives. This forecast expenditure need has been accommodated in the organisation’s long-term financial plan as shown in **Figure 10**.

Figure 10 - 2023/24 Capital Renewal Projected Expenditure (preliminary)



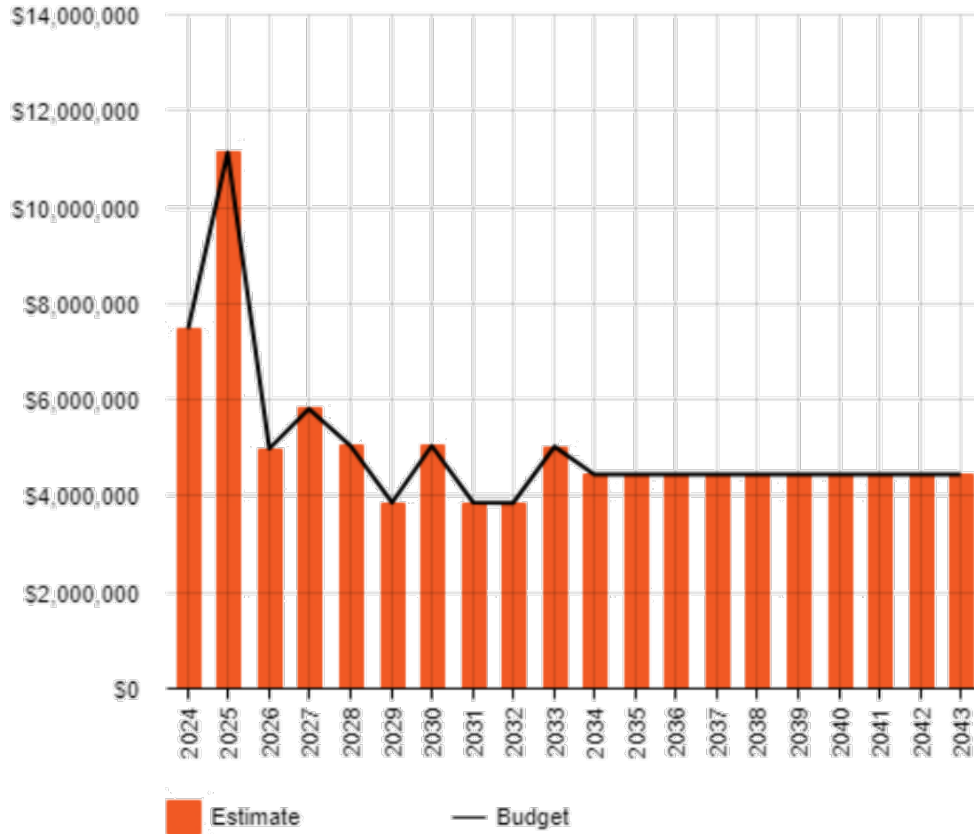
Where renewal projections take into account asset register estimates of asset useful lives, the useful lives are documented in the relevant asset management plan(s).

**Capital New/Upgrade Projections**

Projected upgrade/new asset expenditures and estimated long-term financial plan outlays are summarised in **Figure 11**. All amounts are shown in today’s dollars.

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Figure 11 - 2023/24 Capital New/Upgrade Projected Expenditure (preliminary)

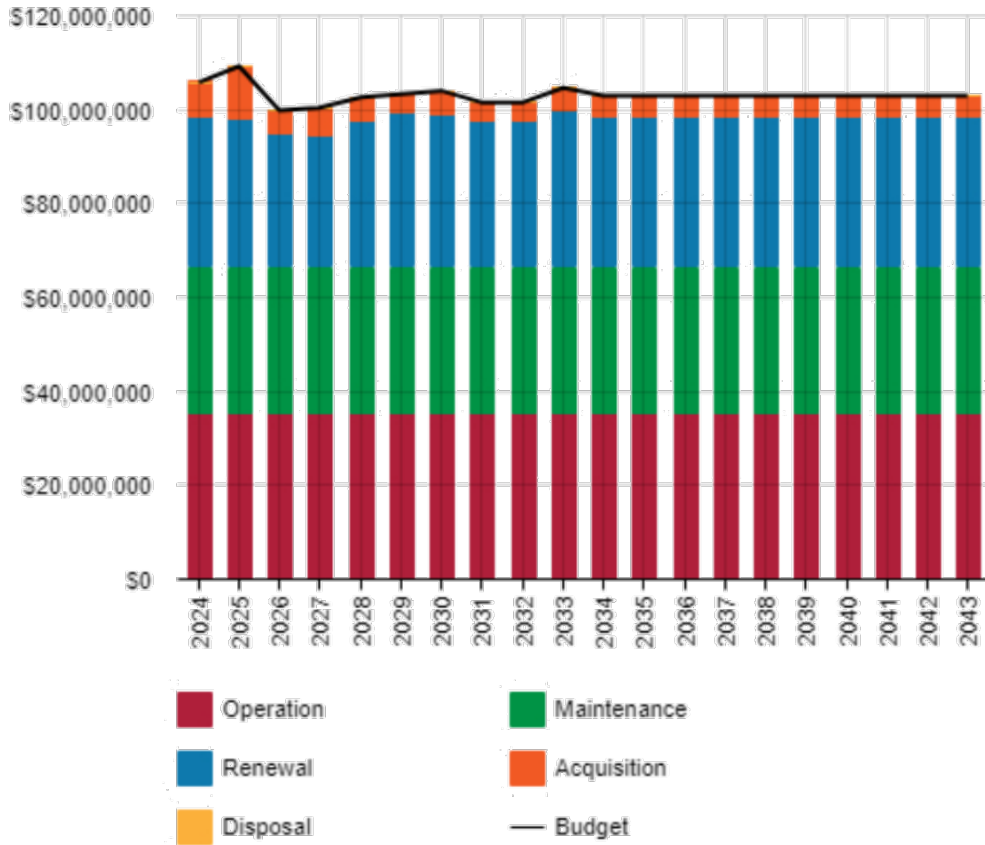


**Expenditure Projections linked to Long-Term Financial Plan**

Figure 12 shows the projected operations, maintenance, capital renewal, capital upgrade/new expenditure and these amounts have been accommodated in outlays shown in the long-term financial plan.



Figure 12 - 2023/24 Balanced Position Projected Operating and Capital Expenditure (preliminary)



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

## 7. Conclusion

City of Salisbury is committed to continue to deliver a progressive, sustainable, connected community, providing Excellent Community Experience through its services in a financially affordable and sustainable manner. The Asset Management Data has significantly improved over the last 5 years, particularly with Tablets now in the Field, enabling Council to manage and maintain its' Assets in a financially sustainable manner to deliver these services to agreed levels of service.

This Strategic Asset Management Plan (SAMP) is a significant step towards having a Mature Asset System, based on Community Endorsed Service Levels. Renewal Expenditure across the asset classes meets the endorsed Community based levels of service for more than 60% of the Asset Classes, of Roads, Drainage & Buildings with Stage 2 of Playspaces to be completed following the completion of the Compliance Audit, and review of Playspaces against approved Hierarchies and Criteria, noting the current funding meets existing service level conditions.

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

The SAMP has continued the current funding of renewal of other asset classes, with a review, as part of the Asset Management Improvement Plan, to be undertaken in Footpaths, Street Trees, Irrigation and Public Lighting through late 2023, to inform the 2024/25 SAMP.

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

Asset managers have been continuing the Asset Management Improvement Plan, re-evaluating assets based on place and community services rather than condition and useful life. This process will continue over the next 12 months to confirm Useful Lives, Valuations, Capitalisation, and Function & Capacity of Assets to deliver services particularly in the Urban Assets Area.

Council, for the first time, has set funding for renewal and upgrade of assets, based on service continuity rather than condition and depreciation. The Asset Management Improvement Plan, that continues to the approval of the next 2024/25 SAMP, will effectively complete the process, begun four years ago, of moving Salisbury's Strategic Asset Management Plan from core maturity to nearing advanced maturity, across all major asset classes, which will be a major and unique achievement for Salisbury, when comparing other comparable Cities, both in Australia and in OECD countries.

## 8. References

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