



AGENDA

FOR POLICY AND PLANNING COMMITTEE MEETING TO BE HELD ON

15 APRIL 2024 AT 6.30 PM

**IN LITTLE PARA CONFERENCE ROOMS, SALISBURY COMMUNITY HUB,
34 CHURCH STREET, SALISBURY**

MEMBERS

Deputy Mayor, Cr C Buchanan (Chairman)
Mayor G Aldridge
Cr B Brug
Cr L Brug
Cr J Chewparsad
Cr A Graham
Cr K Grenfell
Cr D Hood
Cr P Jensen (Deputy Chairman)
Cr M Mazzeo
Cr S McKell
Cr S Ouk
Cr S Reardon

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
Deputy Chief Executive Officer, Mr C Mansueto
General Manager City Infrastructure, Mr J Devine
General Manager Community Development, Mrs A Pokoney Cramey
General Manager City Development, Ms M English
Manager Governance, Mr R Deco
Team Leader Council Governance, Ms J O'Keefe-Craig
Governance Support Officer, Ms K Boyd

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 18 March 2024.

REPORTS

Administration

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QUESTIONS ON NOTICE

There are no Questions on Notice.

MOTIONS ON NOTICE

There are no Motions on Notice.

OTHER BUSINESS

(Questions Without Notice, Motions Without Notice, CEO Update)

CLOSE

ORDERS TO EXCLUDE THE PUBLIC

1.4.1 Recommendations of the Confidential Intercultural Strategy and Partnerships Sub Committee meeting held on Monday 8 April 2024

Recommendation

Pursuant to section 83(5) of the *Local Government Act 1999* the Chief Executive Officer has indicated that, if the Policy and Planning Committee so determines, this matter may be considered in confidence under Part 3 of the *Local Government Act 1999* on grounds that:

1. *Pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*

- *it relates to information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*

2. *In weighing up the factors related to disclosure,*

- *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
- *Non-disclosure of the matter and discussion of this item in confidence would protect information related to the personal affairs of any person (living or dead) and proposed action by Council.*

*On that basis the public's interest is best served by not disclosing the **Recommendations of the Confidential Intercultural Strategy and Partnerships Sub Committee meeting held on Monday 8 April 2024** item and discussion at this point in time.*

3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

CLOSE

Confidential Item 1.4.1



**MINUTES OF POLICY AND PLANNING COMMITTEE MEETING HELD IN LITTLE
PARA CONFERENCE ROOMS, SALISBURY COMMUNITY HUB,
34 CHURCH STREET, SALISBURY ON**

18 MARCH 2024

MEMBERS PRESENT

Deputy Mayor, Cr C Buchanan (Chairman)
Mayor G Aldridge
Cr B Brug
Cr L Brug
Cr J Chewparsad
Cr A Graham
Cr D Hood
Cr P Jensen (Deputy Chairman)
Cr M Mazzeo
Cr S McKell (*from 6.31pm*)
Cr S Ouk
Cr S Reardon

STAFF

Chief Executive Officer, Mr J Harry
Deputy Chief Executive Officer, Mr C Mansueto
General Manager City Infrastructure, Mr J Devine
General Manager Community Development, Mrs A Pokoney Cramey
General Manager City Development, Ms M English
Manager Governance, Mr R Deco
Team Leader Council Governance, Ms J O'Keefe-Craig
Governance Support Officer, Ms K Boyd
Team Leader Strategic Urban Planning, Ms S Jenkin
Manager Engineering Assets and Systems, Mr M Purdie
Manager Infrastructure Delivery, Mr J Collins
Manager Environmental Health and Community Compliance,
Mr J Darzanos
Manager Urban, Recreation and Natural Assets, Mr J Foong

The meeting commenced at 6.30pm.

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

APOLOGIES

An apology was received from Cr K Grenfell.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Mayor G Aldridge
Seconded Cr A Graham

The Minutes of the Policy and Planning Committee Meeting held on 19 February 2024, be taken as read and confirmed.

CARRIED

REPORTS

Administration

1.0.1 Future Reports for the Policy and Planning Committee

Moved Cr P Jensen
Seconded Cr B Brug

That Council:

1. Notes the report.

CARRIED

Cr S McKell entered the meeting at 6.31 pm.

1.1.1 Parafield Airport Master Plan 2024-2043

Moved Mayor G Aldridge
Seconded Cr P Jensen

That Council:

1. Approves the submission presented as Attachment 1, (Item No. 1.1.1, Policy and Planning Committee, 18 March 2024) to this report to the Parafield Airport Limited.
2. Delegates to the Chief Executive Officer to finalise the submission in accordance with the resolution of Council, including any editorial amendments as deemed necessary.

With leave of the meeting and consent of the seconder, Mayor G Aldridge VARIED the MOTION as follows:

That Council:

1. Approves the submission presented as Attachment 1, (Item No. 1.1.1, Policy and Planning Committee, 18 March 2024) to this report to the Parafield Airport Limited.
2. Delegates to the Chief Executive Officer to finalise the submission in accordance with the resolution of Council, including any editorial amendments as deemed necessary.
3. Requests the Mayor and CEO brief local Federal representatives on the City of Salisbury submission following endorsement from Council.

CARRIED
UNANIMOUSLY

1.1.2 Submission - Inquiry into the Impact and Mitigation of Aircraft Noise

Moved Cr P Jensen
Seconded Cr L Brug

That Council:

1. Approves the submission to the Rural and Regional Affairs and Transport References Committee on the Inquiry into the Impact and Mitigation of Aircraft Noise (Attachment 1, Item No. 1.1.2, Policy and Planning Committee, 18 March 2024).
2. Delegates to the Chief Executive Officer the finalisation of the submission.

CARRIED
UNANIMOUSLY

QUESTIONS ON NOTICE

There were no Questions on Notice.

MOTIONS ON NOTICE

There were no Motions on Notice.

OTHER BUSINESS

(Questions Without Notice, Motions Without Notice, CEO Update)

P&P-MWON1 Motion Without Notice: Cr C Buchanan: Affordable Housing Outcomes and Short Term Accommodation

Moved Cr C Buchanan
Seconded Cr M Mazzeo

That Council:

1. Requests Administration to present a report in April 2024 with opportunities to increase affordable housing outcomes (including modular type housing) and short term accommodation as part of the Strategic Land Review 5-year Action Plan and proposed amendments to be reflected in our Draft City Plan under the Welcoming and Liveable City pillar.

CARRIED
UNANIMOUSLY

The meeting closed at 6.46 pm.

CHAIRMAN.....

DATE.....

ITEM	1.0.1
	POLICY AND PLANNING COMMITTEE
DATE	15 April 2024
HEADING	Future Reports for the Policy and Planning Committee
AUTHOR	Michelle Whibley, PA to General Manager, City Development
CITY PLAN LINKS	4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	This item details reports to be presented to the Policy and Planning Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

RECOMMENDATIONThat Council:

- Notes the report.

ATTACHMENTS

There are no attachments to this report.

- BACKGROUND**

- Historically, a list of resolutions requiring a future report to Council has been presented to each committee for noting.

- REPORT**

- The table below outlines the reports to be presented to the Policy and Planning Committee as a result of a Council resolution.

Meeting Item	- Heading and Resolution	Officer
25/07/2022 US-MON1	District Level Playground for Amsterdam Reserve 2. Requests Administration to provide the draft Master Plan and associated costings to the Policy and Planning Committee meeting in six months' time.	Jon Foong
Due:	May 2024	

28/08/2023 CNL-MON1	Motion on Notice: Major Events Waste Recycling 4. Requests the Administration to present a report to the Policy and Planning Committee on event waste management. Due: June 2024	Amy Pokoney-Cramey
23/10/2023 OB1	Review of Council's Disability Access Inclusion Network 1. Requests the Administration to bring back a report to the Policy and Planning Committee reviewing Council's Disability Access Inclusion Network (DAIN). 2. The review to include exploring opportunities how we can increase the frequency and types of projects that Council consults on, encouraging more participation in DAIN. 3. Requests staff to invite Mr Damien Porter to join DAIN. Due: April 2024 Deferred: May 2024 Reason: Staff are still in the process of finalizing consultations with DAIN members regarding the review.	Vesna Haracic
18/12/2023 MWON2	Royal Commission into Domestic, Family and Sexual Violence 3. Consider the recommendation of the Royal Commission and requests the administration to bring back a report for information regarding opportunities arising from the Royal Commission recommendations. Due: May 2024	Amy Pokoney-Cramey
25/03/2024 P&P- MWON1	Motion Without Notice: Cr C Buchanan: Affordable Housing Outcomes and Short Term Accommodation 1. Requests Administration to present a report in April 2024 with opportunities to increase affordable housing outcomes (including modular type housing) and short term accommodation as part of the Strategic Land Review 5-year Action Plan and proposed amendments to be reflected in our Draft City Plan under the Welcoming and Liveable City pillar. Due: April 2024 Deferred: May 2024 Reason: To allow further investigation to prepare the report.	Sharee Klein

4. CONCLUSION / PROPOSAL

- 4.1 Future reports for the Policy and Planning Committee have been reviewed and are presented to Council for noting.

ITEM 1.0.2

POLICY AND PLANNING COMMITTEE

HEADING Recommendations of the Intercultural Strategy and Partnerships Sub Committee meeting held on Monday 8 April 2024

AUTHOR Hayley Berrisford, PA to General Manager Community Development, Community Development

CITY PLAN LINKS 1.2 The health and wellbeing of our community is a priority
1.3 People are valued and they feel safe, included and connected
1.4 We are proud of our strengths, achievements and cultural diversity

SUMMARY The minutes and recommendations of the Intercultural Strategy and Partnerships Sub Committee meeting held on Monday 8 April 2024 are presented for Policy and Planning Committee's consideration.

RECOMMENDATION

That Council:

1. Receives and notes the information contained in the Intercultural Strategy and Partnerships Sub Committee Minutes of the meeting held on 08 April 2024 and that the following recommendations contained therein be adopted by Council:

ISPS1 Future Reports for the Intercultural Strategy and Partnerships Sub Committee

That Council:

1. Notes the report.

ATTACHMENTS

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

1. Minutes Intercultural Strategy and Partnerships Sub Committee - 8 April 2024 



**MINUTES OF INTERCULTURAL STRATEGY AND PARTNERSHIPS SUB
COMMITTEE MEETING HELD IN WITTBER & DR RUBY DAVY ROOMS,
SALISBURY COMMUNITY HUB,
34 CHURCH STREET, SALISBURY ON**

8 APRIL 2024

MEMBERS PRESENT

Cr Johnny Chewparsad (Chair)
Mayor G Aldridge (ex officio)
Cr C Buchanan
Cr S McKell
Cr S Reardon

OBSERVERS

Cr L Brug

STAFF

Chief Executive Officer, Mr J Harry
General Manager City Infrastructure, Mr J Devine
A/General Manager Community Development, Ms V Haracic
General Manager City Development, Ms M English
Manager Governance, Mr R Deco
Manager People & Performance, Ms K Logan
A/Manager Sport, Recreation and Community Planning, Mr B Hopkins
Senior Social Planner, Ms L Grant
Personal Assistant – Executive Office, Ms M Healy

The meeting commenced at 8.38pm.

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

APOLOGIES

An apology was received from Cr S Ouk.

LEAVE OF ABSENCE

Nil.

PRESENTATION OF MINUTES

Moved Mayor G Aldridge
Seconded Cr S McKell

The Minutes of the Intercultural Strategy and Partnerships Sub Committee Meeting held on 4 December 2023, be taken as read and confirmed.

CARRIED**REPORTS****ORDER TO EXCLUDE THE PUBLIC****MWON1 Diversitours – Salisbury**

Moved Cr C Buchanan
Seconded Mayor G Aldridge

The Intercultural Strategy and Partnerships Sub Committee orders that:

1. Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) of the Local Government Act 1999, it is necessary and appropriate to exclude the public for the consideration of Agenda Item ISPS2 Diversitours Salisbury with the exception of the following persons:
 - Chief Executive Officer
 - General Manager City Infrastructure
 - A/General Manager Community Development
 - General Manager City Development
 - Manager Governance
 - Manager People & Performance
 - A/Manager Sport, Recreation and Community Planning
 - Senior Social Planner, Ms L Grant
 - Personal Assistant – Executive Office, Ms M Healy

On the basis that:

- *it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
 - *information the disclosure of which would, on balance, be contrary to the public interest.*
2. *In weighing up the factors related to disclosure,*
 - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*

On that basis the public's interest is best served by not disclosing Agenda Item ISPS2 Diversitours Salisbury and discussion at this point in time.

CARRIED

The meeting moved into confidence at 8.39pm.

*Mayor G Aldridge left the meeting at 8:51 pm.
Mayor G Aldridge returned to the meeting at 8:53 pm.*

The meeting moved out of confidence at 8.56pm.

ISPS1 Future Reports for the Intercultural Strategy and Partnerships Sub Committee

Moved Cr C Buchanan
Seconded Cr S McKell

That Council:

1. Notes the report.

CARRIED

QUESTIONS ON NOTICE

There were no Questions on Notice.

MOTIONS ON NOTICE

There were no Motions on Notice.

OTHER BUSINESS

(Questions Without Notice, Motions Without Notice, CEO Update)

There were no Other Business items.

Minutes - Intercultural Strategy and Partnerships Sub Committee Meeting - 8 April 2024

Item 1.0.2 - Attachment 1 - Minutes Intercultural Strategy and Partnerships Sub Committee - 8 April 2024

ORDER TO EXCLUDE THE PUBLIC

ISPS3 First Nations Strategic Group Recruitment Strategy

Moved Mayor G Aldridge
Seconded Cr S McKell

The Intercultural Strategy and Partnerships Sub Committee orders that:

1. Pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, it is necessary and appropriate to exclude the public for the consideration of Agenda Item ISPS3 First Nations Strategic Group Recruitment Strategy with the exception of the following persons:

- Chief Executive Officer
- General Manager City Infrastructure
- A/General Manager Community Development
- General Manager City Development
- Manager Governance
- Manager People & Performance
- A/Manager Sport, Recreation and Community Planning
- Senior Social Planner, Ms L Grant
- Personal Assistant – Executive Office, Ms M Healy

On the basis that:

- it relates to information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

2. *In weighing up the factors related to disclosure,*
- disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
 - Non-disclosure of the matter and discussion of this item in confidence would protect information related to the personal affairs of any person (living or dead) and proposed action by Council.*

*On that basis the public's interest is best served by not disclosing Item ISPS3 **First Nations Strategic Group Recruitment Strategy** item and discussion at this point in time.*

CARRIED

The meeting moved into confidence at 8.58pm.

The meeting moved out of confidence and closed at 8.58pm.

CHAIRMAN.....

DATE.....

ITEM	1.1.1
	POLICY AND PLANNING COMMITTEE
DATE	15 April 2024
HEADING	Draft City Plan 2040 - For Consultation
AUTHOR	Daryl Tian, Senior Strategic Planner, City Development
CITY PLAN LINKS	4.4 We plan effectively to address community needs and identify new opportunities
SUMMARY	The current City Plan 2035 is being reviewed as required by legislation. A reviewed plan, the draft City Plan 2040 has been prepared for Council's approval for the purposes of community consultation. This draft plan has been informed by emerging trends and changes, internal staff and Elected Members' feedback, and aligns to regional, state and national policies and directions. Public consultation will occur from 1 – 26 May 2024.




RECOMMENDATION

That Council:

1. Approves the Draft City Plan 2040 for the purposes of community consultation, as contained in Attachment 1 (Item No. 1.1.1, Policy and Planning Committee, 15 April 2024).
2. Approves the Draft Communications Plan to be implemented for community consultation, as contained in Attachment 3, (Item No. 1.1.1, Policy and Planning Committee, 15 April 2024).
3. Authorises the Chief Executive Officer or delegate to make changes and finalise the Draft City Plan 2040 for community consultation in accordance with Council's deliberations and recommendations.

ATTACHMENTS

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

1. Attachment 1 - Draft City Plan 2040 [↓](#) 
2. Attachment 2 - Draft Critical Actions [↓](#) 
3. Attachment 3 - Draft Communications Plan [↓](#) 

1. BACKGROUND

- 1.1 Under the *Local Government Act 1999*, all Councils must develop and adopt a strategic plan that:
 - 1.1.1 Identifies the Council's objective for its area over a period of at least four years.
 - 1.1.2 Is assessed against State Government policies, legislation and directions.

- 1.1.3 Is assessed against other regional and national objectives.
- 1.1.4 Proposes principle activities and performance measures.
- 1.1.5 Anticipates changes in its Council area with respect to development and demographics.
- 1.1.6 Is required to be comprehensively reviewed every four years (within two years after each general election of the Council).
- 1.2 The City Plan is the City of Salisbury's (CoS) highest-level strategic plan. The current plan, the [City Plan 2035](#), was adopted by the Council in June 2020.
- 1.3 Following certification of the November 2022 elections, a review of the City Plan must be undertaken (i.e. in progress) by November 2024.
- 1.4 In addition to our legislative requirement to the review of the City Plan, other factors to consider include:
 - 1.4.1 New State or Federal Government policies and directions, which affects our work priorities and direction.
 - 1.4.2 New CoS strategies, plans and decisions that affect our work program.
 - 1.4.3 Changes to growth and development in the CoS area.
 - 1.4.4 Updates to projects, advocacy priorities, and planning or operational focus over the last four years.

2. EXTERNAL CONSULTATION / COMMUNICATION

- 2.1 External consultation will occur during the public consultation process in May, including with:
 - 2.1.1 The general public.
 - 2.1.2 House of Assembly Members and Federal Members of Parliament in the City of Salisbury area.
- 2.2 Internally:
 - 2.2.1 Staff consultation was undertaken throughout September – October 2023, where all CoS staff were invited to provide feedback. We heard from over 100 staff through 4x staff workshops, an online survey and meetings with individual Divisions.
 - 2.2.2 CoS's Executive Group and Senior Leadership Group were consulted throughout the project.
 - 2.2.3 The project approach was presented to the Council at a CEO Briefing on 3 October 2023.
 - 2.2.4 Some feedback on the draft Critical Actions was received by members from and after a CEO Briefing on 4 March 2024.
 - 2.2.5 A report on the process and approach to develop the new Draft City Plan has been presented to the Audit and Risk Committee in April 2024.
- 2.3 Feedback from all consultation above has been used to inform the Draft City Plan.

3. DISCUSSION

- 3.1 The current City Plan 2035 outlines the following (listed in order of the document):
- 3.1.1 Acknowledgement of Country.
 - 3.1.2 Mayor's Message.
 - 3.1.3 Elected Members – outlines the Council body responsible for the current City Plan.
 - 3.1.4 Context – outlines how the City Plan has been prepared.
 - 3.1.5 Major Projects Map – this map represents visually major projects for which the Council will advocate and deliver.
 - 3.1.6 A Vision statement – “*A progressive, sustainable and connected community*”
 - 3.1.7 City Plan structure – outlines the way in which the City Plan can be implemented and measured.
 - 3.1.8 City Dashboard – this includes key statistics of the community on the year in which the City Plan was prepared (2020).
 - 3.1.9 Four Directions, which are the key themes for the content of the plan – “*A welcoming and liveable city*”, “*A sustainable city*”, “*A growing city that creates new opportunities*” and “*Innovation and Business Development*”
 - 3.1.10 17 Foundations, allocated against the Directions – these are the key outcomes for Council to achieve.
 - 3.1.11 74 Critical Actions, allocated against the Foundations – these are the key strategic projects, operational focus areas, future planning and advocacy priorities for Council to undertake.
 - 3.1.12 35 Council's Commitments, allocated against the Directions – these outline the Council's promise on what each Direction would deliver.
 - 3.1.13 47 Corporate Indicators, allocated against the Foundations – these are the ways in which Council can measure the success of the plan.
 - 3.1.14 Regional Context Map – this map visually outlines the various development and growth occurring across the Northern Adelaide region, and projects for Council to lead or collaborate with other State or private partners.
 - 3.1.15 Ward Boundaries and Ward Members.

PROPOSED CHANGES

- 3.2 In reviewing the City Plan, the following opportunities were identified:
- 3.2.1 Updating the City Plan to include regional changes, as well as State or Federal direction and policies.
 - 3.2.2 Providing additional clarity that the City Plan Critical Actions are focused on the next four years.

- 3.2.3 Updating the Critical Actions to capture emerging priorities, informed by trends and changes across the region, state and country.
- 3.2.4 Strengthening links between Critical Actions and the Foundations, with the introduction of Strategic Intent.
- 3.2.5 Identifying new indicators that can help measure the desired outcomes of the Foundations (noting that the Indicators will be drafted after the community consultation).

3.3 As a result, the following structural changes are proposed (listed in order of the current document):

Item	Change	Reason for change
Acknowledgement of Country	Retain	No change.
Mayor's Message	Update	An updated message will be provided.
Elected Members	Update	An updated photo and list will be provided, showing the current elected body responsible for the updated City Plan.
Context	Update	An updated context will be provided, outlining: <ul style="list-style-type: none"> • The function of the City Plan • How the City Plan interacts with other internal documents • Regional, State and Federal alignment • City dashboard, showing statistics for the current state of the city and community.
Major projects map	Update	An updated map will show the key areas of focus for the Council over the next four years. These areas of focus will incorporate various Critical Actions that will improve or deliver on these areas.
Vision	Retain	The Vision statement remains relevant to guide our Council and community.
City Plan structure	Update	The structure diagram will be updated to show the proposed flow of the revised City Plan.
City dashboard	Delete	The city dashboard will be included under 'Context'.
Directions	Retain	The four Directions remain relevant as key themes to guide how Council operates.
Foundations	Update	Foundations are the key outcomes for Council to achieve. Updated Foundations will be assigned to the four Directions, to: <ul style="list-style-type: none"> • Outline emerging areas of focus for Council

		<ul style="list-style-type: none"> • Provide links between the Directions and Critical Actions. <p>There are 18 Foundations proposed.</p>
Strategic Intent	New	<p>The Strategic Intent provides focus areas under each Foundation. These act as a link between the Critical Action and Foundation, and help to focus in what the Critical Actions will achieve.</p> <p>There are 37 Strategic Intents proposed.</p>
Critical Actions	Update	<p>Critical Actions are the key focus areas for Council to undertake over the next four years. These are updated to:</p> <ul style="list-style-type: none"> • Audit and delete actions in the current City Plan that have been delivered • Retain current actions that are still a priority • Include emerging actions for the next four years, in response to regional, state and national changes and trends. <p>There are 55 Critical Actions proposed.</p> <p>To simplify its understanding, the hierarchy of the Critical Actions, the previous categories of strategic projects, operational focus, future planning and advocacy priorities have been removed.</p> <p>Critical Actions have a direct line of sight to its Strategic Intent, Foundation and overall Direction.</p>
Council's commitments	Delete	<p>To streamline the structure of the City Plan, Council's commitments are recaptured within the updated Foundations, as key outcomes for Council to achieve.</p>
Corporate indicators	Update	<p>Updated indicators against each Foundation will measure their success (noting that the Indicators will be drafted after the community consultation).</p>
Regional context map	Update	<p>An updated map will outline regional changes already occurring or anticipated to occur over the next four years.</p>
Ward information	Update	<p>An updated map will outline current Elected Members and Ward structure.</p>

3.4 The Draft City Plan 2040 can be found in Attachment 1 of this report. This document is a non-designed version that will be designed, styled and formatted during the final draft phase post-consultation and prior to Council's adoption.

- 3.5 Feedback from Elected Members since the CEO Briefing on 4 March 2024 has been incorporated into the Draft Critical Actions in tracked changes as shown in Attachment 2 of this report.
- 3.6 An illustrated easy guide will be developed for the purposes of community consultation. This will help our community to better understand the Council's vision, priorities and initiatives.
- 3.7 It must be noted that the Corporate Indicators have not been included at this stage. These will be drafted post-consultation, once the draft Critical Actions have been considered by both Elected Members and the community. These will also then be included in the final draft document for Council's consideration and adoption.

COMMUNITY CONSULTATION

- 3.8 Pending Council's approval of the Draft City Plan 2040 and Engagement Plan, community consultation will occur for approximately 4 weeks, between 1 May to 26 May 2024.
- 3.9 As the CoS's key strategic plan, Council must undertake community consultation on the City Plan in accordance with its Community Consultation Policy.
- 3.10 The Draft Communications Plan, outlining the engagement process, key messages and communication strategy can be found in Attachment 3 of this report.
- 3.11 The primary objectives for this consultation are:
 - 3.11.1 To inform and educate the community on the City Plan's purpose and key messages.
 - 3.11.2 To seek feedback from the community on the Draft City Plan, including their priorities and expectations.
 - 3.11.3 To see if we have missed anything else that is valued by the community.
- 3.12 Financial OverviewThe City Plan, once adopted, will have implications on the Annual Business Plan and Long-Term Financial Plan, from 2025/26 onwards.
- 3.13 Subsequent funding, if required, will similarly be requested following standard Council processes.

4. CONCLUSION

- 4.1 The Draft City Plan 2040, Draft Critical Actions and Communications Plan have been prepared for Council's consideration, for the purposes of community consultation.
- 4.2 After consultation, community feedback will be collated and finalised to inform a revised draft, which will be presented back to Council for final adoption in mid-2024.



Item 1.1.1 - Attachment 1 - Draft City Plan 2040



This image: "Believe" by Melita Scott (2021)

Front cover image: "Ascension" by Hussein Valamanesh and Craig Andrae (2004)

Have Your Say

All councils have a strategic plan, to help guide their work and decision making.

The City of Salisbury's strategic plan is called the City Plan.

We would like your feedback on this plan, in particular the Critical Actions, in Section 4 (Pages 9-23) of this document.

Please provide your feedback at:
www.salisbury.sa.gov.au/cityplan2040

Public consultation on the document runs from 1 to 26 May 2024.

This version of the plan has been developed for public consultation only.

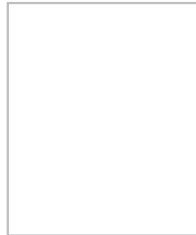
Introduction

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 and present.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

Mayor's Message



[Mayor's message and portrait to be included post-consultation]

Elected Members



We are your Elected Members for the 2022-2026 term, and form the Council body during this period.

We are the decision-making body of the City of Salisbury, and also part of the City of Salisbury community.

Supported by the Council administration staff, we are privileged to make decisions on your behalf, to make our city a better place for all.

[Image of current Council body, names and wards to be included post-consultation]

Section 1. Our city

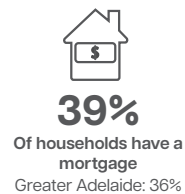
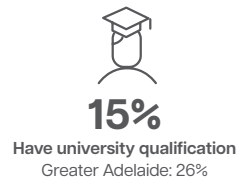
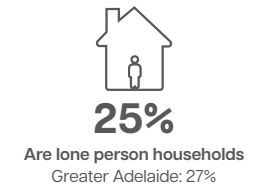
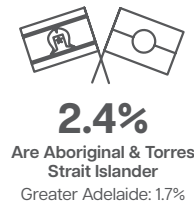
Our city

With over 30 suburbs spanning over 158.1 km² and home to 148,000 people, the City of Salisbury is the fourth largest local government in the metropolitan Adelaide and the second most populated, making it one of the most important Council areas in South Australia.

Acting as a connector between the urban inner-city areas and the growing outer northern regions, the City of Salisbury is rich with environmental and biodiversity assets, job opportunities, affordable housing and recreational attractions.

Our population is diverse and relatively young, and represent a big part of the state's workforce. There are more and more people choosing to live in our city, as it remains relatively affordable compared to the rest of metropolitan Adelaide.

Our city is the backbone of the state's economy, making up around 10% of the metropolitan Adelaide's workforce, and contributing to around 7% of the state's economy.



Section 1. Our city

Our city

As cities grow, so do challenges and opportunities. Councils are expected to go beyond “roads, rates and rubbish”, to cater to the needs of growing cities.

Some major changes that the City of Salisbury face include:



- **The need for more housing supply and affordable housing**, especially as population growth continues to expand in the north, and to service our community that overall has a lower income compared to the rest of Greater Adelaide



- **The balance between urban built environments and provision of greening**, such as the loss of trees in our urban environment, especially in a warmer climate, which makes our cities hotter and community more heat stressed



- **The adaptation and resilience of our city’s physical and environmental assets**, such as our buildings, roads and coastline, especially with climate change impacting on their longevity



- **The emergence of various commercial, manufacturing and defence industries**, and uptake in digital and manufacturing innovation, especially in our support for a circular economy that is carbon responsible



- **The demand for expansion and development of land for residential, industrial and employment growth**, especially in providing both hard infrastructure (like roads and utilities) and social infrastructure (like schools, shops and medical services) to meet demands



- **The urban regeneration of our city centres and activity centres**, especially in playing a key part in providing services, shops, schools and employment opportunities for local residents



- **The increasingly diverse population of our community**, and their relationship to their neighbourhoods, the city and the Council, especially in our communication and relationship with the them.

As such, the City Plan anticipates these challenges and captures them as opportunities for our city and community over the next four years.

Our Council plays a crucial role in leading, providing, facilitating and advocating for a wide range of infrastructure, services, utilities and facilities for the benefit of our community, and all who live, work and play in our wonderful city.

Section 2. Introduction to the City Plan

What is the City Plan?

The City Plan is the City of Salisbury’s strategic plan.

It is the highest-level plan for the Council.

The City Plan outlines the Council’s vision and desired outcomes for the city, along with a series of critical actions that outline how we will deliver on our vision.

What is the vision?

Our vision is to be:

“A progressive, sustainable and connected community”.

The City Plan outlines the ways that we can achieve this vision.

By being progressive, sustainable and connected, we can be a successful city that provides quality services, is financially responsible and supports the growth and aspirations of our community.

A progressive city:

- Embraces change
- Is liveable and competitive
- Is proud of its heritage
- Identifies and creates opportunities
- Responds to challenges.

A sustainable city:

- Thinks about today and the future
- Cares about the environment and people
- Considers the legacy it leaves for future generations
- Is financially responsible
- Promotes a culture that values enduring outcomes.

A connected city:

- Forms connections with its community
- Is connected to nature and biodiversity
- Offers links to jobs and businesses
- Values connections between all cultures
- Helps people move around.

Strategic context

In preparing this City Plan, we have assessed various trends and changes that impacts our city, including local and regional developments, State and Federal policies and directions, as well as our own strategies and plans.

Some long-term State directions that we have considered and responded to are:

- [Greater Adelaide Regional Plan Discussion Paper](#)
- [South Australian Economic Statement](#)
- [A Better Housing Future](#)
- [Infrastructure SA’s 20-Year Strategy Discussion Paper](#)
- [Northern Adelaide Transport Study.](#)

The City of Salisbury collaborates with the State Government, other councils and other departments to work towards key partnership projects.

The diagram on the following page illustrates how the City Plan aligns to the State agendas and can influence the Council’s actions to delive on our vision for the City of Salisbury.

Section 2. Introduction to the City Plan

Strategic context *(continued)*



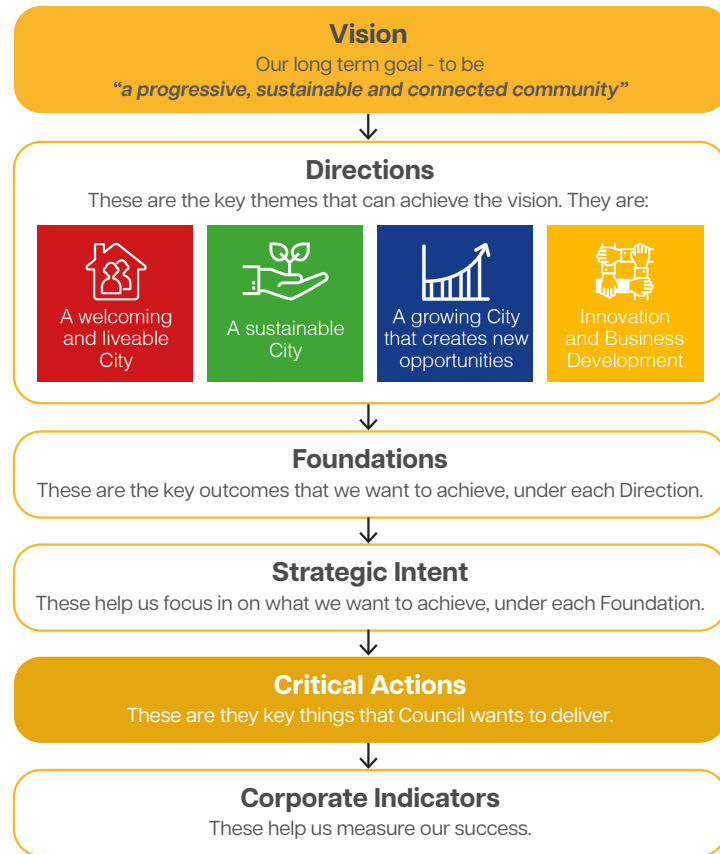
This image: "City Band Tribute" by Plasma Art (2023)

Have Your Say Please provide your feedback at: www.salisbury.sa.gov.au/cityplan2040

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Section 3. The City Plan

What is the structure of the City Plan?



What are our Directions?

We will be **a welcoming a liveable city**, by:

- Having a diversity of housing that meets the needs of our community
- Supporting the physical and mental health and wellbeing of our community
- Welcoming people of all ages, backgrounds and abilities, and recognising First Nations peoples
- Making our city attractive and safe.

We will be **a sustainable city**, by:

- Valuing our biodiverse green spaces and natural environments
- Being carbon responsible
- Ensuring our city, community and infrastructure are climate resilient
- Managing our waste and water resources sustainably and responsibly.

We will be **a growing city that creates new opportunities**, by:

- Supporting our local businesses to be successful
- Making our city a place for people to work, study, play and invest
- Planning our city's growth that is supported by infrastructure
- Making our city centres active and prospering.

To provide outstanding services to the community, we also need to continually strive for excellence. To achieve this, we will focus on our organisation's **innovation and business development**, by:

- Delivering effective and efficient Council services, exceptional community experiences and quality outcomes
- Making our organisation a great place to work
- Engaging and connecting with our community
- Providing value for our community through our commercial operations.

Section 4. Critical Actions *[These are draft only for consultation]*

 **Direction 1.
A welcoming and liveable city.**

Foundation
1. Our city has a diversity of housing that meets the needs of our community.



Strategic Intent Critical Action

<p>1.1 Our community's most vulnerable are protected.</p>	<p>1.1.1 Investigate strategies to support those most vulnerable in our community.</p> <ul style="list-style-type: none"> • Deliver a Homelessness Strategy that includes opportunities to partner with the State Government and other organisations to implement actions and address homelessness in the city. • Explore shelter-type responses to community members who are at risk or are experiencing homelessness. • Explore broader responses for Council's consideration to emerging community needs. • Explore shorter term alternative housing opportunities through the Cost of Living Strategy (An action of Thrive Action Plan). • Explore affordable housing outcomes (including modular type housing) and short term accommodation as part of the Strategic Land Review five year action plan. <p>1.1.2 Facilitate ways to help relieve cost of living pressures for our community.</p> <ul style="list-style-type: none"> • Explore ways to introduce social and community infrastructure that can provide financial relief to the community.
<p>1.2 Our city facilitates affordable and diverse housing.</p>	<p>1.2.1 Facilitate housing for all in the city.</p> <ul style="list-style-type: none"> • Prepare a long term Housing Strategy with a focus on affordability, diversity and tenure, including a feasibility package. This assists housing providers to invest in the City of Salisbury. • Explore and facilitate alternative housing opportunities through collaboration with NGOs and private industries. • Align opportunities with the Federal Government's Housing Australia Future Fund. • Seek to facilitate more affordable and diverse housing, and balance infill development, through the Greater Adelaide Regional Plan and Planning and Design Code.
<p>1.3 Our city provides housing for our community.</p>	<p>1.3.1 Deliver high quality housing outcomes through the strategic development of council owned sites.</p> <ul style="list-style-type: none"> • Through Council's Strategic Land Review project, continue to deliver residential development that aligns with council's Affordable Housing Implementation Plan. • Provide at least 15%-20% affordable housing. • Provide affordable housing through the Walkleys Road Corridor residential development.

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Section 4. Critical Actions *[These are draft only for consultation]*



Direction 1. A welcoming and liveable city.

Foundation
2. Our community is physically and mentally healthy and connected.

Strategic Intent Critical Action

<p>2.1 Our community's wellbeing is prioritised.</p>	<p>2.1.1 Deliver the Thrive Strategy and associated Action Plans.</p> <ul style="list-style-type: none"> Deliver the Thrive Strategy and Action Plans, which focus on delivering programs and initiatives that improve the health and wellbeing of our community. These include 11 initiatives that help the community to be more socially connected, physically active, culturally enriched, civically engaged, safe and secure, and to continue to be learning and aspiring. These programs include community-led small scale projects, skills sharing, a Salisbury Fit Club, activating the Little Para River, digitalising our trails and recreation facilities, introducing modified sports, celebrating Salisbury's history, partnerships with non-Council organisations for volunteering opportunities, Libraries After Dark, Bibliotrek and a Cost of Living Strategy.
<p>2.2 Our open spaces and recreation centres support community wellbeing.</p>	<p>2.2.1 Promote and facilitate public use of the Salisbury Aquatic Centre.</p> <ul style="list-style-type: none"> Partner with the aquatic centre's operator to deliver a responsive and sustainable aquatic centre for our community. <p>2.2.2 Promote and facilitate public use of our recreation centres and golf courses.</p> <ul style="list-style-type: none"> Partner with external managers to deliver responsive and sustainable recreation services for our community. These include the Bridgestone Athletics Centre, Parafield Gardens Recreation Centre, Ingle Farm Recreation Centre, TreeClimb & the Little Para Golf Course. <p>2.2.3 Support our community, recreation and sporting groups.</p> <ul style="list-style-type: none"> Continue to support all community, recreation and sporting groups and clubs across the city, for the benefit of our community.
<p>2.3 Our community has access to health and community services.</p>	<p>2.3.1 Plan for future social infrastructure needs.</p> <ul style="list-style-type: none"> In response to a growing population, plan for future social infrastructure needs for the city, especially in high growth areas. Social infrastructure may include sport and recreation facilities, health and education facilities, and cultural and community centres. This may include the upgrade of facilities such as the Parafield Gardens Recreation Centre.

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Section 4. Critical Actions *[These are draft only for consultation]*

Direction 1.
A welcoming and liveable city.

Foundation
3. Our city is welcoming to people of all ages, backgrounds and abilities, and recognises First Nations peoples.



Strategic Intent Critical Action

<p>3.1 Our city provides opportunities for all life stages and abilities.</p>	<p>3.1.1 Enhance our engagement with our youth.</p> <ul style="list-style-type: none"> Undertake a review of the Youth Action Plan that coordinates Council's efforts to provide young people with opportunities that align with the three priority areas (Health and Wellbeing; Equity, Discrimination and Unfair Treatment; and Educational Engagement and Successful Transitions). Includes prioritising youth leadership by conducting activities such as the annual youth summit.
<p>3.2 Our city welcomes new arrivals, including migrants and refugees, and celebrates people from different backgrounds.</p>	<p>3.2.1 Promote the council's recognition and leadership as an Intercultural City.</p> <ul style="list-style-type: none"> Promote the council's recognition and leadership as an Intercultural City (Intercultural Cities, Council of Europe), Welcoming City (Welcoming Australia) and Refugee Welcome Zone (Refugee Council of Australia). Continue our partnerships with the Department of Home Affairs and deliver the Intercultural Strategic Plan. <p>3.2.2 Investigate the opportunity to develop and host a new large arts/cultural event.</p> <ul style="list-style-type: none"> In collaboration with community groups and governmental agencies, establish, plan and deliver a major event for the Northern Region, which celebrates people from different backgrounds.
<p>3.3 Our city is committed to reconciliation and actively engages with First Nations people.</p>	<p>3.3.1 Foster ongoing engagement and relationship with First Nations people.</p> <ul style="list-style-type: none"> Update our Reconciliation Action Plan guided by the First Nations Strategic Group . Identify actions focusing on respecting, building relationships and enhancing opportunities with Aboriginal and Torres Strait Islander communities. Continue and increase awareness and education initiatives within the organisation and community on First Nations affairs and engagement.

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Section 4. Critical Actions *[These are draft only for consultation]*

 **Direction 1.
A welcoming and liveable city.**

Foundation
4. Our city is attractive and safe.



Strategic Intent Critical Action

<p>4.1 Our public spaces, residential areas and environs are safe and inviting.</p>	<p>4.1.1 Work with stakeholders to improve community safety.</p> <ul style="list-style-type: none"> • Through an update of the Community Safety Strategy, partner with the community and all stakeholders to address complex issues surrounding community safety. • Includes building awareness and maximising participation in the strategy’s programs. • Includes strategies to improve community safety in activity centres such as the Salisbury City Centre and public transport interchanges.
	<p>4.1.2 Ensure our CCTV Program is delivered to meet our community needs.</p> <ul style="list-style-type: none"> • Roll out CCTVs at key locations across the city centres and recreational spaces to increase community safety, mobile facilities, community fixtures and asset protection.
	<p>4.1.3 Improve safety of roads throughout the city around schools.</p> <ul style="list-style-type: none"> • Partner with State and/or Federal Government to implement the School Transport Framework and general Road Safety Action Plan to improve safety on roads around or adjacent schools.
<p>4.2 Our city’s key public spaces are attractive.</p>	<p>4.2.1 Improve the quality of landscaping at entrance statements and along corridors to key destinations.</p> <ul style="list-style-type: none"> • Increase the quality of landscaping at key gateways to our key destinations and along prominent road corridors, to act as a welcoming statement for all. • For private development, facilitate attractive landscaping along key corridors.

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Section 4. Critical Actions *[These are draft only for consultation]*



Foundation
1. Our city's green spaces and natural environments are valued and biodiverse.



Strategic Intent Critical Action

1.1 Our city is cooler and greener.	1.1.1 Strategically address cooling and greening across our city. <ul style="list-style-type: none"> Prepare an Urban Greening and Cooling Strategy that identifies approaches to respond to urban heat that is specific to the City of Salisbury context. Ensure that planting palette chosen is appropriate to the urban landscape and acceptable to residents.
1.2 Our city's biodiversity is protected.	1.2.1 Enhance eco-tourism opportunities at St Kilda, including the protecting of the mangroves and coastal environment. <ul style="list-style-type: none"> Partner with the State Government to deliver a Sustainability Centre for Excellence and eco-tourism destination at St Kilda to support biodiversity conservation and education (an action of the Sustainability Strategy). Collaborate with the St Kilda Mangroves Alliance, Conservation Council SA, Department of Environment and Water and Universities to assist in achieving the St Kilda Mangroves Community Vision and Strategic Plan. Continue to advocate for the protection and management of our estuarine and coastal environment, including playing a part in the restoration of the area once management methodologies are confirmed.
	1.2.2 Improve biodiversity management across key corridors. <ul style="list-style-type: none"> Review the Biodiversity Corridors Action Plan 2010 (an action of the Sustainability Strategy). Establish biodiversity management plans for key sites across the council area.

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Section 4. Critical Actions *[These are draft only for consultation]*

 **Direction 2.
A sustainable city.**

Foundation
2. Our city and community are carbon responsible.



Strategic Intent Critical Action

<p>2.1 Our city's emissions are reduced.</p>	<p>2.1.1 Prepare and implement an emissions reduction plan for our operations.</p> <ul style="list-style-type: none"> • Undertake an Emissions Reduction Plan to reduce the carbon footprint of council's operations (an action of the Sustainability Strategy), including Council buildings and assets. • Update and publicly disclose our greenhouse gas inventory. • Includes an Organisational Energy Plan that addresses energy efficiency, renewable energy, electric vehicle charges and fleet management.
<p>2.2 Our city's businesses have planned for the future.</p>	<p>2.2.1 Support businesses and industries to transition to a low carbon future.</p> <ul style="list-style-type: none"> • Proactively support new and existing businesses and industries (an action of the Sustainability Strategy). • Provide support and education to address sustainability of their operations and how to reduce carbon emissions, promotion of circular economy initiatives and education on alignment with State Government's waste legislation such as single use plastics.

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Section 4. Critical Actions *[These are draft only for consultation]*



Foundation
3. Our city, community and infrastructure are resilient to a changing climate.



Strategic Intent Critical Action

<p>3.1 Our city's assets are managed and planned to be resilient to a changing climate and provides capacity for growth.</p>	<p>3.1.1 Include new climate adaptation and mitigation strategies in our asset management.</p> <ul style="list-style-type: none"> Review the Strategic Asset Management Plan linking to the Climate Change Risk Assessment, new Carbon Emissions Reduction Plan and new Resource Recovery Action Plan. Consider the sustainable lifespan of all assets.
<p>3.2 Our city's dwellings are comfortable and climate resilient.</p>	<p>3.1.2 Improve our resilience to climate change.</p> <ul style="list-style-type: none"> Undertake a Climate Change Adaptation Action Plan that is informed by council's Climate Change Risk Assessment to be a climate resilient organisation. This will help set out how we can address and take action on the challenges of climate change. <p>3.2.1 Facilitate sustainable living through our residential development projects.</p> <ul style="list-style-type: none"> Showcase to our community and construction industry the possibilities and benefits of pursuing environmental sustainability objectives and outcomes in housing. Do this through environmentally sustainable infrastructure and design guidelines in council's strategic development projects, such as at Walkleys Road. Through council's development services, advocate for private developments to be environmentally sustainable.

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Section 4. Critical Actions *[These are draft only for consultation]*



Direction 2. A sustainable city.

Foundation
4. Our city's waste is managed sustainably.

Strategic Intent Critical Action

4.1 Our council promotes a circular economy.	4.1.1 Investigate through NAWMA alternative waste management systems. <ul style="list-style-type: none"> Explore innovation in waste management that helps with reducing greenhouse gas emissions and landfill contribution. Collaborate with the Northern Adelaide Waste Management Authority, which is a subsidiary of the City of Salisbury.
	4.1.2 Improve resource recovery in our organisation. <ul style="list-style-type: none"> Undertake a Resource Recovery Action Plan (an action of the Sustainability Strategy). Includes a plan for council's operations, waste reduction, providing specialised waste item collection, and sustainable events.
	4.1.3 Facilitate a circular economy in our operations. <ul style="list-style-type: none"> Identify and support circular economy initiatives into council operations.

Direction 2. A sustainable city.

Foundation
5. Our water resources are managed responsibly.

Strategic Intent Critical Action

5.1 Our city is waterwise through sustainable use and careful planning.	5.1.1 Capture, cleanse and reuse our stormwater across the city. <ul style="list-style-type: none"> Increase the harvest of urban stormwater to minimise pollutant discharge to the marine environment. Develop a Managed Aquifer Recharge (MAR) storage to maximise the reuse of this water and reduce mains water usage, subject to feasibility assessment.
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Section 4. Critical Actions *[These are draft only for consultation]*



Direction 3.
A growing city that creates new opportunities.

Foundation
1. Our city’s businesses are successful, and the community benefits from their success.

Strategic Intent Critical Action

1.1 Our local businesses are supported for growth and success.	<p>1.1.1 Strengthen links with other innovation hubs across Adelaide.</p> <ul style="list-style-type: none"> Support innovation across businesses and industries by strengthening links between Technology Park, the University of South Australia, the University of Adelaide, Edinburgh Parks, Lot 14 and Tonsley. Explore opportunities to deliver initiatives that grow and support entrepreneurs and business owners to grow.
	<p>1.1.2 Strengthen essential business skills and capabilities for small and emerging businesses.</p> <ul style="list-style-type: none"> Through the Polaris Business Development Centre, deliver initiatives to inspire our community and support business creation and growth. Develop and implement programs that help increase business skills and capabilities of the community. Partner with State and Federal Government agencies.
1.2 Our community is skilled, determined and self-sufficient.	<p>1.2.1 Increase access of our community to education and training pathways.</p> <ul style="list-style-type: none"> Leveraging existing City of Salisbury resources and the Polaris Centre, invest in an integrated platform/mechanism that helps to promote local job opportunities to local residents and increase our skilled workforce. Work with partners to encourage career development and training support to the City of Salisbury community.
	<p>1.2.2 Inspire, facilitate and grow youth entrepreneurship.</p> <ul style="list-style-type: none"> Through the Polaris Centre and in collaboration with partners, support and facilitate entrepreneurship as a credible and realistic pathway for young people.

Direction 3.
A growing city that creates new opportunities.

2. Our city is a place of choice to work, study, play and invest.

Strategic Intent Critical Action

2.1 Our city attracts visitors that invigorate our economy.	<p>2.1.1 Attract visitors through events in the city.</p> <ul style="list-style-type: none"> Increase the visitor economy through events, which will improve community participation and reap economic benefits. Includes organisation and management of council events, and facilitation and attraction of major events through external event companies.
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Section 4. Critical Actions *[These are draft only for consultation]*



Direction 3.
A growing city that creates new opportunities.

Foundation
3. Our city’s growth is well planned and supported by the integrated delivery of infrastructure.

Strategic Intent Critical Action

<p>3.1 Our city’s infrastructure (including council-owned) is delivered with a long-term focus in an equitable and orderly way.</p>	<p>3.1.1 Coordinate the delivery of stormwater solutions and road network upgrades for growth areas.</p> <ul style="list-style-type: none"> Finalise the Dry Creek, Little Para River, Greater Edinburgh Parks and Adams Creek Stormwater Management Plans and plan for other stormwater solutions. To be development ready, prepare stormwater solutions for large parcels of vacant land to ensure efficient delivery of council resources and facilitate quality development outcomes. To be development ready review our road systems, people and vehicle movement, hierarchy, current and project loads in preparation for residential and industrial growth across the council area. <p>3.1.2 Partner with State Government and the private sector to realise the sustainable development of Dry Creek salt fields.</p> <ul style="list-style-type: none"> Collaborate with key partners, private developers and landowners to deliver physical and social infrastructure that recognises the environmental and ecological sensitivities and the need to connect to surrounding areas. Delivery will require detailed investigations including utilities, environmental management, soil stability and salinity, transport/traffic and access to schools and other social infrastructure. Materialise the housing and urban development opportunities identified by the State Government.
<p>3.2 Our city’s transport networks are well planned for future growth.</p>	<p>3.2.1 Review the transport plan to improve the provision of transport infrastructure that enhances economic development.</p> <ul style="list-style-type: none"> Strengthen east-west connections with a focus on the role of Kings Road. Ensure the transport network supports the growth of the north-west sector of the city. <p>3.2.2 Update the integrated transport plan for the city.</p> <ul style="list-style-type: none"> Review our transport plan to improve movement across the city, including our road network, paths and trails and modes of transport.
<p>3.3 Our city’s economic development is facilitated.</p>	<p>3.3.1 Proactively facilitate coordinated growth.</p> <ul style="list-style-type: none"> Facilitate growth through supporting private and government led Code Amendments that are consistent with council’s Strategic Growth Framework for Waterloo Corner and Bolivar Corridor and Urban Growth Strategy (to be completed 23/24). Include the investigation and re-zoning of land for an eco-industrial precinct, as well as the re-zoning of land west of Port Wakefield Road.

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Section 4. Critical Actions *[These are draft only for consultation]*

 **Direction 3.**
A growing city that creates new opportunities.

Foundation
4. Our city centres are active and prospering.



Strategic Intent Critical Action

<p>4.1 Salisbury City Centre is vibrant and revitalised.</p>	<p>4.1.1 Deliver a high quality Salisbury City Centre.</p> <ul style="list-style-type: none"> • As part of the Salisbury City Centre revitalisation project and using council's land assets, work with the chosen developer to deliver well designed and programmed buildings, enhance the public realm and public spaces, improve transport movement and parking, deliver high quality streetscapes and private/public interfaces, to deliver quality outcomes for the city and community. • Also includes working with and supporting local businesses during construction phases, and exploration of social and health services within the new precinct.
<p>4.2 Ingle Farm and surrounds is vibrant and revitalised.</p>	<p>4.2.1 Prepare a precinct plan for Ingle Farm activity centre and surrounds.</p> <ul style="list-style-type: none"> • Explore opportunities to increase vibrancy through public realm upgrades and mixed use developments through review of council owned lands, recreation centre and library, and collaboration with other significant landowners. • Consider opportunities for better diversity in health and social services and other commercial attractions in the private sector.

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Section 4. Critical Actions *[These are draft only for consultation]*

Direction 4. Innovation and Business Development.

Foundation

1. Our council's services are delivered in an effective and efficient manner.



Strategic Intent Critical Action

<p>1.1 Our council collaborates with others to achieve great outcomes.</p>	<p>1.1.1 Identify improvements in our service delivery.</p> <ul style="list-style-type: none"> Through council's Project Connect initiative, increase effectiveness and efficiencies in the way we do business internally and externally.
	<p>1.1.2 Deliver the Digital Salisbury Strategy through the evolution of systems and solutions.</p> <ul style="list-style-type: none"> Implement, adapt and enhance digital solutions that support our community, Elected Members, employees and volunteers. Includes initiatives such as improved Wi-Fi capabilities, online cloud initiatives, artificial intelligence and other emerging technologies.
	<p>1.1.3 Enhance access to external funding and grants.</p> <ul style="list-style-type: none"> Have strategic foresight and be pre-prepared for opportunities through research and relationship with universities, government agencies and the private sector.
	<p>1.1.4 Develop and implement an Advocacy Strategy for upcoming Federal and State Government elections.</p>
<p>1.2 Our financial and procurement frameworks and operations enable delivery of strategic priorities, financial sustainability, intergenerational equity, and value for money.</p>	<p>1.2.1 Prepare Strategic Asset Management Plans which ensure the sustainability of our infrastructure services.</p> <ul style="list-style-type: none"> Through the Strategic Asset Management Plan and Long Term Financial Plan, ensure that the development and enhancement of the city's infrastructure, assets and places are financially responsible, based on strategic priorities, equitable considerations, and in consultation with the community and relevant stakeholders. Update the plans to ensure relevant alignment to other council plans and strategic initiatives.
	<p>1.2.2 Identify alternative financial delivery models for the provision of infrastructure and services.</p> <ul style="list-style-type: none"> Review alternative financial delivery models that supports the achievement of financial sustainability, to achieve and deliver on key strategic priorities. Develop a framework that assesses the impacts of new infrastructure funded through grants and the financial impacts of leasing on council assets.

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Section 4. Critical Actions *[These are draft only for consultation]*



Direction 4. Innovation and Business Development.

Foundation

1. Our council's services are delivered in an effective and efficient manner. (continued)

Strategic Intent Critical Action

1.3 Our community centres and library operations are enhanced for the benefit of the community.

1.3.1 Integrate new services to achieve scale and greater impact through partnerships at community centres and libraries.

- Develop options for alternative service delivery and partnership models that meets the needs of the community, through our libraries and community centres.



Direction 4. Innovation and Business Development.

Foundation

2. Our council is a great place to work.

Strategic Intent Critical Action

2.1 Our staff are valued and supported to be their best.

2.1.1 Make the City of Salisbury a great place to work.

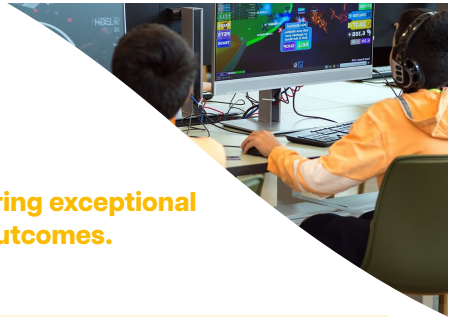
- Deliver quality outcomes and exceptional community experience through workforce planning.
- Includes staff development opportunities, improved internal communications and staff wellbeing.



Section 4. Critical Actions *[These are draft only for consultation]*

Direction 4. Innovation and Business Development.

Foundation
3. Our council is recognised for delivering exceptional community experiences and quality outcomes.



Strategic Intent Critical Action

<p>3.1 Our community is aware of council's projects, programs and initiatives.</p>	<p>3.1.1 Develop a Communication & Marketing Strategy.</p> <ul style="list-style-type: none"> Prepare a strategy that supports exceptional community experience and ensures council priorities and projects are communicated across all channels effectively and efficiently, including digital and traditional media channels.
<p>3.2 Our council is protected from cybersecurity threats.</p>	<p>3.2.1 Enhance council's cybersecurity capabilities to support our operations.</p> <ul style="list-style-type: none"> In response to increasingly advanced technology, increase council's capabilities in cybersecurity. Includes preparedness across all stakeholders to standards such as Essential 8, reinforcing support models, and managing community perceptions of how council manages and respects their data and information.
<p>3.3 Our council provides our community with a high quality experience when they use our services.</p>	<p>3.3.1 Develop and deliver a Community Experience Strategy.</p> <ul style="list-style-type: none"> Prepare a strategy that outlines how Council is going to work improve the experiences of residents, businesses and the community when accessing our services. Review and update the Community Experience Charter.

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Section 4. Critical Actions *[These are draft only for consultation]*

Direction 4. Innovation and Business Development.

Foundation
4. Our community is engaged and connected.

Strategic Intent Critical Action

<p>4.1 Our community is actively engaged in and understands council's strategies, plans and initiatives.</p>	<p>4.1.1 Develop and deliver a Community Engagement Strategy.</p> <ul style="list-style-type: none"> • Prepare a strategy that incorporates an engagement framework and improves the way we engage with the community. • Includes a consistent engagement planning methodology for genuine engagement to inform council's strategies and projects.
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Direction 4. Innovation and Business Development.

Foundation
5. Our council's commercial operations provide value for the community.

Strategic Intent Critical Action

<p>5.1 Our recycled water is valued by our community to deliver social, environmental and economic outcomes.</p>	<p>5.1.1 Grow the Salisbury Water business into new growth areas through a review of the business model and servicing.</p> <ul style="list-style-type: none"> • Grow the Salisbury Water business especially in new growth areas. • Proactively address challenges like emerging pollutants in catchments, increasing salinity, climate change and rainfall reduction, outbreaks of blue-green algae, technological advancement, rising service level expectations service levels and changing regulations.
<p>5.2 Our waste operations supports our community, businesses and industries.</p>	<p>5.2.1 Partner with NAWMA to plan for our city's future.</p> <ul style="list-style-type: none"> • Influence and deliver Northern Adelaide Waste Management Authority's outcomes that aligns to council's strategic plan, including the Landfill Alternative Project and broader sustainability agenda.

Item 1.1.1 - Attachment 1 - Draft City Plan 2040





Item 1.1.1 - Attachment 1 - Draft City Plan 2040

City Plan 2040 – DRAFT Critical Actions

Policy & Planning Committee
15 April 2024

City of Salisbury City Development



Item 1.1.1 - Attachment 2 - Draft Critical Actions

Our Vision



Salisbury

a progressive, sustainable
and connected community



Directions



A welcoming and liveable City

Encompasses issues that affect the liveability of the City and the health and wellbeing of its people, including safety, social connections, the look and feel of our neighbourhoods, and the facilities and programs available to support our community's aspirations.



A sustainable City

Includes protecting and conserving our diverse natural environment to support biodiversity, reducing Council's environmental footprint, ensuring we make the most of our resources and enabling our community, environment and infrastructure to be resilient to a changing climate.



A growing City that creates new opportunities

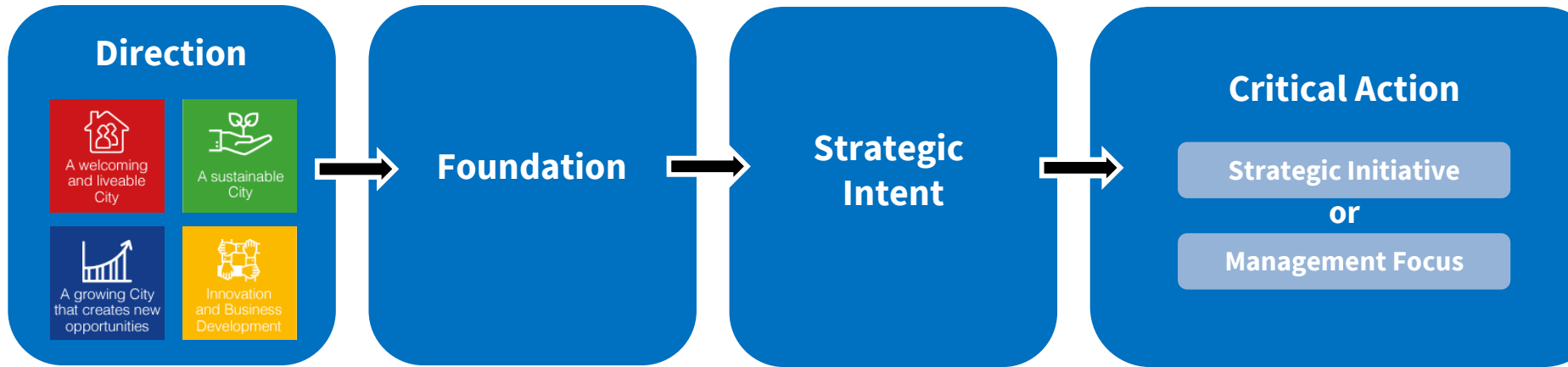
This focuses on how we support the success and growth of local businesses, job opportunities for our residents, attracting investment, quality urban planning and providing infrastructure that supports economic activity.



Innovation and Business Development

Outlines how Council will work to provide exceptional experiences, deliver quality outcomes and be recognised as a great place to work.

Proposed structure



Item 1.1.1 - Attachment 2 - Draft Critical Actions

Draft Critical Actions



- The following pages outline the Draft Foundations, Strategic Intent and Critical Actions for the revised City Plan.
- Some changes have been made since this was last shared with Members.
- Text in **red** are new suggested changes, based on recent feedback from Members.
- Text that have been ~~struck-through~~ are deleted.



. Our city as a diversity of housing that meets the needs of our community.

Strategic Intent		Critical Action	Class
1.1	Our community's most vulnerable are protected.	1.1.1 Investigate strategies to support those most vulnerable in our community. (moved from 2.3.1) <ul style="list-style-type: none"> • Deliver a Homelessness Strategy that includes opportunities to partner with the State Government and other organisations to implement actions and address homelessness in the city. • Explore shelter-type responses to community members who are at risk or are experiencing homelessness. • Explore broader responses for Council's consideration to emerging community needs. • Explore shorter term alternative housing opportunities through the Cost of Living Strategy (An action of Thrive Action Plan). • Explore affordable housing outcomes (including modular type housing) and short term accommodation as part of the Strategic Land Review five year action plan. 	Strategic Initiative
		1.1.2 Facilitate ways to help relieve cost of living pressures for our community. <ul style="list-style-type: none"> • Explore ways to introduce social and community infrastructure that can provide financial relief to the community. 	Strategic Initiative

Item 1.1.1 - Attachment 2 - Draft Critical Actions



. Our city as a diversity of housing that meets the needs of our community. (continued)

	Strategic Intent		Critical Action	Class
1.2	Our city facilitates affordable and diverse housing.	1.2.1	<p>Facilitate housing for all in the city.</p> <ul style="list-style-type: none"> • Prepare a long term Housing Strategy with a focus on affordability, diversity and tenure, including a feasibility package. This assists housing providers to invest in the City of Salisbury. • Explore and facilitate alternative housing opportunities through collaboration with NGOs and private industries. • Align opportunities with the Federal Government's Housing Australia Future Fund. • Seek to facilitate more affordable and diverse housing, and balance infill development, through the Greater Adelaide Regional Plan and Planning and Design Code. • Explore shorter term alternative housing opportunities through the Cost of Living Strategy (An action of Thrive Action Plan). (moved to 1.1.1) 	Strategic Initiative
1.3	Our city provides housing for our community.	1.3.1	<p>Deliver high quality housing outcomes through the strategic development of council owned sites.</p> <ul style="list-style-type: none"> • Through council's Strategic Land Review project, continue to deliver residential development that aligns with council's Affordable Housing Implementation Plan. • Provide at least 15%-20% affordable housing. • Provide affordable housing through the Walkleys Road Corridor residential development. 	Strategic Initiative

Item 1.1.1 - Attachment 2 - Draft Critical Actions



Our community is physically and mentally healthy and connected.

	Strategic Intent	Critical Action	Class
2.1	Our community's wellbeing is prioritised.	<p>Deliver the Thrive Strategy and associated Action Plans.</p> <ul style="list-style-type: none"> • Deliver the Thrive Strategy and Action Plans, which focus on delivering programs and initiatives that improve the health and wellbeing of our community. • These include 11 initiatives that help the community to be more socially connected, physically active, culturally enriched, civically engaged, safe and secure, and to continue to be learning and aspiring. • These programs include community-led small scale projects, skills sharing, a Salisbury Fit Club, activating the Little Para River, digitalising our trails and recreation facilities, introducing modified sports, celebrating Salisbury's history, partnerships with non-Council organisations for volunteering opportunities, Libraries After Dark, Bibliotrek and a Cost of Living Strategy. 	Manager Focus
2.2	Our open spaces and recreation centres support community wellbeing.	<p>Promote and facilitate public use of the Salisbury Aquatic Centre</p> <ul style="list-style-type: none"> • Partner with the aquatic centre's operator to deliver a responsive and sustainable aquatic centre for our community. <p>Promote and facilitate public use of our recreation centres and golf courses.</p> <ul style="list-style-type: none"> • Partner with external managers to deliver responsive and sustainable recreation services for our community. • These include the Bridgestone Athletics Centre, Parafield Gardens Recreation Centre, Ingle Farm Recreation Centre, TreeClimb & the Little Para Golf Course. <p>Support our community, recreation and sporting groups.</p> <ul style="list-style-type: none"> • Continue to support all community, recreation and sporting groups and clubs across the city, for the benefit of our community. 	Manager Focus

Item 1.1.1 - Attachment 2 - Draft Critical Actions



Our community is physically and mentally healthy and connected.
(continued)

	Strategic Intent	Critical Action	Class
2.3	Our community has access to health and community services.	<p>Investigate strategies to support those most vulnerable in our community.</p> <ul style="list-style-type: none"> • Explore shelter type responses to community members who are at risk or are experiencing homelessness. • Explore broader responses for Council's consideration to emerging community needs. • Explore shorter term alternative housing opportunities through the Cost of Living Strategy (An action of Thrive Action Plan). <i>(moved to 1.1.1)</i> 	Strategic Initiative
		<p>Plan for future social infrastructure needs.</p> <ul style="list-style-type: none"> • In response to a growing population, plan for future social infrastructure needs for the city, especially in high growth areas. • Social infrastructure may include sport and recreation facilities, health and education facilities, and cultural and community centres. This may include the upgrade of facilities such as the Parafield Gardens Recreation Centre. 	Strategic Initiative

Item 1.1.1 - Attachment 2 - Draft Critical Actions



Our city is welcoming to people of all ages, backgrounds and abilities and recognises First Nations peoples.

3.1	Our city provides opportunities for all life stages and abilities.	3.1.1	<p>Enhance our engagement with our youth.</p> <ul style="list-style-type: none"> Undertake a review of the Youth Action Plan that coordinates Council's efforts to provide young people with opportunities that align with the three priority areas (Health and Wellbeing; Equity, Discrimination and Unfair Treatment; and Educational Engagement and Successful Transitions). Includes prioritising youth leadership by conducting activities such as the annual youth summit. 	Management Focus
3.2	Our city welcomes new arrivals, including migrants and refugees, and celebrates people from different backgrounds.	3.2.1	<p>Promote the council's recognition and leadership as an Intercultural City</p> <ul style="list-style-type: none"> Promote the council's recognition and leadership as an Intercultural City (Intercultural Cities, Council of Europe), Welcoming City (Welcoming Australia) and Refugee Welcome Zone (Refugee Council of Australia). Continue our partnerships with the State and Federal Governments as well as non-profit organisations to deliver the Intercultural Strategic Plan. 	Management Focus
		3.2.2	<p>Investigate the opportunity to develop and host a new large arts/cultural event.</p> <ul style="list-style-type: none"> In collaboration with community groups and governmental agencies, establish, plan and deliver a major event for the Northern Region, which celebrates people from different backgrounds. 	Strategic Initiative
3.3	Our city is committed to reconciliation and actively engages with First Nations people.	3.3.1	<p>Foster ongoing engagement and relationship with First Nations people.</p> <ul style="list-style-type: none"> Update our Reconciliation Action Plan guided by the First Nations Strategic Group . Identify actions focusing on respecting, building relationships and enhancing opportunities with Aboriginal and Torres Strait Islander communities. Continue and increase awareness and education initiatives within the organisation and community on First Nations affairs and engagement. 	Management Focus



Our city is attractive and safe.

	Strategic Intent	Critical Action	Class
4.1	Our city's public spaces, residential areas and environs are safe and inviting.	Work with stakeholders to improve community safety. <ul style="list-style-type: none"> • Through an update of the Community Safety Strategy, partner with the community and all stakeholders to address complex issues surrounding community safety. • Includes building awareness and maximising participation in the strategy's programs. • Includes strategies to improve community safety in activity centres such as the Salisbury City Centre and public transport interchanges. 	Manager Focus
		Ensure our CCTV Program is delivered to meet our community needs. <ul style="list-style-type: none"> • Roll out CCTVs at key locations across the city centres and recreational spaces to increase community safety, mobile facilities, community fixtures and asset protection. 	Manager Focus
		Improve safety of roads throughout the city around schools. <ul style="list-style-type: none"> • Partner with State and/or Federal Government to implement the School Transport Framework and general Road Safety Action Plan to improve safety on roads around or adjacent schools. 	Strategic Initiative
4.2	Our city's key public spaces are attractive.	Improve the quality of landscaping at entrance statements and along corridors to key destinations. <ul style="list-style-type: none"> • Increase the quality of landscaping at key gateways to our key destinations and along prominent road corridors, to act as a welcoming statement for all. • For private development, facilitate attractive landscaping along key corridors. 	Manager Focus

Item 1.1.1 - Attachment 2 - Draft Critical Actions



. Our city's green spaces and natural environments are valued and biodiverse.

Strategic Intent		Critical Action		Class
1.1	Our city is cooler and greener.	1.1.1	<p>Strategically address cooling and greening across our city.</p> <ul style="list-style-type: none"> • Prepare an urban greening and cooling strategy that identifies approaches to respond to urban heat that is specific to the City of Salisbury context. • Ensure that planting palette chosen is appropriate to the urban landscape and acceptable to residents. 	Strategic Initiative
1.2	Our city's biodiversity is protected.	1.2.1	<p>Enhance eco-tourism opportunities at St Kilda, including the protecting of the mangroves and coastal environment.</p> <ul style="list-style-type: none"> • Partner with the State Government to deliver a Sustainability Centre for Excellence and eco-tourism destination at St Kilda to support biodiversity conservation and education (an action of the Sustainability Strategy). • Collaborate with the St Kilda Mangroves Alliance, Conservation Council SA, Department of Environment and Water and Universities to assist in achieving the St Kilda Mangroves Community Vision and Strategic Plan. • Continue to advocate for the protection and management of our estuarine and coastal environment, including playing a part in the restoration of the area once management methodologies are confirmed. 	Strategic Initiative
		1.2.2	<p>Improve biodiversity management across key corridors.</p> <ul style="list-style-type: none"> • Review the Biodiversity Corridors Action Plan 2010 (an action of the Sustainability Strategy). • Establish biodiversity management plans for key sites across the council area. 	Management Focus

Item 1.1.1 - Attachment 2 - Draft Critical Actions



Our city and community are carbon responsible.

	Strategic Intent	Critical Action	Class
2.1	Our city's emissions are reduced.	2.1.1 Prepare and implement an emissions reduction plan for our operations. <ul style="list-style-type: none"> Undertake an emissions reduction plan to reduce the carbon footprint of council's operations (an action of the Sustainability Strategy), including council buildings and assets. Update and publicly disclose our greenhouse gas inventory. Includes an organisational energy plan that addresses energy efficiency, renewable energy, electric vehicle charges and fleet management. 	Strategic Initiative
2.2	Our city's businesses have planned for the future.	2.2.1 Support businesses and industries to transition to a low carbon future. <ul style="list-style-type: none"> Proactively support new and existing businesses and industries (an action of the Sustainability Strategy). Provide support and education to address sustainability of their operations and how to reduce carbon emissions, promotion of circular economy initiatives and education on alignment with State Government's waste legislation such as single use plastics. 	Management Focus

Item 1.1.1 - Attachment 2 - Draft Critical Actions



Our city, community and infrastructure are resilient to changing climate.

Strategic Intent		Critical Action		Class
3.1	Our city's assets are managed and planned to be resilient to a changing climate and provides capacity for growth.	3.1.1	<p>Include new climate adaptation and mitigation strategies in our asset management.</p> <ul style="list-style-type: none"> Review the Strategic Asset Management Plan linking to the Climate Change Risk Assessment, Carbon Emissions Reduction Plan and Resource Recovery Action Plan. Consider the sustainable lifespan of all assets. 	Management Focus
		3.1.2	<p>Improve our resilience to climate change.</p> <ul style="list-style-type: none"> Undertake a Climate Change Adaptation Action Plan that is informed by council's Climate Change Risk Assessment to be a climate resilient organisation. This will help set out how we can address and take action on the challenges of climate change. 	Strategic Initiative
3.2	Our city's dwellings are comfortable and climate resilient.	3.2.1	<p>Facilitate sustainable living through our residential development projects.</p> <ul style="list-style-type: none"> Showcase to our community and construction industry the possibilities and benefits of pursuing environmentally sustainability objectives and outcomes in housing. Do this through environmentally sustainable infrastructure and design guidelines in council's strategic development projects, such as at Walkleys Road. Through council's development services, advocate for private developments to be environmentally sustainable. 	Strategic Initiative

Item 1.1.1 - Attachment 2 - Draft Critical Actions



Our city's waste is managed sustainably.

Strategic Intent		Critical Action		Class
4.1	Our council promotes a circular economy.	4.1.1	Investigate through NAWMA alternative waste management systems. <ul style="list-style-type: none"> Explore innovation in waste management that helps with reducing greenhouse gas emissions and landfill contribution. Collaborate with the Northern Adelaide Waste Management Authority, which is a subsidiary of the City of Salisbury. 	Strategic Initiative
		4.1.2	Improve resource recovery in our organisation. <ul style="list-style-type: none"> Undertake a resource recovery action plan (an action of the Sustainability Strategy). Includes a plan for council's operations, waste reduction, providing specialised waste item collection, and sustainable events. 	Management Focus
		4.1.3	Facilitate a circular economy in our operations. <ul style="list-style-type: none"> Identify and support circular economy initiatives into council operations. 	Management Focus

Item 1.1.1 - Attachment 2 - Draft Critical Actions



Our water resources are managed responsibly.

	Strategic Intent	Critical Action	Class
5.1	Our city is waterwise through sustainable use and careful planning.	5.1.1 Capture, cleanse and reuse our stormwater across the city. <ul style="list-style-type: none"> • Increase the harvest of urban stormwater to minimise pollutant discharge to the marine environment. • Develop a Managed Aquifer Recharge (MAR) storage to maximise the reuse of this water and reduce mains water usage subject to feasibility assessment. 	Management Focus

Item 1.1.1 - Attachment 2 - Draft Critical Actions



. Our city's businesses are successful, and the community benefits from their success.

	Strategic Intent	Critical Action	Class
1.1	Our local businesses are supported for growth and success.	1.1.1 Strengthen links with other innovation hubs across Adelaide. <ul style="list-style-type: none"> Support innovation across businesses and industries by strengthening links between Technology Park, the University of South Australia, the University of Adelaide, Edinburgh Parks, Lot 14 and Tonsley. Explore opportunities to deliver initiatives that grow and support entrepreneurs and business owners to grow. 	Management Focus
		1.1.2 Strengthen essential business skills and capabilities for small and emerging businesses. <ul style="list-style-type: none"> Through the Polaris Business Development Centre, deliver initiatives to inspire our community and support business creation and growth. Develop and implement programs that help increase business skills and capabilities of the community. Partner with State and Federal Government agencies. 	Strategic Initiative
1.2	Our community is skilled, determined and self-sufficient.	1.2.1 Increase access of our community to education and training pathways. <ul style="list-style-type: none"> Leveraging existing City of Salisbury resources and the Polaris Centre, invest in an integrated platform/mechanism that helps to promote local job opportunities to local residents and increase our skilled workforce. Work with partners to encourage career development and training support to the City of Salisbury community. 	Strategic Initiative
		1.2.2 Inspire, facilitate and grow youth entrepreneurship. <ul style="list-style-type: none"> Through the Polaris Centre and in collaboration with partners, support and facilitate entrepreneurship as a credible and realistic pathway for young people. 	Management Focus

Item 1.1.1 - Attachment 2 - Draft Critical Actions



Our city is a place of choice to work, study, play and invest.

	Strategic Intent	Critical Action	Class
2.1	Our city attracts visitors that invigorate our economy.	2.1.1 Attract visitors through events in the city. <ul style="list-style-type: none"> • Increase the visitor economy through events, which will improve community participation and reap economic benefits. • Includes organisation and management of council events, and facilitation and attraction of major events through external event companies. 	Management Focus

Item 1.1.1 - Attachment 2 - Draft Critical Actions



Our city's growth is well planned and supported by the integrated delivery of infrastructure.

	Strategic Intent	Critical Action	Class
3.1	Our city's infrastructure (including council-owned) is delivered with a long-term focus in an equitable and orderly way.	<p>3.1.1 Coordinate the delivery of stormwater solutions and road network upgrades for growth areas.</p> <ul style="list-style-type: none"> • Finalise the Dry Creek, Little Para River, Greater Edinburgh Parks and Adams Creek Stormwater Management Plans and plan for other stormwater solutions. • To be development ready, prepare stormwater solutions for large parcels of vacant land to ensure efficient delivery of council resources and facilitate quality development outcomes. • To be development ready review our road systems, people and vehicle movement, hierarchy, current and project loads in preparation for residential and industrial growth across the council area. <p>3.1.2 Partner with State Government and the private sector to realise the sustainable development of Dry Creek salt fields.</p> <ul style="list-style-type: none"> • Collaborate with key partners, private developers and landowners to deliver physical and social infrastructure that recognises the environmental and ecological sensitivities and the need to connect to surrounding areas. • Delivery will require detailed investigations including utilities, environmental management, soil stability and salinity, transport/traffic and access to schools and other social infrastructure. • Materialise the housing and urban development opportunity identified by the State Government. 	<p>Management Focus</p> <p>Strategic Initiative</p>

Item 1.1.1 - Attachment 2 - Draft Critical Actions



Our city's growth is well planned and supported by the integrated delivery of infrastructure.

	Strategic Intent		Critical Action	Class
3.2	Our city's transport networks are well planned for future growth.	3.2.1	Review the transport plan to improve the provision of transport infrastructure that enhances economic development. <ul style="list-style-type: none"> • Strengthen east-west connections with a focus on the role of Kings Road. • Ensure the transport network supports the growth of the north-west sector of the city. 	Strategic Initiative
		3.2.2	Update the integrated transport plan for the city. <ul style="list-style-type: none"> • Review our transport plan to improve movement across the city, including our road network, paths and trails and modes of transport. 	Management Focus
3.3	Our city's economic development is facilitated.	3.3.1	Proactively facilitate coordinated growth. <ul style="list-style-type: none"> • Facilitate growth through supporting private and government led Code Amendments that are consistent with council's Strategic Growth Framework and Urban Growth Strategy (to be completed 23/24). • Include the investigation and re-zoning of land for an eco-industrial precinct, as well as the re-zoning of land west of Port Wakefield Road. 	Strategic Initiative

Item 1.1.1 - Attachment 2 - Draft Critical Actions



Our city centres are active and prospering.

	Strategic Intent	Critical Action	Class
4.1	Salisbury City Centre is vibrant and revitalised.	4.1.1 Deliver a high quality Salisbury City Centre. <ul style="list-style-type: none"> As part of the Salisbury City Centre revitalisation project and using council's land assets, work with the chosen developer to deliver well designed and programmed buildings, enhance the public realm and public spaces, improve transport movement and parking, deliver high quality streetscapes and private/public interfaces, to deliver quality outcomes for the city and community. Also includes working with and supporting local businesses during construction phases, and exploration of social and health services within the new precinct. 	Strategic Initiative
4.2	Ingle Farm and surrounds is vibrant and revitalised.	4.2.1 Prepare a precinct plan for Ingle Farm activity centre and surrounds. <ul style="list-style-type: none"> Explore opportunities to increase vibrancy through public realm upgrades and mixed use developments through review of council owned lands, recreation centre and library, and collaboration with other significant landowners. Consider opportunities for better diversity in health and social services and other commercial attractions in the private sector. 	Strategic Initiative

Item 1.1.1 - Attachment 2 - Draft Critical Actions



. Our council's services are delivered in an effective and efficient manner.

Strategic Intent	Critical Action	Class
1.1 Our council collaborates with others to achieve great outcomes.	1.1.1 Identify improvements in our service delivery. • Through council's Project Connect initiative, increase effectiveness and efficiencies in the way we do business internally and externally.	Strategic Initiative
	1.1.2 Deliver the Digital Salisbury Strategy through the evolution of systems and solutions. • Implement, adapt and enhance digital solutions that support our community, Elected Members, employees and volunteers. • Includes initiatives such as improved Wi-Fi capabilities, online cloud initiatives, artificial intelligence and other emerging technologies.	Manager Focus
	1.1.3 Enhance access to external funding and grants. • Have strategic foresight and be pre-prepared for opportunities through research and relationship with universities, government agencies and the private sector.	Manager Focus
	1.1.4 Develop and implement an Advocacy Strategy for upcoming Federal and State Government elections.	Manager Focus

Item 1.1.1 - Attachment 2 - Draft Critical Actions



. Our council's services are delivered in an effective and efficient manner.

	Strategic Intent	Critical Action	Class
1.2	Our financial and procurement frameworks and operations enable delivery of strategic priorities, financial sustainability, intergenerational equity, and value for money	<p>Prepare Strategic Asset Management Plans which ensure the sustainability of our infrastructure services.</p> <ul style="list-style-type: none"> • Through the Strategic Asset Management Plan and Long Term Financial Plan, ensure that the development and enhancement of the city's infrastructure, assets and places are: <ul style="list-style-type: none"> ▪ financially responsible ▪ based on strategic priorities ▪ equitable considerations ▪ in consultation with the community and relevant stakeholders. • Update the plans to ensure relevant alignment to other council plans and strategic initiatives. 	Strategic Initiative
		<p>Identify alternative financial delivery models for the provision of infrastructure and services.</p> <ul style="list-style-type: none"> • Review alternative financial delivery models that supports the achievement of financial sustainability, to achieve and deliver on key strategic priorities. • Develop a framework that assesses the impacts of new infrastructure funded through grants and the financial impacts of leasing on council assets. 	Strategic Initiative
1.3	Our community centres and library operations are enhanced for the benefit of the community.	<p>Integrate new services to achieve scale and greater impact through partnerships at community centres and libraries.</p> <ul style="list-style-type: none"> • Develop options for alternative service delivery and partnership models that meets the needs of the community, through our libraries and community centres. 	Management Focus

Item 1.1.1 - Attachment 2 - Draft Critical Actions



**1. Our council
is a great place
to work.**

	Strategic Intent	Critical Action	Class
2.1	Our staff are valued and supported to be their best.	2.1.1 Make the City of Salisbury a great place to work. <ul style="list-style-type: none"> • Deliver quality outcomes and exceptional community experience through workforce planning. • Includes staff development opportunities, improved internal communications and staff wellbeing. 	Manager Focus

Item 1.1.1 - Attachment 2 - Draft Critical Actions



Our council is recognised for delivering exceptional community experiences and quality outcomes.

	Strategic Intent		Critical Action	Class
3.1	Our community is aware of council's projects, programs and initiatives.	3.1.1	Develop a Communication & Marketing Strategy. <ul style="list-style-type: none"> • Prepare a strategy that supports exceptional community experience and ensures council priorities and projects are communicated across all channels effectively and efficiently, including digital and traditional media channels. 	Strategic Initiative
3.2	Our council is protected from cybersecurity threats.	3.2.1	Enhance council's cybersecurity capabilities to support our operations. <ul style="list-style-type: none"> • In response to increasingly advanced technology, increase council's capabilities in cybersecurity. • Includes preparedness across all stakeholders to standards such as Essential 8, reinforcing support models, and managing community perceptions of how council manages and respects their data and information. 	Strategic Initiative
3.3	Our council provides our community with a high quality experience when they use our services.	3.3.1	Develop and deliver a Community Experience Strategy. <ul style="list-style-type: none"> • Prepare a strategy that outlines how Council is going to work improve the experiences of residents, businesses and the community when accessing our services. • Review and update the Community Experience Charter. 	Management Focus

Item 1.1.1 - Attachment 2 - Draft Critical Actions



Our community is engaged and connected.

	Strategic Intent	Critical Action	Class
4.1	Our community is actively engaged in and understands council's strategies, plans and initiatives.	4.1.1 Develop and deliver a Community Engagement Strategy. <ul style="list-style-type: none"> • Prepare a strategy that incorporates an engagement framework and improves the way we engage with the community. • Includes a consistent engagement planning methodology for genuine engagement to inform council's strategies and projects. 	Manager Focus

Item 1.1.1 - Attachment 2 - Draft Critical Actions

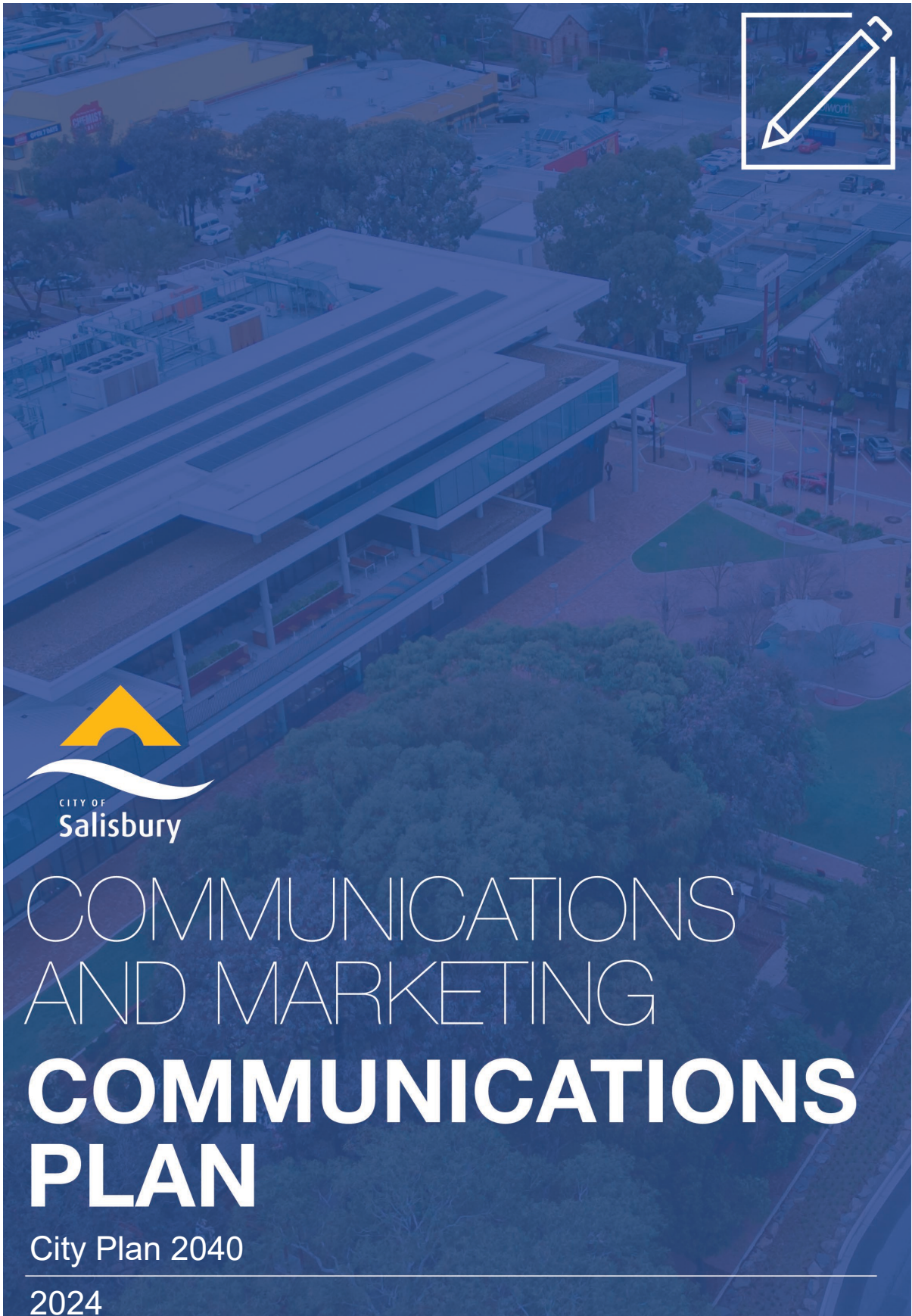



Our council's commercial operations provide value for the community.


	Strategic Intent	Critical Action	Class
5.1	Our recycled water is valued by our community to deliver social, environmental and economic outcomes.	5.1.1 Grow the Salisbury Water business into new growth areas through a review of the business model and servicing. <ul style="list-style-type: none"> • Grow the Salisbury Water business especially in new growth areas. • Proactively address challenges like emerging pollutants in catchments, increasing salinity, climate change and rainfall reduction, outbreaks of blue-green algae, technological advancement, rising service level expectations service levels and changing regulations. 	Manager Focus
5.2	Our waste operations supports our community, businesses and industries	5.2.1 Partner with NAWMA to plan for our city's future. <ul style="list-style-type: none"> • Influence and deliver Northern Adelaide Waste Management Authority's outcomes that aligns to council's strategic plan, including the Landfill Alternative Project and broader sustainability agenda. 	Strategic Initiative



Item 1.1.1 - Attachment 2 - Draft Critical Actions






CITY OF
Salisbury

COMMUNICATIONS
AND MARKETING
**COMMUNICATIONS
PLAN**

City Plan 2040
2024

Item 1.1.1 - Attachment 3 - Draft Communications Plan



Background

The City of Salisbury's current City Plan was developed in June 2020. It is a requirement of the *Local Government Act 1999* that Councils review their strategic management every four to five years to ensure that Council's activities are contemporary and responsive to community need.

The City Plan provides clear and concise information for the community, elected members and staff about Council's priorities and intentions for the next five years and it gives a longer-term view of strategic projects for Council.

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 Salisbury Council itself.

The City Plan is currently being reviewed and updated based on Executive, Elected Member and staff consultation and feedback and will soon be ready to consult with community and stakeholders.

A communications plan is required to support the update of the City Plan, including staff and community engagement and then the release of the Plan to staff, stakeholders and community.

Engagement Objectives

1. To inform and educate the community on the City Plan's purpose and key messages
2. To seek feedback from the community on the Draft City Plan, including their priorities and expectations
3. To see if we have missed anything else that is valued by the community.

Communications Plan Objectives

1. Raise awareness within the City of Salisbury community on the refreshed City Plan.
2. Encourage community, ratepayers, business owners and other stakeholders to provide feedback on the refreshed City Plan.
3. Inform community, ratepayers, business owners and other stakeholders of the finalised City Plan, the City of Salisbury's vision and priorities.

Target Audience

Primary

- City of Salisbury Community members, ratepayers and business owners
 - Community groups
 - Sporting clubs
 - Polaris Business Owners network
- City of Salisbury staff and volunteers
- Elected Members

Stakeholders

- Local State and Federal MPs
 - House of Assembly Members of Parliament for Florey, Playford, Ramsay, Wright, Enfield, Port Adelaide, Taylor, King and Torrens.



Key messages

Overarching:

- The City of Salisbury is refreshing its City Plan, the Council's highest-level strategic document.
- The City of Salisbury's current City Plan was developed in June 2020 and has been reviewed every four to five years to ensure that Council's activities are contemporary and responsive to community need.
- The *Local Government Act* requires Councils to regularly prepare strategic management plans.
- Council has achieved a lot over the last few years and new projects have been identified to be a focus to ensure that council remains progressive, sustainable and connected and addresses priorities of our community.
- The City Plan 2040 contains a vision for Salisbury to be 'a progressive, sustainable and connected community'.
- It has three directions that capture the social, environmental and economic influences on Salisbury, and one direction that addresses factors within Salisbury Council itself.
- The City Plan provides clear and concise information for the community, elected members and staff about Council's priorities and intentions for the next five years and it give a longer-term view of strategic projects for Council.

Consultation specific:

- We want your feedback on our Draft City Plan.
- We want to know what your priority is for Council over the next few years.
- Do you agree with the City Plan? Would you like to provide comments?
- Please visit www.salisbury.sa.gov.au to complete a survey or provide a submission by Sunday 26 May 2024.

Communication Strategy

Communications will roll out in a phased approach:

- Phase 1 – Community Engagement
- Phase 2 – Finalisation of plan, closing the loop on engagement
- Phase 3 – Launch of refreshed City Plan
- Ongoing – Embedding the City Plan into communications

Branding:

The revised City Plan will use the refreshed City of Salisbury corporate brand (currently in development) and will be designed by Simple, after community consultation.

This important document provides an opportunity to update the corporate branding to make it more digitally friendly and accessible, allowing for an extended colour palette to use throughout the document.



New photos will be required for the document, and will be sourced from existing images and a photoshoot.

Website:

The website will be the hub of information for the City Plan. All communications will direct people to the website to find out more or to provide feedback and/or a submission.

Engagement:

A four-week community consultation process will occur during May. Communications will promote and support engagement opportunities including an online survey and drop in sessions.

Drop in sessions will be held at the Mawson Centre, Bagster Community Centre, Para Hills Community Hub, Morella Community Centre and Salisbury Community Hub.

An easy guide and FAQs will be developed to aid consultation.

To encourage feedback, participants will be selected at random for five \$100 voucher incentives.

Communications phases and tactics

Phase 1 – Community Engagement

1 – 26 May 2024

Tactics

- Easy guide - community friendly summary document outlining what is new and what is the same
- FAQs
- Online survey
- Website page – Have your Say - Draft City Plan, easy guide, survey link, timing, drop in session information
- Website promotional image
- Pack for Elected Members (summary document, key messages, survey link, drop in sessions, social media planner)
- Advertiser advertisement – promoting website, survey and drop in sessions
- Social media posts and boosted ads – promote website, survey and drop in sessions
- General email to stakeholders – summary document, website link and call for submission
- Targeted email to stakeholders with specific information – summary document, website link and call for submission
- Media release – call for feedback
- Mayor's radio show – call for feedback
- Salisbury Aware article – website link and drop in sessions information
- Digital signage – call for feedback



Phase 2 – Finalisation of plan, closing the loop on engagement

June 2024

Tactics

- Close survey
- Update website – thanks for your feedback and submissions, next steps and timing
- Emails to stakeholders and community who provided feedback – thank you, next steps, timing
- Media – Holding lines prepared

Phase 3 – Launch of City Plan

End of July – August 2024 (pending adoption of City Plan)

Tactics – external

- Website
- Website Homepage promotional image
- Mayor / CEO video – refreshed plan and what it means for community – social media and website
- Media – launch of City Plan and what it means for community
- Social media – launch of City Plan and link to website
- Direct email to engagement participants – launch of City Plan and link to website
- Salisbury Aware article – July hard copy magazine – article and promote visiting the website to read the plan
- Rates notices – July – read our City Plan
- Digital signage

Tactics – internal

- CEO/ Executive “town hall” style all staff forums
- CEO email – key messages, website with plan link
- SLT meeting – next steps, progress reporting
- Intranet – internal documents relating to the plan, link to website for public information

Phase 4 – Embedding into ongoing communications

This will be done through a new CoS Communications Framework 2024-2025, which will draw on CoS’s vision, City Plan actions and messages when proactively communicating with audiences through a multitude of traditional and digital communications and media channels.

Timing

- Policy & Planning Committee – Monday 15 April 2024
- Council meeting – Monday 22 April 2024
- Consultation period – Wednesday 1 May – Sunday 26 May 2024
- Finalise plan and engagement report – June 2024



- Policy & Planning Committee – Monday 15 July 2024
- Council meeting to adopt final City Plan – Monday 22 July 2024

Budget

The following will be used to promote community engagement:

- Boosted social media \$1000
- Advertiser 'Have your say' advertisement \$1500
- Photoshoot for additional images \$3500
- Printed documents for consultation – To be printed in-house
- Incentive 5x\$100 voucher = \$500
- TOTAL \$6500

Evaluation

This communications plan will be evaluated in two parts - after phase 1 to inform the engagement report and after phase 3.

Post phase 1 will include statistics on:

- Engagement participation targets:
 - 100-200 community members engaged
 - 20 people per session
 - 50 to 100 submissions received
 - 200 visits to website during engagement period
- Social media statistics (engagement, reach, click throughs)
- Website visits, plan downloads
- Media coverage
- EDM statistics.

Post phase 3 will include statistics on:

- Social media statistics (engagement, reach, click throughs)
- Website visits, plan downloads.
- Media coverage
- EDM statistics
- Intranet visits, downloads.

END OF DOCUMENT.

ITEM	1.1.2
	POLICY AND PLANNING COMMITTEE
DATE	15 April 2024
HEADING	1113-1131 Port Wakefield Road, Employment Land Code Amendment
AUTHOR	Peter Jansen, Strategic Planner, City Development
CITY PLAN LINKS	3.4 Our urban growth is well planned and our centres are active 3.1 Salisbury's businesses are successful and part of our community 3.2 Salisbury is a place of choice for businesses to start, invest and grow
SUMMARY	A private proponent has sought to rezone land at 1113 – 1131 Port Wakefield Road, Waterloo Corner from a Deferred Urban to an Employment Zone. The proponent has now released the code amendment consultation which concludes on the 15 April 2024. Council has approval to lodge a late submission with a draft submission being provided by the 15 th April 2024.






RECOMMENDATION

That Council:

1. Approves the draft submission on the 1113-1131 Port Wakefield Road Employment Land Code Amendment as provided in Attachment 1 (Item No. 1.1.2, Policy and Planning Committee, 15 April 2024).
2. Authorises the Chief Executive to finalise the draft submission for the Code Amendment and include any relevant feedback on the 1113-1131 Port Wakefield Road Employment Land Code Amendment.

ATTACHMENTS

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

1. Attachment 1 - City of Salisbury Submission [↓](#) 
2. Attachment 2 - Locality Map [↓](#) 
3. Attachment 3 - Site Map [↓](#) 
4. Attachment 4 - SGF and Code Amendment location [↓](#) 
5. Attachment 5 - Draft Code Amendment [↓](#) 

1. BACKGROUND

- 1.1 This Code Amendment was initiated by the Minister for Planning on the 16 November 2023. The Minister supported its commencement due to significant developer interests and relatively straightforward infrastructure issues.
- 1.2 URPS planning consultants has prepared the code amendment on behalf of the landowners.

- 1.3 The interested developers are Isuzu Motors seeking a new showroom and manufacturing facility in the northern part, and Bargain Steel Centre for sales and manufacturing in the southern part.
- 1.4 The Strategic Growth Framework (SGF) investigations approved by Council in 2022 was prepared in response to development pressures for the area west of Port Wakefield Road. Due to the range of land owners preferred outcomes, this area was proposed to be rezoned to Employment Lands in the medium term by Council.
- 1.5 The land is currently zoned Deferred Urban. This zone seeks to indicate the desired future direction of the land, and safeguard it from contrary development that would impact future conversion to urban uses until considered ready for transition.
- 1.6 In accordance with legislation processes, private proponents can now undertake a rezoning through a Code Amendment process. As part of this process the Chief Executive provides comments to the proponent on the initiation proposal in relation to planning and infrastructure elements that require investigation. The final decision on a Code Amendment is from the Minister for Planning.
- 1.7 Council's role is to make comments on rezoning proposals as part of the general community consultation. Council does not receive, or consider the comments from the public, nor decide on the rezoning.
- 1.8 Note that the Code Amendment does not seek to rezone a stormwater corridor (6m wide) owned by the Commissioner of Highways that is located in the middle of the subject area.
- 1.9 The Planning and Design Code has been designed to provide standardised policy across the State and therefore Council may comment on the zone that is proposed to be implemented, but it cannot seek to change the policy within the zone. However, spatial concept plans can be included to show the indicative siting of infrastructure.
- 1.10 The proposed Code Amendment is attached to this report, along with maps to help identify the location. Additional information and supporting reports and documentation can be found online at [On consultation | PlanSA](#)

2. EXTERNAL CONSULTATION / COMMUNICATION

- 2.1 The proposed Code Amendment is on public consultation from the 4 March 2024 to the 15 April 2024. The proponent has:
 - 2.1.1 directly advised adjoining and nearby land owners – area included from Jobson Road, Summer Road, Undo Road, Driver Road and across Port Wakefield Road to Deuter Road, Burton Road and Penner Avenue and the rear of the wetlands at Springbank Waters;
 - 2.1.2 arranged an online meeting via registration;
 - 2.1.3 provided a phone discussion link; and
 - 2.1.4 made available a hard copy of the Code Amendment for viewing at the Salisbury Hub.

3. DISCUSSION

3.1 The rezoning aligns with the Strategic Growth Framework (SGF) outcomes for Employment Lands which recommended an Employment Zone.

3.2 Investigation matters

3.2.1 Traffic and Transport

- The Code Amendment is supported by a traffic study, the proponent used Cirqa and the study prepared for the SGF.
- Existing access points from Port Wakefield Road will be used and consolidated, and a service road created. The Department for Transport and Infrastructure will provide the technical requirements for this, including acceleration and deceleration lanes. As the access points relate directly to the land in question these infrastructure requirements can be negotiated through the development application process.
- Access will also be provided along Summer Road with a proposed extension along the North-South motorway. Summer Road will require upgrade particularly of its pavement and culvert crossings at the drain channel.
- Infrastructure that cannot be agreed through the development application process will need to be negotiated through an Infrastructure Deed prior to rezoning approval. It will need to articulate the costs and payment arrangements between the proponents and authorities.
- The SGF Precinct plan preferred concept design will guide the Infrastructure Deed.

3.2.2 Stormwater

- It is a requirement for stormwater to feed into the Council stormwater system. The current drain located in the corridor owned by the Commissioner of Highways is at capacity. Therefore, an onsite detention area of 3,500m² is required to cater for requirements. To overcome flooding downstream a pump may be required for the detention outlet.
- An Infrastructure Deed will be required for stormwater.

3.2.3 Wastewater

- Subject to future developments. Site provision will be required to connect to sewer main in Burton Road. Augmentation and upgrade with an additional pump station may be required. This will need to be at the developer's cost. SA Water will provide its response on this matter.

3.2.4 Other Utilities

- There are existing water mains on Port Wakefield Road adjacent to the site. FMG Engineering have advised the proponents that these mains are adequate. SA Water is unable to advise on required upgrades until detailed development applications are received.

- Electricity supply will require significant augmentation to overcome capacity on the feeder line. Telecommunications are considered acceptable.
- It will be the utilities providers' responsibility to provide advice and negotiate with the proponent on these matters.

3.2.5 Economic analysis

- The Code Amendment investigations reinforced the SGF analysis of demand for employment land to cater for freight, logistics and manufacturing. The proposed Code Amendment would strengthen the economic development offering without undermining the existing employment lands.
- As the Employment Zone policy also envisages bulky goods development, the economic analysis assessed the demand for this land use. It was found that there is low growth in the demand for new bulky goods floor space in the short term.

3.2.6 Native Vegetation

- The site has predominately been used for horticulture and has been mainly cleared of native vegetation except for an a 500 m² area. There are also seven Significant Trees and three Regulated Trees. It is proposed that the Native Vegetation Overlay continues to apply to the land to ensure that the existing vegetation will be required to be retained and assessed at the time of development applications under the *Native Vegetation Act 1991*, and the *Planning Development and Infrastructure Act 2016*.

3.2.7 Aboriginal heritage

- No known sites are registered. However, there is potential for artifacts to be found through future development site works, and advice on any development approvals about compliance with the *Aboriginal Heritage Act 1988* will be provided. Land within 200m of a watercourse has high potential for artifacts.

3.2.8 Site contamination

- No indications of site contamination levels that impact on the proposed rezoning. Risks are associated with uncontrolled fill in subsurface soil, and some low risk of pesticides. The site is within the Edinburgh Airfield groundwater extraction prohibition area that may have PFAS contamination. This risk can be managed through the development assessment process.

3.3 The application of the Employment Zone from the Planning and Design Code is considered appropriate, but it is recommended that an infrastructure Concept Plan be created to indicate vehicle access arrangements through a service road on Port Wakefield Road, the Summer Road access, drainage connections, and vegetation retention. This would give direction to the development of the future sites within the Strategic Growth Framework precinct. An Infrastructure Deed would articulate the required works and cost sharing arrangements.

3.4 Financial Overview There are no financial implications of this proposal.

4. CONCLUSION

- 4.1 It is considered that the proposed Code Amendment and its policy content aligns with the intended direction of the Strategic Growth Framework and is appropriate subject to the incorporation of a Concept Plan for drainage, road access arrangements and vegetation retention and management.
- 4.2 The Code Amendment is limited to the proponent's land and does not extend over other land owners that do not wish to have a land use rezoning.



City of Salisbury
ABN 82 615 416 895
34 Church Street
PO Box 8
Salisbury SA 5108
Australia

Telephone 08 8406 8222
city@salisbury.sa.gov.au
www.salisbury.sa.gov.au

XX April 2024

Ms R Rushworth
Senior Consultant
URPS
feedback@codeamendments.com.au
ADELAIDE SA 5000

Contact: Peter Jansen

Dear Ms Rushworth

Re: 1113-1131 Port Wakefield Road Road Employment Land Code Amendment

I can advise that the City of Salisbury considered the above Code Amendment out on consultation at its meeting Policy and Planning Committee held on 15th April 2024, and resolved at its Council meeting on the 22 April 2024:

1. Approves the draft submission on the 1113-1131 Port Wakefield Road Employment Land Code Amendment as provided in Attachment 1 (Item No. XX, Policy and Planning Committee, 15 April 2024).
2. Authorises the Chief Executive to finalise the draft submission for the Code Amendment and include any relevant feedback on the 1113-1131 Port Wakefield Road Employment Land Code Amendment.

Council considers that the Code Amendment aligns with the Strategic Growth Framework outcomes for Employment Lands.

It is noted that:

- The existing access points from Port Wakefield Road will be used and consolidated, and a service road created with acceleration and deceleration lanes. Access to be provided to Summer Road with a proposed extension alongside the North South Motorway, and an upgrade to Summer Road particularly its pavement and culvert crossings at the drainage channel.
- The Stormwater will feed into the Council system, and the current drain in the Commissioner of Highways land is at capacity. This will require the use of a modelled 3500sqm onsite detention basin, and a pump may be required to the drainage outlet.
- Wastewater will connect to the sewer mains in Burton Road. It is understood that augmentation and an additional pump station may be required.
- SA Water requirements for upgrade will not be known until detailed development applications are made.
- Electricity supply augmentation will be required.
- Native vegetation, Significant Trees and Regulated Trees retention will be required and it is noted the Overlay is to be retained.
- It is advised that the development site works and building will require caution to aboriginal artefacts that may be found.
- The site is within the Edinburgh Airfield groundwater extraction prohibition area for PFAS contamination.
- An Infrastructure Deed will need to be entered into for the infrastructure needs of the State agencies, and the City of Salisbury infrastructure need identified above and in the Code Amendment investigations.

It is considered appropriate for the Code Amendment to proceed in accordance with these requirements.

I trust this is to your satisfaction.

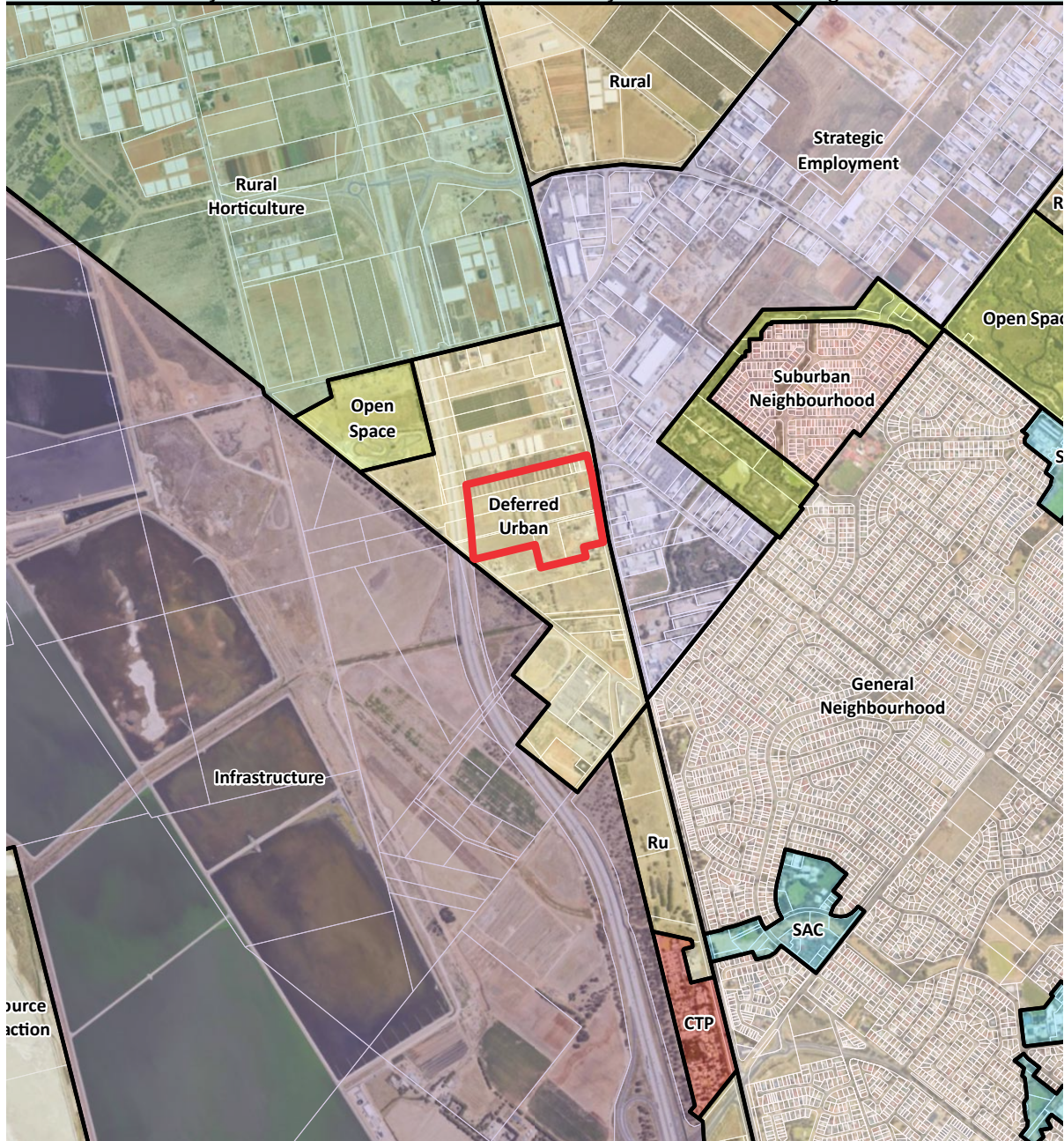
Yours faithfully

John Harry
Chief Executive Officer
Ph: (08) 8406 8212
E: jharry@salisbury.sa.gov.au

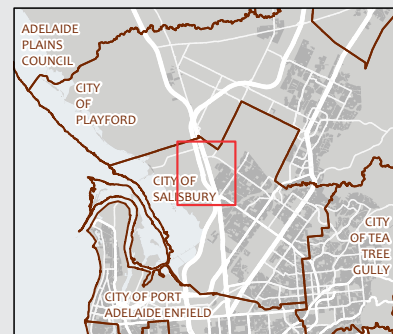
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1113-1131 Port Wakefield Road

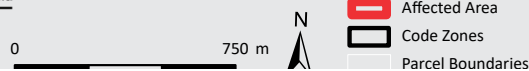
Designated Entity: C & E Choimes Superannuation Fund Pty Ltd, S & H Choimes Superannuation Fund Pty Ltd and T & J M2 Investment Holdings Pty Ltd ATFT & J M2 Investment Holdings Trust



LGA: City of Salisbury
Affected Area (ha): 16.3
Current Zone: Deferred Urban Zone
Proposed Zone: Employment Zone



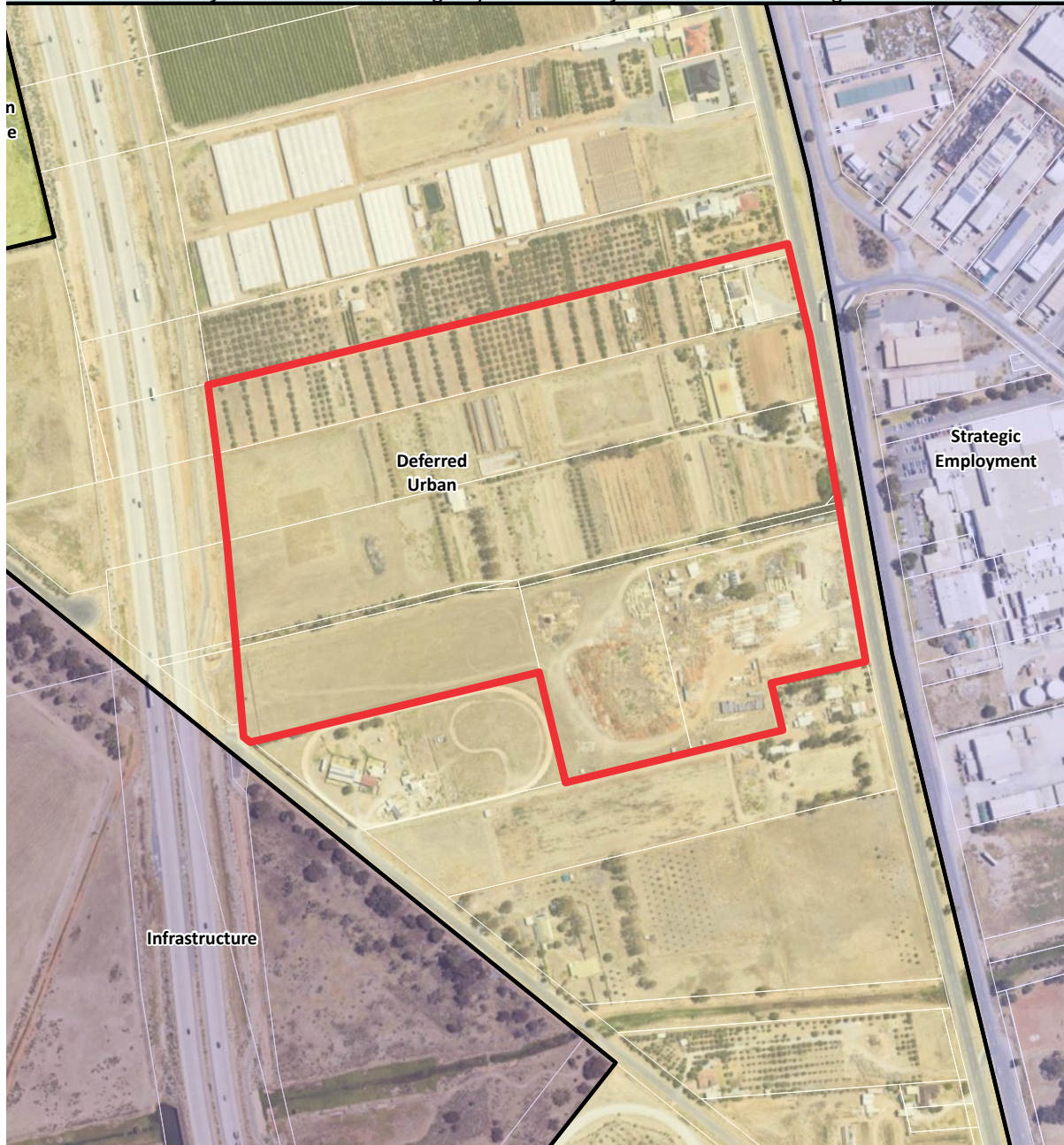
 **Government of South Australia**
 Department for Trade and Investment



Item 1.1.2 - Attachment 2 - Locality Map

1113-1131 Port Wakefield Road

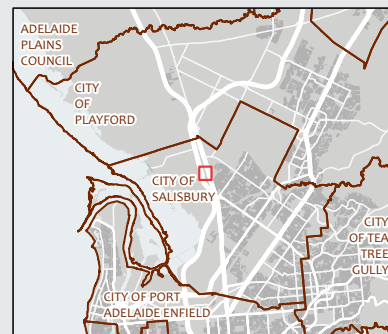
Designated Entity: C & E Choimes Superannuation Fund Pty Ltd, S & H Choimes Superannuation Fund Pty Ltd and T & J M2 Investment Holdings Pty Ltd ATFT & J M2 Investment Holdings Trust



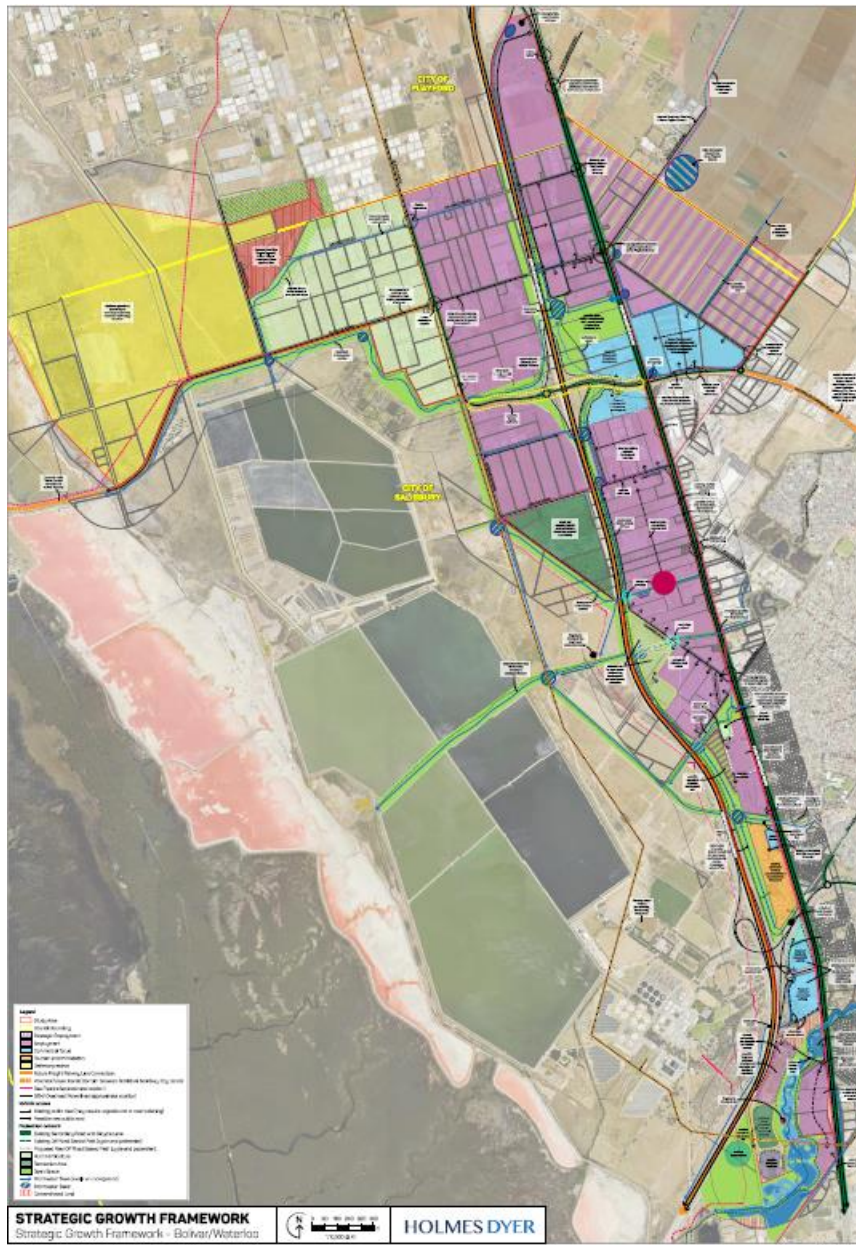
LGA: City of Salisbury
Affected Area (ha): 16.3
Current Zone: Deferred Urban Zone
Proposed Zone: Employment Zone



- Affected Area
- Code Zones
- Parcel Boundaries



Item 1.1.2 - Attachment 3 - Site Map



Item 1.1.2 - Attachment 4 - SGF and Code Amendment location

1113-1131 Port Wakefield Road, Employment Land Code Amendment
22ADL-1424
15 February 2024

1113-1131 Port Wakefield Road, Employment Land Code Amendment

C & E Choimes Superannuation Fund Pty Ltd, S & H Choimes
Superannuation Fund Pty Ltd and T & J M2 Investment Holdings Pty Ltd
ATF T & J M2 Investment Holdings Trust

SHAPING
GREAT
COMMUNITIES



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Have Your Say

The Code Amendment seeks to rezone the land at 1113-1131 Port Wakefield Road, Waterloo Corner (Affected Area) from Deferred Urban to Employment. This proposal will enable land that is zoned Deferred Urban and identified for future development to be utilised for economic activity that will capitalise on its strategic location between Port Wakefield Road and the North-South Motorway.

The Affected Area has been identified for future employment zoning within the City of Salisbury's Strategic Growth Framework (Precinct 4). The Code Amendment is therefore consistent with Council's vision for the area.

This Code Amendment is on consultation from 4 March 2024 to 5:00pm 15 April 2024.

During this time you are welcome to lodge a written submission about any of the changes proposed in this Code Amendment.

Submissions can be made in the following ways:

- a) Via our online survey or submission form available on the SA Planning Portal –

https://plan.sa.gov.au/have_your_say/code-amendments/on-consultation



- b) Via email to feedback@codeamendments.com.au

- c) In writing, addressed to:

1113 – 1131 Port Wakefield Road, Employment Lands Code Amendment

URPS

27 Halifax Street

ADELAIDE SA 5000

- d) By calling (08) 8333 7999 to speak with Ruby.
- e) Arrange a one-on-one meeting with the project team. Bookings can be made by contacting Ruby on (08) 8333 7999 or via email at feedback@codeamendments.com.au.



1. What is the Planning and Design Code?

The Planning and Design Code (the Code) sets out the rules that determine what landowners can do on their land.

For instance, if you want to build a house, the Code rules will tell you how high you can build and how far back from the front of your land your house will need to be positioned. The Code will also tell you if any additional rules apply to the area where your land is located. For example, you might be in a high bushfire risk area or an area with specific rules about protecting native vegetation.

1.1 Planning and Design Code Framework

The Code is based on a framework that contains various elements called overlays, zones, subzones and general development policies. Together these elements provide all the rules that apply to a particular parcel of land. An outline of the Code Framework is available on the SA Planning Portal.

1.2 Overlays

Overlays contain policies and maps that show the location and extent of special land features or sensitivities, such as heritage places or areas of high bushfire risk.

They may apply across one or more zones. Overlays are intended to be applied in conjunction with the relevant zone. However, where policy in a zone conflicts with the policy in an overlay, the overlay policy trumps the zone policy.

1.3 Zones

Zones are areas that share common land uses and in which specific types of development are permitted. Zones are the main element of the Code and will be applied consistently across the state.

For example, a township zone for Andamooka can be expected to apply to similar townships like Carrieton. Each zone includes information (called classification tables) that describes the types of development that are permitted in that zone and how they will be assessed.

1.4 Subzones

Subzones enable variation to policy within a zone, which may reflect local characteristics. An example is Port Adelaide centre, which has many different characteristics to typical shopping centres due to its maritime activities and uses.

1.5 General Development Policies

General development policies outline functional requirements for development, such as the need for car parking or wastewater management. While zones determine what development can occur in an area, general development policies provide guidance on how development should occur.

1.6 Amending the Planning and Design Code

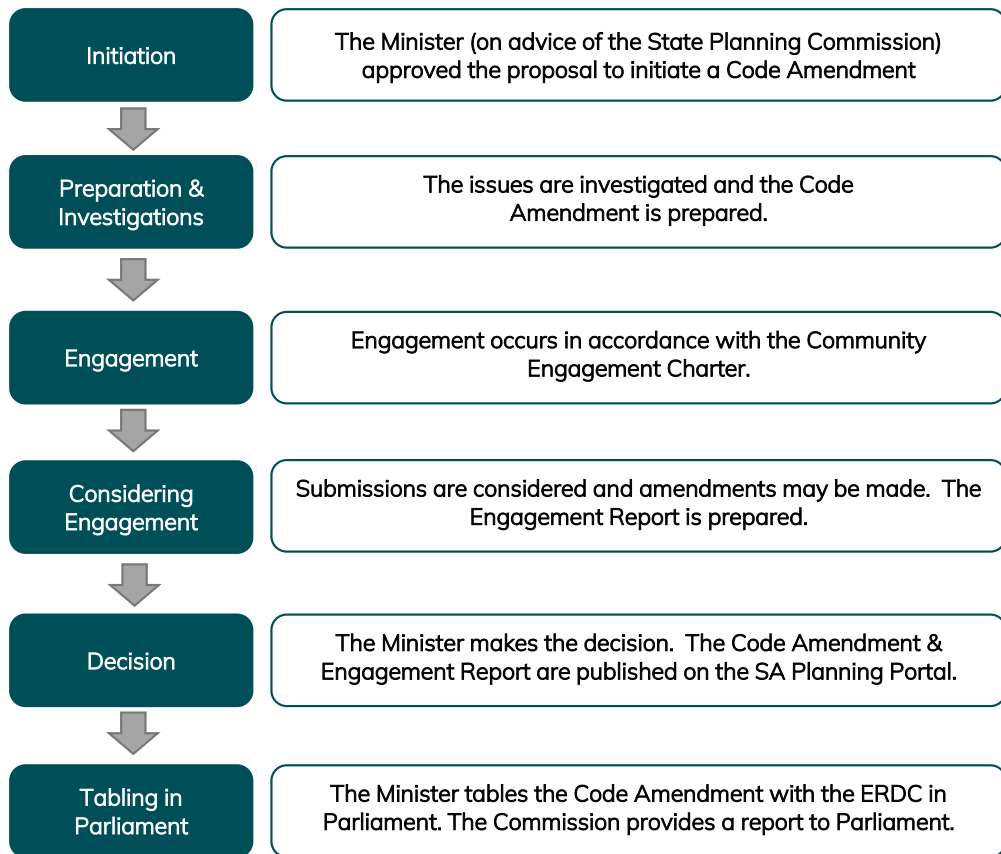


The Planning, Development and Infrastructure Act 2016 (the Act) provides the legislative framework for undertaking amendments to the Code. With approval of the Minister for Planning (the Minister) a Council, Joint Planning Board, Government Agency or private proponent may initiate an amendment to the Code and undertake a Code Amendment process.

An approved Proposal to Initiate will define the scope of the Amendment and prescribe the investigations which must occur to enable an assessment of whether the Code Amendment should take place and in what form.

The State Planning Commission (the Commission) is responsible under the Act for ensuring the Code is maintained, reflects contemporary values relevant to planning, and readily responds to emerging trends and issues.

The Commission provided independent advice to the Minister for Planning and Local Government on the proposal to initiate this Code Amendment. The Commission will also provide a report on the Code Amendment (including compliance with the Community Engagement Charter) at the final stage of the process.



2. What is Proposed in This Code Amendment?

2.1 Need for the Amendment

The Proponent (C & E Choimes Superannuation Fund Pty Ltd, S & H Choimes Superannuation Fund Pty Ltd and T & J M2 Investment Holdings Pty Ltd ATF T & J M2 Investment Holdings Trust) has initiated an amendment to the Planning and Design Code (the Code Amendment) as it relates to land located at 1113-1131 Port Wakefield Road, Waterloo Corner (the Affected Area). The Proponent has an interest in the land as the landowner.

This rezoning is proposed to support the development of employment uses such as retail showrooms and service trade premises, supporting additional economic and employment growth in the north of Adelaide. The land is currently used for low-level primary production of limited economic value. Existing infrastructure on the site is in poor condition and requires significant investment.

The Affected Area is strategically located on a major transport route between Gepps Cross and the Adelaide Plains. Port Wakefield Road is a major thoroughfare with connections to Adelaide, Barossa Valley, Yorke Peninsula and Adelaide Plains. Employment opportunities along this route and in the vicinity of growing residential areas are important to unlock investment and stimulate growth.

2.2 Affected Area

The Affected Area for this Code Amendment comprises the following 9 allotments located in the City of Salisbury, as shown by the maps in Figure 1 and **Attachment A**. A narrow drainage reserve, comprising 4 allotments owned by the Commissioner of Highways, bisects the Affected Area (not in the table below).

As part of the investigations to inform this Code Amendment report the Affected Area has been updated.

The three parcels of land which comprise the stormwater drain (infrastructure corridor) which bisect the Affected Area are owned by the Commissioner of Highways. As the Proponent does not have an interest in the land, they do not have the ability to rezone the stormwater drain. Nevertheless, the role and function of the drain remains unchanged.

All mapping has been updated to reflect this change.

The following parcels will therefore remain zoned Deferred Urban:

- CT5485/959 Allotment 6
- CT5485/959 Allotment 8
- CT5485/981

Table 1: Property Details for the Affected Area

Property Address	Certificate of Title	Owner
1131-1135 Port Wakefield Road, Waterloo Corner	CT5218/82	T & J M2 Investment Holdings Pty Ltd ATF T & J M2 Investment Holdings Trust
	CT5871/642	
	CT5218/83	
	CT6178/375	
	CT6177/615	
	CT6177/742	
1113-1117 Port Wakefield Road, Bolivar	CT5083/129	S & H Choimes Superannuation Fund Pty Ltd
	CT5083/130	
73-79 Summer Road, Bolivar	CT6178/269	C & E Choimes Superannuation Fund Pty Ltd

Figure 1: Affected Area (outlined in red)



2.3 Current Code Policy

The Affected Area is currently located in the Deferred Urban Zone of the Code as illustrated in Figure 2. An extract of the Code content and maps is included in **Attachment B**:

2.3.1 Deferred Urban Zone

The Deferred Urban Zone seeks to safeguard land for future urban growth. The zoning calls for development that is not detrimental or does not impact the future servicing and conversion of the land for urban growth. Limited forms of land division are appropriate in the zone, such as for the correction of boundary line anomalies or for where it enables the provision of public infrastructure.

An extract of the Deferred Urban Zone policies is provided below:

DEFERRED URBAN ZONE	
DO 1	To safeguard land for future urban growth.
PO 1.1	Development that is incompatible, prejudicial or detrimental to the orderly and efficient servicing and conversion of the land for future urban growth does not occur



DTS/DPF 1.1 Development comprising farming (broad acre cropping, grazing) and/or low-intensity animal husbandry.

The Zone boundaries are shown in Figure 2 below.

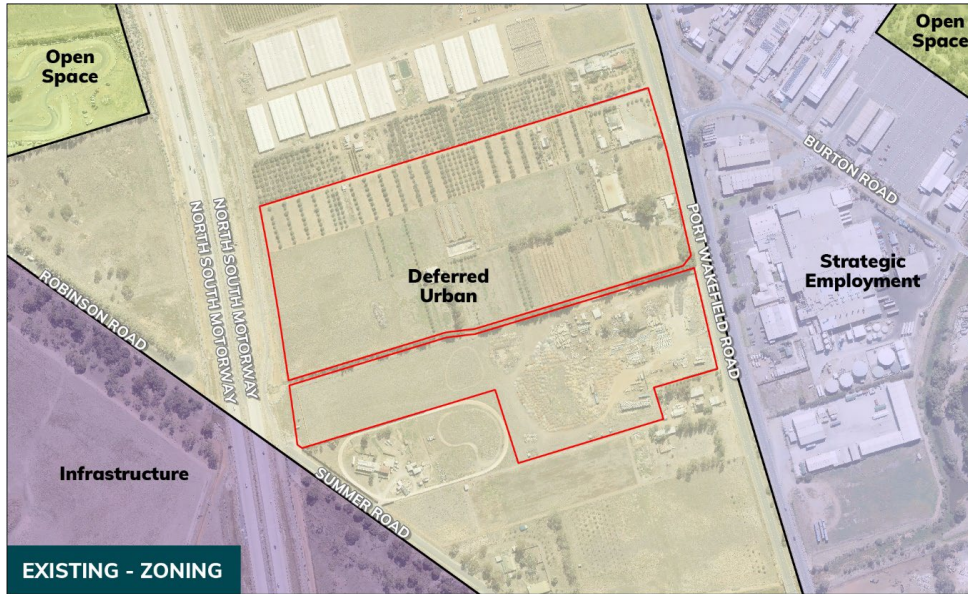


Figure 2: Existing Zoning - Affected Area outlined in red.

2.3.2 Technical and Numerical Variations

No Technical and Numeric Variations (TNVs) currently apply to the Affected Area.

2.3.3 Concept Plan

Concept Plan - 81 - Edinburgh Defence Airfield Lighting Constraints applies to the Affected Area.

2.3.4 Current Overlays

Overlays are the primary mechanism to spatially express State Planning Policies (high level strategic planning policies that are set by the State) as they identify location-specific planning issues of state interest. Overlays can span multiple zones and subzones, and more than one Overlay can apply to the same area. Overlay policies take precedence over other Code policies. Table 2 summarises the Overlays that currently apply to the Affected Area.

Table 2: Existing Overlays

Overlay	Purpose and impact on development
Overlays applicable to all allotments within Affected Area	
Aircraft Noise Exposure – ANEF 20	Seeks to ensure development sensitive to aircraft noise is designed and located to manage noise intrusion to reduce land use conflict and protect human health.
Building Near Airfields	Seeks to maintain the operational and safety requirements of certified commercial and military airfields, airports, airstrips and helicopter landing sites through management of non-residential lighting, turbulence and activities that may attract or result in the congregation of wildlife.
Defence Aviation Area	All Structures over 45 meters – Seeks to ensure buildings do not pose a hazard by encroaching into the operational airspace for Defence Aviation Areas. In this case, building heights are limited to 45 metres.
Gas and Liquid Petroleum Pipeline	Seeks to manage the risk to public safety, the environment and security of energy supply from the encroachment of development on strategic gas and liquid petroleum pipelines.
Hazards (Flooding – General)	Seeks to minimise impacts of general flood risk through appropriate siting and design of development.
Major Urban Transport Routes	Seeks to ensure the safe and efficient operation of and access to Major Urban Transport Routes for all road users.
Native Vegetation	Seeks to protect and restore areas of native vegetation in order to sustain biodiversity, threatened species and communities, fauna habitat, ecosystem services, carbon storage and amenity values.
Regulated and Significant Tree	Seeks to mitigate the loss of regulated trees through appropriate development and redevelopment.
Traffic Generating Development	Seeks to ensure the safe and efficient operation of and access to Urban Transport Routes and Major Urban Transport Routes for all road users.
Overlays applicable to some allotments within Affected Area	

Overlay	Purpose and impact on development
Non-stop Corridor <ul style="list-style-type: none"> • CT5218/82 • CT5871/642 • CT5218/83 • CT6178/642 • CT6177/742 • CT6178/269 	Seeks to support the safe and efficient operation of non-stop corridors, where free-flowing traffic movement is prioritised.
Water Resources <ul style="list-style-type: none"> • CT6177/615 • CT6177/742 	The Overlay policies seek to protect the quality of surface waters and to maintain the conveyance function and natural flow paths of watercourses. In this case, the Overlay applies to only a small part of the Affected Area (ie the land within a 50m radius of the existing dam located in CT 6177/615).
Hazards (Flooding) <ul style="list-style-type: none"> • CT6177/742 • CT5083/129 • CT5083/130 • CT6178/269 	Seeks to minimise flood hazard risk to people, property, infrastructure and the environment.

2.4 Proposed Code Policy

The proposed policy changes are supported through the analysis and investigations set out in **section 4 and 5** of this report. This Code Amendment is required to select the zone that 'best fits' the development outcomes. It is not possible to create a new zone or subzone as a private entity, or to alter the content of zones or overlays.

The Employment Zone is proposed to cover the whole of the Affected Area following a full review of the Code Library (i.e. all of the policies within the Code). The proposed Employment Zone is similar in nature to the existing Strategic Employment Zone to the east of the Affected Area.

The proposed zoning is shown below in Figure 3.

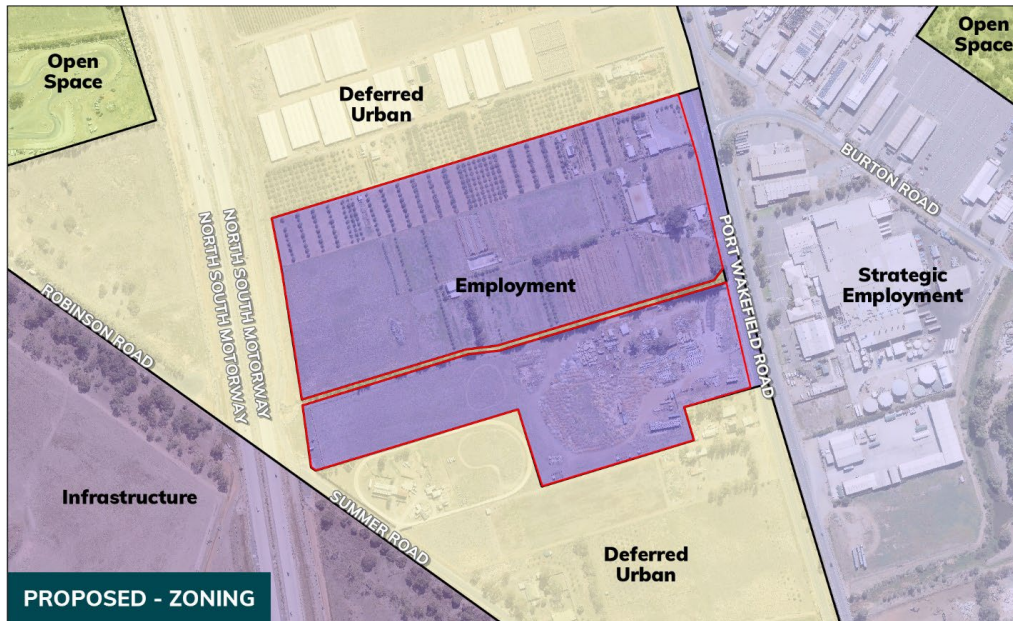


Figure 3: Proposed Zoning

2.4.1 Proposed Employment Zone

The proposed Employment Zone envisages a range of low-impact light industrial, commercial and business activities that complement the role of other zones accommodating significant industrial, shopping and business activities.

An extract of the Employment Zone policies is provided below:

EMPLOYMENT ZONE	
DO 1	<i>A diverse range of low-impact light industrial, commercial and business activities that complement the role of other zones accommodating significant industrial, shopping and business activities.</i>
DO 2	<i>Distinctive building, landscape and streetscape design to achieve high visual and environmental amenity particularly along arterial roads, zone boundaries and public open spaces.</i>
PO 1.1	<i>A range of employment-generating light industrial, service trade, motor repair and other compatible businesses servicing the local community that do not produce emissions that would detrimentally affect local amenity.</i>
DTS/DPF 1.1	<i>Development comprises one or more of the following:</i> a) Advertisement

- b) Consulting room*
- c) Indoor recreation facility*
- d) Light industry*
- e) Motor repair station*
- f) Office*
- g) Place of worship*
- h) Research facility*
- i) Retail fuel outlet*
- j) Service trade premises*
- k) Shop*
- l) Store*
- m) Telecommunications facility*
- n) Training facility*
- o) Warehouse.*

The Zone has been selected on the basis that:

- Its policies support a mix of employment outcomes including light industry, service trade, motor repair and other compatible businesses servicing the local community.
- It will facilitate appropriate land uses for the locality, compatible with land uses and well connected to nearby strategic employment land.
- It will promote development that will make use of significant investment in planned and completed infrastructure in the region including the North-South Motorway.
- It will provide employment land that supports an existing significant population catchment to the south-east, and growing population centres to the north including Virginia.
- The Affected Area is suited to urban development as it is relatively flat and has been heavily modified by previous primary production activities.
- The Affected Area is wedged between Port Wakefield Road and the North South Motorway. It is also wedged between Infrastructure and Strategic Employment Zones. This context is not suited to providing a high-quality residential environment. It is well suited to providing employment land that is integrated with traffic networks and is compatible with surrounding zones.

The proposed policy changes are shown in **Attachment D**.

2.4.2 Proposed Technical and Numeric Variations and Concept Plan

Concept Plan 81 is illustrated in **Attachment B** and will continue to apply to the Affected Area, with no change proposed.

That Concept Plan provides controls/restrictions on extraneous lighting within 6km of the Edinburgh Defence Airfield. It is currently called-up by PO 4.1 of the Deferred Urban Zone and will be called-up by PO 7.1 of the Employment Zone.

The Employment Zone DPF/DTS provides a TNV for building height (in metres and levels), otherwise a default height guideline of 2 levels / 9 metres (maximum) applies in the event that no TNV is selected.

For the Affected Area we proposed a TNV for building height of 18 meters. This is required to support the proposed development outcomes which are envisaged uses in the zoning policy.

If the Code Amendment is successful, the northern portion of the Affected Area will be developed to support the expansion of Isuzu Motors including the construction of a new showroom and related manufacturing facilities.

The southern portion of the Affected Area is proposed to be developed to support the expansion of sales and manufacturing functions of the Bargain Steel Centre. This is shown in Figure 4 below.

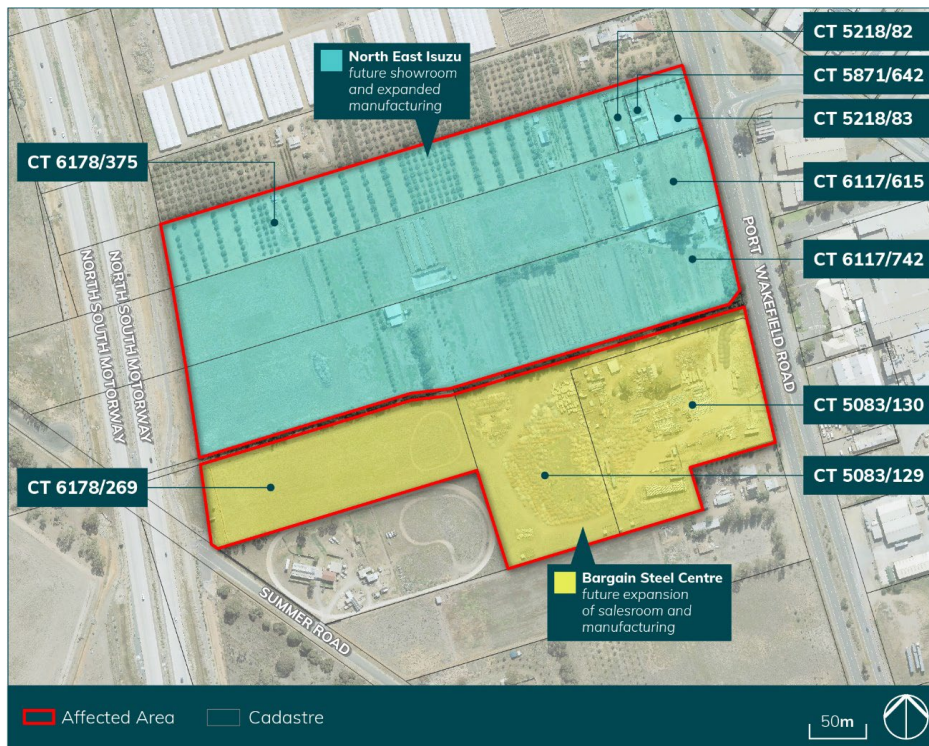


Figure 4 Affected Area and future development intent

2.4.3 Proposed Overlays

No changes to the existing Overlays are proposed. A detailed summary and description of these Overlays has been provided earlier in this report (see the "Current Overlays" subsection).

It was identified in the Proposal to Initiate that the Native Vegetation Overlay would be investigated for removal. As detailed in this report and the Ecological Assessment this will not be pursued and the Native Vegetation Overlay will remain. We anticipate that the relevant State agency can review the applicability of this Overlay to the Affected Area.

3. What are the Next Steps for this Code Amendment?

3.1 Engagement

Engagement on the Code Amendment must occur in accordance with the Community Engagement Charter principles, which required that engagement is:

- Genuine.
- Inclusive and respectful.
- Fit for purpose.
- Informed and transparent.
- Reviewed and improved.

An Engagement Plan has been prepared for this Code Amendment to ensure that engagement will be conducted and measured against the principles of the Charter. For more information on the Community Engagement Charter go to the SA Planning Portal at (www.plan.sa.gov.au).

A summary of the engagement that is occurring for this Code Amendment is as follows:

- Letters will be sent to adjacent landowners and occupiers, the Council for the Affected Area (City of Salisbury), City of Playford, relevant state agencies (PIRSA, EPA, DEM and DIT), utility providers, local members of parliament, state members of parliament and the Local Government Association.
- Fact sheet will be prepared to explain the Code Amendment and why it is relevant to stakeholders.
- A public notice will be published on the SA Planning Portal and Plan SA website update.
- Online survey will seek feedback via the Plan SA website and Survey Monkey.
- One-on-one meetings will be held with landowners as required.

3.2 What Changes to the Code Amendment can my Feedback Influence?

Aspects of the project which stakeholders and the community *can influence* are:

- The spatial application of zones.
- The nominated TNV for building height.

Aspects of the project which stakeholders and the community *cannot influence* are:

- The creation or amendment of new policy content within the overlays, zones, sub zones or general policies contained within the Planning and Design Code that affect other areas of the state.
- The expansion of the geographic extent of the amendment or the Affected Area.

3.3 What will Happen with my Feedback?

The Proponent is committed to undertaking consultation in accordance with the principles of the Community Engagement Charter and is genuinely open to considering the issues raised by people in the community.

All formal submissions will be considered by the Proponent when determining whether the proposed Amendment is suitable and whether any changes should be made.

Each submission will be entered into a register and you will receive an email acknowledging receipt of your submission. Your submission will be published on the SA Planning Portal. Personal addresses, email and phone numbers will not be published, however company details will be.

The Proponent will consider the feedback received in finalising the Code Amendment and will prepare an Engagement Report which will outline what was heard during consultation and how the Code Amendment was changed in response to submissions. The Engagement Report will summarise:

- How the consultation was communicated.
- What engagement was undertaken.
- Feedback received across all mechanisms.
- What was heard.
- How feedback influenced Code Amendment recommended to the Minister for Planning.

The Engagement Report will be forwarded to the Minister, and then published on the SA Planning Portal.

3.4 Decision on the Code Amendment

Once the Engagement Report is provided to the Minister, the Commission may provide further advice to the Minister.

The Minister will either adopt the Code Amendment (with or without changes) or determine that the Code Amendment should not proceed. The Minister's decision will then be published on the SA Planning Portal.

If adopted, the Code Amendment will be referred to the Environment, Resources and Development Committee of Parliament (ERDC) for their review. The Commission will also provide the Committee with a report on the Code Amendment, including the engagement undertaken on the Code Amendment and its compliance with the Community Engagement Charter.

3.5 Closing the Loop

A concise summary report will be prepared once a decision has been made. We will provide feedback on the outcomes by:

- Letter/email to those involved in the engagement process which provides information on the final Code Amendment, the engagement summary report and a link to an evaluation survey .
- Website updates (SA Planning Portal) providing information on the final Code Amendment and engagement summary report following conclusion of the engagement process.

4. Analysis

The following section summarises the investigations that have been undertaken to support this Code Amendment. It includes an analysis of the proposed rezoning against the strategic planning instruments and policies.

4.1 Strategic Planning Outcomes

4.1.1 Summary of Strategic Planning Outcomes

This Code Amendment seeks to introduce a policy framework that facilitates future employment land uses. The Affected Area is no longer considered appropriate for primary production and can fulfill many strategic objectives by being rezoned for employment land uses. The Code Amendment:

- Provides additional employment land supply in an area of demonstrated need (as identified in 'The 30-Year Plan for Greater Adelaide', 'Greater Adelaide Regional Plan Discussion Paper', the 'City of Salisbury Strategic Framework' and the 'Land Supply Report for Greater Adelaide - Part 3: Employment Land').
- Supports the delivery of the 'City of Salisbury Strategic Growth Framework' objectives which earmarks the land for future employment uses.
- Facilitates the more productive use of currently underutilised sites.
- Provides for the logical extension of existing employment areas with strategic access to Port Wakefield Road (and very close to the North-South Motorway).
- Will allow new and existing established businesses to expand their services. This will support economic activity within the locality.

4.1.2 Consistency with the State Planning Policies

State Planning Policies define South Australia's planning priorities, goals and interests. They are the overarching umbrella policies that define the state's interests in land use. There are 16 State Planning Policies and six special legislative State Planning Policies.

These policies are given effect through the Code, with referral powers assigned to relevant Government Agencies (for example, the Environmental Protection Agency for contaminated land). The Code (including any Code Amendments) must comply with any principle prescribed by a State Planning Policy.

This Code Amendment is consistent with the State Planning Policies as detailed in **Attachment E**. In particular, the Code Amendment is consistent with the following State Planning Policies:

1 - Integrated Planning

The Code Amendment seeks to provide additional employment land in the north of Adelaide where there is growing demand. This land is strategically located close to key transport routes and within a broader semi-industrial and employment precinct.

4 - Biodiversity

The Code Amendment will not result in land of high biodiversity value being lost. Development of the site post Code Amendment will incorporate Water Sensitive Urban Design techniques.

8 – Primary Industry

The Affected Area is not actively being used for primary production. Its proximity to established strategic employment land uses will allow for the two areas to complement each other. Further the Affected Area is contaminated by PFAS which means that primary industry uses are no longer viable.

9 – Employment Lands

The Affected Area is strategically located on the Port Wakefield Highway and is close to the North-South Motorway (via the Waterloo Corner Interchange). This makes the site highly integrated with major transport routes which provides efficiency of access and connectivity. Rezoning the land to Employment will offer a mix of employment and business opportunities.

10 – Strategic Employment Infrastructure

The Code Amendment will facilitate greater employment land within the locality. A change in zoning will maximise the use of the current land and align with planned infrastructure investment and growth.

4.1.3 Consistency with the Regional Plan

The 30-Year Plan for Greater Adelaide

The directions set out in Regional Plans provide the long-term vision and set the spatial patterns for future development within a region. This can include land use integration, transport infrastructure and the public realm. 'The 30-Year Plan for Greater Adelaide' is the relevant Regional Plan in this case.

In summary, the Code Amendment is consistent with the Regional Plan as it:

- Seeks to provide employment opportunities adjacent outside a designated outside centre where it is directly adjacent to an established Strategic Employment Zone and a major transit route – contributing to the Plan's policies which seek a connected city, with high quality urban design, supporting economic growth and competitiveness (consistent with Policy 8)
- Will contribute to the long-term supply of employment land which will support the region's existing and growing population (P46).
- The Code Amendment responds to an identified need for additional employment land in this area. (P56).
- The Code Amendment will rezone primary production land of low-quality and output, located outside the Environment and Food Production Area – while more valuable and productive rural land will continue to be protected (P57).
- Provides employment land which is separated from housing and other sensitive land uses while having direct access to a major freight route (Port Wakefield Road) and also within close reach of the North-South Motorway (P73).
- Does not adversely impact on the existing state transport infrastructure as demonstrated by the traffic investigations that have been undertaken (P74).

Greater Adelaide Regional Plan – Discussion Paper

The '30-Year Plan for Greater Adelaide' will be replaced by the 'Greater Adelaide Regional Plan', with the Discussion Paper for this new Regional Plan released for comment in 2023. The Discussion Paper sought to stimulate debate on how 300,000 additional homes (and associated employment land) will be delivered over the next 30 years.

The Code Amendment aligns with the strategic intent expressed by the Discussion Paper.

In particular, the Affected Area is located within the "north-western spine", where additional housing and employment land is anticipated. This area has been identified as a suitable location for such development as it makes use of significant investment in road infrastructure, leverages existing development and nearby population growth, has a suitable topography, has lower primary production value than other areas and is well connected to other strategic employment lands in northern Adelaide.

4.1.4 Consistency with Other Key Strategic Policy Documents

Several other strategic and land use policy documents relevant to this Code Amendment have been identified.

The Code Amendment will assist in delivering the four strategic priorities set out in the 'City of Salisbury City Plan 2035' which include "a growing City that creates new opportunities" and "innovation and business development". Council has also identified that a structure plan should be developed to create new development opportunities for the land west of Port Wakefield Road.

The 'Land Supply for Report for Greater Adelaide – Part 3: Employment Land' notes that the Inner North Region provides 25% of the zoned employment land within Greater Adelaide. The Code Amendment is consistent with the Land Supply Report as it identified the Waterloo Corner Deferred Urban Zone (including the Affected Area) as future employment land – in other words the Code Amendment provides employment land where it is needed.

The 'City of Salisbury Strategic Growth Framework' states that "the land west of Port Wakefield Road is increasingly becoming an area of interest for new economic growth, investment and development opportunities". It identifies the Affected Area (and surrounds) as a future employment land.

The Code Amendment's alignment with these documents has been analysed in more detail within **Attachment E**.

5. Investigations

5.1 Investigations Undertaken

The following investigations have been undertaken to inform this Code Amendment, in accordance with the 'Proposal to Initiate' and the Minister's conditions.

- Locality description
- Community profile
- Infrastructure planning
- Stormwater and flooding
- Land supply and demand
- Economic analysis
- Traffic and transport
- Utilities
- Native vegetation
- Aboriginal heritage
- Site contamination
- Renascar Battery anode material manufacturing facility

The expert investigation reports are provided in **Attachment F**.

5.2 Locality Description

The Affected Area is approximately 20 kilometres north of Adelaide between two major road corridors: Port Wakefield Highway and the North-South Corridor. It has an area of 16ha with a primary frontage of 340m to Port Wakefield Road. There is also a minor frontage to Summer Road in the south-western corner of the Affected Area. There is a small greenway buffer between the Affected Area and the North-South Corridor which contains a walking/cycling path.

The land to the east is zoned Strategic Employment and is occupied by a mix of businesses and services, including a large Ingham's facility directly opposite the Affected Area.

The land to the north and south is zoned Deferred Urban and occupied by a mixture of low-level primary production activities including greenhouses, olive trees and other outdoor crops. Some land within the zone is used at very low intensity (if at all).

The land to the west is zoned Infrastructure due to its association with the Bolivar Wastewater Treatment Plant. A small Open Space Zone containing the Southern Go Kart Club is also located to the west.

The Affected Area is strategically located on a major transport route between Gepps Cross and the Adelaide Plains. Port Wakefield Road is a major thoroughfare carrying 19,800 vehicles per day with connections to Adelaide, Barossa Valley, Yorke Peninsula and Adelaide Plains.

The Waterloo Corner Interchange is just over 1km north of the site, providing access to the North-South Motorway (in both directions). This is one of Adelaide’s most important transport corridors, providing a major route for traffic and freight vehicles that extends 78km between Gawler and Old Noarlunga - much of it being a non-stop corridor.

The Affected Area is also close to a range of industrial and commercial enterprises and located away from sensitive uses such as residential development. The Affected Area is flat and able to accommodate larger floor plates, which is suited to employment generating activities.

There are large areas of land within the Master Planned Township and Master Planned Neighbourhood Zones within 5km-10km north and north-west of the Affected Area (e.g. in Virginia, Angle Vale, Eyre, Andrews Farm, Riverlea Park) These zone are being progressively developed with housing.

It will be important to provide employment opportunities along this route and in the vicinity of growing residential areas to unlock investment and stimulate growth.

Figure 5: Affected Area proximity to the CBD



5.3 Community Profile

A high-level community profile has been prepared with the use of Australian Bureau of Statistics Census Data to better understand the characteristics of the community in proximity to the Affected Area. The following presents the demographic characteristics of interest for the suburb of Waterloo Corner, and where they contrast noticeably from the rest of South Australia as a comparison. The key findings are summarised below.

Age and Population

- Population of 1,103 people with a median age of 58, compared to the SA median age of 41.
- Slightly lower proportions of children in all age groups including 0-4 years, 5-9 years, 10-14 years and 15-19 years compared to SA.
- Slightly lower proportions of people in all year brackets between 20-24 through to 55-59 years compared to SA.
- Significantly higher proportion of people in age brackets 60-64 years, 65-69 years, 70-74 years, 75-79 years, 80-84 years and 85 years and over compared with SA.

Education

- A lower proportion of people who attended university or tertiary education compared to SA (6.0% for Waterloo Corner compared to 22.7% for SA).
- Lower proportion of people in secondary and tertiary education compared to SA (29% for Waterloo Corner compared to 44.9% for SA).
- Higher proportion of people who have Year 9 or below as the highest level of education compared to SA (17.2% for Waterloo Corner compared to 7.6% for Adelaide).

Cultural and Language Diversity

- English, Australian, Vietnamese, Italian and Scottish ancestry are the most common. English and Australian ancestries are lower in proportion compared to SA while Vietnamese, Italian and Scottish are slightly higher in proportion compared to SA.
- Aboriginal and/or Torres Strait Islander people comprise 1.1% of the population, lower than SA at 2.4%.
- Fewer Waterloo Corner residents were born in Australia compared to South Australia (53.9% of Waterloo Corner residents born in Australia, compared to 71.5% for SA).
- 57.5% of Waterloo Corner's population speak only English at home.
- Of households where non-English language is used, the most common are Vietnamese 13.2%, Italian 5.7%, Khmer 3.9% and Arabic 2.9%.

Employment

- Similar proportion of Waterloo Corners' population compared to SA are employed full time or unemployed.

- Lower part time work than SA (31.5% for Waterloo Corner compared to 35.0 % for SA).
- Managers and labourers are the most common occupations in Waterloo Corner.
- Median family and household incomes are significantly lower than SA (\$1,240 for Waterloo Corner compared to \$1,889 for SA).
- Lower proportions of Waterloo Corner residents volunteer, do unpaid domestic work and care for children than SA.

Family/Household Composition

- Higher proportion of couples without children compared to SA (54.1% for Waterloo Corner compared to 41% for SA).
- Higher proportion of single (or lone) person households compared to SA (30.1% for Waterloo Corner compared to 28.5% for SA).
- Higher proportions of people with a long-term health condition across all diseases compared to SA.
- A majority of residents occupy a separate house compared to SA (96.7% for Waterloo Corner compared to 78% for SA).
- Higher proportion of one- and two-bedroom dwellings compared to the rest of SA.

Socio-Economic Index Australia (SEIFA) from 2016

- Waterloo Corner's SEIFA decile of 1 indicates that it is an area with high socio-economic disadvantage.

Code Amendment Outcome

Significantly higher proportion of residents within Waterloo Corner speak Vietnamese at home compared with the remainder of the state. Additionally, there is a higher proportion within the suburb that were born in Vietnam. Based on this, the fact sheet will include a comment in Vietnamese, offering for key information to be translated where requested.

5.4 Infrastructure Planning

High quality infrastructure contributes to efficient operation of business and economic growth.

The City of Salisbury has undertaken significant work through the City of Salisbury Strategic Growth Plan to understand the future infrastructure requirements and landowner interests in developing Waterloo Corner and Bolivar Corridor.

The document has been developed to present a fully informed, consolidated and coordinated growth framework to inform future Council decisions relating to infrastructure planning, funding and the orderly sequencing and management of Council or proponent led Code Amendments.

If this Code Amendment is successful, the future development will increase the land use intensity of the site. With so much development proposed and envisaged for the locality, infrastructure needs to be considered on a broader scale as framed by Councils Strategic Growth Plan. Contributions from the development of the Affected Area need to be appropriate to the site area and future use.

We believe the following principles should guide decision making in relation to infrastructure contributions:

Table 3: Principles for Infrastructure Contributions

Principles	Description
Equitable	Infrastructure should be properly scoped and costed, with the apportioned contribution relative to benefit. Where costs are attributed to proponents, they should be confined to the improvements necessitated by the development and not to fix legacy issues. Regard should be given to other beneficiaries (i.e. costs should be shared by Council where there is broader community benefit).
Evidence based	Infrastructure contributions should be focussed on funding the actual infrastructure and not become a 'tax' on development e.g. a property uplift tax.
Fit for purpose	Funding mechanisms should be fit for purpose and appropriate to the proposal.
Transparency	The method of determining contributions should be transparent to build investor confidence and public trust. Reporting requirements should be clear and regular e.g. how much money is collected from what developments and how has the money been spent within the Council.
Scalability and Efficiency	The model adopted should be relative to the scale of the project to minimise administrative overheads and complexity where there is limited overall benefit. The model should be cost-effective. The infrastructure provided should be up to community standards and maintainable, without creating exorbitant upfront funding or ongoing costs.

5.4.1 Infrastructure Deeds

Preparation of agreements are created through negotiation. It is required that the agreements are executed prior to the Code Amendment being approved by the Minister for Planning.

This approach is largely utilised where the identified infrastructure is held under the Council/State Governments care, control and management. Deeds are prepared where a future development will result in a need to upgrade off-site road infrastructure and stormwater infrastructure. Infrastructure Deeds can also be negotiated with the State where state infrastructure is impacted.

Deeds of this nature identify:

- The infrastructure upgrade required.

- The trigger point/timing of the required upgrade – for example upon reaching a certain stage in development.
- How costs are apportioned between a proponent and Council – whilst noting that a rezoning will ultimately result in a need to increase infrastructure capacity, it is common for the infrastructure assets to be unsuitable based on current usage or already approaching the end of their useful life. In these circumstances it is reasonable for any upgrades to be apportioned equitably between a proponent and Council based on impact.

5.4.2 Summary of Infrastructure Outcomes

Investigations completed to identify the infrastructure required to support this rezoning are summarised below.

Table 4: Local Infrastructure

Required Infrastructure Planning	Response/Comment
Roads	Vehicle access to/from Port Wakefield Road should be consolidated in order to minimise impacts on Port Wakefield Road, through provision of a new 'collector' service road adjacent the existing northbound carriageway on Port Wakefield Road (which would connect to Port Wakefield Road via a new left in/left out access on Port Wakefield Road). Acceleration and deceleration lanes would be required on Port Wakefield Road to facilitate such vehicle movements. The lanes shall be designed in accordance with the requirements of the Austroads' <i>'Guide to Road Design Part 4A – Unsignalised and Signalised Intersections'</i> .
Stormwater	It is estimated that approximately 3,500m ³ of onsite stormwater detention will be required. The current onsite drain running east-west is at capacity. Stormwater from the site will feed in to Council's stormwater system known as the Gap. Future design will have to achieve policy requirements of the Planning and Design Code.
Wastewater	A pump will be required to manage wastewater.
Electricity	Augmentation will be required to ensure power supply to the future development. this requires further discussion with SAPN. It is anticipated that future development will require provision of 6,400kVA.



5.5 Stormwater and Flooding

Background

FMG has undertaken the stormwater and flooding analysis of the Affected Area. FMG liaised with Council regarding stormwater management with all future development to be assessed against the City of Salisbury's Infrastructure Guidelines.

Key Findings

The report has summarised previous work undertaken by Council regarding stormwater management for the locality. A stormwater management plan needs to ensure:

- Runoff from individual properties will be conveyed into drains within the subject site.
- The use of detention and retention tanks for roof areas may be considered to meet detention requirements.
- Combined with the above, runoff from the remaining surfaces (carpark, local access road, and landscaping areas) will be collected via internal pit and pipe systems diverted to the drains within the subject site.
- Stormwater from future development proposals should be diverted towards a discharge point on the western boundary (North South Motorway Road Reserve). Alternatively stormwater may be discharged to the existing central drainage easement, however it is likely this would need to be upgraded.
- Due to the flooding issues observed on and around the Affected Area, it is likely that the receiving tailwater level for future development will be elevated, and this may dictate the need for a pumped stormwater outlet to manage detention requirements.
- In addition to detention volume requirements, future development on the site shall implement water sensitive urban design (WSUD) principals such as raingardens, water harvesting and re-use, or tertiary treatment devices to achieve the pollutant reductions as specified in Council's stormwater guidelines.

Code Amendment Outcome

Future development will be assessed against the City of Salisbury's Infrastructure Guidelines. Council's preference is to discharge stormwater runoff to the drain along the western boundary. Should there be a desire to connect into the existing east-west drain running through the Affected Area, there will be a need to increase its size and capacity (subject to an appropriate assessment).

The investigations show that from a stormwater and flooding perspective the Affected Area can be developed for its intended land use. Water Sensitive Urban Design (WSUD) principles will be included as part of the future site development.

The Hazards (Flooding – General) Overlay applies to much of the Affected Area. Any development application within this overlay should satisfy the relevant Code policy including:

HAZARDS (FLOODING – GENERAL) OVERLAY

- DO 1** *Impacts on people, property, infrastructure and the environment from general flood risk are minimised through the appropriate siting and design of development.*
- PO 2.1** *Development is sited, designed and constructed to prevent the entry of floodwaters where the entry of flood waters is likely to result in undue damage to or compromise ongoing activities within buildings.*

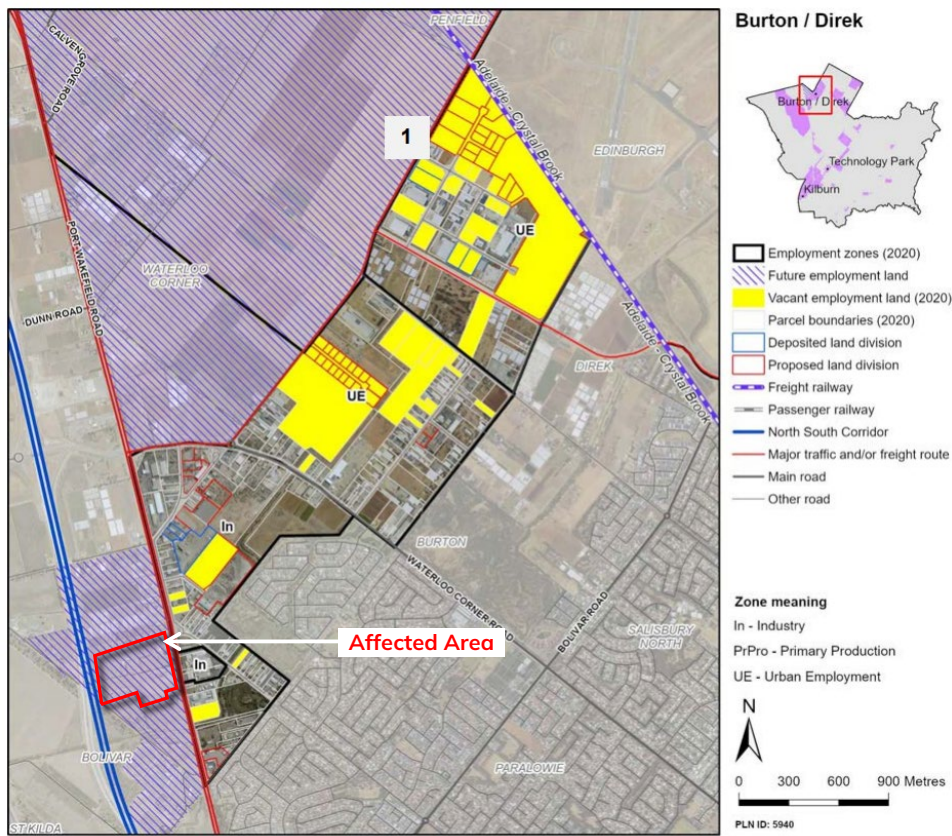
5.6 Land Supply and Demand

Background

The 'Land Supply for Report for Greater Adelaide – Part 3: Employment Land' provides information and analysis on employment land supply, demand, industry types and projected jobs growth to 2030.

Key Findings

Figure 6: Future employment land within the Land Supply Report for Greater Adelaide



The Land Supply Report identifies the Affected Area as "future employment land" within the Inner North region (see Figure 5 above). Employment land means:

- All zoned land which envisages and supports industrial (employment) development.
- All land currently zoned for infrastructure use.
- Land identified as 'future employment' land in the 30 Year Plan for Greater Adelaide.
- Does not include located within Centres, CBD, Resources or Industrial Zones.

The Inner North Region comprises over 25% of total zoned employment land within Greater Adelaide and supports over 36,000 jobs.¹

This Code Amendment is consistent with the Land Supply Report as it will bring employment land online, where there is an identified need, in a location that benefits from a well-connected transport network.

More detailed economic analysis is provided in the following subsection.

Code Amendment Outcome

This Code Amendment will bring additional employment land online. It will facilitate the development of land that is earmarked for future development (being within a Deferred Urban Zone) and aligns with the strategic objectives of Council and the State.

5.7 Economic Analysis

Background

TSA Advisory undertook an employment and retail land analysis relevant to the Affected Area, including the economic consequences of the proposed rezoning and the probable impacts on employment and retail land uses in the wider region.

Key Findings

The analysis describes the broader 'catchment area' as comprising five precincts. A summary of the findings related to these precincts is detailed below:

- Three of the five precincts are far enough from the Northern Connector to be less suited to freight and logistics uses. The remaining two precincts (Greater Edinburgh Parks and Burton/ Direk) therefore have a comparative advantage in freight and logistics.
- The bulk of projected growth in demand for employment land is for the freight, logistics and manufacturing land use categories.
- At present, most of the land within Greater Edinburgh Parks or Burton/ Direk with access to the Northern Connector is either unzoned or close to full occupancy. There is only about 10 years of employment supply for freight and logistics uses in these two precincts.

¹Land Supply Report for Greater Adelaide. Part 3: Employment Land accessed 27/09/2022
https://plan.sa.gov.au/_data/assets/pdf_file/0004/830983/Land_Supply_Report_for_Greater_Adelaide_-_Employment_Land.pdf

- Vacancies in three of the five precincts (Elizabeth South, Edinburgh North, and Greater Edinburgh Parks) are relatively low, suggesting they are at or near capacity, especially considering natural vacancy rates.
- Edinburgh Parks has a comparative advantage in knowledge intensive activities. Ensuring that land at Edinburgh Parks is set aside for this category of employment uses (and not infiltrated by other uses, including freight and logistics) is critical to support growth in key sectors.
- The Affected Area will be able to accommodate employment land uses, particularly freight and logistics activities, that are unlikely to be suited to other employment areas in Adelaide. There is a good chance that the rezoning will add to the overall economic activity within SA, rather than displace activity that would have otherwise occurred elsewhere.

In summary it was determined that a rezoning would strengthen the economic prosperity of the state in the near term without undermining the long-term sustainability of the region's employment land network and the businesses located within them. Strong population growth north of the Affected Area will also result in increased demand for bulky goods retail. The area more broadly is experiencing employment and population growth.

Code Amendment Outcome

The Code Amendment will strengthen the northern region's economy by providing additional space for logistics, freight and manufacturing land uses – which are unlikely to be suited to other employment lands in Adelaide. The Code Amendment is therefore important to supporting the delivery of these freight and logistic activities.

5.8 Traffic and Transport

Background

CIRQA undertook traffic investigations to inform the Code Amendment, specifically providing advice in relation to traffic generation, impacts on the adjacent existing road network and infrastructure upgrades. It is noted that CIRQA also worked with the City of Salisbury to prepare the Strategic Growth Framework Traffic Investigations Waterloo Corner and Bolivar report. This work has assisted with the development of the detailed report found in **Attachment F**.

Key Findings

The report makes the following key findings in relation to traffic impacts:

- It is anticipated that traffic associated with future redevelopment would be readily accommodated by the proposed access points for the Affected Area (on Summer Road and Port Wakefield Road) and the adjacent road network.
- Future commercial uses for the site are anticipated to include 'motor repair station', 'service trade premises', 'warehouse' and 'bulky goods retail' type activities, generating an estimated 723 am and 932 pm peak hour trips.
- The proposal would not alter the nature or function of Summer Road, Port Wakefield Road, or adjacent public roads.

- Vehicle access to/from Port Wakefield Road should be consolidated in order to minimise impacts on Port Wakefield Road, through provision of a new 'collector' service road adjacent the existing northbound carriageway on Port Wakefield Road.
- If access is provided via Sumner Road it would require upgrade to support a theoretical future capacity of 6,000 vehicles per day. The road is a Council controlled road.
- There is currently low demand for public transport services in the Affected Area due to the nature of the existing land uses. It is recommended that public transport services are reviewed as future development of the Affected Area progresses to minimise private vehicle dependence, particularly for employees and customers of commercial sites.

Code Amendment Outcome

The development that will follow this Code Amendment can be serviced by the adjacent road network. No changes are proposed to the traffic and transport Overlays which currently apply to the site.

Vehicle access to/from Port Wakefield Road should be consolidated in order to minimise impacts on Port Wakefield Road. This can be achieved through a new 'collector' service road adjacent the existing northbound carriageway on Port Wakefield Road. Acceleration and deceleration lanes would be required on Port Wakefield Road to facilitate such movements. Upgrades will be detailed through a deed.

Any future development application should satisfy the relevant Code policy including:

TRANSPORT, ACCESS AND PARKING²	
DO 1	<i>A comprehensive, integrated and connected transport system that is safe, sustainable, efficient, convenient and accessible to all users.</i>
PO 1.1	<i>Development is integrated with the existing transport system and designed to minimise its potential impact on the functional performance of the transport system.</i>
PO 1.3	<i>Industrial, commercial and service vehicle movements, loading areas and designated parking spaces are separated from passenger vehicle car parking areas to ensure efficient and safe movement and minimise potential conflict.</i>
PO1.4	<i>Development is sited and designed so that loading, unloading and turning of all traffic avoids interrupting the operation of and queuing on public roads and pedestrian paths.</i>
PO 3.3	<i>Access points are sited and designed to accommodate the type and volume of traffic likely to be generated by the development or land use.</i>

² Planning and Design Code
https://code.plan.sa.gov.au/home/browse_the_planning_and_design_code?code=browse

5.9 Utilities

Background

FMG prepared an investigations report to identify the infrastructure works required to support the proposed rezoning. It provides a desktop analysis of the existing infrastructure currently available to the Affected Area and its capacity.

Key Findings

FMG’s infrastructure analysis is provided in **Attachment F** and summarised in the table below.

Table 5: Utility Servicing

Utility Infrastructure	Response/Comment
Water	No upgrades anticipated. Dual 150 AC mains are located on both sides of Port Wakefield Road in front of the Affected Area and should provide sufficient supply for future commercial/employment development.
Stormwater	Upgrades required. The drain running east-west through the Affected Area is currently at capacity due to its limited size. A total 3,500m ³ of onsite stormwater detention is estimated to be required.
Sewerage	Upgrades may be required pending future development. There is a 225mm diameter sewer main within Burton Road, near its intersection with Port Wakefield Road. This infrastructure may have limited capacity and external augmentation through an additional pump station could be required.
Electricity	Upgrades may be required pending future development. There is no constraint on development.
Telecommunications	Telstra and NBN are located on the eastern boundary of the site. There is no constraint on development.

Code Amendment Outcome

The infrastructure analysis finds that the Affected Area and proposed land uses can be serviced however some upgrades will be required to support the future development. There is no barrier to the rezoning as upgrades are possible. A policy response to these matters is not required through this Code Amendment.

5.10 Native Vegetation

Background

EBS Ecology undertook investigations across the Affected Area to inform the Code Amendment. Native vegetation was historically cleared from the Affected Area as it was used for horticulture. The northern portion of the site is still used for horticultural purposes with irrigated olive orchards. The remainder of the Affected Area is generally used for storage of construction materials (or disused altogether). Some of the land has been filled and levelled.

There are no natural wetlands or water courses however an artificial drain crosses the length of the Affected Area from east to west.

The Proposal to Initiate had proposed removing the Native Vegetation Overlay from the Affected Area. as above this will not be pursued as part of this Code Amendment.

Key Findings

The information below summarises the key findings of the site investigations with the full report available in **Attachment F**.

- The Affected Area is mostly grassland consisting of introduced vegetation, with the northern property currently an olive orchard. This all has minimal habitat value for fauna, besides common species that would be expected in a disturbed, semi-rural environment.
- There is a stormwater drain that runs east-west through the centre of the project area. This is lined with planted and regenerating *Casuarina glauca* trees (an introduced species i.e. not native vegetation). This may have some habitat for fauna, although the trees are not classified as native vegetation.
- There are a number of large, planted trees scattered around the project area. These consist of *Eucalyptus* spp. and Date Palms.
- There are a total of seven Significant Trees (combined stem circumference >3m) and three Regulated Trees (combined stem circumference >2m).
- There are four small patches of native vegetation, the biggest about 500m² in extent. Two are located in and around the drain where there are some small native shrubs and sufficient cover of native sedges to be classed as native vegetation under the Native Vegetation Act. The remainder are areas of grassland where cover of native grass species is >5% (and therefore classed as native vegetation under the NV Act).
- There are 20 native scattered trees, all along the drain, that are also covered under the NV Act. Most are small (<2m tall), and none are large enough to also attain Regulated or Significant status.
- There are some African Boxthorn, wild Olives and Prickly Pear, all of which are Declared weeds.

Code Amendment Outcome

No changes to the Code Amendment are recommended.

5.11 Aboriginal Heritage

Background

A search of the central archive, which includes the Register of Aboriginal Sites and Objects (the Register), administered by Aboriginal Affairs and Reconciliation (AAR) was undertaken for the Affected Area.

Key Findings

There are no entries for Aboriginal sites at any of the nine allotments across the Affected Area. Further consultation with Kaurna Yerta Aboriginal Corporation will be undertaken as part of the Community Engagement. The reports detailing these investigations are included in **Attachment F**.

Code Amendment Outcome

No changes to the Code Amendment are recommended.

5.12 Site Contamination

Background

Agon Environmental prepared a Site Contamination Review (across two reports) for the Affected Area. These reports considered the Affected Areas' environmental setting and historical information including previous land uses, historic photography, land ownership records and previous reports.

Key Findings

The Site Contamination Review is available in **Attachment F**, with the key findings summarised as follows:

- No visual evidence of contamination (discoloured soil, bare soil patches, odours, etc) was observed during the site inspection.
- The allotments were historically used for dry land cropping and are now used for a mix of activities including residential dwellings, an olive grove, scattered outbuildings and general storage. Much of the Affected Area has been flattened to allow for future development.
- The site is registered within a Groundwater Prohibition Area (GPA) where groundwater extraction is prohibited due to off-site contamination of PFAS (Per- and polyfluoroalkyl substances) from nearby Defence activities. However, Agon Environmental considers the environmental risks associated with PFAS to be low.
- There is no indication that site contamination is likely to exist at the site to an extent that would pose an unacceptable risk in the context of the proposed rezoning. Agon Environmental considered that the potential sources of contamination identified can be managed, after the approval of the Code Amendment, and should not preclude the proposed rezoning of the site.

Code Amendment Outcome

Primary production activities are inhibited as groundwater cannot be extracted in this area. The Code Amendment will therefore facilitate more appropriate land uses within the Affected Area. Any future development application should still satisfy relevant EPA and Code policies including:

SITE CONTAMINATION³	
DO 1	Ensure land is suitable for the proposed use in circumstances where it is, or may have been, subject to site contamination.
PO 1.1	Ensure land is suitable for use when land use changes to a more sensitive use.

5.13 Renascor Battery Anode Material Manufacturing Facility

Background

URPS has also become aware of the Bolivar – Renascor Battery Anode Material Manufacturing Facility proposed for 9 Bolivar Interchange Connector Road, Bolivar. Any necessary investigations related to this project will also be undertaken. The proposal is almost 900 meters from the Affected Area.

A development application has been lodged by Renascor Resources to construct a Battery Anode Material manufacturing facility which will produce Purified Spherical Graphite (PSG). PSG is a key material used in the manufacturing of lithium-ion batteries used in electric vehicles.

Key Findings

URPS understand that Renascor Resources is currently preparing an Environmental Impact Statement (EIS) to support its application. The EIS will address the expected environmental, social and economic effects of the proposed development. The assessment process for the development could take between 12-18 months.

It is not anticipated that the proposed development will adversely impact on the Affected Area given the separation distances involved and the type of land uses that will be supported by this rezoning. The purpose of the EIS is to identify any risks and to appoint appropriate mitigation strategies.

If necessary, the approval of the facility may include conditions to manage and minimise its off site and environmental impacts.

Code Amendment Outcome

No amendments to the Code recommended.

³ Planning and Design Code
https://code.plan.sa.gov.au/home/browse_the_planning_and_design_code?code=browse

6. Recommended Policy Changes

The following list of recommended policy changes are proposed in response to the investigations undertaken in support of this Code Amendment:

Proposed Zone

- Change the existing **Deferred Urban Zone** over the Affected Area to the **Employment Zone**.

Proposed Overlays

- Retain all remaining overlays as per Table 2 above.

Technical and Numeric Variations

- Maximum building height 18m.

Concept Plan

- No Concept Plan is proposed.

General Policies

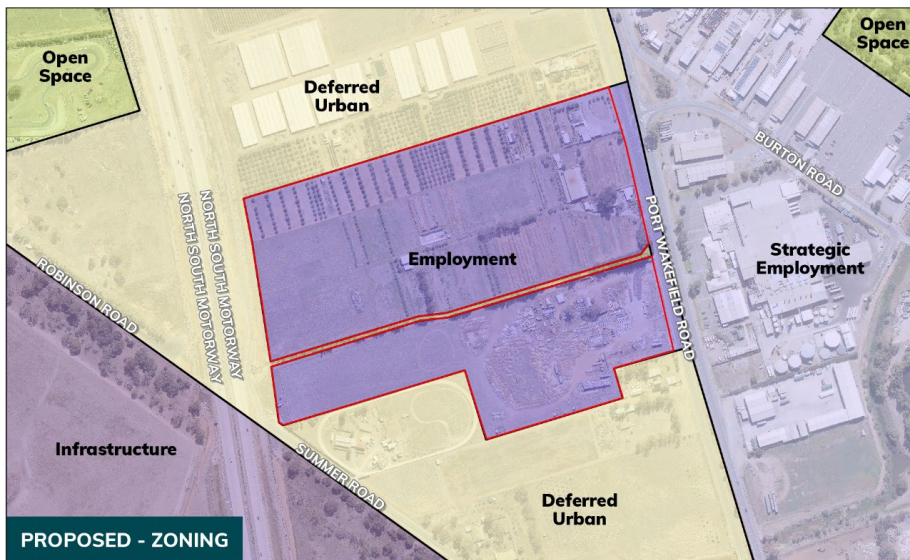
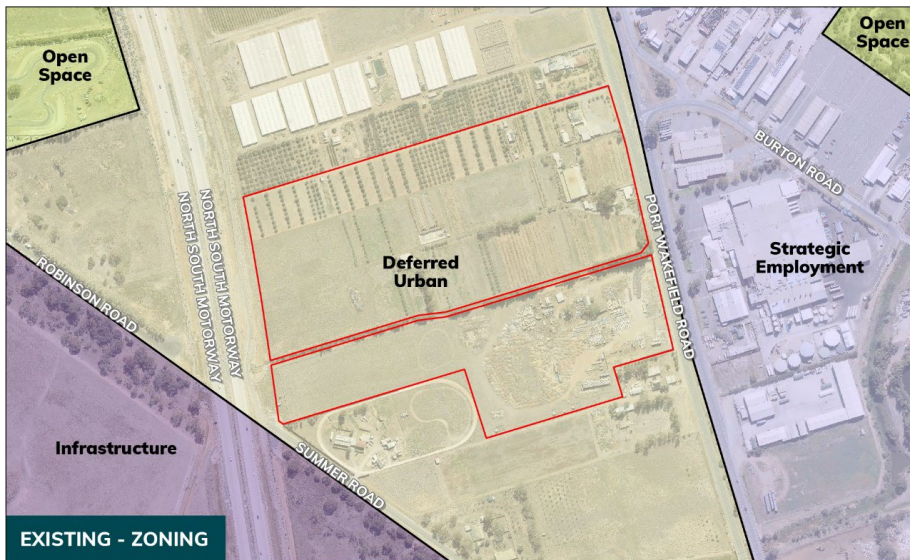
- The Code includes a range of policies that will apply to development in this locality which are contained within Part 4 – General Development Policies:
 - Design
 - Interface between Land Uses
 - Land division
 - Site Contamination
 - Transport, Access and Parking
 - No changes are proposed to these policies.

Attachment A – Affected Area Mapping

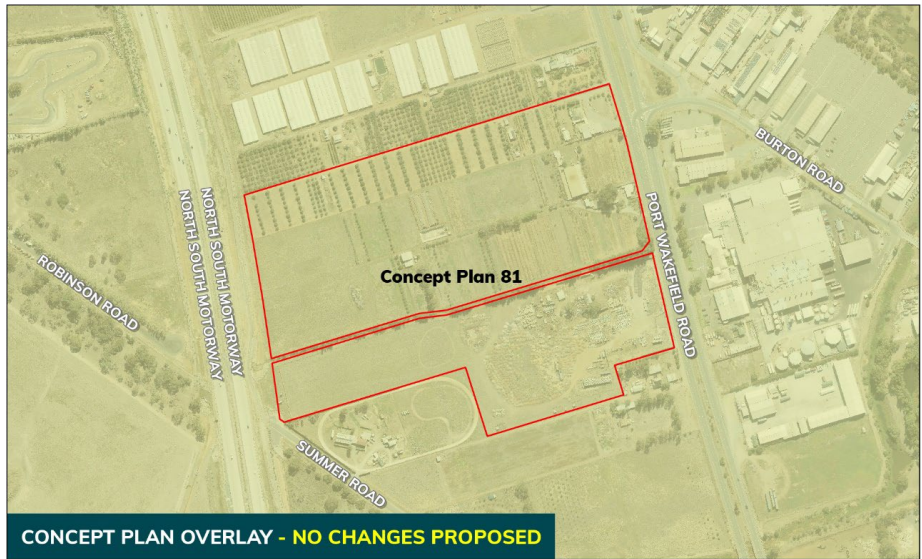


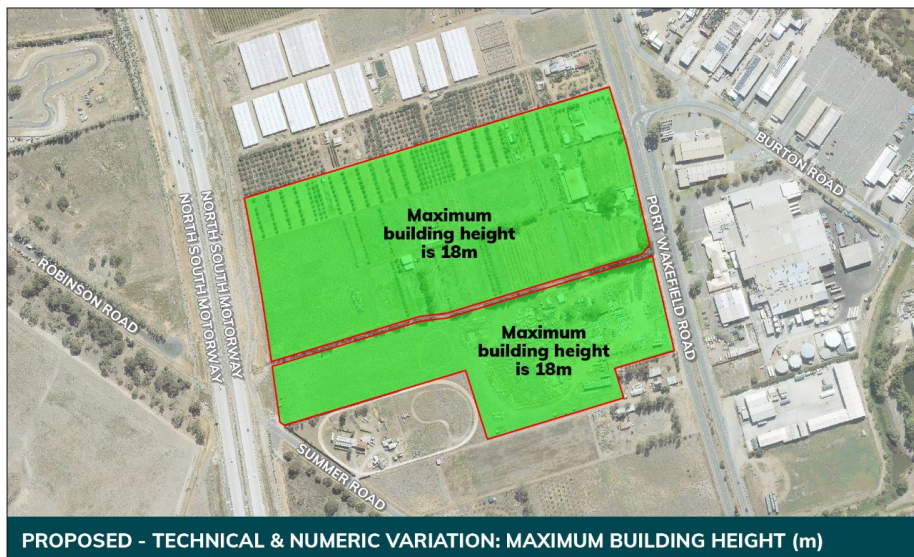
Attachment B – Comparison Mapping (Existing and Proposed Zones and Overlay Maps)

B.1 Current and Proposed Spatial Applications of Zones

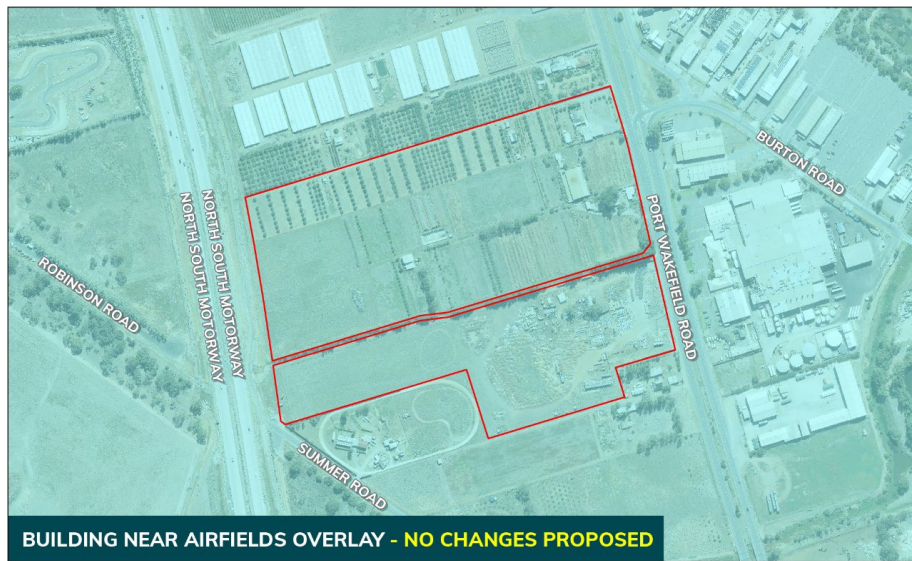
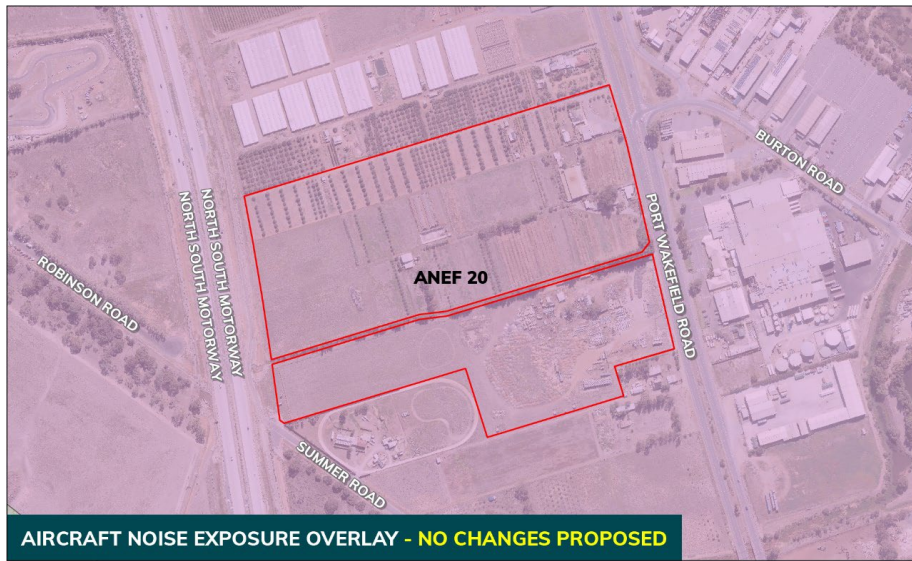


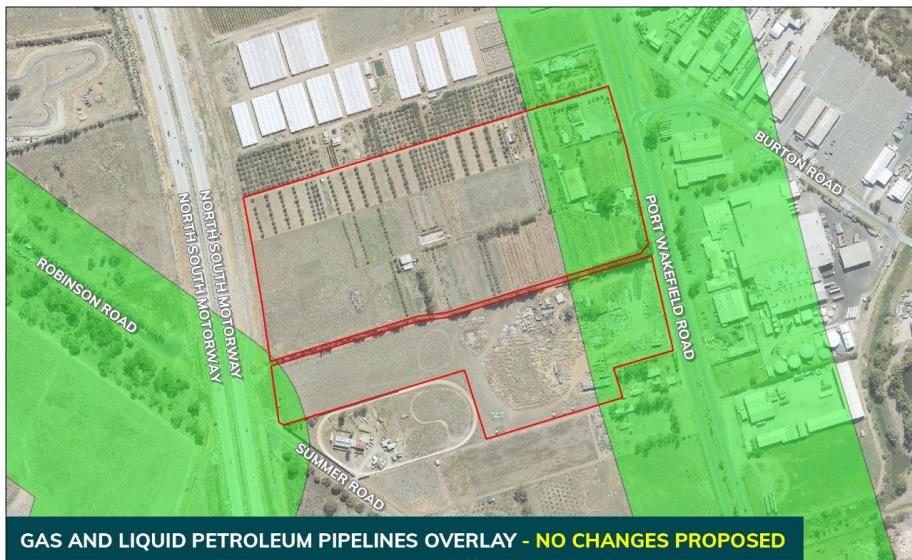
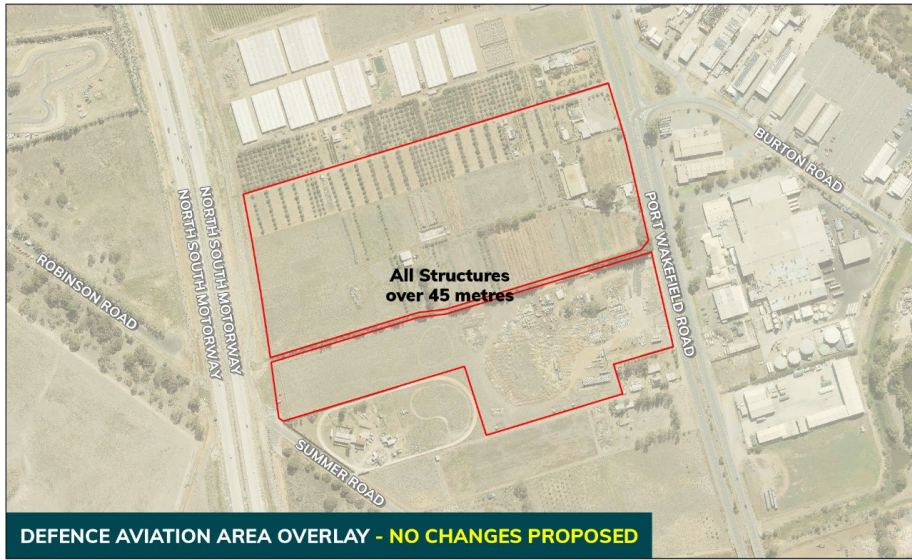
B.2 Current and Proposed TNV

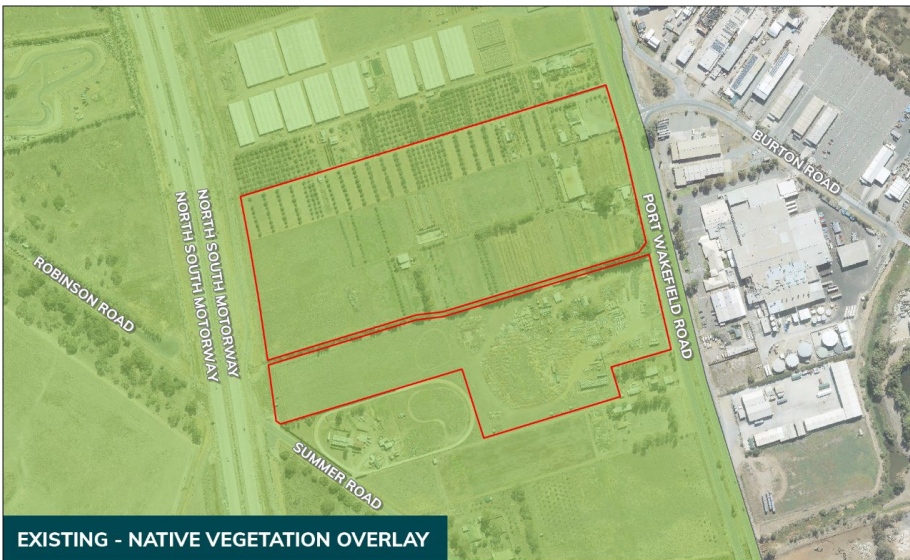
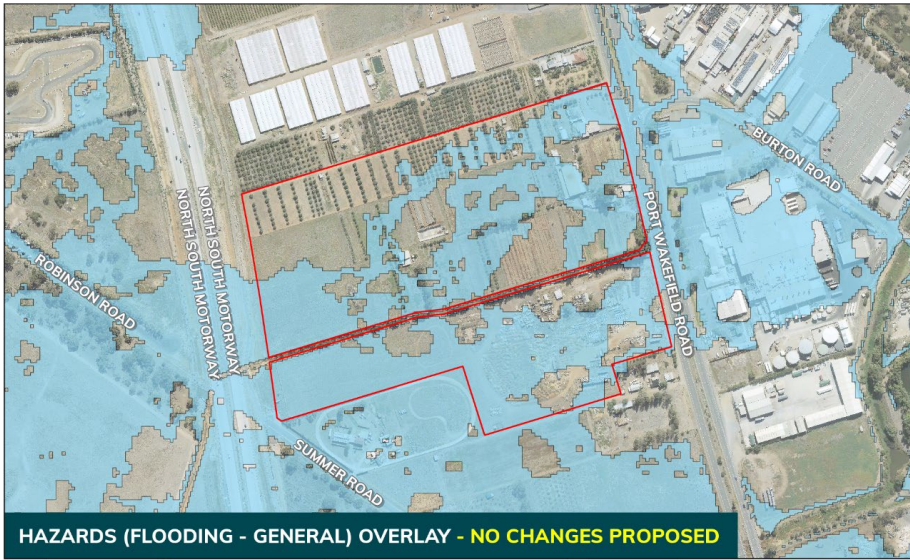


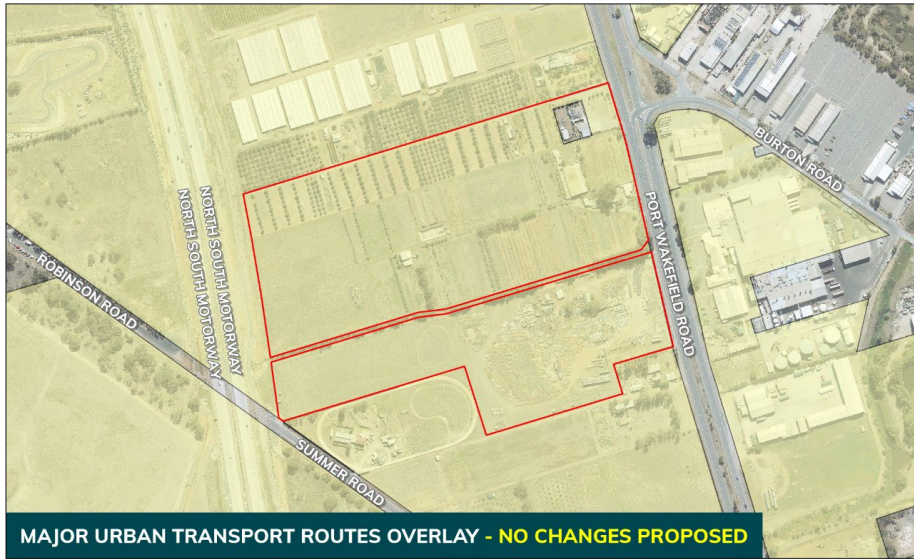


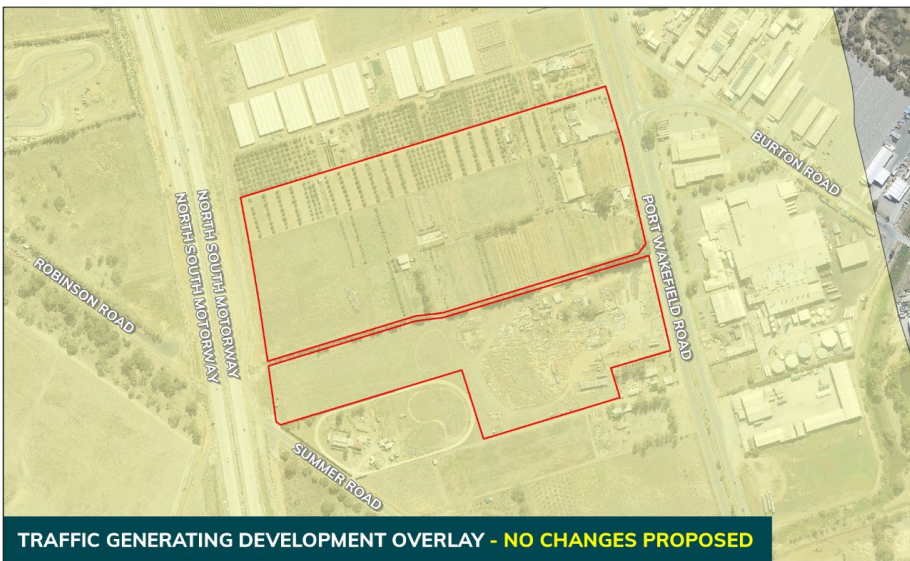
B.3 Current and Proposed Spatial Application of Overlays



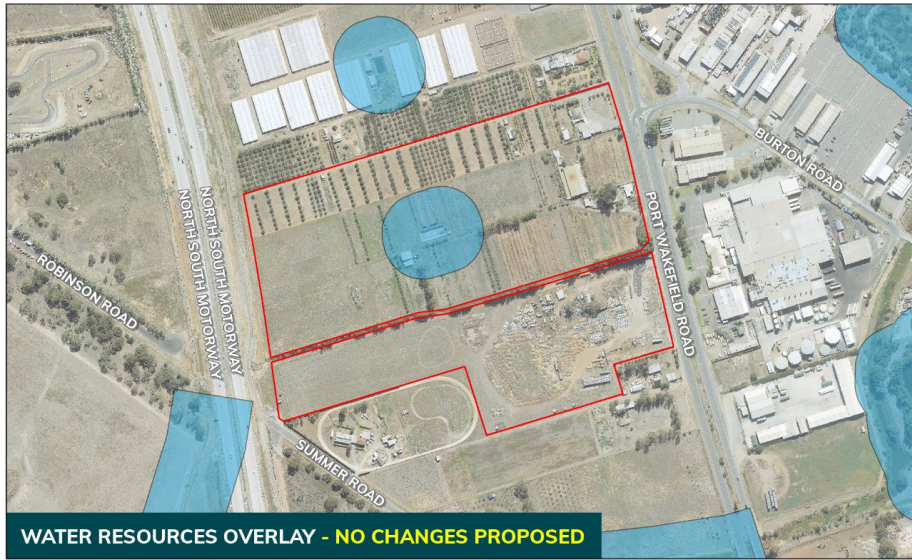












Attachment C – Current Code Policy

The following Zone policies currently apply to the Affected Area.

Note for the purposes of brevity and ease of use, Assessment Tables 1 to 5 applying to each Zone have not been included (just the policies).

Please refer to the Planning and Design Code to view each of the tables applying to each zone.

https://code.plan.sa.gov.au/home/browse_the_planning_and_design_code?code=browse.

Part 2 - Zones and Sub Zones

Deferred Urban Zone

Assessment Provisions (AP)

Desired Outcome (DO)

Desired Outcome	
DO 1	To safeguard land for future urban growth.

Performance Outcomes (PO) and Deemed-to-Satisfy (DTS) Criteria / Designated Performance Feature (DPF)

Performance Outcome	Deemed-to-Satisfy Criteria / Designated Performance Feature
Land Use and Intensity	
PO 1.1 Development that is incompatible, prejudicial or detrimental to the orderly and efficient servicing and conversion of the land for future urban growth does not occur.	DTS/DPF 1.1 Development comprising farming (broad acre cropping, grazing) and/or low-intensity animal husbandry.
Built Form and Character	
PO 2.1 Development maintains an open character.	DTS/DPF 2.1 None are applicable
PO 2.2 Buildings are limited to those that: (a) are ancillary to and necessary to support land use activities on the same allotment (b) are for the purposes of public infrastructure.	DTS/DPF 2.2 None are applicable
PO 2.3 Dwellings provide a convenient base for landowners to conduct and manage commercial scale primary production and rural related value adding activities without compromising the continued or future use of the allotment.	DTS/DPF 2.3 Dwellings: (a) are located on an allotment used for and is ancillary to primary production and/or primary production related value-adding activities (b) will not result in more than one dwelling on an allotment.
Land Division	
PO 3.1 Land division is limited to that which: (a) corrects anomalies in the placement of allotment boundaries with respect to the location of existing buildings or structures or (b) enables the provision of public infrastructure.	DTS/DPF 3.1 Land division for any of the following: (a) the alteration of allotment boundaries, where no additional allotments are created (b) the purpose of providing public infrastructure.
Concept Plans	

Policy24	P&D Code (in effect) Version 2024.1 - 18/01/2024														
<p>PO 4.1</p> <p>Development is compatible with the outcomes sought by any relevant Concept Plan contained within Part 12 - Concept Plans of the Planning and Design Code to support the orderly development of land through staging of development and provision of infrastructure.</p>	<p>DTS/DPF 4.1</p> <p>The site of the development is wholly located outside any relevant Concept Plan boundary. The following Concept Plans are relevant:</p> <table border="1"> <thead> <tr> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Concept Plan 75 - Warrengie Development Area Land Form / Building Module Cross Section - Warrengie</td> </tr> <tr> <td>Concept Plan 14 - Buckland Park</td> </tr> <tr> <td>Concept Plan 17 - Angle Vale</td> </tr> <tr> <td>Concept Plan 18 - Playford North</td> </tr> <tr> <td>Concept Plan 19 - Playford North Infrastructure</td> </tr> <tr> <td>Concept Plan 21 - Virginia</td> </tr> <tr> <td>Concept Plan 22 - Virginia Infrastructure</td> </tr> <tr> <td>Concept Plan 16 - Angle Vale Infrastructure</td> </tr> <tr> <td>Concept Plan 81 - Edinburgh Defence Airfield Lighting Constraints</td> </tr> <tr> <td>Concept Plan 98 - Mallala</td> </tr> <tr> <td>Concept Plan 92 - Meadows</td> </tr> <tr> <td>Concept Plan 107 - Proper Bay</td> </tr> <tr> <td>Concept Plan 101 - Evanston Gardens, Evanston South, Hillier</td> </tr> </tbody> </table> <p>In relation to DTS/DPF 4.1, in instances where:</p> <ul style="list-style-type: none"> (a) one or more Concept Plan is returned, refer to Part 12 - Concept Plans in the Planning and Design Code to determine if a Concept Plan is relevant to the site of the proposed development. Note: multiple concept plans may be relevant. (b) in instances where 'no value' is returned, there is no relevant concept plan and DTS/DPF 4.1 is met. 	Description	Concept Plan 75 - Warrengie Development Area Land Form / Building Module Cross Section - Warrengie	Concept Plan 14 - Buckland Park	Concept Plan 17 - Angle Vale	Concept Plan 18 - Playford North	Concept Plan 19 - Playford North Infrastructure	Concept Plan 21 - Virginia	Concept Plan 22 - Virginia Infrastructure	Concept Plan 16 - Angle Vale Infrastructure	Concept Plan 81 - Edinburgh Defence Airfield Lighting Constraints	Concept Plan 98 - Mallala	Concept Plan 92 - Meadows	Concept Plan 107 - Proper Bay	Concept Plan 101 - Evanston Gardens, Evanston South, Hillier
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Concept Plan 92 - Meadows															
Concept Plan 107 - Proper Bay															
Concept Plan 101 - Evanston Gardens, Evanston South, Hillier															

Item 1.1.2 - Attachment 5 - Draft Code Amendment

Part 3 - Overlays

Aircraft Noise Exposure Overlay

Assessment Provisions (AP)

Desired Outcome (DO)

Desired Outcome	
DO 1	Development sensitive to aircraft noise is designed and located to manage noise intrusion to reduce land use conflict and protect human health.

Performance Outcomes (PO) and Deemed-to-Satisfy (DTS) Criteria / Designated Performance Feature (DPF)

Performance Outcome	Deemed-to-Satisfy Criteria / Designated Performance Feature
Land Use and Intensity	
PO 1.1 Buildings that accommodate activities sensitive to aircraft noise are designed and located to minimise aircraft noise intrusion and provide appropriate interior acoustic amenity.	DTS/DPF 1.1 Buildings accommodating sensitive receivers are not located within an area having an ANEF value of 30 or more.
Built Form	
PO 2.1 Additions to buildings involving the addition or extension of habitable rooms are designed and located to minimise aircraft noise intrusion and provide appropriate interior acoustic amenity.	DTS/DPF 2.1 Dwelling additions involving the addition or extension of habitable rooms: (a) do not result in an increase in the total floor area of the existing dwelling by greater than 50 percent (b) do not occur in areas having an ANEF value of 30 or more.
Land Division	
PO 3.1 Land division does not increase the number of allotments used for sensitive receivers in areas adversely affected by aircraft noise to mitigate community exposure to potential adverse environmental and amenity impacts generated by aircraft movements.	DTS/DPF 3.1 Land division: (a) within an area having an ANEF value of less than 30 or (b) within an area having an ANEF value of 30 or more and: (i) does not result in any additional allotments or (ii) none of the allotments will accommodate a sensitive receiver.

Part 3 - Overlays

Building Near Airfields Overlay

Assessment Provisions (AP)

Desired Outcome (DO)

Desired Outcome	
DO 1	Maintain the operational and safety requirements of certified commercial and military airfields, airports, airstrips and helicopter landing sites through management of non-residential lighting, turbulence and activities that may attract or result in the congregation of wildlife.

Performance Outcomes (PO) and Deemed-to-Satisfy (DTS) Criteria / Designated Performance Feature (DPF)

Performance Outcome	Deemed-to-Satisfy Criteria / Designated Performance Feature
<p>PO 1.1</p> <p>Outdoor lighting associated with a non-residential use does not pose a hazard to commercial or military aircraft operations.</p>	<p>DTS/DPF 1.1</p> <p>Development:</p> <ul style="list-style-type: none"> (a) primarily or wholly for residential purposes (b) for non-residential purposes that does not incorporate outdoor floodlighting.
<p>PO 1.2</p> <p>Development likely to attract or result in the congregation of wildlife is adequately separated from airfields to minimise the potential for aircraft wildlife strike.</p>	<p>DTS/DPF 1.2</p> <p>All development except where it comprises one or more of the following located not less than 3km from the boundaries of an airport used by commercial or military aircraft:</p> <ul style="list-style-type: none"> (a) food packing/processing plant (b) horticulture (c) intensive animal husbandry (d) showground (e) waste management facility (f) waste transfer station (g) wetland (h) wildlife sanctuary.
<p>PO 1.3</p> <p>Buildings are adequately separated from runways and other take-off and landing facilities within certified or registered aerodromes to minimise the potential for building-generated turbulence and windshear that may pose a safety hazard to aircraft flight movement.</p>	<p>DTS/DPF 1.3</p> <p>The distance from any part of a runway centreline to the closest point of the building is not less than 35 times the building height.</p>

Part 3 - Overlays

Defence Aviation Area Overlay

Assessment Provisions (AP)

Desired Outcome (DO)

Desired Outcome	
DO 1	Management of potential impacts of buildings on the operational and safety requirements of Defence Aviation Areas.

Performance Outcomes (PO) and Deemed-to-Satisfy (DTS) Criteria / Designated Performance Feature (DPF)

Performance Outcome	Deemed-to-Satisfy Criteria / Designated Performance Feature
Built Form	
PO 1.1 Building height does not pose a hazard to the operations of Defence Aviation Areas.	DTS/DPF 1.1 Building height does not exceed the relevant height specified by the <i>Defence Aviation Area Overlay</i> .
PO 1.2 Exhaust stacks are designed and sited to minimise plume impacts on aircraft movements associated with Defence Aviation Areas.	DTS/DPF 1.2 Development does not include exhaust stacks.

Part 3 - Overlays

Gas and Liquid Petroleum Pipelines Overlay

Assessment Provisions (AP)

Desired Outcome (DO)

Desired Outcome	
DO 1	Management of risk to public safety, the environment and security of energy supply from the encroachment of development on strategic gas and liquid petroleum pipelines.

Performance Outcomes (PO) and Deemed-to-Satisfy (DTS) Criteria / Designated Performance Feature (DPF)

Performance Outcome	Deemed-to-Satisfy Criteria / Designated Performance Feature
Land Use and Intensity	
<p>PO 1.1</p> <p>Community exposure to a potential hazard from the failure of a gas or liquid petroleum pipeline is mitigated by locating development that may accommodate or result in large congregations of people, buildings for housing and / or caring for vulnerable people and community facilities outside areas that pose an unacceptable risk to protect life.</p>	<p>DTS/DPF 1.1</p> <p>Development satisfies one of the following:</p> <p>(a) it does not comprise:</p> <ul style="list-style-type: none"> (i) child care facility (ii) caravan and tourist park (iii) educational facility (iv) buildings comprising 3 or more building levels (v) land division creating allotments under 1ha for residential purposes (except where the existing allotment is less than 1ha) (vi) prison (vii) residential park (viii) retirement facility (ix) student accommodation (x) supported accommodation (xi) shop or shops with a gross leasable floor area of 1000m² or greater (xii) tourist accommodation (xiii) stadium <p>(b) a class of development referred to in part (a), or any combination thereof, which will occur in accordance with an agreement under section 123 of the <i>Planning, Development and Infrastructure Act, 2016</i></p>
<p>PO 1.2</p> <p>Emergency service and major community health related facilities are located outside areas where a gas or liquid petroleum pipeline failure may disrupt ongoing operations to maintain the response capacity in the event of an emergency.</p>	<p>DTS/DPF 1.2</p> <p>Development does not comprise any of the following:</p> <p>(a) emergency services facility</p> <p>(b) hospital.</p>
<p>PO 1.3</p> <p>Development involving the manufacture, collection, handling or bulk storage of flammable, explosive, or otherwise hazardous materials is located and designed to avoid escalating the potential for and effects of a gas or liquid petroleum pipeline failure.</p>	<p>DTS/DPF 1.3</p> <p>Development satisfies one of the following:</p> <p>(a) it does not comprise:</p> <ul style="list-style-type: none"> (i) general industry (ii) special industry (iii) landfill (iv) renewable energy facility (v) electricity substation (vi) fuel depot (vii) retail fuel outlet

Policy24	P&D Code (in effect) - Version 2023.13 - 31/08/2023
	<ul style="list-style-type: none"><li data-bbox="887 208 975 230">(viii) store<li data-bbox="887 230 1015 253">(ix) warehouse<li data-bbox="887 253 1086 275">(x) waste treatment facility <p data-bbox="831 300 1382 353">(b) a class of development referred to in part (a), or any combination thereof, which will occur in accordance with an agreement under section 123 of the <i>Planning, Development and Infrastructure Act, 2016</i></p>

Part 3 - Overlays

Hazards (Flooding – General) Overlay

Assessment Provisions (AP)

Desired Outcome (DO)

Desired Outcome	
DO 1	Impacts on people, property, infrastructure and the environment from general flood risk are minimised through the appropriate siting and design of development.

Performance Outcomes (PO) and Deemed-to-Satisfy (DTS) Criteria / Designated Performance Feature (DPF)

Performance Outcome	Deemed-to-Satisfy Criteria / Designated Performance Feature																						
Land Use																							
<p>PO 1.1</p> <p>Buildings housing vulnerable people, community services facilities, key infrastructure and emergency services are sited away from flood areas enable uninterrupted operation of services and reduce likelihood of entrapment.</p>	<p>DTS/DPF 1.1</p> <p>Child care facilities, educational facilities, retirement and supported accommodation, emergency services facilities, hospitals and prisons located outside the 1% AEP flood event.</p>																						
Flood Resilience																							
<p>PO 2.1</p> <p>Development is sited, designed and constructed to prevent the entry of floodwaters where the entry of flood waters is likely to result in undue damage to or compromise ongoing activities within buildings.</p>	<p>DTS/DPF 2.1</p> <p>Habitable buildings, commercial and industrial buildings, and buildings used for animal keeping incorporate a finished ground and floor level not less than:</p> <table border="1"> <thead> <tr> <th>Finished Ground and Floor Levels</th> </tr> </thead> <tbody> <tr><td>Minimum finished floor level is 2.6m AHD</td></tr> <tr><td>Minimum finished floor level is 20.4m AHD</td></tr> <tr><td>Minimum finished floor level is 3m AHD</td></tr> <tr><td>Minimum finished floor level is 3.45m AHD</td></tr> <tr><td>Minimum finished floor level is 4.15m AHD</td></tr> <tr><td>Minimum finished floor level is 4.35m AHD</td></tr> <tr><td>Minimum finished floor level is 5.3m AHD</td></tr> <tr><td>Minimum finished ground level is 1.7m AHD; Minimum finished floor level is 1.95m AHD</td></tr> <tr><td>Minimum finished ground level is 1.75m AHD; Minimum finished floor level is 2m AHD</td></tr> <tr><td>Minimum finished ground level is 1.85m AHD; Minimum finished floor level is 2.1m AHD</td></tr> <tr><td>Minimum finished ground level is 1.9m AHD; Minimum finished floor level is 2.15m AHD</td></tr> <tr><td>Minimum finished ground level is 2.2m AHD; Minimum finished floor level is 2.45m AHD</td></tr> <tr><td>Minimum finished ground level is 2.3m AHD; Minimum finished floor level is 2.55m AHD</td></tr> <tr><td>Minimum finished ground level is 2.3m AHD; Minimum finished floor level is 2.6m AHD</td></tr> <tr><td>Minimum finished ground level is 2.4m AHD</td></tr> <tr><td>Minimum finished ground level is 2.4m AHD; Minimum finished floor level is 2.65m AHD</td></tr> <tr><td>Minimum finished ground level is 2.45m AHD; Minimum finished floor level is 2.7m AHD</td></tr> <tr><td>Minimum finished ground level is 2.5m AHD; Minimum finished floor level is 2.65m AHD</td></tr> <tr><td>Minimum finished ground level is 2.5m AHD; Minimum finished floor level is 2.7m AHD</td></tr> <tr><td>Minimum finished ground level is 2.5m AHD; Minimum finished floor level is 2.75m AHD</td></tr> <tr><td>Minimum finished ground level is 2.55m AHD; Minimum finished floor level is 2.8m AHD</td></tr> </tbody> </table>	Finished Ground and Floor Levels	Minimum finished floor level is 2.6m AHD	Minimum finished floor level is 20.4m AHD	Minimum finished floor level is 3m AHD	Minimum finished floor level is 3.45m AHD	Minimum finished floor level is 4.15m AHD	Minimum finished floor level is 4.35m AHD	Minimum finished floor level is 5.3m AHD	Minimum finished ground level is 1.7m AHD; Minimum finished floor level is 1.95m AHD	Minimum finished ground level is 1.75m AHD; Minimum finished floor level is 2m AHD	Minimum finished ground level is 1.85m AHD; Minimum finished floor level is 2.1m AHD	Minimum finished ground level is 1.9m AHD; Minimum finished floor level is 2.15m AHD	Minimum finished ground level is 2.2m AHD; Minimum finished floor level is 2.45m AHD	Minimum finished ground level is 2.3m AHD; Minimum finished floor level is 2.55m AHD	Minimum finished ground level is 2.3m AHD; Minimum finished floor level is 2.6m AHD	Minimum finished ground level is 2.4m AHD	Minimum finished ground level is 2.4m AHD; Minimum finished floor level is 2.65m AHD	Minimum finished ground level is 2.45m AHD; Minimum finished floor level is 2.7m AHD	Minimum finished ground level is 2.5m AHD; Minimum finished floor level is 2.65m AHD	Minimum finished ground level is 2.5m AHD; Minimum finished floor level is 2.7m AHD	Minimum finished ground level is 2.5m AHD; Minimum finished floor level is 2.75m AHD	Minimum finished ground level is 2.55m AHD; Minimum finished floor level is 2.8m AHD
Finished Ground and Floor Levels																							
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	Finished Ground and Floor Levels
	Minimum finished ground level is 2.6m AHD; Minimum finished floor level is 2.85m AHD
	Minimum finished ground level is 2.6m AHD; Minimum finished floor level is 2.86m AHD
	Minimum finished ground level is 2.65m AHD; Minimum finished floor level is 2.9m AHD
	Minimum finished ground level is 2.7m AHD; Minimum finished floor level is 2.95m AHD
	Minimum finished ground level is 2.75m AHD; Minimum finished floor level is 3m AHD
	Minimum finished ground level is 2.85m AHD; Minimum finished floor level is 3.1m AHD
	Minimum finished ground level is 2.85m AHD; Minimum finished floor level is 3.15m AHD
	Minimum finished ground level is 2.9m AHD; Minimum finished floor level is 3.15m AHD
	Minimum finished ground level is 2.95m AHD; Minimum finished floor level is 3.2m AHD
	Minimum finished ground level is 2m AHD; Minimum finished floor level is 2.25m AHD
	Minimum finished ground level is 3.1m AHD; Minimum finished floor level is 3.35m AHD
	Minimum finished ground level is 3.15m AHD; Minimum finished floor level is 3.4m AHD
	Minimum finished ground level is 3.2m AHD; Minimum finished floor level is 3.45m AHD
	Minimum finished ground level is 3.25m AHD; Minimum finished floor level is 3.5m AHD
	Minimum finished ground level is 3.3m AHD; Minimum finished floor level is 3.55m AHD
	Minimum finished ground level is 3.35m AHD; Minimum finished floor level is 3.6m AHD
	Minimum finished ground level is 3.4m AHD; Minimum finished floor level is 3.65m AHD
	Minimum finished ground level is 3.45m AHD; Minimum finished floor level is 3.7m AHD
	Minimum finished ground level is 3.5m AHD; Minimum finished floor level is 3.7m AHD
	Minimum finished ground level is 3.5m AHD; Minimum finished floor level is 3.75m AHD
	Minimum finished ground level is 3.55m AHD; Minimum finished floor level is 3.8m AHD
	Minimum finished ground level is 3.6m AHD; Minimum finished floor level is 3.85m AHD
	Minimum finished ground level is 3.65m AHD; Minimum finished floor level is 3.9m AHD
	Minimum finished ground level is 3.7m AHD; Minimum finished floor level is 3.95m AHD
	Minimum finished ground level is 3.75m AHD; Minimum finished floor level is 4m AHD
	Minimum finished ground level is 3m AHD; Minimum finished floor level is 3.25m AHD
	Minimum finished ground level is 4m AHD; Minimum finished floor level is 4.25m AHD
	Minimum finished ground level is 2.05m AHD; Minimum finished floor level is 2.3m AHD
	Minimum finished ground level is 2.8m AHD; Minimum finished floor level is 3.05m AHD
	Minimum finished ground level is 3.05m AHD; Minimum finished floor level is 3.3m AHD
	Minimum finished ground level is 3.8m AHD; Minimum finished floor level is 4.05m AHD
	Minimum finished floor level is 1.87m AHD
	Minimum finished floor level is 10m AHD
	Minimum finished floor level is 10.1m AHD
	Minimum finished floor level is 10.23m AHD
	Minimum finished floor level is 10.31m AHD
	Minimum finished floor level is 10.43m AHD
	Minimum finished floor level is 10.54m AHD
	Minimum finished floor level is 10.88m AHD
	Minimum finished floor level is 11.07m AHD
	Minimum finished floor level is 11.52m AHD
	Minimum finished floor level is 11.71m AHD
	Minimum finished floor level is 11.8m AHD
	Minimum finished floor level is 13.06m AHD
	Minimum finished floor level is 13.18m AHD
	Minimum finished floor level is 13.88m AHD
	Minimum finished floor level is 15.73m AHD
	Minimum finished floor level is 16.19m AHD
	Minimum finished floor level is 17.03m AHD
	Minimum finished floor level is 17.05m AHD
	Minimum finished floor level is 17.07m AHD
	Minimum finished floor level is 17.32m AHD
	Minimum finished floor level is 17.58m AHD
	Minimum finished floor level is 19.13m AHD
	Minimum finished floor level is 19.23m AHD

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	Finished Ground and Floor Levels
	Minimum finished floor level is 19.42m AHD
	Minimum finished floor level is 19.47m AHD
	Minimum finished floor level is 2.18m AHD
	Minimum finished floor level is 2.26m AHD
	Minimum finished floor level is 2.57m AHD
	Minimum finished floor level is 2.59m AHD
	Minimum finished floor level is 2.68m AHD
	Minimum finished floor level is 2.76m AHD
	Minimum finished floor level is 2.8m AHD
	Minimum finished floor level is 2.88m AHD
	Minimum finished floor level is 2.97m AHD
	Minimum finished floor level is 3.07m AHD
	Minimum finished floor level is 3.16m AHD
	Minimum finished floor level is 3.28m AHD
	Minimum finished floor level is 3.36m AHD
	Minimum finished floor level is 3.42m AHD
	Minimum finished floor level is 3.53m AHD
	Minimum finished floor level is 3.81m AHD
	Minimum finished floor level is 4.02m AHD
	Minimum finished floor level is 4.06m AHD
	Minimum finished floor level is 4.21m AHD
	Minimum finished floor level is 4.26m AHD
	Minimum finished floor level is 4.33m AHD
	Minimum finished floor level is 4.43m AHD
	Minimum finished floor level is 4.48m AHD
	Minimum finished floor level is 4.5m AHD
	Minimum finished floor level is 4.58m AHD
	Minimum finished floor level is 4.71m AHD
	Minimum finished floor level is 4.73m AHD
	Minimum finished floor level is 4.75m AHD
	Minimum finished floor level is 4.8m AHD
	Minimum finished floor level is 4.88m AHD
	Minimum finished floor level is 5.04m AHD
	Minimum finished floor level is 5.12m AHD
	Minimum finished floor level is 5.27m AHD
	Minimum finished floor level is 5.59m AHD
	Minimum finished floor level is 5.62m AHD
	Minimum finished floor level is 5.71m AHD
	Minimum finished floor level is 5.98m AHD
	Minimum finished floor level is 6.06m AHD
	Minimum finished floor level is 6.16m AHD
	Minimum finished floor level is 6.26m AHD
	Minimum finished floor level is 6.4m AHD
	Minimum finished floor level is 6.48m AHD
	Minimum finished floor level is 6.68m AHD
	Minimum finished floor level is 6.73m AHD
	Minimum finished floor level is 7.32m AHD
	Minimum finished floor level is 7.33m AHD
	Minimum finished floor level is 7.36m AHD
	Minimum finished floor level is 7.39m AHD
	Minimum finished floor level is 7.41m AHD
	Minimum finished floor level is 7.46m AHD
	Minimum finished floor level is 8.56m AHD
	Minimum finished floor level is 8.59m AHD
	Minimum finished floor level is 8.71m AHD

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		Finished Ground and Floor Levels
		Minimum finished floor level is 8.93m AHD
		Minimum finished floor level is 9.02m AHD
		Minimum finished floor level is 9.31m AHD
		Minimum finished floor level is 9.51m AHD
		Minimum finished floor level is 9.55m AHD
		Minimum finished floor level is 9.68m AHD
		Minimum finished floor level is 9.77m AHD
		Minimum finished floor level is 9.85m AHD
		Minimum finished floor level is 4.64m AHD
		In instances where no finished floor level value is specified, a building incorporates a finished floor level at least 300mm above the height of a 1% AEP flood event.
Environmental Protection		
<p>PO 3.1</p> <p>Buildings and structures used either partly or wholly to contain or store hazardous materials are designed to prevent spills or leaks leaving the confines of the building during a 1% AEP flood event to avoid potential environmental harm.</p>	<p>DTS/DPF 3.1</p> <p>Development involving the storage or disposal of hazardous materials is wholly located outside of the 1% AEP flood plain or flow path.</p>	

Item 1.1.2 - Attachment 5 - Draft Code Amendment

Part 3 - Overlays

Hazards (Flooding) Overlay

Assessment Provisions (AP)

Desired Outcome (DO)

Desired Outcome	
DO 1	Impacts on people, property, infrastructure and the environment from high flood risk are minimised by retaining areas free from development, and minimising intensification where development has occurred.

Performance Outcomes (PO) and Deemed-to-Satisfy (DTS) Criteria / Designated Performance Feature (DPF)

Performance Outcome	Deemed-to-Satisfy Criteria / Designated Performance Feature
Land Division	
PO 1.1 Land division is limited to areas where the consequences to buildings and safety are low and can be readily managed or overcome.	DTS/DPF 1.1 None are applicable.
Land Use	
PO 2.1 Development sited and designed to minimise exposure of people and property to unacceptable flood risk.	DTS/DPF 2.1 None are applicable.
PO 2.2 Buildings housing vulnerable people, community services facilities, key infrastructure and emergency services are sited away from flood prone areas to enable uninterrupted operation of services and reduce likelihood of entrapment.	DTS/DPF 2.2 Child care facilities, educational facilities, retirement and supported accommodation, emergency services facilities, hospitals and prisons are not located within the Overlay area.
Flood Resilience	
PO 3.1 Development avoids the need for flood protection works.	DTS/DPF 3.1 None are applicable.
PO 3.2 Development does not cause unacceptable impacts on any adjoining property by the diversion of flood waters or an increase in flood velocity or flood level.	DTS/DPF 3.2 None are applicable.
PO 3.3 Development does not impede the flow of floodwaters through the allotment or the surrounding land, or cause an unacceptable loss of flood storage.	DTS/DPF 3.3 None are applicable.

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PO 3.4	Development avoids frequently flooded or high velocity areas, other than where it is part of a flood mitigation scheme to reduce flood impact.	DTS/DPF 3.4	Other than a recreation area, development is located outside of the 5% AEP principal flow path.
PO 3.5	Buildings are sited, designed and constructed to prevent the entry of floodwaters in a 1% AEP flood event where the entry of floodwaters is likely to result in undue damage to, or compromise ongoing activities within, buildings.	DTS/DPF 3.5	Buildings comprise one of the following: <ul style="list-style-type: none"> (a) a porch or portico with at least 2 open sides (b) a verandah with at least 3 open sides (c) a carport or outbuilding with at least 2 open sides (whichever elevations face the direction of the flow) (d) any post construction with open sides (e) a building with a finished floor level that is at least 300mm above the height of a 1% AEP flood event.
PO 3.6	Fences do not unreasonably impede floodwaters.	DTS/DPF 3.6	A post and wire fence (other than a chain mesh fence).
Environmental Protection			
PO 4.1	Buildings and structures used either partly or wholly to contain or store hazardous materials are designed to prevent spills or leaks leaving the confines of the building during a 1% AEP flood event to avoid potential environmental harm.	DTS/DPF 4.1	Development involving the storage or disposal of hazardous materials is wholly located outside of the 1% AEP flood plain or flow path.
PO 4.2	Development does not create or aggravate the potential for erosion or siltation or lead to the destruction of vegetation during a flood.	DTS/DPF 4.2	None are applicable.
Site Earthworks			
PO 5.1	The depth and extent of filling required to raise the finished floor level of a building does not cause unacceptable impact on any adjoining property by diversion of flood waters, an increase in flood velocity or flood level, or an unacceptable loss of flood storage.	DTS/DPF 5.1	None are applicable.
PO 5.2	Driveways, access tracks and parking areas are designed and constructed to minimise excavation and filling.	DTS/DPF 5.2	Filling for ancillary purposes: <ul style="list-style-type: none"> (a) does not exceed 300mm above existing ground level (b) is no more than 5m wide.
Access			
PO 6.1	Development does not occur on land: <ul style="list-style-type: none"> (a) from which evacuation to areas not vulnerable to flood risk is not possible during a 1% AEP flood event (b) which cannot be accessed by emergency services vehicles or essential utility service vehicles during a 1% AEP flood event. 	DTS/DPF 6.1	None are applicable.
PO 6.2	Access driveways and tracks to significant development (i.e. dwellings,	DTS/DPF 6.2	None are applicable.

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places of work, etc.) consist of a safe, all-weather trafficable surface that is accessible during a 1% AEP flood event.	

Part 3 - Overlays

Major Urban Transport Routes Overlay

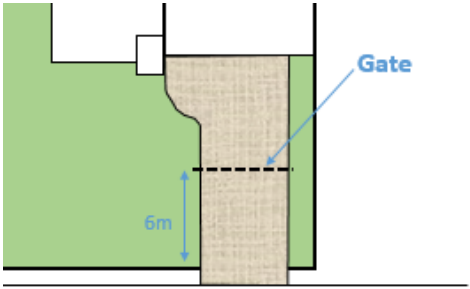
Assessment Provisions (AP)

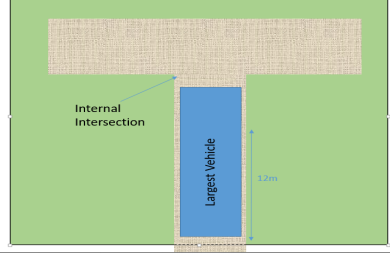
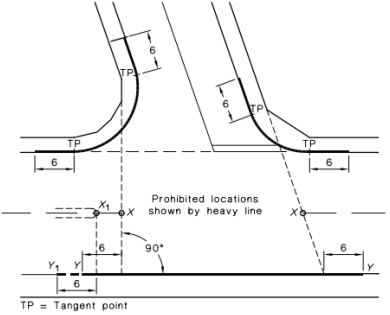
Desired Outcome (DO)

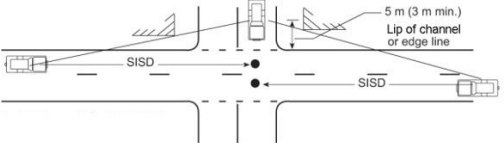
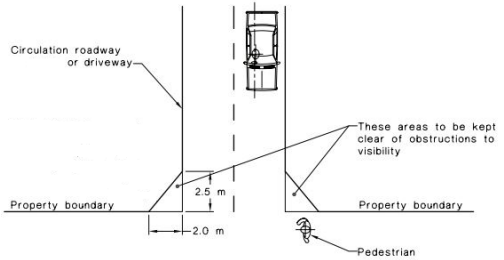
Desired Outcome	
DO 1	Safe and efficient operation of Major Urban Transport Routes for all road users.
DO 2	Provision of safe and efficient access to and from Major Urban Transport Routes.

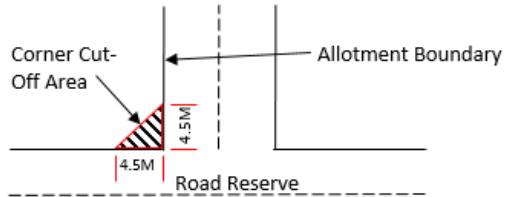
Performance Outcomes (PO) and Deemed to Satisfy (DTS) / Designated Performance Feature (DPF) Criteria

Performance Outcome	Deemed-to-Satisfy Criteria / Designated Performance Feature
Access - Safe Entry and Exit (Traffic Flow)	
<p>PO 1.1</p> <p>Access is designed to allow safe entry and exit to and from a site to meet the needs of development and minimise traffic flow interference associated with access movements along adjacent State Maintained Roads.</p>	<p>DTS/DPF 1.1</p> <p>An access point satisfies (a), (b) or (c):</p> <p>(a) where servicing a single (1) residential dwelling / residential allotment:</p> <ul style="list-style-type: none"> (i) it will not result in more than one access point (ii) vehicles can enter and exit the site in a forward direction (iii) vehicles can cross the property boundary at an angle between 70 degrees and 90 degrees (iv) passenger vehicles (with a length up to 5.2m) can enter and exit the site wholly within the kerbside lane of the road (v) have a width of between 3m and 4m (measured at the site boundary). <p>(b) where the development will result in 2 and up to 6 dwellings:</p> <ul style="list-style-type: none"> (i) it will not result in more than one access point servicing the development site (ii) entry and exit movements are left turn only (iii) vehicles can enter and exit the site in a forward direction (iv) vehicles can cross the property boundary at an angle between 70 degrees and 90 degrees; (v) passenger vehicles (with a length up to 5.2m) can enter and exit the site wholly within the kerbside lane of the road (vi) have a width of between 5.8m to 6m (measured at the site boundary) and an access depth of 6m (measured from the site boundary into the site). <p>(c) where the development will result in over 7 dwellings, or is a non-residential land use:</p> <ul style="list-style-type: none"> (i) it will not result in more than one access point servicing the development site (ii) vehicles can enter and exit the site using left turn only movements (iii) vehicles can enter and exit the site in a forward direction (iv) vehicles can cross the property boundary at an angle between 70 degrees and 90 degrees (v) have a width of between 6m and 7m (measured at the site boundary), where the development is expected to accommodate vehicles with a length of 6.4m or less (vi) have a width of between 6m and 9m (measured at the site boundary), where the development is expected to accommodate vehicles with a length from 6.4m to 8.8m

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	<p>(vii) have a width of between 9m and 12m (measured at the site boundary), where the development is expected to accommodate vehicles with a length from 8.8m to 12.5m</p> <p>(viii) provides for simultaneous two-way vehicle movements at the access; A. with entry and exit movements for vehicles with a length up to 5.2m vehicles being fully within the kerbside lane of the road and B. with entry movements of 8.8m vehicles (where relevant) being fully within the kerbside lane of the road and the exit movements of 8.8m vehicles do not cross the centreline of the road.</p>
Access - On-Site Queuing	
<p>PO 2.1</p> <p>Sufficient accessible on-site queuing adjacent to access points is provided to meet the needs of development so that all vehicle queues can be contained fully within the boundaries of the development site, to minimise interruption of the functional performance of the road and maintain safe vehicle movements.</p>	<p>DTS/DPF 2.1</p> <p>An access point in accordance with one of the following:</p> <p>(a) will not service, or is not intended to service, more than 6 dwellings and there are no internal driveways, intersections, car parking spaces or gates within 6.0m of the access point (measured from the site boundary into the site) as shown in the following diagram:</p>  <p>(b) will service, or is intended to service, development that will generate less than 60 vehicle movements per day and:</p> <ul style="list-style-type: none"> (i) is expected to be serviced by vehicles with a length no greater than 6.4m (ii) there are no internal driveways, intersections, parking spaces or gates within 6.0m of the access point (measured from the site boundary into the site). <p>(c) will service, or is intended to service, development that will generate less than 60 vehicle movements per day and:</p> <ul style="list-style-type: none"> (i) is expected to be serviced by vehicles with a length greater than a 6.4m small rigid vehicle (ii) there are no internal driveways, intersections, parking spaces or gates within 6.0m of the access point (measured from the site boundary into the site) (iii) any termination of, or change in priority of movement within the main car park aisle is located far enough into the site so that the largest vehicle expected on-site can store fully within the site before being required to stop (iv) all parking or manoeuvring areas for commercial vehicles are located a minimum of 12m or the length of the largest vehicle expected on site from the access (measured from the site boundary into the site) as shown in the following diagram:

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Access – Location (Spacing) - Existing Access Points	
<p>PO 3.1</p> <p>Existing access points designed to accommodate the type and volume of traffic likely to be generated by the development.</p>	<p>DTS/DPF 3.1</p> <p>An existing access point satisfies (a), (b) or (c):</p> <ul style="list-style-type: none"> (a) it will not service, or is not intended to service, more than 6 dwellings (b) it is not located on a Controlled Access Road and will not service development that will result in a larger class of vehicle expected to access the site using the existing access (c) it is not located on a Controlled Access Road and development constitutes: <ul style="list-style-type: none"> (i) a change of use between an office <500m² gross leasable floor area and a consulting room <500m² gross leasable floor area or vice versa (ii) a change in use from a shop to an office, consulting room or personal or domestic services establishment (iii) a change of use from a consulting room or office <250m² gross leasable floor area to shop <250m² gross leasable floor area (iv) a change of use from a shop <500m² gross leasable floor area to a warehouse <500m² gross leasable floor area (v) an office or consulting room with a gross leasable floor area <500m² (vi) a change of use from residential dwelling to a shop, office, consulting room or personal or domestic services establishment with <250m² gross leasable floor area.
Access – Location (Spacing) – New Access Points	
<p>PO 4.1</p> <p>New access points are spaced apart from any existing access point or public road junction to manage impediments to traffic flow and maintain safe and efficient operating conditions on the road.</p>	<p>DTS/DPF 4.1</p> <p>A new access point satisfies (a), (b) or (c):</p> <ul style="list-style-type: none"> (a) where a development site is intended to serve between 1 and 6 dwellings, access to the site is from the local road network (not being a Controlled Access Road) and is located outside of the bold lines shown in the following diagram: <div data-bbox="954 1312 1345 1626" style="text-align: center;">  <p>TP = Tangent point</p> <p>NOTE: The points marked X₁ and X are respectively at the median end on a divided road and at the intersection of the main road centre-line and the extensions of the side road property lines shown as dotted lines, on an undivided road. On a divided road, dimension Y-J extends to Point Y₁.</p> </div> (b) where the development site is intended to serve between 1 and 6 dwellings, the new access: <ul style="list-style-type: none"> (i) is not located on a Controlled Access Road (ii) is not located on a section of road affected by double barrier lines (iii) will be on a road with a speed environment of 70km/h or less (iv) is located outside of the bold lines on the diagram shown in the diagram following part (a)

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	<p>(v) located minimum of 6m from a median opening or pedestrian crossing.</p> <p>(c) where DTS/DPF 4.1 part (a) and (b) do not apply and access from an alternative local road at least 25m from the State Maintained Road is not available, and the access is not located on a Controlled Access Road, the new access is separated in accordance with the following:</p> <table border="1" data-bbox="884 376 1390 725"> <thead> <tr> <th>Speed Limit</th> <th>Separation between access points</th> <th>Separation from public road junctions and merging/terminating lanes</th> </tr> </thead> <tbody> <tr> <td>50 km/h or less</td> <td>No spacing requirement</td> <td>20m</td> </tr> <tr> <td>60 km/h</td> <td>5m (for development intended to serve between 1 and 6 dwellings) and 20m for all other cases</td> <td>123m</td> </tr> <tr> <td>70 km/h</td> <td>55m</td> <td>151m</td> </tr> <tr> <td>80 km/h</td> <td>70m</td> <td>181m</td> </tr> <tr> <td>90 km/h</td> <td>90m</td> <td>214m</td> </tr> <tr> <td>100 km/h</td> <td>110m</td> <td>248m</td> </tr> <tr> <td>110 km/h</td> <td>135m</td> <td>285m</td> </tr> </tbody> </table>	Speed Limit	Separation between access points	Separation from public road junctions and merging/terminating lanes	50 km/h or less	No spacing requirement	20m	60 km/h	5m (for development intended to serve between 1 and 6 dwellings) and 20m for all other cases	123m	70 km/h	55m	151m	80 km/h	70m	181m	90 km/h	90m	214m	100 km/h	110m	248m	110 km/h	135m	285m			
Speed Limit	Separation between access points	Separation from public road junctions and merging/terminating lanes																										
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Access - Location (Sight Lines)																												
<p>PO 5.1</p> <p>Access points are located and designed to accommodate sight lines that enable drivers and pedestrians to navigate potential conflict points with roads in a controlled and safe manner.</p>	<p>DTS/DPF 5.1</p> <p>An access point satisfies (a) and (c) or (b) and (c):</p> <p>(a) the development site does or is intended to serve between 1 and 6 dwellings and utilises an existing access point or</p> <p>(b) drivers approaching or exiting an access point have an unobstructed line of sight in accordance with the following (measured at a height of 1.1m above the surface of the road):</p> <table border="1" data-bbox="884 1066 1390 1263"> <thead> <tr> <th>Speed Limit</th> <th>Access Point serving 1-6 dwellings</th> <th>Access point serving all other development</th> </tr> </thead> <tbody> <tr> <td>40 km/h or less</td> <td>47m</td> <td>73m</td> </tr> <tr> <td>50 km/h</td> <td>63m</td> <td>97m</td> </tr> <tr> <td>60 km/h</td> <td>81m</td> <td>123m</td> </tr> <tr> <td>70 km/h</td> <td>100m</td> <td>151m</td> </tr> <tr> <td>80 km/h</td> <td>121m</td> <td>181m</td> </tr> <tr> <td>90 km/h</td> <td>144m</td> <td>226m</td> </tr> <tr> <td>100 km/h</td> <td>169m</td> <td>262m</td> </tr> <tr> <td>110km/h</td> <td>195m</td> <td>300m</td> </tr> </tbody> </table>  <p>(c) pedestrian sightlines in accordance with the following diagram:</p> 	Speed Limit	Access Point serving 1-6 dwellings	Access point serving all other development	40 km/h or less	47m	73m	50 km/h	63m	97m	60 km/h	81m	123m	70 km/h	100m	151m	80 km/h	121m	181m	90 km/h	144m	226m	100 km/h	169m	262m	110km/h	195m	300m
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Access - Mud and Debris			
PO 6.1 Access points constructed to minimise mud or other debris being carried or transferred onto the road to ensure safe road operating conditions.	DTS/DPF 6.1 Where the road has an unsealed shoulder and the road is not kerbed the access way is sealed from the edge of seal on the road for a minimum of 10m or to the property boundary (whichever is closer)		
Access - Stormwater			
PO 7.1 Access points designed to minimise negative impact on roadside drainage of water.	DTS/DPF 7.1 Development does not: (a) decrease the capacity of an existing drainage point (b) restrict or prevent the flow of stormwater to an existing drainage point and system (c) results in access points becoming stormwater flow paths directly onto the road.		
Building on Road Reserve			
PO 8.1 Buildings or structures that encroach onto, above or below road reserves designed and sited to minimise impact on safe movements by all road users.	DTS/DPF 8.1 No encroachment of buildings or structures onto, above or below the road reserve.		
Public Road Junctions			
PO 9.1 New junctions with public roads (including the opening of unmade public road junctions) or modifications to existing road junctions located and designed to ensure safe and efficient road operating conditions are maintained on the State Maintained Road.	DTS/DPF 9.1 Development does not comprise any of the following: (a) creating a new junction with a public road (b) opening an unmade public road junction (c) modifying an existing public road junction.		
Corner Cut-Offs			
PO 10.1 Development is located and designed to maintain sightlines for drivers turning into and out of public road junctions to contribute to driver safety.	DTS/DPF 10.1 Development does not involve building work, or building work is located wholly outside the land shown as 'Corner Cut-Off Area' in the following diagram: 		

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Part 3 - Overlays

Native Vegetation Overlay

Assessment Provisions (AP)

Desired Outcome (DO)

Desired Outcome	
DO 1	Areas of native vegetation are protected, retained and restored in order to sustain biodiversity, threatened species and vegetation communities, fauna habitat, ecosystem services, carbon storage and amenity values.

Performance Outcomes (PO) and Deemed-to-Satisfy (DTS) Criteria / Designated Performance Feature (DPF)

Performance Outcome	Deemed-to-Satisfy Criteria / Designated Performance Feature
Environmental Protection	
<p>PO 1.1</p> <p>Development avoids, or where it cannot be practically avoided, minimises the clearance of native vegetation taking into account the siting of buildings, access points, bushfire protection measures and building maintenance.</p>	<p>DTS/DPF 1.1</p> <p>An application is accompanied by:</p> <ul style="list-style-type: none"> (a) a declaration stating that the proposal will not, or would not, involve clearance of native vegetation under the Native Vegetation Act 1991, including any clearance that may occur: <ul style="list-style-type: none"> (i) in connection with a relevant access point and / or driveway (ii) within 10m of a building (other than a residential building or tourist accommodation) (iii) within 20m of a dwelling or addition to an existing dwelling for fire prevention and control (iv) within 50m of residential or tourist accommodation in connection with a requirement under a relevant overlay to establish an asset protection zone in a bushfire prone area <p>or</p> <ul style="list-style-type: none"> (b) a report prepared in accordance with Regulation 18(2)(a) of the Native Vegetation Regulations 2017 that establishes that the clearance is categorised as 'Level 1 clearance'.
<p>PO 1.2</p> <p>Native vegetation clearance in association with development avoids the following:</p> <ul style="list-style-type: none"> (a) significant wildlife habitat and movement corridors (b) rare, vulnerable or endangered plants species (c) native vegetation that is significant because it is located in an area which has been extensively cleared (d) native vegetation that is growing in, or in association with, a wetland environment. 	<p>DTS/DPF 1.2</p> <p>None are applicable.</p>
<p>PO 1.3</p> <p>Intensive animal husbandry, commercial forestry and agricultural activities are sited, set back and designed to minimise impacts on native vegetation, including impacts on native vegetation in an adjacent State Significant Native Vegetation Area, from:</p>	<p>DTS/DPF 1.3</p> <p>Development within 500 metres of a boundary of a State Significant Native Vegetation Area does not involve any of the following:</p> <ul style="list-style-type: none"> (a) horticulture (b) intensive animal husbandry

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<ul style="list-style-type: none"> (a) in the case of commercial forestry, the spread of fires from a plantation (b) the spread of pest plants and phytophthora (c) the spread of non-indigenous plants species (d) excessive nutrient loading of the soil or loading arising from surface water runoff (e) soil compaction (f) chemical spray drift. 	<ul style="list-style-type: none"> (c) dairy (d) commercial forestry (e) aquaculture. 		
<p>PO 1.4</p> <p>Development restores and enhances biodiversity and habitat values through revegetation using locally indigenous plant species.</p>	<p>DTS/DPF 1.4</p> <p>None are applicable.</p>		
Land division			
<p>PO 2.1</p> <p>Land division does not result in the fragmentation of land containing native vegetation, or necessitate the clearance of native vegetation, unless such clearance is considered minor, taking into account the location of allotment boundaries, access ways, fire breaks, boundary fencing and potential building siting or the like.</p>	<p>DTS/DPF 2.1</p> <p>Land division where:</p> <ul style="list-style-type: none"> (a) an application is accompanied by one of the following: <ul style="list-style-type: none"> (i) a declaration stating that none of the allotments in the proposed plan of division contain native vegetation under the <i>Native Vegetation Act 1991</i> (ii) a declaration stating that no native vegetation clearance under the <i>Native Vegetation Act 1991</i> will be required as a result of the division of land (iii) a report prepared in accordance with Regulation 18(2)(a) of the Native Vegetation Regulations 2017 that establishes that the vegetation to be cleared is categorised as 'Level 1 clearance' or (b) an application for land division which is being considered concurrently with a proposal to develop each allotment which will satisfy, or would satisfy, the requirements of DTS/DPF 1.1, including any clearance that may occur or (c) the division is to support a Heritage Agreement under the Native Vegetation Act 1991 or the <i>Heritage Places Act 1993</i>. 		

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Part 3 - Overlays

Non-Stop Corridors Overlay

Assessment Provisions (AP)

Desired Outcome (DO)

Desired Outcome	
DO 1	Safe and efficient operation of non-stop corridors, where free-flowing traffic movement is prioritised.

Performance Outcomes (PO) and Deemed to Satisfy (DTS) / Designated Performance Feature (DPF) Criteria

Performance Outcome	Deemed-to-Satisfy Criteria / Designated Performance Feature
Non-Stop Corridor Overlay	
PO 1.1 The safety, efficiency and functional performance of non-stop corridors is maintained.	DTS/DPF 1.1 None are applicable.

Part 3 - Overlays

Regulated and Significant Tree Overlay

Assessment Provisions (AP)

Desired Outcome (DO)

Desired Outcome	
DO 1	Conservation of regulated and significant trees to provide aesthetic and environmental benefits and mitigate tree loss.

Performance Outcomes (PO) and Deemed to Satisfy (DTS) / Designated Performance Feature (DPF) Criteria

Performance Outcome	Deemed-to-Satisfy Criteria / Designated Performance Feature
Tree Retention and Health	
PO 1.1 Regulated trees are retained where they: <ul style="list-style-type: none"> (a) make an important visual contribution to local character and amenity (b) are indigenous to the local area and listed under the <i>National Parks and Wildlife Act 1972</i> as a rare or endangered native species and / or (c) provide an important habitat for native fauna. 	DTS/DPF 1.1 None are applicable.
PO 1.2 Significant trees are retained where they: <ul style="list-style-type: none"> (a) make an important contribution to the character or amenity of the local area (b) are indigenous to the local area and are listed under the <i>National Parks and Wildlife Act 1972</i> as a rare or endangered native species (c) represent an important habitat for native fauna (d) are part of a wildlife corridor of a remnant area of native vegetation (e) are important to the maintenance of biodiversity in the local environment and / or (f) form a notable visual element to the landscape of the local area. 	DTS/DPF 1.2 None are applicable.
PO 1.3 A tree damaging activity not in connection with other development satisfies (a) and (b): <ul style="list-style-type: none"> (a) tree damaging activity is only undertaken to: <ul style="list-style-type: none"> (i) remove a diseased tree where its life expectancy is short (ii) mitigate an unacceptable risk to public or private safety due to limb drop or the like (iii) rectify or prevent extensive damage to a building of value as comprising any of the following: <ul style="list-style-type: none"> A. a Local Heritage Place B. a State Heritage Place C. a substantial building of value and there is no reasonable alternative to rectify or prevent such damage other than to undertake a tree damaging activity	DTS/DPF 1.3 None are applicable.

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<p>(iv) reduce an unacceptable hazard associated with a tree within 20m of an existing residential, tourist accommodation or other habitable building from bushfire</p> <p>(v) treat disease or otherwise in the general interests of the health of the tree and / or</p> <p>(vi) maintain the aesthetic appearance and structural integrity of the tree</p> <p>(b) in relation to a significant tree, tree-damaging activity is avoided unless all reasonable remedial treatments and measures have been determined to be ineffective.</p>		
<p>PO 1.4</p> <p>A tree-damaging activity in connection with other development satisfies all the following:</p> <p>(a) it accommodates the reasonable development of land in accordance with the relevant zone or subzone where such development might not otherwise be possible</p> <p>(b) in the case of a significant tree, all reasonable development options and design solutions have been considered to prevent substantial tree-damaging activity occurring.</p>	DTS/DPF 1.4	None are applicable.
Ground work affecting trees		
<p>PO 2.1</p> <p>Regulated and significant trees, including their root systems, are not unduly compromised by excavation and / or filling of land, or the sealing of surfaces within the vicinity of the tree to support their retention and health.</p>	DTS/DPF 2.1	None are applicable.
Land Division		
<p>PO 3.1</p> <p>Land division results in an allotment configuration that enables its subsequent development and the retention of regulated and significant trees as far as is reasonably practicable.</p>	DTS/DPF 3.1	<p>Land division where:</p> <p>(a) there are no regulated or significant trees located within or adjacent to the plan of division</p> <p>or</p> <p>(b) the application demonstrates that an area exists to accommodate subsequent development of proposed allotments after an allowance has been made for a tree protection zone around any regulated tree within and adjacent to the plan of division.</p>

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Part 3 - Overlays

Traffic Generating Development Overlay

Assessment Provisions (AP)

Desired Outcome (DO)

Desired Outcome	
DO 1	Safe and efficient operation of Urban Transport Routes and Major Urban Transport Routes for all road users.
DO 2	Provision of safe and efficient access to and from urban transport routes and major urban transport routes.

Performance Outcomes (PO) and Deemed to Satisfy (DTS) / Designated Performance Feature (DPF) Criteria

Performance Outcome	Deemed-to-Satisfy Criteria / Designated Performance Feature
Traffic Generating Development	
<p>PO 1.1</p> <p>Development designed to minimise its potential impact on the safety, efficiency and functional performance of the State Maintained Road network.</p>	<p>DTS/DPF 1.1</p> <p>Access is obtained directly from a State Maintained Road where it involves any of the following types of development:</p> <ul style="list-style-type: none"> (a) building, or buildings, containing in excess of 50 dwellings (b) land division creating 50 or more additional allotments (c) commercial development with a gross floor area of 10,000m2 or more (d) retail development with a gross floor area of 2,000m2 or more (e) a warehouse or transport depot with a gross leasable floor area of 8,000m2 or more (f) industry with a gross floor area of 20,000m2 or more (g) educational facilities with a capacity of 250 students or more.
<p>PO 1.2</p> <p>Access points sited and designed to accommodate the type and volume of traffic likely to be generated by development.</p>	<p>DTS/DPF 1.2</p> <p>Access is obtained directly from a State Maintained Road where it involves any of the following types of development:</p> <ul style="list-style-type: none"> (a) building, or buildings, containing in excess of 50 dwellings (b) land division creating 50 or more additional allotments (c) commercial development with a gross floor area of 10,000m2 or more (d) retail development with a gross floor area of 2,000m2 or more (e) a warehouse or transport depot with a gross leasable floor area of 8,000m2 or more (f) industry with a gross floor area of 20,000m2 or more (g) educational facilities with a capacity of 250 students or more.
<p>PO 1.3</p> <p>Sufficient accessible on-site queuing provided to meet the needs of the development so that queues do not impact on the State Maintained Road network.</p>	<p>DTS/DPF 1.3</p> <p>Access is obtained directly from a State Maintained Road where it involves any of the following types of development:</p> <ul style="list-style-type: none"> (a) building, or buildings, containing in excess of 50 dwellings (b) land division creating 50 or more additional allotments (c) commercial development with a gross floor area of 10,000m2 or more

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	<ul style="list-style-type: none">(d) retail development with a gross floor area of 2,000m2 or more(e) a warehouse or transport depot with a gross leasable floor area of 8,000m2 or more(f) industry with a gross floor area of 20,000m2 or more(g) educational facilities with a capacity of 250 students or more.

Part 3 - Overlays

Water Resources Overlay

Assessment Provisions (AP)

Desired Outcome (DO)

Desired Outcome	
DO 1	Protection of the quality of surface waters considering adverse water quality impacts associated with projected reductions in rainfall and warmer air temperatures as a result of climate change.
DO 2	Maintain the conveyance function and natural flow paths of watercourses to assist in the management of flood waters and stormwater runoff.

Performance Outcomes (PO) and Deemed-to-Satisfy (DTS) Criteria / Designated Performance Feature (DPF)

Performance Outcome	Deemed-to-Satisfy Criteria / Designated Performance Feature
Water Catchment	
PO 1.1 Watercourses and their beds, banks, wetlands and floodplains (1% AEP flood extent) are not damaged or modified and are retained in their natural state, except where modification is required for essential access or maintenance purposes.	DTS/DPF 1.1 None are applicable.
PO 1.2 Development avoids interfering with the existing hydrology or water regime of swamps and wetlands other than to improve the existing conditions to enhance environmental values.	DTS/DPF 1.2 None are applicable.
PO 1.3 Wetlands and low-lying areas providing habitat for native flora and fauna are not drained, except temporarily for essential management purposes to enhance environmental values.	DTS/DPF 1.3 None are applicable.
PO 1.4 Watercourses, areas of remnant native vegetation, or areas prone to erosion that are capable of natural regeneration are fenced off to limit stock access.	DTS/DPF 1.4 None are applicable.
PO 1.5 Development that increases surface water run-off includes a suitably sized strip of vegetated land on each side of a watercourse to filter runoff to: (a) reduce the impacts on native aquatic ecosystems (b) minimise soil loss eroding into the watercourse.	DTS/DPF 1.5 A strip of land 20m or more wide measured from the top of existing banks on each side of the watercourse is free from development, livestock use and revegetated with locally indigenous vegetation.

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PO 1.6	Development resulting in the depositing or placing of an object or solid material in a watercourse or lake occurs only where it involves any of the following: (a) the construction of an erosion control structure (b) devices or structures used to extract or regulate water flowing in a watercourse (c) devices used for scientific purposes (d) the rehabilitation of watercourses.	DTS/DPF 1.6	None are applicable.
PO 1.7	Watercourses, floodplains (1% AEP flood extent) and wetlands protected and enhanced by retaining and protecting existing native vegetation.	DTS/DPF 1.7	None are applicable.
PO 1.8	Watercourses, floodplains (1% AEP flood extent) and wetlands are protected and enhanced by stabilising watercourse banks and reducing sediments and nutrients entering the watercourse.	DTS/DPF 1.8	None are applicable.
PO 1.9	Dams, water tanks and diversion drains are located and constructed to maintain the quality and quantity of flows required to meet environmental and downstream needs.	DTS/DPF 1.9	None are applicable.

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Attachment D – Proposed Code Policy

The following Zone policies are proposed to apply to the Affected Area.

Note for the purposes of brevity and ease of use, Assessment Tables 1 to 5 applying to each Zone have not been included (just the policies).

Please refer to the Planning and Design Code to view each of the tables applying to each zone (https://code.plan.sa.gov.au/home/browse_the_planning_and_design_code?code=browse).

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Part 2 - Zones and Sub Zones

Employment Zone

Assessment Provisions (AP)

Desired Outcome (DO)

Desired Outcome	
DO 1	A diverse range of low-impact light industrial, commercial and business activities that complement the role of other zones accommodating significant industrial, shopping and business activities.
DO 2	Distinctive building, landscape and streetscape design to achieve high visual and environmental amenity particularly along arterial roads, zone boundaries and public open spaces.

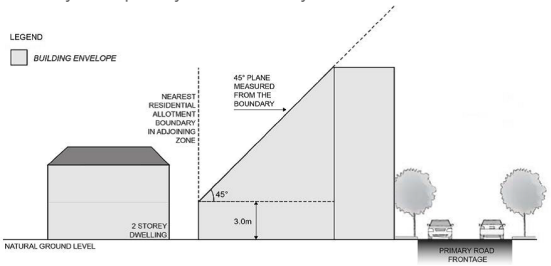
Performance Outcomes (PO) and Deemed-to-Satisfy (DTS) Criteria / Designated Performance Feature (DPF)

Performance Outcome	Deemed-to-Satisfy Criteria / Designated Performance Feature
Land Use and Intensity	
PO 1.1 A range of employment-generating light industrial, service trade, motor repair and other compatible businesses servicing the local community that do not produce emissions that would detrimentally affect local amenity.	DTS/DPF 1.1 Development comprises one or more of the following: (a) Advertisement (b) Consulting room (c) Indoor recreation facility (d) Light industry (e) Motor repair station (f) Office (g) Place of worship (h) Research facility (i) Retail fuel outlet (j) Service trade premises (k) Shop (l) Store (m) Telecommunications facility (n) Training facility (o) Warehouse.
PO 1.2 Shops provide convenient day-to-day services and amenities to local businesses and workers, support the sale of products manufactured on-site and otherwise complement the role of Activity Centres.	DTS/DPF 1.2 Shop where one of the following applies: (a) with a gross leasable floor area up to 100m ² (b) is a bulky goods outlet (c) is a restaurant (d) is ancillary to and located on the same allotment as an industry and primarily involves the sale by retail of goods manufactured by the industry.
PO 1.3 Telecommunication facilities located to mitigate impacts on visual amenity in residential areas.	DTS/DPF 1.3 Telecommunications facility in the form of a monopole: (a) up to a height of 30m (b) no closer than 50m to a neighbourhood-type zone.
PO 1.4	DTS/DPF 1.4

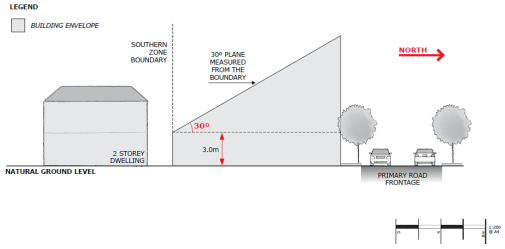
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Bulky good outlets and standalone shops are located to provide convenient access.	Bulky goods outlets and standalone shops are located on sites with a frontage to a State Maintained Road.		
Built Form and Character			
<p>PO 2.1</p> <p>Development achieves distinctive building, landscape and streetscape design to achieve high visual and environmental amenity particularly along arterial roads, zone boundaries and public open spaces.</p>	<p>DTS/DPF 2.1</p> <p>None are applicable.</p>		
<p>PO 2.2</p> <p>Building facades facing a boundary of a zone primarily intended to accommodate residential development, public roads, or public open space incorporate design elements to add visual interest by considering the following:</p> <p>(a) using a variety of building finishes (b) avoiding elevations that consist solely of metal cladding (c) using materials with a low reflectivity (d) using techniques to add visual interest and reduce large expanses of blank walls including modulation and incorporation of offices and showrooms along elevations visible to a public road.</p>	<p>DTS/DPF 2.2</p> <p>None are applicable.</p>		
Building height and setbacks			
<p>PO 3.1</p> <p>Buildings are set back from the primary street boundary to contribute to the existing/emerging pattern of street setbacks in the streetscape.</p>	<p>DTS/DPF 3.1</p> <p>The building line of a building set back from the primary street boundary:</p> <p>(a) at least the average setback to the building line of existing buildings on adjoining sites which face the same primary street (including those buildings that would adjoin the site if not separated by a public road or a vacant allotment) (b) where there is only one existing building on adjoining sites which face the same primary street (including those that would adjoin if not separated by a public road or a vacant allotment), not less than the setback to the building line of that building or (c) not less than 3m where no building exists on an adjoining site with the same primary street frontage.</p>		
<p>PO 3.2</p> <p>Buildings are set back from a secondary street boundary to accommodate the provision of landscaping between buildings and the street to enhance the appearance of land and buildings when viewed from the street.</p>	<p>DTS/DPF 3.2</p> <p>Building walls are no closer than 2m to the secondary street boundary.</p>		
<p>PO 3.3</p> <p>Buildings are set back from rear access ways to provide adequate manoeuvrability for vehicles to enter and exit the site.</p>	<p>DTS/DPF 3.3</p> <p>Building walls are set back from the rear access way:</p> <p>(a) where the access way is 6.5m wide or more, no requirement (b) where the access way is less than 6.5m wide, the distance equal to the additional width required to make the access way at least 6.5m wide.</p>		
<p>PO 3.4</p> <p>Buildings are sited to accommodate vehicle access to the rear of a site for deliveries, maintenance and emergency purposes.</p>	<p>DTS/DPF 3.4</p> <p>Building walls are set back at least 3m from at least one side boundary, unless an alternative means for vehicular access to the rear of the site is available.</p>		
<p>PO 3.5</p> <p>Building height is consistent with the form expressed in any relevant <i>Maximum Building Height (Levels) Technical and Numeric Variation</i> layer, and is otherwise generally low-rise to complement the established streetscape and local character.</p>	<p>DTS/DPF 3.5</p> <p>Building height is not greater than:</p> <p>(a) the following:</p> <table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Maximum Building Height (Levels)</td> </tr> <tr> <td>Maximum building height is 1 level</td> </tr> </table>	Maximum Building Height (Levels)	Maximum building height is 1 level
Maximum Building Height (Levels)			
Maximum building height is 1 level			

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	<p>Maximum building height is 2 levels</p> <p>Maximum building height is 3 levels</p> <p>Maximum building height is 4 levels</p> <p>Maximum building height is 6 levels</p> <p>Maximum building height is 7 levels</p> <p style="text-align: center;">Maximum Building Height (Metres)</p> <p>Maximum building height is 6m</p> <p>Maximum building height is 8m</p> <p>Maximum building height is 8.5m</p> <p>Maximum building height is 9m</p> <p>Maximum building height is 10m</p> <p>Maximum building height is 12m</p> <p>Maximum building height is 12.5m</p> <p>Maximum building height is 22m</p> <p>Maximum building height is 24.5m</p> <p>(b) in all other cases (i.e. there are blank fields for both maximum building height (metres) and maximum building height (levels)) - 2 building levels up to a height of 9m.</p> <p>In relation to DTS/DPF 3.5, in instances where:</p> <p>(c) more than one value is returned in the same field for DTS/DPF 3.5(a) refer to the <i>Maximum Building Height (Levels) Technical and Numeric Variation layer</i> or <i>Maximum Building Height (Metres) Technical and Numeric Variation layer</i> in the SA planning database to determine the applicable value relevant to the site of the proposed development</p> <p>(d) only one value is returned for DTS/DPF 3.1(a) (i.e. there is one blank field), then the relevant height in metres or building levels applies with no criteria for the other.</p>
<p>PO 3.6</p> <p>Buildings mitigate visual impacts of building massing on residential development within a neighbourhood-type zone.</p>	<p>DTS/DPF 3.6</p> <p>Buildings are constructed within a building envelope provided by a 45 degree plane, measured from a height of 3m above natural ground level at the boundary of an allotment used for residential purposes in a neighbourhood-type zone as shown in the following diagram, except where the relevant boundary is a southern boundary or where this boundary is the primary street boundary.</p> 
<p>PO 3.7</p> <p>Buildings mitigate overshadowing of residential development within a neighbourhood-type zone.</p>	<p>DTS/DPF 3.7</p> <p>Buildings on sites with a southern boundary adjoining an allotment used for residential purposes within a neighbourhood-type zone are constructed within a building envelope provided by a 30 degree plane grading north measured from a height of 3m above natural ground level at the southern boundary, as shown in the following diagram:</p>

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<p>PO 3.8</p> <p>Buildings on an allotment fronting a road that is not a State maintained road, and where land on the opposite side of the road is within a neighbourhood-type zone, provides an orderly transition to the built form scale envisaged in the adjacent zone to complement the streetscape character.</p>	<p>DTS/DPF 3.8</p> <p>None are applicable.</p>				
<p>Site Dimensions and Land Division</p>					
<p>PO 4.1</p> <p>Land division creates allotments that vary in size and are suitable for a variety of commercial and business activities.</p>	<p>DTS/DPF 4.1</p> <p>Allotments:</p> <ul style="list-style-type: none"> (a) connected to an approved common wastewater disposal service have an area of 1250m² or more and a frontage width of 20m or more (b) that will require the disposal of wastewater on-site have an area of 2000m² or more and a frontage width of 20m or more. 				
<p>Landscaping</p>					
<p>PO 5.1</p> <p>Landscaping is provided to enhance the visual appearance of development when viewed from public roads and thoroughfares.</p>	<p>DTS/DPF 5.1</p> <p>Other than to accommodate a lawfully existing or authorised driveway or access point, or an access point for which consent has been granted as part of an application for the division of land, a landscaped area is provided within the development site:</p> <ul style="list-style-type: none"> (a) where a building is set back less than 3m from the street boundary - 1m wide or the area remaining between the relevant building and the street boundary where the building is less than 1m from the street boundary or (b) in any other case - at least 1.5m wide. 				
<p>PO 5.2</p> <p>Development incorporates areas for landscaping to enhance the overall amenity of the site and locality.</p>	<p>DTS/DPF 5.2</p> <p>Landscape areas comprise:</p> <ul style="list-style-type: none"> (a) not less than 10 percent of the site (b) a dimension of at least 1.5m. 				
<p>Advertisements</p>					
<p>PO 6.1</p> <p>Freestanding advertisements are not visually dominant within the locality.</p>	<p>DTS/DPF 6.1</p> <p>Freestanding advertisements:</p> <ul style="list-style-type: none"> (a) do not exceed 6m in height above natural ground level (b) do not have a face that exceeds 8m². 				
<p>Concept Plans</p>					
<p>PO 7.1</p> <p>Development is compatible with the outcomes sought by any relevant Concept Plan contained within Part 12 - Concept Plans of the Planning and Design Code to support the orderly development of land through staging of development and provision of</p>	<p>DTS/DPF 7.1</p> <p>The site of the development is wholly located outside any relevant Concept Plan boundary. The following Concept Plans are relevant:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 80%;"></th> <th style="width: 20%; text-align: center;">Description</th> </tr> </thead> <tbody> <tr> <td style="height: 15px;"></td> <td></td> </tr> </tbody> </table>		Description		
	Description				

Policy24 - Enquiry

infrastructure.	Concept Plan 70 - Mount Gambier Northern Gateway
	Concept Plan 73 - Port Vincent
	Concept Plan 3 - Mount Barker and Littlehampton
	Concept Plan 9 - Blakeview
	Concept Plan 11 - Munno Para
	Concept Plan 17 - Angle Vale
	Concept Plan 18 - Playford North
	Concept Plan 21 - Virginia
	Concept Plan 22 - Virginia Infrastructure
	Concept Plan 71 - Hamley Bridge
	Concept Plan 16 - Angle Vale Infrastructure
	Concept Plan 50 - Roseworthy Town Expansion
	Concept Plan 81 - Edinburgh Defence Airfield Lighting Constraints
	Concept Plan 87 - Hindmarsh Road
	Concept Plan 99 - Two Wells
	Concept Plan 98 - Mallala
	Concept Plan 95 - Kingsford Regional Estate
	Concept Plan 94 - Old Reynella
	Concept Plan 101 - Evanston Gardens, Evanston South, Hillier
	Concept Plan 100 - Gawler East
Concept Plan 114 - Totness	
In relation to DTS/DPF 7.1, in instances where:	
(a)	one or more Concept Plan is returned, refer to Part 12 - Concept Plans in the Planning and Design Code to determine if a Concept Plan is relevant to the site of the proposed development. Note: multiple concept plans may be relevant.
(b)	in instances where 'no value' is returned, there is no relevant concept plan and DTS/DPF 7.1 is met.

Item 1.1.2 - Attachment 5 - Draft Code Amendment

Attachment E – Strategic Planning Outcomes

State Planning Policies

The State Planning Policies (SPPs) require that the Principles of Good Planning are considered in the preparation of any designated instrument, including a Code Amendment.

There are 16 SPPs that include Objectives, Policies and Principles for Statutory Instruments (including the Planning and Design Code). The most critical SPPs in the context of this Code Amendment are:

State Planning Policy (SPP)	Code Amendment Alignment with SPPs
State Planning Policy 1 – Integrated Planning	
To apply the principles of integrated planning to shape cities and regions in a way that enhances our liveability, economic prosperity and sustainable future.	
1.1 An adequate supply of land (well serviced by infrastructure) is available that can be accommodate housing and employment growth over the relevant forecast period.	The land in the Affected Area is not currently a productive use. The Code Amendment seeks to provide additional employment land in the north of Adelaide where there is growing demand. This land is strategically located close to key transport routes and within a broader semi-industrial and employment precinct.
1.2 Provide an orderly sequence of land development that enables the cost-effective and timely delivery of infrastructure investment commensurate with the rate of future population growth.	The current zoning of the land has earmarked it for future development. Rezoning from Deferred Urban to Employment will achieve the objective of providing an orderly sequence of land development.
1.3 Plan growth in areas of the state that is connected to and integrated with, existing and proposed public transport routes, infrastructure, services and employment lands.	Access to Port Wakefield Road and proximity to the North South Corridor provides connection and integration within the existing context.
1.4 Protect areas of rural, landscape character, environmental importance, mining or food production significance from the expansion of urban areas, towns and settlements.	The proposal complements existing employment land in the area and is well away from residential areas where land use conflicts can arise. The land adjacent to the Affected Area to the east is already zoned as Strategic Employment. The land is no longer suitable for rural uses and has long been identified for an alternate use being zoned Deferred Urban.
State Planning Policy 4 – Biodiversity	
To maintain and improve our state's biodiversity and its life supporting functions.	



State Planning Policy (SPP)	Code Amendment Alignment with SPPs
<p>4.1 Minimise impacts of development on areas with recognised natural character and values, such as native vegetation and critical habitat so that critical life-supporting functions to our state can be maintained.</p>	<p>While further investigations are required, much of the site is only sparsely vegetated or grassed, and hence development is unlikely to significantly impact on native vegetation or critical habitat. A native vegetation survey will be undertaken to identify and area of significance.</p>
<p>State Planning Policy 8 – Primary Industry A diverse and dynamic primary industry sector making the best use of natural and human assets.</p>	
<p>8.1 Identify and protect key primary production assets and secure strategic opportunities for future primary industry development.</p>	<p>The Affected Area is not actively being used for primary production. Its proximity to established strategic employment land uses will allow for the two areas to complement each other.</p>
<p>8.4 Equitably manage the interface between primary production and other land use types, especially at the edge of urban areas.</p>	<p>The Affected Area is adjacent to the Strategic Employment Zone and within a larger area zoned Deferred Urban which will be developed in the future.</p>
<p>State Planning Policy 9 – Employment Lands To provide sufficient land supply for employment generating uses that supports economic growth and productivity.</p>	
<p>9.2 Enable opportunities for employment and encourage development of underutilised lands connected to, and integrated with, housing, infrastructure, transport and essential services.</p>	<p>The Code Amendment seeks to rezone the Affected Area to Employment which will accommodate a range of possible employment opportunities. The Affected Area is currently underutilised and in proximity to several warehouses and established businesses which will be complementary to the proposed development associated with the Code Amendment.</p>
<p>9.5 Promote new, latent and alternative employment types and attract new business investment by enabling a diverse range of flexible land use opportunities.</p>	<p>Rezoning the land to Employment will offer a mix of employment and business opportunities. The Desired Outcomes of the Zone calls for a range of low-impact light industrial, commercial and business activities.</p>
<p>9.12 Plan for employment and industrial precincts in strategic locations that improve economic productivity; are protected from encroachment; connect to efficient supply chains; and are located to provide transport access and connectivity.</p>	<p>The Affected Area is strategically located on the Port Wakefield Highway. This makes the site highly integrated with a major transport route which provides efficiency of access and connectivity.</p>

State Planning Policy (SPP)	Code Amendment Alignment with SPPs
State Planning Policy 10 – Strategic Employment Infrastructure	
11.2 Development that maximises the use of current and planned investment in transport infrastructure, corridors, nodes and services.	Greater employment land in this area will support other investment which has been in the road network surrounding the Affected Area and the continued works that will take place to support vehicle and freight movement.

Regional Plans

As with State Planning Policies, the directions set out in Regional Plans provide the long-term vision and set the spatial patterns for future development within a region. This can include land use integration, transport infrastructure and the public realm. Where there is conflict between a Regional Plan and the State Planning Policies, the State Planning Policies will prevail.

The Commission has identified that the existing volumes of the South Australian Planning Strategy, prepared under the *Development Act 1993*, will apply until such time as the new Regional Plans are prepared and adopted. Refer to the SA Planning Portal for more information on the Commission’s program for implementing Regional Plans throughout South Australia.

The 30-Year Plan for Greater Adelaide is therefore the relevant Regional Plan in this case. It includes six key targets to deliver a new urban form, they are:

1. Containing our urban footprint and protecting our resources
2. More ways to get around
3. Getting active
4. Walkable neighbourhoods
5. A green liveable city
6. Greater housing choice

These targets are supported by 14 policy themes and 122 associated policies. The Code Amendment is consistent with the key themes and policies as detailed in the table below.

Relevant Themes & Policies of Regional Plan	Alignment of Code Amendment with Regional Plan
<p>Transit corridors, growth areas and activity centres</p> <p>Policy 8 (P8). Provide retail and other services outside designated activity centres where they will contribute to the principles of accessibility, a transit focused and connected city, high</p>	<p>The Code Amendment seeks to provide employment opportunities adjacent to an established Strategic Employment Zone.</p>



Relevant Themes & Policies of Regional Plan	Alignment of Code Amendment with Regional Plan
<p>quality urban design, and economic growth and competitiveness.</p>	
<p>Design Quality</p> <p>P29. Encourage development that positively contributes to the public realm by ensuring compatibility with its surrounding context and provides active interfaces with streets and public open spaces.</p> <p>P30. Support the characteristics and identities of different neighbourhoods, suburbs and precincts by ensuring development considers context, location and place.</p>	<p>The Code Amendment will encourage development which is compatible with adjacent employment and rural activities, and will provide a catalyst for the future rezoning and development of the Deferred Urban Zone.</p> <p>Greater employment opportunities will support the growth of nearby residential areas.</p>
<p>Housing mix, affordability and competitiveness</p> <p>P46. Ensure an adequate land supply is available to accommodate housing and employment growth over the longer term (at least a 15-year supply).</p>	<p>The Code Amendment will contribute to the long-term supply of employment land which will support the region's existing and growing population.</p>
<p>The Economy and Jobs</p> <p>P56. Ensure there are suitable land supplies for the retail, commercial and industrial sectors.</p> <p>P57. Maintain and protect primary production and tourism assets in the Environment and Food Production Areas, while allowing for appropriate value-adding activities to increase investment opportunities (Refer to Map 5).</p> <p>P73. Provide sufficient strategic employment land options with direct access to major freight routes to support activities that require separation from housing and other sensitive land uses.</p>	<p>The Code Amendment responds to an identified need for additional employment land in this area.</p> <p>The Code Amendment will rezone primary production land of low-quality and output, located outside the Environment and Food Production Area - while more valuable and productive rural land will be continue to be protected</p> <p>The Code Amendment seeks to provide employment land with direct access to Port Wakefield Highway, a major freight route. The land is also separated from sensitive uses, including residential development.</p>
<p>Transport</p> <p>P74. Ensure development does not adversely impact the transport function of freight and/or major traffic routes and maintains access to markets.</p>	<p>Detailed traffic investigations have been undertaken as part of this Code Amendment to ensure that development does not adversely impact on the existing state transport infrastructure.</p>

In summary the Code Amendment will reinforce the objectives and policies of the Regional Plan and is considerate of other development and land uses in the surrounding area. The proposed policy framework will support development in a strategically important location, cluster services, not negatively impact on primary production and provide employment opportunities within the region.

Greater Adelaide Regional Plan – Discussion Paper

The Greater Adelaide Regional Plan Discussion Paper was released for community and industry comment in 2023. The Discussion Paper provides a vision for the Greater Adelaide region to 2051, seeking to stimulate debate on how 300,000 additional homes (and associated employment land) will be delivered over the next 30 years. It will replace the 30-Year Plan for Greater Adelaide when it is finalised.

The Affected Area is located within the “north-western spine” identified by the Discussion Paper, which is anticipated to provide additional housing and employment land.

The north-western spine has been identified as:

- It makes use of the significant investment in road infrastructure already completed.
- There is planned infrastructure investment which will continue to leverage growth.
- It capitalises on existing development.
- The topography of the land does not present significant challenges.
- The land has lower primary production value than other areas.
- It is well connected to strategic employment lands in northern Adelaide such as Edinburgh Parks.

The Code Amendment therefore aligns with the preliminary strategic intent of the Greater Adelaide Regional Plan.

Other Strategic Plans

Additional documents may relate to the broader land use intent within the scope of this Code Amendment (or directly to the Affected Area) and therefore are identified for consideration in the preparation of the Code Amendment.

The following table identifies other documents relevant to the Code Amendment:

Other Relevant Document	Code Amendment Alignment with Other Relevant Document
City of Salisbury City Plan 2035	The Code Amendment will assist in delivering the four strategic priorities set out in the City of Salisbury City Plan 2035: <ul style="list-style-type: none"> • A welcoming and liveable City • A sustainable City • A growing City that creates new opportunities • Innovation and business development.



Other Relevant Document	Code Amendment Alignment with Other Relevant Document
	<p>Council has also identified that a structure plan should be developed to create new development opportunities for the land west of Port Wakefield Road.</p>
<p>Land Supply for Report for Greater Adelaide – Part 3: Employment Land</p>	<p>The Affected Area is within the Inner North region of the Land Supply Report for Greater Adelaide. The document provides an analysis on employment land supply, demand, industry types and projected jobs growth to 2030. As per Figure 5 above (Future employment land within the Land Supply Report for Greater Adelaide) the Affected Area is within land identified for future employment land.</p> <p>The Inner North Region comprises over 25% of total zoned employment land within Grater Adelaide. The region’s employment lands supports over 36,000 jobs.⁴</p> <p>The Code Amendment is consistent with the Land Supply Report as it identifies the Waterloo Corner Deferred Urban Zone (including the Affected Area) as future employment land – in other words the Code Amendment is creating employment land where it is needed.</p> <p>The Affected Area’s proximity to Port Wakefield Road and the North-South Corridor means the site is accessible and well connected.</p>
<p>City of Salisbury Strategic Growth Framework – Waterloo Corner and Bolivar Road Corridor, Key findings Summary</p>	<p>This document states “The land to the west of Port Wakefield Road is increasingly becoming an area of interest for new economic growth, investment and development opportunities.... The City Plan 2035 identified the need for strategic planning of this area”.</p> <p>This strategic growth framework was subsequently prepared, identifying the Affected Area (and surrounds) as future employment land with further investigations to consider the potential for sub-precincts.</p>

⁴Land Supply Report for Greater Adelaide. Part 3: Employment Land accessed 27/09/2022
https://plan.sa.gov.au/_data/assets/pdf_file/0004/830983/Land_Supply_Report_for_Greater_Adelaide_-_Employment_Land.pdf

Attachment F – Investigations

Report Title	Author	Attachment
Infrastructure and Services	FMG	F.1
Economic Analysis	TSA Advisory	F.2
Transport Investigations	Cirqa	F.3
Native Vegetation & Fauna Flora Review	EBS Ecology	F.4
Register of Aboriginal Sites and Objects	Aboriginal Affairs and Reconciliation	F.5
Land Contamination	Agon	F.6



ITEM	1.1.3
	POLICY AND PLANNING COMMITTEE
DATE	15 April 2024
HEADING	Ancillary Accommodation and Student Accommodation Definitions Review Code Amendment - Early Commencement - Chief Executive Department for Trade and Investment
AUTHOR	Peter Jansen, Strategic Planner, City Development
CITY PLAN LINKS	1.3 People are valued and they feel safe, included and connected 3.4 Our urban growth is well planned and our centres are active
SUMMARY	The Ancillary Accommodation and Student Accommodation Definitions Review Code Amendment has been prepared by the Chief Executive of the Department for Trade and Investment to facilitate more diverse and affordable housing options and is currently on consultation. Approval of the draft submission is sought. This Amendment has already come into effect on the day of public consultation release (29 February 2024).




RECOMMENDATION

That Council:

1. Approves the draft submission to the Chief Executive for Department for Trade and Investment on the Ancillary Accommodation and Student Accommodation Definitions Review Code Amendment as provided in Attachment 1 (Item No. 1.1.3, Policy and Planning Committee, 15 April 2024).
2. Authorises the Chief Executive Officer or delegate to finalise the draft submission in accordance with Council deliberations.

ATTACHMENTS

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

1. Attachment 1 - City of Salisbury Submission [↓](#) 
2. Attachment 2 - Fact Sheet [↓](#) 
3. Attachment 3 - Code Amendment [↓](#) 

1. BACKGROUND

- 1.1 To help provide a more diverse and affordable range of housing options, the South Australian Government is proposing to change the existing Planning and Design Code definitions for “ancillary accommodation” (often referred to as granny flats) and “student accommodation”.
- 1.2 The proposed amendments are on interim effect and therefore apply to current proposals.
- 1.3 Previously ancillary and student accommodation was required to share some facilities (such as a kitchen, laundry and/or bathroom).

- 1.4 The proposed changes will allow ancillary and student accommodation to be self-contained. This means they can have their own bathroom, kitchen and laundry.
- 1.5 The changes are a response to the state's current housing crisis and are expected to increase rental stock and housing diversity. They also aim to provide more affordable housing options for the South Australian community.
- 1.6 Other aspects of the definitions will remain unchanged. This means that ancillary accommodation must still be subordinate to a main dwelling and have limited floor area (60m²).
- 1.7 Student accommodation must still incorporate common facilities for shared use by students. The proposed amendment complements recent changes to the planning regulations that ensure homeowners can lease ancillary accommodation (such as granny flats) to anyone they choose. This has enabled a greater number of granny flats to be made available to the rental market.
- 1.8 The Code Amendment proposes to amend the definitions for ancillary accommodation and student accommodation as follows (deleted text shown in red strikethrough and new text in green underlined):

The Code Amendment proposes to amend the definitions for ancillary accommodation and student accommodation as follows (deleted text shown in ~~red strikethrough~~ and new text in green underlined):

➤ **Ancillary accommodation**

Means accommodation that:

- a) *is located on the same allotment as an existing dwelling; and*
- b) ~~is not~~ can be (but need not be) *a self-contained residence; and*
- c) *contains no more than 2 bedrooms or rooms or areas capable of being used as a bedroom; and*
- a) *is subordinate to and does not have separate connection to utilities and services (such as electricity, gas, water, telecommunications, sewerage system, wastewater system or waste control system) to those servicing the existing dwelling.*

➤ **Student accommodation:**

Means premises used to accommodate students in room or dormitory style accommodation that ~~is not~~ can be (but need not be) self-contained and that includes common facilities for shared use by student occupants such as:

- d) *shared cooking facilities and/or the provision of meals;*
- e) *common rooms and recreation areas;*
- f) *shared laundry facilities or a laundry service; or*
- g) *shared bathroom facilities.*

- 1.9 The Fact Sheet is in Attachment 2 and the Code Amendment in Attachment 3. Other documentation on the Code Amendment can be found at [On consultation | PlanSA](#)

2. EXTERNAL CONSULTATION / COMMUNICATION

2.1 Not applicable

3. DISCUSSION

- 3.1 There is currently a housing crisis in South Australia, with a significant shortage of affordable housing supply.
- 3.2 The amount of single person households in the City of Salisbury is growing rapidly like in the remainder of metropolitan Adelaide. However, there is a limited amount of housing suited to their needs, with the majority of housing within the City of Salisbury being on large blocks with three or more bedrooms.
- 3.3 The amendment enables ancillary dwellings to be self-contained, increasing their attractiveness to persons that may not be related to those that reside in the main house.
- 3.4 It also enables increased options for home owners to gain extra income from their property.
- 3.5 The amendment is supported for seeking to provide increased housing affordability.
- 3.6 However, consideration needs to be given now that this dwelling type will be occupied by people that are not related or linked to the primary dwelling occupants. Consequences of this is that it is unlikely that the occupants will share cars, car spaces or private open space and would prefer some privacy. There would also be an impact on the adding to the use of existing State and Local Government services infrastructure without any capacity increase or contributions.
- 3.7 The Code Amendment contains no discussion on the impacts of the likely take-up of this type of housing on the council area, infrastructure capacity, waste provision and connection, or car parking capacity on the site or on the street. There are no policies on the protection of the standard of Student Accommodation. Proposals to Council have not had sufficient design regard for the intended residents, the locations needed for shopping and transport, and are of poor design.
- 3.8 There are no guidelines for the location of these accommodation types. Student accommodation should be within proximity of an education facility, or public transport, otherwise increased pressure will exist to provide on-site and street parking.
- 3.9 The City of Salisbury remains car dominant given a limited supply of public transport and the distance in getting to places. Active transport is a small percentage of transport undertaken.
- 3.10 The amendment does not seek to change the carparking or the open space requirements ie:
 - 3.10.1 Only one covered car park and one un-covered car park is required when there is two or more bedrooms in a dwelling, with no more additional carparks being required for an ancillary dwelling.

- 3.10.2 Only the minimum amount of Open Space is required for the whole allotment e.g. 24m² for an allotment less than 301m² and 60m² for larger allotments.
- 3.10.3 For the main dwelling 16 m² of the minimum open space is required to be accessible from the main living area.
- 3.10.4 Of note, there is policy in the Planning and Design Code for cabins and caravans in a residential park or tourist park that requires an open space area of 16 m² which may be also used as a carparking space.
- 3.10.5 It is recommended that a similar policy be adopted for ancillary dwellings that also ensure that the open space area is directly accessible to the ancillary dwelling.
- 3.11 The new definition for Ancillary Accommodation results in a situation that could render them the same as a dwelling, and would circumvent many of the established controls over additional housing on allotments. The result would essentially be group housing on an allotment. There are no limitations on the number of the Ancillary Accommodation units on the allotment, nor their position on the allotment. The use of transportable pods for this type of accommodation could readily result in the positioning in the front yard, and even allow for more than one on the allotment.
- 3.12 The need to provide options to overcome the immediate housing demand is demonstrable and admirable with the supply alternatives, but it will be the local authority that has to deal with the potential problems of poor-quality housing provision for the occupants and the surrounding neighbourhood if the policy and assessment framework is not created at the same time.
- 3.13 Given the merits of ancillary dwellings in assisting to provide housing choice, it is also recommended that the Government prepare material for the community to promote this as an option for landowners with easy to understand information about the planning and building requirements, the costs and the processes involved, and the expected quality outcomes.

4. FINANCIAL OVERVIEW

- 4.1 There are no financial implications of this proposal.

5. CONCLUSION

- 5.1 The housing shortage is resulting in the State Government working to find alternate ways to allow the demand to be met. The change to the definitions of Ancillary Dwellings and Student Accommodation is one of these methods.
- 5.2 Council supports initiatives to bolster housing provision where possible, but there are concerns with the potential outcomes that might occur that will impact on the community, and the City of Salisbury response should identify these matters and require the Chief Executive of the Department of Trade and Investment to review the proposed policies to overcome the concerns of Council.



City of Salisbury
ABN 82 615 416 895

34 Church Street
PO Box 8
Salisbury SA 5108
Australia

Telephone 08 8406 8222
city@salisbury.sa.gov.au

www.salisbury.sa.gov.au

XX April 2024

Planning and Land Use Services
Department for Trade and Investment
GPO Box 1815
ADELAIDE SA 5001

Contact: Peter Jansen

Dear Sir/Madam

Re: Submission - Ancillary Accommodation and Student Accommodation Definitions Review Code Amendment

The City of Salisbury thanks you for the opportunity to comment on the above Code Amendment. I advise that the City considered the matter at its 22 April 2024 Council meeting and endorsed this submission.

The City of Salisbury concurs on the importance and need for all levels of Government and the housing industry to investigate measures to overcome the housing crisis. Council has wide experience in this matter, and has made previous submissions on housing affordability to the Federal Government, and for many years now has operated an affordable housing program directly providing new built accommodation to purchasers.

It is understood that the proposed policy changes are a response to the current housing crisis, and are expected to increase rental housing stock and diversity, and provide affordable housing options for the community. The single person households in the City of Salisbury is growing rapidly, however there is limited suitable housing with the majority of housing being detached 3-bedroom dwellings on larger allotments. The proposed policy will increase the attractiveness of ancillary dwellings to the population. This is generally supported for its intent to provide housing flexibility and affordability.

However, consideration is required that this dwelling type will now be occupied by people that are not related or linked to the primary dwelling occupants. Consequences of this include that it is unlikely that the occupants will share cars, car spaces or private open space and would prefer some privacy. There would also be an impact on the adding to the use of existing State and Local Government services infrastructure without any capacity increase or contributions.

The Code Amendment contains no discussion or analysis on the impacts of the likely take-up of this type of housing on the council area, infrastructure capacity or car parking capacity of the site or street. There are no policies on the protection of the design standard of Student Accommodation. Proposals to Council to date have not had sufficient design regard for the intended residents, or their locational need for shopping and transport.

Of note, there is policy in the Planning and Design Code for cabins and caravans in a residential park or tourist park that requires an open space area of 16 m² which may be also used as a carparking space. It is recommended that a similar policy be adopted for ancillary dwellings that also ensure that the open space area is directly accessible to the ancillary dwelling.

There are no guidelines for the location of these accommodation types. The City of Salisbury remains car dominant given a limited supply of public transport and the distance in getting to places. Active transport is a small percentage of transport usage. Student accommodation should be within proximity of a tertiary or secondary education facility, and public transport, otherwise there will be increased pressure to provide on-site and street parking and its associated impacts on stormwater runoff and green space provision.

The new definition for Ancillary Accommodation results in a situation that could render them in a practical sense the same as a dwelling, and would circumvent many of the established controls over additional housing on allotments. The result would essentially be group housing on an allotment. There are no limitations on the number of the Ancillary Accommodation units on the allotment, nor their position on the allotment. The use of transportable pods for this type of accommodation could readily result in the positioning in the front yard, and even allow for more than one on the allotment. The proposed policy must be adapted to ensure this does not occur.

The need to provide options to overcome the immediate housing demand is demonstrable and admirable with the supply alternatives, but it will be the local authority that has to deal with the potential problems of poor-quality housing provision for the occupants and the surrounding neighbourhood if the policy and assessment framework is not created at the same time. This may take some time to present itself in the community at which time it will be an established undesirable character that will be the sole responsibility of the local authority to manage without assistance from the State. It is expected that proposed policies are prepared and included to overcome this issue.

Given the merits of ancillary dwellings in assisting to provide housing choice, it is recommended that the Government prepare material for the community to promote this as an option for landowners with easy to understand information about the planning and building requirements, the costs and the processes involved, and the expected quality outcomes.

Council supports initiatives to bolster housing provision where possible, but there are concerns with the potential outcomes that might occur that will impact on the community, and the City of Salisbury requires the Chief Executive of the Department of Trade and Investment to review the proposed policies to overcome the concerns of Council.

Yours faithfully

John Harry
Chief Executive Officer
Ph: (08) 8406 8212
E: jharry@salisbury.sa.gov.au



FACT SHEET

Changing the definition of ancillary and student accommodation

To help provide a more diverse and affordable range of housing options, the South Australian government is proposing to change the existing Planning and Design Code definitions for “ancillary accommodation” (often referred to granny flats) and “student accommodation”.

The Planning and Design Code contains the planning rules and policies that guide what can be developed in South Australia. Sometimes the Code is amended to better serve the community.

What is changing and why?

The proposed changes will allow ancillary and student accommodation to be self-contained. This means they can have their own bathroom, kitchen and laundry.

The changes are a response to the state’s current housing crisis and are expected to increase rental stock and housing diversity. They also aim to provide more affordable housing options for the South Australian community.

Other aspects of the definitions will remain unchanged. This means that ancillary accommodation must still be subordinate to a main dwelling and have limited floor area. Student accommodation must still incorporate common facilities for shared use by students.

The proposed amendment complements recent changes to the planning regulations that ensure homeowners can lease ancillary accommodation (such as granny flats) to anyone they choose. This has enabled a greater number of granny flats to be made available to the rental market.

When will the change occur?

The draft Code Amendment will come into effect on an interim basis on the same day as it is released for public consultation (29 February 2024), known as ‘early commencement’.

The early commencement process is used when the Minister considers that the immediate application of the policy changes is necessary in the interests of orderly and proper development, and to counter applications for undesirable development ahead of the outcome of consideration of this Code Amendment by the Minister.

plan.sa.gov.au



Government of South Australia
Department for Trade
and Investment

How can I have my say?

To learn more and provide your feedback on the proposed changes, visit yoursay.sa.gov.au/ancillary-student-accommodation-code-amendment during the 6-week consultation period from 29 February 2024 to 15 April 2024.

plan.sa.gov.au

2



Government of South Australia

Department for Trade
and Investment

DRAFT - FOR EARLY COMMENCEMENT

Ancillary Accommodation and Student Accommodation Definitions Review Code Amendment

Chief Executive, Department for Trade and Investment

Contact details:

PlanSA

Email: plansa@sa.gov.au

Phone: 1800 752 664

Adopted for early commencement by:




Hon Nick Champion MP

Minister for Planning

22/2/24



Government of South Australia
Department for Trade
and Investment

	Name / Title	Date	Signature
Prepared by the Designated Entity	Marc Voortman, Director Planning Delegate of the Chief Executive	15/02/2024	

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HAVE YOUR SAY

This Code Amendment is on consultation from 29 February 2024 to 5:00 pm 15 April 2024.

During this time, you are welcome to lodge a written submission about any of the changes proposed in this Code Amendment.

Submissions can be made:

- online at plan.sa.gov.au/en/codeamendments
- by email to plansasubmissions@sa.gov.au
with subject "Submission – Ancillary Accommodation and Student Accommodation Definitions Review Code Amendment"
- by post mailed to:
*Code Amendment Team
Planning and Land Use Services Division
Department for Trade and Investment
GPO Box 1815, Adelaide SA 5001*

Questions regarding the Code Amendment can be directed to the PlanSA Service Desk on 1800 752 664 or plansa@sa.gov.au

1. WHAT IS THE PLANNING AND DESIGN CODE?

The Planning and Design Code (the Code) sets out the rules that determine what landowners can do on their land.

For instance, if you want to build a house, the Code rules will tell you how high you can build and how far back from the front of your land your house will need to be positioned. The Code will also tell you if any additional rules apply to the area where your land is located. For example, you might be in a high bushfire risk area or an area with specific rules about protecting native vegetation.

1.1. Planning and Design Code Framework

The Code is based on a framework that contains various elements called overlays, zones, sub zones and general development policies. Together these elements provide all the rules that apply to a particular parcel of land. Information about how the Code works is available on the [PlanSA website](#).

1.2. Overlays

Overlays contain policies and maps that show the location and extent of special land features or sensitivities, such as heritage places or areas of high bushfire risk.

They may apply across one or more zones. Overlays are intended to be applied in conjunction with the relevant zone. However, where policy in a zone conflicts with the policy in an overlay, the overlay policy trumps the zone policy.

1.3. Zones

Zones are areas that share common land uses and in which specific types of development are permitted. Zones are the main element of the Code and will be applied consistently across the state.

For example, a township zone for Andamooka can be expected to apply to similar townships like Carrieton. Each zone includes information (called classification tables) that describes the types of development that are permitted in that zone and how they will be assessed.

1.4. Subzones

Subzones enable variation to policy within a zone, which may reflect local characteristics. An example is Port Adelaide centre, which has many different characteristics to typical shopping centres due to its maritime activities and uses.

1.5. General Development Policies

General development policies outline functional requirements for development, such as the need for car parking or wastewater management. While zones determine what development can occur in an area, general development policies provide guidance on how development should occur.

1.6. Land Use Definitions and Administrative Terms and Definitions

Land use and administrative definitions are contained in Part 7 and Part 8 of the Code, respectively, and provide clarity on the terms used in the Code.

Not all forms of development and terms are defined; definitions are provided where the ordinary meaning of a term is not sufficient to guide the desired policy/regulatory outcome.

Some definitions are also located in the Act and its associated regulations.

1.7. Amending the Planning and Design Code

The Planning, Development and Infrastructure Act 2016 (the Act) provides the legislative framework for undertaking amendments to the Code. With approval of the Minister for Planning (the Minister) the Chief Executive of the Department for Trade and Investment (the Department), a Council, Joint Planning Board, Government Agency or private proponent may initiate an amendment to the Code and undertake a Code Amendment process.

The Ancillary Accommodation and Student Accommodation Definitions Review Code Amendment (the Code Amendment) was initiated by the Minister for Planning on 7 February 2024.

An approved Proposal to Initiate defined the scope of the Amendment and prescribed the investigations which must occur to enable an assessment of whether the Code Amendment should take place and in what form. A copy of the Proposal to Initiate the Code Amendment can be downloaded from:

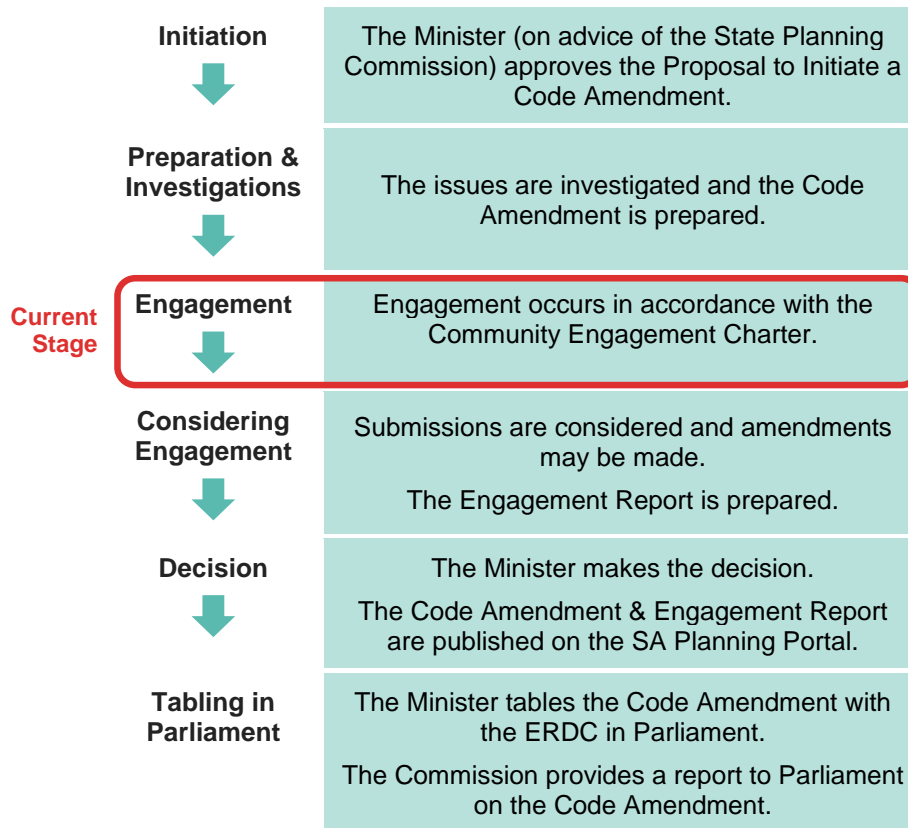
https://plan.sa.gov.au/have_your_say/general_consultations

The State Planning Commission (the Commission) is responsible under the Act for ensuring the Code is maintained, reflects contemporary values relevant to planning, and readily responds to emerging trends and issues.

The Commission provided independent advice to the Minister for Planning on the Proposal to initiate the Code Amendment. The Commission will also provide a report on the Code Amendment (including compliance with the Community Engagement Charter) at the final stage of the Code Amendment process.

A summary of the Code Amendment process is outlined in **Figure 1**.

Figure 1. Summary of the Code Amendment process



2. WHAT IS PROPOSED IN THIS CODE AMENDMENT?

2.1. Need for the amendment

Ancillary Accommodation

Under Part 7 – Land Use Definitions of the Code, ancillary accommodation:

Means accommodation that:

- a) is located on the same allotment as an existing dwelling; and
- b) is not a self-contained residence; and
- c) contains no more than 2 bedrooms or rooms or areas capable of being used as a bedroom; and
- d) is subordinate to and does not have separate connection to utilities and services (such as electricity, gas, water, telecommunications, sewerage system, wastewater system or waste control system) to those servicing the existing dwelling.

The requirement for ancillary accommodation to not be a self-contained residence was introduced by the recently approved Miscellaneous Technical Enhancement Code Amendment, which altered the previous definition for ancillary accommodation by:

- Inserting the words “is not a self-contained residence” at clause b), and
- Changing the wording of clause c) from:

“is subordinate to and shares the same utilities of the existing dwelling”

to

“is subordinate to and does not have separate connection to utilities and services (such as electricity, gas, water, telecommunications, sewerage system, wastewater system or waste control system) to those servicing the existing dwelling”

The change to explicitly state that ancillary accommodation is not self-contained, as well as to specify the nature of utilities which must be shared, was requested by some to clarify that ancillary accommodation is not an independent dwelling. This reflected the existing dwelling definition (meaning a building or part of a building used as a self-contained residence), which excluded ancillary accommodation from being a dwelling and therefore precluded it from being self-contained.

As the term ‘self-contained’ is not defined in the Code, it bears its ordinary meaning for the purposes of planning assessment. While the fundamental elements of what makes a residence ‘self-contained’ are not outlined under the Code, a residence is likely to be ‘self-contained’ (according to its ordinary meaning) if it has its own kitchen, bathroom and lavatory that is complete within itself and does not necessitate sharing.

Given the current housing crisis, as well as the need for a greater range of housing options to support both housing affordability and ageing in place, it is considered reasonable that the Code should support self-contained ancillary accommodation.

The Code Amendment has reviewed the existing definition of ancillary accommodation to facilitate small, self-contained housing units on allotments that are shared with an existing dwelling.

Student Accommodation

Under Part 7 – Land Use Definitions of the Code, student accommodation:

Means premises used to accommodate students in room or dormitory style accommodation that is not self-contained and that includes common facilities for shared use by student occupants such as:

- a) *shared cooking facilities and/or the provision of meals;*
- b) *common rooms and recreation areas;*
- c) *shared laundry facilities or a laundry service; or*
- d) *shared bathroom facilities*

The requirement for student accommodation to not be self-contained has existed since the definition of 'student accommodation' was introduced at the commencement of the Code in March 2021.

Recent student accommodation proposals have sought to incorporate small kitchenettes in individual dormitory units, meaning that these rooms would be considered self-contained, and therefore would no longer fall within the definition of student accommodation. It is considered reasonable for individual rooms to be self-contained, while ensuring that shared facilities, services, and common areas are still provided.

2.2. Affected Area

The whole of the state will be affected by the Code Amendment given it seeks to amend the land use definitions for ancillary accommodation and student accommodation contained within *Part 7 – Land Use Definitions* in the Code.

2.3. Summary of proposed policy changes

2.3.1. Current Code Policy

Ancillary accommodation

Ancillary accommodation is defined under Part 7 – Land Use Definitions of the Code:

Means accommodation that:

- a) *is located on the same allotment as an existing dwelling; and*
- b) *is not a self-contained residence; and*
- c) *contains no more than 2 bedrooms or rooms or areas capable of being used as a bedroom; and*
- d) *is subordinate to and does not have separate connection to utilities and services (such as electricity, gas, water, telecommunications, sewerage system, wastewater system or waste control system) to those servicing the existing dwelling.*

Student accommodation

Student accommodation is defined under Part 7 – Land Use Definitions of the Code:

Means premises used to accommodate students in room or dormitory style accommodation that is not self-contained and that includes common facilities for shared use by student occupants such as:

- a) *shared cooking facilities and/or the provision of meals;*
- b) *common rooms and recreation areas;*

- c) *shared laundry facilities or a laundry service; or*
- d) *shared bathroom facilities.*

2.3.2. Proposed Code Policy

The Code Amendment proposes to amend the definitions for ancillary accommodation and student accommodation as follows (deleted text shown in ~~red strikethrough~~ and new text in green underlined):

➤ Ancillary accommodation

Means accommodation that:

- a) *is located on the same allotment as an existing dwelling; and*
- b) ~~is not~~ can be (but need not be) *a self-contained residence; and*
- c) *contains no more than 2 bedrooms or rooms or areas capable of being used as a bedroom; and*
- a) *is subordinate to and does not have separate connection to utilities and services (such as electricity, gas, water, telecommunications, sewerage system, wastewater system or waste control system) to those servicing the existing dwelling.*

➤ Student accommodation:

Means premises used to accommodate students in room or dormitory style accommodation that ~~is not~~ can be (but need not be) self-contained and that includes common facilities for shared use by student occupants such as:

- d) *shared cooking facilities and/or the provision of meals;*
- e) *common rooms and recreation areas;*
- f) *shared laundry facilities or a laundry service; or*
- g) *shared bathroom facilities.*

In the Rural Zone, Productive Rural Landscape Zone and Rural Horticulture Zone, a new policy is proposed to be applied to ancillary accommodation requiring it not be set back further than 20 metres from an existing dwelling. This policy mirrors the same policy that applies to a second dwelling on an allotment in these zones.

The proposed Code policy amendments are detailed in [Attachment B](#).

It is noted that a further Code Amendment is intended to be progressed by the State Planning Commission in 2024 to review policy in the Code to further support the establishment of self-contained ancillary accommodation

and student accommodation, as well as providing new policy in the Code for build-to-rent housing. These policy changes will aim to further support the definition changes proposed by this Code Amendment.

3. WHAT ARE THE NEXT STEPS FOR THIS CODE AMENDMENT?

3.1. Early Commencement

This Code Amendment will commence operation on an interim basis following deployment on the planning portal on 29 Feb 2024 under section 78 of the Act. As a result, the amendments being proposed in this Code Amendment will apply for 12 months from the date of commencement, or until they are adopted (or otherwise) by the Minister.

This process is used when the Minister considers that the immediate application of the policy changes is necessary in the interests of orderly and proper development, and to counter applications for undesirable development ahead of the outcome of consideration of this Code Amendment by the Minister.

3.2. Engagement

Engagement on the Code Amendment must comply with the Community Engagement Charter (the Charter), as required under the Act. The Charter sets out the following principles for engagement:

- engagement is genuine
- engagement is inclusive and respectful
- engagement is fit for purpose
- engagement is informed and transparent
- engagement processes are reviewed and improved.

An Engagement Plan has been prepared for this Code Amendment to ensure that engagement will be conducted and measured against the principles of the Charter. For more information on the Community Engagement Charter go to the SA Planning Portal at (www.plan.sa.gov.au).

A summary of the engagement that is occurring for this Code Amendment is as follows:

- Code Amendment Portal (via the PlanSA portal)
- YourSAy consultation website
- Letters to all South Australian councils
- Letters to industry stakeholders
- Letters to relevant government agencies
- Social media campaign
- Newsletter articles

Staff from PlanSA are also available to discuss this Code Amendment and answer any questions.

3.3. How can I have my say on the Code Amendment?

There are several ways in which you can provide feedback on the Code Amendment.

Submissions can be made:

- online at plan.sa.gov.au/en/codeamendments
- by email to plansasubmissions@sa.gov.au
with subject "Submission – Ancillary Accommodation and Student Accommodation Definitions Review Code Amendment"
- by post mailed to:
*Code Amendment Team
Planning and Land Use Services Division
Department for Trade and Investment
GPO Box 1815, Adelaide SA 5001*

3.4. What changes to the Code Amendment can my feedback influence?

Your feedback can influence the Code Amendment in the following ways:

- Changes to the ancillary accommodation and student accommodation land use definitions.

Feedback cannot influence instruments which are separate to the Code, such as the Act and its associated regulations.

3.5. What will happen with my feedback?

The Chief Executive is committed to undertaking consultation in accordance with the principles of the Community Engagement Charter and is genuinely open to considering the issues raised by people in the community.

All formal submissions will be considered by the Chief Executive when determining whether the proposed Code Amendment is suitable and whether any changes should be made.

Each submission will be entered into a register and you will receive an email acknowledging receipt of your submission. Your submission will be published on the SA Planning Portal. Personal addresses, email and phone numbers will not be published, however company details will be.

The Chief Executive will consider the feedback received in finalising the Code Amendment and will prepare an Engagement Report which will outline what was heard during consultation and how the proposed Code Amendment was changed in response to submissions, where relevant.

The Engagement Report will be forwarded to the Minister, and then published on the SA Planning Portal along with a copy of the submissions received.

3.6. Decision on the Code Amendment

Once the Engagement Report is provided to the Minister, the Commission may provide further advice to the Minister at the Minister's request, if the Code Amendment is considered significant.

The Minister will then either adopt the Code Amendment (with or without changes) or determine that the Code Amendment should not proceed. The Minister's decision will then be published on the SA Planning Portal.

If adopted, the Code Amendment will be referred to the Environment Resources and Development Committee of Parliament (ERDC) for review. The Commission will also provide the ERDC with a report on the Code Amendment.

4. ANALYSIS

4.1. Strategic Planning Outcomes

4.1.1. Summary of Strategic Planning Outcomes

Implement a policy framework that supports housing choice & affordability.

The proposed definition changes will support the establishment of both self-contained ancillary and student accommodation, along with ancillary and student accommodation that is not self-contained, to enable greater diversity in the establishment of these forms of housing that are currently not readily supported under the state's planning rules.

4.1.2. Consistency with the State Planning Policies

State Planning Policies define South Australia's planning priorities, goals and interests. They are the overarching umbrella policies that define the state's interests in land use. There are 16 State Planning Policies and six special legislative State Planning Policies.

These policies are given effect through the Code, with referral powers assigned to relevant Government Agencies (for example, the Environmental Protection Agency for contaminated land). The Code (including any Code Amendments) must comply with any principle prescribed by a State Planning Policy.

This Code Amendment is considered to be consistent with the State Planning Policies as shown in [Attachment C](#).

4.1.3. Consistency with Regional Plans

The directions set out in Regional Plans provide the long-term vision and set the spatial patterns for future development within a region. This can include land use integration, transport infrastructure and the public realm.

The Commission has identified that the existing volumes of the South Australian Planning Strategy, prepared under the *Development Act 1993*, will apply until such time as the new Regional Plans are prepared and adopted. Refer to the SA Planning Portal for more information on the Commission's program for implementing Regional Plans throughout South Australia.

Where there is conflict between a Regional Plan and the State Planning Policies, the State Planning Policies will prevail.

This Code Amendment is considered to be consistent with Regional Plans as shown in [Attachment C](#).

4.2. Investigations

4.2.1. Investigations undertaken

The extent of investigations that have been undertaken as part of the Code Amendment process have been agreed by the Minister in the Proposal to Initiate. In addition to this, the Commission has also specified certain investigations to be undertaken to support the Code Amendment.

The following investigations have been undertaken to inform this Code Amendment:

- Review and consideration of the interaction between Ancillary Accommodation and Student Accommodation and the various dwelling definitions in the Code, in particular dwelling, group dwelling and detached dwelling.
- Investigations into the compatibility of the revised definition for ancillary accommodation with zone Desired Outcomes and policy settings to ensure this does not result in unintended consequences including, but not limited to, detrimental fragmentation of the productive value of rural land and detrimental impact on natural environments.

4.2.2. Definition Review

Ancillary Accommodation

Part 7 – Land Use Definitions of the Planning and Design Code provides a range of land use definitions.

Ancillary accommodation is defined as follows:

Means accommodation that:

- a) is located on the same allotment as an existing dwelling; and*
- b) is not a self-contained residence; and*
- c) contains no more than 2 bedrooms or rooms or areas capable of being used as a bedroom; and*
- d) is subordinate to and does not have separate connection to utilities and services (such as electricity, gas, water, telecommunications, sewerage system, wastewater system or waste control system) to those servicing the existing dwelling.*

Ancillary accommodation is excluded from the definition of a 'dwelling' provided by Part 7 of the Code (*which means a building or part of a building used as a self-contained residence*). As a consequence, ancillary accommodation is distinct in a land use sense from a dwelling.

This Code Amendment seeks to allow for ancillary accommodation to be a self-contained residence, but also retain flexibility to not be self-contained. It does this by proposing to amend part (b) of the ancillary accommodation definition to read "can be (but need not be) a self-contained residence".

The proposed definition for ancillary accommodation retains the exclusion from the dwelling definition, which serves two purposes. Firstly, it allows ancillary accommodation to still not be self-contained. Secondly, it preserves ancillary accommodation assessment pathways and policy without overlapping and interacting with dwelling related pathways and policy.

Recognising that both a dwelling and ancillary accommodation as proposed to be defined by this Code Amendment can be self-contained, it is important that clear differences are provided. Parts (a) and (d) of the ancillary accommodation definition provide the distinction - i.e. must be on the same allotment as the primary dwelling and is subordinate to and does not have separate connection to utilities and services.

Student Accommodation

In Part 7 – Land Use Definitions of the Planning and Design Code, Student accommodation is defined as follows:

Means premises used to accommodate students in room or dormitory style accommodation that is not self-contained and that includes common facilities for shared use by student occupants such as:

- a) shared cooking facilities and/or the provision of meals;*
- b) common rooms and recreation areas;*
- c) shared laundry facilities or a laundry service; or*
- d) shared bathroom facilities.*

Some recent development applications for student accommodation have sought to have features such as small kitchenette facilities (for a microwave oven and the like), which cannot be accommodated under the definition, in which case such a proposal would need to be considered a typical apartment dwelling and assessed according to the relevant provisions for that type of development.

This Code Amendment proposes to amend the student accommodation definition to remove the requirement to not be self-contained in a manner similar to the amendment proposed to the ancillary accommodation definition – i.e. so that either self-contained or not self-contained student accommodation can be captured under the definition.

It is therefore proposed to amend the introductory text of the student accommodation definition to read “Means premises used to accommodate students in room or dormitory style accommodation that can be (but need not be) self-contained and that includes common facilities for shared use by student occupants such as...”

4.2.3. Protection Of Productive Rural Land

The revised definition for ancillary accommodation is considered to be broadly compatible with zone Desired Outcomes (DOs) and policy settings in the Code. While the overarching DOs of the Code’s zones do not specifically mention ancillary accommodation (because such development is always ancillary to the underlying land use of residential/dwelling), it is important to consider whether changes to allow ancillary accommodation to be self-contained may have any unintended consequences.

Ancillary accommodation is considered to be most commonly developed in zones which provide a deemed-to-satisfy pathway for ancillary accommodation. These generally include neighbourhood-type zones, township zones and rural zones.

Self-contained ancillary accommodation is considered to be compatible with the overarching policy settings in neighbourhood-type zones, which envisage dwellings and associated ancillary structures as the primary land use. Design and siting parameters will continue to apply, ensuring consistency with these zones’ desired built form and scale settings.

Self-contained ancillary accommodation is also considered appropriate in township zones as dwellings with ancillary structures are also envisaged in these zones, in addition to community, retail, business, commercial and light industry uses and facilities (noting ancillary accommodation can must be ancillary to an associated dwelling).

Rural zones (namely the Rural Zone, Rural Horticulture Zone and Productive Rural Landscape Zone) primarily anticipate primary production

land uses, with dwellings only envisaged for landowners to manage an associated primary production/rural related activity, in order to maintain the long-term purpose of the zone for primary production. Accordingly, consideration should be given to limiting the impacts of ancillary accommodation on productive rural lands.

Certain rural type zones contain provisions that allow for a second dwelling to be established on an allotment to support ageing in place for the owner of the allotment or multi-generational management of farms in a manner that minimises the potential loss of land available for primary production. One of the DTS/DPF criteria for a second dwelling is for it to be sited in proximity to the existing dwelling (not more than 20 metres separation). This is aimed at minimising the risk of future land division creating a separate allotment for the second dwelling which would otherwise contribute to fragmentation of rural land, which rural type zones seek to guard against.

Under the current ancillary accommodation definition, the requirement to not be self-contained prevents independent accommodation being established. However, under the proposed new definition, although it is highly unlikely given requirements to be connected to the same services and utilities as the primary dwelling, it may be possible for an ancillary accommodation building to be sited somewhat separately from the primary dwelling. In such instances it is possible a future land division could seek to establish a new residential allotment around the ancillary accommodation, presenting potential risk of fragmentation.

To guard against this risk it is proposed to include a requirement for ancillary accommodation to be not setback more than 20m from the primary dwelling in the relevant rural zones (Rural Zone, Productive Rural Landscape Zone, and Rural Horticulture Zone). The policy used for assessment of ancillary accommodation in rural zones is found in PO and DTS/DPF 13.1 of the Design General Development Policies and PO & DTS/DPF 19.1 in the Design in Urban Areas General Development Policies.

This will ensure essentially the same outcome is achieved for ancillary accommodation as is currently required for second dwellings in rural zones.

ATTACHMENT A – CURRENT CODE POLICY

Student accommodation and ancillary accommodation are assessed against a range of policies within the Code. Policies related to built form, floor area, setbacks, site coverage, common facilities and other matters are contained within the Code's zones, subzones, overlays and general development policies. These policies are not proposed to be altered through this Code Amendment.

For ancillary accommodation, DTS/DPF 13.1 in the Design General Development Policies or DTS/DPF 19.1 in the Design in Urban Areas General Development Policies provide a typical example of the key assessment parameters:

Ancillary buildings:

- a) *are ancillary to a dwelling erected on the same site*
- b) *have a floor area not exceeding 60m²*
- c) *are not constructed, added to or altered so that any part is situated:*
 - i. *in front of any part of the building line of the dwelling to which it is ancillary*
 - or
 - ii. *within 900mm of a boundary of the allotment with a secondary street (if the land has boundaries on two or more roads)*
- d) *in the case of a garage or carport, the garage or carport:*
 - i. *is set back at least 5.5m from the boundary of the primary street*
 - ii. *when facing a primary street or secondary street, has a total door / opening not exceeding:*
 - A. *for dwellings of single building level - 7m in width or 50% of the site frontage, whichever is the lesser*
 - B. *for dwellings comprising two or more building levels at the building line fronting the same public street - 7m in width*
- e) *if situated on a boundary (not being a boundary with a primary street or secondary street), do not exceed a length of 11.5m unless:*
 - i. *a longer wall or structure exists on the adjacent site and is situated on the same allotment boundary*
and
 - ii. *the proposed wall or structure will be built along the same length of boundary as the existing adjacent wall or structure to the same or lesser extent*
- f) *if situated on a boundary of the allotment (not being a boundary with a primary street or secondary street), all walls or structures on the boundary will not exceed 45% of the length of that boundary*
- g) *will not be located within 3m of any other wall along the same boundary unless on an adjacent site on that boundary there is an existing wall of a building that would be adjacent to or about the proposed wall or structure*
- h) *have a wall height or post height not exceeding 3m above natural ground level (and not including a gable end)*

- i) have a roof height where no part of the roof is more than 5m above the natural ground level
- j) if clad in sheet metal, is pre-colour treated or painted in a non-reflective colour
- k) retains a total area of soft landscaping in accordance with (i) or (ii), whichever is less:
 - i. a total area as determined by the following table:

Dwelling site area (or in the case of residential flat building or group dwelling(s), average site area) (m2)	Minimum percentage of site
<150	10%
150-200	15%
201-450	20%
>450	25%

- ii. the amount of existing soft landscaping prior to the development occurring.

For student accommodation, PO and DTS/DPF 41.1 of Design in Urban Areas General Development Policies outline some key policies:

Student Accommodation	
<p>PO 41.1</p> <p><i>Student accommodation is designed to provide safe, secure, attractive, convenient and comfortable living conditions for residents, including an internal layout and facilities that are designed to provide sufficient space and amenity for the requirements of student life and promote social interaction.</i></p>	<p>DTS/DPF 41.1</p> <p><i>Student accommodation provides:</i></p> <ul style="list-style-type: none"> a) a range of living options to meet a variety of accommodation needs, such as one-bedroom, two-bedroom and disability access units b) common or shared facilities to enable a more efficient use of space, including: <ul style="list-style-type: none"> i. shared cooking, laundry and external drying facilities ii. internal and external communal and private open space provided in accordance with Design in Urban Areas Table 1 - Private Open Space iii. common storage facilities at the rate of 8m3 for every 2 dwellings or students iv. common on-site parking in accordance with Transport, Access and Parking Table 1 - General Off-Street Car Parking Requirements or Table 2 - Off-Street Car Parking Requirements in Designated Areas

	v. <i>bicycle parking at the rate of one space for every 2 students.</i>
--	--

The issue regarding self-containment proposed for review in this Code Amendment relates to the definition of these land uses in Part 7 of the Code, as set out below.

Part 7 – Land Use Definitions, Land Use Definitions Table, currently provides the following definitions (in Column B of the table):

1. Ancillary Accommodation:

Means accommodation that:

- a) *is located on the same allotment as an existing dwelling; and*
- b) *is not self-contained residence; and*
- c) *contains no more than 2 bedrooms or rooms or areas capable of being used as a bedroom; and*
- d) *is subordinate to and does not have separate connection to utilities and services (such as electricity, gas, water, telecommunications, sewerage system, wastewater system or waste control system) to those servicing the existing dwelling.*

2. Student Accommodation:

Means premises used to accommodate students in room or dormitory style accommodation that is not self-contained and that includes common facilities for shared use by student occupants such as:

- a) *shared cooking facilities and/or the provision of meals;*
- b) *common rooms and recreation areas;*
- c) *shared laundry facilities or a laundry service; or*
- d) *shared bathroom facilities.*

ATTACHMENT B – PROPOSED CODE POLICY

1. In Part 7 – Land Use Definitions, Land Use Definitions Table, replace the current Definition (in Column B of the table) of:

a) Ancillary Accommodation with the following:

Means accommodation that:

- a) *is located on the same allotment as an existing dwelling; and*
- b) *can be (but need not be) a self-contained residence; and*
- c) *contains no more than 2 bedrooms or rooms or areas capable of being used as a bedroom; and*
- d) *is subordinate to and does not have separate connection to utilities and services (such as electricity, gas, water, telecommunications, sewerage system, wastewater system or waste control system) to those servicing the existing dwelling; and*

b) Student Accommodation with the following:

Means premises used to accommodate students in room or dormitory style accommodation that can be (but need not be) self-contained and that includes common facilities for shared use by student occupants such as:

- a) *shared cooking facilities and/or the provision of meals;*
- b) *common rooms and recreation areas;*
- c) *shared laundry facilities or a laundry service; or*
- d) *shared bathroom facilities.*

2. Add the following new part after the last part of DTS/DPF 13.1 in the Design General Development Policies and DTS/DPF 19.1 in the Design in Urban Areas General Development Policies:

(l) in relation to ancillary accommodation in the Rural Zone, Productive Rural Landscape Zone, or Rural Horticulture Zone, is located within 20m of an existing dwelling.

ATTACHMENT C – STRATEGIC PLANNING OUTCOMES

C1. State Planning Policies

The State Planning Policies (SPPs) require that the Principles of Good Planning are considered in the preparation of any designated instrument, including a Code Amendment.

The Principles of Good Planning are set out under section 14 of the Act and have been taken into consideration in preparation of this Code Amendment, with the key relevant principles noted below.

Principles of Good Planning	Relevance to Code Amendment
<p>Urban renewal principles</p> <p>Preference should be given to accommodating the expected growth of cities and towns through the logical consolidation and redevelopment of existing urban areas.</p> <p>The encroachment of urban areas on places of rural, landscape or environmental significance is to be avoided other than in exceptional circumstances.</p> <p>Urban renewal should seek to make the best use (as appropriate) of underlying or latent potential associated with land, buildings and infrastructure.</p>	<p>The facilitation of ancillary accommodation that is self-contained will provide for further housing choices on land already used for residential purposes, maximising the latent potential of existing residential land.</p>
<p>Activation and livability principles</p> <p>Urban areas should include a range of high quality housing options with an emphasis on living affordability.</p>	<p>Permitting student accommodation to be self-contained will provide for further housing options in urban areas, assisting in the diversity of affordable housing options for students.</p>

SPP Key Principles

There are 16 SPPs that include Objectives, Policies and Principles for Statutory Instruments (including the Planning and Design Code). The most critical SPPs in the context of this Code Amendment are:

State Planning Policy	Code Amendment Outcome
<p>Housing Supply and Diversity</p> <p>Objective: To promote the development of a well-serviced and sustainable housing and land choices where and when required.</p>	<p>This Code Amendment seeks to facilitate the development of different forms of:</p> <ul style="list-style-type: none"> ancillary accommodation, including those which support

SPP 6.1: A well-designed, diverse and affordable housing supply that responds to population growth and projections and the evolving demographic, social, cultural and lifestyle needs of our current and future communities.

SPP 6.3: Develop healthy neighbourhoods that include diverse housing options; enable access to local shops, community facilities and infrastructure; promote active travel and public transport use; and provide quality open space, recreation and sporting facilities.

SPP 6.6: A diverse range of housing types within residential areas that provide choice for different household types, life stages and lifestyle choices.

housing affordability and ageing in place. The Code Amendment seeks to provide greater opportunities for smaller housing options which take advantage of the locational advantages offered by established areas.

- student accommodation by allowing for both self-contained and not self-contained student accommodation units.

C2. Regional Plans

As a state-wide Code Amendment, all Regional Plans) are relevant for consideration as part of this Code Amendment:

- The 30-Year Plan for Greater Adelaide (2017 Update)
- The Eyre and Western Region Plan (April 2012) (EWRP)
- Far North Region Plan (July 2010) (FNRP)
- Kangaroo Island Plan (January 2011) + addendum Kangaroo Island Sustainable Futures (January 2014) (KIP)
- Limestone Coast Region Plan (May 2011) (LCRP)
- Mid North Region Plan (May 2011) (MNRP)
- Murray and Mallee Region Plan (January 2011) + addendum special character of the Barossa Valley and McLaren Vale (December 2013) (MMRP)
- Yorke Peninsula Regional Land Use Framework (December 2007) (YPRULF)

The key policies and targets of *The 30-Year Plan for Greater Adelaide (2017 Update)* which are most relevant to this Code Amendment includes '*Housing mix, affordability and competitiveness*'.

Other Regional Plans typically include a policy which seeks to '*Provide residential land and diverse, affordable and sustainable housing to meet current and future needs*'.

The investigations undertaken to date and outlined in this Code Amendment will ensure that the proposed rezoning is largely consistent with the relevant policies and targets of Regional Plans as described below.

30-Year Plan for Greater Adelaide (2017 update)	Code Amendment Outcome
<p>Policy Theme: Housing mix, affordability and competitiveness</p> <p>Policy 37: Facilitate a diverse range of housing types and tenures (including affordable housing) through increased policy flexibility in residential and mixed-use areas, including:</p> <ul style="list-style-type: none"> • Ancillary dwellings such as granny flats, laneway and mews housing • Dependent accommodation such as nursing homes • Assisted living accommodation • Aged-specific accommodation such as retirement villages • Small lot housing types. <p>Policy 38: Explore the evolution of existing housing in local heritage areas to provide ancillary residences that encourage ageing in place and enable the release of equity to owners whilst protecting heritage values.</p> <p>Policy 39: Promote universal and adaptable housing principles in new housing stock to support changing needs over a lifetime, including the needs of those who are less mobile.</p>	<p>The Code Amendment will support the development of small self-contained units, promoting greater opportunities for small accommodation units and more diverse and affordable housing options and ageing in place.</p>
Other Regional Plans	Code Amendment Outcome
<p>Principle: Provide residential land and diverse, affordable and sustainable housing to meet current and future needs</p> <p>Policy: Ensure that appropriately serviced towns provide a range of housing types and densities to enable people to stay in their community as their housing needs change and to cater for the region's changing demographics.</p> <p>Policy: Provide a range of accommodation for older people and people with a disability, and focus high level care accommodation in towns with health services.</p> <p>(LCRP, EWRP, FNRP, KIRP, MNRP, MMRP, YPRLUF)</p>	<p>The Code Amendment will support the development of more diverse housing options by enabling self-containment of smaller forms of accommodation.</p>

ITEM	1.1.4
	POLICY AND PLANNING COMMITTEE
DATE	15 April 2024
HEADING	Draft Strategic Asset Management Plan 2024/2025
AUTHOR	Mark Purdie, Manager Field Services, City Infrastructure
CITY PLAN LINKS	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
SUMMARY	Attached to this report is the Draft Strategic Asset Management Plan (SAMP) for 2024/25 which forms part of the 2024/25 Strategic Business Papers to be adopted for the purpose of public consultation in May 2024. This report gives a brief overview of the key updates to the Draft 2024/25 SAMP, which has been reviewed by the Audit and Risk Committee, and seeks approval for public consultation.

RECOMMENDATION

That Council:

1. Notes that in line with Section 126 (4)(b) of the Local Government Act 1999 the Draft Strategic Asset Management Plan 2024/25 was presented to the Audit and Risk Committee in April 2024 for comment and noting.
2. Approves the Draft Strategic Asset Management Plan 2024/25 included in Attachment 1 of this report (Item 1.1.4 - Draft Strategic Asset Management Plan 2024/25, Policy and Planning Committee – 15 April 2024) for the purpose of public consultation, as part of Council’s Strategic Management Plans.

ATTACHMENTS

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

1. DRAFT Strategic Asset Management Plan 2024-25 [↓](#) 

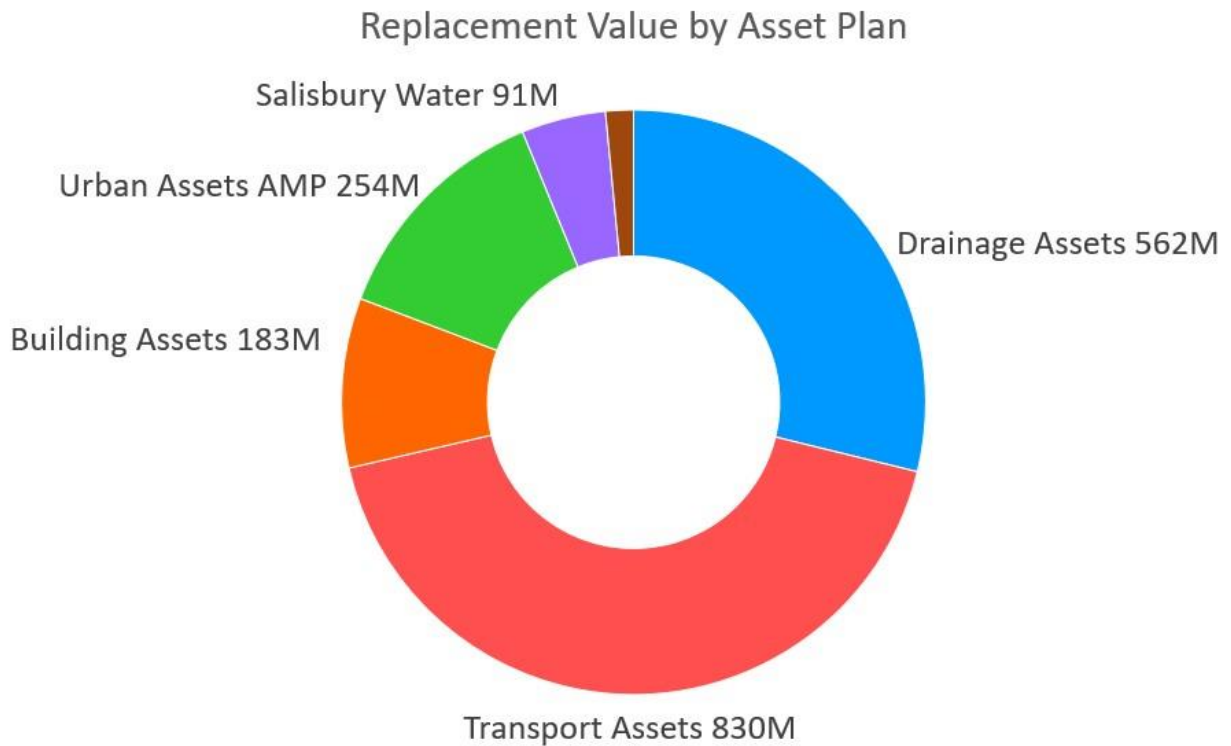
1. BACKGROUND

- 1.1 Consistent with Section 122 (1) and (2) of the *Local Government Act 1999* Council has a Strategic Asset Management Plan (SAMP). The SAMP is one of Council’s strategic documents, along with the Long-Term Financial Plan (LTFP) and City Plan Documents.
- 1.2 The SAMP and LTFP are consistent and ensure that Council’s assets are managed to deliver service continuity in a financially sustainable manner.
- 1.3 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 tested for financial sustainability through the LTFP.

- 1.4 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.
- 1.5 Council set up the Asset Management Sub Committee, as part of its Committee governance structure following the November 2022 Council elections. The Asset Management Sub Committee terms of reference include the following:
- *“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.”*
- 1.6 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”*
- 1.7 The 2023/24 endorsed SAMP has been updated to reflect changes in Council’s expenditure projections, including any new commitments in relation to asset service level reviews. The 2024/25 draft SAMP is in the same format as the currently endorsed 2023/24 SAMP, with changes largely limited to updating figures and graphs and revising and updating the improvement plan within the SAMP.
- 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 \$2.03 Billion of existing infrastructure 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 Within the asset classes are the major and minor assets. For example, transport represents, Roads, Bridges, Footpaths, Kerbs, Shared Use Paths, and minor assets such as Traffic Control Lights & Public Lighting.
- 3.5 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 were included in the 2023/24 SAMP. In total this represents 70% of the total value of Council’s 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.
- 3.6 During 2023/24, Council has considered asset renewal in a number of service areas. The following asset classes have been reviewed and have resulted in key changes to the 2024/25 Draft SAMP:
- 3.6.1 Footpaths / Pathways – shift in service type from renewal to operating to address defects, with renewal budget reduced by \$750k (long term average) to \$0 and operating increased from \$890k to \$1,750k in 2024/25.

- 3.6.2 Street lighting – Administration undertook an audit of public lighting at Mawson Lakes in the 2023/2024 FY. The findings of the audit was used to develop the capital works program commencing in the 2024/2025 FY. There will be an increase of \$536k in capital renewal for the Public Lighting Continuity Program from 2024/2025 and \$378k in subsequent years, which equates to approximately 1% renewal of public lighting assets for Mawson Lakes each year.
- 3.6.3 The operating expenditure will increase by \$200k in the 2024/2025 and 2025/2026 FY to undertake maintenance on damaged public lighting assets to help ensure they achieve their useful lives. An audit of public lighting assets will be undertaken once every 4 years, with the next audit scheduled for the 2027/2028 FY.
- 3.7 Other impacts to the revised draft SAMP include:
- 3.7.1 Fleet Renewal - increases to the Fleet Renewal program of \$267k/annum above forward projections to allow for price increases in new vehicles. This is partly offset to by higher resale values.
- 3.7.2 St. Kilda Adventure Park Renewal – additional provision of \$1.13M of renewal expenditure on a once-off basis to address renewal of equipment that doesn't currently meet compliance requirements.
- 3.7.3 Irrigation – additional provision of \$800k of renewal above forward projections to renew the irrigation system at the Salisbury Par 3 Golf Course.
- 3.8 The overall balanced position projected operating and capital expenditure (preliminary) is found as Figure 11 on page 70 of the attached Draft SAMP, requiring a 10-year average cost of \$108,914,000. The blue shaded areas in the graph represent renewal programs in accordance with endorsed community-based service levels, and are shown isolated in Figure 9 on page 70.
- 3.9 From a financial perspective the graph shows a combination of renewal, upgrade and new capital expenditure, as this is what is required to deliver Council's approved service levels at specific locations/ assets. The costs also reflect market construction rates at the time of preparing the SAMP.
- 3.10 It is proposed, as set out in the Asset Management Improvement Plan in the SAMP, that Irrigation, Sports Lighting, Street trees, Bridges, and Ornamental Lakes will be examined by Council to determine the sustainable Community Based Service Levels over the next 12-18 months. Further work will also be done on Playspace levels of services following completed audits.
- 3.11 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 service provision through new assets.

3.12 It is noted that the SAMP is called “Draft” as it will need to be updated once the Public Consultation process is completed and Council has considered any community feedback for either the SAMP or the 2024/25 Budget. 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 it is expected that these changes will be minimal.

4. CONCLUSION / PROPOSAL

- 4.1 The Draft 2024/25 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 Draft SAMP presents the levels of renewal expenditure that meets the Community’s needs and expectations over a 10-year period.
- 4.3 The Draft SAMP includes an Asset Management Improvement Plan, that outlines the timeframes for the assessment of community based levels of service for the next asset classes including: Irrigation, Sports Lighting, Street trees, Bridges, and Ornamental Lakes. This will enable Council to further refine the service levels and subsequent renewal expenditure to meet the community needs.
- 4.4 The formal request for adoption of the Draft SAMP will be presented to the Policy and Planning Committee in April 2024 for Public consultation, with the SAMP details to be finalised and presented to Council after public consultation.



Acknowledgement of Country

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

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Executive Summary

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

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

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

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

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

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

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

This Plan is the next step, from the 2023/24 SAMP, in that Council has approved Community Based Levels of Service & Asset Hierarchies for Roads, Drainage, Buildings and Playspaces (70% of the Value of Assets in the City). Council has adopted renewal expenditure across these asset classes to meet the endorsed levels of service, ensuring that the Council's renewal programs are financially sustainable, and deliver intergenerational equity. Council has also reviewed Footpath levels of services and implemented a renewal

program for street lighting. As outlined later in this document, Council has a significant number of asset classes still to be reviewed, such as sports lighting, irrigation, bridges, street trees and ornamental lakes to develop community-based levels of service and hierarchies and subsequent funding options to meet community expectations in a sustainable way. Council is engaged in an asset management improvement process to further review structure and hierarchy of key asset classes and subsequent community levels of service. It is expected that Council will review all levels of service and subsequent renewal expenditure across all asset classes late in 2024, once the further review work is undertaken.

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

Strategic issues

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



Current situation

Asset Managers have been moving from condition based to service continuity based asset management Planning. They have been working closely with Council to determine the community’s expectations and levels of service for key asset classes, which will be reflected in the asset management operational plans and the subsequent projects currently under construction and in the budget for 2023/24. Council is working through a confirmation process of the asset structures and hierarchy and levels of 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 increases in levels of service in some classes, developed over the last three years, working with the Council, have increased the cost of renewal. Costs have also increased as a result of inflation.

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

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

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



Opportunities

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

Risks

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

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

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

Asset management approach

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

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

The key outcomes from the SAMP include:

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

The next steps

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



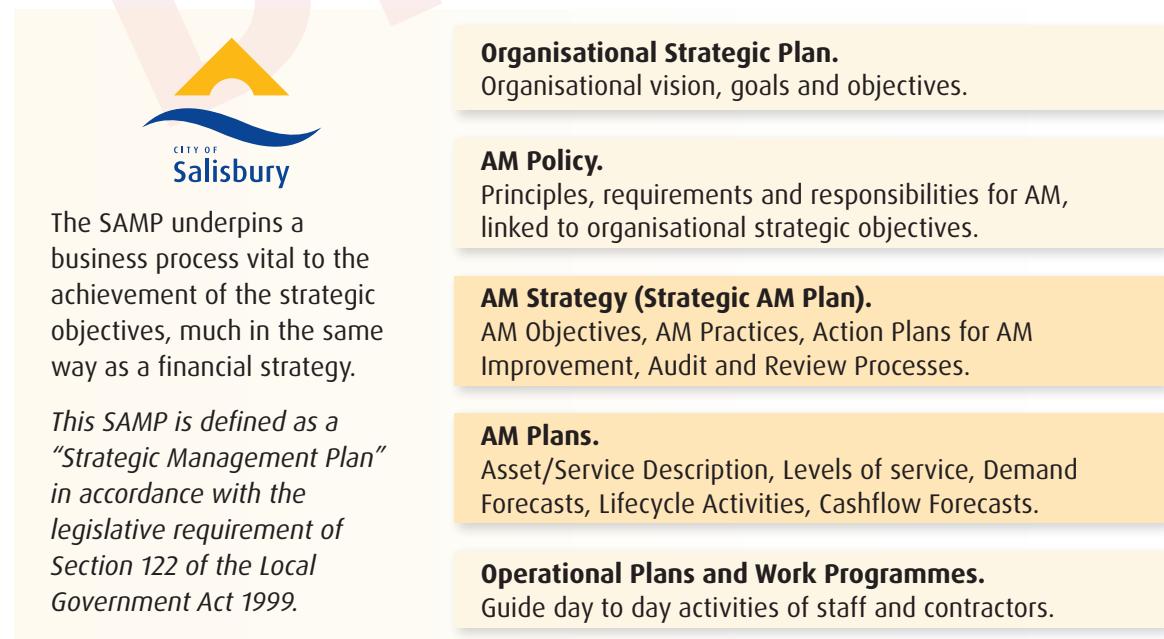
1. Introduction

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

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

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

Figure 1 - Asset Management Planning Framework



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

1.1 Scope of Asset Management System

1.1.1 Asset Management System

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

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

- drainage 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 making³.

1.2 Purpose and Structure of Asset Management System

The AM system is to assist the organisation achieve its AM objectives. It includes “all the functions, people, processes, information and tools that deliver AM objectives”⁴. The AM objectives are the results to be achieved from the AM system. AM objectives are guided by organisational objectives and the AM policy and drive AM practices undertaken by the organisation⁵.

The AM system structure includes

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



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

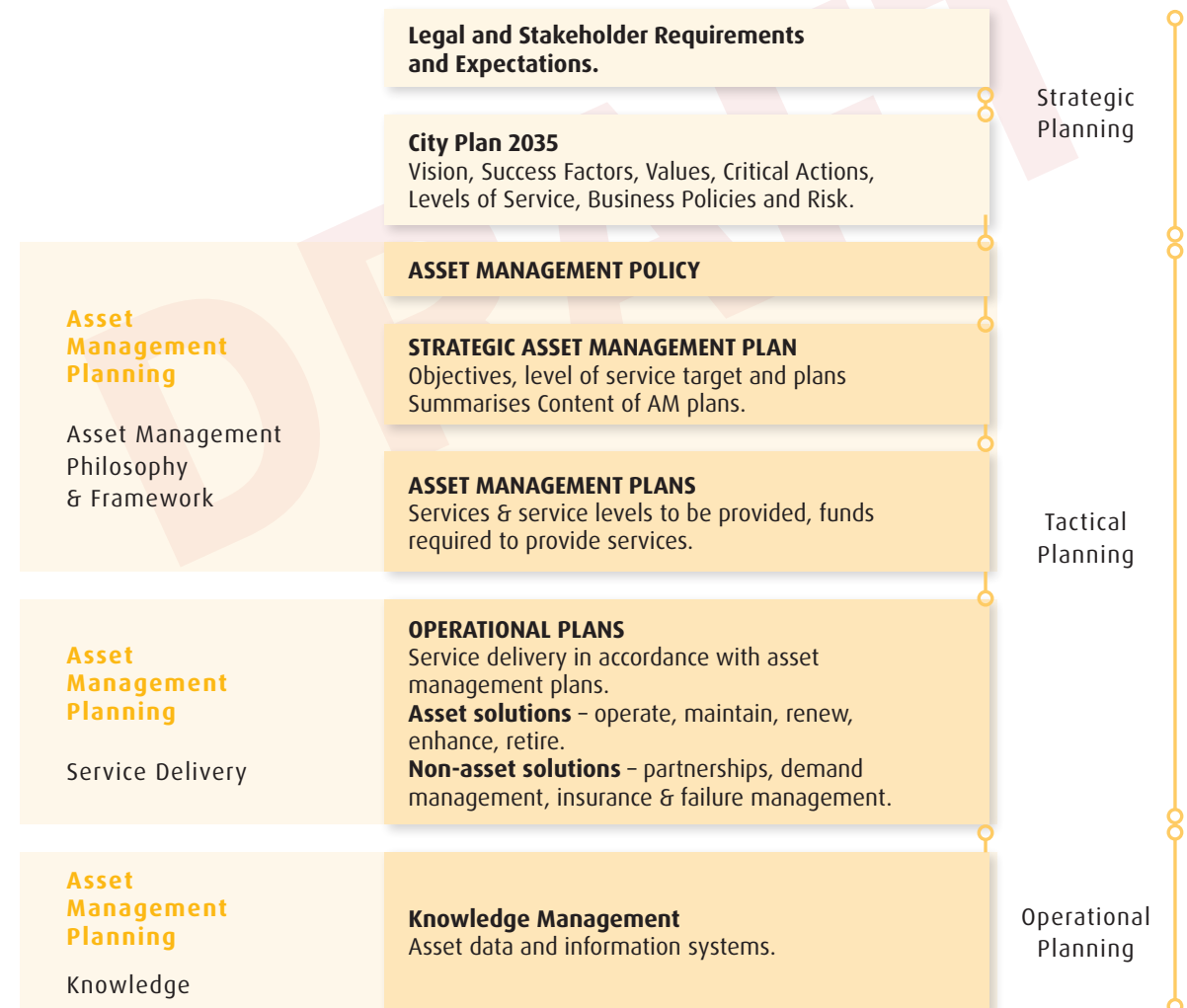
1.3 The SAMP and our Planning Framework

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

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

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

Figure 2 - Strategic Asset Management fit in Asset Planning Process



Strategic Asset Management Plan 2024-25

1.4 Asset Management Objectives

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

The AM objectives are developed from our strategic plan and:

- review of risks including the potential impacts from failure of:
 - assets from a material/structural perspective, or
 - AM activities, (quality or level of renewal and maintenance) which prevents Council from achieving their agreed to levels of service for the community, both individually or in combination
- review of the importance of assets related to their intended outcomes, objectives and product or community experience levels of service requirements
- a check on the applicability of AM objectives during the AM planning process⁶.

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 implications⁷.



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

Strategic Asset Management Plan 2024-25

1.5 Responsibility for the SAMP

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

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



1.6. SAMP Planning Horizon

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

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

2. Strategic Organisational Context

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

2.1 Alignment to City Plan 2035

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

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

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

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



A welcoming and liveable City

Strategic Projects

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

Future Planning

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

Operational Focus

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

Advocacy Priorities

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

Strategic Asset Management Plan 2024-25

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

Strategic Asset Management Plan 2024-25

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

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



2.2 Services Provided

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

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

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

2.3 Our Community

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

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

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

2.4 Strategic Challenges & Opportunities

2.4.1 Place Making:

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

2.4.2 Climate Change:

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

2.4.3 Socio-Economic Conditions:

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

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

2.4.4. Schooling Changes:

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

2.4.5 Demographic Change

Table 1 - Demographic Change and Demand Impact

Item	Present Position	Expected Position	Demand Impact
Population & Demographics	142,555	153,520 by 2036	<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. This increases the costs of renewal which has been allowed for in the Building Renewal Program.</p>

Strategic Asset Management Plan 2024-25

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

Figure 3 – Population Forecast

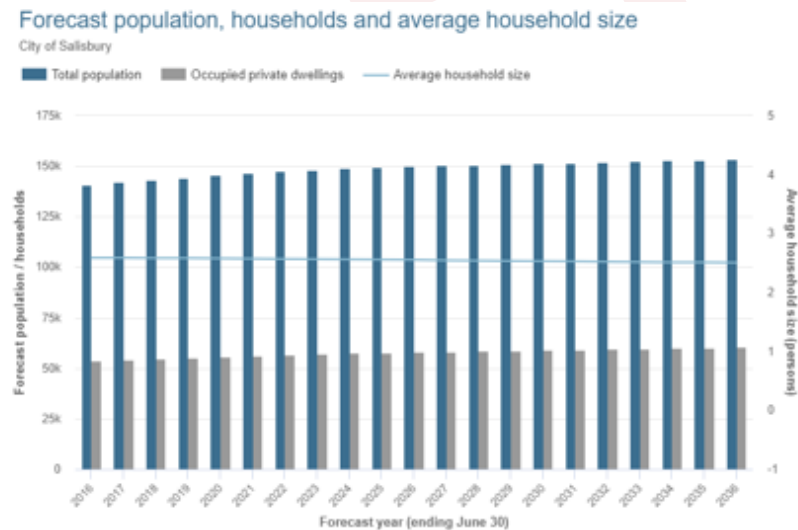
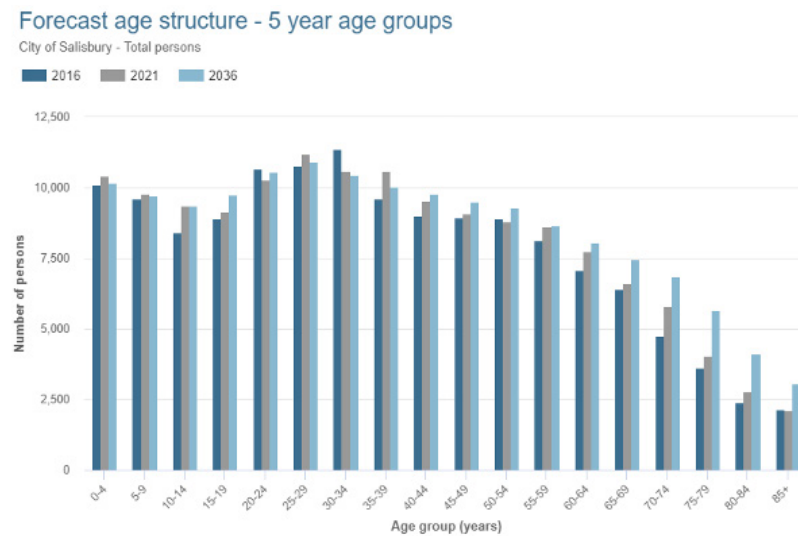


Figure 4 – Forecast age structure 2016 to 2036



Strategic Asset Management Plan 2024-25

2.4.6 Legislative Requirements

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

Table 2 - Legislative Requirements

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

Table 2 - Legislative Requirements continued

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

Table 2 - Legislative Requirements continued

Legislation/Regulation (continued from pg 27)	Major requirement (continued from pg 27)
Salisbury Water	
The Water Industry Act 2012 (ESCOSA) (OTR)	The Act requires a Water Retail Licence to be held by the City of Salisbury. Salisbury Water is the Division tasked with meeting Council's obligations as a licenced retailer. Regulate water price setting, customer service standards and customer issues. Regulate technical standards and safety issues.
Environment Protection Act 1993 (EPA)	Regulates activities that have the potential to pollute the environment <i>Requires a risk-based management approach including licences for Managed Aquifer Recharge (MAR) and brine disposal, with extensive monitoring and reporting.</i>
Water Resources Act 1997 (DEW)	Requires 'Water Effecting Activity' permits for diversions (harvesting), dams, wells etc. The Water Allocation Plan for the Northern Adelaide Plains Prescribed Area requires Water Licences to for injection, extraction and trading of allocations.
National Water Quality Management Strategy Australian Govt. Dept. of Agriculture and Water Resources	Australian Guidelines for Recycling - Managing health and environmental risks <ul style="list-style-type: none"> - Augmentation of drinking water supplies - Stormwater harvesting and reuse - Managed Aquifer Recharge.



**2.4.7 Organisational Opportunities
Asset Management System**

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

Asset Management Maturity

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

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

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

Figure 5 - 2013 Maturity Assessment

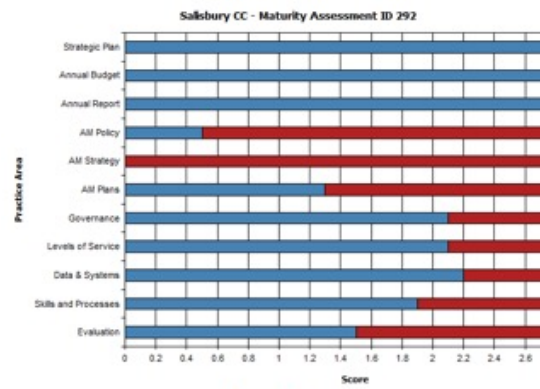
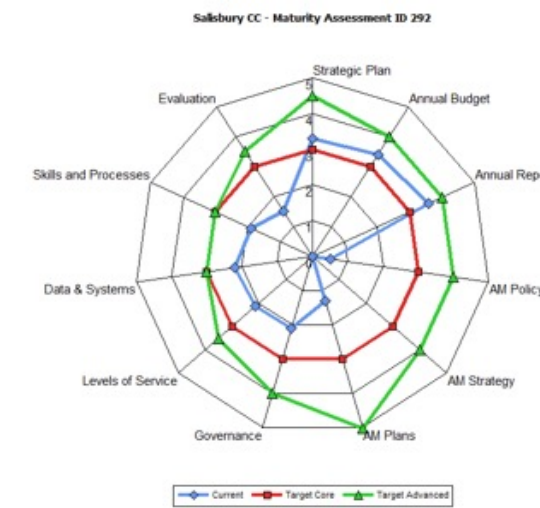
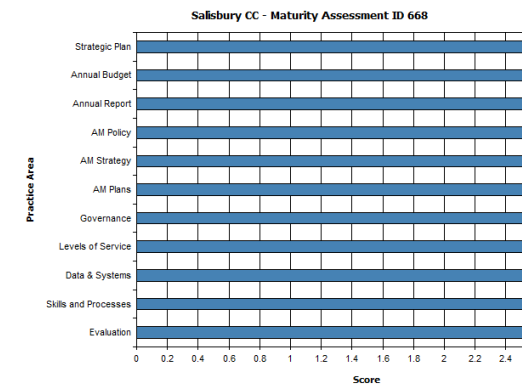
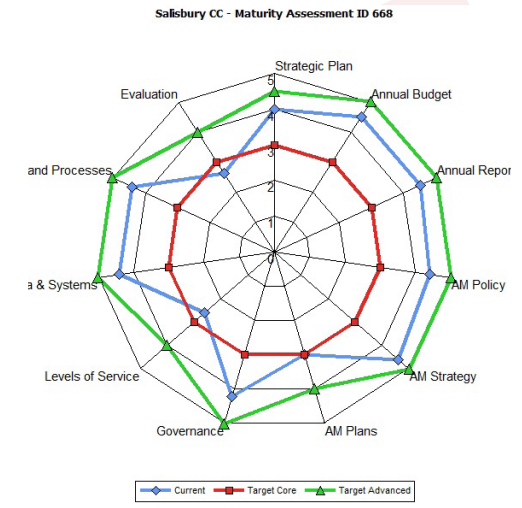


Figure 6 - Current Maturity Assessment



3. Asset Portfolio

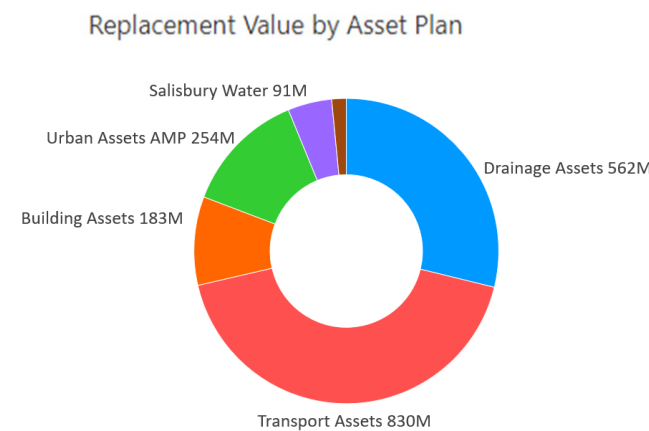
3.1 Asset Dimensions and Value

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

Table 3 - Asset Portfolio

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

Figure 7 - Asset Replacement Values



3.3 Asset register

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

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

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

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

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

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

4. Asset Management Objectives

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

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

The AM objectives are aligned to the organisational objectives in the strategic plans, with the objective of establishing alignment from the organisational objectives through the AM objectives to AM initiatives, projects and performance measures. Council’s Asset Management Plans are modified as the Council’s strategies and objectives are articulated and endorsed. A good example is the Place Activation Strategy, which led to significant modification of the footpath renewal standards. However, as with the case of the Sustainability Strategy, the Renewal program has already adopted the majority of the objectives in the strategy and therefore the renewal program will not be affected. A number of 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 two years of a Council election and/or following significant changes to asset management planning strategies (currently reviewed on a yearly basis).
Streetscape renewal and improvement in aesthetic to create place and destination	Street Tree Renewal program modified to increase diversity of species into the City. Integrate Footpath, Street Tree & Kerb Renewal programs to develop a whole of street approach, where possible (trial underway)	Dec 2024
Environmental Sustainability Strategy	Continue to implement Circular Economy approach with respect to the delivery of the capital and operational Programs Improve environmental performance and climate Resilience of Infrastructure (reduction in heat island in roads, natural creek design, sustainable resource use) Increase the use of recyclables in key renewal programs (Building, Road, Bridges, Outdoor Furniture).	Ongoing
Improved Management and efficiency and capacity of Public Lighting	Replacing Council owned luminaires with LED's.	2021-2028
Improved Access to Green Space -Increase in Irrigated Areas in Local Playspaces	Implement Program to increase supply of shaded Playgrounds within a maximum of 800m walking distance of residents and irrigated open space areas within 400m walking of residential areas.	2021 to 2030
Flood Management - Reduce Risk to Residential and Commercial Premises to above 1 in 100 year events.	Ongoing delivery of the Major Flood Mitigation Strategy.	2018 to 2028
Improve the universal design of our community and sporting facilities.	Implementation of the Age Friendly and Ability and Inclusiveness Strategies through implementing universal design principles in our renewal and upgrade programs.	2018 to 2028

5. Asset Management Planning Approach (Action Plan)

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

5.1 Levels of Service

We have defined service levels in two terms.

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

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

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

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

Our current and projected community levels of service for the services covered by this strategic asset management plan are summarised in this strategic asset management plan with future revisions of the Asset Management Operational Plans based on agreed structure, hierarchy and community experience levels of service. Council's Community

Experience and subsequent technical levels of service have been reviewed and adjusted over the past twelve months following analysis, modelling and reported to Council for approval to be included in this Strategic Asset Management Plan.

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

Technical service measures are linked to annual budgets covering:

- operations - the regular activities to provide services such as utility costs (water/electricity), cleansing, mowing, etc.
- maintenance - the activities necessary to retain an asset as near as practicable to an appropriate service condition (e.g., road patching, unsealed road grading, building and structure repairs, cleaning fire hydrants),

- renewal - the activities that return the service capability of an asset similar to that which it had originally (e.g., road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- upgrade/new - the activities to provide a higher level of service (e.g., widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g., a new library).

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

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

Table 5 - Community Experience Service Levels

Service Area	Current Level of Service	Community Experience Level of Service
Community Facilities	The overall condition of the building and its fit-for purpose requirements are based on the Place Activation Strategy, for regional, district and local facilities hierarchies including maintenance response times. Design of replacement facilities are through direct engagement with the users of the facilities.	<p>The Hierarchy agreed by Council is as follows:</p> <ul style="list-style-type: none"> • bespoke (custom made) • community hubs • community centres/libraries • sporting clubrooms – local • sporting clubrooms – district/regional • public toilets • minor buildings • heritage/historic buildings <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>

Table 5 - Community Experience Service Levels continued

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 and condition criteria.</p> <table border="1"> <thead> <tr> <th>Building Hierarchy</th> <th>Criticality 1-5</th> <th>Fit for Purpose 1-5</th> <th>Condition 0-6</th> </tr> </thead> <tbody> <tr> <td>Bespoke</td> <td>1, very high</td> <td>1 to 3, very good to fair</td> <td>0 to 3, excellent to fair</td> </tr> <tr> <td>Community Hubs</td> <td>1 to 2, very high to high</td> <td>1 to 3, very good to fair</td> <td>0 to 3, excellent to fair</td> </tr> <tr> <td>Community Centre/Library</td> <td>2, high</td> <td>1 to 3, very good to fair</td> <td>0 to 3, excellent to fair</td> </tr> <tr> <td>Sporting Club Regional/District</td> <td>2, high</td> <td>1 to 3, very good to fair</td> <td>0 to 3, excellent to fair</td> </tr> <tr> <td>Sporting Club Local</td> <td>3, moderate</td> <td>1 to 3, very good to fair</td> <td>0 to 3, excellent to fair</td> </tr> <tr> <td>Public Toilets</td> <td>3, moderate</td> <td>1 to 3, very good to fair</td> <td>0 to 3, excellent to fair</td> </tr> <tr> <td>Minor Buildings</td> <td>3-4, moderate to low</td> <td>1 to 3, very good to fair</td> <td>0 to 3, excellent to fair</td> </tr> <tr> <td>Heritage/Historical Buildings</td> <td>5, very low</td> <td>1 to 3, very good to fair</td> <td>0 to 4, excellent to poor</td> </tr> </tbody> </table>	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	<p>Strategy</p> <ul style="list-style-type: none"> • Place Activation Strategy • Building Renewal/Upgrade Program. • All New Buildings or Upgrades are funded through individual business cases and budget bids. <p>Operating/Maintenance</p> <ul style="list-style-type: none"> • Programmed and reactive maintenance
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Table 5 - Community Experience Service Levels continued

Service Area (continued from pg 38 and 39)	Current Level of Service (continued from pg 38 and 39)	Community Experience Level of Service (continued from pg 38 and 39)
Drainage and Flooding	Homes and businesses will not have flood waters through their buildings and facilities in less than a one in 100 year flood event.	<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> <ol style="list-style-type: none"> Maintain a maximum of 300 houses at risk of flooding in a one in 100-year event Maintain the existing average of 5,000 tonnes / year of sediment removal from Council’s waterways and wetlands. <p>Minor Drainage Assets as:</p> <ol style="list-style-type: none"> Maintain current nuisance flooding levels of less than gutter height flow, unless designed so, and no ponding for longer than a day on a road surface. Maintain current maintenance regimes of pits, pipes and gross pollution traps to ensure stormwater harvesting can occur. <p>In Practical Terms: Homes and businesses will be safe in significant storm events (under 100mm of rainfall in 24 hours).</p> <p>Transportation networks (roads, paths, bridges) will be accessible in a minor short duration storm event (under 20mm per hour).</p> <p>Underpasses and ford crossings will be closed above a minor, medium and long duration storm (above 20mm per hour) event to keep the community safe.</p>

Table 5 - Community Experience Service Levels continued

Technical Level of Service (continued from pg 38 and 39)	Key Strategy/Program to Deliver (continued from pg 38 and 39)
<p>Flood dams and major waterways are designed to cater for a one in 100 year flood event.</p> <p>New underground stormwater network and overland flow paths and basins are designed to cater for a one in 10 year flood event.</p> <p>Council stormwater network is routinely cleaned on a four 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 inspected on a four year cycle where required.</p> <p>Routine inspections are undertaken on a routine basis for key assets such as:</p> <p>Side entry pits, trash racks and 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 for pumpstations and mechanical equipment.</p>	<p>Strategy</p> <ul style="list-style-type: none"> Flood Mitigation Strategy Stormwater Management Plans Capital Renewal <p>There is no Renewal Program, with the Stormwater Network considered as Run to FailCapital Upgrade/New</p> <ul style="list-style-type: none"> Major Flood Mitigation Program Minor Flood Mitigation Program Dry Creek Stormwater Management Plan <p>Operating/Maintenance</p> <ul style="list-style-type: none"> SEP Cleaning Program Civil Maintenance Program <p>Water Quality</p> <p>Water Quality is monitored to ensure Watercourse Management Plan works continue to reduce the pollution to the Barker Inlet.</p>

Table 5 - Community Experience Service Levels continued

Table 5 - Community Experience Service Levels continued

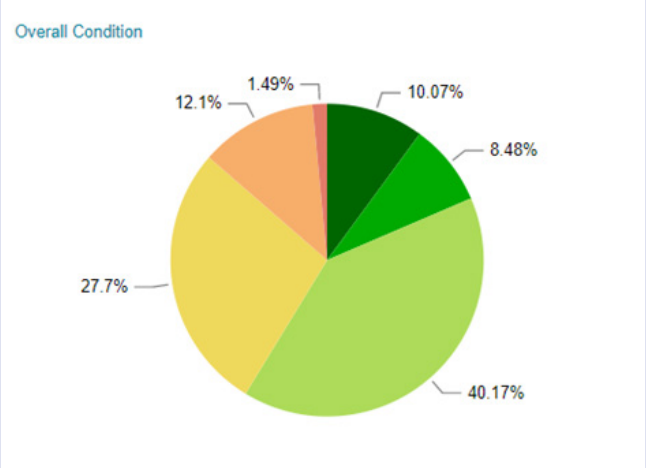
Service Area (continued from pg 38 & 39)	Current Level of Service (continued from pg 38 & 39)	Community Experience Level of Service (continued from pg 38 & 39)	Technical Level of Service (continued from pg 38 & 39)	Key Strategy/Program to Deliver (continued from pg 38 & 39)
<p>Playspaces and Reserves</p>	<p>Irrigated areas are located within 400m walking distance of residents. Playgrounds are located with an 800m walking distance. Regional and district reserves deliver a higher community experience and are distributed within the City.</p>	<p>Council has adopted the following hierarchy for playgrounds:</p> <ul style="list-style-type: none"> • regional • district • local • landscaped amenity • community levels of service criteria include: <ul style="list-style-type: none"> • usage numbers • length of stay • provision of play – demographics • provision of play - accessibility <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 and Irrigation Asset Management Plans are identified in the SAMP to be revised, as part of the Asset Management Improvement Plan, through 2024/25, with further analysis of Hierarchy, Criteria and Renewal Strategy based on Revaluation and Compliance Audit to be completed mid 2024, that will inform the 2025/26 SAMP.</p>	<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"> • age • condition • compliance <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"> • playspaces • irrigated open space • sports court and equipment <p>Council has approved the independent level 3 audits for playspaces on a yearly basis.</p> <p>Reserve turf is cut on a routine basis, in accordance with turf management requirements. IPOS condition assessments are undertaken on a regular basis.</p>	<p>Strategy</p> <ul style="list-style-type: none"> • Place Activation Strategy <p>Capital Renewal</p> <ul style="list-style-type: none"> • Playspace Program • Irrigation Program • Outdoor Furniture Program <p>Operating/Maintenance</p> <ul style="list-style-type: none"> • Parks maintenance program

Table 5 - Community Experience Service Levels continued

Table 5 - Community Experience Service Levels continued

Service Area (continued from pg 38 & 39)	Current Level of Service (continued from pg 38 & 39)	Community Experience Level of Service (continued from pg 38 & 39)	Technical Level of Service (continued from pg 38 & 39)	Key Strategy/Program to Deliver (continued from pg 38 & 39)
<p>Streetscape</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 & 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 2024/25, with a revision of Hierarchy, Criteria and Tree Management Strategy to inform the 2025/26 SAMP.</p>	<p>Street trees are pruned on a five 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 eight times per year, subject to seasonal conditions.</p> <p>Broadleaf weed treatments are undertaken twice yearly.</p>	<p>Strategy</p> <ul style="list-style-type: none"> Urban Forest / Strategy Biodiversity Corridors Management Plan <p>Capital Renewal</p> <p>Street Tree Renewal Operating/Maintenance</p> <ul style="list-style-type: none"> Tree Planting Program Tree Maintenance Program Verge Maintenance Program

Table 5 - Community Experience Service Levels continued

Table 5 - Community Experience Service Levels continued

Service Area (continued from pg 38 & 39)	Current Level of Service (continued from pg 38 & 39)	Community Experience Level of Service (continued from pg 38 & 39)	Technical Level of Service (continued from pg 38 & 39)	Key Strategy/Program to Deliver (continued from pg 38 & 39)										
<p>Roads and Transport</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 one 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"> 1. High Profile - These are roads located in and around main destinations, like the John Street - Church Street Salisbury City Centre. 2. Industrial Roads - These are roads that are designed to carry heavy loads and withstand high shear forces caused by heavy load braking and taking corners by vehicles like B-Doubles (large truck and trailer) and A-Trains (Large truck and two large trailers). 3. Collector Roads- These roads are primarily bus routes and routes that carry lots of traffic 4. Residential Roads - These are roads that run through suburbs and feed the smaller roads like cul-de-sacs and crescents. 5. Minor Roads - These are also residential roads but ones that are short and carry low volumes of traffic. The only trucks are the weekly refuse collection runs. <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="834 1346 1436 1696"> <table border="1"> <caption>Road Area PCI Distribution %</caption> <thead> <tr> <th>Service State</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>0-2</td> <td>72.57%</td> </tr> <tr> <td>3</td> <td>18.98%</td> </tr> <tr> <td>4</td> <td>8.14%</td> </tr> <tr> <td>5</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	0-2	72.57%	3	18.98%	4	8.14%	5	0.09%	<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"> • roads • footpaths • kerbing • bus shelters • signage 	<p>Strategy</p> <ul style="list-style-type: none"> • Integrated Transport Plan <p>Capital Renewal</p> <ul style="list-style-type: none"> • Road Reseal Program • Bridge Program • Bus Shelter Renewal Program <p>Capital Upgrade/New</p> <ul style="list-style-type: none"> • Footpath Program • Minor and Major Traffic Improvement Programs • School Framework Program • City Wide Trails Program • Kerb Ramp Upgrade Program <p>Operating/Maintenance</p> <ul style="list-style-type: none"> • Road Maintenance Program • Footpath Maintenance Program • Kerb Maintenance Program • Bus Shelter Maintenance Program • Signage Maintenance Program
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⁸ 0-6 Condition Rating with 0 being Brand New and 6 being End of Life.

Table 5 - Community Experience Service Levels continued

Table 5 - Community Experience Service Levels continued

Service Area (continued from pg 38 & 39)	Current Level of Service (continued from pg 38 & 39)	Community Experience Level of Service (continued from pg 38 & 39)	Technical Level of Service (continued from pg 38 & 39)	Key Strategy/Program to Deliver (continued from pg 38 & 39)
Roads and Transport		<div data-bbox="795 604 1409 1285"> <p>High Profile</p> <p>Road Area SCI Distribution % (Year 0): 11.36%, 9.97%, 7.1%, 27.89%, 43.68%</p> <p>Road Area SCI Distribution % (Year 5): 10.49%, 3.28%, 38.42%, 8.68%, 37.69%</p> <p>Collector</p> <p>Road Area SCI Distribution % (Year 0): 1.07%, 0.82%, 36.23%, 41.38%, 17.66%</p> <p>Road Area SCI Distribution % (Year 5): 2.9%, 1.76%, 20.65%, 9.76%, 10.35%</p> <p>Industrial</p> <p>Road Area SCI Distribution % (Year 0): 2.09%, 0.05%, 47.32%, 29.19%, 17.62%</p> <p>Road Area SCI Distribution % (Year 5): 4.76%, 3.1%, 17.47%, 18.18%, 16.99%</p> <p>Residential</p> <p>Road Area SCI Distribution % (Year 0): 1.62%, 0.67%, 34.46%, 36.81%, 22.52%</p> <p>Road Area SCI Distribution % (Year 5): 38.78%, 0.43%, 11.25%, 25.64%, 6.56%</p> <p>Minor</p> <p>Road Area SCI Distribution % (Year 0): 2.94%, 2.41%, 30.76%, 28.66%, 31.92%</p> <p>Road Area SCI Distribution % (Year 5): 9.45%, 0.08%, 18.84%, 12.68%, 52.07%</p> </div> <p>Practically this means that Council will:</p> <ul style="list-style-type: none"> Provide safe and efficient commuter use travel across the City. Efficient and effective heavy vehicle/freight movement throughout the City. Safe pedestrian and cycle movement through the City with a significant portion off road. Universally accessible public transport use between residential and business areas. Safe pedestrian and cycle travel at night on streets and key links. 		

* 0-6 Condition Rating with 0 being Brand New and 6 being End of Life.

Strategic Asset Management Plan 2024-25

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

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

• **Playspaces (playgrounds)**

- Revise the Playspace AMP based on the hierarchy above including consideration of:
- universal access, providing for change in demographics, provision of coverage across the city, modern functionality/design
- the number of irrigated spaces and access to playgrounds which will require additional operating and maintenance budgets particularly for mowing, water usage and safety inspections and repairs.
- the provision of shade structures for playgrounds.
- the provision of universally accessible playgrounds
- the provision of toilet and adult change room facilities

• **Streetscapes (trees)**

- Consider improvements to street trees range across the City engaging the community in decision making, including diversifying the tree pallet for the City.

- Canopy Cover, net neutral for street trees with increases in canopy cover in reserve open space.

• **Links and Destinations**

- Public Lighting of destinations and level of lighting in key links as well as Lighting Standards for Streets, Urban Environments and Reserves where applicable, based on Destination Hierarchy
- Council will be continuing the Green Trails Project with improved lighting and upgrades in the existing green trails network, with a focus of improving and connected the next sections of the green trails, over the next twelve months in the Dry Creek area between Main North Road and Walkleys Heights.

• **Sportsfield Lighting**

- Review of sportsfield lighting service levels

• **Irrigation**

- Undertaken audit and revaluation of irrigation systems and review service levels

• **Roads**

- The Integrated Transport Plan is to be updated over the next 18 months with a focus on Integration with the Industrial Areas West of Port Wakefield Road and the Dry Creek (Salt Fields Development). Similarly, Council will have a focus

Strategic Asset Management Plan 2024-25

on Integrated Transport Planning in conjunction with the Department of Infrastructure and Transport, which has a focus on both Active and Public Transport Access. It is expected that there will be significant budget requirements for Road upgrades and the associated linkages.

- A review of road safety will be undertaken and will be included in the revised and updated Integrated Transport Plan.
- Current maintenance regimes and feedback from the community has indicated that the community is satisfied with the current level of service being provided and Council is using new treatment strategies to improve financial and environmental sustainability with no impact to community experience.

• **Drainage and Waterways**

- Council continues to support and deliver the flood mitigation strategy and has further reduced the number of properties at risk of flooding during significant flood events.
- Council will be looking to develop a Water Bodies Asset Management plan over the next twelve months to improve the community levels of service for the ornamental lakes and wetlands throughout the City.

• **Buildings**

- Recent audit of buildings has shown the current condition of Council Buildings are in a good state. However through discussion with the Asset Management Sub Committee the community experience around the function and fit for purpose is not meeting the expectation. This has led to a service level review to define the required service level with a gap analysis being undertaken of Council’s community and recreation facilities to identify future upgrade/new projects.
- The creation of Hubs has led to a significant increase in operating expenses and will continue to do so as additional hubs are development as these have a higher level of service to the Community compared to the existing facilities.

5.2 Risk Management

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

Table 6 - Risk Management Plan

Table 6 - Risk Management Plan continued

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

Table 7 - Demand Management Plan

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

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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 2024-25

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

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

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

- planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner
- consulting with the community and Elected Members during the scoping and design for all capital renewal and replacement projects to identify:
 - the service delivery 'expectation with respect to capacity or function', present risk and optimum time for renewal/replacement
 - the project objectives to rectify the loss of function or capacity

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- the range of options, estimated capital and life cycle costs for each option that could address the service deficiency
- and evaluate the options against evaluation criteria adopted by Council/Board, and
- select the best option to be included in capital renewal program.

- maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and reporting very high and high risks and residual risks after treatment to management and Council/Board
- review current and required skills base and implement workforce training and development to meet required construction and renewal needs
- maintain a current hierarchy of critical assets and capital renewal treatments and timings required
- review management of capital renewal and replacement activities to ensure we are obtaining best value for resources used.

Council continues to have shortages in some key areas, such as timber, for buildings, or play equipment supply, have delayed projects or modified designs to best achieve the most efficient project outcomes over the last two years. Council has also, for major Projects moved to a

two year process. The first year being for planning, consultation and design with the project constructed in the second year. This enables good consultation and invariably better design outcomes for major projects that meet the community's level of service expectations.

5.6 Renewal ranking criteria

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

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

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

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

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

5.7 New and Upgrade Assets Strategies

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

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

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

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5.8 Proposal New/Upgrade Assets Selection Criteria

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

5.9 Disposal Plan

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

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

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

Council has just demolished the existing swim centre with the replacement Salisbury Aquatic Centre nearing completion. Where there are major upgrades of facilities such as Burton

and the Operations Centre, Council have demolished part or all of the existing facilities. Similarly, where there is a merging of facilities as at the Paddocks, three buildings are being replaced with a single facility.

5.10 Assumptions and Confidence Levels

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

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

Table 8 - Key Assumptions made in Strategic Asset Management Plan

Key Assumptions	Risks of Change to Assumptions
Financial values have been forecast as current year costs.	Financial values in the SAMP will need to be adjusted should significant inflationary pressures occur in future annual and/or long term planning.
Level of Service modifications will be within the current budgets where possible.	Level of Service at current asset lives in some asset classes are not financially sustainable in the long term, with either an increase in replacement lives for some assets and/or a reduction in levels of service for some assets required in the long term, or an adjustment to funding requirements is made. This will be addressed through the revision of the AMP's mentioned above.
The hub & new facilities operational costs will be offset by building & operational efficiencies.	The increased Levels of Service have seen an offset to the efficiency gains of the new facilities, and a reduction in total number of facilities, with a significant increase in operating cost being seen for new facilities, with operating increasing in the Building area by \$500k moving forward.
Financing of future Infrastructure for Major New Development (Salt Fields & West of Port Wakefield Road) will be funded through Infrastructure Agreements.	Council will potentially see a large increase in its 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 and Waterways	Medium	Majority of assets have long lives and are only part way through lifecycle, high risk assets are routinely audited (dams) however Council is increasing the CCTV inspection frequency to further increase confidence levels in the understanding of the Pipe Network Condition.
Playspaces	High	High confidence in data due to regular auditing.
Street Trees	High	Detailed audit undertaken in 2019 and asset management strategies are being revised for implementation based on new Levels of Service, to be reviewed as part of the AMIP.
Public Lighting	High	Detailed audit undertaken in 2019 and asset management strategies are being revised to be reviewed as part of the Asset Management Improvement Plan. Further technical audit completed 2024 and will be undertaken every four years.
Transportation	High	Council has completed a detailed audit this year of its roads, (both PCI and SCI) which gives high confidence in the development of the Renewal Program for the City over the next 5 years and confidence in the longer 20 year estimation of asset condition. Council's Footpath and Kerbs are currently being audited with the results to be used to develop a new AMP as part of the Asset Management Improvement Plan.
Property and Building	High	Building condition data is up to date with an audit recently completed, with hierarchy, function and capacity now the key criteria based on Customer Service Levels.
Salisbury Water	High	Assets are relatively new compared to other asset classes with planned reviews of asset data to revise asset management strategies.
Plant and Fleet	High	Fleet assets are typically short lived compared to other asset classes and asset management strategies are in place. However there will be new challenges around the type of vehicle (EV vs Hybrid vs Diesel) recommended moving forward, which will challenge the current valuations and levels of service.

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

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5.11 Improvement Plan

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

Table 10 - Improvement Plan

Task No	Task	Responsibility	Resources Required	
1	SAMP - Revise Strategic Asset Management Plan for Council endorsement to undertake public consultation	Manager Engineering and Asset Systems / T/L Asset Systems and Support	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	APR 2024
2	SAMP - Revise Strategic Asset Management Plan following public consultations for final Council endorsement	Manager Engineering and Asset Systems / T/L Asset Systems and Support	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	JUN 2024
3	Drainage – Draft Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2024
4	Transport – Draft Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2024
5	Buildings – Draft Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2024
6	Pathways – Draft Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2024

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7	Sports Lighting - Revise Council Policy Settings, asset hierarchy, service levels	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	SEP 2024
8	Public Lighting – Draft Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	NOV 2024
9	Irrigation - Complete Audit & Valuation	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
10	Irrigation - Revise Council Policy Settings, asset hierarchy, service levels	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	SEP 2025
11	Trees - Undertake a review asset hierarchy and Community Levels of Service for Street Trees and current Tree Management Practices	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	OCT 2025
12	Trees - Draft Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	DEC 2025
13	Playspace - Revise Council Policy Settings, asset hierarchy, service levels	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team Urban Assets / Strategic Assets Teams	NOV 2024
14	Playspace – Draft Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	MAR 2025
15	Bridges - Revise Council Policy Settings, asset hierarchy, service levels	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	MAY 2024

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

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6. Financial Summary

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

6.1 Financial Indicators and Projections Asset Renewal Funding Ratio

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

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

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

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

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

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

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

6.2 Funding Strategy

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

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

6.3 Expenditure Forecasts - Operations and Maintenance

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

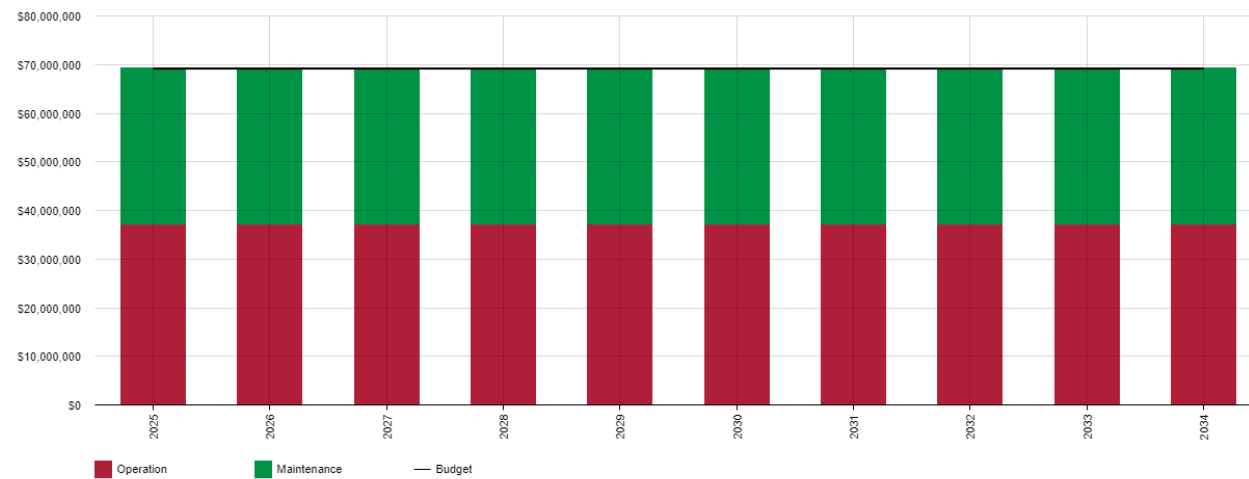
There are additional operating costs due to a number of factors including:

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

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

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

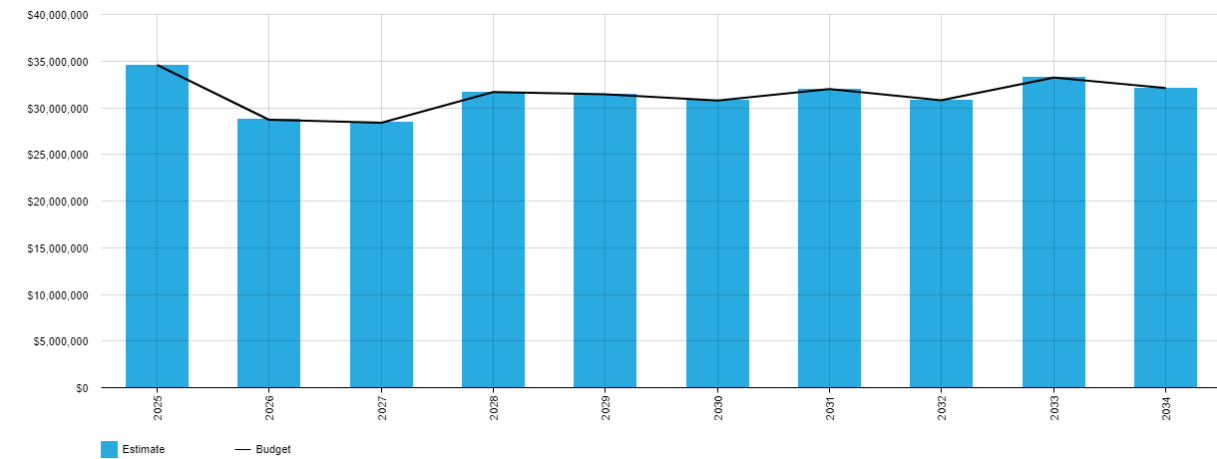


Capital Renewal Expenditure Projections

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

Strategic Asset Management Plan 2024-25

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

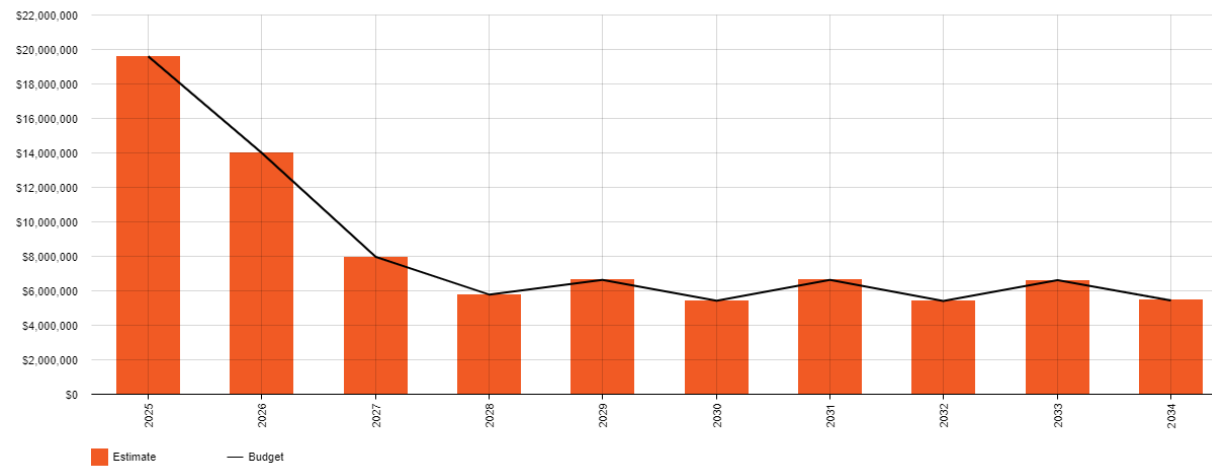


Where renewal projections take into account asset register estimates of asset useful lives, the useful lives are documented in the relevant asset management plan(s).

Capital New/Upgrade Projections

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

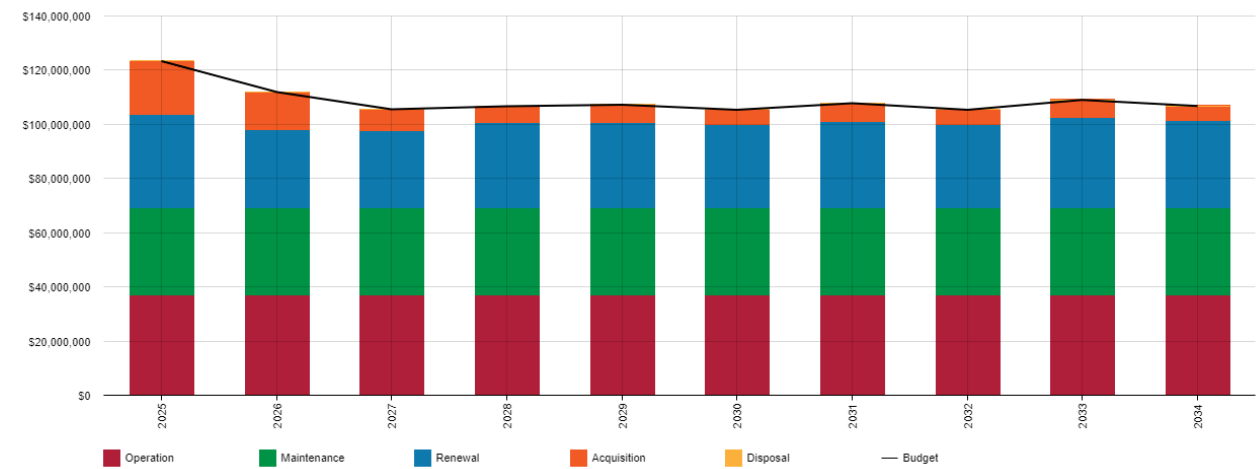
Figure 10 - 2024/25 Capital New/Upgrade Projected Expenditure (preliminary)



Expenditure Projections linked to Long-Term Financial Plan

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

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



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

7. Conclusion

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

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

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

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

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

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

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

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

8. References

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DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2024/25
© April 2024 City of Salisbury, 34 Church Street, Salisbury SA 5108
W: www.salisbury.sa.gov.au P: 8406 8222 E: city@salisbury.sa.gov.au

Item 1.1.4 - Attachment 1 - DRAFT Strategic Asset Management Plan 2024-25