

## **AGENDA**

**FOR POLICY AND PLANNING COMMITTEE MEETING TO BE HELD ON  
22 APRIL 2025 AT 6.30PM  
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  
A/General Manager City Development, Mr C Zafiropoulos  
A/General Manager Community Development, Ms C Giles  
Manager Governance, Mr R Deco

### **APOLOGIES**

### **LEAVE OF ABSENCE**

### **PRESENTATION OF MINUTES**

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 17 March 2025.

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## REPORTS

### *Administration*

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### *For Decision*

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### *For Information*

- 1.2.1 Cambodian Genocide Memorial ..... 117

## 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)*



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## ORDERS TO EXCLUDE THE PUBLIC

### 1.4.1 Recommendations of the Confidential Intercultural Strategy and Partnerships Sub Committee meeting held on Monday 14 April 2025 Recommendation

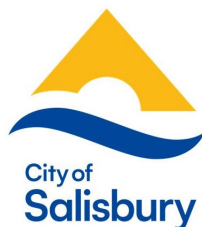
That the Policy and Planning Committee:

1. *Orders that pursuant to Section 90(2) and (3)(a) and (b)(i) and (b)(ii) 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); 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*
  - *non-disclosure of this matter and discussion of this item in confidence would protect the sensitive commercial information.*

*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 14 April 2025** item and discussion at this point in time.*

**CLOSE**





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

**17 MARCH 2025**

**MEMBERS PRESENT**

Deputy Mayor, Cr C Buchanan (Chairman)  
Cr B Brug  
Cr L Brug  
Cr J Chewparsad  
Cr K Grenfell  
Cr D Hood  
Cr P Jensen (Deputy Chairman) (*from 6.53pm*)  
Cr M Mazzeo (*from 7.05pm*)  
Cr S McKell  
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  
A/General Manager Community Development, Ms C Giles  
General Manager City Development, Ms M English  
Manager Governance, Mr R Deco  
Governance Support Officer, Ms M Prasad

The meeting commenced at 6.35pm.

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

**APOLOGIES**

Apologies have been received from Mayor G Aldridge and Cr A Graham.

## LEAVE OF ABSENCE

Nil.

## PRESENTATION OF MINUTES

Moved Cr J Chewparsad  
Seconded Cr B Brug

The Minutes of the Policy and Planning Committee Meeting held on 17 February 2025, be taken as read and confirmed.

**CARRIED**

## REPORTS

### *Administration*

#### **1.0.1 Future Reports for the Policy and Planning Committee**

Moved Cr K Grenfell  
Seconded Cr J Chewparsad

That Council:

1. Notes the report.

**CARRIED**

### *For Decision*

#### **1.1.1 Suburb Re-Name Request**

Moved Cr C Buchanan  
Seconded Cr B Brug

That Council:

1. Provides in principle support to the suburb name change requested by the Aspen Group and Abergold P/L in Attachment 1 (Item 1.1.1, Policy and Planning Committee, 17 March 2025) to change the name of the suburb between the Northern Connector, Jobson Road, Port Wakefield Road and The Little Para River from Bolivar to Paralowie.
2. Proposes the following suburb name changes for consideration (contained in Item 1.1.1, Policy and Planning Committee, 17 March 2025), subject to consultation of land owners and community consultation:
  - i. Proposal 2: Land segregated by Northern Connector at Bolivar and Globe Derby Park.
  - ii. Proposal 3: Realign boundaries between St Kilda and Bolivar.
  - iii. Proposal 4: Change section of Bolivar to Waterloo Corner.

**CARRIED**

### 1.1.2 Proposal to Initiate - Bolivar Code Amendment

Moved Cr C Buchanan  
Seconded Cr K Grenfell

That Council:

1. Approves the draft Proposal to Initiate – Bolivar Code Amendment as contained in Attachment 1 (Item 1.1.2, Policy and Planning Committee, 17 March 2025).
2. Delegates to the Chief Executive Officer (or delegate) to finalise the draft proposal in accordance with Council deliberations and to resolve formatting or typographical errors (if any) prior to lodgement with the Minister for Planning.

**CARRIED**  
unanimously

### 1.1.3 Planning, Development and Infrastructure (Vehicle Parking) Amendment Bill 2025 - Vehicle Parking Scheme

Moved Cr B Brug  
Seconded Cr S McKell

That Council:

1. Notes the due date for the submission did not allow sufficient time for Council to provide a submission.
2. Notes the Administration's submission on the Vehicle Parking Scheme as contained in Attachment 1 (Item 1.1.3, Policy and Planning Committee, 17 March 2025) to the Deputy Chief Executive, Department for Housing and Urban Development
3. Notes that Administration will bring back a report in June 2025 on opportunities to utilise the remaining fund within the Mawson Lakes Carparking Fund should the Bill be passed.

**CARRIED**

*Cr P Jensen entered the meeting at 6.53pm.*

### 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.

## ORDERS TO EXCLUDE THE PUBLIC

### 1.4.1 Salisbury North Oval Precinct Plan - Draft Options

Moved Cr S Ouk

Seconded Cr S Reardon

That the Policy and Planning Committee:

1. *Orders that pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) of the Local Government Act 1999, that it is appropriate and necessary to exclude the public for the consideration of Agenda Item 1.4.1 Salisbury North Oval Precinct Plan - Draft Options with the exception of the following persons:*

- *Chief Executive Officer*
- *Deputy Chief Executive Officer*
- *General Manager City Infrastructure*
- *A/General Manager Community Development*
- *General Manager City Development*
- *Manager Governance*
- *Governance Support Officer*
- *Governance Administration Officer*
- *Manager Environmental Health & Community Compliance*
- *Team Leader Strategic Urban Planning*
- *Team Leader Community Compliance*
- *Manager Salisbury Water*
- *Manager Community Experience*
- *Assessment Manager*
- *Manager People & Performance*
- *Manager Urban, Recreation and Natural Assets*
- *Manager Infrastructure Design & Delivery*
- *Team Leader Property*
- *Manager Field Services*
- *Senior Policy Planner*
- *Manager Engineering Assets & Systems*

*On the basis:*

- *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*

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*- Non-disclosure of the matter and discussion of this item in confidence would protect commercial negotiations and Council's commercial position*

*the public's interest is best served by not disclosing the **Salisbury North Oval Precinct Plan - Draft Options** item and discussion at this point in time.*

**CARRIED**

The meeting moved into confidence at 7.00pm.

The meeting moved out of confidence and closed at 7.19pm.

CHAIRMAN.....

DATE.....





<b>ITEM</b>	1.0.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	22 April 2025
<b>HEADING</b>	Future Reports for the Policy and Planning Committee
<b>AUTHOR</b>	Michelle Whibley, PA to General Manager, City Development
<b>CITY PLAN LINKS</b>	4.2 We deliver quality outcomes that meet the needs of our community
<b>SUMMARY</b>	This item details reports to be presented to the 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.

## RECOMMENDATION

### That Council:

1. Notes the report.

## ATTACHMENTS

There are no attachments to this report.

### 1. BACKGROUND

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

### 2. REPORT

- 2.1 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
18/12/2023 MWON2	<b>Royal Commission into Domestic, Family and Sexual Violence</b>  2. 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.	Amy Pokoney-Cramey
<b>Due:</b>	May 2025	
28/10/2024 MON2	<b>Motion on Notice Cr B Brug: Globe Derby Park Illegal Dumping and CCTV Request</b>  2. Requests the Administration to present a report on potential options to mitigate the Globe Derby Park illegal dumping issues, including associated costing around CCTV solutions.	Mark Purdie

<b>Due:</b>	May 2025	
<b>Reason:</b>	This resolution will be addressed as part of the Confidential Community Safety CCTV Program report that will be presented to the Asset Management Sub Committee Meeting in May 2025.	
16/12/2024 MON1	<b>Motion on Notice: Cr Chewparsad - City of Salisbury Chamber of Commerce</b> 1. Requests the Administration to present a report to be tabled at the Policy and Planning Committee by April 2025, exploring the establishment of a Chamber of Commerce for the whole City of Salisbury Council area.  <b>Due:</b> April 2025 <b>Deferred:</b> May 2025 <b>Reason:</b> Additional time is required for internal consultation to finalise the report.	Leandro Lopez Digon
24/02/2025 1.1.1	<b>Body Worn Cameras</b> 4. Notes that Administration will provide a report post-trial regarding the outcomes of the trial and recommendations for potential future use.  <b>Due:</b> September 2025	John Darzanos
24/02/2025 1.1.1 - MONW3	<b>Body Worn Cameras</b> 2. Requests the Administration to undertake an evaluation of the Body Worn Cameras during the trial and provide a report to Council on the outcomes using an Evaluation Assessment Framework that will include an evaluation of: <ul style="list-style-type: none"> <li>• Number of activations and type of use e.g. safety, compliance and enforcement, etc</li> <li>• Technical Features</li> <li>• Functionality and Performance</li> <li>• Durability and Build Quality</li> <li>• Ease of Use and Officer Experience</li> <li>• Impact on Safety and Community Interactions</li> <li>• Evidence Quality and Usability; and</li> <li>• Cost Analysis.</li> </ul> <b>Due:</b> September 2025	John Darzanos
24/02/2025 1.1.2	<b>Accommodation Diversity Code Amendment</b> 2. Notes the Administration is developing a housing strategy as part of the City Plan to be presented to the Policy and Planning Committee.  <b>Due:</b> June 2025	Kynan Mann

#### 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 14 April 2025**AUTHOR** Hayley Berrisford, PA to General Manager Community Development, Community Development**CITY PLAN LINKS** 1.2 Our community is physically and mentally healthy and connected  
1.3 Our city is welcoming to people of all ages, backgrounds and abilities, and recognises First Nations peoples**SUMMARY** The minutes and recommendations of the Intercultural Strategy and Partnerships Sub Committee meeting held on Monday 14 April 2025 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 14 April 2025 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.

**ISPS2 Update on SICA and SISA meetings - Community Diversity and Inclusion Division**That Council:

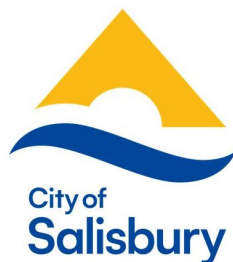
1. Notes the report.

**ATTACHMENTS**

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

1. Minutes Intercultural Strategy and Partnerships Sub Committee - 14 April 2025





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

**34 CHURCH STREET, SALISBURY ON**

**14 APRIL 2025**

**MEMBERS PRESENT**

Cr Johnny Chewparsad (Chair)  
Mayor G Aldridge (ex officio)  
Cr S McKell  
Cr S Ouk (Deputy Chair)  
Cr S Reardon

**STAFF**

Deputy Chief Executive Officer, Mr C Mansueto  
General Manager City Infrastructure, Mr J Devine  
A/General Manager Community Development, Ms C Giles  
A/General Manager City Development, Mr C Zafiropoulos  
Manager Governance, Mr R Deco  
Governance Support Officer, Ms M Prasad

The meeting commenced at 6.35pm.

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

**APOLOGIES**

An apology has been received from Deputy Mayor Cr C Buchanan.

**LEAVE OF ABSENCE**

Nil.

## **PRESENTATION OF MINUTES**

Moved Cr S McKell  
Seconded Mayor G Aldridge

The Minutes of the Intercultural Strategy and Partnerships Sub Committee Meeting held on 10 February 2025, be taken as read and confirmed.

**CARRIED**

## **REPORTS**

### **ISPS1 Future Reports for the Intercultural Strategy and Partnerships Sub Committee**

Moved Cr S McKell  
Seconded Mayor G Aldridge

That Council:

1. Notes the report.

**CARRIED**  
unanimously

### **ISPS2 Update on SICA and SISA meetings - Community Diversity and Inclusion Division**

Moved Cr S Ouk  
Seconded Cr S McKell

That Council:

1. Notes the report.

**CARRIED**  
unanimously

## **QUESTION 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)*

### **QWON1 Question Without Notice: Cr S Ouk: Cambodian Genocide Memorial**

Cr S Ouk asked a question in relation to Future Reports item ISPS1 on the Cambodian Genocide Memorial, for the report timeframe to be reinstated as per original wording of the motion, as resolved by Council.

The Acting Chief Executive Officer took the question on notice and provided an undertaking to confirm with the responsible officer.

## ORDERS TO EXCLUDE THE PUBLIC

### ISPS3 First Nations Strategic Group Nominations and Recruitment

Moved Cr S Ouk

Seconded Cr S Reardon

*That the Intercultural Strategy and Partnerships Sub Committee:*

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

- *Chief Executive Officer*
- *Deputy Chief Executive Officer*
- *A/General Manager City Development*
- *A/General Manager Community Development*
- *General Manager City Infrastructure*
- *Manager Governance*
- *Governance Support Officer*
- *Manager Community Diversity & Inclusion*

*On the basis:*

- *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); 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*
    - *non-disclosure of this matter and discussion of this item in confidence would protect the sensitive commercial information.*

*The public's interest is best served by not disclosing the **First Nations Strategic Group Nominations and Recruitment** item and discussion at this point in time.*

**CARRIED**

The meeting moved into confidence at 6.40pm.



The meeting moved out of confidence and closed at 6.45pm.

**CLOSE**

CHAIRMAN.....

DATE.....



<b>ITEM</b>	1.1.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	22 April 2025
<b>HEADING</b>	Consultation on Proposed Development Regulation Changes
<b>AUTHOR</b>	Chris Zafiropoulos, Assessment Manager, City Development
<b>CITY PLAN LINKS</b>	3.2 Our city's growth is well planned and supported by the integrated delivery of infrastructure
<b>SUMMARY</b>	The State Government has released for consultation changes to regulations under the <i>Planning, Development and Infrastructure Act, 2016</i> . Submissions were due prior to Council considering this report. This report provides Council information on the key issues considered to be of priority for a Council submission, noting a draft staff submission has been made within the Government's deadline.

## **RECOMMENDATION**

### That Council:

1. Notes the draft staff submission for the consultation on changes to regulations under the *Planning, Development and Infrastructure Act, 2016*, as provided in Attachment 1 (Item 1.1.1, Policy and Planning Committee, 22 April 2025) to be submitted by 22 April 2025.
2. Notes the consultation window did not align with Council's agenda cycle and subsequently approves for the Administration to submit Attachment 1 (Item 1.1.1, Policy and Planning Committee, 22 April 2025), noting Council may further refine the submission post the due date.

## **ATTACHMENTS**

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

1. Draft Staff Submission
2. Draft Regulations for Consultation
3. Summary of Proposed Amendments
4. Verification Criteria for Complex Development Applications

## **1. BACKGROUND**

- 1.1 The State Government has released draft amendments to the regulations under the *Planning, Development and Infrastructure Act 2016* (Act). Many of the changes seek to implement recommendations of the Expert Panel on Planning Reform.
- 1.2 The draft regulations were released in mid-March and submissions are due by 22 April 2025. This consultation window does not align with Councils agenda cycle.

- 1.3 A draft staff submission has been made to meet the deadline and this report seeks to inform Council on that submission, highlighting the key issues that are considered to be of interest for Council. The draft staff submission has highlighted that Council is likely to refine the draft staff submission given Council's interest in key topics.

## 2. DISCUSSION

- 2.1 The key regulations changes that are considered to warrant Council's consideration relate to:
- Land division approval processes and the vesting of land to councils.
  - Private certifiers issuing land division approval.
  - Significant and Regulated Trees.
  - Complicating Development Assessment Processes.

### Land division approval processes and the vesting of land to councils

- 2.2 The proposed amendments to the regulations (*Cl.# 3,7,14,15*) are seeking to introduce significant changes to the land division approval process and the vesting of land to councils.
- 2.3 These changes will apply across all council areas where land is to be vested to a Council, such as open space and road reserves, including the associated infrastructure. If this regulation proceeds as proposed, councils will no longer be able to refuse the vesting of land.
- 2.4 In addition, proposed new Design Standards will change Prescribed Requirements (infrastructure) under the Act.
- Design Standards specify design principles and standards for the public realm or infrastructure. They are a new instrument intended to supplement the Planning and Design Code. New Design Standards are currently being prepared by the State Government but have not been formally released for consultation.
  - Prescribed Requirements are the infrastructure requirements that are contained in the development regulations and apply to land division applications for such matters as roads, bridges, drains and services. They generally require the infrastructure to be built and approved by councils.
- 2.5 The Design Standards may also change amount of open space and/or financial contribution in developments, without Council involvement. It is not clear at this stage of the full extent of the changes under these regulations and the proposed Design Standards.
- 2.6 Currently, councils will inspect all land and the associated infrastructure that is to be vested to it, to ensure that the land and infrastructure has been constructed in accordance with the relevant approval.
- 2.7 The stated intent for these clauses is to ... *ensure that the land division process is not delayed through negotiations over the vesting of land that is in accord with a design standard*. It is understood to be the reasons for these changes as part of the Housing Road Map. The Housing Road Map is the State Government program to address the housing crisis with various initiatives, including fast tracking land releases.

- 2.8 There is no evidence presented however to support the suggestion that the vesting of land is delaying land division approvals or that the delay is due to a local council. At times, infrastructure is poorly constructed and not in accordance with the relevant standards; it is entirely appropriate that contractors rectify faulty work.
- 2.9 This change is a significant risk to all councils. It fails to recognise the importance of inspections and quality control to ensure land that is vested to councils is constructed to the appropriate standard. Based on current experiences, there is a high risk of substandard land and associated infrastructure being vested to councils under this proposed change. Ultimately communities will be burdened with rectification costs and/or shortened asset life if inferior / poorly constructed infrastructure is vested with councils. For these reasons, these changes are not supported.

#### **Private certifiers issuing land division approval**

- 2.10 A proposed regulation change (Cl.# 5) will allow private accredited professional surveyors to issue planning and land division consent for deemed-to-satisfy land divisions. The reason for this change is to *provide further flexibility for deemed-to-satisfy land division*.
- 2.11 A land division assessment takes into consideration engineering considerations. Engineering advice is a critical component of such assessments. This could be simply the provision of an easement for adequate stormwater disposal. This proposed regulation change does not adequately recognise the importance of this input into the land division assessment process and risks incomplete assessment outcomes. For this reason, this change is not supported.

#### **Significant and Regulated Trees**

- 2.12 Council has been previously advised of the implications of the changes to regulated and significant trees regulations [Environmental Sustainability and Trees Sub Committee Report - ESATS4 - 12 August 2024].
- 2.13 In summary, the changes have increased the number of trees now considered to be Regulated or Significant by reducing the prescribed trunk circumference size, reducing exemption distance from dwellings and swimming pools and increasing the number of species excluded from the exemption distance. Other changes include limitations to pruning and increasing the offset fees for the removal of trees. It has been estimated that of the 77,400 Council street trees, 37% now qualify as Regulated or Significant. The regulatory change has impacted multiple teams within the organisation. The impacts and costs are still being quantified, but as conservative estimate, with four times as many trees now considered to be Regulated or Significant, the resources required may also be up to four times current allowances. The resource impact is across all metropolitan councils.
- 2.14 The proposed amendment to the regulations (Cl.# 4) will remove the 5-year limit on pruning trees and will allow councils to undertake work as required to maintain all trees in public locations. This regulation change is supported.

- 2.15 Given the clear difference between the management of public trees by councils compared to that of private trees, there is an argument that same development controls should not apply, where the approach to tree management is different.
- 2.16 An increase in tree canopy cover is a strategic goal commitment of the Greater Adelaide Regional Plan. It is important to demonstrate a commitment and active progress to increasing the tree canopy across metropolitan Adelaide, if any further exemption is to be sought for Council trees. It is unlikely the Minister could allow exemptions for councils without a demonstrated commitment to increasing the tree canopy.
- 2.17 On this basis, Council may suggest to the Minister for Planning that additional exclusions should be considered for trees under the care and control of Council, where appropriate checks and balances are included for maintaining or enhancing the tree canopy.
- 2.18 Changes could have a meaningful reduction in the resourcing impact which has resulted from the recent tree reforms. They are also considered to encourage councils to consider their strategic approach to trees, such that trees are managed appropriately and with a low risk to the outcomes sought by the State's strategic goal.

### **Complicating Development Assessment Processes**

- 2.19 The proposed amendments to the regulations are seeking to introduce changes responding to recommendations from the Expert Panel on Planning Reform (Cl.# 8, 9, 11). The changes include:
- Enabling an application to lock-in in the version of the Planning and Design Code, before their application has been fully lodged.
  - Increasing the assessment time for verifying and assessing more complex development applications. Noting however that the regulation changes propose a 5 day increase, whereas the Expert Panel proposed an additional 10 days.
  - Reducing the assessment time land division applications from 60 days to 30 days where a proposal contains 10 or less allotments and does not include a public road.
- 2.20 Increasing the assessment time for complex development application is supported. Council staff have been consistently highlighting the challenges with timeframes established under the Act are inadequate when considering the same time is applied to simple applications, such as dwelling applications, and complex / large scale industrial development. The current assessment time is twenty (20) days. Another twenty (20) days is added to the assessment time if the application requires public notification, recognising that most Council Assessment Panels who consider notified applications meet monthly.

- 2.21 The concern is that the proposed process of determining a complex development application is inherently complex, and the assessment process under the Act is becoming increasingly more complex. Whereas staff at Salisbury Council had a simple and efficient process to assess simpler development applications within 3-5 days, prior to the current Act, the current assessment process is overly complicated and requires multiple touch points for all development applications. The assessment process is not efficient and is overly complicated. This is having a detrimental impact on culture with planning assessment teams generally in councils.
- 2.22 In addition, reforms such as the changes to the significant and regulated tree controls have not taken into consideration the substantial impact in workloads, as discussed above. The recent Vehicle Parking Amendment Bill and Scheme is another example of complicating the system with the introduction of a Bill, rather than using the instruments within the system, Practice Directions in this example, as intended.
- 2.23 Given the documented shortage of skilled staff, Council support is being sought to advise of the concerns from Council, and that changes to the system, such as the complicated assessment process, while supported, should not in themselves be further complicating the assessment process. The Government should prioritise making the assessment more efficient for practitioners as this will ultimately benefit applications.

### **3. FINANCIAL OVERVIEW**

- 3.1 An inefficient planning and development assessment will require Council to further invest to maintain exceptional customer experiences. Staff will provide further advice in relation to the significant and regulatory tree changes to the Environmental Sustainability and Trees Sub Committee Report, ESATS4, 12 August 2024, as previously advised.
- 3.2 The changes to vesting of infrastructure is considered to be a significant risk for all councils. Based on current experiences, there is a high risk of substandard land and associated infrastructure being vested to councils under this proposed change.
- 3.3 Ultimately communities will be burdened with rectification costs and/or shortened asset life if inferior / poorly constructed infrastructure is vested with councils. For this reason, these changes are not supported.

### **4. CONCLUSION**

- 4.1 The draft regulation changes propose a number of changes, this report has been focussed on those matters of more significance that are considered to require Council's consideration.
- 4.2 As the due date for submissions was 22 April 2025, a draft staff submission has been made and is provided in Attachment 1. The draft submission advises that Council is likely to refine the draft submission post the due date given Council's interest in key topics.





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...April 2025

Ms Sally Smith  
Deputy Chief Executive Officer  
Department for Housing and Urban Development

[PlanSASubmissions@sa.gov.au](mailto:PlanSASubmissions@sa.gov.au)

Dear Sally,

Thank you for the opportunity to make a submission on the Planning, Development and Infrastructure (General) (Miscellaneous) (No 2) Amendment Regulations 2025 (Amendment Regulations).

The consultation window for this regulation consultation unfortunately does not align with Council's agenda cycle. Please accept this as a draft staff submission. Council will formally consider the draft regulations at its meeting to be held on the 24<sup>th</sup> April 2025 and the formal submission will be submitted immediately thereafter.

The following draft regulation changes are highlighted as matters that are considered to warrant further consideration.

- Land division approval processes and the vesting of land to councils.
- Private certifiers issuing land division approval.
- Significant and Regulated Trees.
- Complicating Development Assessment Processes.

Land division approval processes and the vesting of land to councils.

The proposed amendments to the regulations (Cl.# 3,7,14,15) are seeking to introduce significant changes to the land division approval process and the vesting of land to councils.

These changes will apply across all council areas where land is to be vested to a council, such as open space and road reserves, including the associated infrastructure. If this regulation proceeds as proposed, councils will no longer be able to refuse the vesting of land.

Currently, councils will inspect all land and the associated infrastructure that is to be vested to it, to ensure that the land and infrastructure has been constructed in accordance with the relevant approval.

The stated intent for these clauses is to ... *ensure that the land division process is not delayed through negotiations over the vesting of land that is in accord with a design standard.* It is understood to be the reasons for these changes as part of the Housing Road Map.

There is no evidence presented however to support the suggestion that the vesting of land is delaying land division approvals or that the delay is due to a local council. At times, infrastructure is poorly constructed and not in accordance with the relevant standards; it is entirely appropriate that contractors rectify faulty work.

This change is a significant risk to all councils. It fails to recognise the importance of inspections and quality control to ensure land that is vested to councils is constructed to the appropriate standard. Based on current experiences, there is a high risk of substandard land and associated infrastructure being vested to councils under this proposed change. Ultimately communities will be burdened with rectification costs and/or shortened asset life if inferior / poorly constructed infrastructure is vested with councils.

For these reasons, these changes are not supported.

#### Private certifiers issuing land division approval

A proposed regulation change (Cl.# 5) will allow private accredited professional surveyors to issue planning and land division consent for deemed-to-satisfy land divisions. The reason for this change is to provide *further flexibility for deemed-to-satisfy land division.*

A land division assessment takes into consideration engineering considerations, engineering advice is a critical component of such assessments. This could be simply the provision of an easement for adequate stormwater disposal. This proposed regulation change does not adequately recognise the importance of this input into the land division assessment process and risks incomplete assessment outcomes.

For this reason, this change is not supported.

#### Significant and Regulated Trees

The changes to significant and regulated trees in 2024 have increased the number of trees now considered to be Regulated or Significant. It has been estimated that of the 77,400 Council street trees, 37% now qualify as Regulated or Significant. The regulatory changes have a number of impacts on multiple teams within the Council. The impacts and costs are still being quantified, but as conservative estimate, with four times as many trees now considered to be Regulated or Significant, the resources required may also be up to four times current allowances. The resource impact is across all metropolitan councils.

The proposed amendment to the regulations (Cl.# 4) will remove the 5-year limit on pruning trees and will allow councils to undertake work as required to maintain all trees in public locations.

This regulation change is supported.

Given the clear difference between the management of public trees by councils compared to that of private trees, there is an argument that same development controls should not apply, where the approach to tree management is different.

The state's goal of increasing urban tree canopy by 20 per cent is generally supported by local government, with many councils having long understood the benefits of trees to their local areas. On this basis, additional exemptions for tree damaging activities are suggested for the removal of a regulated tree, by or on behalf of a council:

- Where a council can clearly display a strategic approach to tree management that is resulting in an increase to tree canopy for the local area; and
- A tree assessment has been undertaken by a qualified Arborist with a Diploma in Arboriculture recognised in the Australian tertiary training system, or a comparable or higher qualification.
- This exclusion would not be provided for development which may include tree damaging activity, this should be subject to the normal assessment requirements of the Act.

These changes are expected to have a meaningful reduction in the resourcing impact which has resulted from the recent tree reforms. They are also considered to encourage councils to consider their strategic approach to trees, such that trees are managed appropriately and with a low risk to the outcomes sought by the state's strategic goal.

#### Complicating Development Assessment Processes

Increasing the assessment time for complex development application is supported. Given the Expert Panel recommended an additional 10 days, it is considered reasonable that the full 10 days be included in the regulations.

Decreasing the assessment time for land divisions with 10 lots or less is not supported. These types of applications are not simple and warrant the same assessment time as other complex applications.

The concern is that the proposed process of determining a complex development application is inherently complex, and this is making the assessment process under the Act increasing more complex. This should be a simplified, so that all stakeholders

have a clear understanding of the respective assessment time for development applications.

There is increasing concerns that the current assessment process is becoming overly complicated and is requiring multiple touch points for all development applications. The assessment process is not efficient. This is having a detrimental impact on culture with planning assessment teams generally in councils.

Reforms such as the changes to the significant and regulated tree controls have not taken into considerations the substantial impact in workloads, as discussed above. The recent Vehicle Parking Amendment Bill and Scheme is another example of complicating the system with the introduction of a Bill, rather than using the instruments within the system, Practice Directions in this example, as intended.

Given the documented shortage of skilled staff, changes to the system, such as increasing the assessment time for complicated assessment process, while supported, should not in themselves be further complicating the assessment process. The government should prioritise making the assessment more efficient for practitioners, especially for simpler applications, as this will ultimately benefit applicants.

Yours Sincerely

John Harry

CHIEF EXECUTIVE OFFICER



## Draft for comment

South Australia

# Planning, Development and Infrastructure (General) (Miscellaneous) Amendment Regulations 2025

under the *Planning, Development and Infrastructure Act 2016*

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## Part 1—Preliminary

### 1—Short title

These regulations may be cited as the *Planning, Development and Infrastructure (General) (Miscellaneous) Amendment Regulations 2025*.

### 2—Commencement

These regulations come into operation on .

## Part 2—Amendment of *Planning, Development and Infrastructure (General) Regulations 2017*

### 3—Amendment of regulation 3A—Application of Act (section 8)

(1) Regulation 3A—after subregulation (1) insert:

- (1a) In accordance with section 8(2) of the Act, sections 102(1)(c)(iv) and 198(1)(c), (1)(e) and (3) of the Act do not apply in respect of development that constitutes a proposed division of land in circumstances in which a design standard prepared for the purposes of section 102(1)(c)(ii) of the Act applies.

(2) Regulation 3A—after subregulation (3) insert:

- (3a) In accordance with section 8(2) of the Act, sections 213, 214 and 215 of the Act do not apply to circumstances in which there has been a contravention consisting of a failure to comply with a condition relating to the provision of recycled water that is imposed under the Act in relation to a development authorisation issued for a development within a designated area.

(3) Regulation 3A(5)—after the definition of *ancillary accommodation* insert:

*designated area* means a shaded area bounded by a bold black line in a map set out in Schedule 18;

### 4—Amendment of regulation 3F—Regulated and significant trees

Regulation 3F(6)(c)—delete subparagraph (c) and substitute:

(c) that is—

- (i) in the case of a tree on land owned by, or under the care, control and management of, a council—undertaken by or on behalf of the council at any time; or
- (ii) in any other case—undertaken at least 5 years after pruning of a kind referred to in this subregulation was last undertaken in relation to the tree,

### 5—Amendment of regulation 22—Prescribed scheme (section 93)

Regulation 22(1)(d)—after "consent" insert:

and consent under section 102(1)(c) or (d) of the Act

**Draft**

**Planning, Development and Infrastructure (General) (Miscellaneous) Amendment Regulations 2025**  
*Amendment of Planning, Development and Infrastructure (General) Regulations 2017—Part 2*

**6—Amendment of regulation 25—Accredited professionals (section 97)**

Regulation 25(2)—delete subregulation (2) and substitute:

- (2) For the purposes of section 97 of the Act, and subject to these regulations, an Accredited professional—building level 1 may act as a relevant authority for the purposes of giving building consent in relation to any class of development.

**7—Insertion of regulation 26B**

After regulation 26A insert:

**26B—Code assessed development—conditions and exceptions**

- (1) In accordance with section 106(4) of the Act, a planning consent under section 106 is subject to the exception that subsection (1) of that section does not apply to a development that is inconsistent with a design standard that is relevant to development of that kind.
- (2) In accordance with section 107(7) of the Act, a planning consent under section 107 is subject to a condition that the development that is the subject of the consent complies with any design standard that is relevant to development of that kind.

**8—Amendment of regulation 29—Application to relevant authority**

Regulation 29—after subregulation (4) insert:

- (5) The appropriate fee for the purposes of section 119(1)(d) of the Act is the fee identified as the base amount in respect of an application for consent under Part 7 of the Act in a fee notice made for the purposes of the Act.

**9—Amendment of regulation 31—Verification of application**

- (1) Regulation 31(1)—after paragraph (a) insert:

- (ab) determine the complexity of the application in accordance with any criteria published by the Chief Executive on the SA planning portal for the purposes of this paragraph that relates to development of a kind proposed in the application; and

- (2) Regulation 31(1)(d)(ii)—delete "the prescribed" and substitute:

any remaining prescribed

- (3) Regulation 31(2)(a)—delete "5" and substitute:

8

- (4) Regulation 31(2)(b)—after "to the application" insert:

within 8 business days after receiving the application

**Draft**

**Planning, Development and Infrastructure (General) (Miscellaneous) Amendment Regulations 2025**  
 Part 2—Amendment of *Planning, Development and Infrastructure (General) Regulations 2017*

**10—Amendment of regulation 33—Application and further information**

Regulation 33(5)—delete subregulation (5) and substitute:

- (5) For the purposes of section 119(5)(d) of the Act, the period of—
  - (a) in the case of an application that has been determined to be complex under regulation 31(1)(ab)—15 business days from the day on which notice has been provided under regulation 31(1); or
  - (b) in any other case—10 business days from the day on which notice has been provided under regulation 31(1),
 or, if a later day, the day on which the appropriate fees have been paid by the applicant, is prescribed.

**11—Amendment of regulation 53—Time within which decision must be made (section 125(1))**

(1) Regulation 53(1)—after paragraph (b) insert:

- (ba) if the application proposes to divide land under section 102(1)(c) or (d) of the Act and—
  - (i) the proposed development involves the division of land into 10 allotments or less; and
  - (ii) does not involve the creation of a public road,

**30 business days;**

(2) Regulation 53(1)—before paragraph (f) insert:

- (ea) if paragraph (b) applies and the application has been determined to be complex by the relevant authority under regulation 31(1)(ab), **an additional period of 5 business days** must be added to the period that applies under paragraph (b); and

(3) Regulation 53(1)—after paragraph (ja) insert:

- (jb) if paragraph (ca) applies and the development that is the subject of the application for outline consent is being assessed against a proposed amendment to the Planning and Design Code, an additional period equal to the time taken for the proposed amendment to be adopted by the Minister must be added to the period that applies under paragraph (ca); and

(4) Regulation 53—after subregulation (4) insert:

- (4a) In addition, if an application was verified under regulation 31—
  - (a) in less than the number of days prescribed for verification under regulation 31—an additional period equivalent to the remaining days prescribed for verification under that regulation must be added to the period prescribed in subregulation (1); or



**Draft**

**Planning, Development and Infrastructure (General) (Miscellaneous) Amendment Regulations 2025**  
*Amendment of Planning, Development and Infrastructure (General) Regulations 2017—Part 2*

- (b) in more than the number of days prescribed for verification under regulation 31—a period equivalent to the days by which the period prescribed for verification under that regulation was exceeded is subtracted from the period prescribed in subregulation (1).

**12—Amendment of regulation 61—Certificate of independent technical expert in certain cases**

- (1) Regulation 61(1)(a)—delete "of Volume 1, or Part 2.1 of Volume 2," and substitute:  
or Part H1
- (2) Regulation 61(1)(b)—delete "of Volume 1"
- (3) Regulation 61(1)(c)—delete "of Volume 1, or Part 2.6 of Volume 2," and substitute:  
or Part H6

**13—Amendment of regulation 65—Variation of authorisation (section 128)**

Regulation 65—after subregulation (3) insert:

- (3a) For the purposes of subregulation (1), if a person requests a minor variation to a planning consent previously given by an accredited professional in respect of a development within the area of a council, the relevant authority is an assessment manager appointed for an assessment panel appointed by the council.

**14—Amendment of regulation 80—Prescribed requirements**

Regulation 80—after its present contents (now to be designated as subregulation (1)) insert:

- (2) Except as otherwise provided, the requirements set out in this Division only apply in circumstances in which a design standard prepared for the purposes of section 102(1)(c)(ii) of the Act does not apply.

**15—Insertion of regulations 85A and 85B**

After regulation 85 insert:

**85A—Division of proposed allotments**

For the purposes of a division of land referred to in Schedule 3 clause 12, a certificate of title must have been issued in respect of the land that is proposed to be divided.

**85B—Open space**

- (1) The development of any land proposed to be held as open space within the relevant division must be approved by, and developed to the satisfaction of, the relevant authority.
- (2) The requirement in subregulation (1) applies regardless of whether a design standard prepared for the purposes of section 102(1)(c)(ii) of the Act applies.

**Draft****Planning, Development and Infrastructure (General) (Miscellaneous) Amendment Regulations 2025**  
Part 2—Amendment of *Planning, Development and Infrastructure (General) Regulations 2017***16—Amendment of regulation 93—Notifications during building work**

Regulation 93—after subregulation (4) insert:

- (4a) This regulation only applies to building work that constitutes development for the purposes of the Act.

**17—Insertion of regulation 116A**

Before regulation 117 insert:

**116A—Access to documents**

- (1) Subject to subregulation (2), an owner of land may inspect at the office of the council for the area in which the land is situated, or obtain from the council a copy of, any plans, drawings, specifications or other documents or information retained on the SA planning portal in relation to an application for a development authorisation under section 102 of the Act in respect of development on the land.
- (2) The council is not required to make available any plans, drawings, specifications or other documents or information referred to in subregulation (1) for inspection or copying under subregulation (1) if to do so would—
  - (a) in the opinion of the council, unreasonably jeopardise the present or future security of a building; or
  - (b) involve an infringement of copyright in matter contained in a document; or
  - (c) constitute a breach of any other law.
- (3) The council is not permitted to charge a fee for the inspection of documents or information under this regulation, but may charge a reasonable fee for providing copies of documents or information, unless the Minister sets a fee for that purpose by fee notice made for the purposes of this Act.

**18—Amendment of Schedule 3—Additions to definition of development**

Schedule 3—after clause 11 insert:

**12—Division of proposed allotments**

The division of land that is subject to a development application that proposes to create an allotment comprising the land where—

- (a) that application has not been finally determined; or
- (b) —
  - (i) a development authorisation has been issued in respect of that application; and
  - (ii) the development authorisation is operative; and
  - (iii) a certificate of title has not been issued in respect of the land.

**Draft**

**Planning, Development and Infrastructure (General) (Miscellaneous) Amendment Regulations 2025**  
 Amendment of *Planning, Development and Infrastructure (General) Regulations 2017*—Part 2

**19—Amendment of Schedule 4—Exclusions from definition of development—general**

- (1) Schedule 4, clause 18(1)—after paragraph (d) insert:
  - (da) the tree is on land on which a school, within the meaning of the *Education and Early Childhood Services (Registration and Standards) Act 2011*, is located or is proposed to be built; or
- (2) Schedule 4—after clause 21 insert:

**22—Electric vehicle charging stations**

The construction, alteration, repair or maintenance of an electric vehicle charging station, other than—

- (a) in respect of a local heritage place; or
- (b) on adjacent land to a State heritage place or local heritage place; or
- (c) in an area that is underground or covered.

**20—Amendment of Schedule 8—Plans**

Schedule 8, clause 7(3)(a)(iii)—delete subparagraph (iii)

**21—Amendment of Schedule 9—Referrals**

- (1) Schedule 9, clause 3, table, Part A, item 8, column relating to "**Period**"—delete "30" and substitute:  
 20
- (2) Schedule 9, clause 3, table, Part A, item 11, column relating to "**Period**"—delete "20" and substitute:  
 30

**22—Amendment of Schedule 13—State agency development exempt from approval**

- (1) Schedule 13, clause 2(1)(w)(i)—delete subparagraph (i)
- (2) Schedule 13, clause 5(b)(viii)(A)—delete subsubparagraph (A)

**Draft**

**Planning, Development and Infrastructure (General) (Miscellaneous) Amendment Regulations 2025**  
 Part 2—Amendment of *Planning, Development and Infrastructure (General) Regulations 2017*

**23—Insertion of Schedule 18**

After Schedule 17 insert:

**Schedule 18—Map of designated area  
 (regulation 3A)**

**1—Blakes Crossing****Note—**

The shaded area bounded by the bold black line in this map shows the designated area referred to as "Blakes Crossing".

**Draft**

**Planning, Development and Infrastructure (General) (Miscellaneous) Amendment Regulations 2025**  
*Amendment of Planning, Development and Infrastructure (General) Regulations 2017—Part 2*

## 2—Blakes Grove



**Note—**

The shaded area bounded by the bold black line in this map shows the designated area referred to as "Blakes Grove".

GP 021 MS/KD 3.3.2025 11:19 AM  
Prepared by Parliamentary Counsel

9



**Draft**

**Planning, Development and Infrastructure (General) (Miscellaneous) Amendment Regulations 2025**  
 Part 2—Amendment of *Planning, Development and Infrastructure (General) Regulations 2017*

### 3—20 Acres at Andrews Farm



**Note—**

The shaded area bounded by the bold black line in this map shows the designated area referred to as "20 Acres at Andrews Farm".

**Draft**

**Planning, Development and Infrastructure (General) (Miscellaneous) Amendment Regulations 2025**  
 Amendment of *Planning, Development and Infrastructure (General) Regulations 2017*—Part 2

**4—Playford and Lakeside at Andrews Farm****Note—**

The shaded areas bounded by the bold black lines in this map show the designated areas referred to as "Playford" and "Lakeside at Andrews Farm".

**Draft**

**Planning, Development and Infrastructure (General) (Miscellaneous) Amendment Regulations 2025**  
 Part 2—Amendment of *Planning, Development and Infrastructure (General) Regulations 2017*

### 5—Eyre at Penfield



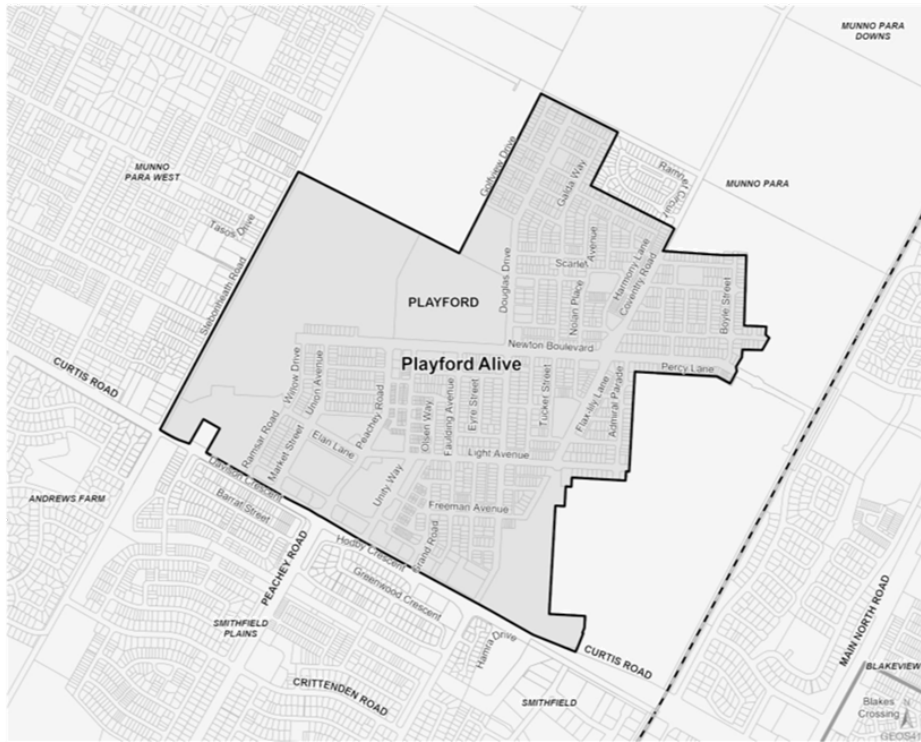
**Note—**

The shaded area bounded by the bold black line in this map shows the designated area referred to as "Eyre at Penfield".



**Draft**

**Planning, Development and Infrastructure (General) (Miscellaneous) Amendment Regulations 2025**  
 Amendment of *Planning, Development and Infrastructure (General) Regulations 2017*—Part 2

**6—Playford Alive****Note—**

The shaded area bounded by the bold black line in this map shows the designated area referred to as "Playford Alive".

**Editorial note—**

As required by section 10AA(2) of the *Legislative Instruments Act 1978*, the Minister has certified that, in the Minister's opinion, it is necessary or appropriate that these regulations come into operation as set out in these regulations.

**Made by the Governor**

with the advice and consent of the Executive Council  
 on  
 No            of 2025



**Summary Table – for Consultation:**

Planning, Development and Infrastructure (General) (Miscellaneous) (No 2) Amendment Regulations 2025  
amending: *Planning, Development and Infrastructure (General) Regulations 2017*

Cl.#	What the change is?	Why is it happening?	How will it benefit people?
3	<p>Amendment of regulation 3A. Clause 3(1) Removes the requirement that Council must consent to the vesting of relevant property arising from a division of land, where an applicable design standard applies.</p> <p>Clause 3(2) and 3(3) ensures that properties within the designated area (Playford Alive) are excluded from offence provisions for failing to comply with a condition on that land requiring recycled water to be connected.</p>	<p>3(1) ensures that where a design standard applies:</p> <ul style="list-style-type: none"> <li>land for public infrastructure automatically vests with Council;</li> <li>a prescribed contribution for the Open Space Contribution Scheme is required (rather than vesting of open space).</li> </ul> <p>3(2) and 3(3) address a situation where condition on certain land in Playford alive required connection to recycled water, but connection program was discontinued. This change removes the inadvertent potential of home-owners breaching the condition and committing an offence.</p>	<p>3(1) will ensure that the land division process is not delayed through negotiations over the vesting of land that is in accord with a design standard.</p> <p>3(2) and 3(3) ensures that homeowners in Playford Alive designated areas are not inadvertently in breach of a condition of development approval.</p>
4	<p>Amendment of regulation 3F—Regulated and significant trees. Allow local councils to undertake 'tree damaging activity' for regulated and significant trees more frequently than only once every 5 years, providing remaining criteria met.</p>	<p>It is recognised that local council is required to perform tree damaging activity more frequently than once per 5 years, to properly maintain the trees on council land.</p>	<p>Removing the 5 year limit will allow councils to undertake work as required to maintain all trees in public locations – particularly where they pose a risk to pedestrians, traffic or structures.</p>
5	<p>Amendment of regulation 22—Prescribed scheme (section 93) Allow private accredited professional surveyors to issue planning and land division consent for deemed-to-satisfy land divisions.</p>	<p>Accredited professional surveyors can already issue planning consent for deemed-to-satisfy land division. This extends current power, will be able to issue both consents.</p>	<p>Provide further flexibility for deemed-to-satisfy land division.</p>

Cl.#	What the change is?	Why is it happening?	How will it benefit people?
6	Amendment of regulation 25—Accredited professionals (section 97). Removes ability for building professionals to issue planning consent.	Change reflects recommendation of Expert Panel, to align the issuing of consents by Accredited Professionals with their associated professions, consistent with their professional skills and qualifications.	Ensures planning decisions can only be made by accredited planning professionals.
7	Insertion of regulation 26B. For development assessed under ss 106 & 107, relevant authority must consider any relevant design standard under s 69 (complies with/not inconsistent with design standard)	Consequential change related to clause 3(1) - requiring land division applications to be assessed against any relevant design standard.	Ensures that a relevant design standard must be taken into account in the assessment of land division applications.
8	Amendment of regulation 29—Application to relevant authority. Sets the 'appropriate fee' for the purposes of s 119(1)(d), locking the Code in at the time of payment of lodgement fee. Change also ensures applications cannot be lodged in the system without payment of lodgement fee.	Required for the proper operation of the SA Planning Portal, and to give certainty to users as to the relevant version of the Code that applies to an application.	Creates more certainty for applicants and removes potential for disputes over the version of the Code applying to applications.
9	Amendment of regulation 31—verification of application. Sets the following revised requirements for verifying an application: <ul style="list-style-type: none"> <li>9(1) – verify the 'complexity' of an application by considering it against the criteria published by the Chief Executive on the SA Planning Portal.</li> <li>9(2) – confirm any remaining prescribed fees required to be paid at that point.</li> <li>9(3) – increases timeframe for verification to 8 business days.</li> </ul>	Increases time for complex applications before Deemed Consent may be issued.  Note – 9(2) is a technical change related to the amendment of reg 29.	Will provide councils with additional time for the assessment of complex applications.

Cl.#	What the change is?	Why is it happening?	How will it benefit people?
	<ul style="list-style-type: none"> <li>9(4) – timeframe restarts where application is moved from one relevant authority to another – (... repeat the steps) 'within 8 business days after receiving the application'.</li> </ul>		
10	<p>Amendment of regulation 33—Application and further information</p> <p>For application determined as being 'complex', increase period in which a request for information may be made to 15 business days (from 10 business days).</p>	Related to amendment of reg 31 for complex applications. Where an application is determined to be complex it provides the relevant authority with further time to request further information.	Facilitates better decision making in complex assessments.
11	<p>Amendment of regulation 53—Time within which decision must be made (section 125(1))</p> <ul style="list-style-type: none"> <li>11(1) – time frame reduced from 60 to 30 business days for issuing of planning consent for a land division proposing creation of 10 or less allotments, without creation of public road.</li> <li>11(2) – provide additional 5 business days for application determined to be 'complex'.</li> <li>11(3) – technical change to ensure applications for outline consent being assessed against a proposed Code amendment have time added to the assessment clock to reflect the time taken for a decision to be made on the amendment.</li> <li>11(4) – For application verified under r 31 in less or more days than prescribed, equivalent is added or subtracted to the period prescribed in r 53(1) (being the</li> </ul>	<p>11(1) and (2) - more accurately reflects the time required to assess land division applications based on their complexity.</p> <p>11(3) – technical change.</p> <p>11(4) – ensures that if the prescribed verification time is exceeded, or alternatively the verification is achieved in less time than that prescribed, then the time for the relevant authority to assess an application is reduced or increased to achieve the equivalent total time.</p>	<p>Will ensure basic land divisions are assessed more quickly.</p> <p>Taking account of the time taken to verify an application treats the verification and assessment as a total time frame giving more certainty to applicants.</p>



Cl.#	What the change is?	Why is it happening?	How will it benefit people?
	time period within which the relevant authority should deal with application under Part 7 of the Act).		
12	Amendment of regulation 61—Certificate of independent technical expert in certain cases. Updating references to the Building Code.	Updates identified as being required.	Technical change.
13	Amendment of regulation 65—Variation of authorisation (section 128) Excluding development approval granted by Commission, council to be relevant authority for assessing minor variation (regardless of who the relevant authority was originally).	Minor variations to a planning consent once Development Approval has been issued should only be assessed by the relevant council.	Ensures that all minor variations are reviewed / assessed by the relevant council assessment manager.
14	Amendment of regulation 80 – Prescribed requirements. Ensures that where a design standard applies, that it prevails over existing land division requirements in regulations 80-85.	Amendment required to facilitate the use of design standards envisaged in clause 3(1) above.	Uniform design standards intended to create certainty for developers and council, and negate delays currently experienced in the development of new land.
15	Insertion of regulation 85A and 85B. 85A – clarifies that the Commission cannot issue its land division certificate until the land being divided has a certificate of title.	For broadacre land divisions there are often 'super lots' created that are then sought to be further divided into saleable residential allotments. To allow this to occur the regulation change ensures that planning and land division consent is able to be issued over an allotment not yet created (subject to the condition that the Commission cannot issue a certificate under s138 of the Act for the subsequent divisions into residential lots until a certificate has been issued / title issued for the parent / super lot.	Allows current industry practices to continue and ensures new residential lots cannot have titles issued until titles are issued for the parent lot.

Cl.#	What the change is?	Why is it happening?	How will it benefit people?
	85B – where land in a division is proposed to be held as open space, it must be approved by, and developed to the satisfaction of, the relevant authority.	Notwithstanding the changes above regarding the Open Space Contribution Scheme, or any design standard applying to the division of land, it is still necessary that any development of open space meets the requirements of the relevant authority.	This enables the relevant authority to continue ensuring that the proper provisions of open space are provided for.
16	Amendment of regulation 93—Notifications during building work. Clarifies that requirements regarding inspections of building work only applies to building work that constitutes ‘development’ for the purposes of the Act.	Technical change for clarity.	Provide clarity and certainty for the development industry.
17	Insertion of regulation 116A Allows councils to provide plans to landowners, even when the landowner was not the one who lodged the development application.	Addresses current concern as to whether Council can provide landowner with copy of documents previously lodged with them, by someone other than the current landowner.	Allows landowners to have access to relevant documentation regarding their property.
18	Amendment of Schedule 3—Additions to definition of development. Allow applications for the division of land into further allotments to be made and assessed prior to the title being issued for the parent allotment.	Technical change related to new regulation 85A ensuring that division of land over an allotment not yet created is development.	Increased efficiency in the progression of broadacre land division leading to faster delivery of new residential land supply.
19	Amendment of Schedule 4—Exclusions from definition of development—general. <ul style="list-style-type: none"> <li>19(1) – Tree damaging exemption now for both public and private schools.</li> <li>19(2) – Electric Vehicle charging stations excluded from definition, other than – State heritage place or local</li> </ul>	<ul style="list-style-type: none"> <li>19(1) includes private schools into exemption currently only applying to state schools, to allow the same ability to manage regulated and significant trees.</li> <li>19(2) provides certainty as to when development approval is required for the installation of Electric Vehicle charging stations.</li> </ul>	<p>All schools now provided the same ability to effectively manage, particularly for life safety reasons, regulated and significant trees on their land.</p> <p>Added certainty for landowners wishing to install Electric Vehicle charging stations impacting heritage sites.</p>

Cl.#	What the change is?	Why is it happening?	How will it benefit people?
	heritage place, or adjacent land; or in an area that is underground or covered.		
20	Amendment of Schedule 8—Plans. Remove the need for applications for the division of land to be accompanied by advice as to where new permanent survey marks are to be located, as this is not known at time of application (occurring instead as part of the land division assessment process)	Technical change, to better reflect the actual land division process.	Increased ease of use of the planning system.
21	Amendment of Schedule 9—Referrals. <ul style="list-style-type: none"> <li>21(1) – Change time frame for referral of development applications within the Tunnel Protection Overlay from 30 days to 20 days.</li> <li>21(2) – amend referral timeframe for Native Vegetation Council to 30 business days, so referral response can be coordinated with SA Country Fire Service.</li> </ul>	<ul style="list-style-type: none"> <li>Technical change to better reflect the time required for these referrals made.</li> </ul>	Improving efficiency where time was in excess of actual requirements, whilst providing additional time where needed (facilitate correct decision making, with all required information).
22	Amendment of Schedule 13— removes specific exemption of tree damaging activity to regulated and significant trees that existed only for public schools (as State agency).	Administrative change linked to clause 19 – no longer required, as now not development for either private or state school.	Removes a regulation no longer required as it is now addressed through the amendment to Schedule 4
23	Insertion of Schedule 18. Insertion of Map, referred to in Cl 3(3) for definition of ‘designated area’.	Required for geographic limitation of the amendments in clause 3(2), as provided for in clause 3(3).	Ensures that exemption is geographically limited to protect against unintended application.



## DRAFT – VERIFICATION COMPLEXITY CRITERIA - FOR DISCUSSION

The following provides draft criteria (for discussion) that could be used to determine if a development application is ‘complex’, in connection with proposed Amendment #9(1) – proposed Regulation 31(1)(ab):

### 9—Amendment of regulation 31—Verification of application

(1) Regulation 31(1)—after paragraph (a) insert:

- (ab) determine the complexity of the application in accordance with any criteria published by the Chief Executive on the SA planning portal for the purposes of this paragraph that relates to development of a kind proposed in the application; and

### **PART 1 - EXCLUSIONS**

**Development applications of the following types are excluded from the Complex Applications Table in Part 2 (and therefore cannot be considered ‘complex’):**

- An application that is Accepted, Deemed to Satisfy or Impact Assessed pathway
- A Performance Assessed application which involves either public notification or a referral under s.122 (noting such applications already have an extended assessment timeframe)
- Dwelling or residential flat building undertaken by:
  - (a) the South Australian Housing Trust either individually or jointly with other persons or bodies or (b) a provider registered under the Community Housing National Law participating in a program relating to the renewal of housing endorsed by the South Australian Housing Trust.
- Temporary accommodation in an area affected by bushfire or flood
- An application that has a single element only, for any of the following (where associated with an existing dwelling or a dwelling that has an existing authorisation):
  - ancillary accommodation
  - carport
  - dwelling addition
  - deck
  - verandah
  - garage
  - outbuilding
  - fence
  - retaining wall
- Detached dwelling/s, semi-detached dwelling/s or row dwelling/s in any of the following zones:
  - Master Planned Neighbourhood Zone
  - Master Planned Renewal Zone
  - Master Planned Township Zone

**PART 2 - Complex Applications Table**

<b>Complex applications by land use</b>  An application for planning consent involving <b>ONE</b> of the following, is deemed to be complex:	<b>Complex applications due to a combination of factors</b>  An application for planning consent involving a combination of <b>THREE OR MORE</b> of any of the following, is deemed to be complex:
<ul style="list-style-type: none"> <li>• a residential flat, student accommodation, or tourist accommodation building of 10 or more stories in height</li> <li>• land division comprising 50 or more allotments</li> <li>• a shop or bulky goods outlet with a gross leasable floor area of 1000m<sup>2</sup> or more</li> <li>• tourist accommodation comprising more than 4 buildings or providing accommodation for more than 15 guests</li> <li>• warehouse involving the construction of a building with a floor area of 1000m<sup>2</sup> or more</li> <li>• educational facility</li> <li>• function venue</li> <li>• caravan and tourist park</li> <li>• special industry</li> <li>• hotel</li> <li>• place of worship</li> <li>• residential park</li> <li>• retirement facility</li> <li>• a service trade premises building greater than 300 square metres or has an area for sale, rental or display of greater than 500 square metres</li> <li>• stock sales yard</li> </ul>	<ul style="list-style-type: none"> <li>• a residential flat building including 4 or more dwellings</li> <li>• 3 or more group dwellings</li> <li>• development of 3 storeys or more in height</li> <li>• the division of land which creates 6 or more additional allotments</li> <li>• the division of land that creates a public road</li> <li>• a community title land division involving a common driveway servicing 3 or more dwellings</li> <li>• a general or light industry</li> <li>• office building greater than 2 storeys or greater than 250 square metres</li> <li>• the development of a building for a shop or shops greater than 250 square metres</li> <li>• tree damaging activity</li> <li>• student accommodation</li> <li>• tourist accommodation</li> <li>• development where the site does not have connection to a sewer or communal wastewater management system</li> <li>• development which proposes a new or amended driveway crossover to a public road</li> <li>• involves a local heritage place or a site adjacent a local heritage place</li> <li>• involves the removal of native vegetation within the Native Vegetation Overlay, but which does not require a referral to the Native Vegetation Council</li> <li>• any class of development/activity listed in Part 9.1 (EPA referrals) but which does not meet the relevant threshold or other criteria to require a referral to the EPA</li> <li>• is located within any of the following zones in the Planning and Design Code: <ul style="list-style-type: none"> <li>○ Adelaide Parklands Zone</li> <li>○ Conservation Zone</li> <li>○ Commonwealth Facilities Zone</li> <li>○ Community Facilities Zone</li> <li>○ Established Neighbourhood Zone</li> <li>○ Hills Neighbourhood Zone</li> <li>○ Open Space Zone</li> <li>○ Productive Rural Landscape Zone</li> <li>○ Recreation Zone</li> <li>○ Resource Extraction Zone</li> <li>○ Rural Aquaculture Zone</li> <li>○ Rural Horticulture Zone</li> <li>○ Rural Intensive Enterprise Zone</li> <li>○ Strategic Employment Zone</li> <li>○ Strategic Innovation Zone</li> </ul> </li> <li>• is located within any of the following Overlays in the Planning and Design Code: <ul style="list-style-type: none"> <li>○ Character Area Overlay</li> <li>○ Character Preservation District Area Overlay</li> <li>○ Coastal Flooding Overlay</li> <li>○ Defence Aviation Area Overlay</li> <li>○ Gateway Overlay</li> <li>○ Hazards (Acid Sulfate Soils) Overlay</li> <li>○ Any Hazards Bushfire Risk Overlay</li> <li>○ Hazards (Flooding) Overlay</li> <li>○ Hazards (Flooding - General) Overlay</li> <li>○ Heritage Adjacency Overlay (local heritage only)</li> <li>○ Historic Area Overlay</li> <li>○ Interface Management Overlay</li> <li>○ Local Heritage Place Overlay</li> <li>○ Mount Lofty Ranges Water Supply Catchment (Areas 1 or 2) Overlays</li> <li>○ Scenic Quality Overlay</li> <li>○ Significant Interface Management Overlay</li> <li>○ Significant Landscape Protection Overlay</li> <li>○ Water Resources Overlay</li> </ul> </li> </ul>

<b>ITEM</b>	1.1.2
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	22 April 2025
<b>HEADING</b>	Mill Road, Waterloo Corner Code Amendment
<b>AUTHORS</b>	Kynan Mann, Senior Policy Planner, City Development Sally Jenkin, Team Leader Strategic Urban Planning, City Development
<b>CITY PLAN LINKS</b>	3.2 Our city's growth is well planned and supported by the integrated delivery of infrastructure
<b>SUMMARY</b>	Council comments are sought on the Mill Road, Waterloo Corner Code Amendment (private proponent). The majority of the affected area is located within the City of Playford, however a portion of one allotment (56-58 Heaslip Road, Waterloo Corner) is located within the City of Salisbury. The Code Amendment seeks to apply the Strategic Employment Zone to the entire area currently zoned rural and rural horticulture. It is considered that the proposed policies and zones for the affected area are appropriate for their intended land uses, are suitable in the context of the surrounding locality, and are consistent with the Strategic Growth Framework and City Plan 2040. It is recommended that the Code Amendment be supported by Council subject to appropriate agreements being entered into by the proponent that ensures the timely and equitable delivery of required infrastructure.

## RECOMMENDATION

### That Council:

1. Approves the draft submission on the Mill Road, Waterloo Corner draft Code Amendment as provided in Attachment 1 (Item 1.1.2, Policy and Planning Committee, 22 April 2025).
2. Delegates 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. Draft Response- Mill Road, Waterloo Corner Code Amendment
2. Locality Map
3. Draft Code Amendment - Mill Road, Waterloo Corner (Circulated under separate cover)
4. Appendix 1 - Affected Area Mapping (Circulated under separate cover)
5. Appendix 2 - Current Code Policy (Circulated under separate cover)



6. Appendix 3 - Proposed Code Policy (Circulated under separate cover)
7. Appendix 4 - Strategic Planning Outcomes (Circulated under separate cover)
8. Appendix 5 - Traffic Investigations - Code Amendment (Circulated under separate cover)
9. Appendix 6 - Traffic Investigations - Waterloo Corner (Circulated under separate cover)
10. Appendix 7 - Services and Infrastructure (Circulated under separate cover)
11. Appendix 8 - Stormwater Analysis (Circulated under separate cover)
12. Appendix 9 - Economic Analysis (Circulated under separate cover)
13. Appendix 10 - Preliminary Site Investigation (Circulated under separate cover)

## **1. BACKGROUND**

- 1.1 This Code Amendment was initiated by the Minister for Planning on the 12 April 2024 and forms one of four Code Amendments that have been initiated within the Waterloo Corner area to change land zoned Rural and Rural Horticulture to Employment or Strategic Employment.
- 1.2 Future Urban has prepared the Code Amendment on behalf of the proponent.
- 1.3 The interested developer is Emdev Pty Ltd who are seeking to rezone and then divide the land, providing new allotments for employment activities.
- 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 and Waterloo Corner. Due to the range of landowners' preferred outcomes, this area was proposed to be rezoned to Strategic Employment Lands.
- 1.5 The portion of the affected area within the City of Salisbury is currently zoned Rural. This zone seeks to protect the area for primary production activities and enables value adding enterprises that are ancillary, or in association with primary production.
- 1.6 In accordance with legislation processes, private proponents can 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 made by 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 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. This Code Amendment has incorporated a concept plan which is discussed in further detail below.
- 1.9 The proposed Code Amendment and supporting documents are attached to this report, along with maps to help identify the location. Additional information and documentation can be found online via the following link: [View code amendment | PlanSA](#)

## 2. EXTERNAL CONSULTATION / COMMUNICATION

- 2.1 The proposed Code Amendment is on public consultation from the 11 March 2025 to the 22 April 2025. The proponent has:
- 2.1.1 Provided correspondence to adjoining and nearby landowners advising of the proposed Code Amendment and offering in person feedback sessions. Adjoining and nearby landowners to the affected area within the City of Salisbury included allotments fronting:
- Greyhound Road;
  - Heaslip Road;
  - Northern side of Mumford Road; and
  - Northern side of Waterloo Corner Road in proximity to the Heaslip Road roundabout.
- 2.1.2 Made hard copies of the Code Amendment available for viewing at:
- Salisbury Community Hub, 34 Church Street, Salisbury;
  - Burton Community Hub, 380 Waterloo Corner Road, Burton;
  - Playford Operations Centre, 12 Bishopstone Road, Davoren Park;
  - City of Playford Civic Centre, 10 Playford Boulevard, Elizabeth; and
  - Stretton Centre Library, 307 Peachey Road, Munno Para.

## 3. DISCUSSION

- 3.1 The rezoning aligns with the Strategic Growth Framework (SGF) outcomes for Employment Lands which recommended a Strategic Employment Zone.
- 3.2 Infrastructure matters

- 3.3 The Department for Housing and Urban Development (DHUD) are currently progressing work to develop a Structure Plan for the Greater Edinburgh Parks region which will inform the infrastructure required to be delivered, its timing or trigger points, and costs of delivery. It is anticipated that this work will inform the creation of an Infrastructure Scheme that will be applied to the future employment lands of the Greater Edinburgh Parks region. It is anticipated that the infrastructure scheme will address local infrastructure requirements. Should any infrastructure required by the City of Salisbury not be included as part of the infrastructure scheme, the Administration will require a suitable agreement with the proponent for the delivery of that infrastructure.
- 3.4 Administration of the City of Salisbury and the City of Playford are progressing discussions with the proponents of the Waterloo Corner area regarding the delivery of infrastructure required to immediately facilitate development. The Administration will seek the creation of interim agreements for infrastructure that cannot be delivered in a timely manner through the infrastructure scheme and which cannot be negotiated through the development application process.
- 3.5 Any infrastructure agreement that is negotiated with proponents will be brought to Council for adoption prior to execution.
- 3.6 Traffic and Transport
- 3.6.1 The Code Amendment is supported by traffic studies, prepared by MFY Traffic and Parking Consultants.
- 3.6.2 A number of road upgrades have been identified to facilitate development on the site to enable the development of employment activities on the land and in the surrounding locality:
- Duplication of Heaslip Road;
  - Sealing of Mill Road;
  - Upgrade of Mumford Road;
  - Upgrade of Heaslip Road/Waterloo Corner Road intersection;
  - Signalisation of Port Wakefield Road/Greyhound Road intersection when broader traffic volumes exceed the capacity of the Heaslip Road/Waterloo Corner Road intersection; and
  - Upgrade of Greyhound Road.
- 3.6.3 The City of Salisbury does not have any roads under its care and control that directly abut the affected area.
- 3.6.4 Access points will be established to the land from Mill Road and Greyhound Road within the City of Playford.
- 3.6.5 The Concept Plan contained within the Code Amendment identifies a potential new road that links Greyhound Road to Heaslip Road along the south-western boundary of the affected area. As the alignment is contained in a concept plan, the potential future road may be located partially or fully within the City of Salisbury and will be dependent on negotiations between landowners and the timing in which they proceed to develop the land.

- 3.6.6 The Department for Transport and Infrastructure will determine requirements in relation to any upgrades to Heaslip Road and intersection treatments on State-maintained roads.
- 3.6.7 Local road requirements will be determined upon confirmation from DHUD and the Department of Transport and Infrastructure regarding the maximum size vehicle that will be permitted to access the upgraded State-maintained road network through the region.
- 3.6.8 Road upgrade and intersection treatments will be addressed as part of the work undertaken by DHUD. Should an interim solution be required, the administration will negotiate the delivery of required infrastructure through an appropriate agreement or as part of the Development Application process accordingly.

### 3.7 Stormwater

- 3.7.1 It is a requirement for stormwater to feed into the Council stormwater system. A trunk drain is identified within the SGF and Council's stormwater management plans that traverses the affected area along the boundary shared with Greyhound Road. This trunk drain has been identified within the concept plan forming part of the Code Amendment.
- 3.7.2 Given the coordination required to manage stormwater across the Greater Edinburgh Parks area, stormwater trunk infrastructure and precinct basins will be addressed as part of works currently being undertaken by DHUD. Should an interim solution be required, the administration will negotiate the delivery of required infrastructure through an appropriate agreement or as part of the Development Application process accordingly.

### 3.8 Other Utilities

- 3.8.1 The work being prepared by DHUD will inform the infrastructure to be delivered and respective timing for all other utilities, including potable water, sewer, electricity, telecommunications, gas and infrastructure corridors. It will be the utilities providers' responsibility to provide advice to DHUD on these matters.

### 3.9 Economic Analysis

- 3.10 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.
- 3.11 Between 2020 and 2023, almost 60% of the State's employment land take up was within the Greater Edinburgh Parks region. The region is set to be a substantial pillar of employment land delivery due to its scale, viability, location and accessibility.

### 3.12 Aboriginal Heritage

3.13 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.

3.14 Site Contamination

3.15 One on-site and two key off-site potentially contaminating activities were identified as part of the site contamination investigations. The on-site potentially contaminating activity relates to the risk associated with uncontrolled fill in subsurface soil or the application of pesticides at rates higher than the manufacturers specifications. The site is also identified within the Edinburgh Airfield groundwater extraction prohibition area that may have PFAS contamination. This risk can be managed through the development assessment process.

#### **4. FINANCIAL OVERVIEW**

4.1 There are no financial implications of this proposal.

#### **5. CONCLUSION**

5.1 The Code Amendment is currently on consultation until 22 April 2025. Council has received confirmation that a late submission will be accepted that is supplied by 2 May 2025.

5.2 It is considered that the proposed Code Amendment and its policy content aligns with the intended direction of the Strategic Growth Framework and City Plan 2040.

5.3 The application of the Strategic Employment Zone from the Planning and Design Code is considered appropriate. However, it is recommended that suitable agreements are executed that address the delivery of necessary infrastructure (including any required interim infrastructure) before the code amendment is adopted.

5.4 Given that the work being progressed by DHUD is in incomplete form, it cannot be determined whether Council will require its own agreements with the proponent for the delivery of local (or interim) infrastructure. In any scenario where an infrastructure scheme prepared by the State does not address Council infrastructure, the Administration would seek that the Code Amendment does not progress until such time as the necessary agreements have been executed.



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**XX April 2025**

Contact: Kynan Mann

EMDEV Pty Ltd  
C/- Belinda Monier – Future Urban  
Level1, 74 Pirie Street  
Adelaide SA 5000

engagement@futureurban.com.au

Dear Ms Monier

**Re: Council Submission – Mill Road, Waterloo Corner Code Amendment**

Thank you for granting additional time to the City of Salisbury, enabling the Elected Members to appropriately consider and approve the below submission relating to the draft Mill Road, Waterloo Corner Code Amendment.

The City of Salisbury is committed to ensuring the delivery of a highly productive North-West Economic Corridor that provides significant economic growth and employment opportunity for its people and the broader region.

I can advise that the City of Salisbury considered the above draft Code Amendment at its Policy and Planning Committee meeting held on Tuesday 22<sup>nd</sup> April 2025, and resolved at its Council meeting on Monday 28<sup>th</sup> April 2025:

1. Approves the draft submission on the Mill Road, Waterloo Corner draft Code Amendment as provided in Attachment 1 (**Item XX**, Policy and Planning Committee, 22 April 2025).
2. Delegates the Chief Executive Officer (or delegate) to finalise the draft submission in accordance with Council deliberations.

Having considered the draft Code Amendment and its appendices, the following comments and requirements are identified:

**Planning and Design Code**

- The draft Code Amendment is consistent with the strategic objectives of the City of Salisbury, as identified within 'City Plan 2040' and 'Strategic Growth Framework, Waterloo Corner and Bolivar Corridor'. The portion of the draft Code Amendment located within the City of Salisbury seeks to remove the Rural Zone and apply the Strategic Employment Zone. The proposed zone is considered to provide a suitable policy framework for the development of land uses that will further expand the City's economic and employment base.
- The retention of all Overlays currently applied within the affected area (with exception to the 'Limited Dwelling' and 'Limited Land Division' Overlays) is supported.

Investigations are currently being undertaken that will inform the upgrade requirements for Heaslip Road to service the Greater Edinburgh Parks region. It is likely that the Metropolitan Adelaide Road Widening Plan will be required to be amended as a result of these investigations. This would then result in the application of the *Future Road Widening Overlay* being applied over the land. To ensure that the full extent of the widened road corridor is preserved while separate statutory processes are being undertaken, the concept plan should be amended to reflect the required road width identified as part of the Heaslip Road upgrade investigations once they have been completed, however these may not be known for sometime.

- As you are aware, investigations are currently underway to identify indicative trunk infrastructure requirements to support the expected developments. Comments on the road network and drainage networks will only be made following implication of these infrastructure planning studies.
- The Code Amendment includes a Concept Plan that outlines indicative drainage path and detention basin locations, new access points and intersections, and upgrades to Heaslip Road. The inclusion of a Concept Plan is supported, however the following considerations are requested:
  - Further consideration should be given to the location of the new intersection identified within the concept plan on Heaslip Road and how it may affect future intersection treatments needed to service development along the south-eastern side of Heaslip Road.
  - The width of the drainage channels are likely to require widening to accommodate maintenance access and shared use path.
  - The Greater Adelaide Regional Plan (GARP) identifies a potential Electranet corridor through the Code Amendment Area. Where it is identified that the corridor will traverse the affected area, the land required for the Electranet corridor should be identified and reflected in the Concept Plan.
  - Any further outcomes of the Greater Edinburgh Parks Structure Plan will need to be accommodated within the Concept Plan.

The City of Salisbury requests that it is afforded the opportunity to comment on any amendments to the Concept Plan prior to adoption of the Code Amendment.

#### **Infrastructure Delivery**

- The recently released GARP identifies that a Structure Plan is to be prepared for Greater Edinburgh Parks, which includes the identification and costing of infrastructure to initiate an infrastructure scheme. The Department for Housing and Urban Development (DHUD) intend to have Structure Plan completed by the middle of 2025. Given that the structure plan seeks to have a fully costed precinct level solutions across the entirety of the Greater Edinburgh Parks, it is strongly recommended that the Code Amendment does not progress further until final solutions are known, and the suitability of any necessary interim solutions can be accurately assessed.

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- Given the level of infrastructure coordination required across the region to unlock its full potential, the City of Salisbury is supportive of the accompanying infrastructure scheme to the Structure Plan.
- The Infrastructure Scheme will identify matters such as;
  - Infrastructure to be delivered as part of the scheme,
  - Timing and staging of the various aspects of the scheme,
  - Funding arrangements of the scheme,
  - Infrastructure and assets that will be expected to be vested to another entity once delivered.
- Where interim agreements would enable the expedited delivery of employment land prior to the adoption of an infrastructure scheme, the City of Salisbury would support the adoption of the Code Amendment where interim agreements have been established which:
  - Demonstrate the necessary infrastructure to be delivered is compatible with the Greater Edinburgh Parks Structure Plan,
  - Equitable contributions are made (as required), and
  - Any obligations under the future infrastructure scheme are not circumvented.

#### Stormwater

- The land within the Code Amendment will accommodate trunk drainage infrastructure servicing a significant portion of land within the Greater Edinburgh Parks. Accordingly, stormwater infrastructure (including any interim arrangements) for the affected area must be designed to function as part of the catchment as a whole ultimate solution for the region not only a part/precinct only solution. Whilst the ultimate solution will be confirmed through the structure planning work being led by DHUD, it is anticipated that it will be consistent with the regional drainage strategy, outlined in the Greater Edinburgh Parks and St Kilda Catchment Stormwater Management Plan.
- It is the expectation of the City of Salisbury that the following occurs:
  - To limit redundant infrastructure associated with interim drainage measures, construction (and interim use) of the regional drainage scheme should be considered.
  - Limited drainage capacity exists downstream and runoff from the development will need to be restricted. In relation to temporary storage of runoff on the site, the Australian Defence Department requires that the presence of standing water shall not exceed 48 hours to limit the risk of plane bird strikes.
  - Surface flood waters generated during major events (ie 100 year), as shown in the flood maps in the Stormwater Management Plan, should be managed and conveyed safely such that they do not create a hazard to sites located downstream. Note that the regional trunk drainage scheme has been designed to convey the 100 year flow for a 2050 climate change scenario.



- PFAS contamination in the upper groundwater system exists in the region and potential impacts associated with on-site storage has runoff quality will need to be considered.
- Site drainage measures shall enable State or Council post development runoff quality improvement targets.
- To allow for minor and major drainage infrastructure continuity, interfaces with upstream and downstream proposed precinct developments should be considered and coordinated.
- Open channels and swales forming part of the final stormwater solution are constructed within easements, drainage reserves or road reserves of suitable width and are vested to Council at the appropriate time.
- Drainage corridors are designed to incorporate shared use paths that also function as maintenance access and are designed accordingly.
- Suitable planting occurs to ensure greening, appropriate water quality and urban amenity is achieved.
- Water quality assets are included.

#### **Vehicular Access**

- Interim network considerations may have to be included and contributed to prior to ultimate road networks being built.
- Substantial investigations are being undertaken to suitably plan the nature of traffic movements systems through the Greater Edinburgh Parks region, which will dictate many of the outcomes for the local road networks contained within the City of Salisbury and the City of Playford. Whilst upgrades to the carriageways and intersections along Port Wakefield Road and Heaslip Road will be determined through the investigations informing the Structure Plan, the City of Salisbury has identified the following:
  - The local road network shall be designed to accommodate the same design vehicle utilising Heaslip Road.
  - Vehicle and pedestrian (if required) crossing points over the regional trunk drain will be required to be established when Greyhound Road or any other road where applicable is upgraded.

#### **Other Infrastructure**

- Interim solutions are likely to be required for some of the service types.
- It is recommended that connections to infrastructure such as electricity, gas, telecommunications, water and sewer to the site be investigated further with the relevant providers. It is anticipated that the Greater Edinburgh Parks Structure Plan will provide a high level overview of what is required to deliver these services. Contact should be made with such infrastructure providers to understand timing and how it will affect progression of development.

Thank you again for providing additional time for the City of Salisbury to provide an appropriately considered response. It is considered appropriate for the Code Amendment to proceed in accordance with the above requirements. We trust that the provided feedback will be carefully reviewed.

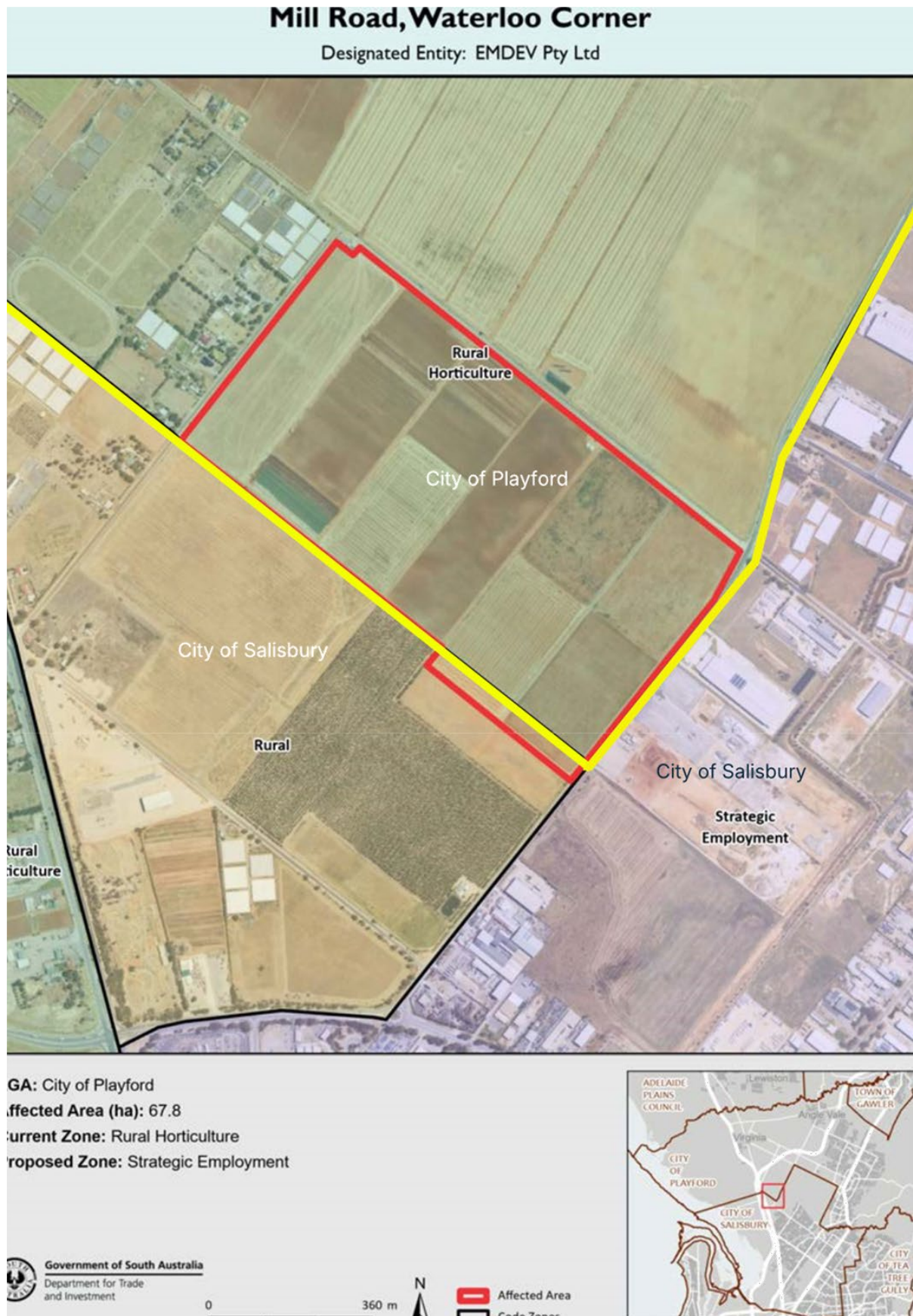
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Yours sincerely

**John Harry**  
Chief Executive Officer  
City of Salisbury

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<b>ITEM</b>	1.1.3
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	22 April 2025
<b>HEADING</b>	Strategic Asset Management Plan 2024/2025 Adoption
<b>AUTHOR</b>	John Ghaly, Team Leader AssetManagement Systems Engineering Assets & Systems, City Infrastructure
<b>CITY PLAN LINKS</b>	4.2 We deliver quality outcomes that meet the needs of our community 4.4 We plan effectively to address community needs and identify new opportunities
<b>SUMMARY</b>	This report seeks Council's adoption of the Strategic Asset Management Plan (SAMP) 2024/25 following the public consultation period.

## **RECOMMENDATION**

### That Council:

1. Adopts the draft Strategic Asset Management Plan 2025/26 as presented in Attachment 1 of the report (Item 1.1.3, Policy and Planning Committee, 22 April 2025) for the purpose of public consultation.

## **ATTACHMENTS**

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

1. DRAFT Strategic Asset Management Plan 2025-26

### **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 The service levels and responsibility for reviewing the SAMP fall within the remit of the Policy and Planning Committee Terms of Reference as detailed below:

*“The Committee oversees the development and facilitation of strategic partnerships, the development, review and amendments of Council policies, plans, strategies and the development and review of strategic policies and procedures affecting the future development of the City by advising Council on:*

- *“Strategic Asset Management”*

- 1.6 The 2024/25 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 2025/26 draft SAMP is in the same format as the currently endorsed 2024/25 SAMP, with changes largely limited to updating figures and graphs and revising and updating the improvement plan within the SAMP.

- 1.7 The Audit and Risk Committee reviewed and noted the draft SAMP and resolved that Council:

1. *Notes that, in line with Section 126 (4)(b) of the Local Government Act 1999, the Audit and Risk Committee considered and reviewed the Draft Strategic Asset Management Plan 2025/26 as attached in the report (Item 7.1.3 - Draft Strategic Asset Management Plan 2025/26, Audit and Risk Committee – 15 April 2025).*

- 1.8 The draft SAMP is now presented for formal adoption for the purpose of public consultation.

## **2. EXTERNAL CONSULTATION / COMMUNICATION**

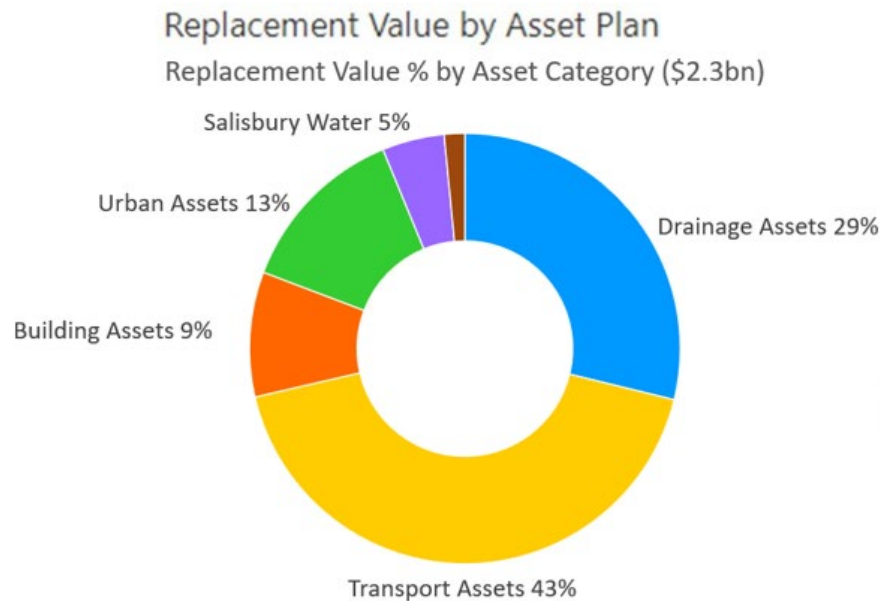
- 2.1 Nil.

## **3. DISCUSSION**

- 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 ten-year per-view, with a detailed focus on the next 4-year Service Continuity Program. The City of Salisbury’s asset management objectives are to deliver and manage assets to achieve the City Plan 2040’s vision of a progressive, sustainable and connected community.

3.3 The assets are broken up into the following classes:

**Figure 1 – Replacement value of Council's assets by percentage**



3.4 During the 2022-2026 Council term, the Council is implementing a three-stage approach to audit and revalue its fixed infrastructure assets:

- Stage 1: Buildings, Transport, Drainage, and Playspaces.
- Stage 2: Irrigation, Lighting, Ornamental Lakes, and Bridges.
- Stage 3: Remaining asset classes, including Fleet, Trees, and Urban Assets.

3.5 Council formally reviewed four key asset classes (Buildings, Transport, Drainage and Playspaces) through 2022, approving levels of service and associated financial forecasts. The outcomes and expenditure from these reviews were included in the 2025/26 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 2025/26, 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 2025/26 Draft SAMP:

3.6.1 Drainage and Waterways:

- Additional fund of \$350k per annum for ornamental lakes renewal program

3.6.2 Parks & Streetscape Assets:

- Additional fund of \$550k per annum for Feature landscape upgrade/ new program, which has been added to the \$200k for the tree screen renewal program.

- Increased \$1 mil per annum for sports light renewal program, as an interim risk reduction measure, pending further consideration by Council later in 2025.
- Separate program for fitness equipment from Playspaces renewal program which will start from FY 26/27 Onward.
- Allocation of \$100k per annum for Electrical asset protection measures (making copper pits more secure from theft)
- New playspace at Mario Reserve - \$300k
- New playspace at Metala Reserve - \$300k
- Playspace improvement at Carlyle reserve - \$85k
- Basketball/ Netball half court at Cooge reserve - \$98k
- Parafield Gardens BMX Track upgrade - \$1 mil
- Mawson Lakes dog park additional shade - \$50k

#### 3.6.3 Property and Buildings Assets:

- Lindblom Park new changeroom facility - \$1.2 Mil
- New Clubroom Facilities, Para Hills Oval - \$150k and construction on 26/27 with allocated budget of \$4 Mil

- 3.7 The overall balanced position projected operating and capital expenditure (preliminary) is found as Figure 11 of the attached Draft SAMP, requiring a 10-year average cost of \$121,095,000. The blue shaded areas in the graph represent renewal programs in accordance with endorsed community-based service levels are shown isolated in Figure 9.
- 3.8 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.
- 3.9 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 as part of place activation strategy development.
- 3.10 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.

- 3.11 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 2025/26 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. FINANCIAL OVERVIEW**

- 4.1 The SAMP is consistent with Council’s existing funding strategy and LTFF looking at both capital and operating costs. The plan’s projected expenditure for FY25/26 is approx. \$80.2 million split between approx. \$36 million on renewal program and \$44 million on new and upgrade projects. Considering strategic, time bound, and Council resolution projects.

#### **5. CONCLUSION**

- 5.1 The 2025/26 SAMP that is attached continues the Council’s Asset Management Journey, having now Community Based Service Levels completed for 70% of the Asset Portfolio.
- 5.2 The SAMP presents the levels of renewal expenditure that meets the Community’s needs and expectations over a 10-year period.
- 5.3 The SAMP includes an Asset Management Improvement Plan, that outlines the timeframes for the assessment of community based levels of service for the next 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.
- 5.4 The formal request for adoption of the Draft SAMP is now sought for Public consultation, with the SAMP details to be finalised and presented to Council following public consultation.







Acknowledgement of Country

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

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Strategic Asset Management Plan 2024-25

Item 1.1.3 - Attachment 1 - DRAFT Strategic Asset Management Plan 2025-26

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City of Salisbury



# Executive Summary

*The City of Salisbury is responsible for the acquisition, operation, maintenance, renewal and disposal of an extensive range of \$2.3 billion of assets, which enable Council to provide a wide range of services to the community.*

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

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

The SAMP considers key legislative and risk mitigation such as:

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

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

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

The SAMP builds on the 2024/25 plan, as Council has approved community-based levels of service and asset hierarchies for Roads, Drainage, Buildings and Playspaces (70% of the value of assets in the City). Council has adopted renewal expenditure across these asset classes to meet the endorsed levels of service, ensuring that the Council's renewal programs are financially sustainable, and deliver intergenerational equity. Council has also reviewed footpath levels of services and implemented a renewal

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

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

## Strategic issues

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





## Strategic Asset Management Plan 2025-26

### Current situation

Asset Managers have been moving from condition based to service continuity based asset management planning. They have been working closely with Council to determine the community's expectations and levels of service for key asset classes, which will be reflected in the asset management operational plans and the subsequent projects currently under construction and in the budget for 2025/26. Council is working through a confirmation process of the asset structures and hierarchy and levels of service to ensure the upgrade component of the renewal program is financially affordable and sustainable in the long term, particularly with respect to current inflationary pressures, which is seeing the cost of construction and raw materials increase by in some cases over 20%.

Community based service levels and asset hierarchies have been approved for major asset classes with work to be undertaken over the next three years to assess further classes, together with the existing ones to ensure financial sustainability and service levels are achieved. These asset classes are detailed in the Asset Improvement Plan.

### Financial implications

The SAMP is in line with the Long-Term Financial Plan (LTFP), however increases in levels of service in some classes developed over the last three years, working with the Council, have increased the cost of renewal. Costs have also increased as a result of inflation.

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

Council has maintained the average expenditure for renewal of key assets over the 10-year period of the SAMP. However, for budget optimisation, a number of renewal programs are reduced in years one to three and increased in years four to 10 to maintain the average renewal spend, as outlined in the LTFP.

Executive Summary Preliminary Cost Estimates (subject to confirmation of the budget and LTFP)	(\$000)
10-year total cost [10 yr Ops, Maintenance, Renewal and Upgrade Project Expenses]	\$1,210,950
10-year average cost	\$121,095
10-year total LTFP budget [10 yr Ops, Maintenance, Renewal and Upgrade LTFP Budget]	\$1,210,950
10-year average LTFP budget	\$121,095
10-year AM financial indicator	100%
10-year average funding shortfall	\$0





## Strategic Asset Management Plan 2025-26

### 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 Confirm Connect on tablets and asset-based costing in the field allowing Field Staff and asset managers real time data and analysis of the assets.

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

In undertaking the confirmation process of levels of service over the next three years, Council will strengthen the overarching view of the asset renewal program and consider the value of each service against another. Having completed sign off by Council of the first four asset classes, this has significantly mitigated the risk associated by considering each asset class independently of funding increases or reductions and expectations by the community with respect to the levels of service provided by the whole asset portfolio of \$2.3 billion.

### Asset management approach

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

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

The key outcomes from the SAMP include:

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





## Strategic Asset Management Plan 2025-26

# 1. Introduction

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

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

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

**Figure 1 - Asset Management Planning Framework**



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

## 1.1 Scope of Asset Management System

### 1.1.1 Asset Management System

The AM system is "the set of interacting elements of an organisation to establish AM policies and objectives, and processes to achieve those objectives"<sup>2</sup>.

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

- 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

### [Strategic Asset Management Plan 2025-26](#)

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

#### **1.2 Purpose and structure of asset management system**

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

The AM system structure includes

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



## Strategic Asset Management Plan 2025-26



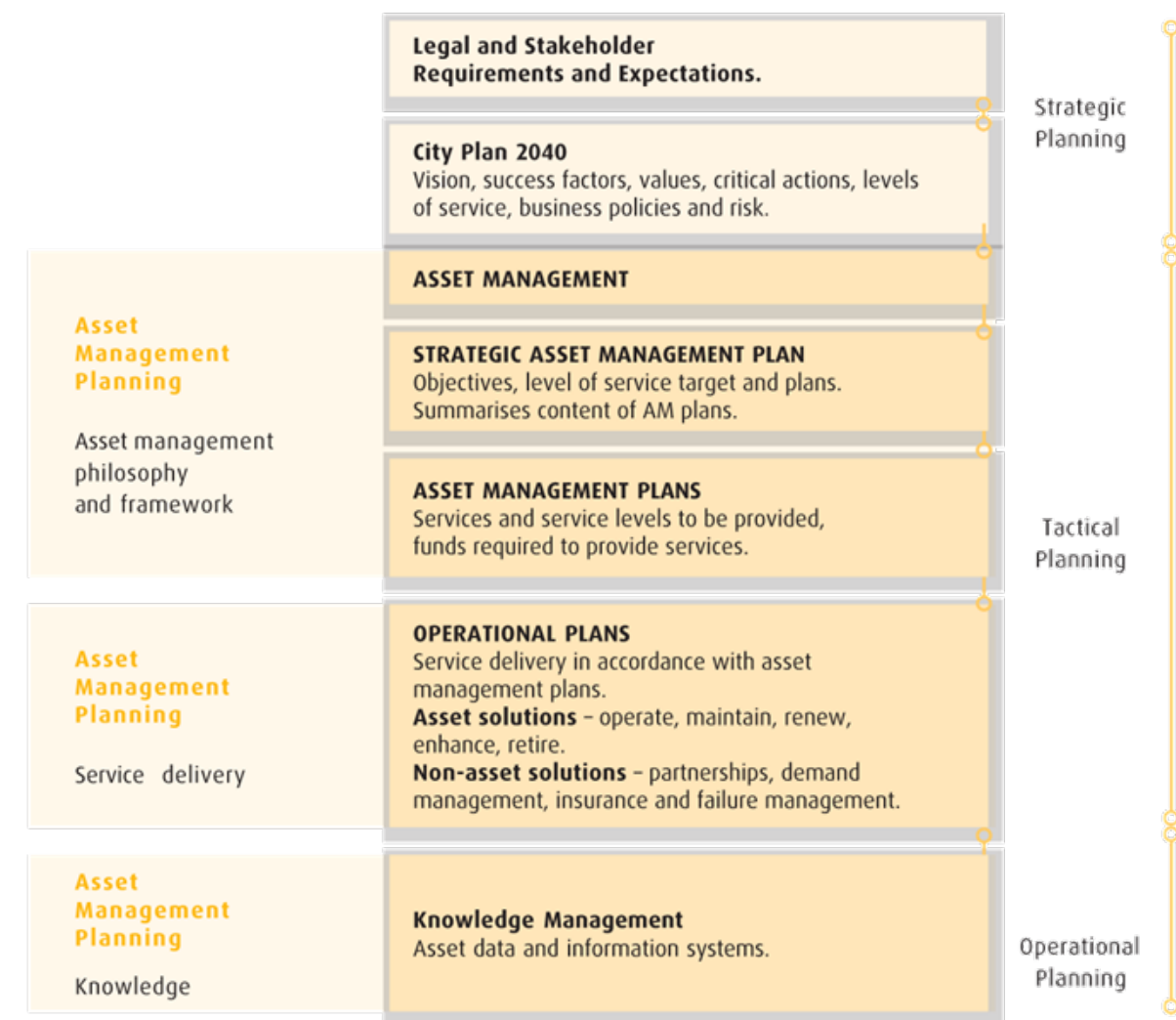
- reporting of AM objectives (levels of service) and resources needed to achieve the objectives in annual budgets
- reporting of AM objectives achievements in annual reports.

### 1.3 The SAMP and our Planning Framework

The SAMP is an integral component of our Planning Framework. It is linked to the City of Salisbury's strategic documents, including the LTFP and City Plan 2040 and sets the structure for AM operational plans for included asset portfolios. The AM operational plans are linked to the SAMP which forms the basis for development of annual budgets to deliver agreed levels of service for available resources. The annual budget sets the framework for annual work plans and division and staff performance targets.

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

Figure 2 - Strategic asset management fit in asset planning process



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

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

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

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



## Strategic Asset Management Plan 2025-26

### 1.4 Asset management objectives

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

The AM objectives are developed from our strategic plan and:

- review of risks including the potential impacts from failure of:
  - assets from a material/structural perspective
  - AM activities (quality or level of renewal and maintenance), which prevents Council from achieving their agreed to levels of service for the community, both individually or in combination.
- review of the importance of assets related to their intended outcomes, objectives and product or community experience levels of service requirements
- a check on the applicability of AM objectives during the AM planning process<sup>6</sup>.

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

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



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

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

### 1.5 Responsibility for the SAMP

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

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



### 1.6. SAMP Planning Horizon

The SAMP has a planning horizon of 10 years, it is based on detail in asset management plans which has been updated and revised as part of the Asset Management Improvement Plan (AMIP).

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



## 2. Strategic organisational context

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

### 2.1 Alignment to City Plan 2040

City Plan 2040 contains a vision for Salisbury to be a progressive, sustainable and connected community. It has three directions that capture the social, environmental and economic influences on the City, and one direction that addresses factors within the organisation itself.

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

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

Key critical actions that are linked to the SAMP are listed on the following page.



### A welcoming and liveable City

#### Strategic projects

- Upgrade Lake Windemere Reserve and surrounds.
- Implement St Kilda and Paddocks masterplans.
- Enhance the visual appearance and amenity of public space through an expanded verge maintenance program, appropriate lighting and more greening of reserves.
- Improve our playgrounds and sporting facilities and cycle paths.
- Implement the Ability Inclusion Strategic Plan, including providing more equipment in our playgrounds that is able to be used by people with different abilities.

#### Future planning

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

#### Operational focus

- Improve quality and cleanliness of residential areas.
- Remove rubbish dumped on public land promptly.
- Implement Council's community safety strategy, including CCTV coverage.
- Ensure public spaces are accessible and sporting facilities are maintained.
- Provide support and grants to sporting and community groups.
- Deliver Council's intercultural Strategic Plan to build connections and increase collaboration among community groups and service providers.

#### Advocacy priorities

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

## Strategic Asset Management Plan 2025-26

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

A growing City that creates new opportunities	
<b>Strategic projects</b> <ul style="list-style-type: none"> <li>• Enhance the Salisbury City Centre by upgrading Church and John Streets and attracting investment by the private sector into surplus Council sites.</li> <li>• Deliver a residential development program by using surplus Council land.</li> </ul>	<b>Operational focus</b> <ul style="list-style-type: none"> <li>• Support new and existing businesses and industries to grow and create jobs.</li> <li>• Improve infrastructure, signage, safety, streetscapes and upkeep of commercial and industrial areas to support economic sustainability and growth.</li> <li>• Improve parking in Salisbury City Centre and Mawson Lakes Central, business and recreation precincts.</li> </ul>
<b>Future Planning</b> <ul style="list-style-type: none"> <li>• Coordinate the delivery of stormwater solutions and road network upgrades for growth areas on the west of Port Wakefield Road areas.</li> </ul>	<b>Advocacy Priorities</b> <ul style="list-style-type: none"> <li>• Redevelop the Salisbury and Mawson Lakes Interchanges</li> <li>• Improve east-west roads, including increasing the capacity and safety of Kings Road and Waterloo Corner Road, duplication and extension of Elder Smith Road and road/rail grade separation of Park Terrace and Kings Road.</li> <li>• Prepare Edinburgh Parks to be business ready as a modern industrial area with efficient freight routes to the Northern Connector, fast digital</li> </ul>



## Strategic Asset Management Plan 2025-26

Innovation and Business Development	
<b>Strategic projects</b> <ul style="list-style-type: none"> <li>Upgrade Council's Operations Centre at Cross Road to support business transformation.</li> </ul>	<b>Operational focus</b> <ul style="list-style-type: none"> <li>Improve how we use data to better inform decision making.</li> <li>Implement continuous improvement program.</li> </ul>
<b>Future planning</b> <ul style="list-style-type: none"> <li>Review Council's Strategic Asset Management Plan.</li> </ul>	<b>Advocacy Priorities</b> <ul style="list-style-type: none"> <li>Develop deeper and more effective relationships with government agencies and other organisations to progress the priorities identified in the City Plan and its supporting strategies.</li> </ul>



## 2.2 Services Provided

We provide essential services to the 148,000 residents, visitors and businesses in the City of Salisbury community including:

- integrated traffic network of 900 km, including major off-road pedestrian cycling network in 50% of the City
- stormwater flood management network provides flood protection to 99% of residential dwellings.
- 165 local, 32 district and six regional reserve/playspaces
- a hub model which is being implemented across the City, which will see a reduction in the number of facilities, but an increase in service offering at a district level, providing community services including locating of neighbourhood centres, libraries and senior services and wellbeing services
- 65 facilities leased to clubs and associations to deliver sports and recreation across the City.

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

## 2.3 Our Community

We provide services to a range of customers and community users, including

- residents
- visitors staying in the area or passing through the area
- businesses and industry within the area or passing through the area.

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



## Strategic Asset Management Plan 2025-26

### 2.4 Strategic challenges and opportunities

#### 2.4.1 Place making

Council, in providing 'Exceptional Community Experience', is transforming its asset management planning processes from an asset centric approach to a service approach, with a focus on place and destination. This will enable service levels and associated budgeting to be focused on providing a service in a place or destination which includes grouped assets.

#### 2.4.2 Climate change

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

#### 2.4.3 Socio-economic conditions

With the reduction in yard size across the City, Council has recognised the need and increased the availability of public irrigated space and playgrounds. This is being realised through the inclusion of an additional two playspace renewals (Mario Reserve and Metala Reserve) on top of Council's ongoing commitment to playspace renewal through the Playground Renewal Program.

Similarly, Council has recognised the streetscape (street trees, verges and footpaths) are a key aspect of the community's recreational area. Understanding of the hierarchy of the community's destinations and links to these destinations has changed Council's approach to asset management. This has meant that Council has continued to increase the level of service for the community in these areas, particularly around the improvement and upgrade of the quality of Council facilities, such as The Hive Community Resource Hub. Similarly, link infrastructure such as shared use paths, footpaths and associated lighting has also significantly increased, with \$5 million on the path networks over the last three years.

#### 2.4.4. Housing Growth

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

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

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

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

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

2.4.5 Demographic change

Table 1 - Demographic change and demand impact

Item	Present position	Expected position	Demand impact
Population and demographics	147,634	155,611 by 2046	<p>The City Plan 2040, 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 online as a major project.</p> <p>Current demographic modelling predicts a significant increase in the proportion of retirement age from 2025 to 2046.</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>



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

Figure 3 – Population forecast

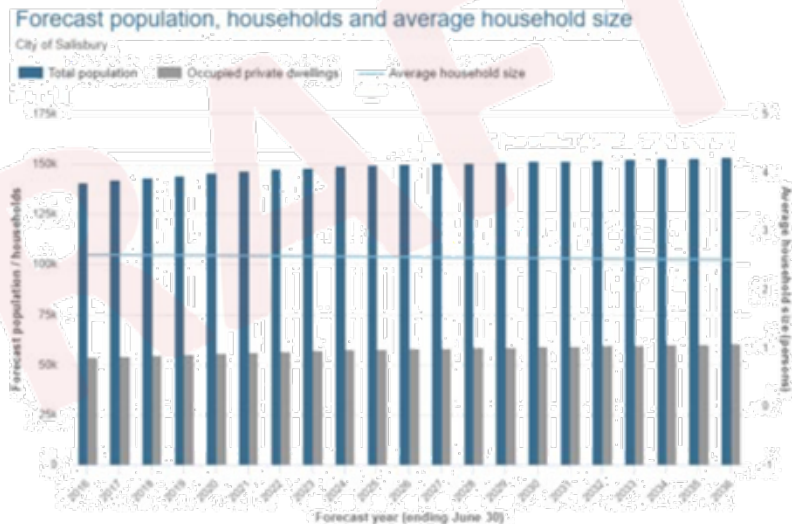
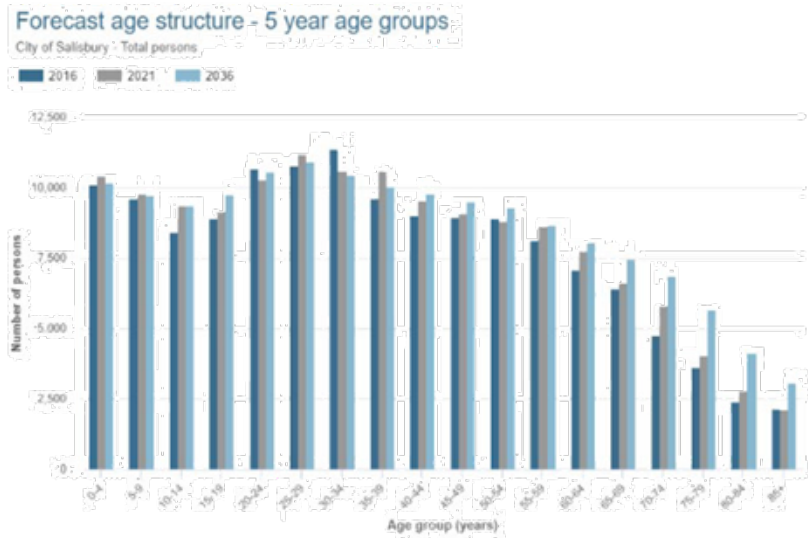


Figure 4 – Forecast age structure 2016 to 2036



2.4.6 Legislative Requirements

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

Table 2 - Legislative Requirements

Legislation/Regulation	Major requirement
<b>All portfolios</b>	
Local Government Act 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery. Council is required to have an adopted plan covering a period of at least four years which meet the requirements of Section 122 of the Local Government Act 1999 for strategic management plans.
Australian Accounting Standards	Set out the financial reporting standards relating to, among other things, the (re)valuation and depreciation of assets.
Work Health and Safety Act 2012	To secure the health, safety and welfare of persons at work. To eliminate, at their source, risks to the health, safety and welfare of persons at work. To protect the public against risks to health or safety arising out of or in connection with the activities of persons at work, or the use of operation of various types of plant.
Disability Discrimination Act 1992 (DDA)	To ensure, as far as practicable, that persons with disabilities have the same rights to equality before the law as the rest of the community. Council has adopted a more 'universal and inclusive' aligned approach to infrastructure delivery. As per the discussion regarding adult change facilities this has significantly increase the cost to build and maintain Council's Regional facilities.
<b>Transportation</b>	
Civil Liability Act 1936	Liability of road authorities - Section 42, May 2004 inclusion in the Act to provide a replacement for the nonfeasance defence consequent to May 2001 High Court judgement.
Code of Technical Requirements for the Legal Use of Traffic Control Devices	Details the design and construction parameters to which traffic management devices installed by City of Salisbury must comply.
Highway Act 1926	Sets out the Legislative framework for drainage of roads and road authorities' In South Australia.
Land Administration Act 2002	Standard for land acquisition and management of land.
Road Traffic Act 1961	Contains powers for City of Salisbury to install and remove traffic control devices.
Water Resources Act 1997 (Department of Environment and Water)	Regulates Resource Management, e.g. requires 'Water Effecting Activities' permits for Diversions (harvesting), dams, bores etc.



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Table 2 - Legislative Requirements continued

Legislation/Regulation	Major requirement
Native Vegetation Act 1991	The Governor considers regulation should be made in order to enhance the preservation or management of an area that includes significant native vegetation, or in order to assist in the provision of a significant environmental benefit.
Landscape Act 2019	An Act to promote sustainable and integrated management of the State's landscapes.
Community Land Management Act 2021	Section 194 The Act places obligations and responsibilities on City of Salisbury to manage community land for the current and future benefit of the community.
Land Administration Act 2002	Standard for land acquisition and management of land.
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.
Building Code Australia	The design and safety conditions to meet the Code.
Disability (Access to Premises - Buildings) Standards 2010	These Standards set performance requirements and provide references to technical specifications to ensure dignified access to, and use of, buildings for people with disability. Council has adopted a more universal and inclusive aligned approach to infrastructure delivery. As per the discussion regarding adult change facilities this has significantly increase the cost to build and maintain Council's Regional facilities.
<b>Plant, furniture and equipment</b>	
Australian Design Rules (ADRs)	The Australian Design Rules (ADRs) are national standards for vehicle safety, anti-theft and emissions. The ADRs are generally performance based and cover issues such as occupant protection, structures, lighting, noise, engine exhaust emissions, braking and a range of miscellaneous items.

Table 2 - Legislative Requirements continued

Legislation/Regulation	Major requirement
<b>Salisbury Water</b>	
The Water Industry Act 2012 (ESCOSA) (OTR)	The Act requires a Water Retail Licence to be held by the City of Salisbury. Salisbury Water is the Division tasked with meeting Council's obligations as a licenced retailer. Regulate water price setting, customer service standards and customer issues. Regulate technical standards and safety issues.
Environment Protection Act 1993 (EPA)	Regulates activities that have the potential to pollute the environment Requires a risk-based management approach including licences for Managed Aquifer Recharge (MAR) and brine disposal, with extensive monitoring and reporting.
Water Resources Act 1997 (DEW)	Requires 'Water Effecting Activity' permits for diversions (harvesting), dams, wells etc. The Water Allocation Plan for the Northern Adelaide Plains Prescribed Area requires Water Licences to for injection, extraction and trading of allocations.
National Water Quality Management Strategy Australian Govt. Dept. of Agriculture and Water Resources	Australian Guidelines for recycling and managing health and environmental risks, including: - augmentation of drinking water supplies - stormwater harvesting and reuse - managed aquifer recharge.





## Strategic Asset Management Plan 2025-26

### 2.4.7 Organisational Opportunities asset management system

Council has made the appropriate structural changes to improve the focus on asset management planning. There are some challenges to keep level of service expectations in the community at sustainable levels in line with the LTFP, with financial implications of service level changes often only realised in the following year's budget cycle.

#### Asset management maturity

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

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

Council has undertaken a level of service review of key assets, including roads, drainage, buildings, playspaces, and footpaths which now achieves an intermediate maturity rating, and the longer-term strategy will be to achieve an advanced level over the next three years with the completion of community-based asset management.

Figure 5 - Maturity assessment 2013

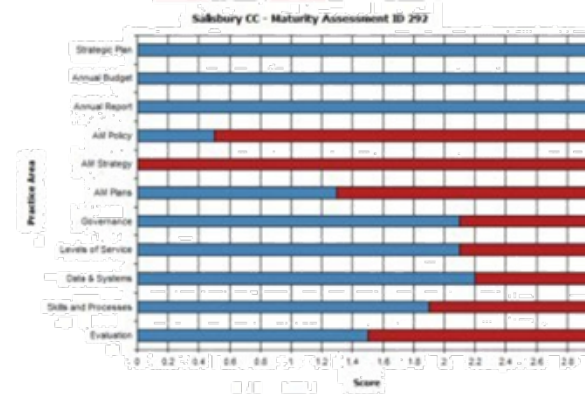
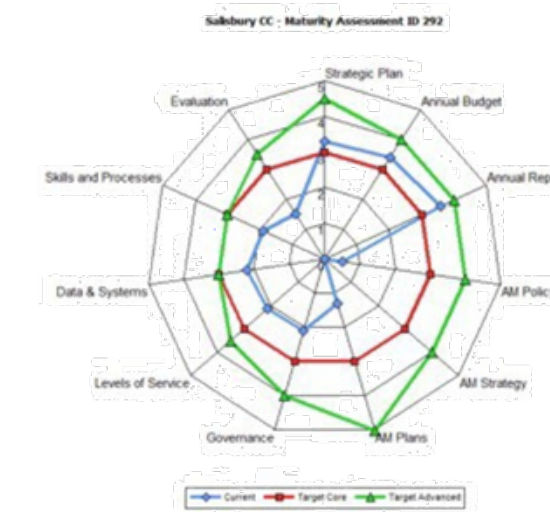
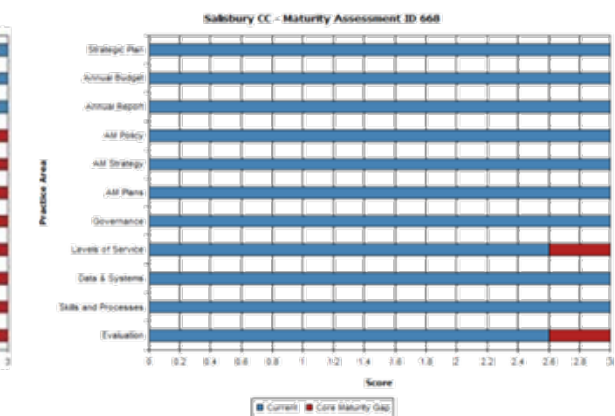
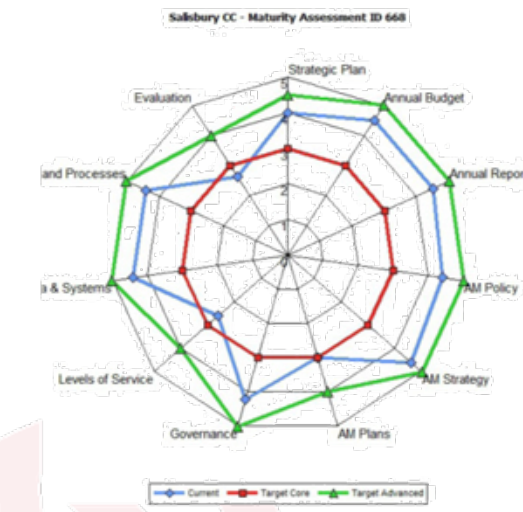


Figure 6 - Current maturity assessment





## 3. Asset portfolio

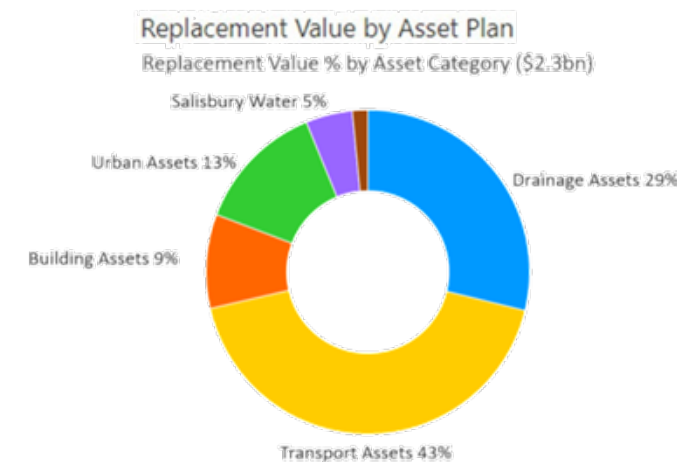
### 3.1 Asset dimensions and value

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

Table 3 - Asset portfolio

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

### Figure 7 - Asset replacement values



### 3.3 Asset register

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

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

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

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

Data trends are becoming available and valuable to increase the knowledge around function and capacity of assets in the field. Decision making is beginning to be made based on function and capacity and maintenance data rather than on condition assessment through audits alone. This is enabling asset managers to be more targeted and efficient in the renewal programs.

As the Council moves to digital cloud-based data management systems, it is expected that total integration between the council's geographic information system (ARC-GIS), the asset management system (CONFIRM), community management system and the financial system will allow further refinement and enable real time predictive modelling.

## 4. Asset management objectives

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

Council's asset management plans are modified as the Council's strategies and objectives are articulated and endorsed. A good example is the Place Activation Strategy, which led to significant modification of the footpath renewal standards. However, as with the case of the Sustainability Strategy, the Renewal program has already adopted the majority of the objectives in the strategy and therefore the renewal program will not be affected. A number of organisational objectives are included below but it is not a complete list.

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

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

Table 4 - Asset Management Objectives

Organisational objective	Action/strategy	Performance target / timeline
Financial sustainability	Ensure the SAMP is routinely reviewed/updated and informs the LTFP to ensure service delivery is financially sustainable.	Within two years of a Council election and/or following significant changes to asset management planning strategies (currently reviewed on a yearly basis).
Environmental Sustainability Strategy	Continue to implement circular economy approach for delivery of capital and operational Programs. Improve environmental performance and climate resilience of infrastructure (reduction in heat island in roads, natural creek design, sustainable resource use). Increase the use of recyclables in key renewal programs (building, road, bridges, outdoor furniture).	Ongoing
Improved management and efficiency and capacity of public lighting	Replacing Council owned luminaires with LEDs.	2021-2028
Improved access to green space – increase irrigated areas in local playspaces	Implement program to increase supply of shaded playgrounds within a maximum of 800m walking distance of residents and irrigated open space areas within 400m walking of residential areas.	2021 to 2030
Flood management – reduce risk to residential and commercial premises to above one in 100 year events	Ongoing delivery of the Major Flood Mitigation Strategy.	2018 to 2028
Improve the universal design of our community and sporting facilities.	Implementation of the age friendly and ability and inclusiveness strategies through implementing universal design principles in our renewal and upgrade programs.	2018 to 2028



## 5. Asset management planning approach (action plan)

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

### 5.1 Levels of service

We have defined service levels in two terms.

**Community experience levels of service** measure how the community receives and uses the service and whether the organisation is providing community value.

The following measures are typically used in AM plans to monitor and report on asset performance against community experience levels of service.

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

These measures will be gathered from asset inspections, community satisfaction surveys and feedback from the community through Customer Relationship Management System (CRMs) and other communication methods.

Historically condition has been the primary focus for monitoring asset performance and improvement plans to include function, capacity and utilisation.

Our current and projected community levels of service for the services covered by this strategic asset management plan are summarised in this strategic asset management plan with future revisions of the Asset Management Operational Plans based on agreed structure, hierarchy and community experience levels of service.

Council's community experience and subsequent technical levels of service have been reviewed and adjusted over the past twelve months following analysis, modelling and reported to Council for approval to be included in this SAMP.

Technical levels of service - supporting the community service levels are operational or technical measures of performance.

These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

Technical service measures are linked to annual budgets covering:

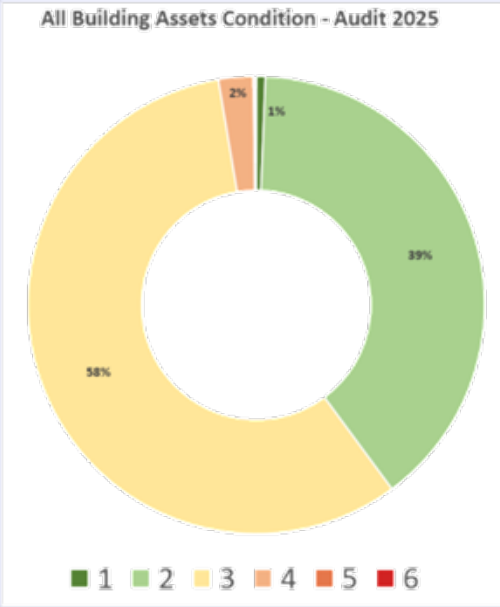
- operations – the regular activities to provide services such as utility costs (water/electricity), cleansing, mowing, etc.
- maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition (e.g., road patching, unsealed road grading, building and structure repairs, cleaning fire hydrants)

- renewal – the activities that return the service capability of an asset similar to what it had originally (e.g., road resurfacing and pavement reconstruction, pipeline replacement and building component replacement)
- upgrade/new – the activities to provide a higher level of service (e.g., widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g., a new library).

Asset managers plan, implement and monitor the achievement of technical service levels. Together the community and technical levels of service provide detail on service performance, cost and whether service levels are likely to stay the same, get better or worse.

Our current and projected technical levels of service for the services covered by this strategic asset management plan are being developed in the asset management operational plans and are summarised in **Table 5**.

Table 5 - Community experience service levels

Service area	Current level of service	Community experience level of service	Technical level of service	Key strategy/program to deliver																											
Community facilities	<p>The overall condition of the building and its fit-for purpose requirements are based on the Place Activation Strategy for regional, district and local facilities hierarchies, including maintenance response times. Design of replacement facilities are through direct engagement with the users of the facilities.</p>	<p>The hierarchy agreed by Council is as follows:</p> <ul style="list-style-type: none"><li>• bespoke (custom made)</li><li>• community hubs</li><li>• community centres/libraries</li><li>• sporting clubrooms – local</li><li>• sporting clubrooms – district/regional</li><li>• public toilets</li><li>• minor buildings</li><li>• heritage/historic buildings.</li></ul> <p>The facilities are suitable for use, based on function and capacity developed through direct engagement during the design phase, with users of the facilities, clubs, and relevant state sporting bodies, based on the hierarchy and criticality of the facility. Facilities utilised universal and inclusive design principles where possible.</p>	<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><tr><th>Building Hierarchy</th><th>Criticality 1-5</th><th>Condition 0-6</th></tr><tr><td>Bespoke</td><td>1, very high</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>0 to 3, excellent to fair</td></tr><tr><td>Community Centre/Library</td><td>2, high</td><td>0 to 3, excellent to fair</td></tr><tr><td>Sporting Club Regional/District</td><td>2, high</td><td>0 to 3, excellent to fair</td></tr><tr><td>Sporting Club Local</td><td>3, moderate</td><td>0 to 3, excellent to fair</td></tr><tr><td>Public Toilets</td><td>3, moderate</td><td>0 to 3, excellent to fair</td></tr><tr><td>Minor Buildings</td><td>3-4, moderate to low</td><td>0 to 3, excellent to fair</td></tr><tr><td>Heritage/Historical Buildings</td><td>5, very low</td><td>0 to 4, excellent to poor</td></tr></table> 	Building Hierarchy	Criticality 1-5	Condition 0-6	Bespoke	1, very high	0 to 3, excellent to fair	Community Hubs	1 to 2, very high to high	0 to 3, excellent to fair	Community Centre/Library	2, high	0 to 3, excellent to fair	Sporting Club Regional/District	2, high	0 to 3, excellent to fair	Sporting Club Local	3, moderate	0 to 3, excellent to fair	Public Toilets	3, moderate	0 to 3, excellent to fair	Minor Buildings	3-4, moderate to low	0 to 3, excellent to fair	Heritage/Historical Buildings	5, very low	0 to 4, excellent to poor	<p><b>Strategy</b></p> <ul style="list-style-type: none"><li>• Place Activation Strategy.</li><li>• Building Renewal/Upgrade Program.</li><li>• All new buildings or upgrades are funded through individual business cases and budget bids.</li></ul> <p><b>Operating/maintenance</b></p> <ul style="list-style-type: none"><li>• Programmed and reactive maintenance.</li></ul>
Building Hierarchy	Criticality 1-5	Condition 0-6																													
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## Strategic Asset Management Plan 2025-26

Table 5 - Community experiences Service levels continued

Service area	Current level of service	Community experience level of service	Technical level of service	Key strategy/program to deliver
<b>Drainage and flooding</b>	Residential dwellings will not have flood waters through their buildings 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><b>Major drainage assets criteria</b></p> <ul style="list-style-type: none"> <li>• Maintain a maximum of 300 houses at risk of flooding in a one in 100-year event.</li> <li>• Maintain the existing average of 5,000 tonnes / year of sediment removal from Council's waterways and wetlands.</li> </ul> <p><b>Minor drainage assets criteria</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Maintain current maintenance regimes of pits, pipes and gross pollution traps to ensure stormwater harvesting can occur.</li> </ul> <p>In Practical terms, homes and businesses will be safe in significant storm events (under 100mm of rainfall 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>	<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> <ul style="list-style-type: none"> <li>• Side entry pits (SEP), trash racks and headwalls, gross pollution traps to ensure water quality is maintained in the network.</li> <li>• 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.</li> </ul>	<p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>• Flood Mitigation Strategy.</li> <li>• Stormwater Management Plans.</li> <li>• Capital Renewal.</li> </ul> <p>There is no Renewal Program, with the Stormwater Network considered as Run to Fail Capital Upgrade/New</p> <ul style="list-style-type: none"> <li>• Major Flood Mitigation Program.</li> <li>• Minor Flood Mitigation Program.</li> <li>• Dry Creek Stormwater Management Plan.</li> </ul> <p>Operating/Maintenance</p> <ul style="list-style-type: none"> <li>• SEP Cleaning Program.</li> <li>• Civil Maintenance Program.</li> </ul> <p>Water Quality</p> <p>Water Quality is monitored to ensure Watercourse Management Plan works continue to reduce the pollution to the Barker Inlet.</p>

Table 5 - Community experience service levels continued

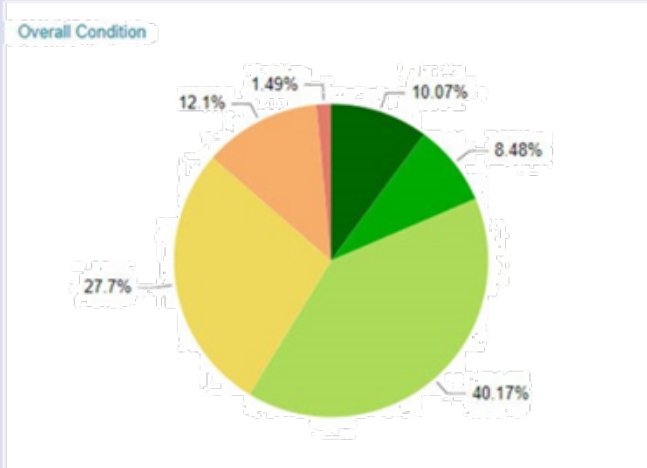
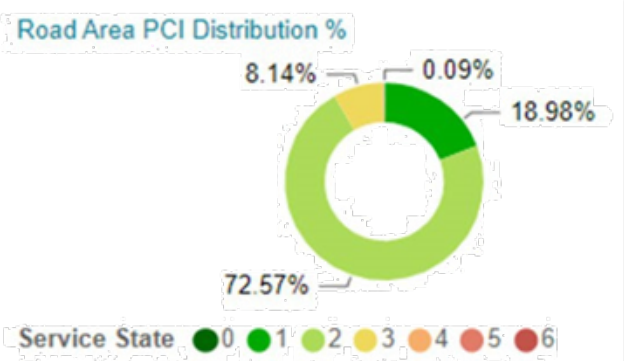
Service area	Current level of service	Community experience level of service	Technical level of service	Key strategy/program to deliver														
Playspaces and reserves	<p>Irrigated areas are located within 400m walking distance of residents.</p> <p>Playgrounds are located with an 800m walking distance.</p> <p>Regional and district reserves deliver a higher community experience and are distributed within the City.</p>	<p>Council has adopted the following hierarchy for playgrounds:</p> <ul style="list-style-type: none"><li>• regional</li><li>• district</li><li>• local</li><li>• landscaped amenity</li></ul> <p>community levels of service criteria include:</p> <ul style="list-style-type: none"><li>• usage numbers</li><li>• length of stay</li><li>• provision of play – demographics</li><li>• provision of play – accessibility.</li></ul> <p>Practically this means playspaces are accessible by the community via walking.</p> <p>Playspaces will be renewed with universally accessible elements incorporated where applicable based on hierarchy and need.</p> <p>Playspaces and irrigated open spaces will be accessible within 400m of residences.</p> <p>Regional and district informal recreational areas will be designed to provide facilities for visits over one hour, in accordance with universal and inclusive design principles.</p> <p>Funding at this point in time is to maintain the current average condition. However, the playspace and irrigation asset management plans are identified in the SAMP to be revised, as part of the Asset Management Improvement Plan, through 2024/25, with further analysis of hierarchy, criteria and renewal strategy based on a revaluation and compliance Audit has been completed through 2024/25.</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"><li>• age</li><li>• condition</li><li>• compliance.</li></ul> <p>Council approved funding to maintain the current average condition of “3”:</p> <div><p>Overall Condition</p><table><caption>Overall Condition Data</caption><tr><th>Condition</th><th>Percentage</th></tr><tr><td>Green</td><td>40.17%</td></tr><tr><td>Yellow</td><td>27.7%</td></tr><tr><td>Orange</td><td>12.1%</td></tr><tr><td>Dark Green</td><td>10.07%</td></tr><tr><td>Light Green</td><td>8.48%</td></tr><tr><td>Red</td><td>1.49%</td></tr></table></div> <p>Routine inspections are undertaken on a routine basis for key assets, such as:</p> <ul style="list-style-type: none"><li>• playspaces</li><li>• irrigated open space</li><li>• sports court and equipment.</li></ul> <p>Council has approved the independent level three audits for playspaces on a yearly basis.</p> <p>Reserve turf is cut on a routine basis, in accordance with turf management requirements. Irrigation of Open Spaces (IPOS) condition assessments are undertaken on a regular basis.</p>	Condition	Percentage	Green	40.17%	Yellow	27.7%	Orange	12.1%	Dark Green	10.07%	Light Green	8.48%	Red	1.49%	<p><b>Strategy</b></p> <ul style="list-style-type: none"><li>• Place Activation Strategy.</li></ul> <p><b>Capital Renewal</b></p> <ul style="list-style-type: none"><li>• Playspace Program.</li><li>• Irrigation Program.</li><li>• Outdoor Furniture Program.</li></ul> <p><b>Operating/Maintenance</b></p> <ul style="list-style-type: none"><li>• Parks maintenance program.</li></ul>
Condition	Percentage																	
Green	40.17%																	
Yellow	27.7%																	
Orange	12.1%																	
Dark Green	10.07%																	
Light Green	8.48%																	
Red	1.49%																	



Table 5 - Community experience service levels continued

Service area	Current level of service	Community experience level of service	Technical level of service	Key strategy/program to deliver
Streetscape	<p>Street trees are provided based on one per residential property.</p> <p>The number of street trees in the City is to be maintained at approximately 80,000 trees.</p> <p>Have a diverse variety of tree species throughout the City (target maximum 40% of any family, 30% of any genus, 15% of any species) for resilience and robustness.</p> <p>.</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 2025/26, with a revision of Hierarchy, Criteria and Tree Management Strategy to inform the 2026/27 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><b>Strategy</b></p> <ul style="list-style-type: none"><li>Urban Forest Strategy.</li><li>Biodiversity Corridors Management Plan.</li></ul> <p><b>Capital Renewal</b></p> <p>Street Tree Renewal Operating/Maintenance</p> <ul style="list-style-type: none"><li>Tree Planting Program.</li><li>Tree Maintenance Program.</li><li>Verge Maintenance Program.</li></ul>

Table 5 - Community experience service levels continued

Service area	Current level of service	Community experience level of service	Technical level of service	Key strategy/program to deliver
Roads and transport	<p>Roads are maintained to an acceptable level with a focus on safety and rideability.</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"><li>1. High profile – These are roads located in and around main destinations, like John Street and Church Street, Salisbury City Centre.</li><li>2. Industrial roads – These are roads designed to carry heavy loads and withstand high shear forces caused by heavy load braking and taking corners by vehicles like B-Doubles (large truck and trailer) and A-Trains (large truck and two large trailers).</li><li>3. Collector roads– These roads are primarily bus routes and routes that carry lots of traffic.</li><li>4. Residential roads – These are roads that run through suburbs and feed the smaller roads like cul-de-sacs and crescents.</li><li>5. Minor roads – These are also residential roads but ones that are short and carry low volumes of traffic. The only trucks are the weekly refuse collection runs.</li></ol> <p>The Pavement Condition Index (PCI) for the whole Road Network will be maintained at the levels outlined below, (where 0 is perfect and 6 is failed):</p> <div><p>Road Area PCI Distribution %</p><p>Service State 0 1 2 3 4 5 6</p></div> <p>The condition of the road will be maintained to a Surface Condition Index (SCI) as outlined below, for the different hierarchies</p>	<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 potholes and deformation will be completed within 10 days, with dangerous defects made safe within 24 hours.</p> <p>Public lighting is designed to comply with AS1158 and P3 Category for new developments.</p> <p>Routine inspections are undertaken on a routine basis for key assets, such as:</p> <ul style="list-style-type: none"><li>• roads</li><li>• footpaths</li><li>• kerbing</li><li>• bus shelters</li><li>• signage.</li></ul>	<p><b>Strategy</b></p> <ul style="list-style-type: none"><li>• Integrated Transport Plan.</li></ul> <p><b>Capital Renewal</b></p> <ul style="list-style-type: none"><li>• Road Reseal Program.</li><li>• Bridge Program.</li><li>• Bus Shelter Renewal Program.</li></ul> <p><b>Capital Upgrade/New</b></p> <ul style="list-style-type: none"><li>• Footpath Program.</li><li>• Minor and Major Traffic Improvement Programs.</li><li>• School Framework Program.</li><li>• City Wide Trails Program.</li><li>• Kerb Ramp Upgrade Program.</li></ul> <p><b>Operating/Maintenance</b></p> <ul style="list-style-type: none"><li>• Road Maintenance Program.</li><li>• Footpath Maintenance Program.</li><li>• Kerb Maintenance Program.</li><li>• Bus Shelter Maintenance Program.</li><li>• Signage Maintenance Program.</li></ul>

\* 0-6 Condition Rating with 0 being Brand New and 6 being End of Life.

Table 5 - Community experience service levels continued

Service area	Current level of service	Community experience level of service	Technical level of service	Key strategy/program to deliver
Roads and transport		<p>Practically this means that Council will:</p> <ul style="list-style-type: none"><li>• Provide safe and efficient commuter use travel across the City.</li><li>• Efficient and effective heavy vehicle/freight movement throughout the City.</li><li>• Safe pedestrian and cycle movement through the City, with a significant portion off road.</li><li>• Universally accessible public transport use between residential and business areas.</li><li>• Safe pedestrian and cycle travel at night on streets and key links.</li></ul>		

\* 0-6 Condition Rating with 0 being Brand New and 6 being End of Life.



### Strategic Asset Management Plan 2025-26

#### 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 including consideration of:
  - universal access, providing for change in demographics, provision of coverage across the city, modern functionality/design
  - the number of irrigated spaces and access to playgrounds which will require additional operating and maintenance budgets particularly for mowing, water usage and safety inspections and repairs
  - the provision of shade structures for playgrounds
  - the provision of universally accessible playgrounds
  - the provision of toilet and adult change room facilities.

##### Streetscapes (trees)

- Consider improvements to street

trees range across the City engaging the community in decision making, including diversifying the tree pallet for the City.

- Canopy Cover, net neutral for street trees with increases in canopy cover in reserve open space.

##### Links and destinations

- Public lighting of destinations and level of lighting in key links as well as lighting standards for streets, urban environments and reserves where applicable, based on destination hierarchy
- Council will be continuing the Green Trails Project with improved lighting and upgrades in the existing green trails network, with a focus of improving and connected the next sections of the green trails, over the next 12 months in the Dry Creek area between Main North Road and Walkleys Heights.

##### Sports field lighting

- Review of sports field lighting service levels.

##### Irrigation

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

##### Roads

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

Port Wakefield Road and Dry Creek (Salt Fields Development). Similarly, Council will have a focus on integrated transport planning in conjunction with the Department of Infrastructure and Transport, which has a focus on both active and public transport access. It is expected that there will be significant budget requirements for road upgrades and the associated linkages.

- A review of road safety will be undertaken and will be included in the revised and updated Integrated Transport Plan.
- Current maintenance regimes and feedback from the community has indicated that the community is satisfied with the current level of service being provided and Council is using new treatment strategies to improve financial and environmental sustainability with no impact to community experience.

##### Drainage and waterways

- Council continues to support and deliver the flood mitigation strategy and has further reduced the number of properties at risk of flooding during significant flood events.
- Council will be looking to develop a Water Bodies Asset Management plan over the next 12 months to improve the community levels of service for the ornamental lakes and wetlands throughout the City.

##### Bridges

- Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.
- Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.
- Council is currently undertaking a bridge modelling exercise to inform the bridges renewal program and to ensure accurate projection of bridge maintenance and renewal budget.
- The modelling will provide evidence and narrative through the bridges AMP so council can confidently justify investment needed to executive and the wider community.

### Strategic Asset Management Plan 2025-26

#### • **Buildings**

- Recent audit of buildings has shown the current condition of Council buildings are in a good state. However, through discussion with the Asset Management Sub Committee the community experience around the function and fit for purpose is not meeting the expectation. This has led to a service level review to define the required service level with a gap analysis being undertaken of Council's community and recreation facilities to identify future upgrades/new projects.
- The creation of hubs has led to a significant increase in operating expenses and will continue to do so as additional hubs are developed as these have a higher level of service to the community compared to the existing facilities.

#### **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.



## Strategic Asset Management Plan 2025-26

Table 6 - Risk management plan

Asset Providing the Service	What can happen	Risk Rating	Risk Treatment Plan	Residual Risk	Treatment Costs (\$)
All Assets	Premature asset failure.	High	Regular asset/condition inspections by dedicated full time/contracted employees.	Medium	700,000 (p.a.)
All Assets	Donated/gifted assets do not meet service levels.	High	Improve specification/handover process and relationships with Government Departments.	Medium	(Within existing budget)
All assets	Uninformed decision making for Asset Management Planning	High	Ensure all staff undertake asset inspections in the AMIS (Confirm Connect) or ensure information is recorded in a compatible format that can be imported in a timely manner to ensure the AMIS and associated asset information is accurate and current.	Low	(Within existing budget)
Flood Dams	Failure to dam resulting in major flooding, overtopping and upstream siltation.	High	Dam Survey Audit (every four years).	High	150,000
Flood Levee Banks	Flooding due to storm events.	High	Undertake review of Levee Banks in 2025/26 and seek appropriate budget for capital works in 2026/27.	Medium	200,000
Roads	Increase in heavy vehicle traffic. Roads may not be designed or structurally suitable for heavy vehicles.	Very High	conduct road audits every five years to monitor road conditions, conduct traffic counts periodically	Medium	250,000 every 5 years + 50kpa Traffic Counts
Roads	Catastrophic Road failure	Very High	conduct road audits every five years to monitor road conditions, formulate forward works programs in conjunction with captured data	Medium	250,000 every 5 years (as above)
Signage	Poor condition/function of asset could result in traffic accidents.	Very High	Complete audit via contractors and undertake analysis and development of renewal and maintenance programs every four years.	Medium	40,000 (every 5 years)
Trees	Failure, injury, loss of amenity, damage to infrastructure.	High	Develop a reserve tree management renewal and maintenance programs and seek additional capital works budget in 2025/26.	High	50,000 (p.a.)
Trees	Falling limbs – bodily harm	Very High	Inspection of high-risk Trees near high traffic areas (playgrounds, Reserves etc)	High	Within Existing Budget
Council owned Street Lighting	Poor street lighting can lead to injuries to pedestrians, traffic accidents at traffic control devices and provide an unsafe environment.	High	Analysis of poor lighting areas has been completed and an upgrade program developed to be completed by 2025/26.	Medium	0 (within existing capital works/ budget bids)
Dry Creek	Flooding from river system resulting in property damage and/or personal injury.	High	Undertake SMP study in 2024/25 with results to be used to determine future budget bids from 2025/26.	Low	500,000 (p.a. for five years)
Buildings	Lack of maintenance can lead to unsafe occupancy; plumbing/electrical issues, structural issues etc	High	Building Condition Audit Completed during 2024/2025 financial year. Minor defects to be remedied by field services, major defects for further investigation	Medium	150,000 every 5 years + Structural inspection
Playgrounds	Poorly maintained/damaged equipment can become a potential hazard to playground users.	High	Playgrounds are inspected by City of Salisbury staff at regular intervals, Externally Audited every year in compliance with Australian guidelines for level 3 playground audit specification.	Medium	Funded for 3 years currently

## Strategic Asset Management Plan 2025-26

Table 7 - Demand management plan

Service impact	Demand management plan
Sporting facilities	Where new facilities are considered, build joint use facilities enabling an increase in capacity for functional requirements but reducing the number of facilities needed to deliver that service (e.g. new Paddocks joint facility, replacing three buildings).
Sports field lighting management	<p>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.</p> <p>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.</p>

#### 5.4 Operations and maintenance strategies

Operations activities affect service levels including quality and function, such as cleanliness, appearance, etc., through street sweeping and grass mowing frequency, intensity and spacing of streetlights and cleaning frequency and opening hours of building and other facilities.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal.

Where maintenance expenditure levels are such that will result in a lesser level of service, the service consequences and service risks have been identified and service consequences highlighted in the respective AM plan and service risks considered in the Infrastructure Risk Management Plan.

Council operates and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Proposed operations and maintenance strategies in the SAMP are:

- scheduling operations activities to deliver the defined level of service in the most efficient manner
- undertaking maintenance activities through a planned maintenance

system to reduce maintenance costs and improve maintenance outcomes

- undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost)
- maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting very high and high risks and residual risks after treatment to management and Council/Board
- review current and required skills base and implement workforce acquisition, training and development to meet required operations and maintenance needs
- review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options
- maintain a current hierarchy of critical assets and required operations and maintenance activities
- develop and regularly review appropriate emergency response capability
- review management of operations and maintenance activities to ensure we are obtaining best value for resources used.



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Council uses the Asset Management System to monitor Councils proactive and reactive maintenance programs and compliance to these programs.

Following the Asset Improvement Plan in 2018/19, maintenance managers and strategic assets staff have been automating the proactive maintenance programs, which has enabled resource efficiency to increase proactive inspections and scoping, with real time data being managed through tablets on site. This last year has seen significant inflation for consumables and labour, which could have had a dramatic effect on the cost of operational services, however because Council has developed better targeting of operational resources to asset maintenance strategies costs have been absorbed by the business, other than additional requirements for maintenance of new services and where there are unavoidable increases to Council's contracts.

Council is currently in the process of implementing an integrated business solution for the City which will significantly improve the links between the Community Request Management System and the Asset and Finance System which will further improve the real time understanding of Council's maintenance and operating services and the direct effect on Council's assets, to meet our goal of exceptional community experience.

#### 5.5 Renewal/replacement strategies

##### Renewal from an asset management

perspective is replacing an existing asset with an asset at the targeted service level. This may result in not only an upgrade due to modern equivalent, but also an upgrade due to changing functional standards.

Council plans capital renewal and replacement projects, in consultation with the Council and community, to meet community levels of service objectives and minimise infrastructure service risks.

This process will be managed as part of the capital works engagement framework, where Council will plan capital renewal and replacement projects to meet community level of service objectives and minimise infrastructure service risks by:

- planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner
- consulting with the community and Elected Members during the scoping and design for all capital renewal and replacement projects to identify:
- the service delivery expectation with respect to capacity or function, present risk and optimum time for renewal/replacement
- the project objectives to rectify the loss of function or capacity
- the range of options, estimated

capital and life cycle costs for each option that could address the service deficiency

- evaluate the options against evaluation criteria adopted by Council.
- select the best option to be included in capital renewal program.
- maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and reporting very high and high risks and residual risks after treatment to management and Council.
- review current and required skills base and implement workforce training and development to meet required construction and renewal needs
- maintain a current hierarchy of critical assets and capital renewal treatments and timings required
- review management of capital renewal and replacement activities to ensure we are obtaining best value for resources used.

Council continues to have shortages in some key areas, such as timber for buildings or play equipment supply, have delayed projects or modified designs to best achieve the most efficient project outcomes over the last two years. For major projects, Council has moved to a two-year process. The first year being for planning, consultation and design with the project constructed in the

second year. This enables good consultation and invariably better design outcomes for major projects that meet the community's level of service expectations.

#### 5.6 Renewal ranking criteria

Renewal ranking criteria was developed from consideration of renewal/replacement need for assets that:

- have a high consequence of failure
- have a high utilisation and subsequent impact on users would be greatest
- the total value represents the greatest net value to the organisation
- have the highest average age relative to their expected lives
- are identified in the AM plan as key cost factors
- have high operational or maintenance costs
- require replacement with modern equivalent assets triggered by material saving on the long-term maintenance expenditure.

Criteria used for ranking renewal and replacement proposals are documented in the applicable AM Plans.

The ranking has enabled council staff to determine to the most critical asset classes to be reviewed by Council over the last 12 months, based on the above criteria, this included roads, drainage, buildings and playspaces (stage one). It is proposed to now focus on completion of the Playspace AMP and update or



### Strategic Asset Management Plan 2025-26

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 the SAMP are:

- Council plans capital upgrade and new projects, in consultation with the Council and community, to meet new levels of service objectives in the most efficient manner by:
- planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
- undertaking project scoping and consulting with the community and Council to identify

- the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset

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

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

- managing risks associated with alternative options

- evaluating the options against evaluation criteria adopted by Council

- selecting the best option to be included in capital upgrade/new programs.

- review current and required skills base and implement staff acquisition, training and development to meet required construction and project management needs

- review management of capital project management activities to ensure we are obtaining best value for resources used.

This work is also managed through the capital works engagement process, with major projects being developed and delivered over a two-year

process.

#### 5.8 Proposal new/upgrade assets selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Proposals are inspected to verify need and to develop preliminary capital expenses (CAPEX) and operational expenses (OPEX) estimates.

#### 5.9 Disposal plan

Verified proposals are ranked by priority and available funds and scheduled in future works programs. The SAMP does not include future disposal programs, however it does take into account current approved new/upgrade works proposed in the four-year budget cycle, which may include disposal of redundant assets.

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation.

Assets identified for possible decommissioning and disposal are shown in the respective asset management plans summarised in this strategic asset management plan.

#### 5.10 Alignment to other strategies and plans

In alignment to the City Plan, the SAMP operates in tandem with the City of Salisbury's Long-Term Financial Plan to provide a holistic



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and long-term approach to cater for our growing city and community.

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

#### Hard infrastructure, housing and physical services

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

#### Green infrastructure and environmental sustainability

- Sustainability Strategy
- Open Space Strategy (in development)
- Urban Greening and Cooling Strategy (in development)
- Biodiversity Corridors Action Plan (to be updated)

- Climate Change Adaptation Action Plan (in development)

- Stormwater Management Plans (various)

- Resource Recovery Action Plan (in development)

- Organisational Energy Plan (to be developed)

- Organisational Carbon Emissions Reduction Action Plan (to be developed)

#### Social infrastructure, recreational assets and services

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

- Wellbeing Plan.

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

### **5.11 Assumptions and confidence levels**

This section details the key assumptions made in presenting the information contained in this Strategic Asset Management Plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan and risks that these may change are shown in **Table 8**.

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Table 8 - Key assumptions made in Strategic Asset Management Plan

Key assumptions	Risks of change to assumptions
Financial values have been forecast as current year costs.	Financial values in the SAMP will need to be adjusted should significant inflationary pressures occur in future annual and/or long-term planning.
Level of Service modifications will be within the current budgets where possible.	Level of Service at current asset lives in some asset classes are not financially sustainable in the long term, with either an increase in replacement lives for some assets and/or a reduction in levels of service for some assets required in the long term, or an adjustment to funding requirements is made. This will be addressed through the revision of the AMP's mentioned above.
The hub and new facilities operational costs will be offset by building and operational efficiencies.	The increased Levels of Service have seen an offset to the efficiency gains of the new facilities, and a reduction in total number of facilities, with a significant increase in operating cost being seen for new facilities, with operating increasing in the building area by \$500k moving forward.
Financing of future infrastructure for major new development (Salt Fields and West of Port Wakefield Road) will be funded through Infrastructure Agreements.	Council will potentially see a large increase in its infrastructure asset base over the next 20 years due to substantial new developments (Salt Fields/ northwest industrial sector). This will directly affect depreciation and the renewal requirements for the SAMP. It is noted that the income from increased rate generation due to these developments, may not be realised in the first five to 10 years. This revenue will not be available initially to assist with financing the renewal, maintenance and operating costs of infrastructure assets in these new developments.

The expenditure and valuations projections in this strategic asset management plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management.

The estimated confidence level for and reliability of data used in this strategic asset management plan is shown in **Table 9**.

Table 9 - Data confidence assessment for AM plans summarised in SAMP

Asset management plan	Confidence assessment	Comment
Drainage and waterways	Medium	Majority of assets have long lives and are only part way through lifecycle, high risk assets are routinely audited (dams), however Council is increasing the CCTV inspection frequency to further increase confidence levels in the understanding of the pipe network condition.
Playspaces	High	High confidence in data due to regular auditing.
Street trees	High	Detailed audit undertaken in 2019 and asset management strategies are being revised for implementation based on new Levels of Service.
Public lighting	High	Detailed audit undertaken in 2019 and asset management strategies are being revised to be reviewed as part of the Asset Management Improvement Plan. Further technical audit completed 2024 and will be undertaken every four years.
Transportation	High	Council has completed a detailed audit this year of its roads, (both PCI and SCI) which gives high confidence in the development of the Renewal Program for the City over the next five years and confidence in the longer 20-year estimation of asset condition. Council's footpaths and kerbs are currently being audited with the results to be used to develop a new AMP as part of the Asset Management Improvement Plan.
Property and building	High	Building condition data is up to date with an audit recently completed, with hierarchy, function and capacity now the key criteria based on customer service levels.
Salisbury Water	High	Assets are relatively new compared to other asset classes with planned reviews of asset data to revise asset management strategies.
Plant and fleet	High	Fleet assets are typically short lived compared to other asset classes and asset management strategies are in place. However, there will be new challenges around the type of vehicle (electric vehicle vs hybrid vs diesel) recommended moving forward, which will challenge the current valuations and levels of service.

Overall data sources and confidence in that data is assessed as high, however the valuations of some asset classes, particularly playspaces and irrigation are of concern, with an expectation of revaluations significantly increasing, due to current inflationary pressures. This inflationary pressure will significantly increase the cost to deliver the Renewal Program and increased funding requirements, should service levels not be reduced.



## Strategic Asset Management Plan 2025-26

### 5.12 Improvement plan

The asset management improvement tasks identified from an asset management maturity assessment and preparation of this Strategic Asset Management Plan are shown in **Table 10**. These actions have been described above in the risk plan and the community experience service level sections. The improvement plan timelines have been prepared cognisant of available resources. It is noted that 70% (by value) of the assessment of assets (buildings, roads, drainage and playspace) has been undertaken. This next phase represents 15% to 20% of the remaining value of assets.

Table 10 - Improvement plan

Task no.	Task	Responsibility	Resources required	Date
1	Revise Strategic Asset Management Plan for Council endorsement to undertake public consultation	Manager Engineering and Asset Systems / Team Leader (T/L) Asset Systems and Support	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	APR 2025
2	Revise Strategic Asset Management Plan following public consultations for final Council endorsement	Manager Engineering and Asset Systems / T/L Asset Systems and Support	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	JUN 2025
3	Drainage Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
4	Transport Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
5	Buildings Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
6	Pathways Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025

7	Sports Lighting - Revise Council Policy Settings, asset hierarchy, service levels	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
8	Public Lighting Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
9	Playspace Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
10	Trees Asset Management Plan	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
11	Bridges Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
12	Ornamental Lakes - Revise Council Policy Settings, asset hierarchy, service levels	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
13	Ornamental Lakes Asset Management Plan	Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	JUN 2025
14	Irrigation - Complete audit and valuation	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	AUG 2025
15	Sports Courts - Revise Council policy settings, asset hierarchy, service levels	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support	Asset Managers Asset Systems and Support Team	SEP 2025

Strategic Asset Management Plan 2025-26

16	Trees - Undertake a review asset hierarchy and community levels of service for street trees and current tree management practices	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	OCT 2025
17	Irrigation - Revise Council policy settings, asset hierarchy, service levels	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	OCT 2025
18	Open Space Strategy	Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers	Asset Managers Asset Systems and Support Team	DEC 2025
19	Review and ensure asset register data is complete and current	Manager Engineering and Asset Systems T/L Asset Systems and Support	Asset Systems and Support Team	ON GOING

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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 the SAMP. The financial projections to provide the targeted levels of service will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

### 6.1 Financial indicators and projections asset renewal funding ratio

The asset renewal funding ratio indicates to what extent asset renewal is funded in the LTFP. It is calculated by dividing the projected capital renewal expenditure provided in each year of the LTFP by the renewal expenditure contained within the SAMP. Over the next 10 years Council is forecasting it has 100% of the funds to renew and replace existing assets but it has reduced the asset ratio to 90% for the first four years in a number of asset classes to fund other City Plan projects. The average over the 10-year forecast period of the SAMP is still to maintain 100% renewal funding ratio.

This is based on service levels contained within this document, approved by Council. Where service levels are increased this may mean that assets are renewed on a short

time frame, and/or it may require upgrade expenditure to improve the asset to the planned new higher service level.

As these decisions are taken, it requires consideration of trading off other asset service levels into, or accepting a need to, increase funding for the service level increases. This must be done in a financially sustainable manner which is why the SAMP considers the asset portfolio, of over \$2.3 billion as a whole. The challenge will be for Council to balance the community-based levels of service for the next phase of asset classes review, that includes public lighting, street trees, irrigation, bridges, ornamental lakes and playspaces, with the expenditure to meet the approved service levels, in light of a tightening Long Term Financial Plan.

Council has approved 70% of the asset classes, levels of service and subsequent expenditure, so any intention to increase service levels for other asset classes, and subsequent expenditure, will need to be considered in light of these changes to ensure any service level decisions are sustainable, including potentially a review of the asset classes already approved.

At this point in time, Council is balancing the cost of renewal with the available funding for new assets and services. It is proposed to balance the expenditure on renewal over the next five to seven years, with reductions in years one to four of renewal for buildings and roads, balanced with a significant increase in years four to eight, so that the 10-year average is not changed.

In analysis of the affects there is a slight reduction in the surface condition of roads with no net long term reduction effect, however there is no reduction in buildings condition, primarily because the building stock, whilst needing some improvements in function and capacity in some classes, is in very good condition, particularly with the four key largest buildings having been recently renewed.

The gap between service level experienced and the potential service level desired by the community but not funded, for example some local playspaces, requires careful consideration to ensure long term financial sustainability of the renewal programs based on community service levels, ensuring this generation of rate payers are paying their fair share of the services they are consuming and not leaving unaffordable debt to renew assets to the next generation.

### 6.2 Funding strategy

The SAMP is consistent with Council's existing funding strategy and LTFP looking at both capital and operating costs.

The figures outlined below are preliminary in nature and will be updated on completion of the budget deliberations and the finalisation of the LTFP.

### Strategic Asset Management Plan 2025-26

#### **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:

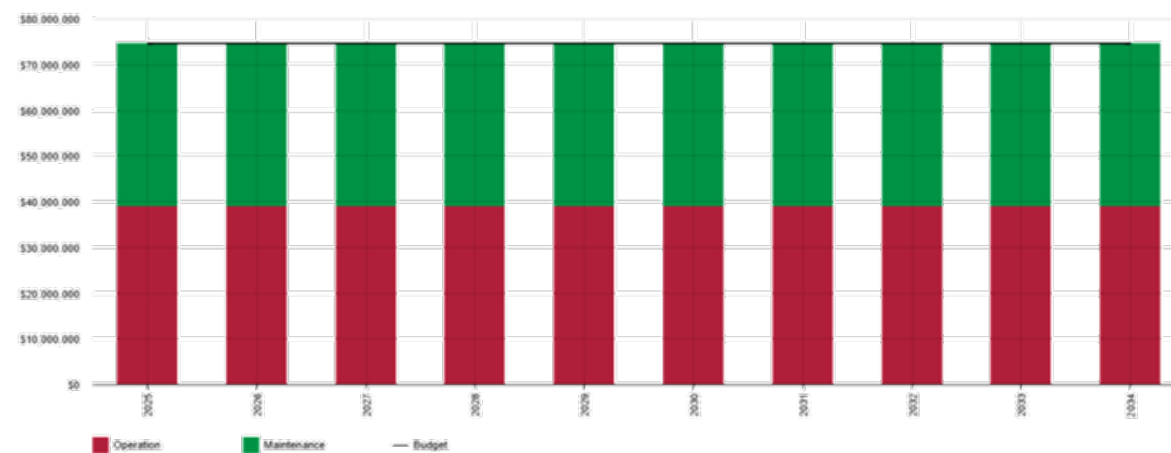
1. The growth of infrastructure assets handed to Council.
2. Improved levels of service including verge maintenance, The Hive Community Resource Hub, Church/John Street and Operations Centre management, and maintenance and safety needs.
3. The development of higher levels of service for district playspaces, such as Fairbanks Drive and Paddocks Reserve, including the improvement to safety aspects around CCTV and reserve lighting.
4. Resource Management  
Northern Adelaide Waste Management Services (NAWMA) collection contract increases.
5. Contractual cost increases linked to inflation.
6. Increased mowing and watering costs due to new irrigated spaces.
7. Footpath maintenance - changing renewal to operating to improve footpath maintenance service levels.

It is noted that increases due to revised contracts are undertaken at the time of the renewal of contracts and it is

expected a number of these will be considered late 2024/25, that may significantly increase the operational budget, particularly around supply costs for energy, that is currently not included in the SAMP.

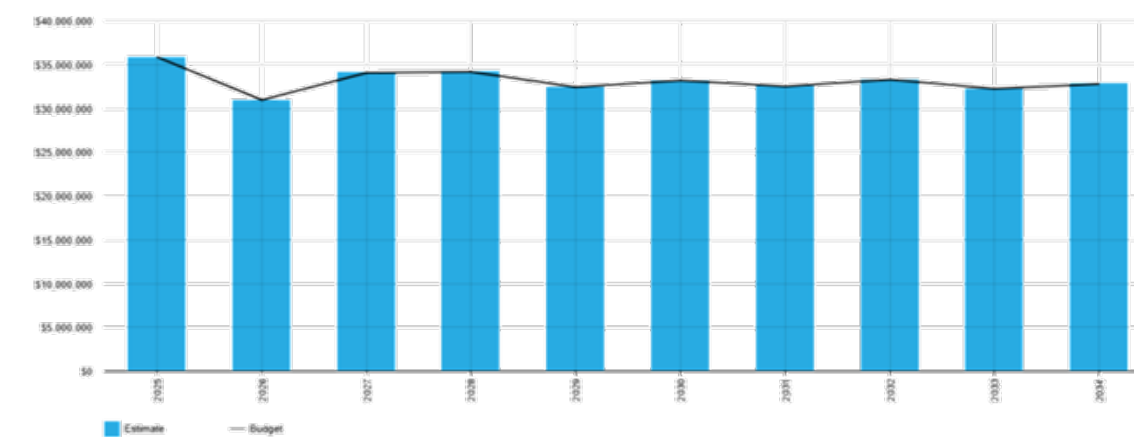
## Strategic Asset Management Plan 2025-26

Figure 8 – 2025/26 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**.

Figure 9 – 2025/26 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).

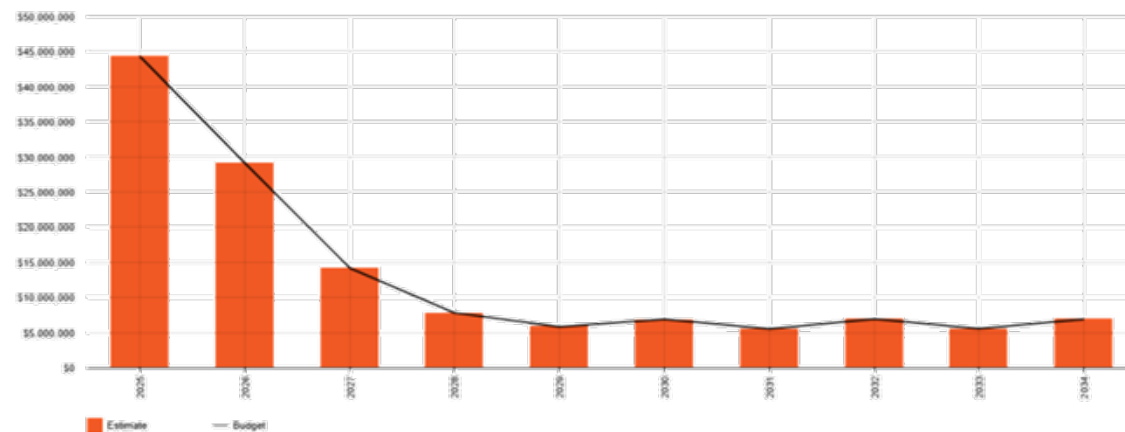
**Capital new/upgrade projections**

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.



## Strategic Asset Management Plan 2025-26

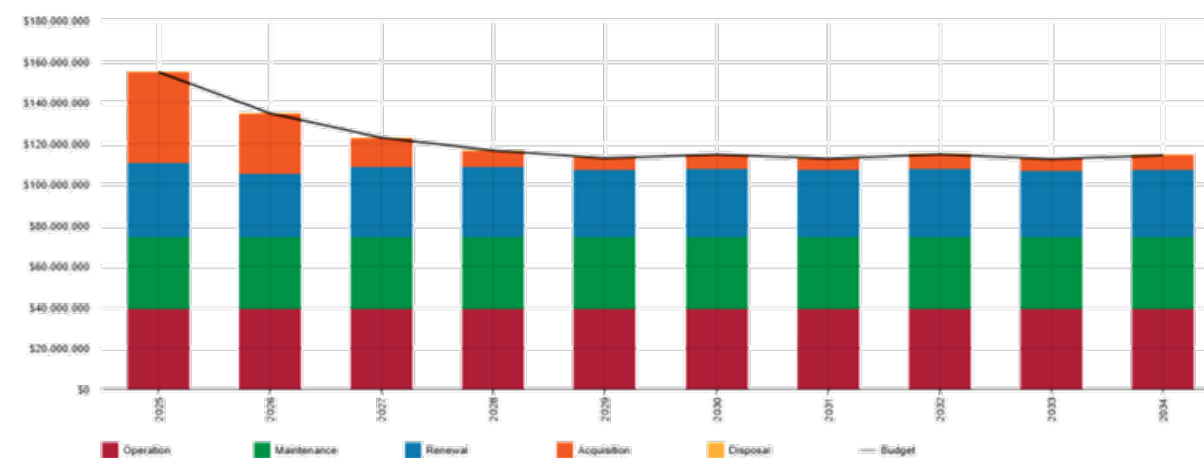
Figure 10 – 2025/26 Capital new/upgrade projected Expenditure (preliminary)



## Expenditure Projections linked to Long-Term Financial Plan

**Figure 11** shows the projected operations, maintenance, capital renewal, capital upgrade/new expenditure and these amounts have been accommodated in outlays shown in the long-term financial plan.

Figure 11 – 2025/26 Balanced position projected operating and capital expenditure (preliminary)



The purpose of this strategic asset management plan is to develop the strategies to achieve the asset management objectives through balancing of asset service performance, cost and risk.



## 7. Conclusion

City of Salisbury is committed delivering a progressive, sustainable, connected community, and providing excellent community experience through services in a financially affordable and sustainable manner. The asset management data has significantly improved over the last five years, particularly with tablets now in the field, enabling council to manage and maintain assets in a financially sustainable manner to deliver these services to agreed levels of service.

The SAMP is a significant step towards having a mature asset system, based on community endorsed service levels. Renewal expenditure across the asset classes meets the endorsed community-based levels of service for more than 70% of the asset classes, of roads, drainage, playspaces and buildings.

Footpath service levels and associated funding have been reviewed and renewal expenditure has been set aside for street public lighting.

The SAMP aligns with the LTFP, however some renewal expenditure has been reduced in the first three years, but significantly increased in years four to 10, which means the average renewal expenditure is the same. This aims to provide some capacity for Council to invest in other community needs.

The SAMP has continued the current funding of renewal of other asset classes, with a review, as part of the Asset Management Improvement Plan, to be undertaken in street trees, playspaces, irrigation, ornamental lakes, bridges and sports lighting through late 2025, to inform the 2026/27 SAMP.

This will ensure that the Council's renewal programs are financially sustainable, intergenerational equity is maintained, and the preventative and reactive maintenance programs and associated costs meet the Council's agreed levels of service in future years.

Asset managers have been continuing the Asset Management Improvement Plan, re-evaluating assets based on place and community services rather than condition and useful life. This process will continue over the next 12 months to confirm useful lives, valuations, capitalisation, and function and capacity of assets to deliver services particularly in the urban assets area.

Council has set funding for renewal and upgrade of assets, based on service continuity rather than depreciation. The Asset Management Improvement Plan will complete the process of moving Council's Strategic Asset Management Plan from core maturity to nearing advanced maturity across all major asset classes, which will be a major and unique achievement for Salisbury compared to similar cities, both in Australia and in Organization for Economic Cooperation and Development (OECD) countries.

## 8. References

ISO, 2014, ISO 55000, Asset management – Overview, principles and terminology, International Organization for Standardization, Geneva.

ISO, 2014, ISO 55001, Asset management – Management systems - Requirements, International Organization for Standardization, Geneva.

ISO, 2014, ISO 55002, Asset management – Management systems – Guidelines for the application of ISO 55001, International Organization for Standardization, Geneva.

IPWEA, 2015, International Infrastructure Management Manual, Institute of Public Works Engineering Australia, Sydney [www.ipwea.org/iimm](http://www.ipwea.org/iimm).

IPWEA, 2014, 'NAMS+ Asset Management', Institute of Public Works Engineering Australia, Sydney, [www.namsplus.org](http://www.namsplus.org).

IPWEA, 2015, 'Australian Infrastructure Financial Management Manual, Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/aifmm](http://www.ipwea.org/aifmm).



## DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2025/26

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**INFORMATION ONLY ITEM**

1.2.1

**POLICY AND PLANNING COMMITTEE****DATE**

22 April 2025

**HEADING**

Cambodian Genocide Memorial

**AUTHOR**

Craig Grocke, Manager Sport and Recreation, Community Development

**CITY PLAN LINKS**

1.2 Our community is physically and mentally healthy and connected  
 4.4 Our community is engaged and connected

**SUMMARY**

Response to the request for Cambodian Genocide Memorial by Councilor Ouk with an outline of an opportunity for further engagement to design a solution with options.

**RECOMMENDATION**That Council:

1. Receives the information.
2. Notes a further report will be provided to Council in September 2025 on the options for memorialisations with potential costings.

**ATTACHMENTS**

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

1. Plaques and Memorials policy

**1. BACKGROUND**

- 1.1 At the 24 February 2025 Council meeting, a Motion Without Notice request for a Cambodian Genocide Memorial Ground, was received:

1. *Notes that between 1975 and 1979, the totalitarian Khmer Rouge Pol Pot regime in Cambodia was responsible for the deaths of approximately 3 million people.*
2. *Notes a Cambodian Genocide Memorial would serve as a place of remembrance and reflection, honouring the resilience of Cambodian survivors and ensuring that future generations remember the atrocities committed under this brutal regime.*
3. *Notes that a Cambodian Genocide Memorial in the City of Salisbury would be appropriate, considering its central location for many Culturally and Linguistically Diverse (CALD) communities.*
4. *Requests the Administration to present a report on the Installation of a Cambodian Genocide Memorial by April 2025, with cost estimates and consideration of memorial ground site options central to the community.*  
*(Resolution Number 0836/2025)*



## 2. EXTERNAL CONSULTATION / COMMUNICATION

2.1 Nil.

## 3. DISCUSSION

- 3.1 The City of Salisbury has a Plaques and Memorial Policy (Attachment 1) that guides the process and consideration of sites for memorialisation.
- 3.2 This policy states that memorials in the form of statues or monuments commemorating deceased individuals are encouraged to be located within the Salisbury Memorial Park, as the City's parks and open space should not duplicate the commemorative function of the Park.
- 3.3 SaMP is within a short drive of Paralowie and Parafield Gardens suburbs, which are home to the Cambodian community, and serviced by the Chidda Railway Station to provide public transport to this location.
- 3.4 Whilst there is scope within the policy to investigate other parks and reserves as places suitable for plaques and memorials, none are located in Paralowie or Parafield Gardens.
- 3.5 Further to this, the Administration have also received requests for installations of similar memorials from different community groups in relation to genocide, conflict, and displacement.
- 3.6 The Administration acknowledges that;
  - 3.6.1 Northern Adelaide would benefit from a shared place of memorialisation for the Cambodian community as well as a range of communities; and
  - 3.6.2 SaMP is a preferred location for such memorial due to its commemorative functionality.
- 3.7 However, further work is required to be undertaken by the Administration to understand the breadth of the community's needs. As such, it is recommended that a further report be provided to Council in September 2025 on the options with potential costings.

## 4. FINANCIAL OVERVIEW

- 4.1 At this stage it is difficult to estimate the costs due to the large variation in options that could be explored.

## 5. CONCLUSION

- 5.1 The Administration acknowledges that northern Adelaide would benefit from a place of memorialisation for reflections on genocide, conflict, and displacement.
- 5.2 To effectively address this, further work is required to be undertaken by the Administration to understand the need, as such a report will be provided to Council in September 2025 with further information on the options including financial impact.



City of Salisbury Values: Respectful, Accountable, Collaborative, Helpful

## Plaques and Memorials Policy

Adopted by:	Council
Responsible Division:	Community Planning
First Issued/Adopted:	26 September 2005
Last Reviewed:	27 November 2023 (Resolution No. 0524/2023)
Next Review Date:	17 August 2027

### 1. Purpose

- 1.1. This policy will serve as a guide to the City of Salisbury for any memorials or plaques it may wish to place in parks or public areas within its jurisdiction.
- 1.2. While appropriate memorials can enrich public open space, it is important that memorials and plaques are carefully considered to ensure that they do not have a negative impact on the amenity of the open space.
- 1.3. It is recognized that a particular location may reach a saturation point (i.e. where the number of memorials in a specific area undermines the impact of the memorial or amenity/form of a location) and it would then be appropriate to consider limitations or a moratorium of future memorial installations at a particular location or area.
- 1.4. The City of Salisbury is committed to the provision of high-quality open spaces whilst also ensuring there are opportunities for appropriately designed memorials, and plaques that honour an individual, organization or event that is considered to be of benefit to the broader community.

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**2. Scope**

- 2.1. This policy is applicable to all proposed memorials and plaques to be placed in any public open space within the City of Salisbury. All such memorials and plaques will be required to conform to this policy.
- 2.2. This policy replaces any previous approval or process in regard to the installation of memorials and plaques within the City of Salisbury.
- 2.3. Any alterations to or replacement of an existing memorial or plaque must comply with this policy.
- 2.4. This policy clearly identifies the types of works that will be accepted for memorials and plaques.
- 2.5. This policy does not prevent maintenance or conservation of any previous memorials and plaques that do not comply with this policy.
- 2.6. This policy is not applicable to privately owned property. It also does not apply to roads under the care and control of other groups (including Department of Infrastructure and Transport). Cemeteries within the City of Salisbury are also exempt in relation to process and implementation of plaques.
- 2.7. This policy does not cover signage, display boards or banners.

**3. Legislative Requirements and Corporate Policy Context**

- 3.1. Councils have authority to act in relation to temporary roadside memorials pursuant to the provisions of the Local Government Act 1999. In particular:
  - Chapter 2, The System of Local Government (Sections 6, 7 and 8 in respect to the principal roles, functions and objectives of a Council); and
  - Chapter 11, Part 2, Division 6, Control of Works on Roads (Sections 221, 229, 234 and 235 in respect to management of roads).
- 3.2. Section 221 (Alteration of Road) states that 'a person (other than the Council or a person acting under some other statutory authority) must not make an alteration to a public road unless authorised to do so by the Council'. Maximum penalty \$5,000.
- 3.3. A person makes an alteration to a public road if the person:
  - alters the construction or arrangement of the road to permit or facilitate access from an adjacent property; or
  - erects or installs a structure (including pipes, wires, cables, fixtures, fittings and other objects) in, on, across, under or over the road; or
  - changes or interferes with the construction, arrangement or materials of the road; or
  - changes, interferes with or removes a structure (including pipes, wires, cables, fixtures, fittings and other objects) associated with the road; or
  - plants a tree or other vegetation on the road, interferes with the vegetation on the road, or removes vegetation from the road.

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#### 4. Interpretation/Definitions

- 4.1. Memorial/Monument: for the purposes of this policy these will be considered as one and the same and are defined as an object (or collection of objects) designed to preserve the memory of a person, group, association, event or occasion.
- 4.2. Panel: refers to the group of staff assigned to assess all applications for Plaques and Memorials covered by this policy.
- 4.3. Park/Reserve: is a green public open space and includes parks, reserves and formal gardens.
- 4.4. Plaque: a flat tablet of metal that includes text and/or images that commemorate a person, an event and/or provide historical text or information relevant to its location. This could then be affixed to an object, building or pavement.
- 4.5. Proponent: the person or group who put forward a proposal for a memorial or plaque.
- 4.6. Public Art: Works of art in any media that have been planned and executed with the specific intention of being sited or staged in the physical public domain and accessible to the public.
- 4.7. Public Open Space: includes community land, road reserve and operational land owned by Council and any other land in Council's care, control or management.
- 4.8. Sculpture: including but not limited to representational, non-objective, contemporary and abstract pieces in a wide variety of artistic mediums such as metal, glass, bronze, ceramic, wood, etc. that meet the City of Salisbury's criteria for public art. It is preferable that artworks be integrated into a placement or setting.
- 4.9. Temporary memorial: Those memorials that are installed on an ad hoc basis in various locations within the city and without prior approval.

#### 5. Policy Statements

##### General

- 5.1. The City of Salisbury will consider all application for plaques and memorials that comply to the following criteria:
- 5.2. An individual or Association that has contributed significantly to the cultural, political or social aspects of the City's development;
- 5.3. An individual or Association strongly linked to the City and its history;
- 5.4. A significant anniversary of an event unique to the City's history and development; or
- 5.5. Historical or other information relevant to the site/location of the plaque.
- 5.6. A proponent can make a formal request that consideration be given for the placement of a memorial or plaque that does not meet the above the above stated criteria. These applications will be considered on an individual basis and will be submitted to the Plaques & Memorials Panel (the Panel) for consideration.
- 5.7. No new memorial or plaque will be considered which commemorates a person, event or occasion already memorialised in the City of Salisbury unless there are exceptional circumstances. Special anniversaries may be acknowledged.

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- 5.8. The City of Salisbury has final approval of appropriate site/s and will determine the exact location of any plaque or memorial.
- 5.9. All applications must comply with the process outlined in Appendix "A" of this policy.

#### **5.10. Costs**

- 5.10.1. Unless otherwise agreed, the proponents of the proposed memorial or plaque are required to pay for design, manufacture, installation, maintenance and repair to ensure adequate quality of care.
- 5.10.2. The City of Salisbury may consider contributing funds to a community memorial only when the memorial is for broad community purpose that marks an individual, organisation or event that has broadly impacted the community.
- 5.10.3. Where the City of Salisbury installs or contributes to a community memorial, consideration will be given to an ongoing maintenance budget to ensure adequate quality of care.

#### **5.11. Sites**

- 5.11.1. All proposed plaques or memorials must relate to and support their proposed site and/or community. The City of Salisbury has identified preferred areas for the placement of plaques or memorials within its city boundaries which complement the landscape. These are listed in Appendix "B".
- 5.11.2. The consideration of any memorial will take into account the number of existing memorials, artworks or other objects in the vicinity of the proposed new memorial or plaque.
- 5.11.3. Approval for a particular site will only be granted if it is consistent with Council's strategic development framework for that site and the proposed plaque or memorial being relevant to the site.

#### **5.12. Approval**

- 5.12.1. Approval must be sought and granted through the Panel prior to installation of any plaque or memorial.
- 5.12.2. Any existing plaque or memorial cannot be taken as a precedent for future approvals.
- 5.12.3. The Panel will be established comprising nominated representatives of the following departments as required; Community Development and City Infrastructure. Terms of Reference for this Panel are attached in Appendix "C".

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- 5.12.4. The Panel will consider;
- All applications received for new plaques and memorials;
  - Requests to replace existing plaques or memorials damaged or otherwise degraded or require alterations; and
  - Removal, relocation and re-accession of existing plaques and memorials.
- 5.12.5. The Panel will respond in writing to all applications within 30 days of receipt. Additional time may be required to process applications that are of a complex or sensitive nature.

### **5.13. Right of Refusal**

- 5.13.1. The City of Salisbury has the right of refusal.
- 5.13.2. A plaque /memorial will not be approved where there is a religious or political affiliation, and/or the proponent cannot prove to the Panel's satisfaction that the person, event or occasion commemorated has contributed significantly to the Salisbury community.
- 5.13.3. If in the opinion of the Panel the proposed plaque/memorial is considered offensive or has the potential to offend the application will not be approved.

### **5.14. Appeal Process**

- 5.14.1. Any appeal made in relation to the outcomes of the approval process for plaques and memorials must be in writing and addressed to the Chief Executive Officer.
- 5.14.2. The Panel will respond in writing to all appeals within 30 days of receipt. Additional time may be required to process appeals that are of a complex or sensitive nature.

### **5.15. Community Consultation**

- 5.15.1. The Panel during its deliberations regarding an application may request that a period of community consultation be undertaken by the proponent or on behalf of the proponent.

### **5.16. Design**

#### **Plaques**

- 5.16.1. To signify or commemorate an individual, organisation, historic or civic occasion or to provide interpretative materials relevant to a nearby artwork, or feature. The specification of plaques is outlined in Appendix "D" of this policy.

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## Memorials

- 5.16.2. Memorials that have a significant financial burden for the City of Salisbury will be referred to Council for consideration.
- 5.16.3. Memorials should have timeless qualities and make a statement of significance to future generations. The specification of memorials is outlined in Appendix "D" of this policy.
- 5.16.4. The location under consideration for the memorial must:
  - Be an appropriate setting;
  - Convey specific geographic justification for the memorial's placement;
  - Contribute to the setting from a functional or design standpoint;
  - Not interfere with the underlying purpose of the area; and
  - Not obstruct (hinder) existing and proposed circulation and use patterns.

### 5.17. Temporary Memorials

- 5.17.1. It is not the intent of the City of Salisbury to prevent the installation of these memorials as they often arise spontaneously as a result of a tragic circumstances; however, controls do need to be put in place.
- 5.17.2. It is recognised that due to the circumstances from which these memorials arise the application of the de-accession procedures as outlined in Appendix "E" will be undertaken in a sensitive manner.

### 5.18. Register

- 5.18.1. The City Infrastructure department will keep a register of plaques and memorials as part of infrastructure management.

### 5.19. Ownership

- 5.19.1. All memorials or plaques placed in/or erected in open space by the City of Salisbury should be deemed to be under the unconditional control of the City of Salisbury and managed in accordance with a signed agreement or a lease between the proponent and the City of Salisbury.
- 5.19.2. If the memorial is a work of art accepted by the City of Salisbury, then it becomes part of the City of Salisbury's public art collection and maintained as part of this collection. Any memorial of this nature will be removed from the Register of Memorials.

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**5.20. Removal, Relocation and De-accession**

- 5.20.1. All memorials or plaques installed on City of Salisbury land after the endorsement date of this policy that have not obtained the necessary approvals will be removed.
- 5.20.2. City of Salisbury will apply the de-accession procedures as outlined in Appendix "E" of this policy.

**6. Related Policies and Procedures**

- 6.1 Other City of Salisbury policies and guidelines that must be considered in association with this policy include but are not limited to:
- Cultural Strategy
  - Corporate Signage Policy and Guidelines; and
  - Specification for Salisbury Memorial Park.

**7. Approval and Change History**

Version	Approval Date	Approval By	Change
1	October 2005	Council	
2	October 2011	Council	
3	March 2011	Council	
4	May 2013	Council	
5	March 2015	Council (0239/2015)	
6	April 2017	Council (1721/2017)	
7	May 2019	Council (0166/2019)	
8	September 2021	Council (1099/2021)	
9	November 2023	Council (0524/2023)	

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## 8. Availability

- 8.1 The Policy is available to be downloaded, free of charge, from Council's website [www.salisbury.sa.gov.au](http://www.salisbury.sa.gov.au)
- 8.2 The Policy will be available for inspection without charge at the Civic Centre during ordinary business hours and a copy may be purchased at a fee as set annually by Council.

City of Salisbury Community Hub  
34 Church Street, Salisbury SA 5108  
Telephone: 84068222  
Email: [city@salisbury.sa.gov.au](mailto:city@salisbury.sa.gov.au)

## 9. Review

E.g. This Policy will be reviewed:

- If a new Policy - within 12 months of a Council election and thereafter as necessary; or
- The frequency dictated in legislation; or
- Earlier in the event of changes to legislation or related Policies and Procedures; or
- If deemed necessary by Council.

### Further Information

For further information on this Policy please contact:

Responsible Officer: Divisional Manager Community Planning  
Address: 34 Church Street, Salisbury SA 5108  
Telephone: 8406 8222  
Email: [city@salisbury.sa.gov.au](mailto:city@salisbury.sa.gov.au)

## Appendix A

### Application and Approval Process

- Applications must be made in writing to the Community Planning Division, City of Salisbury. No application will be considered outside this process.
- Applications for new plaques and memorials should include all relevant details including;
  - o Name of the Proponent
  - o The type of plaque or memorial;
  - o Site/location for the project;
  - o Explanation of the significance and relationship to each site;
  - o Proposed text or images to be included; and
  - o Any other pertinent information.
- Applications for the replacement of existing plaques or memorials are required to conform to current design specification and guidelines.
- All applications will be assessed by the Plaques and Memorials Panel (the Panel) in relation to the policy and procedures outlined in this document.
- Applications will be forwarded by the Community Planning Division to the Panel members and any other relevant parties prior to the Panel meeting for comment. From that point on, a member of the Community Planning Division will liaise with the proponent of the memorial/plaque.
- During consideration of the nominated sites the Panel will consider the number of existing plaques and memorials, artworks, and other objects in the vicinity of the proposed new plaque or memorial.
- Approvals for applications that comply to the criteria will be made by the Panel. Approvals will be on the basis of majority agreement of the Panel.
- Requests for plaques/memorial that fall outside the criteria will be referred to the Chief Executive Officer for approval.
- Decisions will be confirmed in writing to the proponent and delivered through the Community Planning Division.
- An agreement in regards to payment, maintenance and damage will be developed following confirmation to the proponent, and in line with this Policy.

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## Appendix B

### Designated Areas for the Placement of Plaques

#### (a) Salisbury Memorial Park

Situated on the corner of Spains Road and York Terrace, Salisbury the park has been designed to comprise open space, multiple rose gardens and green lawns so that it is perpetual record of the past and it showcases a history of hard working, community-minded people.

Memorials in the form of statues or monuments commemorating deceased individuals are encouraged to be located within the Salisbury Memorial Park, as the City's parks and open space should not duplicate the commemorative function of the Park.

#### (b) Parks and Reserves

The following are the parks and reserves identified as being the most appropriate locations for memorials and plaques within the City of Salisbury. However, where appropriate, consideration will be given to other major Council reserves.

##### (i) Pitman Park

The Volunteer Garden is a section of Pitman Park considered the most desirable and is a suitable location to acknowledge contributions made by a resident(s) or organisations that have contributed to the Salisbury Community via voluntary works. The Rose Garden will be excluded as this is a venue used for weddings and it is desirable that this area not contain any additional plaques or monuments.

##### (ii) Pioneer Park

The section of the park considered to be appropriate is the area surrounding the existing waterwheel museum and is a suitable location to acknowledge contributions made by early settlers (and their families).

##### (iii) Unity Park & Paddocks Wetlands

Suitable locations for the installation of plaques and memorials at these sites will be determined by City Infrastructure department, City of Salisbury.

#### (c) Historical Sites

These will be site specific and will provide interpretive information about the site or facility. These will be of an interpretive nature and design works will be developed for this type of signage appropriate to each location. Memorials can be developed that reflect or provide information about the significance of this site.

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## Appendix C

### Terms of Reference Plaques and Memorials Panel

- The Plaques and Memorials Panel (the Panel) will meet as required.
- Approvals for applications that comply with the criteria will be considered by the Panel. Approvals will be on the basis of majority agreement of the Panel.
- Reports will be submitted to the Executive detailing applications received and approvals for endorsement as required.
- The Panel will report and make recommendations to the Chief Executive Officer, regarding applications received that do not fit within the guidelines as per the appeals process detailed within this Policy.
- A report will be prepared outlining the decommissioning of plaques and memorials to the Urban Services Committee for endorsement as required.

## Appendix D

### Specifications for Plaques & Memorials

#### (a) Metal plaques

Plaques are to be installed flush with adjacent surfaces in parks, streets or flat on masonry surfaces.

Text should be brief and, in a language accessible to the public and should avoid use of jargon or acronyms.

#### (i) Plaque Development

- Text should be written following research from a wide range of authoritative sources and be verified by a qualified historian, Elder or Cultural Leader when in relation to a location or past facility.
- Proofing and checking will be undertaken by the City of Salisbury. If a graphic image is utilised the amount of text will be reduced.
- Any sponsorship recognition will be through use of approved wording or logo should take up no more than 10% of the overall plaque design.
- The proponent must meet all costs associated with design, manufacture and installation of the plaque or memorial. In some instances a contribution toward maintenance will also be a condition of approval.
- The City of Salisbury will manage the design, manufacture and installation of the plaque and costs incurred by proponent.
- Payment in full will be required prior to the commencement of work.

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## (ii) Design and installation specifications

- 250 mm maximum wide.
- Acid etched black paint fill.
- Four pins on back for installation or other method of anchoring plaque.
- No varnish.
- A border of clear space of at least 30 mm should be left around edge of plaque.
- A small amount of text, and it should be centred. Consideration can be given to justified left text if there is a lot of text.
- Small logos may be used if appropriate.
- Maximum text of 120 words and should be in a language that is accessible to the public.
- Proofing and checking is required to be undertaken by the proponent.
- Installation to be flush with pavement, masonry or grass. Preference is given to installation into a hard surface for maintenance purposes. Installation into grassed area the plaque has to be inserted with a minimum 50 mm wide skirt of concrete.

## (b) Memorials

- The memorial should be designed by a qualified professional in the field appropriate to the size scale and complexity of the proposal.
- If the memorial is a work of art (as defined by Public Art) and the City of Salisbury has contributed funding then it becomes a part of the Council art collection, and maintained as part of the collection. In this case the City of Salisbury will assume responsibility for commissioning documentation and construction contracts, and managing the construction or the commissioning of artworks. The development of significant memorial will request community consultation to be undertaken and the format of the consultation must comply with the City of Salisbury community consultation strategy. The cost of the consultation will be borne by the proponent.

## (c) Use of Infrastructure for Memorials

- The use of sections of pathway, tables, chairs can be used for the purposes of memorials within parks, reserves or open spaces within Salisbury however these will need to comply with the specifications set by Council.
- Use of barbecues, buildings, shade covers, picnic shelters, retaining walls, will not be considered for the purposes of memorials within parks, reserves or open spaces within Salisbury.
- The use of tree(s) for memorials will not be considered, however tree(s) planted as part of the memorial may be considered.

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## Appendix E

### De-accessioning Procedures

#### (a) Long term memorials

- Memorials and plaques do have a finite life and, while every reasonable effort will be made to extend the life of these structures, the City of Salisbury cannot guarantee that a memorial or plaque will remain at the designated site indefinitely.
- A memorial or plaque will be guaranteed to be located at the designated site for a period of not less than five (5) years from the time of installation with the following exceptions the:
  - o area in which the item is sited is to be redeveloped;
  - o use of the area in which the item is sited changes significantly in character and the item is not deemed suitable for the site; or
  - o structure or support on which the item is located is to be removed or permanently altered.
- Existing memorials or plaques may have fallen into disrepair or the site may no longer be suitable and de-accessioning may be required. This will be based on the following:
  - o condition of the installation;
  - o cost of maintenance;
  - o cost of repair; or
  - o site no longer suitable.
- Prior to de-accessioning every responsible attempt will be made by the Council to contact the proponent. Options will be provided to the proponent which will include:
  - o repair of the work to be borne by the proponent;
  - o relocation of the work to an appropriate alternate site, costs of relocation will need to be negotiated;
  - o negotiation of maintenance payment and development of modified maintenance schedule; and o lastly, removal and disposal of work.

#### (b) Temporary memorials

- Can be displayed for a maximum of 3 months, after which time the memorial may be removed.
- Where possible, the next of kin will be contacted by Council Staff and advised of the intention to clear the site and provide the opportunity for the installation of a permanent plaque or memorial in accordance with this policy.
- Permanent memorials need to be referred to the Cemetery in the first instance.
- Where a permanent plaque is located at the site of the accident, on the anniversary of the death an application can be made to enable fresh flowers to be located near the plaque. Removal of flowers will be done between 7 to 10 days after the anniversary date.

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