

CITY OF WEST TORRENS



Notice of Council & Committee Meetings

NOTICE IS HEREBY GIVEN in accordance with Sections 83, 84, 87 and 88 of the *Local Government Act 1999*, that a meeting of the

Council

and

- **City Services and Climate Adaptation Standing Committee**

of the

CITY OF WEST TORRENS

will be held in the Council Chambers, Civic Centre
165 Sir Donald Bradman Drive, Hilton

on

**TUESDAY, 2 MARCH 2021
at 7.00pm**

Public access to the meeting will be livestreamed audio only at the following internet address: <https://www.westtorrens.sa.gov.au/livestream>

**Angelo Catinari
Chief Executive Officer (Acting)**

City of West Torrens Disclaimer

Please note that the contents of these Council and Committee Agendas have yet to be considered by Council and officer recommendations may be altered or changed by the Council in the process of making the formal Council decision.

INDEX

1	Meeting Opened.....	1
1.1	Acknowledgement of Country	
1.2	Evacuation Procedures	
1.3	Electronic Platform Meeting	
2	Present.....	1
3	Apologies	1
4	Disclosure Statements	1
5	Confirmation of Minutes	1
6	Mayors Report.....	1
7	Elected Members Reports.....	2
8	Petitions.....	3
8.1	Petition to amend Council Policy - Mobile Food Vendors	3
9	Deputations	7
10	Adjourn to Standing Committees.....	7
11	Adoption of Standing Committee Recommendations	7
11.1	City Services and Climate Adaptation Standing Committee Meeting	7
12	Adoption of General Committee Recommendations	7
12.1	City Advancement and Prosperity General Committee Meeting.....	7
13	Questions with Notice	7
14	Questions without Notice	7
15	Motions with Notice.....	7
15.1	West Torrens Australia Day Awards	7
16	Motions without Notice	7
17	Reports of the Chief Executive Officer	8
17.1	Planning Reform Implementation - Council Assessment Panel Decisions	8
17.2	Delegations under the Planning, Development and Infrastructure Act 2016	24
17.3	3RT Technologies Pty Ltd Lease - 240 Morphett Road, North Plympton - Confidential Order Review	94
18	Local Government Business	96
19	Member's Bookshelf.....	96
20	Correspondence	96
20.1	Business SA December Quarter 2020 Survey of Business Expectations	96
21	Confidential	98
22	Meeting Close	98

1 MEETING OPENED

1.1 Acknowledgement of Country

1.2 Evacuation Procedures

1.3 Electronic Platform Meeting

2 PRESENT

3 APOLOGIES

4 DISCLOSURE STATEMENTS

Elected Members are required to:

1. Consider Section 73 and 75 of the *Local Government Act 1999* and determine whether they have a conflict of interest in any matter to be considered in this Agenda; and
2. Disclose these interests in accordance with the requirements of Sections 74 and 75A of the *Local Government Act 1999*.

5 CONFIRMATION OF MINUTES

RECOMMENDATION

That the Minutes of the meeting of the Council held on 16 February 2021 be confirmed as a true and correct record.

6 MAYORS REPORT

(Preliminary report for the agenda to be distributed Friday, 26 February 2021)

In the two weeks since the last Council Meeting of 16 February functions and meetings involving the Mayor have included:

17 February

- Attended a skill-building workshop as part of the Mayor's Forum held at LG House.

18 February

- Met with Gareth and Megan Parker to discuss a proposal from Brightside Brewing Australia along with members of the administration.
- Met with the President of the Phantoms Cricket Club, James Dyson.

19 February

- Attended a meeting of the Adelaide Airport Consultative Committee held via Microsoft Teams.
- Met with the founder of the Villagehood Australia group, Dinah Thomasset.

20 February

- Attended the Adelaide Airport Over 50s Club 39th Birthday celebrations.

21 February

- Visited Harry Postema's Fringe Art Exhibition held at Gallery Yampu, in Port Adelaide.

22 February

- Attended the Saltbush Downs Open Golf Classic Fringe Production held at Star Theatres, Hilton.

23 February

- Attended the City Advancement and Prosperity General Committee meeting.
- Attended the West Torrens Rotary Club 100th year anniversary meeting where I also celebrated the 100th birthday of Rotary Club member Les Brown.

24 February

- Met with the author of *Blessed: Raising Two Daughters as a Single Mum with a Disability*, Esther Simbi, to receive a copy of her book.
- Met with the President of the Filipino Communities Council of Australia Inc, Carmen Garcia, to discuss a proposal to celebrate the 75th Anniversary of Australia-Philippines relations.

25 February

- Formally welcomed members of the Green Adelaide Board to the City of West Torrens as the host Council for their monthly board meeting.

1 March

- Attending the LGA Planning and Development Code briefing held via Zoom.

2 March

- Attending a meeting of the Thebarton Senior College Governing Council.
- Attending the Council and City Services and Climate Adaptation Standing Committee meeting.

RECOMMENDATION

That the Mayor's Report be noted.

7 ELECTED MEMBERS REPORTS

8 PETITIONS

8.1 Petition to amend Council Policy - Mobile Food Vendors

Brief

This report presents a petition requesting that the Council amend the *Council Policy: Mobile Food Vendors* to allow food trucks to continue to operate at the Wheatsheaf Hotel.

RECOMMENDATION(S)

It is recommended to Council that:

1. The Petition be received.
2. The Chief Executive Officer continue to negotiate and finalise an authorisation permit with the Wheatsheaf Hotel proprietor/owner to manage the area outside of the hotel at Albert Street, Thebarton, in order to facilitate Mobile Food Vendors to continue to operate at that location.

Introduction

A petition has been received from Jade Flavell, Head Petitioner, on behalf of 2,402 signatories with respect to the *Council Policy: Mobile Food Vendors* and its application to the food trucks which operate from the Wheatsheaf Hotel (**Attachment 1**).

Discussion

The petition states that:

"The petition of patrons and supporters of the Wheatsheaf Hotel Thebarton, including West Torrens Council Residents, draws the attention of the Council to our concern over the notice of intention to stop issuing permits to mobile food vendors at the Wheatsheaf Hotel from 30th September 2021.

The petitioners therefore request that the Council amend the City of West Torrens Council Policy - Mobile Food Vendors, to allow food trucks to continue to operate at the Wheatsheaf Hotel into the future, as they have successfully done for over 8 years."

The petition contains two thousand four hundred and two (2,402) signatures, two thousand and twenty three (2,023) of which are compliant with the requirements of Clause 8 of the *Code of Practice - Procedures at Meetings* (Code) and Regulation 10 of the *Local Government (Procedures at Meetings) Regulations 2013* (Regulation). There are three hundred and seventy nine (379) non-complying signatures which do not comply for the following reasons:

- Thirty two (32) have illegible addresses;
- Two hundred and twelve (212) have incomplete addresses;
- Twenty one (21) signatures are duplications;
- Nine (9) have either no signature or an invalid signature; and
- Forty four (44) have an incomplete name.

The petition is otherwise compliant with the requirements of the Code and the Regulations. The petition is 99 pages in length, and therefore pursuant to the Code, only the first page of the petition is attached to this report. It is noted that the head petitioner references 2,398 signatories, however upon review a total of 2,402 (including non-complying signatures) were counted.

The residential and compliance status of all signatories is tabulated below:

Residents		Non-Residents		TOTAL
Complying	568 (28%*)	Complying	1455 (72%*)	2023
Non-complying	115	Non-complying	264	379
TOTAL	683		1719	2402

* of complying signatures

As Members have been advised, the Administration has reviewed the current situation and investigated possible remedies in order to progress a solution that is amenable to all parties, whilst still satisfying the relevant policy and legislative requirements. To that end, the preferred option, which is appropriate within the legislative framework of the LG Act but which will provide continuity in this Mobile Food Vendor service, is to issue a section 221 authorisation/section 222 permit to the Wheatsheaf Hotel (owners) pursuant to the requirements of the LG Act. A permit fee will be applicable for these arrangements and will be based on a commercial land valuation rate of the area to be occupied.

This option will allow the owners of the Wheatsheaf Hotel to take over the management of that portion of road and formally be responsible for rostering arrangements of the Mobile Food Vendors at that location (which appear to have worked well for a period of approximately 7 years) as a complimentary hospitality service to patrons of the Hotel. Such an arrangement would provide limited exclusive occupation of a defined area of the public road by the Wheatsheaf Hotel in much the same manner as an outdoor dining arrangement. In this manner, it would result in the area of the public road being under the care, control and management of the Wheatsheaf Hotel, in accordance with the terms and conditions attached to the authorisation/permit issued by the Council and, accordingly, would enable the Hotel to authorised chosen Mobile Food Vendors according to the Hotel's rostering arrangements.

A changed agreement, as above, could be implemented initially on an annual arrangement to ascertain its acceptability to the Council as a regulatory road authority and also as to its viability for the Hotel.

The benefits of such an approach are that:

- The Hotel will control the land (as it currently does) albeit now with some legal authority.
- It removes or excludes the area in question from the provisions of the Mobile Food Vendors policy and the associated limitations.
- The need for immediate change to Council's policy is negated.
- It allows the continuation of Mobile Food Vendors to operate in the area.

Such an approach has been discussed with the proprietors of the Wheatsheaf Hotel, and an in principle agreement on this approach was achieved.

Over the next week or so, the Administration will work on the 'finer details' of the proposed arrangement with the Hotel proprietors, which will resolve this impasse and negate the need to review the Policy in the short term.

Climate Impact Considerations

(Assessment of likely positive or negative implications of this decision will assist Council and the West Torrens Community to build resilience and adapt to the challenges created by a changing climate.)

There is no direct climate impact consideration in relation to this report.

Conclusion

A petition has been received to amend the *Council Policy: Mobile Food Vendors*.

Attachments

1. **Petition from Jade Flavell to amend the Council Policy - Mobile Food Vendors**

W

PETITION

W

Head Petitioner (contact person): **Jade Flavell**

Telephone Number: **08 8443 4546**

Address: **39 George Street, THEBARTON, 5031**

22nd February 2021

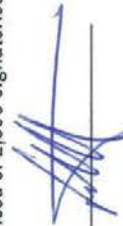
Attn. Mayor Michael Coxon, CEO and all Elected Members of Council
City of West Torrens
Civic Centre
165 Sir Donald Bradman Drive
Hilton
South Australia 5033

The petition of patrons and supporters of the Wheatsheaf Hotel Thebarton, including West Torrens Council Residents, draws the attention of the Council to our concern over the notice of intention to stop issuing permits to mobile food vendors at The Wheatsheaf Hotel from 30th September 2021.

The petitioners therefore request that the Council amend the *City of West Torrens Council Policy – Mobile Food Vendors*, to allow food trucks to continue to operate at The Wheatsheaf Hotel into the future, as they have successfully done for over 8 years.

(99 pages, comprised of 2,398 signatories)

Jade Flavell



9 DEPUTATIONS

Nil

10 ADJOURN TO STANDING COMMITTEES

RECOMMENDATION

That the meeting be adjourned, move into Standing Committees and reconvene at the conclusion of the City Services and Climate Adaptation Standing Standing Committee.

11 ADOPTION OF STANDING COMMITTEE RECOMMENDATIONS

11.1 City Services and Climate Adaptation Standing Committee Meeting

RECOMMENDATION

That the recommendations of the City Services and Climate Adaptation Standing Committee held on 2 March 2021 be adopted.

12 ADOPTION OF GENERAL COMMITTEE RECOMMENDATIONS

12.1 City Advancement and Prosperity General Committee Meeting

RECOMMENDATION

That the Minutes of the City Advancement and Prosperity General Committee held on 23 February 2021 be noted and the recommendations adopted.

13 QUESTIONS WITH NOTICE

Nil

14 QUESTIONS WITHOUT NOTICE

15 MOTIONS WITH NOTICE

15.1 West Torrens Australia Day Awards

Cr John Woodward has indicated his intention to move the following motion:

MOTION

That the Administration reports back to the City Advancement and Prosperity Committee on strategies to increase awareness of Council's Australia Day Awards nomination process including the promotion of current and previous award recipients through greater exposure at Civic events.

16 MOTIONS WITHOUT NOTICE

17 REPORTS OF THE CHIEF EXECUTIVE OFFICER

17.1 Planning Reform Implementation - Council Assessment Panel Decisions

Brief

This report provides information on the Council Assessment Panel's (CAP) recent decisions to prepare for the implementation of the *Planning, Development and Infrastructure Act 2016*.

RECOMMENDATION

It is recommended to Council that this report be received.

Introduction

On 8 December 2020, Council appointed the Council Assessment Panel (CAP) under *Planning Development and Infrastructure Act 2016* (the Act) for the period 1 January 2021 to 31 December 2022.

The Act introduces changes to the planning and development system which will take effect from 19 March 2021. The Act includes some changes to the statutory functions of the Council Assessment Panel (CAP).

The CAP is designated as a relevant authority in its own right under the Act. This has a number of wide-ranging implications for how CAP operates.

The CAP is designated the relevant authority for the following applications in the City of West Torrens area:

- Publically notified performance assessed development.
- Development which involves the assessment of the Building Rules where a building certifier has not been nominated.

At its 20 January and 9 February 2021 meetings, the CAP made a number of decisions to prepare for the implementation of the new planning system.

Discussion

Building Consent

An implication of CAP's new powers is that CAP will also be the relevant authority for building consent, where the applicant has not nominated a building certifier (Accredited Professional).

There does not appear to be any particular reason that CAPs have been assigned the relevant authority in respect to building consent, given CAPs are essentially established as authorities to assess planning matters – as reflected in the skills and experience requirements for CAP Members to obtain accreditation.

Section 99(1)(c) of the Act enables CAP to refer Building Rules assessments to the Council, at which point the Council becomes the relevant authority for building consent. The City of West Torrens has building officers in its employ at the relevant Accredited Professional building levels capable of undertaking Building Rules assessments under delegation from Council.

At its 20 January 2020 meeting, CAP endorsed the following resolutions giving effect to referring all building consent to Council:

1. *The City of West Torrens Council Assessment Panel determines to act under Section 99(1)(b) of the Planning, Development and Infrastructure Act 2016 (the Act) in relation to all development applications received by it that involve the performance of building work.*

2. Pursuant to Section 99(1)(c) of the Act, where the City of West Torrens Council Assessment Panel has determined to act under Section 99(1)(b) of the Act, the City of West Torrens Council Assessment Panel refers the assessment of the development in respect of the Building Rules to the City of West Torrens.

As a consequence of referring the assessment of building consents back to Council, the Council will become the relevant authority for the assessment of Building Rules Consent for these development applications.

Delegations

In the exercise of its duties, the CAP have issued delegations to the Chief Executive Officer and Assessment Manager (which may be further delegated to City of West Torrens staff) to undertake specific duties or exercise powers on its behalf.

Delegations enhance decision making processes and allow nominated matters to be resolved efficiently and effectively without the need for the CAP's consideration, in much the same way as current delegations from Council to the Administration staff (via the Chief Executive Officer) and CAP under the *Development Act 1993*.

The Planning and Design Code is yet to be published in its final form and so it is still subject to change prior to the "Go Live" date. Until the public notification requirements in the Planning and Design Code are finalised, it is challenging to estimate with any accuracy how many applications CAP is likely receive each year as the relevant authority for publically-notified performance assessed application. A comparison of the notified developments in City of West Torrens residential areas in current planning system and draft Planning and Design Code is included in **Attachment 2**.

In the course of determining delegations, CAP contemplated the Council's current practice of placing conditions on which applications are directed to the CAP for assessment and determination under the *Development Act 1993*. Each delegation condition and its applicability under the Draft Planning and Design Code was considered by the CAP. The CAP determined that some of the Council's current conditions are not relevant to the CAP's powers in the new Planning System, while others continue to be applicable and appropriate (with some adjustment). A summary of CAP's consideration of the existing conditions and decisions is included in **Attachment 3**.

In summary, CAP decided to delegate to the Chief Executive Officer and Assessment Manager the administration functions and decisions for all applications that sit with the CAP as the relevant authority with specific conditions in place to require the following types of applications to be presented to CAP:

- Where a valid representor wishes to be heard;
- The relevant application is for:
 - Demolition of a building (except an outbuilding), one or more new dwellings and/or land division creating one or more additional allotments in an Historic Area Overlay;
 - Residential development of three or more storeys above finished ground level; or
 - Mixed use development including residential development of three or more storeys above finished ground level.

CAP also adopted conditions to allow the Chief Executive Officer and Assessment Manager to act to determine applications in the following circumstances:

- Where it is nearing the end of the prescribed timeframe for determining the application where the applicant has not agreed to extend the assessment timeframe and a CAP meeting cannot be convened within the required time, determine planning consent, and not hear representors if applicable; or
- Where a deemed consent notice has been served on the CAP under Section 125(2) of the Act.

Finally, CAP also adopted conditions to allow the Chief Executive Officer and Assessment Manager to commence applications to the Environment, Resources and Development Court seeking orders quashing deemed consent notices in situations where the CAP will not meet before the application is required to be commenced.

Assessment Manager's powers and delegations

The Assessment Manager is a relevant authority in their own right under the Act for deemed-to-satisfy and non-notified performance assessed development applications in the City of West Torrens. The Assessment Manager intends to delegate many of their powers to the Council Administration staff to ensure efficient and effective decision-making.

The Assessment Manager also intends to delegate some of their powers to the Council Assessment Panel. This is to allow for rare circumstances in which the Assessment Manager is of the opinion that the application should be determined by CAP under delegation, for example due to a conflict of interest or a council application. Applications where the Assessment Manager is the nominated relevant authority have a shorter assessment timeframe (20 days less than applications where CAP is the relevant authority) and therefore it is anticipated that CAP will rarely be called upon to exercise these delegations.

Policy for Council Assessment Panel Review of Decisions of the Assessment Manager

The Act provides that where an application is made to an Assessment Manager, a person who has applied for the development authorisation may apply to the CAP for a review of a prescribed matter.

A prescribed matter is defined in Section 201 of the Act as:

- a) *any assessment, request, decision, direction or act of a relevant authority under this Act that is relevant to any aspect of the determination of the application; or*
- b) *a decision to refuse to grant the authorisation; or*
- c) *the imposition of conditions in relation to the authorisation; or*
- d) *subject to any exclusion prescribed by the regulations, any other assessment, request, decision, direction or act of a relevant authority under this Act in relation to the authorisation.*

A person that has the benefit of this review may also still apply to the Environment Resources and Development Court for a full hearing of the matter. The person may also appeal against the review decision of the CAP.

The Act sets out some of legislative requirements for the review process including prescribing a fee (\$511) and deadline of review applications of one month after the applicant receives the notice of the decision. The Act sets out that the CAP may, on a review affirm the decision, vary the decision or set aside the decision and substitute its own decision.

The CAP has adopted a *Council Assessment Panel Policy: Review of Decision of Assessment Manager* to guide the review process in the new planning system. The policy will take effect from the date Phase 3 of the Planning and Design Code is implemented.

The policy adopted by CAP is based on a Local Government Association Model Policy prepared by Norman Waterhouse Lawyers for this purpose.

A copy of the *Council Assessment Panel Policy: Review of Decision of Assessment Manager* is included in **Attachment 4**.

Appeals to the Environment, Resources and Development Court

The Act assigns the CAP a relevant authority in its own right. The implication of this change is that the CAP will be the respondent to appeals against their decisions to the Environment, Resources and Development Court, rather than the Council. The Council will however be responsible for funding the cost of the appeals.

The CAP has amended its *Procedures at Council Assessment Panel Meetings* to:

1. Authorise the Chief Executive Officer and/or Assessment Manager to make decisions as to the conduct of appeals, so that they can proceed in a timely manner;
2. Require updates be provided to the CAP; and
3. The CAP to decide on the resolution of appeals by way of compromise.

In considering this, it should be noted that the Assessment Manager is bound by conditions of appointment and financial delegations by the Chief Executive Officer.

Climate Impact Considerations

(Assessment of likely positive or negative implications of this decision will assist Council and the West Torrens Community to build resilience and adapt to the challenges created by a changing climate.)

There is no direct climate impact in relation to this report.

Conclusion

This report summarises the approach taken by the Council Assessment Panel to prepare for its new role as a relevant authority in the *Planning, Development and Infrastructure Act 2016*, including the following decisions:

- CAP has referred the assessment of the development in respect of the Building Rules to the Council.
- CAP have endorsed a level of delegation to the Chief Executive Officer and Assessment Manager that will allow the CAP to continue to consider more complex applications and those where representors wish to be heard, but will also allow for the efficient and effective processing of development applications under the *Planning, Development and Infrastructure Act 2016*.
- CAP has adopted a policy to govern procedural matters relating to reviews of decisions of the Assessment Manager.
- CAP has adopted an approach for the management of appeals on its decisions.

Attachments

1. **Role of Relevant Authorities in Development Assessment**
2. **Comparison of notified developments in City of West Torrens residential areas in current and new planning system**
3. **Assessment of existing Council conditions on Development Act 1993 delegations**
4. **Council Assessment Panel Policy - Review of Decision of Assessment Manager**



THE ROLE OF RELEVANT AUTHORITIES IN DEVELOPMENT ASSESSMENT

CONSENT TYPE (SECTION OF PDI ACT)

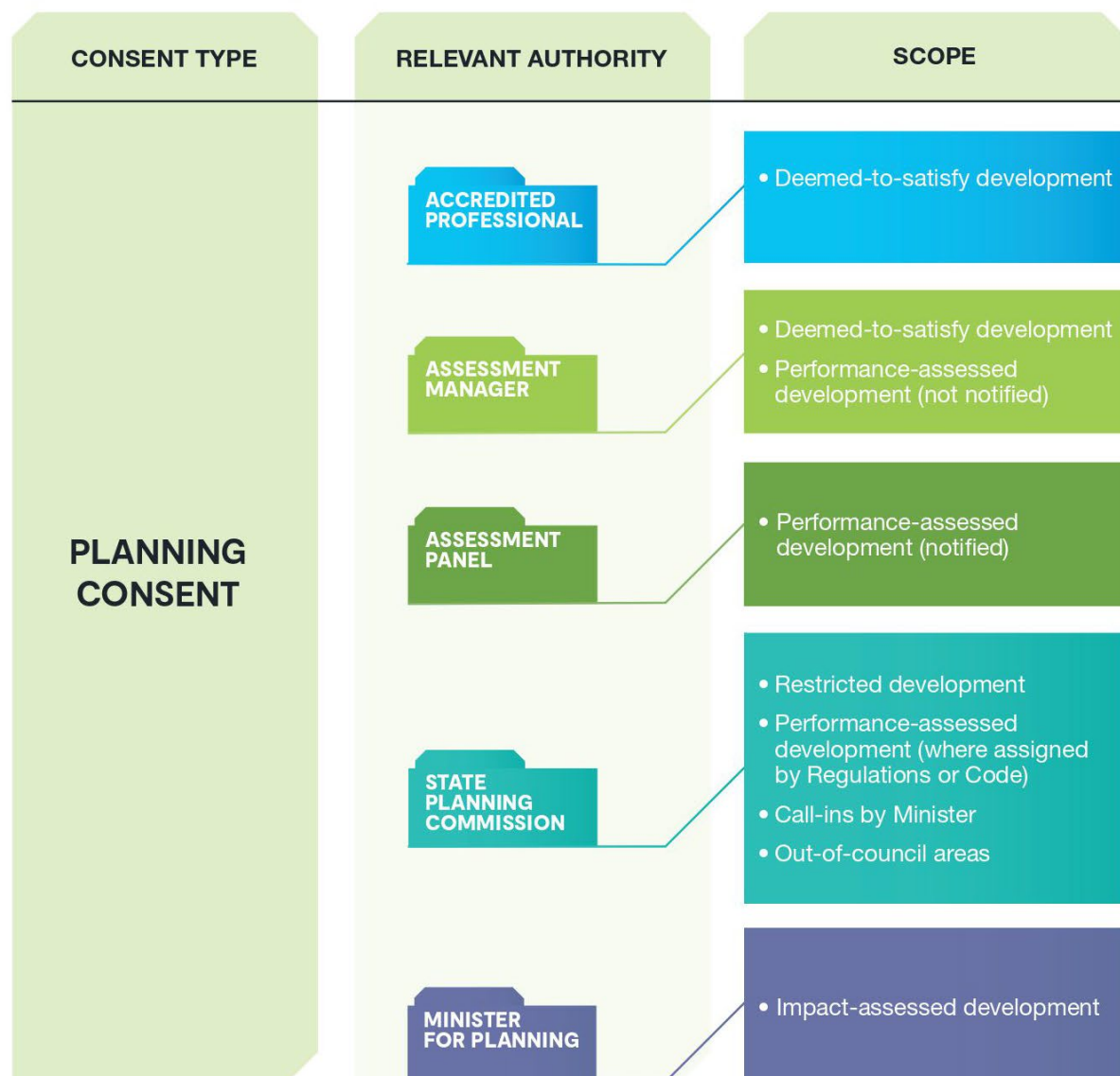
**PLANNING
CONSENT**
s102(1)(a)

**BUILDING
CONSENT**
102(1)(b)

**LAND
DIVISION**
s102(1)(c)(d)
(e)(f)

**DEVELOPMENT
APPROVAL**

**CROWN
DEVELOPMENT
APPROVAL**
s131(19)(a)





THE ROLE OF RELEVANT AUTHORITIES IN DEVELOPMENT ASSESSMENT

CONSENT TYPE (SECTION OF PDI ACT)

**PLANNING
CONSENT**
s102(1)(a)

**BUILDING
CONSENT**
102(1)(b)

**LAND
DIVISION**
s102(1)(c)(d)
(e)(f)

**DEVELOPMENT
APPROVAL**

**CROWN
DEVELOPMENT
APPROVAL**
s131(19)(a)

CONSENT TYPE	RELEVANT AUTHORITY	SCOPE
BUILDING CONSENT	ACCREDITED PROFESSIONALS (BUILDING CERTIFIER)	<ul style="list-style-type: none"> Decisions limited by accreditation level (decision-making authority in their own right)
	COUNCIL	<ul style="list-style-type: none"> Where application referred to the council under s99(1) Option to refer application to building certifier under s99(1) Must seek advice of an accredited professional before issuing consent – this could be a member of staff or private accredited professional
	ASSESSMENT PANEL	<ul style="list-style-type: none"> Must seek advice of an accredited professional before issuing consent – this could be a member of staff or private accredited professional Option to refer application to building certifier or relevant council under s99(1)
	STATE PLANNING COMMISSION	<ul style="list-style-type: none"> Must seek advice of an accredited professional before issuing consent – this could be a member of staff or private accredited professional Option to refer application to building certifier or relevant council under s99(1)
	MINISTER FOR PLANNING	<ul style="list-style-type: none"> Option to refer application to building certifier or relevant council under s99(1)

saplanningportal.sa.gov.au



Government of South Australia
Department of Planning,
Transport and Infrastructure



THE ROLE OF RELEVANT AUTHORITIES IN DEVELOPMENT ASSESSMENT

CONSENT TYPE (SECTION OF PDI ACT)

**PLANNING
CONSENT**
s102(1)(a)

**BUILDING
CONSENT**
102(1)(b)

**LAND
DIVISION**
s102(1)(c)(d)
(e)(f)

**DEVELOPMENT
APPROVAL**

**CROWN
DEVELOPMENT
APPROVAL**
s131(19)(a)

CONSENT TYPE	RELEVANT AUTHORITY	SCOPE
LAND DIVISION	ASSESSMENT MANAGER*	<ul style="list-style-type: none"> Except where the State Planning Commission/Minister for Planning is the authority
	STATE PLANNING COMMISSION*	<ul style="list-style-type: none"> Restricted development Performance-assessed development (where assigned by Regulations or Code) Call-ins by Minister for Planning Out-of-council areas
	MINISTER FOR PLANNING*	<ul style="list-style-type: none"> Impact-assessed development

*State Planning Commission provides 'Statement of Requirements', including consultation with the relevant council where new public roads/reserves are proposed.

CONSENT TYPE	RELEVANT AUTHORITY	SCOPE
DEVELOPMENT APPROVAL	COUNCIL	<ul style="list-style-type: none"> Ensure all consents have been granted and are consistent
	STATE PLANNING COMMISSION	<ul style="list-style-type: none"> Where development not within a council area Ensure all consents have been granted and are consistent



THE ROLE OF RELEVANT AUTHORITIES IN DEVELOPMENT ASSESSMENT

CONSENT TYPE (SECTION OF PDI ACT)

**PLANNING
CONSENT**
s102(1)(a)

**BUILDING
CONSENT**
102(1)(b)

**LAND
DIVISION**
s102(1)(c)(d)
(e)(f)

**DEVELOPMENT
APPROVAL**

**CROWN
DEVELOPMENT
APPROVAL**
s131(19)(a)

CONSENT TYPE	RELEVANT AUTHORITY	SCOPE
CROWN DEVELOPMENT APPROVAL	MINISTER FOR PLANNING	<ul style="list-style-type: none"> State agency development and essential infrastructure development initiated or supported by a state agency Assessed by the State Planning Commission - report to the Minister for Planning Proponent responsible for ensuring building work is certified before building work is undertaken No consents under s102 required

A comparison of public notification requirements in City of West Torrens residential areas under current and proposed assessment pathways

Current: Residential Zone Development Plan and Development Regulations	Proposed: Neighbourhood Zones in Draft Planning and Design Code
Cat 2: 1 or more buildings of 2 storeys comprising dwellings	Notified only where building height exceeds 9 metres
Cat 2: 2 or more dwellings on the same site where at least 1 of those dwellings is 2 storeys high, but no residential building is to be more than 2 storeys high.	Notified only where building height exceeds 9 metres
Cat 2: Land division where the division will, in the opinion of the relevant authority, change the nature or function of an existing road	Not notified
Cat 2: Tree-damaging activity undertaken by Council	Not notified
Cat 2: Dwelling exceeding one storey within Residential Policy Areas 22-33	Notified only where building height exceeds 9 metres
Cat 2: Demolition of all or part of a Contributory Item or Local Heritage Places.	Notified where demolition of a local heritage place
Cat 3: Demolition of all or part of State Heritage Place.	Notified where demolition of a state heritage place
Cat 1: Demolition of a non-listed building in Historic Conservation Area	Notified where demolition of a building in Historic Area Overlay (<i>Established Neighbourhood Zone only</i>)
Cat 1 or 3 (Non-Complying): Advertisements <i>Note: Cat 1 or 3 depending on if it is ancillary to an existing building and considered to be minor in nature</i>	Notified (unless minor)
Cat 3 (Non-Complying): Shop or group of shops where the gross leasable area is 250m ² or greater.	Notified only where use exceeds DTS floor area (generally over 100m ² in residential areas unless adjacent to an arterial road or existing centre and doesn't exceed 200m ²)
Cat 3 (Non-Complying): Consulting room where the total floor area is greater than 100m ² or the site fronts an arterial road	Notified only where use exceeds DTS floor area (generally over 100m ² in residential areas unless adjacent to an arterial road or existing centre and doesn't exceed 200m ²)

Current: Residential Zone Development Plan and Development Regulations	Proposed: Neighbourhood Zones in Draft Planning and Design Code
Cat 3 (Non-Complying): Office where the total floor area is greater than 100m ² or the site fronts an arterial road	Notified only where use exceeds DTS floor area (generally over 100m ² in residential areas unless adjacent to an arterial road or existing centre and doesn't exceed 200m ²)
Cat 1 or 3: Alterations to existing educational establishments, community facilities or pre-schools <i>Note: Cat 1 or 3 depending on scope of works proposed and whether considered to be of a minor nature only and will not unreasonably impact on owners/occupiers of land in the locality of the site of the development.</i>	Notified (<i>Established Neighbourhood Zone only</i>) Notified only where setback to residential land use is less than 3m, building height exceeds 1m and car parking not achieved. (<i>other Neighbourhood Zones</i>)
Cat 3 (possibly Non-Complying): Other commercial, industrial uses	Notified

Note: This summary of the public notification requirements for the Draft Planning and Design Code is subject to change. PlanSA staff have indicated there will be changes prior to the final Planning and Design Code being published.

Note: The public notification performance assessed pathway is most comparable to the public notification 'merit' assessment process under the *Development Act 1993* and does not include the additional assessment steps associated with the 'non-complying' process under the *Development Act 1993* and only affords appeal rights to the applicant (not to third parties or representors).

Council's existing conditions on Development Act 1993 delegations limiting decision to CAP only	Commentary	CAP's decisions on PDI Act delegations conditions
<p>A variation to, or is similar in nature to, a merit development application which was refused by the CAP or the former Development Assessment Panel within the past 5 years</p>	<p>This condition is rarely triggered in the current framework. The new planning system introduces significant policy changes and previous determinations and assessments against the Development Plan are unlikely to be of substantial relevance under the Planning and Design Code.</p>	<p>CAP decided not to adopt an equivalent condition.</p>
<p>Merit form of development which does not meet the minimum site area requirement in the relevant Zone or Policy Area by 7.5% or more</p>	<p>The Council delegates developments that not meet the minimum site area requirement by 7.5% or more to the CAP due to the significant community interest in infill development.</p> <p>The Draft Planning and Design Code nominates land division within any of the Neighbourhood Zones in the City of West Torrens as a class of development excluded from public notification. Further, the Draft Planning and Design Code does not list development unable to satisfy the minimum site area as a trigger for public notification. Therefore all of the land division applications currently presented to CAP for decision will instead be determined by the Assessment Manager as the relevant authority.</p> <p>While the Assessment Manager may choose to delegate applications to the CAP for assessment and determination, these applications are not afforded the additional 20 business days of assessment timeframe that applies where CAP is the relevant authority. Therefore there would likely be a risk of a deemed consent notice being issued by the applicant if these applications were delegated to the CAP for a decision.</p> <p>The Assessment Manager intends to implement internal controls to ensure appropriate quality control and consistency in decision making for these types of applications.</p>	<p>CAP decided not to adopt an equivalent condition.</p>
<p>Non-complying form of development and the application is to be determined after a full merit assessment against the Development Plan</p>	<p>Non-complying applications are the most equivalent to the 'restricted' development assessment pathway in the new planning system and sit with the State Planning Commission for decision under the Act.</p>	<p>CAP decided not to adopt an equivalent condition.</p>
<p>Merit form of development and in the opinion of the delegate, should be refused</p>	<p>Norman Waterhouse Lawyers indicate that this is not a valid form of delegation limitation.</p>	<p>CAP decided not to adopt an equivalent condition.</p>
<p>Proposes one or more new dwellings and/or land division creating one or more new allotments in Residential Zone Conservation Policy Areas 29-33</p>	<p>The Residential Zone Conservation Policy Areas 29-33 is replaced by the Established Neighbourhood Zone and Historic Area Overlay in the Draft Planning and Design Code.</p> <p>In the Established Neighbourhood Zone the Draft Planning and Design Code nominates the demolition of a State or Local Heritage Place or demolition of a building (except an ancillary</p>	<p>CAP decided to adopt a modified condition to allow the CAP to consider all applications for demolition of buildings (except an</p>

Council's existing conditions on Development Act 1993 delegations limiting decision to CAP only	Commentary	CAP's decisions on PDI Act delegations conditions
	<p>building) in a Historic Area Overlay as publically notified CAP-assessed developments. Whereas new dwellings in the Established Neighbourhood Zone are not publically notified unless they exceed the building height standard.</p> <p>It is noted that this condition is rarely likely to be evoked as the assessment of most new dwellings and land divisions in the Established Neighbourhood Zone and Historic Area Overlay sit with the Assessment Manager as non-notified applications.</p>	<p>outbuilding), new dwellings and/or land division creating one or more additional allotments in Historic Area Overlay area.</p>
<p>Residential development of three or more storeys above finished ground level</p> <p>or</p> <p>Mixed use development including residential development of three or more storeys above finished ground level</p>	<p>In the various Neighbourhood Zones and Urban Corridor Zones in the Draft Planning and Design Code dwellings are publically notified if they exceed the building height standard. This requirement will generally mean all 3+ storey residential development will sit with CAP, except development in the Urban Corridor Zones that allow a higher building height.</p> <p>Council's submission to the State Planning Commission in the most recent public consultation seeks multi-storey residential development in the Urban Corridor Zones to be publically notified. It is also noted that the assessment of 5+ storey development in the Urban Corridor Zone sits with the State Planning Commission under the <i>Planning, Development and Infrastructure (General) Regulations 2017</i>, which is consistent with the current planning system.</p>	<p>CAP decided to adopt an equivalent condition to allow the CAP to consider these types of applications directly.</p>
<p>Merit, Category 2 or Category 3 form of development, representations have been received and one or more representors wish to be heard on their representation</p>	<p>In the current system Category 3 representors have a right to be heard on their representation by CAP. Whereas, the new system allows CAP the discretion whether to hear representations or not. The current condition allows for staff to determine applications where representations received do not wish to be heard.</p>	<p>CAP decided to adopt an equivalent condition for applications where representations have been received and one or more representors wish to be heard on their representation be retained by the CAP. This will retain the existing approach to the delegation of applications with representations.</p>

CITY OF WEST TORRENS



Council Assessment Panel Policy: Review of Decision of Assessment Manager

Classification:	Council Assessment Panel Policy	
First Issued:	2021	
Dates of Review:	2023	
Version Number:	1	
Objective ID:	A2629563	
Applicable Legislation	<i>Planning Development and Infrastructure Act 2016</i>	
Related Policies or Corporate Documents	<i>Procedures at Council Assessment Panel Meetings</i>	
Associated Forms:	Application to Assessment Panel for Assessment Manager's Decision Review	
Note		
Responsible Manager	Assessment Manager	
Endorsed by Council Assessment Panel:	Council Assessment Panel Minutes	Date: 9 February 2021

Council Assessment Panel Policy: Review of Decision of Assessment Manager

1. Preamble

- 1.1. This policy is made under the *Planning Development and Infrastructure Act 2016* as part of the necessary framework for the making of development decisions.

2. Purpose

- 2.1. This policy provides for the process to apply for and the hearing of a review of a decision of the Assessment Manager.

3. Definitions

- 3.1. **Assessment Manager** means the Assessment Manager of the City of West Torrens.
- 3.2. **ERD Court** means Environment, Resources and Development Court of South Australia.
- 3.3. **Presiding Member** means the Presiding Member of the City of West Torrens Council Assessment Panel.

4. Legislative Framework

- 4.1. This Policy applies in addition to the statutory requirements for the review by the Council Assessment Panel/Regional Assessment Panel (Panel) of A decision of an Assessment Manager as set out in Part 16, Division 1 of the *Planning, Development and Infrastructure Act 2016* (Act).

5. Commencing a Review

- 5.1. An application for review must relate to a prescribed matter, as defined in Section 201 of the Act, for which an Assessment Manager was the relevant authority.
- 5.2. An application for review must be:
- 5.2.1. made using the [Application to Assessment Panel for Assessment Manager's Decision Review](#) (the Form);
 - 5.2.2. lodged in a manner identified on the Form; and
 - 5.2.3. lodged within one month of the applicant receiving notice of the Prescribed Matter, unless the Presiding Member in his or her discretion grants an extension of time.
- 5.3. In determining whether to grant an extension of time, the Presiding Member may consider:
- 5.3.1. the reason for the delay;
 - 5.3.2. the length of the delay;

City of West Torrens Council Assessment Panel Policy: Review of Decision of Assessment Manager

- 5.3.3. whether any rights or interests of other parties would be affected by allowing the review to be commenced out of time;
- 5.3.4. the interests of justice;
- 5.3.5. whether the applicant has, or is within time to, appeal the prescribed matter to the ERD Court; and
- 5.3.6. any other matters the Presiding Member considers relevant.

6. Materials for Review Hearing

6.1. The Assessment Manager shall collate for the Panel:

- 6.1.1. all materials which were before the Assessment Manager (or delegate) at the time of the decision on the Prescribed Matter, including but not limited to:
 - 6.1.1.1. application documents, reports, submissions, plans, specifications or other documents submitted by the applicant;
 - 6.1.1.2. internal and/or external referral responses; and
 - 6.1.1.3. any report from Council staff or an external planning consultant written for the Assessment Manager;
- 6.1.2. any assessment checklist used by the Assessment Manager or delegate when making the decision on the Prescribed Matter;
- 6.1.3. any other information requested by the Presiding Member.

6.2. The Assessment Manager (or delegate) must prepare a report to the Panel setting out the details of the relevant development application, the prescribed matter the subject of the review and the reasons for the Assessment Manager (or delegate's) decision on the Prescribed Matter.

7. Review Hearing

- 7.1. The Assessment Manager must advise the applicant of the time and date of the Panel meeting at which the review application will be heard.
- 7.2. On review, the Panel will consider the Prescribed Matter afresh.
- 7.3. Information, materials and submissions which were not before the Assessment Manager at the time of the decision on the Prescribed Matter will not be considered by the Panel.
- 7.4. The Panel will not receive submissions or addresses from any party.
- 7.5. The Presiding Member may permit Panel members to ask questions or seek clarification from the applicant and/or the Assessment Manager, in his or her discretion.

Objective ID - A2629563

Page 3 of 4

The electronic version on the Intranet is the controlled version of this document.
Printed copies are considered uncontrolled. Before using a printed copy, verify that it is the controlled version.

City of West Torrens Council Assessment Panel Policy: Review of Decision of Assessment Manager

- 7.6. The Assessment Manager must be present at the Panel meeting to respond to any questions or requests for clarification from the Panel.
- 7.7. Where the decision on the Prescribed Matter was made by a delegate of the Assessment Manager, the delegate may appear in place of the Assessment Manager.
- 7.8. The Presiding Member will invite all Panel Members to speak on any matter relevant to the review.
- 7.9. The Panel may resolve to defer its decision if it considers it requires additional time or information to make its decision.

8. Outcome on Review Hearing

- 8.1. The Panel may, on a review:
 - 8.1.1. affirm the Assessment Manager's decision on the Prescribed Matter;
 - 8.1.2. vary the Assessment Manager's decision on the Prescribed Matter; or
 - 8.1.3. set aside the Assessment Manager's decision on the Prescribed Matter and substitute its own decision.
- 8.2. An applicant should be advised in writing of the Panel's decision by the Assessment Manager.

17.2 Delegations under the Planning, Development and Infrastructure Act 2016

Brief

This report presents the proposed delegations under the *Planning, Development and Infrastructure Act 2016*.

RECOMMENDATION(S)

It is recommended to Council that:

1. In exercise of the power contained in Section 44 of the *Local Government Act 1999* the powers and functions under the *Planning, Development and Infrastructure Act 2016* and statutory instruments made thereunder contained in the proposed Instrument of Delegation (annexed to the Report dated 2 March 2021 and entitled Delegations under the *Planning, Development and Infrastructure Act 2016* and marked Instrument A) are hereby delegated this 2nd day of March 2021 to the person occupying or acting in the office of Chief Executive Officer of the Council subject to the conditions and/or limitations, if any, specified herein or in the Schedule of Conditions in the proposed Instrument of Delegation.
2. Such powers and functions may be further delegated by the Chief Executive Officer in accordance with Sections 44 and 101 of the *Local Government Act 1999* as the Chief Executive Officer sees fit, unless otherwise indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation.
3. In exercise of the power contained in Section 100 of the *Planning, Development and Infrastructure Act 2016*, the powers and functions under the *Planning, Development and Infrastructure Act 2016* and statutory instruments made thereunder contained in the proposed Instrument of Delegation (annexed to the Report dated 2 March 2021 and entitled Delegations under the *Planning, Development and Infrastructure Act 2016* and marked Instrument B) are hereby delegated this 2nd day of March 2021 to the person occupying or acting in the office of Chief Executive Officer of the Council subject to the conditions and/or limitations, if any, specified herein or in the Schedule of Conditions in the proposed Instrument of Delegation.
4. Such powers and functions may be further delegated by the Chief Executive Officer in accordance with Section 100(2)(c) of the *Planning, Development and Infrastructure Act 2016* as the Chief Executive Officer sees fit, unless otherwise indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation.

Introduction

The *Planning Development and Infrastructure Act 2016* (Act) will come into force on 19 March 2021 and the *Development Act 1993* will be revoked at that point.

The Act introduces a range of new statutory powers and authorities in relation to planning and development functions of a council, a council assessment panel and a council assessment manager.

While the majority of powers and functions contained within the Act are conferred on the Council Assessment Panel and/or the Council Assessment Manager and both have the ability to sub-delegate these powers and functions, there is still a small range of powers and functions within the Act that are conferred on a council in various ways and both the Act and Regulations refer to councils in the following ways:

- Council;
- Designated authority;
- Designated entity; and
- Relevant authority

Councils are among a number of people and entities designated as relevant authorities or designated entities (refer sections 82 and 83 of the Act).

Discussion

These names/designations are important distinctions because while the Act contains a delegation provision under section 100, it only provides for the powers of a 'relevant authority' to be delegated. This means that any powers conferred by the Act on a council, where council is referred to as a council, designated authority or designated entity (rather than a relevant authority) means that if they are to be delegated then they need to be delegated using the general delegation provisions of section 44 of the *Local Government Act 1999* (LG Act).

This results in the need for Council, in delegating the powers and functions contained in the Act, to do so under both section 100 of the Act and section 44 of the LG Act. To facilitate this unique and complex process, the proposed delegations have been split across two 'instruments of delegation' being 'Instrument A' (**Attachment 1**) and 'Instrument B' (**Attachment 2**).

Instrument A proposes delegations by Council to the Chief Executive Officer, pursuant to the *Local Government Act 1999*, relating to compliance action, regional planning, strategic planning and policy planning. It also details a number of powers contained in the Act that the Chief Executive Officer proposes remain under the jurisdiction of Council alone (i.e. not be delegated).

Instrument B proposes delegations by Council to the Chief Executive Officer, pursuant to the Act where Council is the Relevant Authority. These powers relate to building consents and the issuing of final development approval. It also details powers contained in the Act that the Chief Executive Officer proposes remain under the jurisdiction of Council alone (i.e. not be delegated).

Interpreting the Instrument of Delegation

To assist with the interpretation of the 'Instruments of Delegation', the following information is provided:

- The two instruments detail all the powers of Council under the Act.
- Column 1 (Summary of Delegation)

The summary description of the power delegated under the Act or Regulation is detailed in the first column. This includes a description of the power to be delegated and the section or regulation from which it is derived.

- Column 2 (Delegate)

This column denotes whether the power is intended to be delegated to the Chief Executive Officer or remain with Council. The Instrument contains every power of the Council under the Act and where it is proposed that the power not be delegated this is documented and the row has been greyed out.

- Conditions and Limitations

The template provides for the ability to detail any recommended conditions or limitations related to the Instrument of Delegation, however, no conditions or limitations are proposed in either instrument.

Both Acts provide the ability for the Chief Executive Officer to sub-delegate all or some of these delegations at his discretion.

Climate Impact Considerations

(Assessment of likely positive or negative implications of this decision will assist Council and the West Torrens Community to build resilience and adapt to the challenges created by a changing climate.)

There is no direct climate impact in relation to this report.

Conclusion

This report presents the new powers to be delegated under the *Planning, Development and Infrastructure Act 2016* and proposes that Council formally approves the recommendations arising from the introduction of the Act and revocation of the *Development Act 1993*.

The updated Delegations and Sub-delegations framework will be made available on Council's website and will be available for public inspection or purchase at the Civic Centre during normal business hours as required by the *Local Government Act 1999*.

Attachments

1. **Instrument A - Delegations under the Planning, Development and Infrastructure Act 2016**
2. **Instrument B - Delegations under the Planning, Development and Infrastructure Act 2016**

INSTRUMENT A

INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS:

- **A COUNCIL;**
- **A DESIGNATED AUTHORITY;**
- **A DESIGNATED ENTITY**

NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

		Delegated to
1.	Environment and Food Production Areas – Greater Adelaide	
1.1	The power pursuant to Section 7(5)(b) of the PDI Act, in relation to a proposed development in an environment and food production area that involves a division of land that would create 1 or more additional allotments to concur in the granting of the development authorisation to the development.	Chief Executive Officer
2.	Functions	
2.1	The power pursuant to Section 22(4)(a)(i) of the PDI Act to, if an inquiry is conducted by the Commission under Section 22(1)(e) of the PDI Act make	Chief Executive Officer

- 2 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

		Delegated to
	submissions or representations.	
3. Planning Agreements		
3.1	The power pursuant to Section 35(1)(a) of the PDI Act and subject to Section 35 of the PDI Act to enter into an agreement (a planning agreement) with the Minister relating to a specified area of the State subject to Section 35 of the PDI Act.	Remain with Council
3.2	The power pursuant to Section 35(3) of the PDI Act to, in a planning agreement, include provisions that outline the purposes of the agreement and the outcomes that the agreement is intended to achieve and to provide for:	
3.2.1	the setting of objectives, priorities and targets for the area covered by the agreement; and	Remain with Council
3.2.2	the constitution of a joint planning board including, in relation to such a board:	
3.2.2.1	the membership of the board, being between 3 and 7 members (inclusive); and	Remain with Council
3.2.2.2	subject to Section 35(4) of the PDI Act, the criteria for membership; and	Remain with Council
3.2.2.3	the procedures to be followed with respect to the appointment of members; and	Remain with Council

- 3 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

		Delegated to
3.2.2.4	the terms of office of members; and	Remain with Council
3.2.2.5	conditions of appointment of members, or the method by which those conditions will be determined, and the grounds on which, and the procedures by which, a member may be removed from office; and	Remain with Council
3.2.2.6	the appointment of deputy members; and	Remain with Council
3.2.2.7	the procedures of the board; and	Remain with Council
3.2.3	the delegation of functions and powers to the joint planning board (including, if appropriate, functions or powers under another Act); and	Remain with Council
3.2.4	the staffing and other support issues associated with the operations of the joint planning board; and	Chief Executive Officer
3.2.5	financial and resource issues associated with the operations of the joint planning board, including:	Chief Executive Officer
3.2.5.1	the formulation and implementation of budgets; and	Chief Executive Officer
3.2.5.2	the proportions in which the parties to the agreement will be responsible for costs and other liabilities associated with the activities of the board; and	Chief Executive Officer
3.2.6	such other matters as the delegate thinks fit.	Chief Executive Officer

- 4 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

		Delegated to
3.3	The power pursuant to Section 35(5)(a) of the PDI Act, at the expiry of a planning agreement, to replace it with a new agreement (in the same or different terms).	Remain with Council
3.4	The power pursuant to Section 35(5)(b) of the PDI Act, to vary or terminate a planning agreement by agreement between the parties to the agreement.	Remain with Council
4.	Community Engagement Charter	
4.1	The power pursuant to Section 44(6)(a) of the PDI Act, to make submissions in relation to any proposal to prepare or amend a designated instrument under Part 5 Division 2 Subdivision 5 of the PDI Act that is relevant to the Council (unless the proposal has been initiated by the Council).	Chief Executive Officer
4.2	The power pursuant to Section 44(9)(b) of the PDI Act to the extent that Section 44(9)(a) of the PDI Act does not apply, have regard to, and seek to achieve, any principles or performance outcomes that apply in a relevant case.	Remain with Council
4.3	The power pursuant to Section 44(10) of the PDI Act to:	
4.3.1	seek the approval of the Commission to adopt an alternative way to achieving compliance with a requirement of the charter; and	Chief Executive Officer
4.3.2	with the approval of the Commission, adopt an alternative way to achieving compliance with a requirement of the charter.	Chief Executive Officer

- 5 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

		Delegated to
5. Preparation and Amendment of Charter		
5.1	The power pursuant to Section 45(2)(c) of the PDI Act to make representations (including in writing or via the SA planning portal) on a proposal to prepare or amend the charter.	Chief Executive Officer
6. Preparation and Amendment		
6.1	The power pursuant to Section 73(6) of the PDI Act where the Council is authorised or approved under Section 73 of the PDI Act, after all of the requirements of Section 73 of the PDI Act have been satisfied:	
6.1.1	to prepare a draft of the relevant proposal; and	Chief Executive Officer
6.1.2	to comply with the Community Engagement Charter for the purposes of consultation in relation to the proposal; and	Chief Executive Officer
6.1.3	to the extent that paragraph (b) of Section 73(6) of the PDI Act does not apply, in the case of a proposed amendment to a regional plan that has been prepared by a joint planning board where the amendment is not being proposed by the joint planning board –consult with the joint planning board; and	Chief Executive Officer
6.1.4	to the extent that paragraph (b) of Section 73(6) of the PDI Act does not apply, in the case of a proposed amendment to the Planning and Design Code that will have a specific impact on 1 or more particular pieces of land in a particular zone or subzone (rather than more generally) – to take reasonable steps to give:	

- 6 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
6.1.4.1 an owner or occupier of the land; and	
6.1.4.2 an owner or occupier of each piece of adjacent land,	
a notice in accordance with the regulations; and	Chief Executive Officer
6.1.5 to consult with any person or body specified by the Commission and any other person or body as the delegate thinks fit; and	Chief Executive Officer
6.1.6 to carry out such investigations and obtain such information specified by the Commission; and	Chief Executive Officer
6.1.7 to comply with any requirement prescribed by the regulations.	Chief Executive Officer
6.2 The power pursuant to Section 73(8) of the PDI Act, after the Council has furnished a report to the Minister under Section 73(7) of the PDI Act, to ensure that a copy of the report is published on the SA planning portal in accordance with a practice direction that applies for the purposes of Section 73 of the PDI Act.	Chief Executive Officer
6.3 The power pursuant to Section 73(9) of the PDI Act to enter into an agreement with a person for the recovery of costs incurred by the Council in relation to an amendment of the Planning and Design Code or a design standard under Section 73 of the PDI Act (subject to the requirement to charge costs under Section 73(4)(b) of the PDI Act (if relevant)).	Chief Executive Officer
7. Parliamentary Scrutiny	
7.1 The power pursuant to Section 74(8)(c) of the PDI Act if the ERD Committee is proposing to suggest an amendment under Section 74(4) of the PDI Act and the	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 7 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
amendment is specifically relevant to the Council, to provide a comment and response within the period of 2 weeks.	
8. Complying Changes – Planning and Design Code	
8.1 The power pursuant to Section 75(3) of the PDI Act to effect an amendment under Section 75 of the PDI Act by an instrument deposited on the SA Planning database (in accordance with requirements established by the Chief Executive).	
9. Entities Constituting Relevant Authorities	
9.1 The power pursuant to Section 82(d) of the PDI Act, subject to the PDI Act, to appoint an assessment panel.	Remain with Council
10. Panels Established by Joint Planning Boards or Councils	
10.1 The power pursuant to Section 83(1) of the PDI Act in relation to an assessment panel appointed by the Council under Division 1 of Part 6 of the PDI Act, to:	
10.1.1 appoint more than 1 assessment panel and if the delegate does so, to clearly specify which class of development each assessment panel is to assess;	Remain with Council
10.1.2 determine:	
10.1.2.1 the membership of the assessment panel, being no more than 5 members, only 1 of which may be a member of a Council, and, if the delegate thinks fit, on the basis that the assessment panel will be constituted by a different number of members	Remain with Council

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 8 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
	depending on the particular class of development that is being assessed by the assessment panel; and
10.1.2.2	the procedures to be followed with respect to the appointment of members; and
10.1.2.3	the terms of office of members; and
10.1.2.4	conditions of appointment of members, or the method by which those conditions will be determined, (including as to their remuneration) and the grounds on which, and the procedures by which, a member may be removed from office; and
10.1.2.5	the appointment of deputy members; and
10.1.2.6	who will act as the presiding member of the panel and the process for appointing an acting presiding member.
10.2	The power pursuant to Section 83(1)(h) of the PDI Act to arrange the staffing and support required for the purposes of the operations of the panel.
10.3	The power pursuant to Section 83(1)(i) of the PDI Act to substitute the existing members of the panel with new members if directed to do so by the Minister acting on recommendation of the Commission under Section 86 of the PDI Act.
10.4	The power pursuant to Section 83(2) of the PDI Act to form the opinion and be satisfied that a person to be appointed as a member of an assessment panel who is a member, or former member, of a Council is appropriately qualified to act as a member of the assessment panel on account of the person's experience in local

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 9 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
government.	
11. Substitution of Local Panels	
11.1 The power pursuant to Section 86(2)(a) of the PDI Act to make submissions to the Commission in relation to an inquiry.	Remain with Council
12. Notification of Acting	
12.1 The power pursuant to Section 89(b) of the PDI Act to require an accredited professional to provide such information or documentation as the delegate may require.	Chief Executive Officer
13. Matters Against which Development Must be Assessed	
13.1 The power pursuant to Section 102(1)(c)(iv) of the PDI Act in relation to a proposed division of land (otherwise than under the Community Titles Act 1996 or the Strata Titles Act 1988) where land is to be vested in the Council, to consent to the vesting.	Chief Executive Officer
13.2 The power pursuant to Section 102(1)(d)(iv) of the PDI Act in relation to a proposed division of land under the Community Titles Act 1996 or the Strata Titles Act 1988 where land is to be vested in the Council, to consent to the vesting.	Chief Executive Officer
13.3 The power pursuant to Section 102(1)(b) of the PDI Act to impose a reasonable charge on account of an encroachment over land under the care, control and management of the Council when the relevant development is undertaken.	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 10 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
14. Restricted Development	
14.1 The power pursuant to Section 110(2)(b) of the PDI Act to, in accordance with the regulations and within a period prescribed by the regulations, make representations to the Commission in relation to the granting or refusal of planning consent.	Chief Executive Officer
14.2 The power pursuant to Section 110(c)(ii) of the PDI Act to appear personally or by representative before the Commission to be heard in support of the Council's representation.	Chief Executive Officer
14.3 The power pursuant to Section 110(7) of the PDI Act to appeal against a decision on a development classified as restricted development.	Chief Executive Officer
15. Level of Detail	
15.1 The power pursuant to Section 112(b) of the PDI Act to express views in relation to the level of detail required in relation to an EIS.	Chief Executive Officer
16. Essential Infrastructure – Alternative Assessment Process	
16.1 The power pursuant to Section 130(6) of the PDI Act to report to the Commission on any matters contained in a notice under Section 130(5) of the PDI Act.	Chief Executive Officer
16.2 The power pursuant to Section 130(14) of the PDI Act to, if the Council has, in relation to any matters referred to the Council under Section 130(5) of the PDI Act, expressed opposition to the proposed development in its report under Section 130(6) of the PDI Act, withdraw the Council's opposition.	Chief Executive Officer

- 11 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
17. Development Assessment – Crown Development	
17.1 The power pursuant to Section 131(7) of the PDI Act to report to the Commission on any matters contained in a notice under Section 131(6) of the PDI Act.	Chief Executive Officer
17.2 The power pursuant to Section 131(15) of the PDI Act to, if the Council has, in relation to any matters referred to the Council under Section 131(6) of the PDI Act expressed opposition to the proposed development in its report under Section 131(7) of the PDI Act, withdraw the Council's opposition.	Chief Executive Officer
18. Land Division Certificate	
18.1 The power pursuant to Section 138(1) of the PDI Act to enter into a binding agreement supported by adequate security and if the regulations so require in a form prescribed by the regulations.	Chief Executive Officer
18.2 The power pursuant to Section 138(2) of the PDI Act to furnish the Commission with appropriate information as to compliance with a particular condition and to comply with any requirement prescribed by the regulations.	Chief Executive Officer
19. Action if Development Not Completed	
19.1 The power pursuant to Section 141(1) of the PDI Act, if:	
19.1.1 an approval is granted under the PDI Act; but	
19.1.2 -	

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 12 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
19.1.2.1 the development to which the approval relates has been commenced but not substantially completed within the period prescribed by the regulations for the lapse of the approval; or	
19.1.2.2 in the case of a development that is envisaged to be undertaken in stages - the development is not undertaken or substantially completed in the manner or within the period contemplated by the approval,	
to apply to the Court for an order under Section 141 of the PDI Act.	Chief Executive Officer
19.1.3 The power pursuant to Section 141(5) of the PDI Act, if the Court makes an order under Section 141(3)(a), (b) or (d) of the PDI Act and a person fails to comply with the order within the period specified by the Court, to cause any work contemplated by the order to be carried out, and to recover the costs of that work, as a debt from the person.	Chief Executive Officer
19.1.4 The power pursuant to Section 141(6) of the PDI Act, if an amount is recoverable from a person by the Council under Section 141(5) of the PDI Act:	
19.1.4.1 to, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid by the person.	Chief Executive Officer
20. Completion of Work	
20.1 The power pursuant to Section 142(1) of the PDI Act, if:	

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 13 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
20.1.1 an approval is granted under the PDI Act; but	
20.1.2 the development to which the approval relates has been substantially but not fully completed within the period prescribed by the regulations for the lapse of the approval,	Chief Executive Officer
to, by notice in writing, require the owner of the relevant land to complete the development within a period specified in the notice.	
20.2 The power pursuant to Section 142(2) of the PDI Act, if an owner fails to carry out work as required by a notice under Section 142(1) of the PDI Act, to cause the necessary work to be carried out.	Chief Executive Officer
20.3 The power pursuant to Section 142(3) of the PDI Act to recover as a debt due from the owner, the reasonable costs and expenses incurred by the Council (or any person acting on behalf of the Council) under Section 142 of the PDI Act.	Chief Executive Officer
20.4 The power pursuant to Section 142(4) of the PDI Act, if an amount is recoverable from a person by the Council under Section 142 of the PDI Act:	
20.4.1 to, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid by the person.	Chief Executive Officer
21. Notification During Building	
21.1 The power pursuant to Section 146(3) of the PDI Act to, subject to Section 146(4) of the PDI Act, direct a person who is carrying out building work to stop building work when a mandatory notification stage has been reached pending an	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 14 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
inspection by an authorised officer who holds prescribed qualifications.	
22. Classification of Buildings	
22.1 The power pursuant to Section 151(2) of the PDI Act to assign to a building erected in the Council's area a classification that conforms with the regulations.	Chief Executive Officer
22.2 The power pursuant to Section 151(3) of the PDI Act, if the Council assigns a classification under Section 151 of the PDI Act, to give notice in writing to the owner of the building to which the classification has been assigned, of the classification assigned to the building.	Chief Executive Officer
23. Certificates of Occupancy	
23.1 The power pursuant to Section 152(2) of the PDI Act to issue a certificate of occupancy.	Chief Executive Officer
23.2 The power pursuant to Section 152(3)(a) of the PDI Act to require an application for a certificate of occupancy to include any information required by the delegate.	Chief Executive Officer
23.3 The power pursuant to Section 152(3)(c) of the PDI Act to determine the appropriate fee.	Chief Executive Officer
23.4 The power pursuant to Section 152(5) of the PDI Act to consider any report supplied under Section 152(4) of the PDI Act before deciding the application.	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 15 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
23.5 The power pursuant to Section 152(6) of the PDI Act to issue the certificate if the delegate is satisfied (in accordance with procedures set out in the regulations and on the basis of information provided or obtained under Section 152 of the PDI Act) that the relevant building is suitable for occupation and complies with such requirements as may be prescribed by the regulations for the purposes of Section 152(6) of the PDI Act.	Chief Executive Officer
23.6 The power pursuant to Section 152(10) of the PDI Act, if the Council refuses an application to notify the applicant in writing of:	
23.6.1 the refusal; and	Chief Executive Officer
23.6.2 the reasons for the refusal; and	Chief Executive Officer
23.6.3 the applicant's right of appeal under the PDI Act.	Chief Executive Officer
23.7 The power pursuant to Section 152(12) of the PDI Act to issue a certificate of occupancy that applies to the whole or part of a building.	Chief Executive Officer
23.8 The power pursuant to Section 152(13) of the PDI Act to, in accordance with the regulations, revoke a certificate of occupancy in prescribed circumstances.	Chief Executive Officer
24. Temporary Occupation	
24.1 The power pursuant to Section 153(1) of the PDI Act to grant an approval to a person to occupy a building on a temporary basis without a certificate of occupancy.	Chief Executive Officer
24.2 The power pursuant to Section 153(2) of the PDI Act to grant an approval under	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 16 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
Section 153(1) of the PDI Act on such conditions (if any) as the delegate thinks fit to impose.	
24.3 The power pursuant to Section 153(3) of the PDI Act if the Council refuses an application to notify the applicant in writing of:	
24.3.1 the refusal; and	Chief Executive Officer
24.3.2 the reasons for the refusal; and	Chief Executive Officer
24.3.3 the applicant's right of appeal under the PDI Act.	Chief Executive Officer
25. Emergency Orders	
25.1 The power pursuant to Section 155(5) of the PDI Act, if an owner fails to carry out work as required by an emergency order, to cause the necessary work to be carried out.	Chief Executive Officer
25.2 The power pursuant to Section 155(6) of the PDI Act to recover as a debt due from the owner the reasonable costs and expenses incurred by the Council (or any person acting on behalf of the Council) under Section 155 of the PDI Act.	Chief Executive Officer
25.3 The power pursuant to Section 155(7) of the PDI Act, if an amount is recoverable from a person by the Council under Section 155 of the PDI Act to, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid by the person.	Chief Executive Officer
26. Fire Safety	

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 17 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

		Delegated to
26.1	The power pursuant to Section 157(16) of the PDI Act to establish a body and designate it as an appropriate authority under Section 157 of the PDI Act.	Remain with Council
26.2	The power pursuant to Section 157(17) of the PDI Act to:	
26.2.1	appoint to the appropriate authority:	Remain with Council
26.2.1.1	a person who holds prescribed qualifications in building surveying; and	Remain with Council
26.2.1.2	an authorised officer under Part 3 Division 5 or Section 86 of the Fire and Emergency Services Act 2005 who has been approved by the Chief Officer of the relevant fire authority to participate as a member of the appropriate authority; and	Remain with Council
26.2.1.3	a person with expertise in the area of fire safety; and	Remain with Council
26.2.1.4	if so determined by the delegate, a person selected by the delegate;	Chief Executive Officer
26.2.2	specify a term of office of a member of the appropriate authority (other than a member under Section 157(17)(a)(ii) of the PDI Act;	Chief Executive Officer
26.2.3	remove a member of the appropriate authority from office for any reasonable cause;	Chief Executive Officer
26.2.4	appoint deputy members;	Chief Executive Officer

- 18 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
26.2.5 determine the appropriate authority's procedures (including as to quorum).	Remain with Council
27. Consideration of Proposed Scheme	
27.1 The power pursuant to Section 166(1)(c) of the PDI Act to consult with a scheme coordinator in relation to a scheme in accordance with the Community Engagement Charter.	Chief Executive Officer
28. Funding Arrangements	
28.1 The power pursuant to Section 169(2)(b) of the PDI Act in relation to a scheme that provides for the collection of contributions under Subdivision 8 of the PDI Act to apply for any matter to be considered or determined by ESCOSA or some other prescribed person or body as part of a periodic review of the levels and amounts of those contributions.	Chief Executive Officer
28.2 The power pursuant to Section 169(9) of the PDI Act to make submissions to the Commission in relation to a funding arrangement that is specifically relevant to the Council.	Chief Executive Officer
29. Imposition of Charge by Councils	
29.1 The power pursuant to Section 180(7) of the PDI Act, if the Council incurs costs in recovering a charge as a debt, to claim the reimbursement of those costs (insofar as they are reasonable) from the relevant fund established under subdivision 9, Division 1, Part 13 of the PDI Act.	Chief Executive Officer

- 19 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
30. Authorised Works	
30.1 The power pursuant to Section 187(1) of the PDI Act, subject to Section 187(3) of the PDI Act, to carry out any infrastructure works if the Council is authorised to so do by or under the PDI Act or any other Act.	Chief Executive Officer
30.2 The power pursuant to Section 187(5) of the PDI Act, subject to Section 187(6) of the PDI Act, to in relation to a proposal that involves disturbing the surface of a road, or that otherwise relates to a road to:	
30.2.1 inform the relevant road maintenance authority of the proposal at least 28 days before the proposed commencement of any work; and	Chief Executive Officer
30.2.2 give the relevant road maintenance authority a reasonable opportunity to consult with the Council in relation to the matter; and	Chief Executive Officer
30.2.3 ensure that proper consideration is given to the views of the road maintenance authority.	Chief Executive Officer
30.3 The power pursuant to Section 187(5)(b) of the PDI Act to make submissions to the designated entity in relation to the matter.	Chief Executive Officer
30.4 The power pursuant to Section 187(6) of the PDI Act, in a case of emergency, to only comply with Section 187(5) of the PDI Act to such extent as is practicable in the circumstances.	Chief Executive Officer
31. Entry onto Land	

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 20 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
31.1 The power pursuant to Section 188(1) of the PDI Act to authorise a person for the purpose of undertaking any work or activity in connection with the exercise of a power under Division 2 of Part 13 of the PDI Act to:	
31.1.1 enter and pass over any land; and	Chief Executive Officer
31.1.2 bring onto any land any vehicles, plant or equipment; and	Chief Executive Officer
31.1.3 temporarily occupy land; and	Chief Executive Officer
31.1.4 do anything else reasonably required in connection with the exercise of the power.	Chief Executive Officer
31.2 The power pursuant to Section 188(4) of the PDI Act to pay reasonable compensation on account of any loss or damage caused by the exercise of a power under Section 188(1) of the PDI Act.	Chief Executive Officer
32. Land Management Agreements	
32.1 The power pursuant to Section 192(1) of the PDI Act to enter into an agreement relating to the development, management, preservation or conservation of land with the owner of the land or a designated entity.	Chief Executive Officer
32.2 The power pursuant to Section 192(2) of the PDI Act to enter into an agreement relating to the management, preservation or conservation of the land with a greenway authority.	Chief Executive Officer
32.3 The power pursuant to Section 192(4) of the PDI Act in considering whether to enter into an agreement under Section 192 of the PDI Act which relates to the	

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 21 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
development of land and, if such an agreement is to be entered into, in considering the terms of the agreement, to have regard to:	
32.3.1 the provisions of the Planning and Design Code and to any relevant development authorisation under the PDI Act; and	Chief Executive Officer
32.3.2 the principle that the entering into of an agreement under Section 192 of the PDI Act by the Council should not be used as a substitute to proceeding with an amendment to the Planning and Design Code under the PDI Act.	Chief Executive Officer
32.4 The power pursuant to Section 192(5) of the PDI Act to register agreements entered into under Section 192 of the PDI Act in accordance with the regulations.	Chief Executive Officer
32.5 The power pursuant to Section 192(8) of the PDI Act to carry out on private land any work for which provision is made by agreement under Section 192 of the PDI Act.	Chief Executive Officer
32.6 The power pursuant to Section 192(9) of the PDI Act to include in an agreement under Section 192 of the PDI Act an indemnity from a specified form of liability or right of action, a waiver or exclusion of a specified form of liability or right of action, an acknowledgment of liability, or a disclaimer, on the part of a party to the agreement.	Chief Executive Officer
32.7 The power pursuant to Section 192(10) of the PDI Act to express a provision under Section 192(9) of the PDI Act as extending to, or being for the benefit of, a person or body who or which is not a party to the agreement.	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 22 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

		Delegated to
32.8	The power pursuant to Section 192(11) of the PDI Act to consent to the owner of land entering into an agreement under Section 192 of the PDI Act where the Council has a legal interest in the land.	Chief Executive Officer
32.9	The power pursuant to Section 192(12) of the PDI Act to apply to the Registrar-General, to note the agreement against the relevant instrument of title or, in the case of land not under the provisions of the Real Property Act 1886, against the land.	Chief Executive Officer
32.10	The power pursuant to Section 192(15) of the PDI Act to apply to the Registrar-General in relation to an agreement to which a note has been made under Section 192 of the PDI Act that has been rescinded or amended, to enter a note of the rescission or amendment against the instrument of title, or against the land.	Chief Executive Officer
32.11	The power pursuant to Section 192(16) of the PDI Act to provide in an agreement under Section 192 of the PDI Act for remission of rates or taxes on the land.	Chief Executive Officer
32.12	The power pursuant to Section 192(17) of the PDI Act to consent to an agreement entered into by the Minister under Section 192 of the PDI Act, providing for the remission of rates or taxes payable to the Council.	Chief Executive Officer
32.13	The power pursuant to Section 192(18) of the PDI Act to take into account the existence of an agreement under Section 192 of the PDI Act when assessing an application for a development authorisation under the PDI Act.	Chief Executive Officer
33.	Land Management Agreements – Development Applications	
33.1	The power pursuant to Section 193(1) of the PDI Act to, subject to Section 193 of the PDI Act, enter into an agreement under Section 193 of the PDI Act with a	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 23 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
person who is applying for a development authorisation under the PDI Act that will, in the event that the relevant development is approved, bind:	
33.1.1 the person; and	Chief Executive Officer
33.1.2 any other person who has the benefit of the development authorisation; and	Chief Executive Officer
33.1.3 the owner of the relevant land (if he or she is not within the ambit of Sections 193(a) or (b) of the PDI Act and if the other requirements of Section 193 of the PDI Act are satisfied).	Chief Executive Officer
33.2 The power pursuant to Section 193(2) of the PDI Act to enter into an agreement under Section 193 of the PDI Act in relation to any matter that the delegate agrees is relevant to the proposed development (including a matter that is not necessarily relevant to the assessment of the development under the PDI Act).	Chief Executive Officer
33.3 The power pursuant to Section 193(3) of the PDI Act to have regard to:	
33.3.1 the provisions of the Planning and Design Code; and	Chief Executive Officer
33.3.2 the principle that the entering into of an agreement under Section 193 of the PDI Act by the Council should not be used as a substitute to proceeding with an amendment to the Planning and Design Code under the PDI Act.	Chief Executive Officer
33.4 The power pursuant to Section 193(5) of the PDI Act to register agreements entered into under Section 193 of the PDI Act in accordance with the regulations.	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 24 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
33.5 The power pursuant to Section 193(10) of the PDI Act to consent to an application to note the agreement against the relevant instrument of title or the land.	Chief Executive Officer
33.6 The power pursuant to Section 193(11) of the PDI Act to consent to an owner of land entering into an agreement or giving a consent under Section 192(10) of the PDI Act where the Council has a legal interest in the land.	Chief Executive Officer
33.7 The power pursuant to Section 193(13) of the PDI Act to apply to the Registrar-General to note the agreement against the relevant instrument of title or, in the case of land not under the provisions of the Real Property Act 1886, against the land.	Chief Executive Officer
33.8 The power pursuant to Section 193(15) of the PDI Act to apply to the Registrar-General in relation to an agreement under Section 193 that has been rescinded or amended, to enter a note of the rescission or amendment against the instrument of title, or against the land.	Chief Executive Officer
33.9 The power pursuant to Section 193(16) of the PDI Act, if an agreement under Section 193 of the PDI Act does not have effect under Section 193 of the PDI Act within the period prescribed by the regulations, to by notice given in accordance with the regulations, lapse the relevant development approval.	Chief Executive Officer
34. Off-setting Contributions	
34.1 The power pursuant to Section 197(2) of the PDI Act to establish a scheme under Section 197 of the PDI Act that is designed to support or facilitate:	Remain with Council

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 25 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

		Delegated to
34.1.1	development that may be in the public interest or otherwise considered by the delegate as being appropriate in particular circumstances (including by the provision of facilities at a different site); or	Remain with Council
34.1.2	planning or development initiatives that will further the objects of the PDI Act or support the principles that relate to the planning system established by the PDI Act; or	Remain with Council
34.1.3	any other initiative or policy:	
	34.1.3.1 designated by the Planning and Design Code for the purposes of Section 197(2)(c)(i) of the PDI Act;	Remain with Council
	34.1.3.2 prescribed by the regulations for the purposes of Section 197(2)(c)(ii) of the PDI Act.	Remain with Council
34.2	The power pursuant to Section 197(3) of the PDI Act to include in a scheme established under Section 197 of the PDI Act:	Remain with Council
34.2.1	an ability or requirement for a person who is proposing to undertake development (or who has the benefit of an approval under the PDI Act):	Remain with Council
	34.2.1.1 to make a contribution to a fund established as part of the scheme; or	Remain with Council
	34.2.1.2 to undertake work or to achieve some other goal or outcome (on an 'in kind' basis); or	Remain with Council

- 26 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
34.2.1.3 to proceed under a combination of Sections 197(3)(a)(i) and (ii) of the PDI Act,	Remain with Council
in order to provide for or address a particular matter identified by the scheme; and	
34.2.2 an ability for a provision of the Planning and Design Code to apply with a specified variation under the terms of the scheme; and	Remain with Council
34.2.3 an ability for any relevant authority to act under or in connection with Sections 197(3)(a) or (b) of the PDI Act.	Remain with Council
34.3 The power pursuant to Section 197(4)(b) of the PDI Act to apply the fund towards the purposes of the scheme in accordance with any directions or approvals of the Treasurer made or given after consultation with the Minister.	Chief Executive Officer
34.4 The power pursuant to Section 197(4)(c) of the PDI Act to invest money that is not immediately required for the purposes of the fund in accordance with provisions included in the scheme.	Chief Executive Officer
35. Open Space Contribution Scheme	
35.1 The power pursuant to Section 198(1) of the PDI Act, where an application for a development authorisation provides for the division of land in the Council's area into more than 20 allotments, and 1 or more allotments is less than 1 hectare in area to require:	Chief Executive Officer
35.1.1 that up to 12.5% in area of the relevant area be vested in the Council to	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 27 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

Delegated to	
	be held as open space; or
35.1.2	that the applicant make the contribution prescribed by the regulations in accordance with the requirements of Section 198 of the PDI Act; or
35.1.3	that land be vested in the Council under Section 198(1)(c) of the PDI Act and that the applicant make a contribution determined in accordance with Section 198(8) of the PDI Act,
	according to the determination and specification of the delegate, and to have regard to any relevant provision of the Planning and Design Code that designates land as open space and to seek the concurrence of the Commission to taking any action that is at variance with the Planning and Design Code.
35.2	The power pursuant to Section 198(3) of the PDI Act to enter into an agreement referred to in Section 198(2)(d) of the PDI Act.
35.3	The power pursuant to Section 198(4)(a) of the PDI Act to concur with an area being vested in the Council.
35.4	The power pursuant to Section 198(11) of the PDI Act in relation to money received under Section 198 of the PDI Act to immediately pay it into a fund established for the purposes of Section 198 of the PDI Act and apply it for the purpose of acquiring or developing land as open space.
35.5	The power pursuant to Section 198(12) of the PDI Act to form the opinion that the division of land is being undertaken in stages.
	Chief Executive Officer

- 28 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

		Delegated to
36. Urban Trees Fund		
36.1	The power pursuant to Section 200(2) of the PDI Act to effect the establishing of the fund by notice published in the Gazette.	Chief Executive Officer
36.2	The power pursuant to Section 200(3) of the PDI Act to define a designated area by reference to an area established by the Planning and Design Code.	Remain with Council
36.3	The power pursuant to Section 200(5) of the PDI Act to invest any money in an urban trees fund that is not immediately required for the purpose of the fund and to pay any resultant income into the fund.	Chief Executive Officer
36.4	The power pursuant to Section 200(6) of the PDI Act to apply money standing to the credit of an urban trees fund:	Chief Executive Officer
36.4.1	to maintain or plant trees in the designated area which are or will (when fully grown) constitute significant trees under the PDI Act; or	Chief Executive Officer
36.4.2	to purchase land within the designated area in order to maintain or plant trees which are or will (when fully grown) constitute significant trees under the PDI Act.	Chief Executive Officer
36.5	The power pursuant to Section 200(7) of the PDI Act if, the Council subsequently sells land purchased under Section 200(6)(b) of the PDI Act, to pay the proceeds of sale into an urban trees fund maintained by the Council under Section 200 of the PDI Act, subject to the qualifications in Sections 200(7)(a) and (b).	Chief Executive Officer
37. Appointment of Authorised Officers		

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 29 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
37.1 The power pursuant to Section 210(1) of the PDI Act to:	Chief Executive Officer
37.1.1 appoint a person to be an authorised officer for the purposes of the PDI Act; and	Chief Executive Officer
37.1.2 appoint a person who holds the qualifications prescribed by the regulations to be an authorised officer for the purposes of the PDI Act if the Council is required to do so by the regulations.	Chief Executive Officer
37.2 The power pursuant to Section 210(2) of the PDI Act to make an appointment of an authorised officer subject to conditions.	Chief Executive Officer
37.3 The power pursuant to Section 210(3) of the PDI Act to issue each authorised officer an identity card:	Chief Executive Officer
37.3.1 containing a photograph of the authorised officer; and	Chief Executive Officer
37.3.2 stating any conditions of appointment limiting the authorised officer's appointment.	Chief Executive Officer
37.4 The power pursuant to Section 210(5) of the PDI Act to, at any time, revoke an appointment which the Council has made, or vary or revoke a condition of such an appointment or impose a further such condition.	Chief Executive Officer
38. Enforcement Notices	
38.1 The power pursuant to Section 213(1) of the PDI Act, if the delegate has reason to believe on reasonable grounds that a person has breached the PDI Act or the repealed Act, to do such of the following as the delegate considers necessary or	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 30 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
appropriate in the circumstances:	
38.1.1 direct a person to refrain, either for a specified period or until further notice, from the PDI Act, or course of action, that constitutes the breach;	Chief Executive Officer
38.1.2 direct a person to make good any breach in a manner, and within a period, specified by the delegate;	Chief Executive Officer
38.1.3 take such urgent action as is required because of any situation resulting from the breach.	Chief Executive Officer
38.2 The power pursuant to Section 213(2) of the PDI Act to give a direction under Section 213(1) of the PDI Act by notice in writing unless the delegate considers that the direction is urgently required.	Chief Executive Officer
38.3 The power pursuant to Section 213(5) of the PDI Act, if a person fails to comply with a direction under Section 213(1)(b) of the PDI Act within the time specified in the notice, to cause the necessary action to be taken.	Chief Executive Officer
38.4 The power pursuant to Section 213(6) of the PDI Act to recover the reasonable costs and expenses incurred by the Council (or any person acting on behalf of the Council) under Section 213 of the PDI Act, as a debt due from the person whose failure gave rise to the PDI Action	Chief Executive Officer
38.5 The power pursuant to Section 213(7) of the PDI Act, if an amount is recoverable from a person by the Council under Section 213 of the PDI Act to, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid by the person.	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 31 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

		Delegated to
39. Applications to Court		
39.1	The power pursuant to Section 214(1) of the PDI Act to apply to the Court for an order to remedy or restrain a breach of the PDI Act or the repealed Act.	Chief Executive Officer
39.2	The power pursuant to Section 214(2) of the PDI Act to consent to proceedings under Section 214 of the PDI Act being brought in a representative capacity on behalf of the Council.	Chief Executive Officer
39.3	The power pursuant to Section 214(4) of the PDI Act to make an application without notice to any person and to make an application to the Court to serve a summons requiring the respondent to appear before the Court to show cause why an order should not be made under Section 214 of the PDI Act.	Chief Executive Officer
39.4	The power pursuant to Section 214(6) of the PDI Act to make submissions to the Court on the subject matter of the proceedings.	Chief Executive Officer
39.5	The power pursuant to Section 214(9) of the PDI Act to appear before a final order is made and be heard in proceedings based on the application.	Chief Executive Officer
39.6	The power pursuant to Section 214(10) of the PDI Act to make an application to the Court to make an interim order under Section 214 of the PDI Act.	Chief Executive Officer
39.7	The power pursuant to Section 214(11) of the PDI Act to make an application for an interim order without notice to any person.	Chief Executive Officer
39.8	The power pursuant to Section 214(12) of the PDI Act, if the Court makes an order under Section 214(6)(d) of the PDI Act and the respondent fails to comply with the order within the period specified by the Court, to cause any work	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 32 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
contemplated by the order to be carried out, and recover the costs of that work, as a debt, from the respondent	
39.9 The power pursuant to Section 214(13) of the PDI Act, if an amount is recoverable from a person by the Council under Section 214(12) of the PDI Act to, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid by the person.	Chief Executive Officer
39.10 The power pursuant to Section 214(17) of the PDI Act to apply to the Court to vary or revoke an order previously made under Section 214 of the PDI Act.	Chief Executive Officer
40. Proceedings for Offences	
40.1 The power pursuant to Section 219(1) of the PDI Act to commence proceedings for an offence against the PDI Act.	Chief Executive Officer
41. Adverse Publicity Orders	
41.1 The power pursuant to Section 223(2) of the PDI Act to make an application to the Court for an adverse publicity order.	Chief Executive Officer
41.2 The power pursuant to Section 223(4) of the PDI Act, if the offender fails to give evidence to the Council in accordance with Section 224(1)(b) of the PDI Act to:	
41.2.1 take the PDI Action or actions specified in the order; and	Chief Executive Officer
41.2.2 authorise a person in writing to take the PDI Action or actions specified in the order.	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 33 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
41.3 The power pursuant to Section 223(5) of the PDI Act, if:	
41.3.1 the offender gives evidence to the Council in accordance with Section 223(1)(b) of the PDI Act; and	
41.3.2 despite the evidence, the delegate is not satisfied that the offender has taken the PDI Action or actions specified in the order in accordance with the order,	
to apply to the court for an order authorising the Council, or a person authorised in writing by the Council, to take the PDI Action or actions and to authorise a person in writing to take the PDI Action or actions.	Chief Executive Officer
41.4 The power pursuant to Section 223(6) of the PDI Act, if the Council, or a person authorised in writing by the Council, takes an action or actions in accordance with Section 223(4) of the PDI Act or an order under Section 223(5) of the PDI Act, to recover from the offender an amount in relation to the reasonable expenses of taking the PDI Action or actions, as a debt, due to the Council.	Chief Executive Officer
42. Civil Penalties	
42.1 The power pursuant to Section 225(1) of the PDI Act, subject to Section 225 of the PDI Act, if the delegate is satisfied that a person has committed an offence by contravening a provision of the PDI Act, to, as an alternative to criminal proceedings, recover, by negotiation or by application to the Court, an amount as a civil penalty in respect of the contravention.	Chief Executive Officer
42.2 The power pursuant to Section 225(2) of the PDI Act, in respect of a contravention where the relevant offence does not require proof of intention or	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 34 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

		Delegated to
	some other state of mind, to determine whether to initiate proceedings for an offence or take action under Section 225 of the PDI Act, having regard to the seriousness of the contravention, the previous record of the offender and any other relevant factors.	
42.3	The power pursuant to Section 225(3) of the PDI Act to serve on the person a notice in the prescribed form advising the person that the person may, by written notice to the Council, elect to be prosecuted for the contravention.	Chief Executive Officer
42.4	The power pursuant to Section 225(13) of the PDI Act to seek the authorisation of the Attorney-General to the commencement of proceedings for an order under Section 225 of the PDI Act.	Chief Executive Officer
42.5	The power pursuant to Section 225(17) of the PDI Act to seek an authorisation from the Commission for the Council to act under Section 225 of the PDI Act.	Chief Executive Officer
43. Make Good Order		
43.1	The power pursuant to Section 228(7) of the PDI Act to apply to the Court to vary or revoke an order under Section 228 of the PDI Act.	Chief Executive Officer
44. Recovery of Economic Benefit		
44.1	The power pursuant to Section 229(5) of the PDI Act to apply an amount paid to the Council in accordance with an order under Section 229(1) of the PDI Act for the purpose of acquiring or developing land as open space and to hold it in a fund established for the purposes of Section 198 of the PDI Act.	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 35 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

		Delegated to
45. Enforceable Voluntary Undertakings		
45.1	The power pursuant to Section 230(1) of the PDI Act to accept (by written notice) a written undertaking given by a person in connection with a matter relating to a contravention or alleged contravention by the person of the PDI Act.	Chief Executive Officer
45.2	The power pursuant to Section 230(4) of the PDI Act if the delegate considers that a person has contravened an undertaking accepted by the Council, to apply to the Court for enforcement of the undertaking.	Chief Executive Officer
45.3	The power pursuant to Section 230(7) of the PDI Act to agree in writing with a person who has made an undertaking to:	
45.3.1	vary the undertaking; or	Chief Executive Officer
45.3.2	withdraw the undertaking.	Chief Executive Officer
45.4	The power pursuant to Section 230(11) of the PDI Act to accept an undertaking in respect of a contravention or alleged contravention before proceedings in respect of that contravention have been finalised.	Chief Executive Officer
45.5	The power pursuant to Section 230(12) of the PDI Act if the delegate accepts an undertaking before the proceedings are finalised, to take all reasonable steps to have the proceedings discontinued as soon as possible.	Chief Executive Officer
45.6	The power pursuant to Section 230(14) of the PDI Act to seek an authorisation from the Commission for the Council to act under Section 230 of the PDI Act.	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 36 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
46. Advertisements	
46.1 The power pursuant to Section 231(1) of the PDI Act, if, in the opinion of the delegate, an advertisement or advertising hoarding:	
46.1.1 disfigures the natural beauty of a locality or otherwise detracts from the amenity of a locality; or	
46.1.2 is contrary to the character desired for a locality under the Planning and Design Code,	
to, by notice served in accordance with the regulations on the advertiser or the owner or occupier of the land on which the advertisement or advertising hoarding is situated, whether or not a development authorisation has been granted in respect of the advertisement or advertising hoarding, order that person to remove or obliterate the advertisement or to remove the advertising hoarding (or both) within a period specified in the notice (of at least 28 days from the date of service of the notice).	Chief Executive Officer
46.2 The power pursuant to Section 231(3) of the PDI Act if a person on whom a notice is served under Section 231(1) of the PDI Act fails to comply with a notice within the time allowed in the notice to enter on the land and take the necessary steps for carrying out the requirements of the notice and to recover the costs of so doing, as a debt, from the person on whom the notice was served.	Chief Executive Officer

- 37 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
47. Professional Advice to be Obtained in Relation to Certain Matters	
47.1 The power pursuant to Section 235(1) of the PDI Act, to, in the exercise of a prescribed function, rely on a certificate of a person with prescribed qualifications.	Chief Executive Officer
47.2 The power pursuant to Section 235(2) of the PDI Act to seek and consider the advice of a person with prescribed qualifications, or a person approved by the Minister for that purpose, in relation to a matter arising under the PDI Act that is declared by regulation to be a matter on which such advice should be sought.	Chief Executive Officer
48. Charges on Land	
48.1 The power pursuant to Section 239(1) of the PDI Act if a charge on land is created under a provision of the PDI Act in favour of the Council, to deliver to the Registrar-General a notice in a form determined by the Registrar-General, setting out the amount of the charge and the land over which the charge is claimed.	Chief Executive Officer
48.2 The power pursuant to Section 239(6) of the PDI Act if a charge in the Council's favour exists and the amount to which the charge relates is paid, to by notice to the appropriate authority in a form determined by the Registrar-General, apply for the discharge of the charge.	Chief Executive Officer
49. Registering Authorities to Note Transfer	
49.1 The power pursuant to Section 240(1) of the PDI Act to apply to the Registrar-General or another authority required or authorised under a law of the State to register or record transactions affecting assets, rights or liabilities, or documents relating to such transactions, to register or record in an appropriate manner the transfer to the Council of an asset, right or liability by regulation,	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 38 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	Delegated to
proclamation or notice under the PDI Act.	
50. Reporting	
50.1 The power pursuant to Clause 13(3)(b) of Schedule 2 of the PDI Act to require a report under Clause 13(2) of Schedule 2 of the PDI Act to contain any other information or report required by the delegate.	Remain with Council
51. Review of Performance	
51.1 The power pursuant to Clause 3(16) of Schedule 4 of the PDI Act to comply with a direction under Clauses 3(13) or (15) of Schedule 4 of the PDI Act.	Chief Executive Officer

PLANNING, DEVELOPMENT AND INFRASTRUCTURE (GENERAL)
REGULATIONS 2017

	Delegated to
52. Mutual Liability Scheme – Rights of Indemnity	
52.1 The power pursuant to Regulation 11B(1) of the Planning, Development and Infrastructure (General) Regulations 2019 (the General Regulations) to:	
52.1.1 in being responsible under Section 83(1)(h)(ii) of the PDI Act for the costs and other liabilities associated with the activities of an assessment panel appointed by the Council; and	

- 39 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

52.1.2	in being responsible for the costs associated with the activities of a regional assessment panel in accordance with a scheme set out in a notice under Section 84(1)(a) and (i) of the PDI Act,	
	have arrangements in place to indemnify the members of any such panel in respect of a claim against a member of the panel arising out of the performance, exercise or discharge (or purported performance, exercise or discharge) in good faith of their functions, powers or duties under the PDI Act in their role as a member of the panel.	Chief Executive Officer
52.2	The power pursuant to Regulation 11B(5) of the General Regulations to:	
52.2.1	in being responsible under Section 87(f) of the PDI Act for the costs and other liabilities associated with the activities of an assessment manager for an assessment panel appointed by the Council; and	Chief Executive Officer
52.2.2	in being responsible for the costs associated with the activities of a regional assessment panel in accordance with a scheme set out in a notice under Section 87(1)(a) and (i) of the PDI Act,	Chief Executive Officer
	have arrangements in place to indemnify an assessment manager for any such panel in respect of a claim against the assessment manager arising out of the performance, exercise or discharge (or purported performance, exercise or discharge) in good faith of their functions, powers or duties under the PDI Act in their role as an assessment manager.	
53.	Performance Assessed Development and Restricted Development	
53.1	The power pursuant to Regulation 47(4)(d) of the General Regulations to determine the fee payable by the applicant as being appropriate to cover the	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 40 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	reasonable costs of placing the notice on the land.	
54. Underground Main Areas		
54.1	The power pursuant to Regulation 78(1) of the General Regulations if the delegate considers an area should be declared an underground mains area to seek a report from the relevant electricity authority in relation to the matter.	Chief Executive Officer
54.2	The power pursuant to Regulation 78(2) of the General Regulations after having received and considered a report from the electricity authority to declare the area to be an underground mains area.	Chief Executive Officer
55. Width of Roads and Thoroughfares		
55.1	The power pursuant to Regulation 81(4) of the General Regulations to dispense with a width prescribed by Regulations 81(1) or (3) of the General Regulations (and specify a different width) if the delegate is of the opinion that the width so prescribed is not necessary for the safe and convenient movement of vehicles or pedestrians, or for underground services.	Chief Executive Officer
55.2	The power pursuant to Regulation 81(5) of the General Regulations to subject to Regulation 81(6) of the General Regulations specify the width of the road at the head of every cul-de-sac in such dimensions as may be acceptable to the delegate.	Chief Executive Officer
55.3	The power pursuant to Regulation 81(6) of the General Regulations to dispense with a requirement under Regulation 81(5) of the General Regulations if it appears to the delegate that the cul-de-sac is likely to become a through road.	Chief Executive Officer
56. Road Widening		

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 41 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

56.1	The power pursuant to Regulation 82(1) of the PDI Act, subject to Regulation 82(2) of the General Regulations, if an existing road abuts land which is proposed to be divided, to form the view that the road should be widened in order to provide a road of adequate width having regard to existing and future requirements of the area.	Chief Executive Officer
57. Requirement as to Forming of Roads		
57.1	The power pursuant to Regulation 83(1) of the General Regulations, subject to Regulation 83(2) of the General Regulations, to specify the width and manner of the formation of the roadway of every proposed road on a plan of division.	Chief Executive Officer
57.2	The power pursuant to Regulation 83(2) of the General Regulations to form the opinion that it is necessary to specify a width for a roadway to be formed under Regulation 83(1) in excess of 7.4m, in view of the volume or type of traffic that is likely to traverse that road.	Chief Executive Officer
57.3	The power pursuant to Regulation 83(4) of the General Regulations, to dispense with the requirements under Regulation 83(3) of the General Regulations, if the delegate is of the opinion that the cul-de-sac is likely to become a through road.	Chief Executive Officer
57.4	The power pursuant to Regulation 83(5) of the General Regulations, subject to Regulation 83(6) of the General Regulations to require every footpath, water-table, kerbing, culvert and drain of every proposed road to be formed in a manner satisfactory to the delegate.	Chief Executive Officer
57.5	The power pursuant to Regulation 83(6) of the General Regulations, to dispense with a requirement under Regulation 83(5) of the General Regulations.	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 42 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

58. Construction of Roads, Bridges, Drains and Services	
58.1 The power pursuant to Regulation 84(1) of the General Regulations to require the roadway of every proposed road within the relevant division to be constructed and paved and sealed with bitumen, tar or asphalt or other material approved by the delegate.	Chief Executive Officer
59. Supplementary Provisions	
59.1 The power pursuant to Regulation 85(1) of the General Regulations to approve the road location and grading plan for the manner of forming any proposed road, footpath, water-table, kerbing, culvert or drain required under Division 6 of the General Regulations.	Chief Executive Officer
59.2 The power pursuant to Regulation 85(2) of the General Regulations, subject to Regulation 85(4) of the General Regulations, to require all work referred to in Regulations 83 and 84 of the General Regulations to be carried out in a manner satisfactory to the delegate and in conformity with detailed construction plans and specifications signed by a professional engineer or, at the discretion of the delegate, a licensed surveyor, and approved by the delegate before the commencement of the work.	Chief Executive Officer
59.3 The power pursuant to Regulation 85(4) of the General Regulations to form the opinion that all connections for water supply and sewerage services to any allotment delineated on the plan which, in the opinion of the Chief Executive of the South Australian Water Corporation are necessary and need to be laid under the surface of the proposed road, have been made.	Chief Executive Officer

- 43 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

60. General Provisions	
60.1 The power pursuant to Regulation 89(1) of the General Regulations to form the opinion that another form of arrangement is satisfactory for the purposes of Section 138(1) of the PDI Act.	Chief Executive Officer
60.2 The power pursuant to Regulation 89(3) of the General Regulations to provide a certificate which:	
60.2.1 evidences the consent of the Council to an encroachment by a building over other land; and	Chief Executive Officer
60.2.2 sets out:	Chief Executive Officer
60.2.2.1 the date on which any relevant building was erected (if known); and	
60.2.2.2 the postal address of the site.	
60.3 The power pursuant to Regulation 89(6)(b) of the General Regulations to request a written copy of the certificate and plan (or certificates and plans) referred to in Regulation 89(3) of the General Regulations.	Chief Executive Officer
61. Notifications During Building Work	
61.1 The power pursuant to Regulation 93(1)(b) of the General Regulations to specify by notice to the building owner and to the licensed building work contractor responsible for carrying out the relevant building work (if any), when development approval is granted in respect of the work, any stage of the building work to which the periods and stages prescribed for the purposes of Section 146(1) of the PDI	Chief Executive Officer

- 44 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

Act relate.	
61.2 The power pursuant to Regulation 93(1)(c) of the General Regulations to specify by notice in writing to the building owner on the granting of development approval in respect of the work any stage of the building work to which the periods and stages prescribed for the purposes of Section 146(1) of the PDI Act relate.	Chief Executive Officer
62. Essential Safety Provisions	
62.1 The power pursuant to Regulation 94(13) of the General Regulations to require compliance with Regulation 94(10) of the General Regulations if:	Chief Executive Officer
62.1.1 the essential safety provisions were installed	Chief Executive Officer
62.1.1.1 under a condition attached to a consent or approval that is expressed to apply by virtue of a variance with the performance requirements of the Building Code; or	Chief Executive Officer
62.1.1.2 as part of a performance solution under the Building Code; or	Chief Executive Officer
62.1.2 the building has been the subject of a notice under Section 157 of the PDI Act.	Chief Executive Officer
63. Classification of Buildings	
63.1 The power pursuant to Regulation 102(3) of the General Regulations to require an application under Regulation 102(1) or (2) of the General Regulations to be accompanied by:	Chief Executive Officer
63.1.1 such details, particulars, plans, drawings, specifications, certificates and other documents as the delegate may reasonably require to determine	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 45 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	the building's classification.	
63.2	The power pursuant to Regulation 102(4) of the General Regulations, to subject to Regulation 102(5) of the General Regulations, assign the appropriate classification under the Building Code to a building if the delegate is satisfied, on the basis of the owner's application, and accompanying documentation, that the building, in respect of the classification applied for, possesses the attributes appropriate to its present or intended use.	Chief Executive Officer
63.3	The power pursuant to Regulation 102(5) of the General Regulations, if an application under Regulation 102 of the General Regulations is made in respect of an existing Class 2 to Class 9 building, to require the applicant to satisfy the delegate that the provisions of any relevant Ministerial building standard relating to upgrading health and safety in existing buildings has been complied with (to the extent reasonably applicable to the building and its present or intended use).	Chief Executive Officer
63.4	The power pursuant to Regulation 102(6) of the General Regulations, on assigning a classification to a building (or part of a building) to, if relevant, determine and specify in the notice to the owner under Section 151(3) of the PDI Act:	Chief Executive Officer
63.4.1	the maximum number of persons who may occupy the building (or part of the building); and	Chief Executive Officer
63.4.2	if the building has more than 1 classification—the part or parts of the building to which each classification relates and the classifications currently assigned to the other parts of the building.	Chief Executive Officer
64.	Certificates of Occupancy	

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 46 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

64.1	The power pursuant to Regulation 103(2) of the General Regulations to, require the following documentation:	
64.1.1	if the development has been approved subject to conditions, such evidence as the delegate may reasonably require to show that the conditions have been satisfied;	Chief Executive Officer
64.1.2	if the application relates to the construction or alteration of part of a building and further building work is envisaged in respect of the remainder of the building, such evidence as the delegate may reasonably require to show:	Chief Executive Officer
64.1.2.1	in the case of a building more than 1 storey - that the requirements of any relevant Ministerial building standard have been complied with; or	Chief Executive Officer
64.1.2.2	in any other case - that the building is suitable for occupation.	Chief Executive Officer
64.2	The power pursuant to Regulation 103(3) of the General Regulations, to, other than in relation to a designated building on which building work involving the use of a designated building product is carried out after 12 March 2018, dispense with the requirement to provide a Statement of Compliance under Regulation 103(2)(a) of the General Regulations if:	Chief Executive Officer
64.2.1	the delegate is satisfied that a person required to complete 1 or both parts of the statement has refused or failed to complete that part and that the person seeking the issuing of the certificate of occupancy has taken reasonable steps to obtain the relevant certification or certifications; and	Chief Executive Officer
64.2.2	it appears to the delegate, after undertaking an inspection, that the	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 47 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	relevant building is suitable for occupation.	
64.3	The power pursuant to Regulation 103(4) of the General Regulations if:	
64.3.1	a building is:	
64.3.1.1	to be equipped with a booster assembly for use by a fire authority; or	
64.3.1.2	to have installed a fire alarm that transmits a signal to a fire station or to a monitoring service approved by the relevant authority; and	
64.3.2	facilities for fire detection, fire fighting or the control of smoke must be installed in the building pursuant to an approval under the PDI Act,	
	to not grant a certificate of occupancy unless or until the delegate has sought a report from the fire authority as to whether those facilities have been installed and operate satisfactorily and to seek such a report from the fire authority.	Chief Executive Officer
64.4	The power pursuant to Regulation 103(5) of the General Regulations if a report is not received from the fire authority within 15 business days, to presume that the fire authority does not desire to make a report.	Chief Executive Officer
64.5	The power pursuant to Regulation 103(6) of the General Regulations to have regard to any report received from a fire authority under Regulation 103(4) of the General Regulations before the delegate issues a certificate of occupancy.	Chief Executive Officer
64.6	The power pursuant to Regulation 103(6a) of the General Regulations, on receipt of a notification of intended completion of building work under Regulation 93(1)(f)	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 48 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	of the General Regulations, to determine that building work will be inspected by an authorised officer.	
64.7	The power pursuant to Regulation 103(9) of the General Regulations to revoke a certificate of occupancy:	Chief Executive Officer
64.7.1	if:	
64.7.1.1	there is a change in the use of the building; or	Chief Executive Officer
64.7.1.2	the classification of the building changes; or	Chief Executive Officer
64.7.1.3	building work involving an alteration or extension to the building that will increase the floor area of the building by more than 300m ² is about to commence, or is being or has been carried out; or	Chief Executive Officer
64.7.1.4	the building is about to undergo, or is undergoing or has undergone, major refurbishment,	Chief Executive Officer
	and the delegate considers that in the circumstances the certificate should be revoked and a new certificate sought; or	Chief Executive Officer
64.7.2	if the delegate considers that the building is no longer suitable for occupation because of building work undertaken, or being undertaken, on the building, or because of some other circumstance; or	Chief Executive Officer
64.7.3	if a schedule of essential safety provisions has been issued in relation to the building and the owner of the building has failed to comply with the requirements of Regulation 94(10) of the General Regulations; or	Chief Executive Officer

- 49 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

64.7.4	if the delegate considers:	
64.7.4.1	that a condition attached to a relevant development authorisation has not been met, or has been contravened, and that, in the circumstances, the certificate should be revoked; or	Chief Executive Officer
64.7.4.2	that a condition attached to the certificate of occupancy has not been met, or has been contravened, or is no longer appropriate.	Chief Executive Officer
65. Mining Production Tenements		
65.1	The power pursuant to Regulation 109(1)(b) of the General Regulations to make submissions to the appropriate Authority and object to the granting of the tenement.	Remain with Council
66. Register of Land Management Agreements (Section 193)		
66.1	The power pursuant to Regulation 111(2) of the General Regulations to establish a register of agreements entered into by the Council under Section 193 of the PDI Act.	Chief Executive Officer
66.2	The power pursuant to Regulation 111(3) of the General Regulations to include in a register, or provide access to a copy of each agreement entered into by the Council under Section 193 of the PDI Act and such other information the delegate considers appropriate.	Chief Executive Officer
67. Authorised Officers and Inspections		
67.1	The power pursuant to Regulation 112(1) of the General Regulations to appoint at	

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 50 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

least 1 authorised officer under Section 210(1)(b) of the PDI Act:	
67.1.1 who is an accredited professional who is:	
67.1.1.1 an Accredited professional - building level 1; or	Chief Executive Officer
67.1.1.2 an Accredited professional - building level 2; or	Chief Executive Officer
67.1.1.3 an Accredited professional - building level 3; or	Chief Executive Officer
67.1.1.4 an Accredited professional - building level 4; or	Chief Executive Officer
67.1.2 who holds a current accreditation recognised by the Chief Executive for the purposes of this Regulation; or	Chief Executive Officer
67.1.3 who holds an approval from the Chief Executive.	Chief Executive Officer

PLANNING, DEVELOPMENT AND INFRASTRUCTURE (FEES, CHARGES AND CONTRIBUTIONS) REGULATIONS 2019

68. Calculation of Assessment of Fees	
68.1 The power pursuant to Regulation 5(1) of the Planning, Development and Infrastructure (Fees, Charges and Contributions) Regulations 2019 (the Fees Regulations) in relation to an application which is duly lodged under a related set of regulations (including via the SA planning portal):	
68.1.1 to require the applicant to provide such information as the delegate may	Chief Executive Officer

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 51 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	reasonably require to calculate any fee payable under the Fees Regulations or a related set of regulations; and	
68.1.2	to make any other determination for the purposes of the Fees Regulations or a related set of regulations (even if the Council is not a relevant authority).	Chief Executive Officer
68.2	The power pursuant to Regulation 5(2) of the Fees Regulations, if the delegate acting under Regulation 5(1) of the Fees Regulations, believes that any information provided by an applicant is incomplete or inaccurate, to calculate any fee on the basis of estimates made by the delegate.	Chief Executive Officer
68.3	The power pursuant to Regulation 5(3) of the Fees Regulations to at any time, and despite an earlier calculation or acceptance of an amount in respect of the fee, reassess a fee payable under the Fees Regulations or a related set of Regulations.	Chief Executive Officer
69.	Waiver or Refund of Fee	
69.1	The power pursuant to Regulation 7 of the Fees Regulations to, as the delegate considers appropriate to do so:	
69.1.1	waive the payment of the fee, or the payment of part of the fee; or	Chief Executive Officer
69.1.2	refund the whole or a part of the fee.	Chief Executive Officer

- 52 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

STATE PLANNING COMMISSION PRACTICE DIRECTION – 2 PREPARATION AND
AMENDMENT OF DESIGNATED INSTRUMENTS

70. Requirements in Relation to Preparing an Engagement Plan	
70.1 The power pursuant to clause 5(1) of the State Planning Commission Practice Direction – 2 Preparation and Amendment of Designated Instruments (PD2), to prepare a community engagement plan that:	Remain with Council
70.1.1 meets the principles and performance outcomes of the Charter;	
70.1.2 describes the persons or bodies to be consulted;	
70.1.3 outlines any relevant previous engagement undertaken to inform the proposal;	
70.1.4 describes the evaluation framework for the engagement.	
70.2 The power pursuant to clause 5(2) of PD2 to submit the community engagement plan to the Commission for approval with the exception of an amendment to the Code and a Design Standard.	Remain with Council
71. Requirements in Relation to Preparing an Engagement Report Following Consultation	
71.1 The power pursuant to clause 6(2) of PD2 to set out in the report:	Remain with Council
71.1.1 details of the engagement undertaken and how that engagement met the agreed community engagement plan, and reasons for variations, if any to that plan;	

- 53 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

71.1.2	the outcome of the engagement including a summary of the feedback made;	
71.1.3	the response to the details of, and reasons for, changes to the proposal to prepare or amend a designated instrument when compared to the proposal that was engaged on, and to specifically indicate:	
71.1.3.1	where changes are proposed to the designated instrument based on the engagement; and	
71.1.3.2	any other changes proposed based on additional investigations or information not available when the proposal was released for engagement.	
71.2	The power pursuant to clause 6(3) of PD2 to, in the engagement report also include an evaluation of the effectiveness of the engagement that considers whether:	Remain with Council
71.2.1	the principles of the Charter have been achieved; and	
71.2.2	all mandatory requirements identified in the Charter have been met where the consultation category is applicable.	
72.	Requirements in Relation to Initiating a Code Amendment Pursuant to Section 73 of the Act	
72.1	The power pursuant to clause 7(1) of PD 2 to provide a proposal to the Commission to initiate a code amendment that sets out:	Remain with Council
72.1.1	Scope - an explanation of the reasons for the preparation of the amendment and a description of the changes in circumstance leading	

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 54 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	the need for the amendment and the range of issues to be addressed in the amendment;	
72.1.2	Code Modules - an outline of any overlay, general policy, zone or subzones being considered for amendment and/or the intended spatial application of an overlay, general policy, zone or subzone over an identified area, or draft instructions for the proposed amendments;	
72.1.3	Area Affected - A map or description of the area affected by the proposed amendment;	
72.1.4	State Planning Policies - an identification of the relevant key state planning policies and a statement of assessment of the amendment's consistency with those policies;	
72.1.5	Regional Plans - An indication of how the matters or issues proposed to be addressed by the amendment will relate to the relevant regional plan and any relevant infrastructure planning;	
72.1.6	Infrastructure Provision -	
72.1.6.1	an explanation of any infrastructure provision that is required and how the infrastructure provision will be provided; and	
72.1.6.2	an indication whether it is likely that an infrastructure agreement or agreements will need to be entered into in connection with the code amendment process, identifying the tools that will be used for this process;	
72.1.7	Joint Planning Board Comments - that the Council has discussed the	

- 55 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

	proposal with the relevant Regional Planning Board;	
72.1.8	Consultation – information regarding any other consultation that has occurred;	
72.1.9	in relation to designating a place as a place of local heritage value or a heritage area - a heritage review prepared by a heritage architect or historian or similar occupation in accordance with the Commission's guidelines prepared under Section 67(2)(c) of the PDI Act;	
72.1.10	in relation to designating a tree a significant tree - an assessment of the tree against the criteria under Section 68(1)(a) of the PDI Act;	
72.1.11	in relation to designating a stand of trees to be significant trees – an assessment of the trees against the criteria under Section 68(1)(b) of the PDI Act.	
72.2	The power pursuant to clause 7(2) of PD2 to, in addition, provide:	Remain with Council
72.2.1	Timetable - an outline of the proposed timetable for each step of the process (ensuring that the process is completed within reasonable time limits), and a commitment on the part of the Council that it will take steps to update this timetable if it appears at any stage that the Council will require an extension;	
72.2.2	Investigations - an outline of the investigations and justifications that will be undertaken (and those that may have already been undertaken) and the form that those investigations will take in order to address the strategic and social, economic and environmental issues of the proposed amendment, or an explanation and summary of the investigations	

- 56 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

undertaken and how these support the amendment.	
73. Requirements in Relation to Preparation of the Draft Proposal Prior to Consultation and Decision	
73.1 The power pursuant to clause 8(1) of PD 2 to, prior to consultation, provide to the Department:	Remain with Council
73.1.1 instructions that set out the intent of the proposed policy amendment for the purposes of the Department writing the draft Code Policy for the Council;	
73.1.2 any maps in an industry standard GIS format to enable the production version of mapping to be prepared and returned to the Council;	
73.1.3 in relation to heritage lists a local heritage data sheet and a significant trees data sheet.	
73.2 The power pursuant to clause 8(2) of PD2, if amendments are proposed to the consultation versions, to provide to the Department:	Remain with Council
73.2.1 instruction to write the amendments to the Code Policy;	
73.2.2 amendments to the maps in an industry standard GIS format to enable the production version of mapping to be prepared and returned to the Council.	
74. Requirements in Relation to Preparation of the Draft Proposal for Consultation	
74.1 The power pursuant to clause 9(1) of PD2 to, for engagement purposes, support	Remain with Council

- 57 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

a code amendment by the following information:	
74.1.1	an explanation about why and how the Code is proposed to be amended;
74.1.2	an assessment of the amendment against the relevant provisions of State Planning Policies and the relevant regional plan;
74.1.3	if any amendment is not fully consistent with the State Planning Policies or the region plan, to so specifically identify that and include an explanation setting out the reason or reasons for the inconsistency;
74.1.4	an explanation and summary of the investigations undertaken and how these support the amendment;
74.1.5	an explanation of any infrastructure provision that is required and how the infrastructure will be provided.
75. Requirements in Relation to Complying Changes Under Section 75	
75.1	The power pursuant to clause 11(1) of PD2, in relation to a proposal to agree to a complying change, to provide the following information to the department:
75.1.1	a reference to the documentation and recommendation in relation to the proposed amendment in the relevant regional plan;
75.1.2	a summary of the consultation in accordance with the Charter that has occurred in relation to the proposal including reference to the Engagement Report prepared for the regional plan and any additional consultation that has occurred;
Remain with Council	

- 58 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

75.1.3	instructions that set out the intent of the proposed policy amendment for the purposes of the department writing the draft Code Policy for the Council;	
75.1.4	any maps in an industry standard GIS format to enable the production version of mapping to be prepared and returned to the Council.	
76. Requirements in Relation to Early Commencement Under Section 78		
76.1	The power pursuant to clause 12(1) of PD2, in relation to a request for a code amendment to come into operation without delay, to provide to the department:	Remain with Council
76.1.1	an explanation about how early commencement is required to counter applications for undesirable development (development that would detract from, negate the object of the amendment) during consultation and consideration of the code amendment;	
76.1.2	instructions that set out the intent of the proposed policy amendment for the purposes of the Department writing the draft Code Policy for the Council;	
76.1.3	any maps in an industry standard GIS format to enable the production version of mapping to be prepared and returned to the Council.	
STATE PLANNING COMMISSION PRACTICE DIRECTION – 3 (NOTIFICATION OF PERFORMANCE ASSESSED DEVELOPMENT APPLICATIONS) 2019		

- 59 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

77. Responsibility to Undertake Notification	
77.1 The power pursuant to clause 6(3)(b) of the State Planning Commission Practice Direction – 3 (Notification of Performance Assessed Development Applications) 2019 (PD3) to determine the relevant fee as being appropriate to cover the relevant authority's reasonable costs in giving public notice of the application under Section 107(3)(a)(i) of the PDI Act.	Chief Executive Officer
STATE PLANNING COMMISSION PRACTICE DIRECTION (COUNCIL INSPECTIONS) 2020	
78. Mandatory Inspections	
78.1 The power pursuant to clause 2(2) of Part 2 of the State Planning Commission Practice Direction (Council Inspections) 2020 (PD9) to, in carrying out an inspection under PD9, take all reasonable steps to ensure each inspection includes an inspection and assessment of the following elements (elements), as may be present at the time of inspection:	Chief Executive Officer
78.1.1 primary structural elements;	
78.1.2 structural framing and roof trusses;	
78.1.3 wet areas and waterproofing;	
78.1.4 barriers to prevent falls;	
78.1.5 cladding;	
78.1.6 egress provisions;	

Instrument A - Planning Development and Infrastructure Act 2016

2 March 2021

- 60 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

78.1.7	bushfire protection systems;	
78.1.8	passive and active fire safety elements;	
78.1.9	private bushfire shelters; and	
78.1.10	performance solutions.	
79.	Additional Inspections	
79.1	The power pursuant to clause 3(2) of Part 2 of PD9 to consider carrying out an inspection in addition to any specified in clause 2 of Part 2 of PD9 (additional inspections) if the delegate has information to indicate that the circumstances warrant it, having regard to the objects of PD9.	Chief Executive Officer
80.	Inspections Generally	
80.1	The power pursuant to clause 4(3) of Part 2 of PD9, in relation to building work listed in Schedule 7 of the General Regulations to consider if an additional inspection may be appropriate.	Chief Executive Officer
81.	General Requirements	
81.1	The power pursuant to clause 1(2) of Part 3 of PD9 to ensure that an inspection under PD9 and subsequent assessment of each of the applicable elements in clause 2(2) of Part 2 of PD9 is carried out by a person who has the appropriate qualifications, skills, knowledge and experience to carry out an inspection assigned to that officer under PD9.	Chief Executive Officer

STATE PLANNING COMMISSION PRACTICE DIRECTION 10 (STAGED OCCUPATION OF MULTI-STOREY BUILDINGS) 2020

- 61 -

INSTRUMENT A
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING & DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS
OF A COUNCIL AS: A COUNCIL, A DESIGNATED AUTHORITY, A DESIGNATED ENTITY

82. Conditions that Must be Met for the Staged Occupation of a Partially Completed Building	Delegated to
82.1 The power pursuant to clause 5(2) of the State Planning Commission Practice Direction 10 (Staged Occupation of Multi-Storey Buildings 2020 (PD10)) to, agree to partial occupancy of a partially completed multistorey building.	Chief Executive Officer

SCHEDULE OF CONDITIONS**CONDITIONS OR LIMITATIONS
APPLICABLE TO DELEGATIONS
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
Nil	Nil

INSTRUMENT B

INSTRUMENT OF DELEGATION UNDER THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND PRACTICE DIRECTIONS OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY

NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

	Environment and Food Production Areas – Greater Adelaide	Delegation
1.1	The power pursuant to Section 7(5)(a) of the Planning, Development and Infrastructure Act 2016 (the PDI Act), in relation to a proposed development in an environment and food production area that involves a division of land that would create 1 or more additional allotments to seek the concurrence of the Commission in the granting of the development authorisation to the development.	Remain with Council
1.2	The power pursuant to Section 7(5)(d) of the PDI Act in relation to a proposed development in an environment and food production area that involves a division of land that would create one or more additional allotments, to, if the proposed development will create additional allotments to be used for residential development, refuse to grant development authorisation in relation to the proposed development.	Remain with Council
2.	Related Provisions	

FXD\M00256275\F05924164.DOC

1 January 2020

- 2 -

INSTRUMENT B
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY

2.1	The power pursuant to Section 99(2)(b)(ii) of the PDI Act to, if appropriate, grant development approval in the case of Section 99(1)(d) of the PDI Act.	Chief Executive Officer
2.2	The power pursuant to Section 99(3) of the PDI Act where a proposed development is to be undertaken within the area of the Council, to, subject to the regulations, if appropriate, grant the final development approval after all elements of the development have been approved by one or more relevant authorities under Section 99 of the PDI Act.	Chief Executive Officer
3.	Matters Against Which Development Must be Assessed	
3.1	The power pursuant to Section 102(1) of the PDI Act to assess a development against and grant or refuse a consent in respect of the relevant provisions of the Building Rules (building consent).	Chief Executive Officer
3.2	The power pursuant to Section 102(8) of the PDI Act, when all relevant consents have been granted in relation to a development, to in accordance with the PDI Act, indicate that the development is approved.	Chief Executive Officer
4.	Building Consent	
4.1	The power pursuant to Section 118(1) of the PDI Act, if the Regulations provide that a form of building work complies with the Building Rules, to grant any such building work a building consent (subject to such conditions or exceptions as may be prescribed by the regulations).	Chief Executive Officer
4.2	The power pursuant to Section 118(2)(a) of the PDI Act to seek the concurrence of the Commission to grant a building consent in respect of a development that is at variance with the performance requirements of the Building Code or a Ministerial building standard.	Chief Executive Officer

FXDIM00256275F05924164.DOC

1 January 2020

- 3 -

INSTRUMENT B
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY

4.3 The power pursuant to Section 118(2) of the PDI Act, subject to Section 118(6) of the PDI Act, to grant a building consent to a development that is at variance with the Building Rules if:	
4.3.1 the variance is with a part of the Building Rules other than the Building Code or a Ministerial building standard and the delegate determines that it is appropriate to grant the consent despite the variance on the basis that the delegate is satisfied:	Chief Executive Officer
4.3.1.1 that:	
(a) the provisions of the Building Rules are inappropriate to the particular building or building work, or the proposed building work fails to conform with the Building Rules only in minor respects; and	Chief Executive Officer
(b) the variance is justifiable having regard to the objects of the Planning and Design Code or the performance requirements of the Building Code or a Ministerial building standard (as the case may be) and would achieve the objects of this Act as effectively, or more effectively, than if the variance were not to be allowed; or	Chief Executive Officer
4.3.1.2 in a case where the consent is being sought after the development has occurred - that the variance is justifiable in the circumstances of the particular case.	Chief Executive Officer
4.4 The power pursuant to Section 118(4) of the PDI Act, to at the request or with the agreement of the applicant, refer proposed building work to the Commission for an opinion on whether or not it complies with the performance requirements of the Building Code or a Ministerial building standard.	Chief Executive Officer
4.5 The power pursuant to Section 118(6) of the PDI Act if an inconsistency exists between the Building Rules and the Planning Rules in relation to a State heritage place or a local heritage place, to, in determining an application for building consent, ensure, so far as is	Chief Executive Officer

FXDIM00256275F05924164.DOC

1 January 2020

- 4 -

**INSTRUMENT B
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY**

reasonably practicable, that standards of building soundness, occupant safety and amenity are achieved in respect of the development that are as good as can reasonably be achieved in the circumstances.	
4.6 The power pursuant to Section 118(7) of the PDI Act to seek and consider the advice of the Commission before imposing or agreeing to a requirement under Section 18(6) of the PDI Act that would be at variance with the performance requirements of the Building Code or a Ministerial building standard.	Chief Executive Officer
4.7 The power pursuant to Section 118(8) of the PDI Act, to, subject to the PDI Act, accept that proposed building work complies with the Building Rules to the extent that:	
4.7.1 such compliance is certified by the provision of technical details, particulars, plans, drawings or specifications prepared and certified in accordance with the regulations; or	Chief Executive Officer
4.7.2 such compliance is certified by a building certifier.	Chief Executive Officer
4.8 The power pursuant to Section 118(10) of the PDI Act to refuse to grant a consent in relation to any development if, as a result of that development, the type or standard of construction of a building of a particular classification would cease to conform with the requirements of the Building Rules for a building of that classification	Chief Executive Officer
4.9 The power pursuant to Section 118(11) of the PDI Act, if a relevant authority decides to grant building consent in relation to a development that is at variance with the Building Rules, to, subject to the regulations, in giving notice of the relevant authority's decision on the application for that consent, specify (in the notice or in an accompanying document):	
4.9.1 the variance; and	Chief Executive Officer

FXDIM00256275F05924164.DOC

1 January 2020

- 5 -

INSTRUMENT B
INSTRUMENT OF DELEGATION UNDER
THE PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND DESIGN CODE AND PRACTICE DIRECTIONS
OF POWERS OF A COUNCIL AS A RELEVANT AUTHORITY

4.9.2 the grounds on which the decision is being made.	Chief Executive Officer
5. Application and Provision of Information	
5.1 The power pursuant to Section 119(1)(b) of the PDI Act to require an application to the relevant authority for the purposes of Part 7 of the PDI Act, to include any information as the delegate may reasonably require.	Chief Executive Officer
5.2 The power pursuant to Section 119(3) of the PDI Act to request an applicant:	
5.2.1 to provide such additional documents, assessments or information (including calculations and technical details) as the delegate may reasonably require to assess the application;	Chief Executive Officer
5.2.2 to remedy any defect or deficiency in any application or accompanying document or information required by or under the PDI Act;	Chief Executive Officer
5.2.3 to consult with an authority or body prescribed by the regulations;	Chief Executive Officer
5.2.4 to comply with any other requirement prescribed by the regulations.	Chief Executive Officer
5.3 The power pursuant to Section 119(7) of the PDI Act to, in dealing with an application that relates to a regulated tree, consider that special circumstances apply.	Chief Executive Officer
5.4 The power pursuant to Section 119(9) of the PDI Act to:	Chief Executive Officer
5.4.1 permit an applicant:	
5.4.1.1 to vary an application;	Chief Executive Officer
5.4.1.2 to vary any plans, drawings, specifications or other documents that accompanied an	Chief Executive Officer

FXDI00256275F05924164.DOC

1 January 2020

17.3 3RT Technologies Pty Ltd Lease - 240 Morphett Road, North Plympton - Confidential Order Review

Brief

This report presents the review of the confidential order applied to confidential report Item 21.1 - 3RT Technologies Pty Ltd Lease - 240 Morphett Road, North Plympton, at the 3 March 2020 meeting of Council in accordance with the provisions of Section 91(9)(a) of the *Local Government Act 1999*.

RECOMMENDATION

It is recommended to Council that:

1. In accordance with s91(9)(a), having reviewed the confidentiality order made on 3 March 2020 meeting, in respect of report Item 21.1 - 3RT Technologies Pty Ltd Lease - 240 Morphett Road, North Plympton, Council orders that confidential Agenda report, the Minutes arising, attachments and any associated documentation, continues to be retained in confidence in accordance with Section 90(3)(b)(i) and (b)(ii) of the *Local Government Act 1999*, and not be available for public inspection for a further 12 month period on the basis that it may prejudice the commercial position of the Council and lead to Council not obtaining or securing the best possible outcome with 3RT Technologies Pty Ltd. In addition, the disclosure of Council's commercial position may severely prejudice Council's ability to satisfactorily resolve the lease matter with 3RT Technologies Pty Ltd and consequently, Council considers the disclosure of this information would, on balance, be contrary to the public interest.
2. Pursuant to Section 91(9)(c) of the *Local Government Act 1999*, Council delegates the authority to the Chief Executive Officer to review the confidentiality order on a monthly basis and to revoke but not extend it.

Introduction

Section 91(9)(c) of the *Local Government Act 1999*, required that the Chief Executive Officer (CEO) review any confidential order made by Council and delegated to the CEO to review on a monthly basis to revoke but not extend it.

While the CEO has reviewed the confidential order on a monthly basis in accordance with his delegated authority, the CEO has not revoked the Order. Given the CEO does not have the ability to extend the order, the Act requires that the Order to be reviewed by Council.

Discussion

At its 3 March 2020 meeting, Council ordered that that the agenda item relating to 3RT Technologies Pty Ltd Lease - 240 Morphett Road, North Plympton, the Minutes arising, attachments and any associated documentation, having been considered in confidence under Section 90(3)(b)(i) and (b)(ii), be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting, on the basis that it may prejudice the commercial position of the Council and lead to Council not obtaining or securing the best possible outcome with 3RT Technologies Pty Ltd. In addition, Council was satisfied that conducting the meeting in a place open to the public has been outweighed in the circumstances because the disclosure of Council's commercial position may severely prejudice Council's ability to satisfactorily resolve the lease matter with 3RT Technologies Pty Ltd and consequently, Council considers the disclosure of this information would, on balance, be contrary to the public interest.

The leasing matter in relation to 3RT Technologies Pty Ltd is ongoing and as such, the confidentiality order made on 3 March 2020 meeting should continue to be retained in confidence.

Climate Impact Considerations

(Assessment of likely positive or negative implications of this decision will assist Council and the West Torrens Community to build resilience and adapt to the challenges created by a changing climate.)

There is no direct climate impact in relation to this report.

Conclusion

As the confidential order applied by Council at its 3 March 2020 meeting of Council, in relation to Item 21.1 - 3RT Technologies Pty Ltd Lease - 240 Morphett Road, North Plympton, has not been revoked and the CEO does not have the ability to extend the order, the Act requires the Order to be reviewed by Council.

Attachments

Nil

18 LOCAL GOVERNMENT BUSINESS

Nil

19 MEMBER'S BOOKSHELF

- Business SA December Quarter 2020 Survey of Business Expectations

RECOMMENDATION

That the addition to Members' bookshelf is noted.

20 CORRESPONDENCE**20.1 Business SA December Quarter 2020 Survey of Business Expectations**

Correspondence has been received from the Chief Executive Officer of Business SA, Martin Haese, regarding the release of the results of the December Quarter 2020 Survey of Business Expectations (**Attachment 1**).

A copy of the results of the December Quarter 2020 Survey of Business Expectations can be found in Member's Bookshelf.

RECOMMENDATION

That the correspondence be received.

Attachments**20.1 Business SA December Quarter 2020 Survey of Business Expectations**

23 February 2021

Mr Terry Buss
Chief Executive Officer
City of West Torrens
165 Sir Donald Bradman Drive
Hilton SA 5033



ABN 14 725 309 328

Level 1, 136 Greenhill Road
Unley South Australia 5061

T: +61 8 8300 0000
W: business-sa.com

Dear Mr Buss,

Business SA acknowledges the work that Local Governments are doing to support their communities and to assist with the economic recovery from COVID-19, particularly through infrastructure investments.

Since 1980, Business SA has managed the State's longest running, regular and most comprehensive business survey, the William Buck 'Survey of Business Expectations (SOBE)'. Tomorrow, we will publicly release the results of the December Quarter (Q2) 2020 SOBE which attracted 250 detailed responses, higher than any equivalent business survey.

Pleasingly, the South Australian business confidence index jumped 13 points in the December quarter to **108.3 points**, a two-year high and 20% above its 10-year average. Further, business conditions have also improved substantially, up 20.5 index points to **105.3 points**, another 2-year high. All this is despite a material revenue hit to many service and hospitality sector businesses resulting from the Parafield Cluster restrictions through mid-November until early December, particularly in the CBD.

The most telling result from the SOBE is continued disparity within the economy with 45.7 per cent of businesses reporting revenue either on par or higher than pre-COVID, but 15.1 per cent being down more than 50 per cent on pre-COVID. Only 30.1 per cent of SA businesses remain on JobKeeper 2.1, but that figure is up to 75 per cent across Accommodation & Food Services, and 71 per cent for Tourism. Overall, 68.3 per cent all businesses want JobKeeper to continue beyond March for heavily impacted sectors.

Business SA is requesting all levels of Government, including Councils, to consider how businesses that continue to be heavily impacted by COVID-19 can be supported beyond the end of JobKeeper which expires on 28 March. Subsequently, this may include periods of further increased COVID-related restrictions subject to future outbreaks.

For any inquiries related to this letter, please contact Andrew McKenna, Director Policy and Advocacy, on _____ or _____

Yours sincerely,

Martin Haese MBA
Chief Executive Officer



21 CONFIDENTIAL

Nil

22 MEETING CLOSE

INDEX

1	Meeting Opened.....	1
2	Present.....	1
3	Apologies	1
4	Disclosure Statements	1
5	Confirmation of Minutes	1
6	Communications by the Chairperson.....	1
7	Questions with Notice	1
8	Questions without Notice	1
9	Motions with Notice.....	1
10	Motions without Notice	1
11	City Services and Climate Adaptation Reports	2
11.1	Results of Weed Control Trial - Glyphosate Alternative.....	2
11.2	Asset Management Plans 2021 Update	11
11.3	Community Services Activity Report: February 2021	26
11.4	Urban Services Activities Report	32
12	Meeting Close	59

1 MEETING OPENED**2 PRESENT****3 APOLOGIES****4 DISCLOSURE STATEMENTS**

Committee Members are required to:

1. Consider Section 73 and 75 of the *Local Government Act 1999* and determine whether they have a conflict of interest in any matter to be considered in this Agenda; and
2. Disclose these interests in accordance with the requirements of Sections 74 and 75A of the *Local Government Act 1999*.

5 CONFIRMATION OF MINUTES**RECOMMENDATION**

That the Minutes of the meeting of the City Services and Climate Adaptation Standing Committee held on 2 February 2021 be confirmed as a true and correct record.

6 COMMUNICATIONS BY THE CHAIRPERSON**7 QUESTIONS WITH NOTICE**

Nil

8 QUESTIONS WITHOUT NOTICE**9 MOTIONS WITH NOTICE**

Nil

10 MOTIONS WITHOUT NOTICE

11 CITY SERVICES AND CLIMATE ADAPTATION REPORTS

11.1 Results of Weed Control Trial - Glyphosate Alternative

Brief

To provide an update to Members regarding the findings and resulting recommendations from the non-glyphosate weed control trial.

RECOMMENDATION

The Committee recommends to Council that the report be received.

Introduction

In October 2018, Council requested information regarding the use of glyphosate as part of the City of West Torrens' weed control program.

Concerns of using herbicides containing glyphosate (such as 'Round Up') resulted from extensive media coverage of a United States of America court ruling which found in favour of a groundskeeper in San Francisco who claimed his use of 'glyphosate' had caused his Non-Hodgkin's lymphoma cancer. The court found that the chemical company did not provide adequate warnings that the use of glyphosate may cause cancer and therefore awarded damages. This finding has been appealed.

Alternative methods of weed control were therefore investigated by the Administration and subsequently a trial of road verge weed spraying using alternative chemicals which do not contain glyphosate commenced in May 2019, this trial's aim was to test the efficiency and performance of the alternative chemicals, as well as to explore cost comparisons.

Council, at its meeting held 1 October 2019, were informed that a section of Camden Park was treated with a combination of Trimac and a non-glyphosate based weed spray chemical Spotlight Plus. The remaining verges in the council area continued to be sprayed with a combination application of Trimac and Wipe-Out Bio Herbicide (glyphosate).

In addition, Council was informed that the Administration proposed to extend the trial for a further twelve months and to potentially expand the trial site to include an additional area. This would allow enough data to be gathered to determine the overall success or otherwise of the alternative products.

Background

Glyphosate is a broad-spectrum herbicide which works by inhibiting an enzyme found in plants. This enzyme is not found in humans. Glyphosate is applied to the leaves of plants to kill both broadleaf plants and grasses. The chemical is drawn into the plant and kills the whole plant roots and leaves (systemic herbicide) however it neutralises when in contact with the ground and doesn't build up in the soil. There are around 500 products containing glyphosate registered for use in Australia and it is the world's most widely used weedkiller.

Council's verge weed spray program is predominately undertaken by a contractor engaged by Council, and involves the use of a glyphosate based product Wipe-Out Bio Herbicide (an agricultural herbicide) mixed with Trimac which is a pre-emergent chemical. The glyphosate aims to kill the entire weed and the Trimac prevents the weed seeds from generating.

Trimac is not considered to be hazardous, nor carcinogenic, and when combined with Wipe-Out Bio Herbicide (glyphosate), is effective in controlling weeds on verges and stopping new weeds germinating. This combination of chemicals reduces the number of weed control applications required across the city from over four per year to two to three per year.

One or two contractor units work through the Contract Weed Spraying Map (**Attachment 1**) focussing on one area at a time until the whole Council area has been completed.

Following Council's request to investigate glyphosate alternatives, in March 2019 Council's Administration approached Macspred Australia, a business specialising in non-crop weed solutions, seeking to participate in a weed control trial to be undertaken within West Torrens. The trial sought to test the effectiveness of controlling weeds on Council verges without the use of glyphosate for weed control i.e. replacing Wipe-Out Bio Herbicide with an alternate herbicide which does not contain glyphosate. The alternate herbicide would continue to be paired with Trimac.

The Administration scheduled the first trial using the chemicals Trimac and Spotlight Plus. This trial was conducted by Macspred Australia in conjunction with Council's weed spray contractor and commenced in mid-May 2019 within a section of Camden Park (indicated as Area R within the Contract Weed Spraying map). The initial trial was for a period of three months, however, following Council endorsement, was extended until September 2020. The trial area was also expanded to include Area M (Marleston and Kurralta Park) in June 2020 where Trimac was paired with another chemical known as Slasher. Both Spotlight Plus and Slasher are non-systemic herbicides, which means that if half of a weed is sprayed then only half the weed is killed. The three herbicides being trialled all have different ingredients however are all glyphosate free

Discussion

Council staff are constantly reviewing new technologies, safer products and/or innovative ways to control weeds across the city. This is to ensure that the safest, most up to date methods are used, the most cost effective options are chosen, and environmental impacts and health risks are minimised.

The Administration use an Integrated Weed Management approach to control weeds which includes mulching, hand weeding and dense planting, as well as the application of herbicides. Herbicides that contain glyphosate are used primarily to control weeds on verges, pavements, paths and garden beds.

It is important to note that the Administration undertakes a rigorous selection regime before purchasing chemicals. Chemical requests are submitted through the ChemAlert system which is also used to capture council's chemical manifest. ChemAlert provides valuable information on each of the individual chemicals submitted and has a distinct colour rating system allowing for easy interpretation of the health hazard levels associated with chemical substances.

Chem-Alert offers a 'Chemical Footprint' measure which is a way of assisting users evaluate the potential long-term effects of a product. For each chemical, six categories are assessed to calculate the overall Chemical Footprint. Categories include CMR (Carcinogen, Mutagen and Reproductive Toxin), Endocrine, Sensitising, Physical, Environmental and Waste. The higher the overall Chemical Footprint measure, the greater the risk of long-term effects from the product. The ChemAlert Footprint for all four chemicals used for the weed control trial can be found in (**Attachment 2**). Noticeably, Spotlight Plus has a higher Chemical Footprint than the Glyphosate product Wipe-Out.

Council's staff and contractors responsible for handling chemicals are trained to ensure they mix and apply the chemicals in accordance with the label instructions, Safety Data Sheet (SDS) instructions and ChemAlert research reports.

Furthermore, chemicals not approved by the *Australia Pesticides and Veterinary Medicines Authority* (APVMA) are not used by Council staff or contractors. The APVMA is the Australian Government statutory agency and the authority on chemical safety in Australia.

Area R and Area M (identified within the Contract Weed Spraying map) were treated with a combination of Trimac and one of the non-glyphosate based weed sprays throughout the trial. The remaining areas identified in the Contract Weed Spraying Map continued with a combination application of Trimac and Wipe-Out Bio Herbicide (glyphosate).

The trial areas were periodically inspected to monitor the effectiveness and to assess if any additional spraying of the combination herbicides was warranted, whilst also gauging the reappearance of weed growth.

The application of the non-glyphosate based weed spray in conjunction with Trimac initially demonstrated promising results (after the initial use). However over the longer term, the non-glyphosate spray did not effectively eradicate the weed plant as a whole but rather only destroyed the parts of the weed the spray touched (i.e. the leaves that the spray touched withered and died yet the plant roots remained along with some leaves). The weeds reappeared faster using the non-glyphosate product. Glyphosate by comparison, is absorbed into the leaf and drawn down into the roots, effectively eradicating the entire plant.

The trial revealed that the timing of weed treatment is a critical consideration for ensuring the success of non-glyphosate based weed sprays. When it rains the weeds germinate and grow therefore requiring immediate treatment to maintain the area. The non-translocating chemicals do not kill the entire root system, therefore the plant grows back and new seeds continue to germinate.

The Trimac chemical aims to stop the seeds from generating, however when partnered with the non-glyphosate based chemical, the timing for weed spraying became more critical. This resulted in both trial areas (R and M) requiring spraying at the same time. It is expected that this factor, combined with the faster re-emergence of weeds due to the non-glyphosate weed spray would result in the requirement of five additional contractor teams, to ensure all areas are sprayed at the correct time. The teams would also be required more often.

In contrast, using glyphosate based weed sprays allows the contractor to schedule the spraying of sections of the Council on a rotating basis. This is cost effective and allows one or two units to undertake the entire weed spraying required. The spraying is also only required two to three times per year as the plants are exterminated from the root.

The trial also revealed that the non-glyphosate chemicals used were a greater cost to Council. Spotlight Plus was 20% more expensive and Slasher 40% more expensive than glyphosate. This is in addition to the increased spraying frequency (and intensity) and labour cost required, which would significantly increase council's annual weed program budget.

Additional trials have taken place across South Australian councils, investigating alternatives to glyphosate based weed sprays. In February 2016, the Local Government Biodiversity Network investigated natural weed removal by applying commercial scale hot water (steam) treatments to weeds. It was shown that this treatment typically takes twice as long to apply and is required to be repeated more frequently, thus making it an expensive option. This treatment is also ineffective against grasses like couch, kikuyu, or any weeds with thick stems or deep tap roots, as the heat does not penetrate sufficiently to damage the plant cells. The risk of injury (burns) to the operator for steam application was far higher than chemical spraying as the vessel required to create steam produced boiling water and the operator is required to apply the hot steam to the site of the weeds.

Research into Safety of Glyphosates

In 2015 the International Agency for Research on Cancer (IARC) added glyphosate to its list of 'probable carcinogens'. The IARC assessment looks at intrinsic toxic potential of the chemical as a cancer-causing agent only and does not consider the actual use and exposure effects. While this result sounds alarming, it is important to know that IARC flags hazards only and they did not consider the risk of glyphosate causing cancer when used according to the label instructions. They advise regulatory bodies of potential hazards thus allowing the relevant agencies to assess if there are any associated risks and manage them appropriately.

Substances such as aloe vera, pickled vegetables and coconut oil are all on the IARC lists of possible or probable carcinogens. Sunlight, alcohol and bacon are all on the IARC list of definite carcinogens.

Australia has one of the most robust chemical regulatory systems in the world and the APVMA is the national regulator of agricultural and veterinary chemicals in Australia. It is their role to ensure the chemicals brought to market are safe and effective.

APVMA has advised “All glyphosate products registered for use in Australia have been through a robust chemical risk assessment process and are safe to use, provided they are used as per the label instructions.” Following the court case in America the APVMA reviewed their position and examined science from Australia and overseas and have again deemed glyphosate safe to use in accordance with the label instructions.

Furthermore, the *Joint Meeting on Pesticide Residues* (JMPR) is an expert ad hoc body administered jointly by the World Health Organisation (WHO) and meet to conduct scientific evaluations of pesticide residues in food. The JMPR consists of experts who attend as independent internationally recognised specialists and APVMA is represented on this expert taskforce.

In 2016, the JMPR concluded that the overall weight-of-evidence indicates that glyphosate and glyphosate-based formulations are not genotoxic in mammals, even at high oral doses and is unlikely to be genotoxic to humans at likely levels of dietary exposure.

Every independent, science-based regulatory agency globally (including; Germany, New Zealand, Canada, the US, Japan and the European Union) has comprehensively evaluated glyphosate and found it safe to use.

The APVMA has stated that people should follow the use and safety instructions on all chemical product labels as these are designed to reduce human exposure to the chemical product. The APVMA has concluded that there is currently no scientific reason to reconsider the registration of glyphosate provided the user follows the labelled instruction. (**Attachment 3**).

Council's Administration ensure that staff have been provided training in the safe application and use of chemicals to ensure compliance with label instructions. Personal Protective Equipment (PPE) is supplied and worn by Council staff and contractors.

Although glyphosate is non-residual and non-toxic to mammals and immediately breaks down on contact with soil, all weed spraying operators are instructed to stop spraying when members of the public are in close proximity. In addition, the glyphosate is diluted at a ratio of 100:1ml, which further minimises any risk associated with the concentrated glyphosate chemical. Council's administration maintains and adheres to a 'do not spray register' created for residents that do not want the chemical sprayed on the verge in front of their residence. There has never been a claim from anywhere in the world that there is any risk to the general public from the use of glyphosate being sprayed near their property. The only claims investigated in the USA are from the person responsible for mixing and applying the glyphosate.

Climate Impact Considerations

(Assessment of likely positive or negative implications of this decision will assist Council and the West Torrens Community to build resilience and adapt to the challenges created by a changing climate.)

Providing our community with well-maintained and attractive public open spaces has a direct and positive influence on the liveability of the city and this report outlines the way in which the Administration is managing the environment in West Torrens in the most responsible and safe way. The weight-of-evidence indicates that glyphosate and glyphosate-based formulations are not genotoxic in mammals and immediately break down on contact with soil and are therefore not considered to negatively impact the local environment.

Conclusion

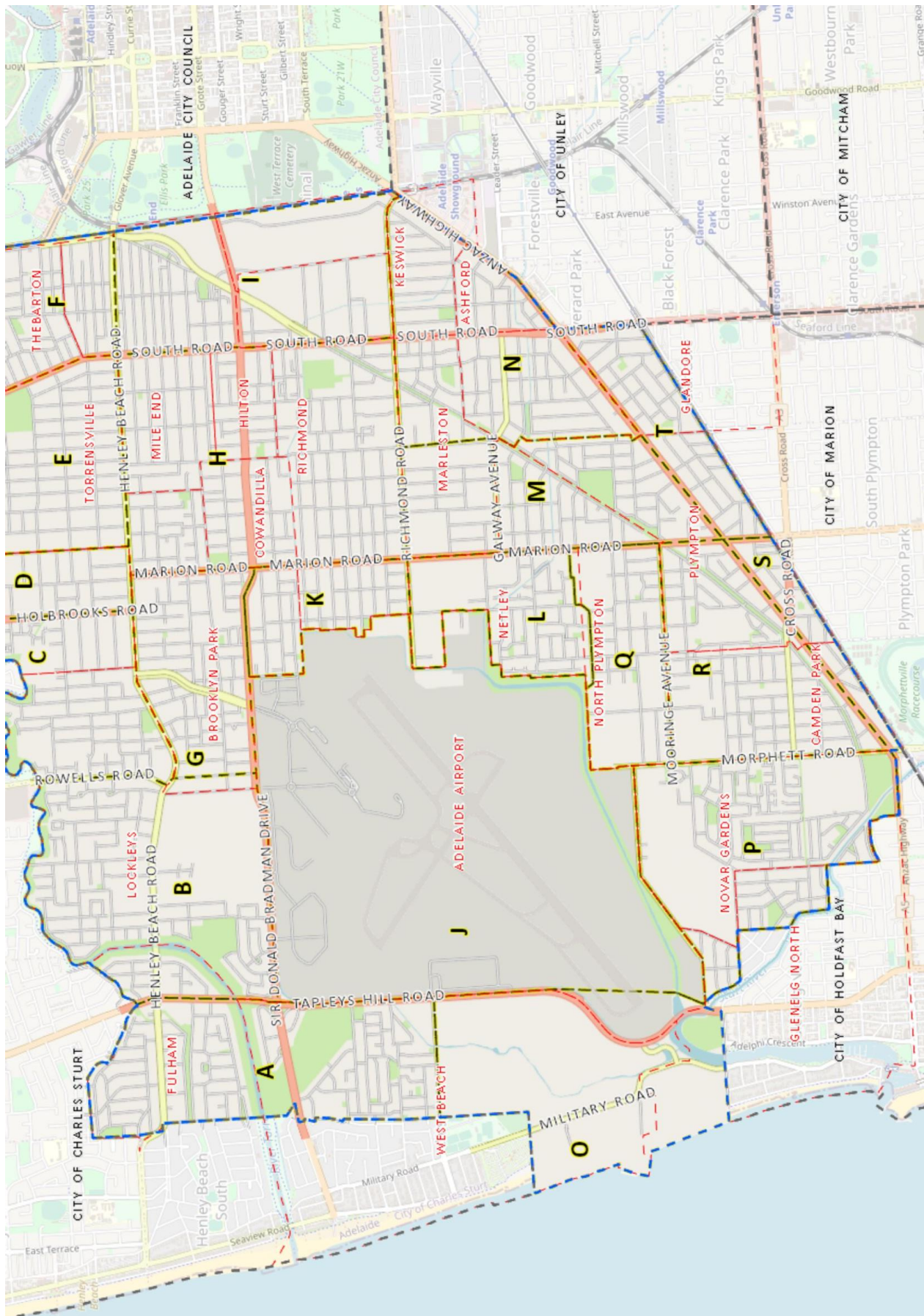
The Administration has undertaken a trial whereby non-glyphosate based herbicides were substituted for glyphosate-based chemicals in two specific areas within West Torrens. Although the trial had initial success in controlling weeds in the trial areas, the longer results revealed the alternatives are not as effective at eradicating weeds. The reappearance of weeds occurred more frequently than with glyphosate products and it is expected the weed spraying costs will be substantially more expensive than using glyphosate.

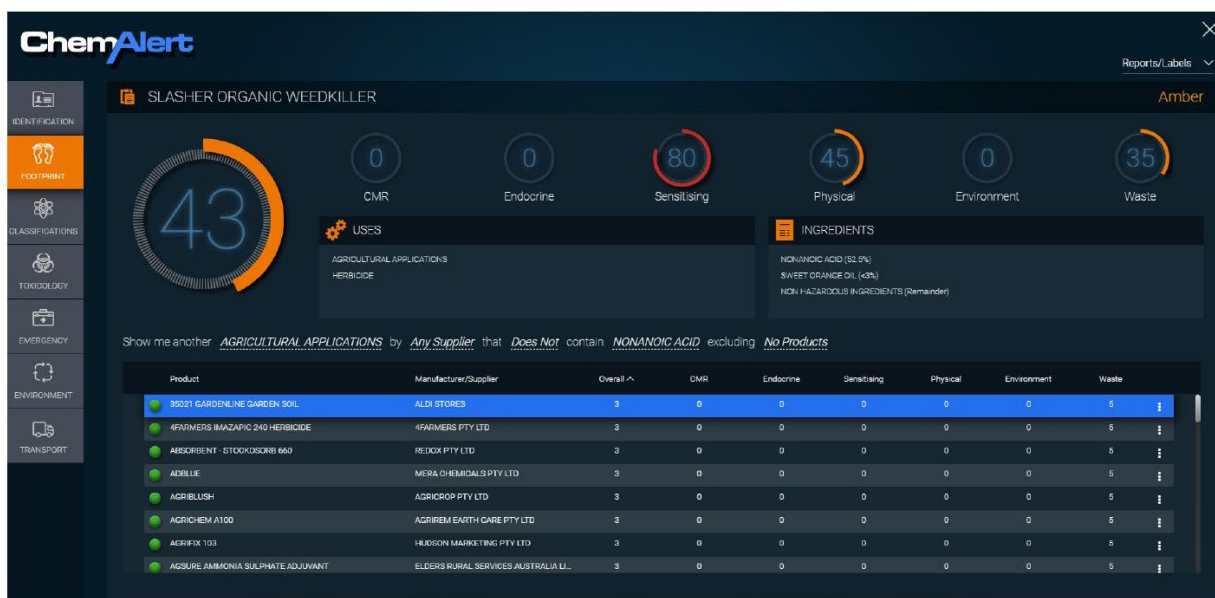
The Australian federal authority governing the use of pesticides, the APVMA, has reaffirmed that the use of glyphosate is safe when used according to the label and associated SDS. Furthermore, alternatives to glyphosate have been shown to have a higher chemical footprint when captured within the ChemAlert register.

The Administration has concluded that at this stage there is no supporting evidence to determine glyphosate affects the local health and wellbeing of the community and, following the trial, alternatives were found to not be as effective or as cost effective as glyphosate. Therefore, the Administration will continue to use glyphosate based chemicals for weed control pursuant to the guidelines provided by the government authority APVMA and ensuring the use is in line with the label instructions and is periodically monitored and reviewed.

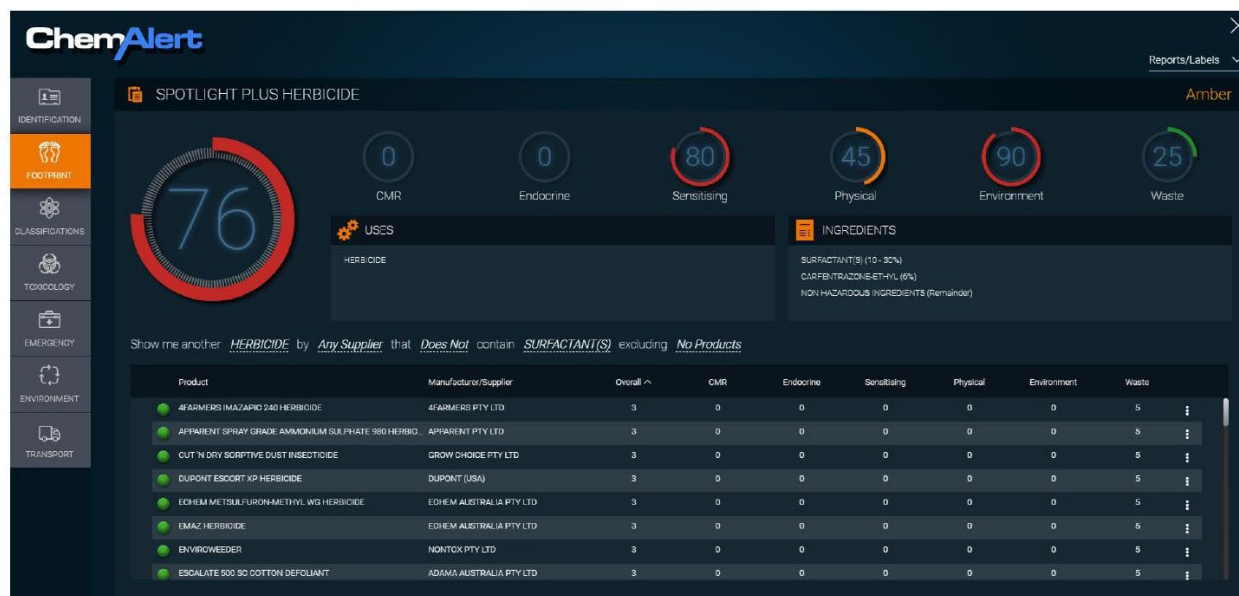
Attachments

- 1. Contract Weed Spraying Map for West Torrens**
- 2. ChemAlert Chemical Footprint of four chemicals used through trial**
- 3. APVMA Glyphosate Safety and Use Fact Sheet**

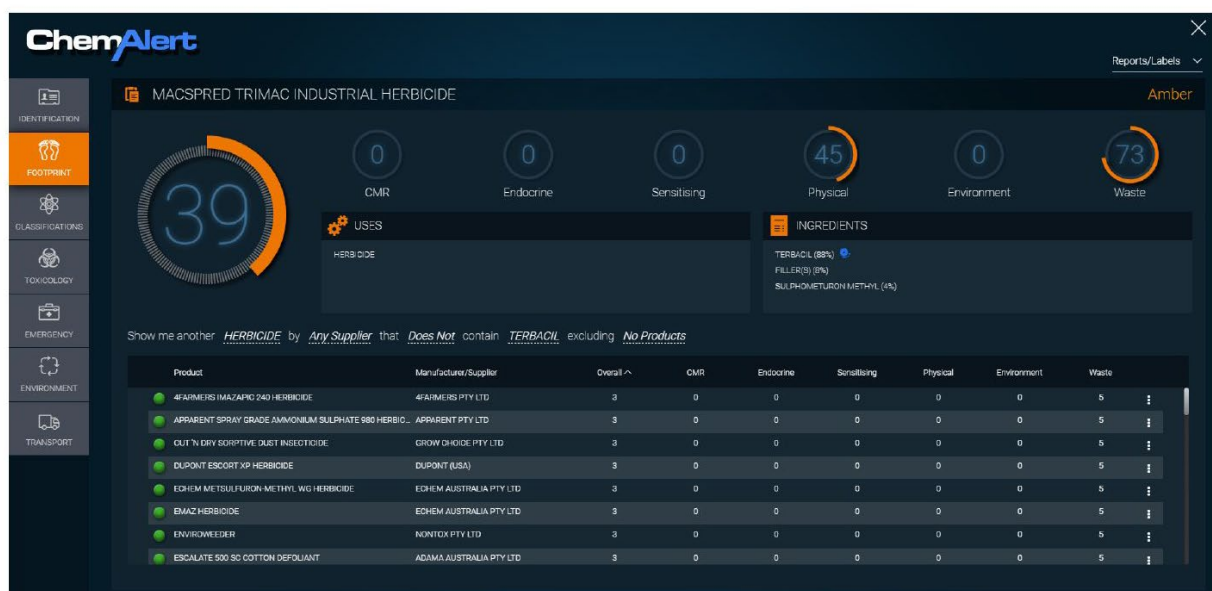




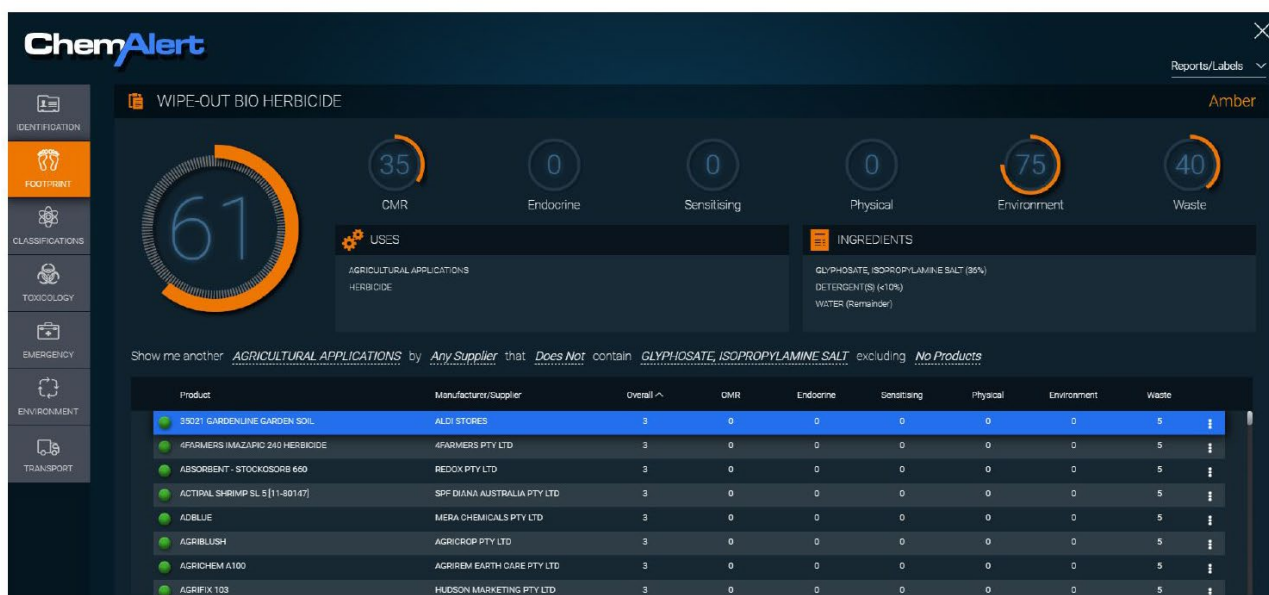
Slasher Organic Weedkiller - ChemAlert Chemical Footprint



Spotlight Organic Weedkiller - ChemAlert Chemical Footprint



Macspread Trimac Industrial Herbicide - ChemAlert Chemical Footprint



Wipe-Out Bio Herbicide - ChemAlert Chemical Footprint



Australian Government
**Australian Pesticides and
 Veterinary Medicines Authority**

Glyphosate

Safety and use



The simple rule for safe use of agricultural and veterinary chemicals is to read and follow the label instructions.

WHAT IS GLYPHOSATE?

Glyphosate is a weed killer which works on a wide variety of leafy weeds. It doesn't distinguish one weed from another, and it works best after the seed has sprouted.

GLYPHOSATE PRODUCTS IN AUSTRALIA

The Australian Pesticides and Veterinary Medicines Authority (APVMA) continues to monitor any new scientific information about glyphosate and we remain satisfied APVMA approved products containing glyphosate can continue to be used safely according to label directions. The APVMA's position is aligned with other international regulators and the Joint FAO/WHO Meeting on Pesticide Residues, including recent comprehensive reviews of glyphosate conducted by the USA and Canada. More information can be found on our website, apvma.gov.au/node/13891.

WHAT ARE 'LABEL INSTRUCTIONS'?

The safe use of agricultural and veterinary chemicals requires following the label instructions.

All chemical products have instructions for safety and use on the label. The labels are there for your safety and provide practical information on how to use each product. Always read the label instructions and use only as directed.

Products containing glyphosate are safe to use in areas which will be later used by people and animals provided the label instructions are followed. The label instructions will tell you how long people or animals should avoid an area that has been treated—always follow these instructions.

CAN LOCAL COUNCILS STILL USE GLYPHOSATE PRODUCTS?

Yes, provided the products are registered with the APVMA and used according to the label instructions.

The APVMA regulates up to the point of sale (eg through manufacture and to distribution). The decision to use a registered product in public places rests with the relevant local authority. More information about label instructions can be found on our website, apvma.gov.au/node/11041.

THE ROLE OF THE REGULATOR

The APVMA is the Australian Government agency responsible for agricultural and veterinary chemical product registration.

As part of Australia's collaborative regulatory system, the APVMA regulates chemical products up to the point of sale. State and territory governments are responsible for control of use after the point of retail sale.

Before a chemical product can be sold or manufactured in Australia, it must first go through scientific assessment by the APVMA to check its safety and whether it works as expected and claimed by the manufacturer. These checks are designed to protect the health and safety of people, animals and the environment. If a product meets the legislative criteria for safety and efficacy, it is registered for use in Australia.

Should you have evidence an agricultural chemical is not appropriately labelled, or contains contaminants other than those specified in the technical standard, suspected noncompliance can be reported to the APVMA Compliance and Monitoring section by emailing compliance@apvma.gov.au.



MORE INFORMATION



+61 2 6770 2300



APVMA.GOV.AU



ENQUIRIES@APVMA.GOV.AU

This information is current at August 2019 and subject to revision. Please check our website to ensure you are viewing the most recent information.

11.2 Asset Management Plans 2021 Update

Brief

To consider the adoption of the updated Infrastructure and Asset Management Plans (IAMP's) for Stormwater, Buildings, Roads and Footpaths, Recreation and Open Space, and Vehicles (Fleet), Plant and Equipment, following the public consultation that closed on 19 February 2021.

RECOMMENDATION

The Committee recommends to Council that:

1. It approves the draft Infrastructure and Asset Management Plans:
 - Stormwater AMP, February 2021
 - Buildings AMP, February 2021
 - Recreation and Open Space AMP, February 2021
 - Roads AMP, February 2021
 - Footpath AMP, February 2021
 - Vehicles (Fleet), Plant and Equipment AMP, February 2021.
2. The Chief Executive Officer be delegated authority to make minor changes of an editorial nature or format if required.

Introduction

Following the development of the Towards 2025 Community Plan by Council, the Administration accordingly updated the Infrastructure and Asset Management Plans (IAMP's) for Stormwater, Buildings, Roads and Footpaths, Recreation and Open Space, and Vehicles (Fleet), Plant and Equipment.

Council at its meeting held on 19 January 2021, considered a report on the draft Infrastructure and Asset Management Plans 2021 for approval to progress to public consultation and resolved the following:

1. *It approves the progression of the draft Infrastructure and Asset Management Plans 2021 to public consultation.*
2. *The outcomes of the public consultation be presented to Council.*
3. *The Chief Executive Officer be authorised to make changes of a minor or formatting nature.*

Accordingly, the Administration undertook the community consultation, between 20 January 2021 and 19 February 2021, via the "Your Say West Torrens" survey platform.

Background

The *Local Government Act 1999* requires Council to develop and adopt infrastructure and asset management plans covering a period of at least 10 years as well as adopt Long Term Financial Management Plans also covering a period of at least 10 years. Both of these plans form part of Councils' strategic management plans. These plans will allow Councils to ascertain sustainable service levels, affordable asset acquisition strategies, cost-effective maintenance regimes and corresponding funding requirements.

The term "asset management" is used to describe the process by which Councils manage physical assets to meet current and future levels of service. Contemporary definitions of asset management highlight its relationship to service delivery objectives as follows:

"Asset Management is a systematic, structured process covering the whole life of an asset. The underlying assumption is that assets exist to support program delivery".

The development of asset management plans enables Council to efficiently and effectively manage their asset portfolios and address issues such as:

- Overall objectives for asset management having regard to the implications for service levels, financial, legal and regulatory matters;
- Management of asset information systems, addressing issues such as location, condition, performance, capacity/utilisation, risk, lifecycle costs, maintenance history etc.;
- Risk identification, assessment and control in the short and long term.

The purpose of infrastructure and asset management plans (IAMPs) is to recognise asset consumption and ascertain likely future maintenance and renewal needs and to consider infrastructure needs to meet future community service expectations. The impact of demographic change on social services also needs to be assessed to determine the effect of the projected changes to the demography of the City that may impact the provision of social services and community facilities over the coming 15-20 years. This assessment will also assist Council to better establish desired levels of service for its provision of community services.

Discussion

Following the resolution of Council at its meeting held 19 January 2021 to adopt the draft IAMP's for progression to public consultation, Administration undertook the community consultation, between 20 January 2021 and 19 February 2021, via the "Your Say West Torrens" web survey.

The consultation summary report (**Attachment 1**), noted 62 visitors to the page, 36 informed participants and 1 response. The one (1) respondent answered the survey saying that they are somewhat supportive of the plan.

Given that the public consultation provided no tangible feedback, the plans remain unchanged with the exemption of some minor change, resulting from internal organisational consultation, to the risk management content to better align with the City of West Torrens Risk Management Framework,

A brief summary of each of the six (6) asset management plans can be found in **Attachment 2** and a detailed copy of the plans is contained in **Attachment 3 - under separate cover**.

Climate Impact Considerations

(Assessment of likely positive or negative implications of this decision will assist Council and the West Torrens Community to build resilience and adapt to the challenges created by a changing climate.)

The way in which we manage assets should recognise that there is an opportunity to incorporate environmental sustainability as part of asset lifecycle activities. Building environmental sustainability into assets can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure effects of climate change may potentially lower the lifecycle cost and reduce their carbon footprint

The impacts of climate change can have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of services provided, as will the way in which we respond and manage those impacts. As a minimum we should consider both how to manage our existing assets given the potential climate change impacts, and also how to incorporate environmental sustainability in any new works or acquisitions.

Current practices and issues as well as future opportunities for improvement with regards to the achievement of environmental sustainability have been identified within the individual IAMP's.

Conclusion

The establishment of appropriate asset management plans will enable Council Administration to put in place operational controls and procedures to meet Council's objectives so as to:

- Ensure that assets are properly managed and maintained;
- Create and maintain suitable information and decision support systems to allow for the systematic establishment of service levels and the appropriate solutions to provide for those service levels;
- Monitor the condition and performance of existing assets to meet the required service levels;
- Ensure that appropriate records of assets are created and maintained;
- Ensure that the system of internal controls safeguard assets from misuse or misappropriation;
- Monitor the achievement of plans;
- Provide regular reports on the achievement of plans; and
- Regularly review the asset management and long term financial plans.

These Asset Management Plans for the various classes of assets will assist Council to review its existing holdings, future service needs and make recommendations regarding maintenance needs and future capital works. The set of six (6) asset management plans are recommended for adoption.

Attachments

- 1. Consultation Summary Report**
- 2. Asset Management Plans 2020-30 Overview**
- 3. Asset Management Plans 2020-30 (under separate cover)**

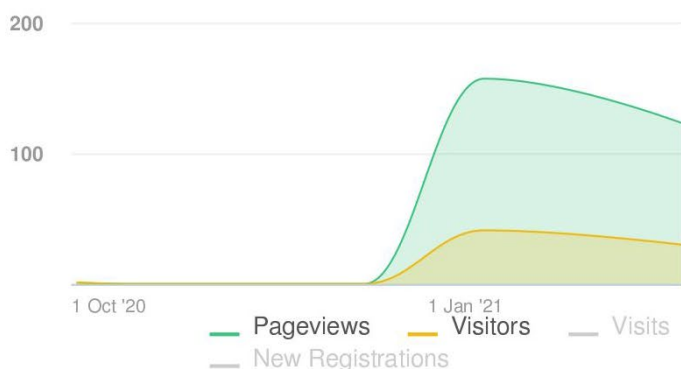
Project Report

23 June 2020 - 21 February 2021

Your Say West Torrens Infrastructure and Asset Management Plans



Visitors Summary



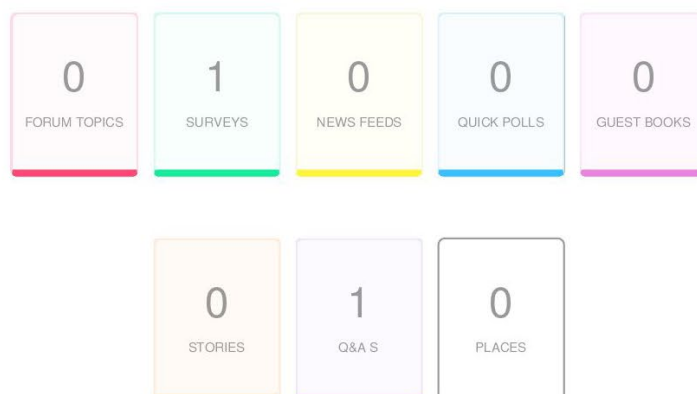
Highlights

TOTAL VISITS	86	MAX VISITORS PER DAY	11
NEW REGISTRATIONS	0	ENGAGED VISITORS	1
		INFORMED VISITORS	36
		AWARE VISITORS	62

Aware Participants	62	Engaged Participants	1
Aware Actions Performed	Participants	Engaged Actions Performed	Registered Unverified Anonymous
Visited a Project or Tool Page	62	Contributed on Forums	0 0 0
Informed Participants	36	Participated in Surveys	1 0 0
Informed Actions Performed	Participants	Contributed to Newsfeeds	0 0 0
Viewed a video	0	Participated in Quick Polls	0 0 0
Viewed a photo	0	Posted on Guestbooks	0 0 0
Downloaded a document	32	Contributed to Stories	0 0 0
Visited the Key Dates page	0	Asked Questions	0 0 0
Visited an FAQ list Page	0	Placed Pins on Places	0 0 0
Visited Instagram Page	0	Contributed to Ideas	0 0 0
Visited Multiple Project Pages	23		
Contributed to a tool (engaged)	1		

Your Say West Torrens : Summary Report for 23 June 2020 to 21 February 2021

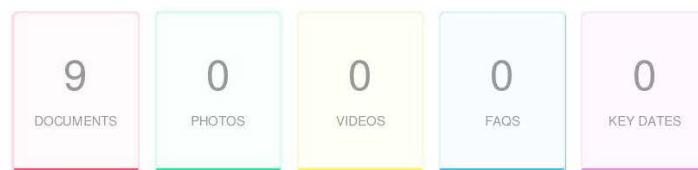
ENGAGEMENT TOOLS SUMMARY



Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
Qanda	Q&A	Published	3	0	0	0
Survey Tool	Asset Management Plan feedback	Published	5	1	0	0

Your Say West Torrens : Summary Report for 23 June 2020 to 21 February 2021

INFORMATION WIDGET SUMMARY



Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Document	Buildings Asset Management Plan.pdf	10	14
Document	Roads Asset Management Plan.pdf	10	13
Document	Footpaths Asset Management Plan.pdf	7	11
Document	Recreation and Open Space Asset Management Plan.pdf	4	5
Document	Stormwater Asset Management Plan.pdf	3	5
Document	Vehicles (Fleet), Plant and Equipment Asset Management Plan.pdf	3	3
Document	Hard copy feedback form - Asset Management Plan 2020-2030.pdf	2	2
Document	Asset Management Plans 2020-30 snapshot.pdf	2	2
Document	Council report - 2021 Draft Infrastructure and Asset Management Plan...	1	1

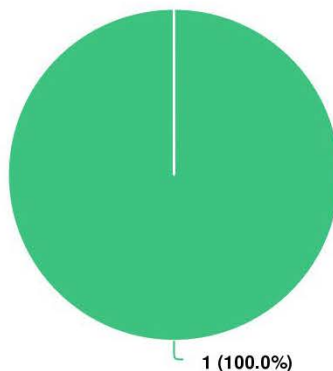
Your Say West Torrens : Summary Report for 23 June 2020 to 21 February 2021

ENGAGEMENT TOOL: SURVEY TOOL

Asset Management Plan feedback

Visitors 5	Contributors 1	CONTRIBUTIONS 1
-------------------	-----------------------	------------------------

Do you support the adoption of the six Asset Management Plan drafts?



Question options

- ☒ Somewhat, I would support the adoption of the six Asset Management Plan drafts with some changes (please specify in Q2)

Mandatory Question (1 response(s))

Question type: Radio Button Question

Asset Management plans 2020-2030

Overview

December 2020



The purpose of Asset Management Plans

The City of West Torrens is currently reviewing our suite of Asset Management Plans (AM Plans) to ensure the sustainable delivery of services through management of assets, compliance with regulatory requirements and required funding to provide the appropriate levels of service over the planning period.

The AM Plans detail information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. They aim to highlight and plan, as much as possible, for the challenges we face now and in the future - such as population growth, demographic change, technology change, changes in our community's needs and aspirations and climate change.

Asset Management Plans included in this overview

The following Draft Asset Management Plans define the services to be provided for each asset type, how these services will be provided and what funds are required to provide them over the 2020/21 to 2029/30 year planning period.

- Buildings Asset Management Plan 2020
- Footpath Asset Management Plan 2020
- Recreation & Open Space Asset Management Plan 2020
- Roads Asset Management Plan 2020
- Stormwater Asset Management Plan 2020
- Vehicles (Fleet), Plant & Equipment Asset Management Plan 2020

How to have your say

Provide your feedback on the Draft Asset Management Plans using any of the following:

- visit yoursay.westtorrens.sa.gov.au/AMplans and complete the online submission or download the hard copy feedback form
- prepare a written submission (including your name and address*) and mail to:
Asset Management Plan consultation submission
City of West Torrens
165 Sir Donald Bradman Drive
Hilton SA 5033
- email csu@wtcc.sa.gov.au (including your name and address*) with the subject heading 'Asset Management Plan consultation submission'.

*It is Council's policy that for a formal submission to be received it must include your name and residential address.

All responses must be received by **5pm Friday 19 February 2021**. Feedback will be recorded and analysed as part of the consultation process, with a summary report presented to Council on Tuesday 2 March 2021.

Should you require further information, please contact the Team Leader Asset and Project Management, Rocky Portolesi on 8416 6362 or rportolesi@wtcc.sa.gov.au

© City of West Torrens

Publication copyright City of West Torrens.

The contents of this document were true and correct as at January 2021.

Footpaths Asset Management Plan



Assets covered by this plan

- bitumen footpaths
- block paved footpaths
- concrete footpaths
- exposed concrete footpaths
- gravel footpaths.

Total replacement value:
\$80,397,675



Future demands which may affect service delivery

- population
- service providers
- *Planning Development and Infrastructure Act 2016*
- Change in use of footpaths.



Cost over the 10-year planning period

Acquisition
(new/upgrade): \$ 5,376,446
Maintenance
and operation: \$ 15,569,420
Renewal: \$ 9,133,054
Total: \$ 30,078,920

Asset renewal funding ratio

There is 119 per cent of funds available for the optimal renewal of assets over the 10 year period. The surplus funding is required to fund acquisition activities.

Lifecycle cost and long term financial plan

There is a funding surplus of \$388,403 for lifecycle costs over the 10 year period.



Levels of service

Provide a footpath network:

- of appropriate condition to cater for safe use
- with suitable conditions for walking and cycling
- which is accessible and well-connected.

The planned budget is sufficient to continue providing existing services at current levels for the planning period.



Improvement plan

- review method for determining asset useful lives
- improve inspection regime
- Finalise maintenance intervention criteria
- improve methods of measuring and reporting on key performance indicators
- establish project reporting methods to determine footpath maintenance costs and assist with decision-making
- review footpath asset hierarchy
- develop criteria for a longer term asset renewal program.



Risk management

What can happen?

- footpaths are damaged by tree root growth causing trip steps to be formed
- footpaths become unserviceable due to reaching the end of their useful life and/or as a result of third party works.

Risk treatment plan

Routine inspections will be conducted to assist in identifying defects and the risk rating criteria for footpath assets will be revised to assist with the prioritisation of maintenance.

Asset Management Plans 2021 overview 3

Buildings Asset Management Plan



Assets covered by this plan

- children's facilities
- commercial
- community facilities
- depots
- Hamra Centre Library
- offices
- parks and gardens
- public convenience
- sport and recreation facilities
- miscellaneous.

Total replacement value:
\$177,964,054



Future demands which may affect service delivery

- population and demographics
- State Planning Reform
- leisure trends
- environmental awareness.



4 Asset Management Plans 2021 overview



Cost over the 10-year planning period

Acquisition
(new/upgrade): \$ 41,493,200
Operation: \$ 17,000,000
Maintenance: \$ 10,242,487
Renewal: \$ 14,304,689
Disposal: \$ 350,400
Total: \$ 83,390,776

Asset renewal funding ratio

There is 167 per cent of funds available for the optimal renewal of assets over the 10 year period. The surplus funding is required to fund acquisition activities.

Lifecycle cost and long term financial plan

There is a funding shortfall of \$21,672,462 for lifecycle costs over the 10 year period.



Levels of service

Provide building assets:

- of suitable quality for purpose and current demand levels
- suitable for intended purpose.

Funding levels are sufficient to provide existing services levels in the medium term. Funding levels are not adequate for desired service level and major projects detailed in this plan.



Improvement plan

- review method for determining asset useful lives
- improve inspection regime
- improve methods of measuring and reporting on key performance indicators
- establish project reporting methods to determine building maintenance costs and assist with decision-making
- review building asset hierarchy
- undertake condition audit of building assets and update asset renewal program.



Risk management

What can happen?

- deterioration of building causing increase risk of injury or requiring closure which will affect delivery of services.

Risk treatment plan

Routine inspections will be conducted to assist in identifying defects and the risk rating criteria for building assets will be revised to assist with the prioritisation of maintenance.

Vehicles (Fleet), Plant and Equipment Asset Management Plan



Cost over the 10-year planning period

Acquisition (new/upgrade):	\$ 514,500
Operation:	\$ 5,387,520
Maintenance:	\$ 5,378,000
Renewal:	\$ 12,486,339
Total:	\$ 23,251,859

Asset renewal funding ratio

There is 116 per cent of funds currently available for the optimal renewal of assets over the 10 year period. The surplus funding is required to fund acquisition activities.

Lifecycle cost and long term financial plan

There is a funding surplus of \$1,538,921 for lifecycle costs over the 10 year period.



Levels of service

Provide a fleet which:

- is maintained in good condition and operational
- that supports the required operations of Council
- is a size and function that suits the Organisation's operations.

The planned budget is sufficient to continue existing services for the planning period.



Assets covered by this plan

Fleet (vehicles)

- buses, light commercial and light passenger vehicles.

Plant

- cleansing and miscellaneous plant, tractors, trailers and trucks.

Equipment

- construction, line-marking, minor, parks and mowing.

Total replacement value: \$11,277,683



Risk management

What can happen?

- plant/vehicle breakdown or reduction in output leading to significant productivity losses
- plant/ vehicle is not safe for use and results in injury or damage to property.

Risk treatment plan

- Enhance asset renewal criteria to determine optimum timing of asset replacement.
- Enhance key performance indicator reporting for conformance with inspection and maintenance activities.



Improvement plan

- review method for determining asset useful lives
- improve methods of measuring and reporting on key performance indicators
- Review asset utilisation and criteria for asset renewals and develop an updated 10 year asset renewal program.



Future demands which may affect service delivery

- population
- operator/driver expectations
- community demand
- environmental awareness.



Asset Management Plans 2021 overview 5

Roads Asset Management Plan



Assets covered by this plan

- pavement
- seal
- kerbs.

Total replacement value:
\$379,421,362



Future demands which may affect service delivery

- population
- service providers
- *Planning Development and Infrastructure Act 2016.*



Cost over the 10-year planning period

Acquisition
(new/upgrade): \$ 37,052,076
Maintenance
and operation: \$ 10,473,260
Renewal: \$ 68,013,502
Total: \$115,538,838

Asset renewal funding ratio

There is 130 per cent of funds currently available for the optimal renewal of assets over the 10 year period. The surplus funding is required to fund acquisition activities.

Lifecycle cost and long term financial plan

There is a funding surplus of \$1,729,337 for lifecycle costs over the 10 year period.



Levels of service

Provide a local road network:

- with minimal potholes and areas of pavement failure
- with minimal water ponding issues
- which meets the needs of road users
- with minimal traffic congestion and speeding vehicles.

The planned budget is sufficient to continue providing existing services at current levels for the planning period.



Improvement plan

- review method for determining asset useful lives
- improve inspection regime
- finalise maintenance intervention criteria
- improve methods of measuring and reporting on key performance indicators
- establish project reporting methods to determine road maintenance costs and assist with decision-making
- review road asset hierarchy
- develop criteria for a longer term asset renewal program.



Risk management

What can happen?

- pavement is unserviceable leading to increased risk of vehicle accidents or restricting property access
- kerb is lifted by adjacent tree roots causing stormwater build up in the road reserve and inundating properties.

Risk treatment plan

Routine inspections will be conducted to assist in identifying defects and the risk rating criteria for road assets will be revised to assist with the prioritisation of maintenance.

Recreation and Open Space Asset Management Plan



Assets covered by this plan

- playgrounds
- irrigation systems
- playing courts.

Total replacement value:
\$14,405,780



Cost over the 10-year planning period

Acquisition
(new/upgrade): \$ 2,665,237
Maintenance
and operation: \$ 6,842,000
Renewal: \$ 8,513,524
Total: \$ 18,020,761

Asset renewal funding ratio

There is 68 per cent of funds currently available for the optimal renewal of assets over the 10 year period.

Lifecycle cost and long term financial plan

There is a funding shortfall of \$4,304,290 for lifecycle costs over the 10 year period.



Future demands which may affect service delivery

- population
- State Planning Reform
- leisure trends.



Improvement plan

- review method for determining asset useful lives
- improve inspection regime
- continue data collection and valuing of open space assets
- improve methods of measuring and reporting on key performance indicators
- establish project reporting methods to determine road maintenance costs and assist with decision-making.



Risk management

What can happen?

- Vandalism and misuse of equipment may potentially make playgrounds unsafe.
- Irrigation may not function correctly leading to the degrading in condition of reserves, parks and gardens.
- Condition of sporting courts may degrade and increase the risk of injury to users.

Risk treatment plan

Further develop regular routine inspection and maintenance regimes for assets and response times to customer requests.



Levels of service

Provide a network of assets:

- of appropriate condition to cater for safe use
- that are appealing and suitable for intended purpose
- that efficiently meet current demand levels.

The current budget is insufficient to continue providing existing services at current levels.

If additional funding is not acquired, consequences include:

- inability to fund all projects in year six to ten
- increased maintenance as assets exceed optimum replacement age
- increased risk of asset condition deteriorating.



Asset Management Plans 2021 overview 7

Stormwater Asset Management Plan



Assets covered by this plan

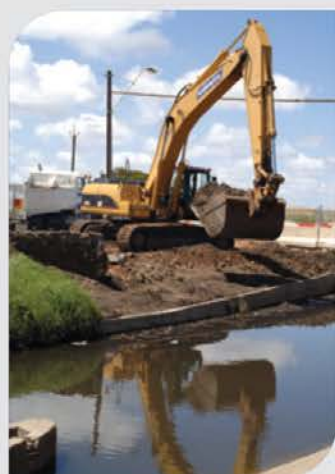
- pipes
- pits
- box culverts
- open channel
- WSUD device
- pump stations
- gross pollutant traps
- detention basin.

Total replacement value:
\$137,338,282



Future demands which may affect service delivery

- urban consolidation
- climate changes to frequency and intensity of rainfall events
- environmental awareness.



8 Asset Management Plans 2021 overview



Cost over the 10-year planning period

Acquisition
(new/upgrade): \$ 28,316,950
Operation: \$ 650,000
Maintenance: \$ 8,293,290
Renewal: \$ 21,958,412
Total: \$ 59,218,652

Asset renewal funding ratio

There is 143 per cent of funds available for the optimal renewal of assets over the 10 year period. The surplus funding is required to fund acquisition activities.

Lifecycle cost and long term financial plan

There is a funding shortfall of \$5,334,154 for lifecycle costs over the 10 year period.



Levels of service

Provide a stormwater network:

- which efficiently captures and treats stormwater run-off
- which is fit for purpose and controls drainage and protects the public from major flooding.

The planned budget is sufficient to continue existing services for the planning period.

The planned budget is insufficient to meet proposed acquisition activities.



Improvement plan

- review method for determining asset useful lives
- improve inspection regime
- improve methods of measuring and reporting on key performance indicators
- establish project reporting methods to determine stormwater maintenance costs and assist with decision-making
- review asset hierarchy
- update projected expenditure following finalising of the Stormwater Management Plans
- review anomalies between GIS data and data recorded in the asset register.



Risk management

What can happen?

- structural failure leading to collapsing of pipe/ culvert
- poor performance of the stormwater system due to blockages.

Risk treatment plan

- Continue to undertake CCTV condition inspections to identify pipes/culverts near end of life.
- Further develop the pipe/ culvert cleansing program.

11.3 Community Services Activity Report: February 2021

Brief

This report details the activities of the Community Services Department for February 2021.

RECOMMENDATION

The Committee recommends to Council that the Community Services Activity Report: February 2021 be received.

Introduction

The Community Services department (Department) provides a report to each City Services and Climate Adaption Committee meeting detailing the status of key projects and activities for the preceding month.

Discussion

The key projects and activities undertaken by the Department during the month of February 2021 are as follows:

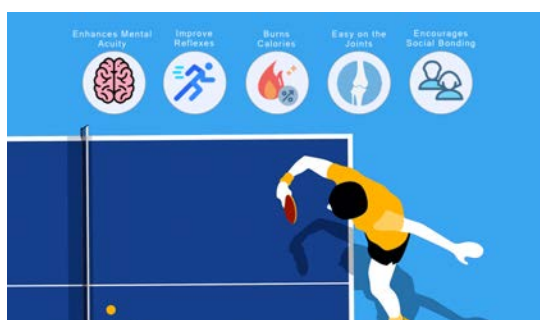
Community Centres

Plympton Community Centre returned to regular capacity for private and community group bookings. At Thebarton Community Centre, weekend use increased to above regular capacity for wedding events/ engagements and family activities where large space is required to assist with physical distancing measures. Demand for Apex Park continued to increase and continues to be oversubscribed with a waiting list for bookings.

Facility	# Groups	Hours used	Notes
Apex Park Community Facility	20	222	Activities restricted - COVID-19
Cowandilla Community Room	-	-	Closed for staff use only - COVID-19
Lockleys Community Room	-	-	Closed for Mellor Park major works
Lockleys Sports Facility	4	27	Activities restricted - COVID-19
Plympton Community Centre	29	331	Activities restricted - COVID-19
Thebarton Community Centre	75	968	Activities restricted - COVID-19
Weigall Oval Sporting Facility	-	-	N/A - Public bookings live ETA 30/07/2021

Active Ageing

The Wednesday Table Tennis group at Western Youth Community Centre, supported by CWT, was very pleased to advise that group attendance has increased to 20 regular people since CWT's involvement and assistance with promotion. The combination of movement, thinking and socialising makes Table Tennis a great way for improving mental alertness and it has even been used for preventing and treating Alzheimer's disease.



A COVID safe version of the 'Mover and Shakers' Friday active ageing program was restarted at Plympton Community Centre. The numbers reached capacity in the first two weeks of the program returning.

Commonwealth Home Support Program (CHSP)

The CHSP team attended the 'WellX Wellbeing Re-ablement' collaboration day held by the Commonwealth Government. A COVID safe version of the weekly Monday social program at Plympton Community Centre restarted and averaged 30 participants each week. The CHSP team is working on a social program focussed on social activities for volunteers to participate in with individual people (rather than in a group setting).

Library Services

Book Lover's Day on 14 February 2021 was celebrated with a display of a collection of romance books and their matching DVD movies. These were also listed on the website for library customers to browse.



The first community Movie Night for 2021 was held on 18 February 2021. The Movie Night was booked out and the movie showing was 'The Public'. All COVID restrictions were in place in regards to room capacity, sanitisation, physical distancing and other relevant controls.

The Library hosted a Chinese New Year celebration on 25 February 2021. The celebration was an evening of Chinese traditional music and food. The event was risk assessed and made COVID safe. As it was a live performance, and to prevent the need for attendees to be required to wear masks, the room capacity needed to be reduced to 50% and checkerboard seating in place and so it was packed out.

The West Torrens Oral History Project began this month. This is a joint project with the State Library of SA. Volunteers with an interest in capturing people's stories have been trained and the team began recording stories and life experiences from members of the West Torrens community. These stories will be collected and preserved by the City of West Torrens and the State Library of SA.

Children, Youth and Families

The ARA (Australian Refugee Association) weekly homework club recommenced in the Library on 4 February 2021. ARA have a COVID plan in place for the homework club which is well attended and runs every Thursday from 4pm to 6pm in the library.

Arts

The Fringe exhibition 'A Light in the Dark' started in the Hamra Centre gallery on 19 February 2021. The exhibition will be on until 21 March 2021.

The team began working on a concept for a mural for the outside wall in the Plympton Community Centre carpark.



Climate Impact Considerations

(Assessment of likely positive or negative implications of this decision will assist Council and the West Torrens Community to build resilience and adapt to the challenges created by a changing climate.)

All Community Services programs have, when relevant, implemented climate adaptation strategies.

Conclusion

This report provides details on the activities of the Community Services Department for the month of February 2021.

Attachments

1. Community Services Activities - March 2021

Community Services Activities and Events - March 2021

Date	Time	Activity/Event	Location
Mon 1/3	8.00am	NHF Walking Group	Kurralt Park
	10am-12pm	Yarn Knitting Group	West Torrens Auditorium
	10.30am	Learn English Reading Group: intermediate to advanced	Hamra Centre
	6pm-8pm	Sewing Studio	Plympton Community Centre
Tue 2/3	10.00-11.30am	Active Ageing - Share a Table	Plympton Community Centre
	10.30-11.00am	Baby Time: 0-18 months	West Torrens Auditorium
	11.15-11.45am	Toddler Time: 18 months - 3 years	West Torrens Auditorium
	1pm	Learn English class with free crèche	Hamra Centre
	2pm	Baby & Toddler Time Facebook Live	
Wed 3/3	10.30-11.30	Story Time: 5 years and under	Plympton Community Centre
	10.30am	Learn English Reading Group: Ppost beginner - pre intermediate	Hamra Centre
	10.30am-12.30pm	Book Club	Hamra Centre - Sun Room
	11am-1pm	Sewing Studio	Plympton Community Centre
Thu 4/3	8am-9am	NHF Walking Group	Kurralt Park
	8.30am	Brickworks Shopping Bus Run	Brickworks Marketplace
	10.30-11.00am	Baby Time: 0-18 months	West Torrens Auditorium
	11.15-11.45am	Toddler Time: 18 months - 3 years	West Torrens Auditorium
	6-8pm	Book Club	Hamra Centre - Sun Room
Fri 5/3	9.00am	Brickworks Shopping Bus Run	Brickworks Marketplace
	10am-12pm	Knitter and Nat Group	West Torrens Auditorium
	10am-12pm	Active Ageing - Movers and Shakers	Plympton Community Centre
	10.30-11.30am	Story Time: 5 years and under	Hamra Centre
	12.00pm	Kurralt Park Shopping Bus Run	Kurralt Park
	1-4pm	Rewire tech help by phone	
	3-5pm	Book Club	Hamra Centre - Sun Room
	4pm	Friday Fun: 10 years and over	Hamra Centre
Sat 6/3	10am-1pm	Rewire tech help by phone	
Sun 7/2			
Mon 8/3	8.00am-9.00am	NHF Walking Group	Kurralt Park
	10am-11.30am	CHSP - Monday Meet Ups	Plympton Community Centre
	10am-12pm	Yarn Knitting Group	West Torrens Auditorium
	10.30am	Learn English Reading Group: intermediate to advanced	Hamra Centre
	6pm-8pm	Sewing Studio	Plympton Community Centre
Tue 9/3	10.30-11.00am	Baby Time: 0-18 months	West Torrens Auditorium
	11.15-11.45am	Toddler Time: 18 months - 3 years	West Torrens Auditorium
	1pm	Learn English class with free crèche	Hamra Centre
	2pm	Baby & Toddler Time Facebook Live	

Date	Time	Activity/Event	Location
Wed 10/3	10.30-11.30am	Story Time: 5 years and under	West Torrens Auditorium
	10.30am	Learn English Reading Group: post beginner - pre intermediate	Hamra Centre
	11am-1pm	Sewing Studio	West Torrens Auditorium
Thu 11/3	8.00am-9.00am	NHF Walking Group	Kurralt Park
	9.00am	Brickworks Shopping Bus Run	Brickworks Marketplace
	10.30-11.00am	Baby Time: 0-18 months	West Torrens Auditorium
	11.15-11.45am	Toddler Time: 18 months - 3 years	West Torrens Auditorium
	6pm	Financial Counselling face to face	Hamra Centre
Fri 12/3	8.30am	Hilton Shopping Bus Run	Hilton Plaza Shopping Centre
	10.00am-2pm	Orange Tree Quilters	Hamra Centre - Sun Room
	10am-12pm	Active Ageing - Movers and Shakers	Plympton Community Centre
	10.30-11.30am	Story Time: 5 years and under	West Torrens Auditorium
	12.00pm	Kurralt Park Shopping Bus Run	Kurralt Park
	12.00pm	Brickworks Shopping Bus Run	Brickworks Marketplace
	1-4pm	Rewire tech help by phone	
	4pm	Friday Fun: 10 years and over	Hamra Centre
Sat 13/3	10am-1pm	Rewire tech help by phone	
Sun 14/3			
Mon 15/3	8am-9am	NHF Walking Group	Kurralt Park
	10am-12pm	Yarn Knitting Group	West Torrens Auditorium
	10am-11.30am	CHSP - Monday Meet Ups	Plympton Community Centre
	10.30am	Learn English Reading Group: intermediate to advanced	Hamra Centre
	6pm-8pm	Sewing Studio	Plympton Community Centre
Tue 16/3	10am-11.30am	Active Ageing - Share a Table	Plympton Community Centre
	10.30-11.00am	Baby Time: 0-18 months	West Torrens Auditorium
	11.15-11.45am	Toddler Time: 18 months - 3 years	West Torrens Auditorium
	1pm	Learn English class with free crèche	Hamra Centre
	2pm	Baby & Toddler Time Facebook Live	
Wed 17/3	10.30-11.30am	Story Time: 5 years and under	West Torrens Auditorium
	10.30am	Learn English Reading Group: post beginner - pre intermediate	Hamra Centre
	11am-1pm	Sewing Studio	Plympton Community Centre
Thu 18/3	8am-9am	NHF Walking Group	Kurralt Park
	8.30am	Brickworks Shopping Bus Run	Brickworks Marketplace
	10.30-11.00am	Baby Time: 0-18 months	West Torrens Auditorium
	11.15-11.45am	Toddler Time: 18 months - 3 years	West Torrens Auditorium
Fri 19/3	9.00am	Brickworks Shopping Bus Run	Brickworks Marketplace
	10.30-11.30am	Story Time: 5 years and under	West Torrens Auditorium
	10am-12pm	Active Ageing - Movers and Shakers	Plympton Community Centre
	12.00pm	Kurralt Park Shopping Bus Run	Kurralt Park
	1-4pm	Rewire tech help by phone	
	4pm	Friday Fun: 10 years and over	Hamra Centre
Sat 20/3	10am-1pm	Rewire tech help by phone	
Sun 21/2			

Date	Time	Activity/Event	Location
Mon 22/3	8am-9am	NHF Walking Group	Kurralta Park
	10am-11:30am	CHSP - Monday Meet Ups	Plympton Community Centre
	10am-12pm	Yarn Knitting Group	West Torrens Auditorium
	10.30am	Learn English Reading Group: intermediate to advanced	Hamra Centre
	3.30-5.00pm	Lego Club: 5-12 years	West Torrens Auditorium
	6pm-8pm	Sewing Studio	Plympton Community Centre
Tue 23/3	10.30-11.00am	Baby Time: 0-18 months	West Torrens Auditorium
	11.15-11.45am	Toddler Time: 18 months - 3 years	West Torrens Auditorium
	1pm	Learn English class with free crèche	Hamra Centre
	2pm	Baby & Toddler Time Facebook Live	
Wed 24/3	10.30-11.30am	Story Time: 5 years and under	West Torrens Auditorium
	10.30am	Learn English Reading Group: post beginner - pre intermediate	Hamra Centre
	11am-1pm	Sewing Studio	Plympton Community Centre
Thu 25/2	8am-9am	NHF Walking Group	Kurralta Park
	8.30am	Brickworks Shopping Bus Run	Brickworks Marketplace
	10.30-11.00am	Baby Time: 0-18 months	West Torrens Auditorium
	11.15-11.45am	Toddler Time: 18 months - 3 years	West Torrens Auditorium
	6pm	Financial Counselling by phone	Hamra Centre
Fri 26/3	8.30am	Hilton Shopping Bus Run	Hilton Plaza Shopping Centre
	10am-2pm	Orange Tree Quilters	Hamra Centre - Sun Room
	10.30-11.30am	Story Time: 5 years and under	West Torrens Auditorium
	10am-12pm	Active Ageing - Movers and Shakers	Plympton Community Centre
	12.00pm	Kurralta Park Shopping Bus Run	Kurralta Park
	12.00pm	Brickworks Shopping Bus Run	Brickworks Marketplace
	1-4pm	Rewire tech help by phone	
Sat 27/3	4pm	Friday Fun: 10 years and over	Hamra Centre
	10am-1pm	Rewire tech help by phone	
Sun 28/3			

11.4 Urban Services Activities Report

Brief

This report provides Elected Members with information on activities within the Urban Services Division.

RECOMMENDATION

The Committee recommends to Council that the Urban Services Activities Report be received

Discussion

This report details the key activities of the City Assets, City Development, City Operations and City Property departments.

Special Project Work

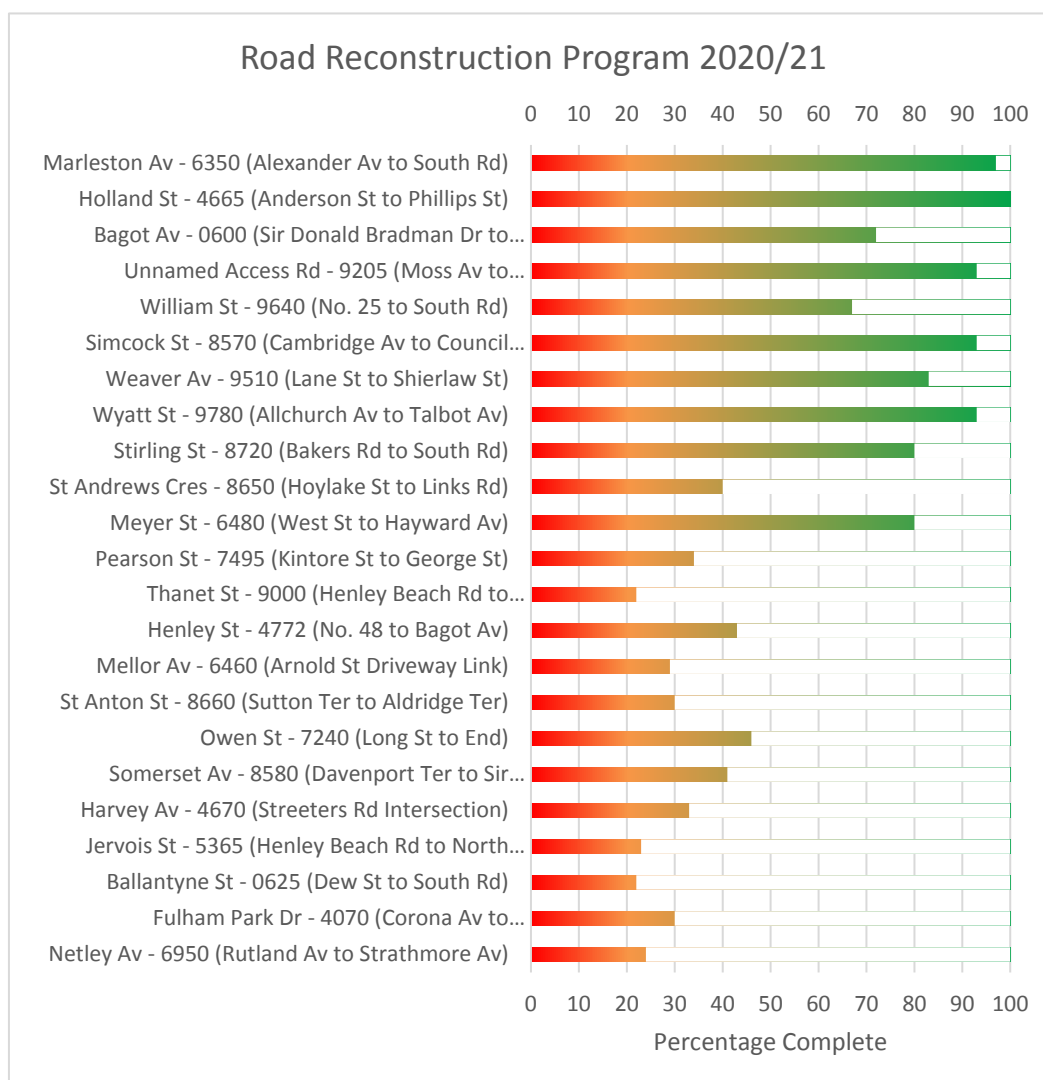
State Government's Electric Vehicle Action Plan	<p>The State Government's Department for Energy and Mining recently released the 'SA Electric Vehicle Action Plan' which includes a range of actions to encourage the transition to electric vehicles in South Australia.</p> <p>As part of this Action Plan the State Government has started to map out a network of existing and potential charging stations across the state in order to be 'EV ready' and enhance confidence in the EV market. The Department has sought registrations of interest from commercial property owners and tenants (and local government) to host public charging stations. This process aims to identify potential sites that may be progressed in the future with operators to deliver a state wide network. The Administration has responded by initially suggesting two sites, including the Hamra Library carpark and the Apex Park Community Centre carpark. This process is not binding and alternative community facilities may be considered more suitable (i.e. Lockleys Oval, Weigall Oval, Camden Oval, Thebarton Oval / Kings Reserve etc.) however we anticipate this process is opening up the conversation with the State Government and may be one of the ways that West Torrens becomes established in the EV environment.</p> <p>The State's EV Action Plan also includes other opportunities for council involvement in the future, such as 'Electric Vehicle Smart Charging Trials' and the soon-to-be launched 'Fleet Pledge Program'. The Administration will be kept informed by the Department as more information becomes available.</p>
Infrastructure and Asset Management Plans	<p>The Administration have updated the suite of Asset Management Plans. The updated documents were available on the website "Your Say West Torrens" survey platform for public consultation which closed on 21 February 2021.</p> <p>The documents have been reviewed following the public consultation and are proposed to be adopted in a report included within this Agenda (2 March 2021).</p>

Stirling Street Stormwater Drainage Upgrade, Thebarton	Construction works are in progress with an expected completion in May 2021.
Admella Street and Reserve Upgrade	Construction of the works is scheduled to commence in the last quarter of 2020/2021.
Sherriff Street Stormwater Upgrade, Underdale	Construction works have been completed.
LED Street Lighting Upgrade	Contracts have been finalised for the continued transitioning of the remaining "P" Category street lights to LED. The project has seen a delay in commencing in late February 2021 due to a shortage in material supply. The program is now scheduled to commence in late March/early April.
Daly Street Crossing Upgrade, Kurralta Park	The tender process for the construction works associated with the project is in progress. The LED street light transition is now scheduled to commence in late March 2021.
Bagot Ave, Hilton, Cowandilla and Mile End, Road Reconstruction and Urban Streetscape Upgrade	<p>The process of tendering the construction works associated with this project is underway. Tender submissions are currently being reviewed.</p> <p>Preliminary on ground works have commenced.</p> <p>Prior to the commencement of major works, further information will be provided to residents and businesses of the street to provide updates on alterations to the design based on the consultation feedback, outline the program, methodology and restrictions associated with the construction phase of the project.</p>
Pedestrian Shared Path Lighting Project(s)	<p>Sturt Creek - The replacement with new pedestrian pathway lighting along the Sturt Creek (the shared pathway - located between Anzac Hwy & Pine Ave) is now expected to commence in April 2021.</p> <p>River Torrens Linear Park - Lighting has been replaced on the section of the shared path between South Rd and the footbridge between Brickworks Shopping Centre / McDonnell Ave, West Hindmarsh.</p>

Capital Works

Road Reconstruction Works

The progress of works associated with the 2020/2021 Road Reconstruction Program are as follows:



Construction works have commenced on the following Roads:

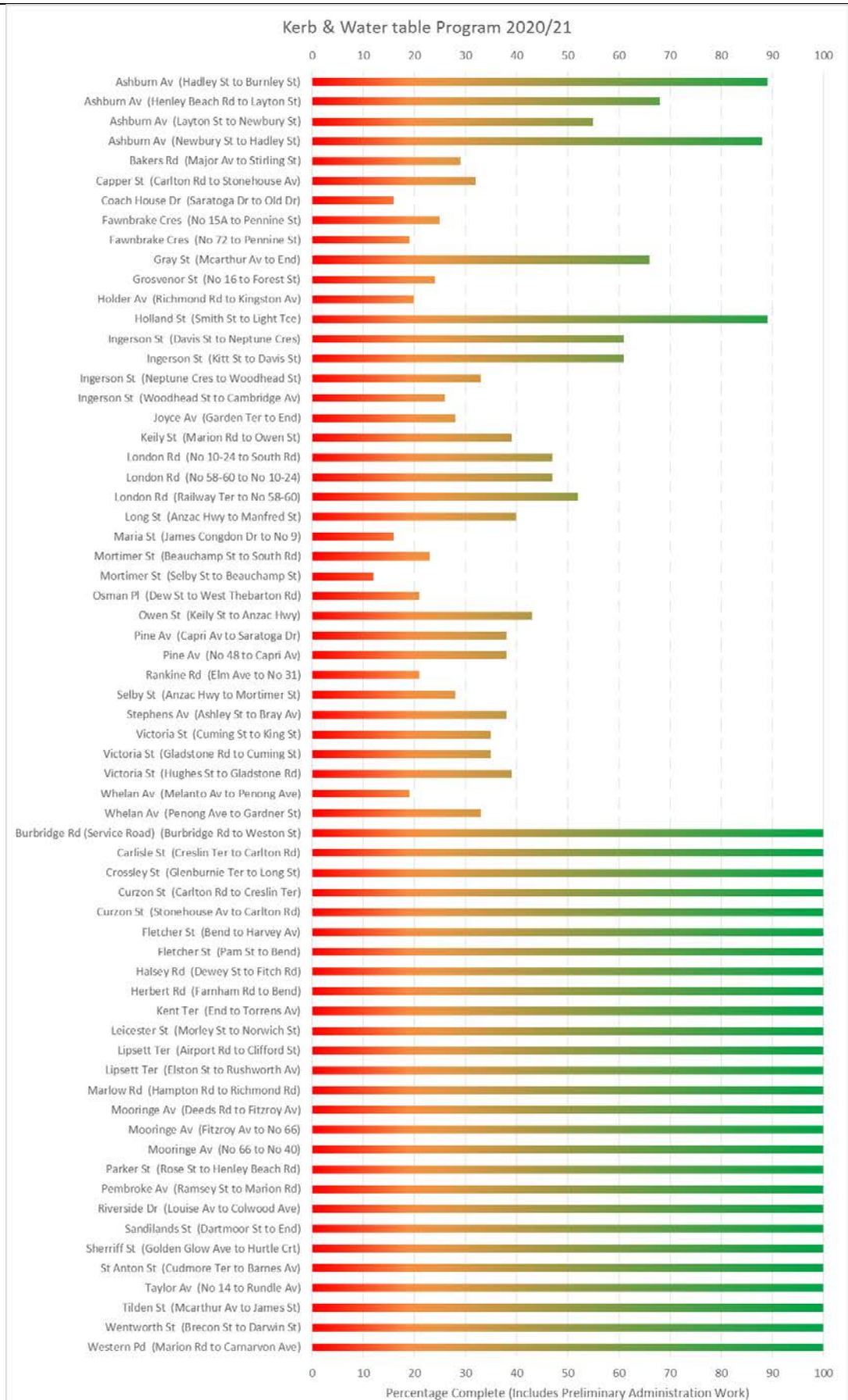
- Marleston Avenue, Ashford (South Road to Alexander Avenue)
- Henley Street, Mile End (Bagot Avenue to Property No. 48)
- William Street, Mile End, South (South Road to Property No. 25)

Construction works have been completed for the following Roads:

- Holland Street, Thebarton (Phillips Street to Anderson Street)
- Stirling Street, Marleston (Bakers Road to South Road)
- Weaver Avenue, Richmond (Lane Street to Shierlaw Street)
- Meyer Street, Torrensville (West Street to Hayward Street)
- Simcock Street, West Beach (Cambridge Avenue to Council Boundary)
- Service Road, Marleston (Moss Avenue to Ritchie Terrace)

The kerbing works for Wyatt Street, North Plympton (Allchurch Avenue to Talbot Avenue) have been completed. Road pavement works have been deferred until 2022 following the completion of the Packard Street Drainage Upgrade.

Kerb and Gutter Program 2020/2021	<p>The progress of works associated with the 2020/2021 kerb and gutter program are as follows;</p> <p>Construction works completed in January:</p> <ul style="list-style-type: none"> • Ashburn Avenue, Fulham (Hadley Street to Burnley Street) • Ashburn Avenue, Fulham (Henley Beach Road to Layton Street) • Ashburn Avenue, Fulham (Layton Street to Newbury Street) • Bakers Road, Marleston (Major Avenue to Stirling Street) • Gray Street, Kurralta Park (Mcarthur Avenue to End) • Holland Street, Thebarton (Smith Street to Light Terrace) <p>Kerb and gutter works that are currently in progress:</p> <ul style="list-style-type: none"> • Whelan Avenue, Camden Park (Penong Avenue to Gardner Street) • Whelan Avenue, Camden Park (Melanto Avenue to Penong Avenue) • Victoria Street, Mile End (Hughes Street to Gladstone Road) • Victoria Street, Mile End (Gladstone Road to Cuming Street) • Victoria Street, Mile End (Cuming Street to King Street) • Stephens Avenue, Torrensville (Ashley Street to Bray Avenue) • Selby Street, Kurralta Park (Anzac Highway to Mortimer Street) • Rankine Road, Torrensville (Elm Avenue to No 31) • Pine Avenue, Novar Gardens (No 48 to Capri Avenue) • Pine Avenue, Novar Gardens (Capri Avenue to Saratoga Drive) • Owen Street, Plympton (Keily Street to Anzac Highway) • Osman Place, Thebarton (Dew Street to West Thebarton Road) • Mortimer Street, Kurralta Park (Selby Street to Beauchamp Street) • Mortimer Street, Kurralta Park (Beauchamp Street to South Road) • Maria Street, Thebarton (James Congdon Drive to No 9) • Long Street, Plympton (Anzac Highway to Manfred Street) • London Road, Mile End (Railway Terrace to No 58-60) • London Road, Mile End (No 58-60 to No 10-24) • London Road, Mile End (No 10-24 to South Road) • Keily Street, Plympton (Marion Road to Owen Street) • Joyce Avenue, Underdale (Garden Terrace to End) • Ingerson Street, West Beach (Woodhead Street to Cambridge Avenue) • Ingerson Street, West Beach (Neptune Crescent to Woodhead Street) • Ingerson Street, West Beach (Kitt Street to Davis Street) • Ingerson Street, West Beach (Davis Street to Neptune Crescent) • Holder Avenue, Richmond (Richmond Road to Kingston Avenue) • Grosvenor Street, Glandore (No 16 to Forest Street) • Fawnbrake Crescent, West Beach (No 72 to Pennine Street) • Fawnbrake Crescent, West Beach (No 15A to Pennine Street) • Coach House Drive, Novar Gardens (Saratoga Drive to Old Drive) • Capper Street, Camden Park (Carlton Road to Stonehouse Avenue) • Ashburn Avenue, Fulham (Newbury Street to Hadley Street)
-----------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



Surface Reseal Program 2020/ 2021

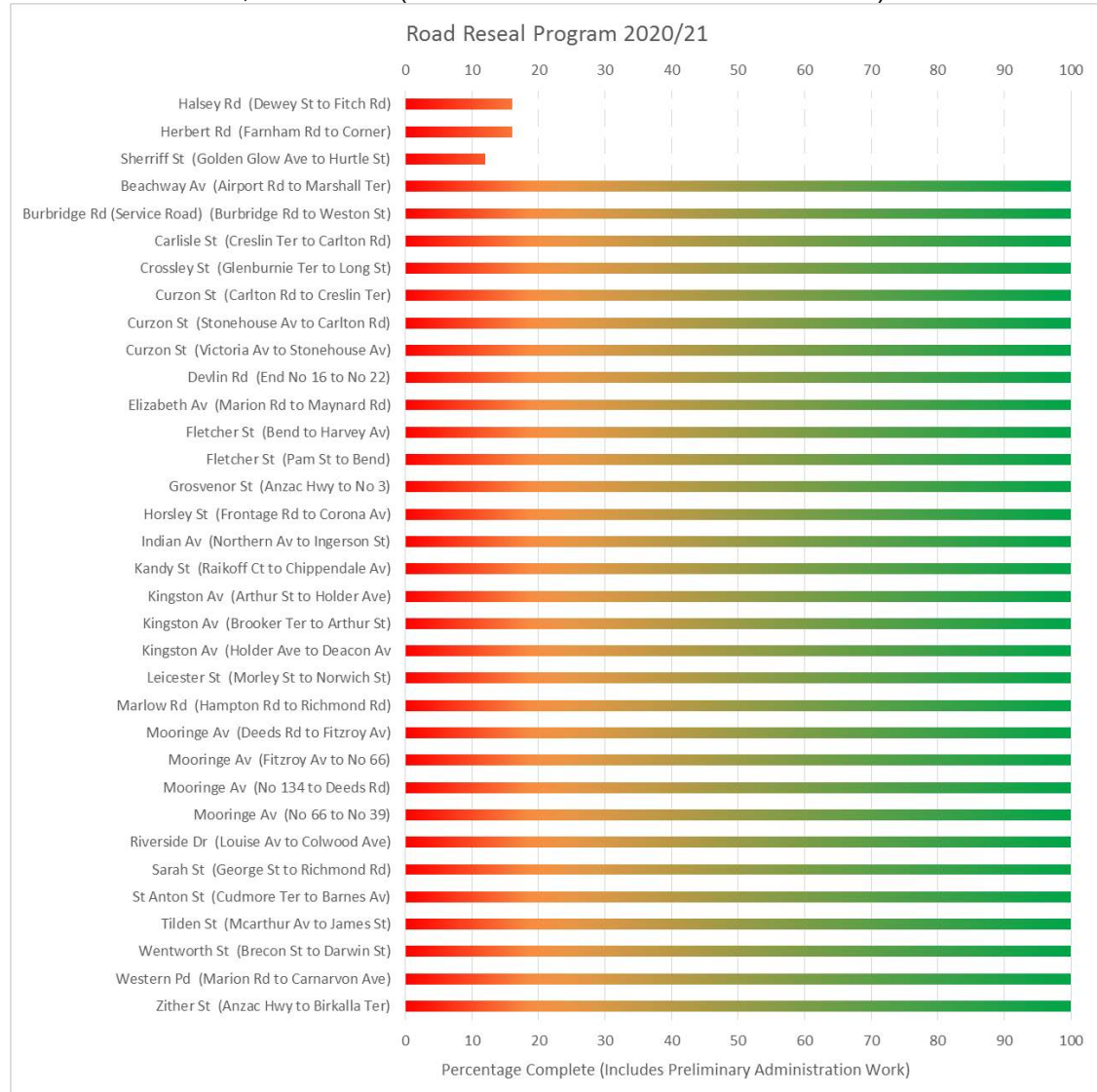
The progress of works associated with the 2020/2021 road reseal program are as follows;

Construction works that have been completed in January

- Nil

Road Reseal works currently in progress;

- Halsey Road, Fulham (Dewey Street to Fitch Road)
- Herbert Road, Ashford (Farnham Road to Corner)
- Sherriff Street, Underdale (Golden Glow Avenue to Hurtle Street)



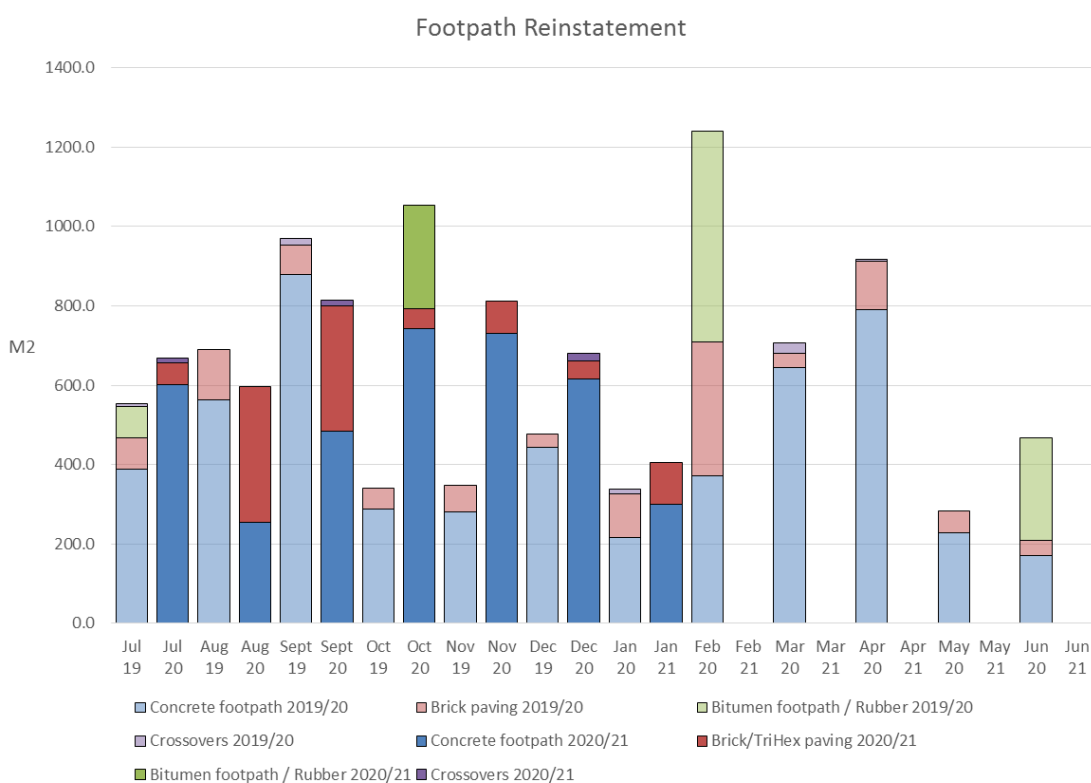
<p>Footpath Program 2020/2021</p>	<p>The progress of works associated with the 2020/2021 footpath program are as follows;</p> <p>Construction works that were completed during January;</p> <ul style="list-style-type: none"> • Nil <p>Construction works currently in progress;</p> <ul style="list-style-type: none"> • Surrey Road, Keswick <table border="1"> <caption>Footpath Program 2020/21 - Percentage Complete</caption> <thead> <tr> <th>Project</th> <th>Percentage Complete</th> </tr> </thead> <tbody> <tr> <td>Surrey Road (Everard Avenue to Richmond Road) East Side Concrete Footpath</td> <td>90</td> </tr> <tr> <td>Surrey Road (Everard Avenue to Richmond Road) East Side Paved Footpath</td> <td>85</td> </tr> <tr> <td>Surrey Road (Everard Avenue to Richmond Road) West Side Concrete Footpath</td> <td>90</td> </tr> <tr> <td>Birdwood Terrace (Talbot Avenue to Allchurch Avenue) West Side Concrete...</td> <td>100</td> </tr> <tr> <td>Macumba Avenue (Fulham Park Drive to End) South Side Grass Footpath</td> <td>100</td> </tr> <tr> <td>Scotland Road (100m to Railway Terrace) North Side Concrete Footpath</td> <td>100</td> </tr> <tr> <td>Surrey Road (Everard Avenue to Richmond Road) West Side Paved Footpath</td> <td>100</td> </tr> </tbody> </table> <p>Percentage Complete (Includes Preliminary Administration Work)</p>	Project	Percentage Complete	Surrey Road (Everard Avenue to Richmond Road) East Side Concrete Footpath	90	Surrey Road (Everard Avenue to Richmond Road) East Side Paved Footpath	85	Surrey Road (Everard Avenue to Richmond Road) West Side Concrete Footpath	90	Birdwood Terrace (Talbot Avenue to Allchurch Avenue) West Side Concrete...	100	Macumba Avenue (Fulham Park Drive to End) South Side Grass Footpath	100	Scotland Road (100m to Railway Terrace) North Side Concrete Footpath	100	Surrey Road (Everard Avenue to Richmond Road) West Side Paved Footpath	100
Project	Percentage Complete																
Surrey Road (Everard Avenue to Richmond Road) East Side Concrete Footpath	90																
Surrey Road (Everard Avenue to Richmond Road) East Side Paved Footpath	85																
Surrey Road (Everard Avenue to Richmond Road) West Side Concrete Footpath	90																
Birdwood Terrace (Talbot Avenue to Allchurch Avenue) West Side Concrete...	100																
Macumba Avenue (Fulham Park Drive to End) South Side Grass Footpath	100																
Scotland Road (100m to Railway Terrace) North Side Concrete Footpath	100																
Surrey Road (Everard Avenue to Richmond Road) West Side Paved Footpath	100																
<p>Playground Upgrade 2020/2021</p>	<p>The following is an update on the replacement program for playgrounds at:</p> <ul style="list-style-type: none"> • Mellor Park Reserve, Lockleys - The project will be implemented as part of the reserve upgrade. Initial site earthworks have commenced and will continue through to May. <p>Community consultation for the following playgrounds have been completed. Council staff are currently evaluating the responses and will consider any practical ideas.</p> <p>The playgrounds include:</p> <ul style="list-style-type: none"> • Rex Jones Reserve, North Plympton. The consultation process has been completed. Quotes for the playground are being reviewed. • Britton Street Reserve, West Richmond. The playground equipment has been ordered, with installation expected to be completed in May 2021. • Helenslea Avenue Reserve, Brooklyn Park. The Playground equipment has been ordered, with installation expected to be completed by the end of April 2021. • Westside Bikeway (Creslin Terrace, Camden Park) - Gym equipment (only). The consultation process has been completed. Quotes for the gym equipment are being reviewed. • Douglas Street Island, Lockleys. Construction of the playground has been completed. 																
<p>Reserve Irrigation Upgrades 2020/2021</p>	<p>The following is an update on the irrigation upgrade program for reserves.</p> <ul style="list-style-type: none"> • Pine Avenue (verge area), Novar Gardens - works are completed. • River Torrens Linear Park, Michael Street, Lockleys - works are completed. • Westside Bikeway, Marleston / Plympton, (staged project, selected areas within the linear park (Birdwood Terrace / McArthur Avenue) - landscape and irrigation have been completed. 																

- Lockleys Oval and surrounds - Landscaping and installation has been completed.
- Weigall Oval, Plympton - Irrigation bore replacement and upgrade. Works are scheduled to commence in January however due to the unavailability of parts the project has been delayed and now expected to be completed in March
- James Congdon Drive corner of Sir Donald Bradman Drive, Mile End - Irrigation system is currently being designed.
- Brownhill Creek / Adelaide Airport - Captain McKenna Bikeway (sections by bikeway). Public consultation was expected to be completed by end of January, however due to delays from the designer we are expecting to go out to consultation during March.

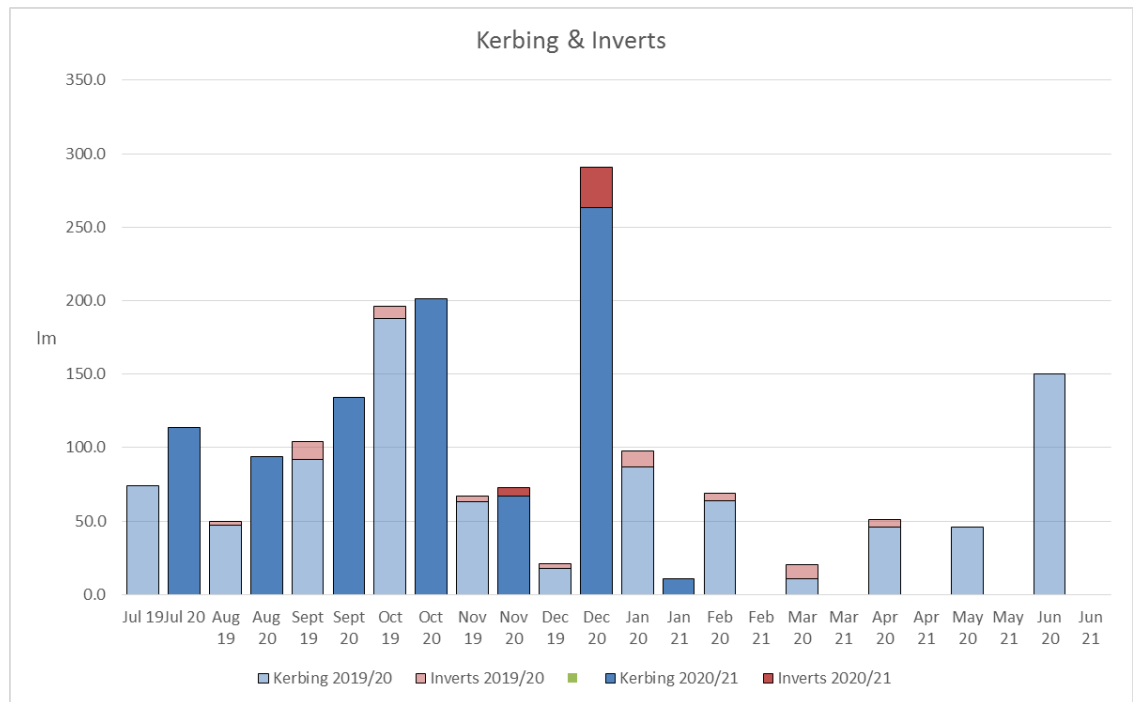
Apex Park Reserve, West Beach. - Irrigation system is currently being designed.

- Creslin Terrace, Westside bikeway between Stonehouse Avenue and Cromer Street, Camden Park. Public consultation will be completed by end of February.

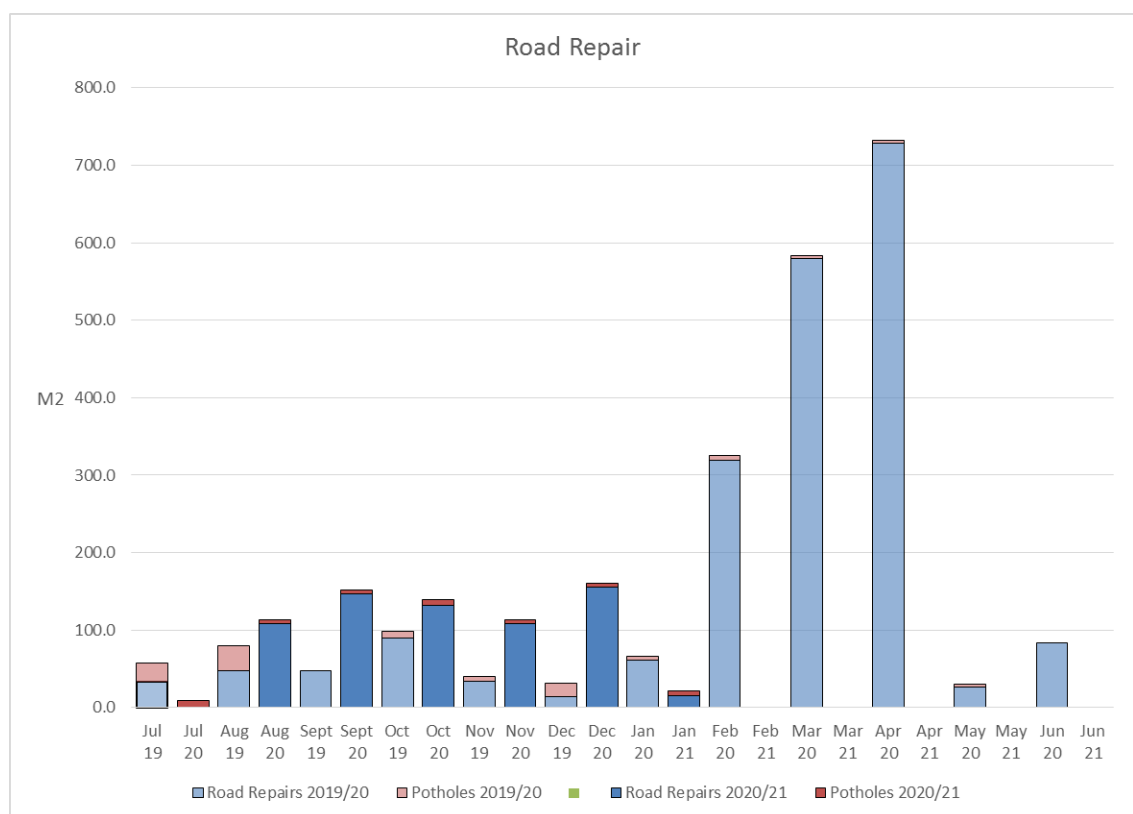
Footpath Re-instatement



Kerb and Watertable/ Invert Re- instatement

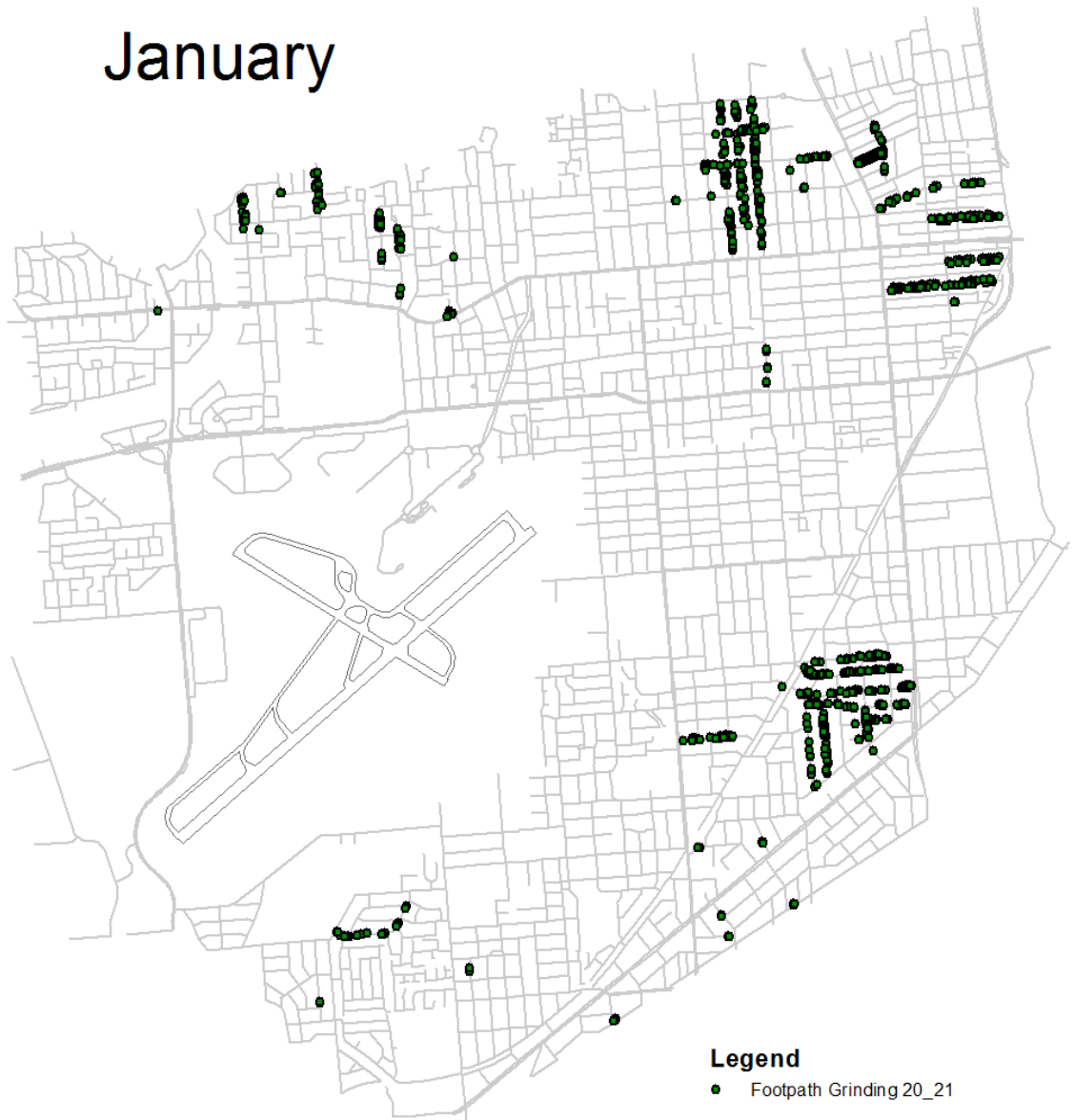


Road Repair and Potholes

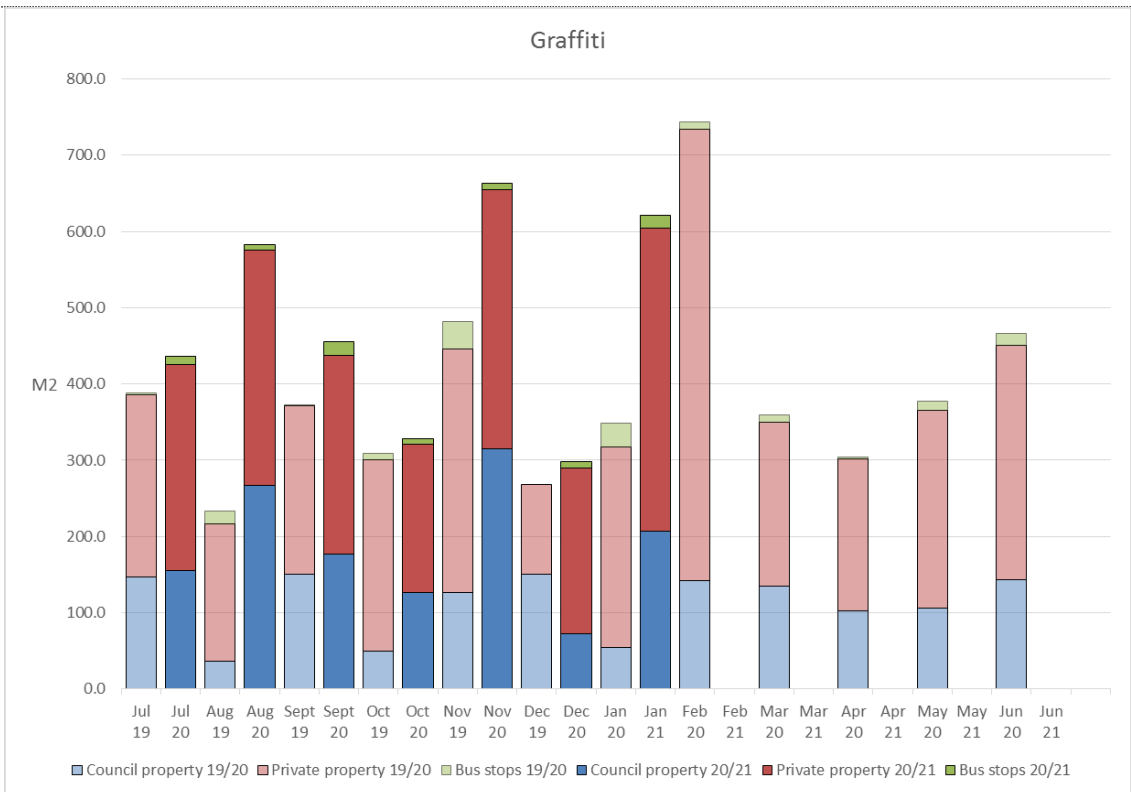


Footpath
Grinding
Program

January



Graffiti Removal



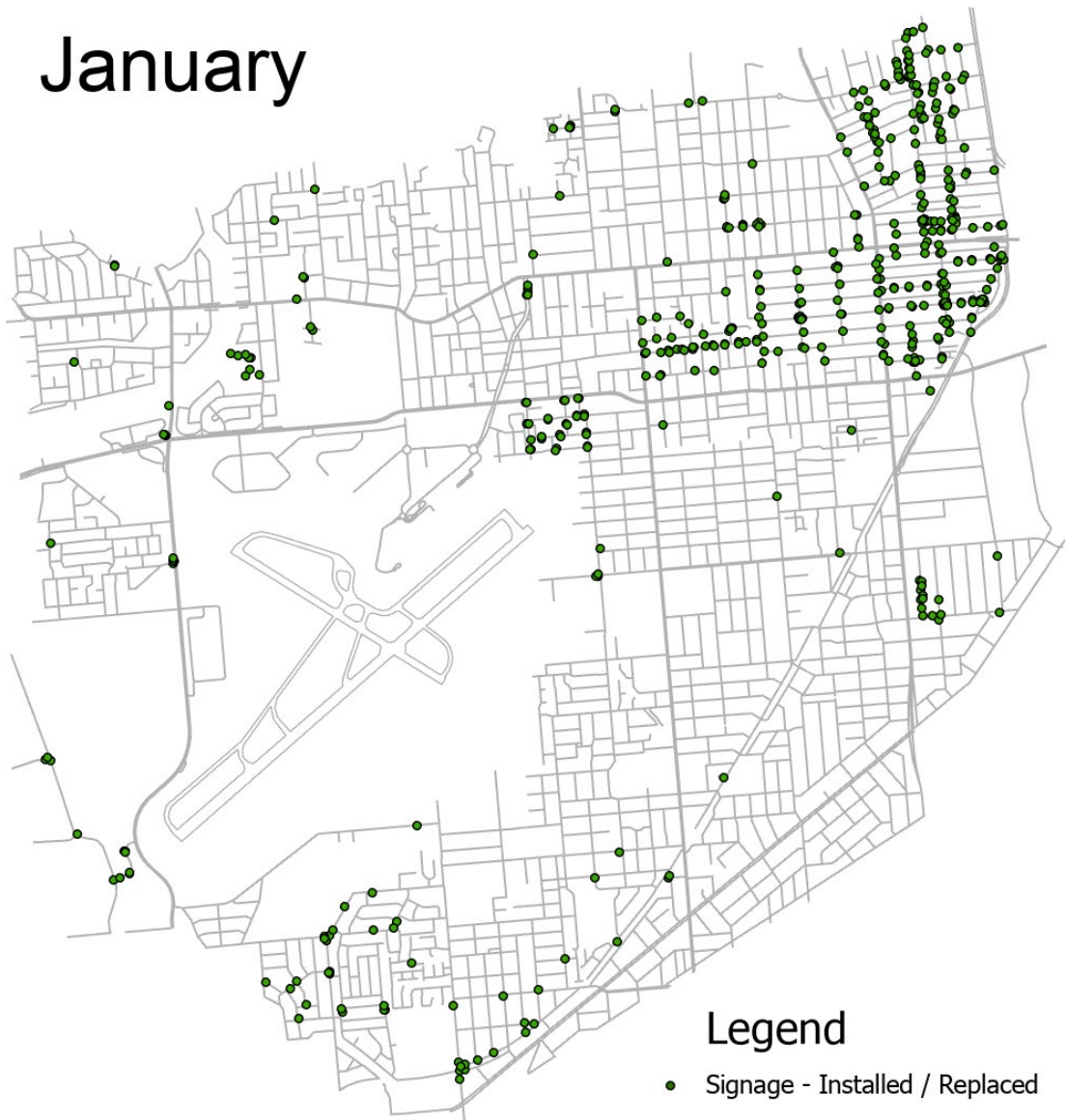
Line
Marking

January

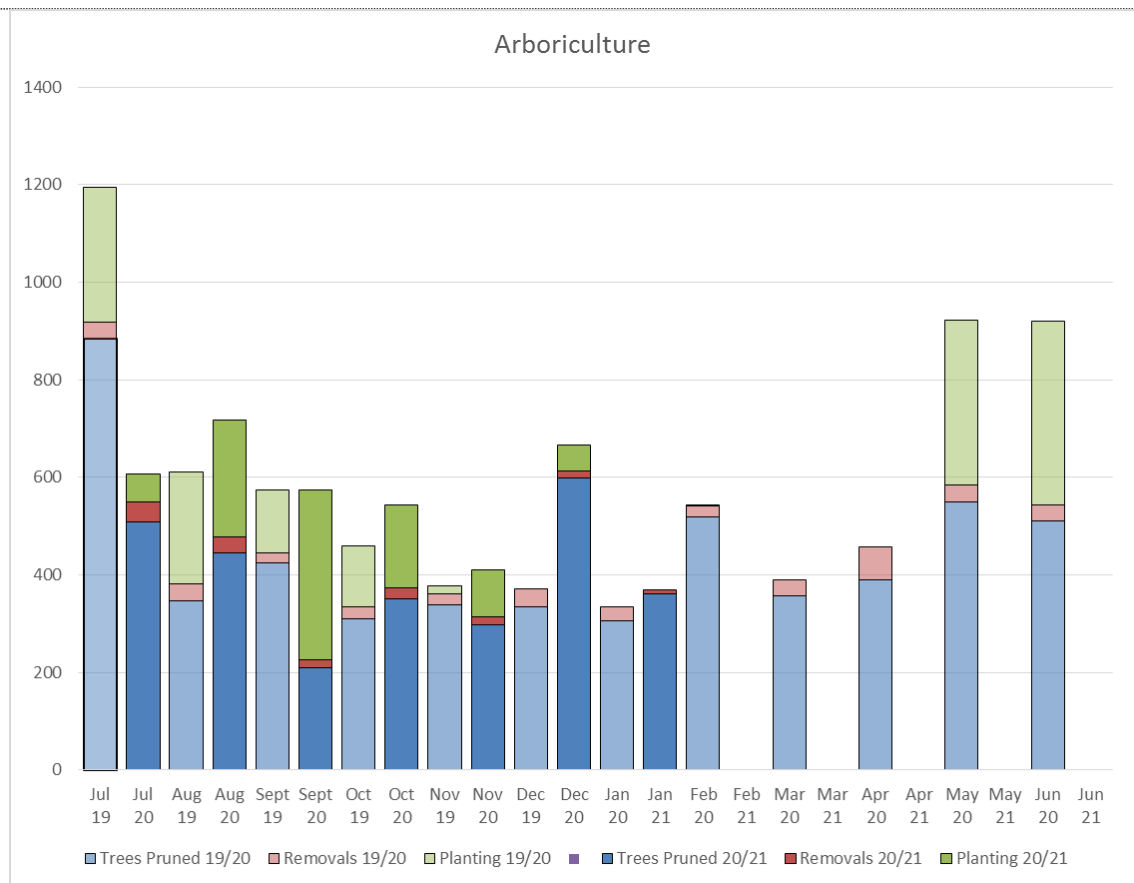


Signage

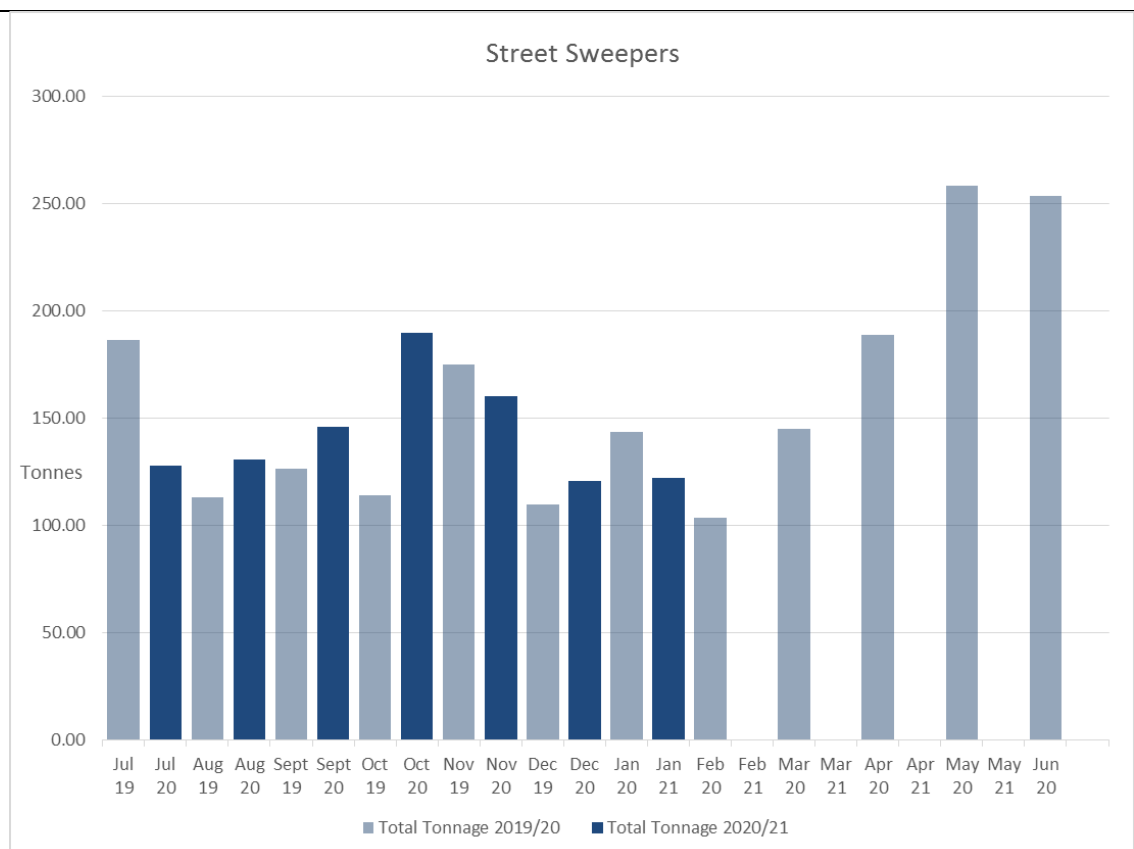
January

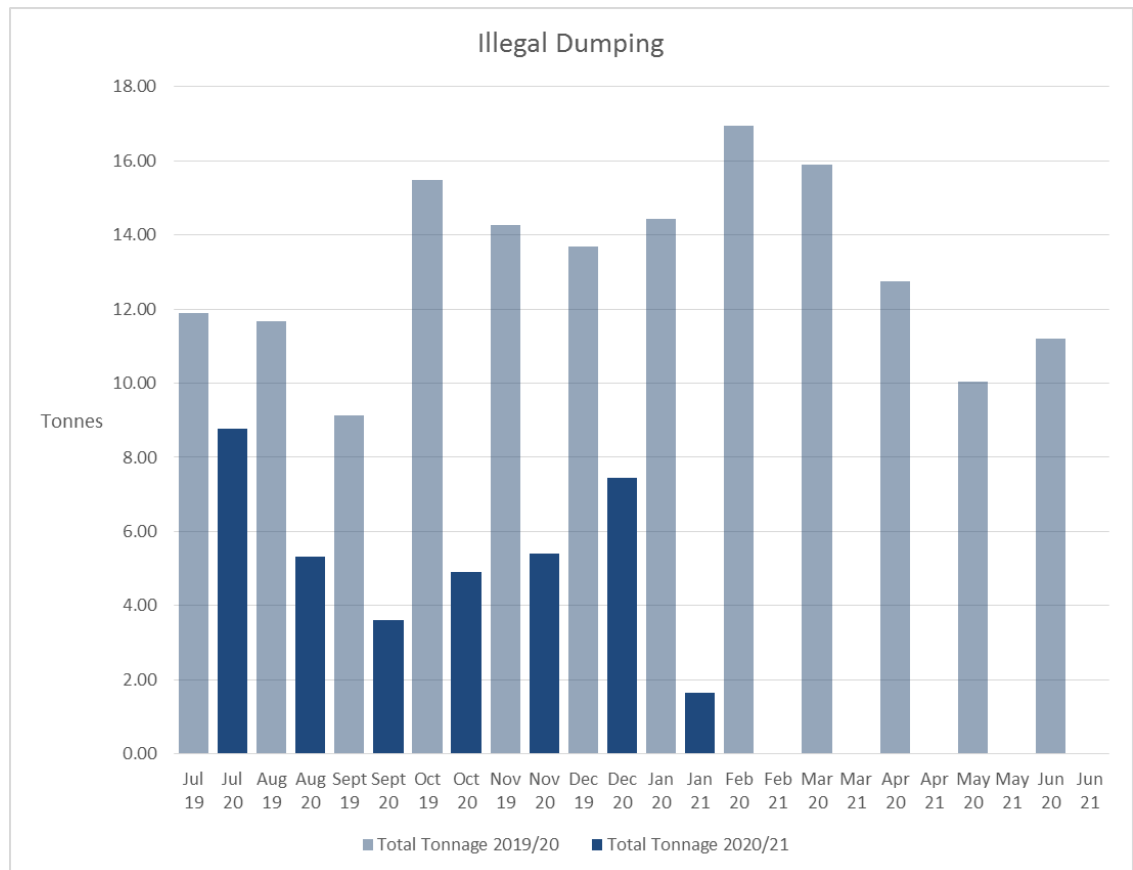


Arboriculture



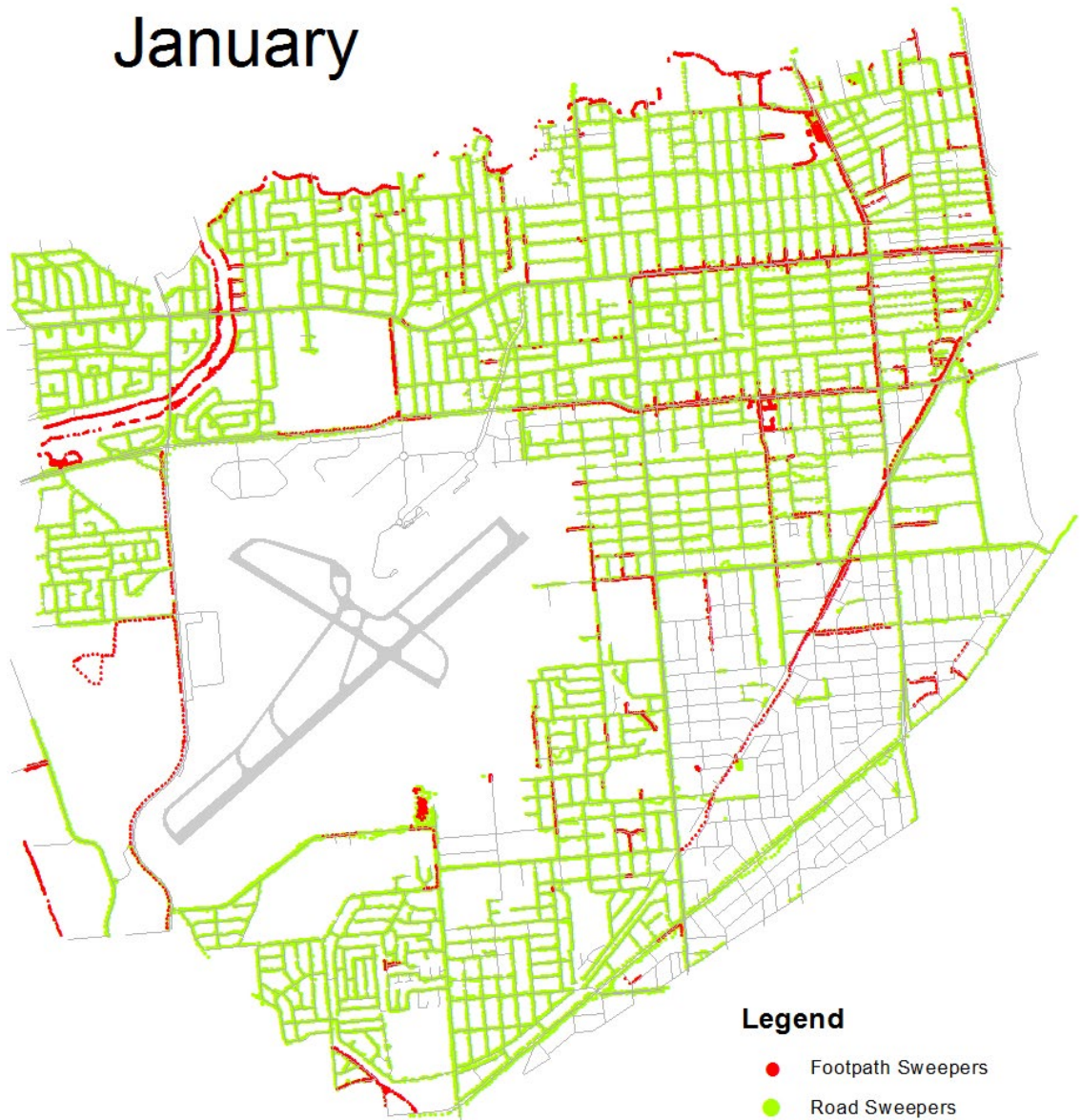
Street Sweeper

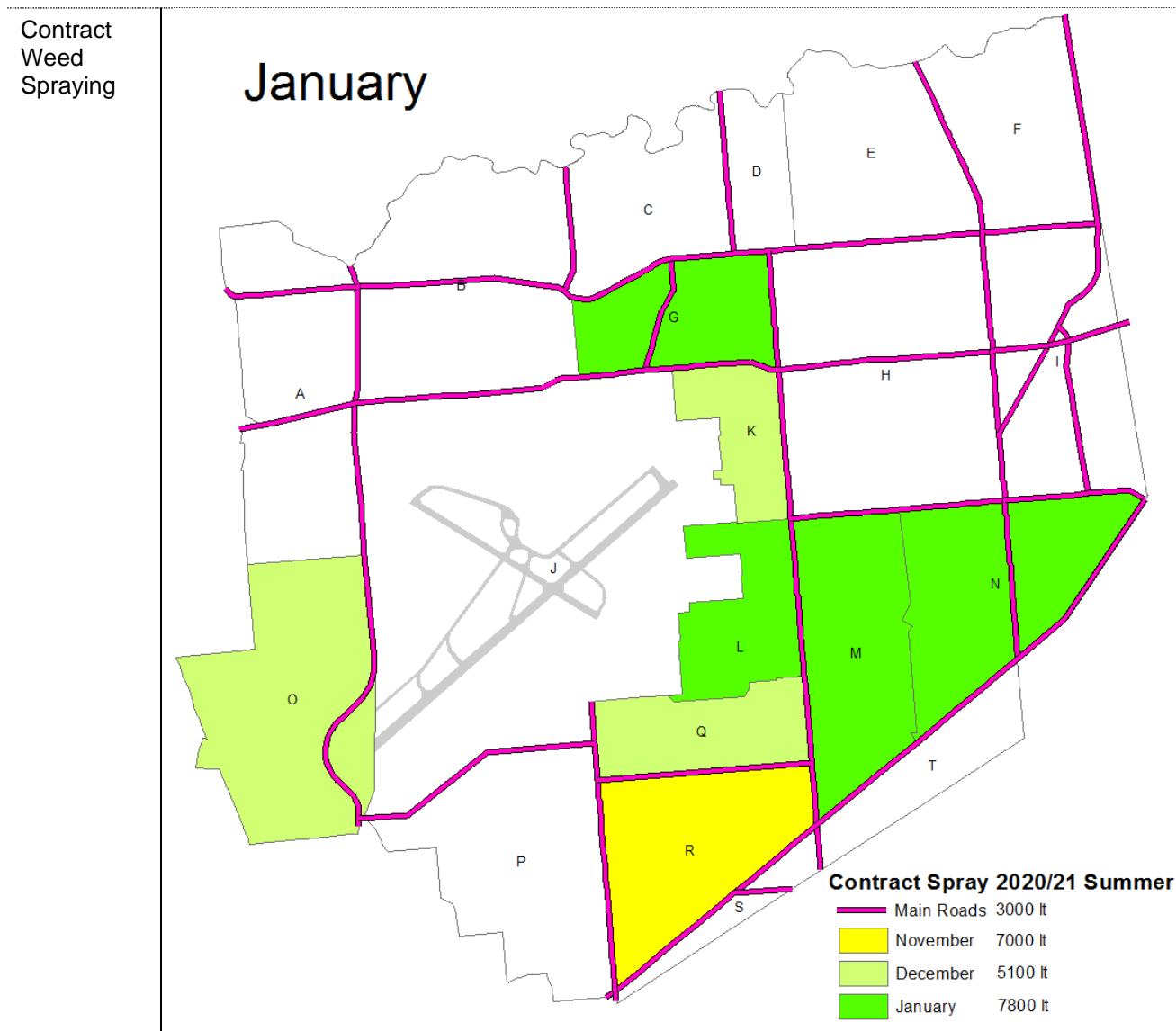


**Illegal
Rubbish
Collection**

Road and
Footpath
Sweeping

January





Traffic Projects and Parking Management	
Torrensville/ Thebarton LATM	Final design of the Driveway Link in Hayward Avenue, at its junction with Ashley Street and associated underground stormwater upgrade has been completed. Final consultation with affected residents is scheduled to be conducted in late February/early March prior to the project construction.
Novar Gardens/Camden Park LATM	<p>The various LATM traffic calming projects are currently being detailed designed. Commencement of the construction of the traffic calming device at the junction of Bonython Avenue and McCann Avenue is scheduled for construction during the 3rd and 4th quarter of 2020/2021 financial year.</p> <p>The remaining traffic control devices are being considered in the 2021/2022 draft budget submission:</p> <p>(1) Roundabout at the intersection of Bonython Avenue and Shannon Avenue;</p>

	<p>(2) The traffic control device on Saratoga Drive, and</p> <p>(3) Road speed humps in Coorilla Avenue.</p>
Richmond/Mile End LATM	<p>Further to the completion of concept designs, a draft Local Area Management Plan (LATM) for this study area has now been completed.</p> <p>Community consultation regarding the draft plan and project concepts was distributed in late October/early November and closed on 27 November 2020. The consultation period was informally extended at the request of a group of residents.</p> <p>Administration are currently summarising the responses and developing a position paper for a Working Party meeting to be scheduled in April 2021.</p>
Marleston / Keswick / Kurralta Park / North Plympton / Ashford	<p>A review of the community concerns from the initial community consultation has been finalised and a draft solutions paper has been developed.</p> <p>As part of this study, local residents, businesses and other key stakeholders within the study area including Marleston / Keswick / Kurralta Park / North Plympton / Ashford were previously surveyed to help identify key traffic issues in conjunction with Council's traffic investigations.</p> <p>At the Working Party meeting on 5 November 2020, the key findings and preliminary draft solutions were presented. The meeting subsequently informed the further development of the draft solutions into concept plans for discussion at subsequent Working Party meeting to be scheduled in late April 2021.</p> <p>Concept plans have been completed for precincts 19, 20 and D. Concept plans for precincts 17 and 18 are in progress (80% complete).</p>
Traffic and Parking Review	<p>Parking Review:</p> <ul style="list-style-type: none"> • Meyer Street, Torrensville, between East Street and Jervois Street. An on-street parking saturation survey has been completed and currently being analysed to determine if timed parking controls are warranted. • Filsell Street, Thebarton - Consultation for the proposed timed parking controls was completed in February 2021. Consultation results supported the implementation of the proposed timed parking controls. Notification to residents will be distributed in early March 2021. • Moore Lane, Mile End - Consultation has been completed for proposed no stopping zones and feedback has been reviewed, decision to be finalised.

- Creslin Terrace, Camden Park - Consultation for modifications to existing No Stopping controls on the northern side of Creslin Terrace, between Morphett Road and Carlisle Street has been completed and consultation results were generally supported and notification will be distributed in early March 2021 notifying residents of survey results and proposed changes.
- Marlow Avenue, Keswick - Consultation for the modification of the existing 1 hour timed parking controls to 2 hours Mon -Fri. between 9am to 5pm will be distributed week ending 21 February 2021.
- Franciscan Avenue, Lockleys - Consultation for new parking restrictions (No Stopping, Mon - Fri. between 8am-9am and 3pm-4pm) on the east side of Franciscan Avenue between Noble Avenue and Arcoona Avenue to be distributed week ending 21 February 2021.
- Underdale - Consultation for new area wide 2 hour (Mon -Fri. between 9am to 5pm) parking controls to be distributed in week ending 28 February 2021.

Traffic Review:

- Weber Street and Ware Street, Thebarton - Consultation for additional pavement bar line marking closed on 5 February 21. Feedback was overall supportive. Notification letter to be distributed in early March 21 advising of the implementation of proposed pavement bar line marking.
- Plympton International School - Council has informally engaged the school regarding to Errington Street traffic issues. The solution proposed is the creation of an indented pick up/drop off/zone and associated footpath on the northern side of Errington Street adjacent the park reserve. Formal consultation with all stakeholders closed on 12 February 2021. Feedback has been supportive from all responses received. Notification letter of decision will be distributed in early March 2021, advising of outcome. The implementation of the indent pick up/drop off and associated footpath is subject to budget funding request.

Property and Facilities

Kesmond Reserve,
Keswick -
Masterplan

The initial consultation has been completed for the master planning exercise for Kesmond Reserve. The Administration is currently reviewing the information and a further update will be provided to Members of the City Facilities and Waste Recovery General Committee at its next scheduled meeting (in March 2021).

Camden Oval - Glenlea Tennis Club	Works to address drainage and repairs on the existing courts at Glenlea Tennis Club have been completed and is available for club use. The construction of the two new additional courts is anticipated to now commence in early March with an expected completion in late April.
Mellor Park Upgrade	Works have commenced (January) on site with initial works including site preparation and car park construction. The Administration will provided a detailed update at the next City Facilities and Waste Recovery General Committee meeting schedule in March 2021.

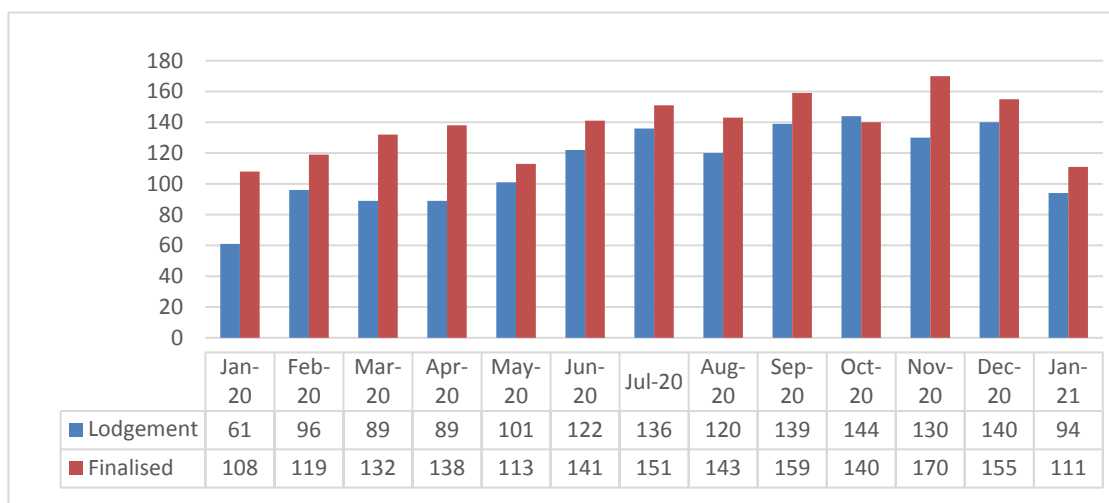
Development Assessment

Development Applications

COVID-19 State Emergency	<p>The Development Desk service continues to remain fully operational on a 'drop in' basis.</p> <p>The February Council Assessment Panel was held at the City of West Torrens Civic Centre in accordance with the Civic Centre COVID-Safe Plan.</p> <p>Since July 2020, City Development have received 60 development applications where applicant has applied for or intends to apply for the HomeBuilder Grant as part of the Federal Government's COVID-19 stimulus.</p> <p>COVID-19 emergency legislation giving the Minister for Planning powers to call in development applications that have been delayed to be assessed by SCAP has not been used for any applications in the City of West Torrens with assessment of application continuing as scheduled.</p> <p>The implementation of the Planning Reforms under the <i>Planning, Development and Infrastructure Act 2016</i> for Phase 3 Metropolitan Adelaide councils will 'Go Live' on Friday 19 March 2021.</p>
--------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Lodgments and Decisions

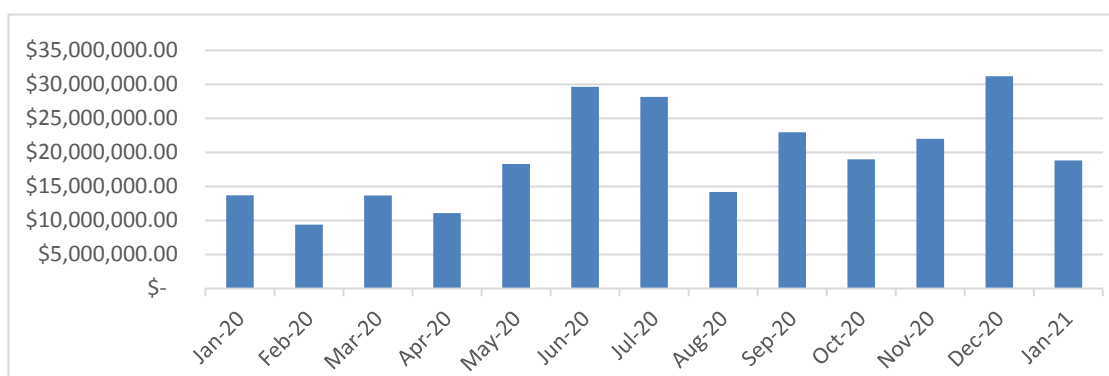
Ninety-four (94) applications were lodged and one hundred and eleven (111) applications were finalised in January 2021.



Note: 'Lodgement' relates to the number of new development application lodged during the month which is represented by the number of new development application numbers issued (including variation applications). 'Finalised' relates to the number of decision notification forms issued during the month and may including decisions relating to development plan consent, land division consent, building rules consent and development approval. This includes consents issued by both Council and private certifiers.

Estimated Construction Cost
(Lodged Development Applications)

Development applications with a total estimated construction cost of \$18,827,192.00 were lodged in January 2021.



Planning Assessment

		2019		2020							
		Dec	Qtr. 4	Mar	Qtr. 1	Jun	Qtr. 2	Sept	Qtr. 3	Dec	Qtr. 4
Assessment Timeframes (Staff Decisions)	BUILDING CODE ONLY										
	Total applications	59		27		41		62		46	
	Median timeframe	2 days		1 day		2 days		1 day		1 day	
	COMPLYING										
	Total applications	49		38		35		45		36	
	Median timeframe	2 days		3 days		3 days		3 days		3 days	
	CAT 1 MERIT										
	Total applications	192		169		179		203		252	
	Median timeframe	12 days		12 days		7 days		7 days		9 days	
	CAT 2 MERIT										
	Total applications	12		10		9		7		6	
	Median timeframe	34 days		58 days		87 days		33.5 days		37.5 days	
	CAT 3 MERIT										
	Total applications	4		3		4		7		1	
	Median timeframe	65.5 days		76 days		62 days		8 days		31 days	
	CAT 1 NON-COMPLYING										
Total applications	1		2		3		1		4		
Median timeframe	58 days		82 days		76 days		45 days		115 days		
CAT 3 NON-COMPLYING											
Total applications	1		3		0		0		0		
Median timeframe	211 days		176 days		-		-		-		
Assessment Timeframes (CAP Decisions)		2019		2020							
		Dec	Qtr. 4	Mar	Qtr. 1	Jun	Qtr. 2	Sept	Qtr. 3	Dec	Qtr. 4
	CAT 1 MERIT										
	Total applications	2		2		4		0		0	
	Median timeframe	29 days		68 days		18 days		-		-	
	CAT 2 MERIT										
	Total applications	0		3		2		3		2	
	Median timeframe	-		19 days		85 days		71 days		37 days	
	CAT 3 MERIT										
	Total applications	1		0		3		0		0	
	Median timeframe	126 days		-		55 days		-		-	
	CAT 1 NON-COMPLYING										
	Total applications	1		0		0		1		0	
	Median timeframe	58 days		-		-		100 days		-	
	CAT 3 NON-COMPLYING										
	Total applications	2		0		0		1		1	
Median timeframe	105.5 days		-		-		111 days		113 days		
<p><i>Note: This data does not include withdrawn applications, refused applications, Land Division Consent applications and decisions under appeal. Category 3 Non-complying applications are not included until SCAP have made a decision whether to concur with Council's decision.</i></p> <p><i>Maximum statutory time frames (excluding additional time for further information requests, statutory agency referrals and SCAP concurrence) are summarised as:</i></p> <ul style="list-style-type: none"><i>Building Rules Consent only: 4 weeks</i><i>Complying Development: 2 weeks for Development Plan Consent only; additional 4 weeks for Building Rules Consent</i><i>Category 1-3 Development: 8 weeks for Development Plan Consent only; additional 4 weeks for Building Rules Consent.</i>											

Assessment Appeals

There was one (1) ongoing court matter in January 2021.

- An appeal against Council's decision to refuse development plan consent for a *Variation to Development Application 211/356/2016 - Increase Group 'C' building from 3 storeys to 5 storeys containing a total of 98 dwellings (38 additional dwellings)* at 48-50 Davenport Terrace, Richmond.

A preliminary conference will be scheduled in early 2021.

There are no new or finalised appeals against Council's development assessment decisions as at 18 February 2021.

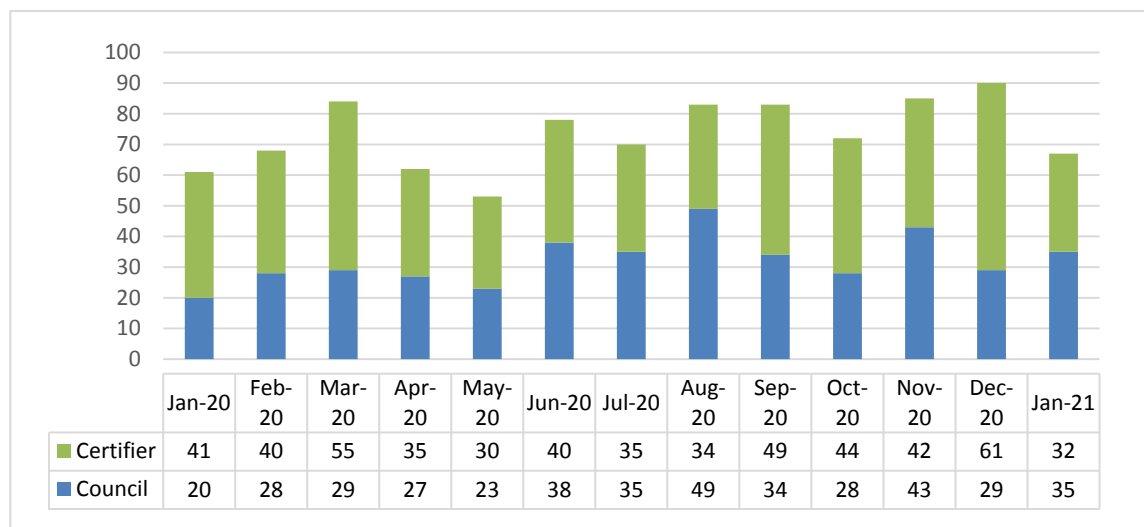
There are 2 ongoing appeals against SCAP decisions within the City of West Torrens area:

- to refuse an application for a six-storey residential flat building (32 dwellings) & associated car parking at 1 Glenburnie Terrace, Plympton.
- to refuse an application for a multi-storey mixed use development, incorporating commercial tenancy, 2 storey car park, 9-storey residential flat building, four x 3-storey residential flat buildings and car parking at 79 Port Road, Thebarton.

Building Rules Assessment

Building Rules Consent issued
By Relevant Authority

Council issued thirty-five (35) building rules consents and private certifiers issued thirty-two (32) building rules consents in January 2021.



Note: Building Rules Consents are assessed by Council or private assessors known as Private Certifiers, these privately certified assessments still need to be registered and recorded with Council.

Community advice and education

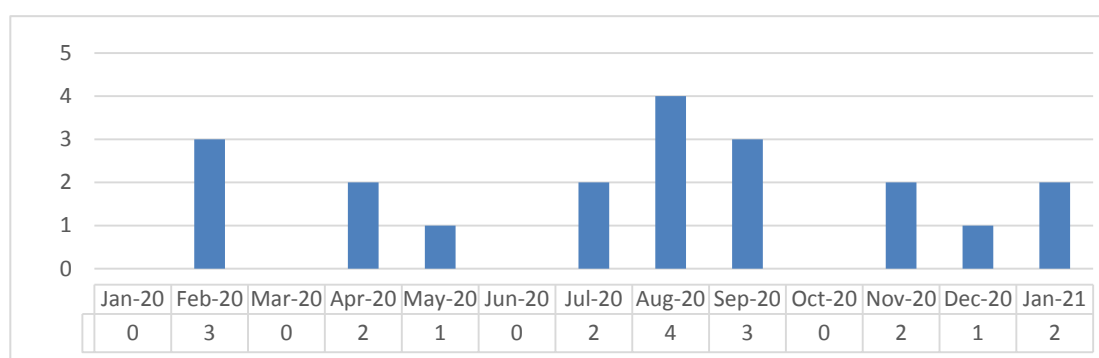
Pre-lodgment advice

Rostered Duty Planner and Duty Building Officers are available to answer preliminary pre-lodgment and general enquiries during Service Centre opening hours. Advice is provided to the general public and applicants via the phone, email and in person at the Service Centre.

The Administration participates in DPTI's Pre-lodgement case management service for development five storeys or more in height within the Urban Corridor Zone.

Category 3 Public notification

Two Category 3 applications were notified in January 2021.



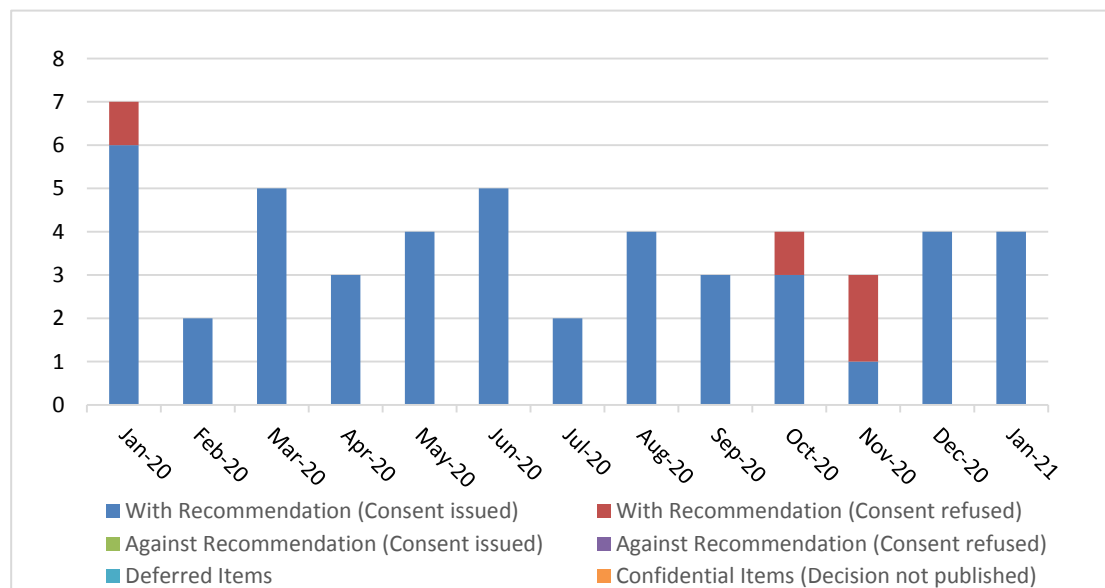
Council Assessment Panel

The Council Assessment Panel (CAP) held a meeting on Tuesday 9 February 2021 at the City of West Torrens Civic Centre.

The Council Assessment Panel members attended a training session on the Planning Reform with Gavin Leydon, Norman Waterhouse Lawyers on Wednesday, 19 February 2021.

The next CAP meeting will be held on Tuesday 9 March 2021.

Council Assessment Panel Decisions



Referrals from other statutory agencies

Council is a statutory referral agency for some applications that are assessed by other agencies, including State Commission Assessment Panel (SCAP), Minister for Planning, Governor of South Australia (under the Development Act 1993) and Adelaide Airport Limited (Airports Act 1996). Council is also informally referred applications for development five storeys or more in height within the Urban Corridor Zone that are assessed by SCAP.

Please refer able to the Assessment Appeals section for two SCAP appeals currently before the ERD Court.

Service improvements

Work has continued on a suite of business improvement initiatives including:

- City Development staff are contributing to internal Planning Reform working parties on planning policy, accredited professionals, communications and the ePlanning Portal.
- City Development staff have attended specialist planning and building assessment Planning Reform training in preparation for PDI Act implementation on 19 March 2021.

Development compliance

Compliance Requests

Sixteen (16) new development compliance requests were received in January 2021. Fourteen (14) development compliance requests were resolved within the month and two (2) requests were resolved from a previous month in January 2021. At the end of January there were forty-two (42) ongoing development compliance requests.

Month / Year	No of Requests Received	Requests resolved within the month	Requests resolved from previous months	Total Ongoing Actions
Jan 2020	21	16	8	38
Feb 2020	18	16	5	35
Mar 2020	16	9	7	35
April 2020	22	17	5	35
May 2020	33	20	1	48
June 2020	26	19	12	41
July 2020	20	11	1	49
Aug 2020	29	22	8	36
Sep 2020	18	13	3	38
Oct 2020	22	17	4	39
Nov 2020	21	12	7	41
Dec 2020	26	20	6	41
Jan 2021	16	14	2	42

Note: Compliance actions include investigating potential use of properties for activities that haven't been approved, buildings being constructed without the required approvals, checking of older buildings that may be becoming structurally unsound.

Enforcement Action

One Section 84 enforcement notice was issued in January 2021. One Section 69 enforcement notice was issued in January 2021.

There was no new, ongoing or finalised court matters as at 19 February 2021.

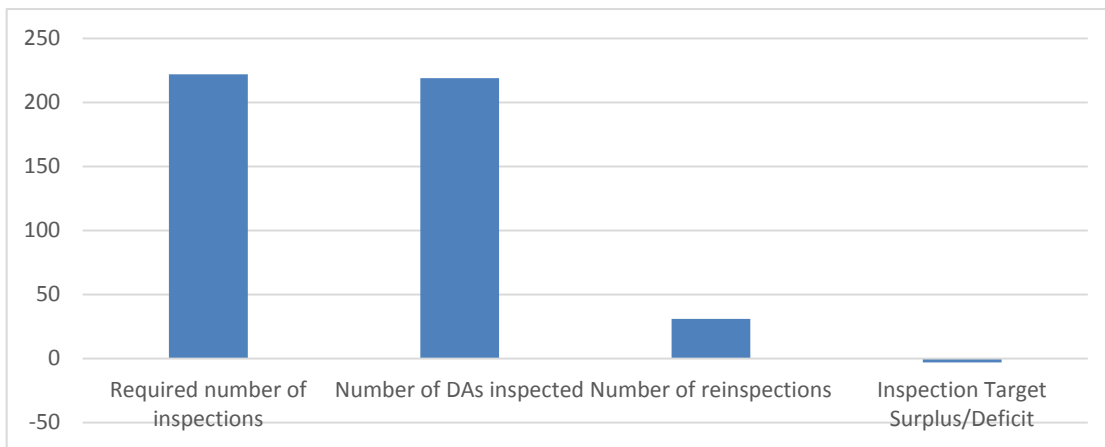
Month / Year	Section 84 Issued	Section 69 Issued	New Actions with ERD Court	Resolved Actions with ERD Court	Total ongoing Actions with ERD Court
Jan 2020	1	2	-	-	1
Feb 2020	-	-	-	1	-
Mar 2020	-	-	-	-	-
April 2020	-	-	-	-	-
May 2020	-	-	-	-	-
June 2020	-	1	-	-	-
July 2020	-	-	-	-	-
Aug 2020	2	-	-	-	-
Sep 2020	4	-	-	-	-
Oct 2020	-	1	-	-	-
Nov 2020	-	-	-	-	-
Dec 2020	-	-	-	-	-
Jan 2021	1	1	-	-	-

Note: Section 84 enforcement notices are the first stage of prosecution for unapproved development. Section 69 emergency orders are the first stage of prosecution for unsafe buildings.

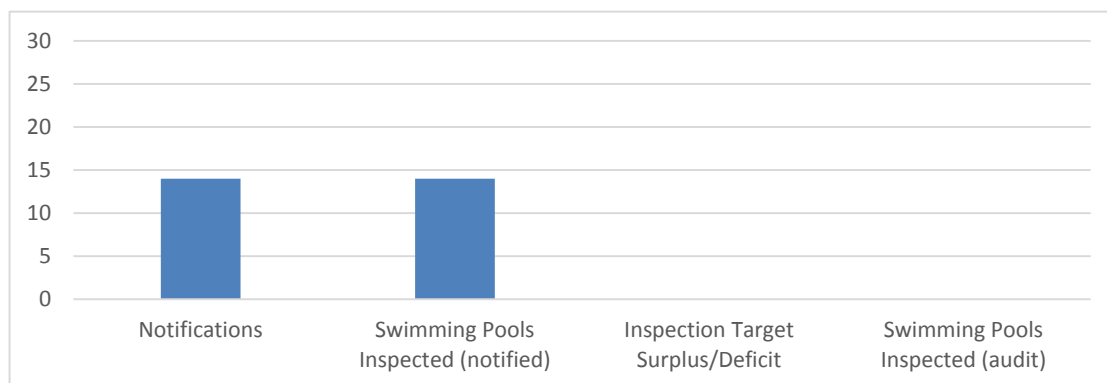
Building compliance inspections

Building Inspections (July 2020 - Jan 2021)

Council's Building and Swimming Pool Inspection Policy sets out the minimum number of inspections required to be undertaken during the year.



Swimming Pool Inspections (July 2020 - Jan 2021)



Note: The Development Act and Council's Building and Swimming Pool Inspection Policy requires that a minimum number of approved buildings and notified swimming pools are inspected for compliance with their associated Development Approval documentation. Where 100% of inspections have not been met in a month the requirement is rolled over to the next month until all required inspections have been undertaken. The inspection target is based on the first inspection of a building or swimming pool and re-inspections are not included in the target.

City of West Torrens Building Fire Safety Committee

Meetings

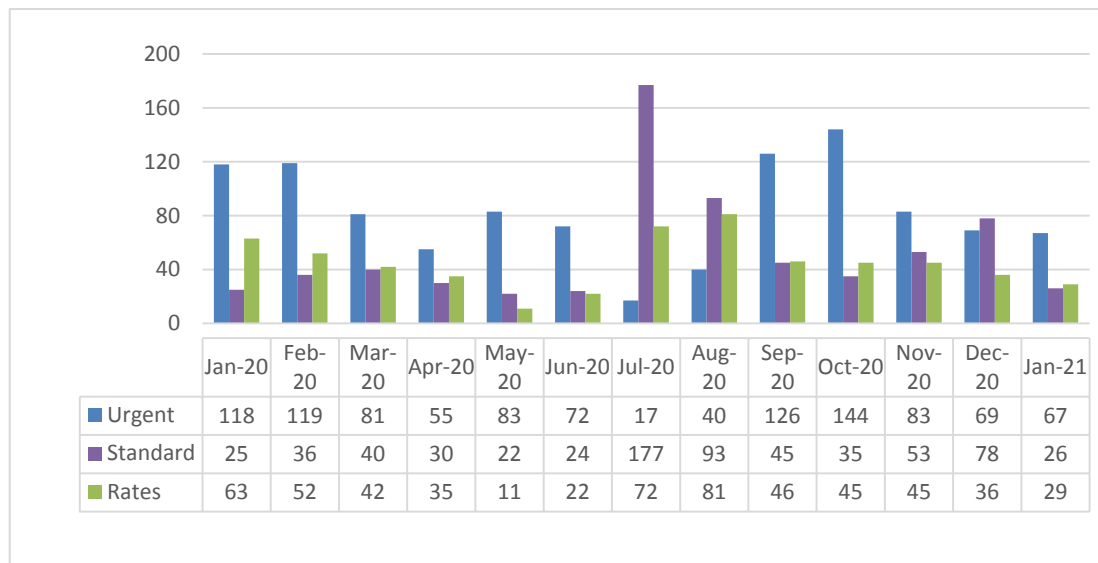
A Special Building Fire Safety Committee was held on 27 January 2021.

The next Building Fire Safety Committee meeting will be held in March 2021.

Property and land information requests

Sixty-seven (67) urgent search requests, twenty-six (26) standard search requests and twenty-nine (29) rates search requests were received in January 2021.

Property Searches



Note: When a property is purchased, the purchasers are provided with a Form 1 (commonly known as cooling off paperwork) Council contributes to this Form 1 with a Section 12 Certificate, the certificate provides the potential purchaser with all relevant known history for the property. Prior to settlement on the property the relevant Conveyancer will also request a Rates statement from Council to ensure the appropriate rates payments are made by the purchaser and the vendor (seller).

Climate Impact Considerations

(Assessment of likely positive or negative implications of this decision will assist Council and the West Torrens Community to build resilience and adapt to the challenges created by a changing climate.)

There is no direct climate impact consideration in relation to this report.

Attachments

Nil

12 MEETING CLOSE

CITY OF WEST TORRENS



ATTACHMENT

UNDER SEPARATE COVER

City Services and Climate Adaptation Committee

2 March 2021

Item 11.3 - Asset Management Plans 2021 Update

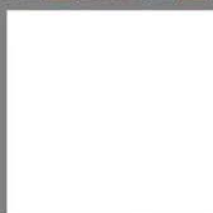
Table of Contents

11.2 Asset Management Plans 2021 Update

Attachment 3 Asset Management Plans 2020-30.....1

Footpath Asset Management Plan

December 2020



Document Control		Asset Management Plan			
Document ID :					
Rev No	Date	Revision Details	Author	Reviewer	Approver
	Dec 2020	Issue for Executive Review	RP, MP	Jl	AC
	Dec 2020	Issue to Elected Members- Preliminary Draft	RP, MP	Jl	AC
	Jan 2021	Issue for Public Consultation - Draft	RP, MP	Jl	Council Resolution 19/1/21
0	Feb 2021	Issue for Council Adoption	RP, MP	Jl	AC

The entity can choose either template to write/update their plan regardless of their level of asset management maturity and in some cases may even choose to use only the Executive Summary.

The illustrated content is suggested only and users should feel free to omit content as preferred (e.g. where info is not currently available).

This Asset Management Plan may be used as a supporting document to inform an overarching Strategic Asset Management Plan.

© Copyright 2020 – All rights reserved
The Institute of Public Works Engineering Australasia

Contents

1.0	EXECUTIVE SUMMARY	5
1.1	The Purpose of the Plan	5
1.2	Asset Description	5
1.3	Levels of Service	5
1.4	Future Demand	5
1.5	Lifecycle Management Plan	5
1.6	Financial Summary	6
1.7	Asset Management Planning Practices	7
1.8	Monitoring and Improvement Program	7
2.0	Introduction	9
2.1	Background	9
2.2	Goals and Objectives of Asset Ownership	10
3.0	LEVELS OF SERVICE	13
3.1	Customer Research and Expectations	13
3.2	Strategic and Corporate Goals	15
3.3	Legislative Requirements	16
3.4	Customer Values	17
3.5	Customer Levels of Service	18
3.6	Technical Levels of Service	19
4.0	FUTURE DEMAND	22
4.1	Demand Drivers	22
4.2	Demand Forecasts	22
4.3	Demand Impact and Demand Management Plan	22
4.4	Asset Programs to meet Demand	24
4.5	Environmental Sustainability	24
5.0	LIFECYCLE MANAGEMENT PLAN	27
5.1	Background Data	27
5.2	Operations and Maintenance Plan	29
5.3	Renewal Plan	31
5.4	Summary of future renewal costs	33
5.5	Acquisition Plan	34
5.6	Disposal Plan	37
6.0	RISK MANAGEMENT PLANNING	38

6.1	Critical Assets.....	38
6.2	Risk Assessment.....	38
6.3	Organisation Strategic Risks	41
6.4	Asset Risk Ratings	42
6.5	Service and Risk Trade-Offs	42
7.0	FINANCIAL SUMMARY	44
7.1	Financial Sustainability and Projections	44
7.2	Funding Strategy.....	45
7.3	Valuation Forecasts	45
7.4	Key Assumptions Made in Financial Forecasts	46
7.5	Forecast Reliability and Confidence.....	46
8.0	PLAN IMPROVEMENT AND MONITORING	48
8.1	Status of Asset Management Practices	48
8.2	Improvement Plan	48
8.3	Monitoring and Review Procedures	49
8.4	Performance Measures	49
9.0	REFERENCES	50
10.0	APPENDICES	51
Appendix A	Maintenance Response Levels of Service	51
Appendix B	Renewal Forecast Summary	52
Appendix C	Acquisition Forecast.....	60
Appendix D	Forecast Expenditure and Long Term Financial Plan	64

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 2020/21 to 2029/30 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

1.2 Asset Description

This plan covers the infrastructure assets that provide access to pedestrians and cyclists throughout the city.

The footpath network comprises:

- 101,134 m2 of bitumen footpaths
- 142,098 m2 of paved footpaths
- 607,992 m2 of concrete footpaths
- 6,757 m2 of gravel footpaths

The above infrastructure assets have replacement value estimated at \$80,397,675 (2020).

1.3 Levels of Service

The allocation in the planned budget is sufficient to continue providing existing services at current levels for the planning period. There will be times where maintenance levels of service cannot be maintained due to intermittent spikes in the number of customer requests for maintenance works.

1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Population growth
- Residential land development
- Demographic changes

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- The proactive inspection regime is to further developed through Council's mobile application, *Fusion*, to proactively identify and repair hazards and defects on footpaths and therefore provide a greater service level with regards to public safety
- Priority asset rating criteria and maintenance response times are to be further developed to assist with prioritising footpath maintenance works in accordance to the level of risk.
- The construction of new footpaths are to continue to be undertaken to develop a well-connected footpath network with the objective to achieve the installation of a footpath on at least one side of every road.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10 year total outlays, which for footpaths is estimated as \$30,078,920 or \$3,007,892 on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for the 10 year period is 30,467,331 or \$3,046,733 on average per year as per the Long-Term Financial plan or Planned Budget. This is 101.29% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for footpaths leaves a surplus of \$38,841 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

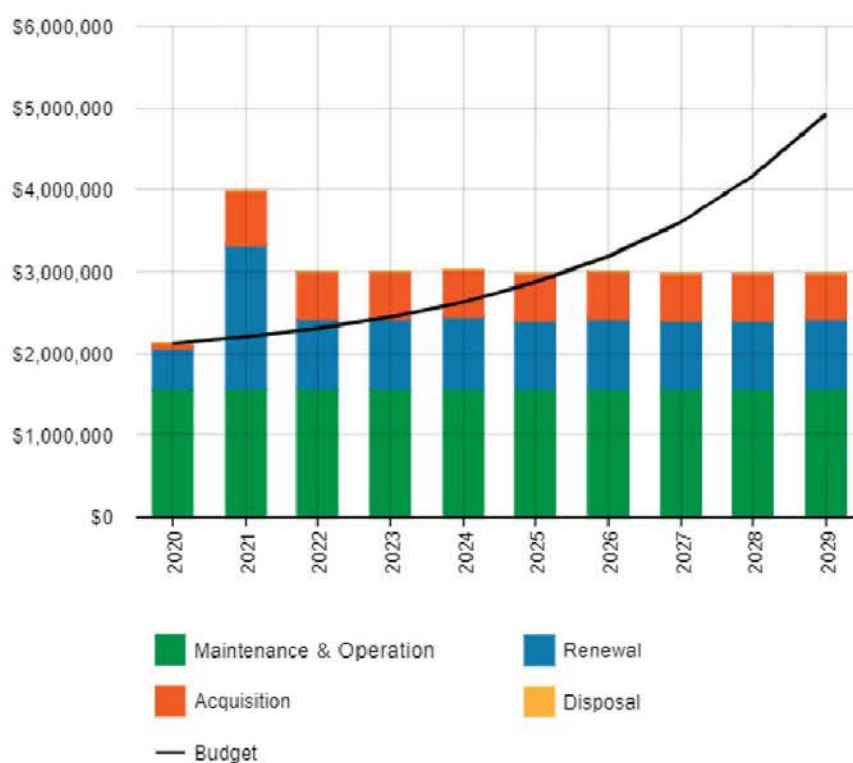


Figure Values are in current dollars.

We plan to provide services for the operation, maintenance, renewal and acquisition of footpaths to meet service levels set by the City of West Torrens and detailed in the AMP.

1.6.2 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Sustaining maintenance service levels and response times at all times
- Upgrade sections of the River Torrens Linear Park to provide a shared user path which meets current design standards

1.6.3 Managing the Risks

Our present budget levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Footpaths can be damaged by tree root growth causing trip steps to be formed
- Footpaths become unserviceable as a result of damaged caused by third party works

We will endeavour to manage these risks within available funding by:

- Priority rating all footpath assets using a set of criteria to assist with the prioritisation of maintenance
- Further developing proactive inspections and maintenance regimes through Council's mobile application, *Fusion*, based on the level of risk of footpath assets
- Further develop the asset renewal criteria to assist with the decision making in developing the Capital Works Program

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- The remaining life of footpath assets is based on the forecast renewal date as identified from the footpath condition audit undertaken in 2017, rather than remaining life based on condition.
- Unit rates for valuations are based on the three year average of actual costs of replacement.
- Operations and maintenance budget and budget growth levels remain consistent with historical figures

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

The renewal lifecycle costs for this AM Plan are based on actual replacement costs.

This AM Plan is based on a medium level of confidence information.

1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Undertake a review of the current method for determining useful lives and actual asset useful lives accordingly
- Further develop the asset inspection regime through Council's mobile application, *Fusion*, based on the priority of all footpath assets to assist with the ongoing development of planned maintenance programs.
- Further develop a criteria for footpath renewals to assist with determining a longer term renewal program (5 to 10 years).
- Develop current methods of measuring and reporting regularly on key performance indicators.
- Establish methods to determine and report on actual footpath maintenance costs at project level to assist with decision-making.

- Develop a footpath asset hierarchy to assist with the further development of suitable levels of service for each level of the hierarchy.
- Undertake the scheduled condition audit of all footpath assets.
- Review and correct naming of segments for all footpath assets.
- Undertake a complete review of this asset management plan at least every four years,

2.0 Introduction

2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the City of West Torrens planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- City of West Torrens Community Plan
- Long Term Financial Plan
- Annual Business Plan
- City of West Torrens Transport Strategy Report
- Disability Access and Inclusion Corporate Plan

The infrastructure assets covered by this AM Plan include bitumen, concrete, brick paved and gravel footpaths and shared access paths. For a detailed summary of the assets covered in this AM Plan refer to Table in Section 5. These assets are used to provide safe means of pedestrian and cyclist access to the community.

The infrastructure assets included in this plan have a total replacement value of \$80,397,675.

The City of West Torrens is committed to adopting an environmentally sustainable approach to managing our assets. This is done by minimising the impact of our assets on the environment and by considering the environmental and climate change issues over the entire life of assets.

We need to be aware of the challenges we face now and in the future - such as population growth, demographic change, climate change, technology change and changes in our community's needs and aspirations.

Council recognises that climate change is likely to affect asset life and functionality. As such, in future reports and analysis Council will further explore how climate change will affect assets.

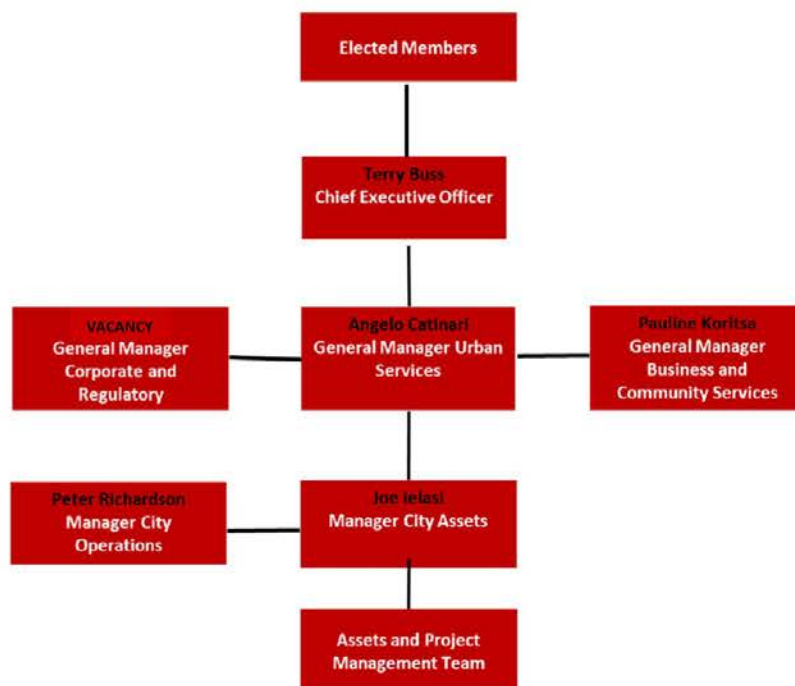
Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Elected Members	<ul style="list-style-type: none"> ■ Represent needs of community/shareholders; and ■ Ensure organisation is financially sustainable.
CEO/ General Manager Urban Services	Executive management endorsement of AM Plan
Manager City Assets	Review and approval of AM Plan
Team Leader Asset and Project Management	Development, implementation and maintenance of AM Plan to meet community levels of service.
Asset Officer/ Engineer	Assist with the development, implementation and maintenance of AM Plan to meet community levels of service.
City Operations Department	Coordinate and deliver maintenance and operation works in accordance with the AM Plan.

City Assets Department	Coordinate and delivery capital works including asset renewals and acquisitions in accordance with the AM Plan.
General public (pedestrians and cyclists)	Assist with the determining of levels of service through public consultation processes.

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



2.2 Goals and Objectives of Asset Ownership

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

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,

- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

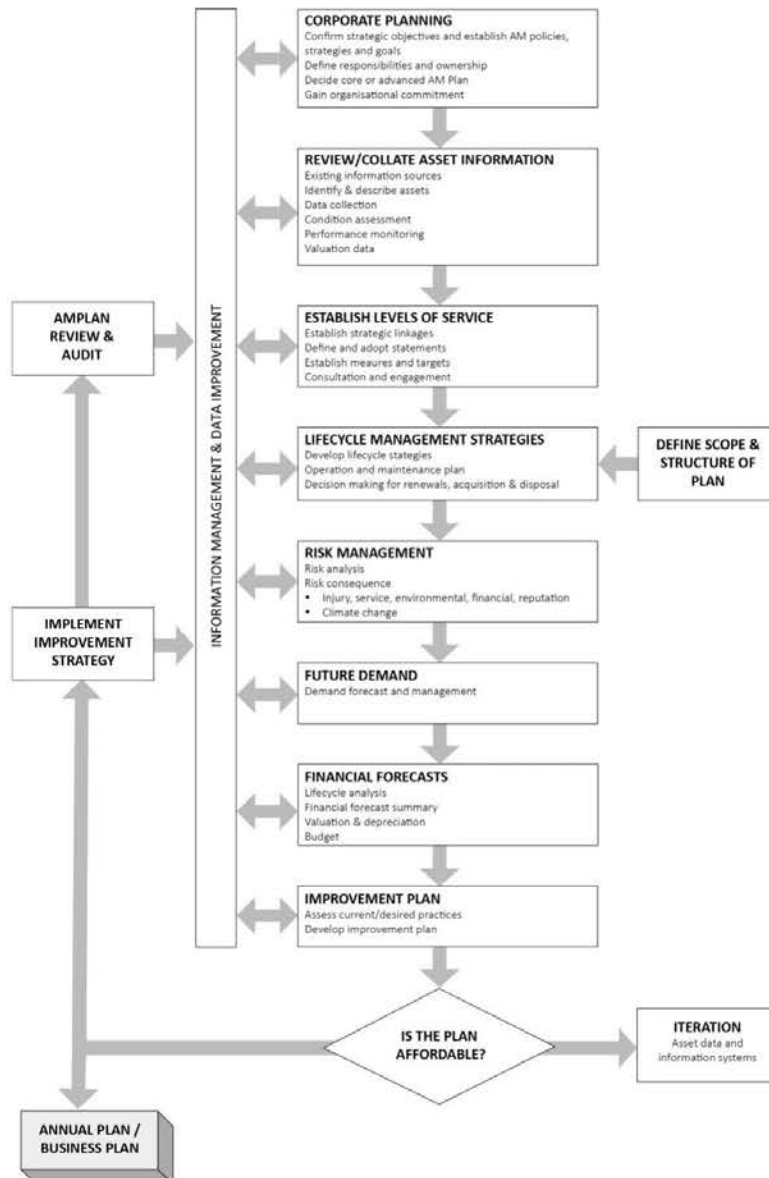
A road map for preparing an AM Plan is shown below.

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

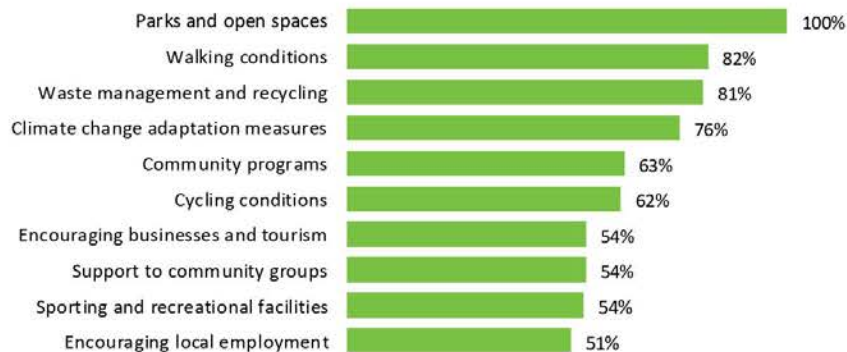
The City of West Torrens is committed to meeting community expectations through asset management. Feedback was received from the community relating to Council's current state of infrastructure assets from recent city-wide community engagement initiatives, which include:

- City of West Torrens Community Needs Analysis 2019/20 (CNA)
- City of West Torrens Customer Experience Strategy 2018 (CES)

3.1.1 Engagement participation rate



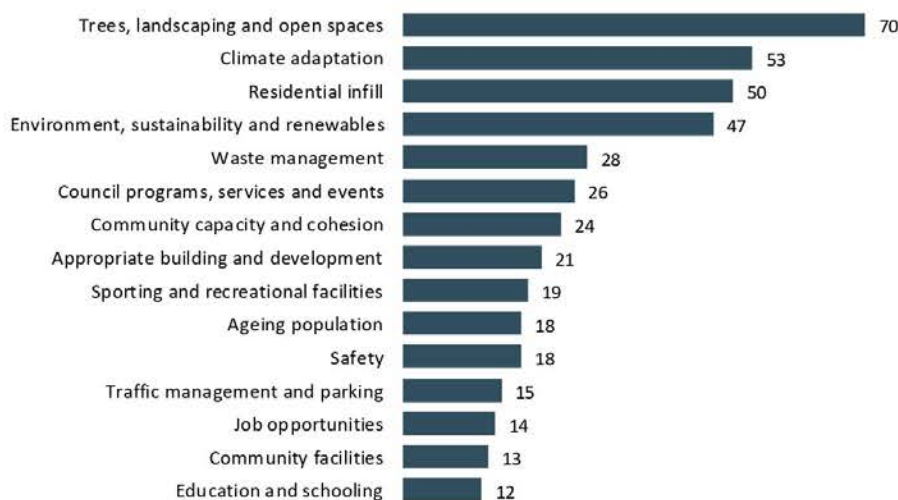
The 2019 Community Needs Analysis Community Survey (410 participants) asked respondents to rank ten council services in order of importance. The chart below shows combined priorities for all survey participants, with priority percentage scores ranked relative to the highest scoring service, 'parks and open spaces'.



Ranking of importance of 10 services to engagement participants
(Results from the Community Needs Analysis survey, 410 participants)

Parks and open spaces were ranked the highest priority for respondents with conditions for walking ranked 2nd highest and conditions for cycling ranked 6th.

Respondents were also asked about their views on the importance of services in addressing future changing societal needs in West Torrens. The chart below lists 15 highest priorities, based on the number of people that identified them.



15 most important future community needs considerations
(Results from the Community Needs Analysis survey, 410 participants)

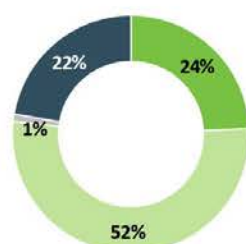
Parks and open spaces remained the most important service with conditions for walking and cycling falling outside of the top ten ranked.

Council engaged with 162 participants by asking them to allocate “budget” to ten council services as part of a hypothetical spending exercise. Parks and open spaces were allocated the highest “budget amount” with conditions for cycling and walking being ranked 8th and 9th respectively.

3.1.2 Satisfaction with the level of service provided by the Council

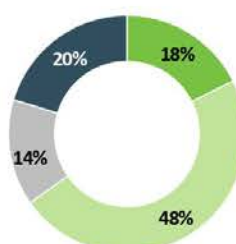
The Community Needs Analysis survey asked respondents to rate the current level of service for 20 services provided by the City of West Torrens, including walking and cycling. The two charts below show the results.

Conditions for walking



■ Excellent
■ Adequate
■ Don't know
■ Inadequate

Conditions for cycling



■ Excellent
■ Adequate
■ Don't know
■ Inadequate

Level of service assessment by survey respondents
(Results from the Community Needs Analysis survey, 410 participants)

Cycling is included as a relevant service for the Footpath Asset Management Plan because cycling is permitted on footpaths.

Overall, there were 20 services ranked in the survey and the rankings for the two relevant services were the following:

- Walking – 8th, with 22% of the respondents ranking services to be inadequate
- Cycling – 12th, with 20% of the respondents ranking services to be inadequate.

Table 3.1 summarises the results from the Community Needs Analysis and Customer Experience Strategy engagement initiatives.

Table 3.1: Customer Satisfaction Survey Levels

Performance Measure	Satisfaction Level				
	Very Satisfied	Fairly Satisfied	Satisfied	Somewhat satisfied	Not satisfied
	80 - 100%	60 - 80%	40 - 60%	20 - 40%	0 - 20%
Conditions for walking		✓			
Conditions for cycling		✓			

3.2 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of the City of West Torrens vision, mission, goals and objectives.

Our vision is:

Committed to be being the best place to live, work and enjoy life.

Our mission is:

To strive for excellence in serving our diverse community.

Strategic goals have been set by the City of West Torrens. The relevant goals and objectives and how these are addressed in this Asset Management Plan are summarised in Table 3.2

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

Council Vision	Operational Focus	How Goal and Objectives are addressed in the AM Plan
Organisational Strength	<ul style="list-style-type: none"> - Strong partnerships and working relationships with our community, other organisations and spheres of Government - Customer experience and community are at the centre of our considerations - Our community can meaningfully engage with Council - Sustainable financial management principles 	<p>As part of the improvement plan, methods are to be established to measure key performance indicators regularly including customer satisfaction levels to better understand the community's needs.</p> <p>As part of this AM plan, the levels of service of footpaths have been reviewed to ensure that service levels are financially sustainable based on funding available.</p>
Built Environment	<ul style="list-style-type: none"> - Provide infrastructure that meets the needs of a changing city and climate - Neighbourhoods designed to promote active travel and strengthen connections, amenity and accessibility 	<p>As part of this AM plan, the acquisition, renewal and maintenance levels of service of footpaths have been reviewed to ensure that the footpath network continues to meet the needs of the community, supports active travel and improves the amenity of open spaces.</p>
Environmental and sustainability	<ul style="list-style-type: none"> - Reduce the City's impact on the environment - Prepare for and respond to the challenges of changing climate 	<p>As part of this AM plan, acquisition forecasts include expenditure for the implementation of water sensitive urban design as part of footpath projects.</p>

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the management of footpaths are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
South Australian Local Government Act 1999	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a LTFP supported by asset management plans for sustainable service delivery.
South Australian State Records Act 1997	To ensure the City of West Torrens records and stores all relevant information as set out by the State Government of South Australia.
Environmental Protection Act 1993	An Act to provide for the protection of the environment: to establish the Environmental Protection Authority and define functions and powers and for other purposes.
Work Health and Safety Act 2012	To take a constructive role in promoting improvements in work health and safety practices whilst assisting in the preservation of public health and safety in all undertakings of the organisation.
Development Act 1993	An act to provide for planning and regulating development in the state; to regulate the use and management of land and building and for other purposes.
Australian Road Rules 1989	The Australian Road Rules have been made into regulations under the Road Traffic Act (South Australia) and gives road authorities in each state delegated power to establish standards for all aspects of roadways, including bridges and shared use paths.
Disability Discrimination Act 1992	A Commonwealth Act relating to discrimination on the grounds of disability.

3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Table 3.4: Customer Values

Service Objective: Provide suitable conditions for walking and cycling			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Footpaths are an aesthetically pleasing smooth surface	Customer Satisfaction Survey every 4 Years	77% (2019/20)	Increase to greater than 80%
Footpaths are of appropriate condition to cater for safe use	Number of customer requests for footpath maintenance	650 per annum (2019)	< 650 per annum and steadily declining
Footpaths are accessible and part of a well-connected footpath network.	Number of customer requests for new footpaths	6 per annum (2019)	< 5 per annum

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Quality How good is the service ... what is the condition or quality of the service?

Function Is it suitable for its intended purpose Is it the right service?

Capacity/Use Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Quality, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current funding level.

These are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very Good and provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Provide a footpath network of appropriate condition to cater for safe use	Number of customer requests for footpath maintenance	650 per annum (2019)	< 650 per annum and steadily declining
	Confidence levels		High	Low
Function	Provide suitable conditions for walking and cycling	Customer satisfaction survey every 4 years	77% customer satisfaction (2019/20)	> 80% customer satisfaction
	Confidence levels		Medium	Low
Capacity	Provide an accessible and well-connected footpath network	Number of customer requests for new footpaths	6 per annum (2019)	< 5 per annum
	Confidence levels		High	Medium

3.6 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – 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).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.

Table 3.6 shows the activities expected to be provided under the current Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Provide an accessible and well-connected footpath network	Number of customer requests for new footpaths	<p>A paved footpath is to be installed on at least one side of all roads which meets current Australia Standards and relevant legislative requirements.</p> <p>All walking and cycling paths with pedestrian demand are paved and meet current Australian Standards and relevant legislative requirements.</p>	<p>The current performance is expected to be maintained.</p> <p>Existing footpaths are to be upgraded to include permeable paving adjacent to street trees in order to minimise footpath damage from tree root growth.</p>
		Budget	\$404,788	\$537,644
Operation	To ensure services provided are efficient and cost effective.	Number of proactive asset inspections undertaken.	Asset inspections are undertaken at the discretion of City Operations.	Priority ratings and proactive inspection regimes are to be further developed for all footpath assets through Council's mobile application, <i>Fusion</i> , to assist with development of planned maintenance programs.
		Budget	TBC	TBC
Maintenance	To maintain footpaths in a manner which is safe for use	The area of failed or damaged path replaced each year through footpath maintenance.	Maintenance of footpaths is undertaken to repair areas of vertical displacement which are deemed to be a trip hazard or failed sections of footpath. This is undertaken at the discretion of maintenance staff.	<p>Review maintenance intervention criteria for footpath maintenance to ensure consistent practices are implemented and include in future update of this AM plan.</p> <p>The recent development of Council's mobile application, <i>Fusion</i>, allows for the quantity of footpath maintenance to now be accurately</p>

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
		The average unit rate cost for footpath maintenance.	The cost for footpath maintenance is currently captured at program level.	measured. KPI's shall be established for this. A process is to be developed to enable maintenance costs at project level to be accurately calculated and recorded against the relevant asset.
		Budget	\$1,556,942	\$1,556,942
Renewal	Provide suitable conditions for walking and cycling	<p>The area of failed or damaged path replaced each year through the footpath renewal program.</p> <p>The average unit rate cost for footpath renewal.</p>	Footpaths are selected for renewal based on the expiry date/end of useful life of the asset and customer requests.	<p>Footpaths are to be renewed based on the following criteria:</p> <ul style="list-style-type: none"> - The footpath asset has reached the end of its useful life - The footpath asset is more than halfway through its useful life and has more than one trip step per 20 metres of footpath - Greater than 70m2 of footpath requires replacement
		Budget	\$,1085,002	\$913,305
Disposal	There are currently no plans for the disposal of footpath assets.	-	-	-
		Budget	-	-

Note: * Current activities related to Planned Budget.

** Forecast required performance related to forecast lifecycle costs.

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time..

4.0 FUTURE DEMAND

4.1 Demand Drivers

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.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

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

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.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this Asset Management Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	60,842 (2019)	Population projections indicate that the City of West Torrens will experience an increase in population as a result of urban consolidation in the medium to long term future.	A large portion of the population growth will be a result of the development of single allotments into multiple residencies. An increase in population will increase pedestrian volumes and demand for footpaths to be provided in a condition fit for use.	The proactive inspection regime is to be further developed through Council's mobile application, <i>Fusion</i> , to proactively identify and repair hazards and defects and maintain public safety to suit the increased pedestrian volumes. Council is to continue to undertake new footpath construction to develop a well-connected footpath network including having a footpath on at least one side of every road.

Service Providers	Urban consolidation is requiring significant amounts of new services to be installed to accommodate the new allotments.	Requirements for new services to be installed will continue to increase to accommodate the creation of new allotments through urban consolidation.	This development will result in greater damage to Council footpaths by service authorities installing new services to suit new development.	The proactive inspection process is to continue to be implemented to identify damage to footpaths caused by those working on behalf of service providers to enable this to be followed up by Council with the responsible organisations.
Planning Development and Infrastructure Act 2016	Urban consolidation is resulting in damage to footpaths from developers.	The introduction of new legislation regulating development will further encourage development to achieve urban consolidation.	This development will result in greater third party damage to footpaths from developers.	A proactive inspection process is to continue to be implemented and improved to identify damage to footpaths caused by developers to enable this to be followed up by Council with the responsible person/s.
Change in use of footpaths	The majority of footpath users are currently pedestrians. There is some use of footpaths by bicycles and gophers.	An ageing population will lead to an increase in gophers travelling on footpaths.	There will be greater demand for accessibility of gophers and bicycles on footpaths.	The standard footpath width of 1.35m throughout the City will be reviewed to consider changes in the use of footpaths.

Population Demographic	Age Structure		Based on the current age structure, the City of West Torrens has an ageing population. ³	An ageing population will increase the demand for DDA compliancy and public safety for footpath users.	Council is to continue to undertake new footpath construction to ensure a footpath is installed on at least one side of every road in accordance with the Disability Discrimination Act 1992. The proactive inspection regime is to be further developed through Council's mobile application, <i>Fusion</i> , to proactively identify and repair hazards and defects. Risk rating criteria and maintenance response times are to be further developed to assist with prioritising footpath maintenance works in accordance to the level of risk.
	0-4 years	5.39%			
	5-14 years	9.21%			
	15-19 years	5.46%			
	20-24 years	8.17%			
	25-34 years	17.43%			
	35-44 years	13.33%			
	45-54 years	12.61%			
	55-64 years	10.45%			
	65-74 years	7.97%			
	75-84 years	6.26%			
	85 years and over	3.71%			

4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the City of West Torrens to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

4.5 Environmental Sustainability

The way in which we manage assets should recognise that there is an opportunity to incorporate environmental sustainability as part of asset lifecycle activities. Building environmental sustainability into assets can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and

³ Commonwealth of Australia, Regional Population Growth, Australia, 2018-19 (cat. No. 3218.0)

- Assets that can endure effects of climate change may potentially lower the lifecycle cost and reduce their carbon footprint

The impacts of climate change can have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum we should consider both how to manage our existing assets given the potential climate change impacts, and also how to incorporate environmental sustainability in any new works or acquisitions.

Current practices and issues as well as future opportunities for improvement with regards to the achievement of environmental sustainability have been identified in Table 4.5.1.

Table 4.5.1 Environmental Sustainability - Current Issues, Practices and Future Opportunities

Asset Class: Footpaths		
Environmental Sustainability Pillar	Current Practices and Issues	Opportunities for Future Improvements
Water	<ul style="list-style-type: none"> Incorporating water sensitive urban design into capital projects including the replacement of standard concrete or brick paved footpath with permeable paving 	<ul style="list-style-type: none"> Continue to explore opportunities and new techniques to incorporate WSUD into capital projects
Energy	<ul style="list-style-type: none"> Council-wide shift from concrete footpaths to brick paved footpaths allows reuse of materials and therefore reduced energy consumption for maintenance works through lifting and relaying of pavers versus batching new concrete The ongoing LED lighting upgrade throughout road reserves will significantly reduce energy consumption associated with street lighting 	<ul style="list-style-type: none"> Specifying of green plant and equipment by contractors to encourage cleaner energy sources Explore opportunities to utilise recycled asphalt products for shared path renewals Support active transport (walking and cycling) as part of capital projects in particular by considering this at the design stage of projects
Climate Change	<ul style="list-style-type: none"> The urban heat island affect is considered as part of material and material colour selection Promoting of green verges as part of footpath capital projects 	<ul style="list-style-type: none"> Consider the effect that climate change may have on the deterioration of footpath assets
Waste	<ul style="list-style-type: none"> Council-wide shift from concrete footpaths to brick paved footpaths allows reuse of materials and therefore reduced opportunity for materials to be sent to landfill 	<ul style="list-style-type: none"> Continue to explore techniques and materials that allow existing footpath assets' life to be extended or to be reused at end of life
Greening	<ul style="list-style-type: none"> Opportunities for tree infill and retention of existing trees is 	<ul style="list-style-type: none"> Continue to explore opportunities and new techniques which promote the growth of healthy

	<p>considered as part of all footpath capital projects</p> <ul style="list-style-type: none">• Promoting green verges as part of footpath capital projects• Tree health is promoted by footpath capital projects by the use of tree wells and permeable paving adjacent trees	<p>trees adjacent to footpaths, in particular to resolve issues in streets with narrow verges where tree health and/or footpath asset life can be compromised.</p>
--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the City of West Torrens plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this Asset Management Plan are shown in Table 5.1.1.

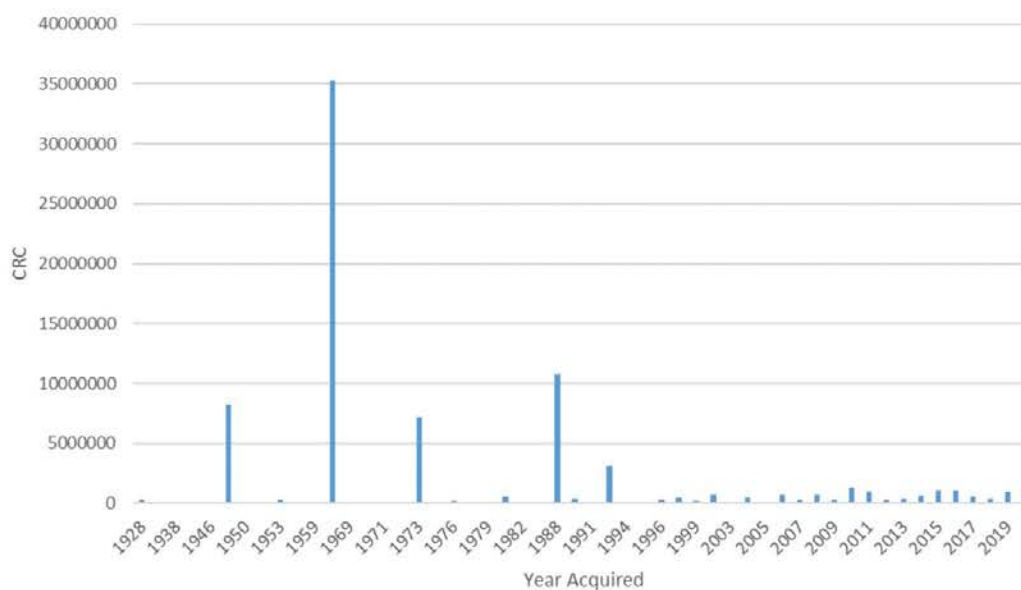
The City of West Torrens footpath assets are made up of concrete, brick paving, asphalt and gravel footpaths which are generally in very good to good condition.

The age profile of the assets included in this AM Plan are shown in Figure 5.1.1.

Table 5.1.1: Assets covered by this Plan

Asset Category	Length (m)	Area (m ²)	Replacement Value
Bitumen Footpath	40,271	101,134	\$3,841,865
Block Paved Footpath	79,547	142,098	\$15,929,900
Concrete Footpath	437,906	602,018	\$59,719,439
Exposed Concrete Footpath	3,229	5,973	\$590,533
Gravel Footpath	2,285	6,757	\$315,938
TOTAL	563,148	857,981	\$80,397,675

Figure 5.1.1: Asset Age Profile



All figure values are shown in current day dollars.

It should be noted that the age profile of assets included in this AM Plan as shown in Figure 5.1.1 does not actually represent the true age of the asset. This graph represents the age of the asset as equal to *the remaining life less the useful life*.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Footpath Connectivity	A complete footpath network has not been established in some suburbs. For example, there is a large portion of streets within Novar Gardens which do not have a footpath on either side of the road.
Maintenance Response Times	Maintenance response to resolve defects are greater than desired for some defect types, in particular damage as a result of tree root growth.
Pram Ramps	DDA non-compliant pram ramps are still in place across the Council area.

The above service deficiencies were identified by asset stakeholders

5.1.3 Asset condition

Condition is currently monitored by an external consultant through undertaking a field inspection of all footpath assets across the network. This condition audit is completed every five years. This AM plan is based on the data collated from the condition audit completed in 2017.

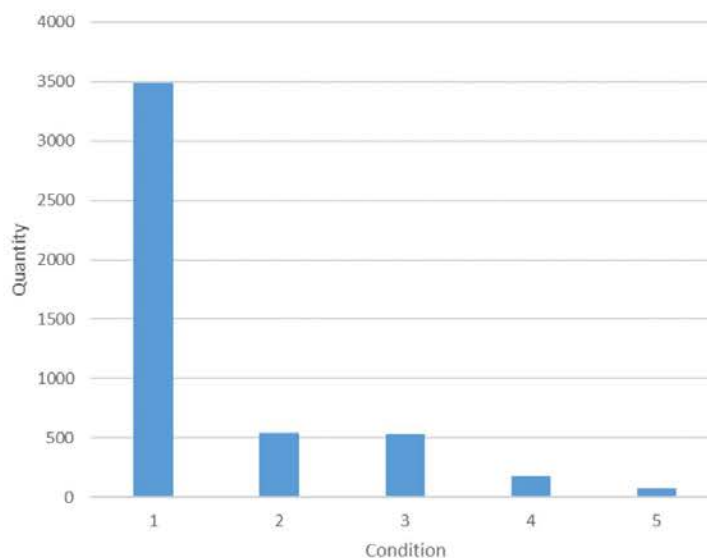
Condition is measured using a 1 – 5 grading system⁴ as detailed in Table 5.1.3. It is important that consistent condition grades be used in reporting various assets across an organisation. This supports effective communication. At the detailed level assets may be measured utilising different condition scales, however, for reporting in the AM plan they are all translated to the 1 – 5 grading scale.

Table 5.1.3: Condition Grading System

Condition Grading	Description of Condition
1	Very Good: only planned maintenance required
2	Good: minor maintenance required plus planned maintenance
3	Fair: significant maintenance required
4	Poor: significant renewal/rehabilitation required
5	Very Poor: physically unsound and/or beyond rehabilitation

The condition profile of our assets is shown in Figure 5.1.3.

⁴ IPWEA, 2015, IIMM, Sec 2.5.4, p 2 | 80.

Figure 5.1.3: Asset Condition Profile

Generally, footpath assets are in very good to good condition based on the condition audit undertaken in 2017 and the expected useful life remaining for footpath assets. It is deemed that due to the volume of deferred maintenance works and damage as a result of tree root growth and third party works, this does not accurately depict the actual useful life remaining and serviceability of the footpath network.

All figure values are shown in current day dollars.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

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. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in operation and maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Maintenance and Operation Budget Trends

Year	Operation and Maintenance Budget \$
2015/2016	\$1,598,189
2016/2017	\$1,739,501
2017/2018	\$1,530,397
2018/2019	\$1,360,287
2019/2020	\$1,556,337
2020/2021 (Estimate)	\$1,556,942

Future maintenance costs have been estimated by considering the historical maintenance costs for the recent five year period.

Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and risks of providing services at that level have been identified and are highlighted in this AM Plan.

Reactive maintenance is carried out in accordance with response levels of service detailed in Appendix A.

Asset hierarchy

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

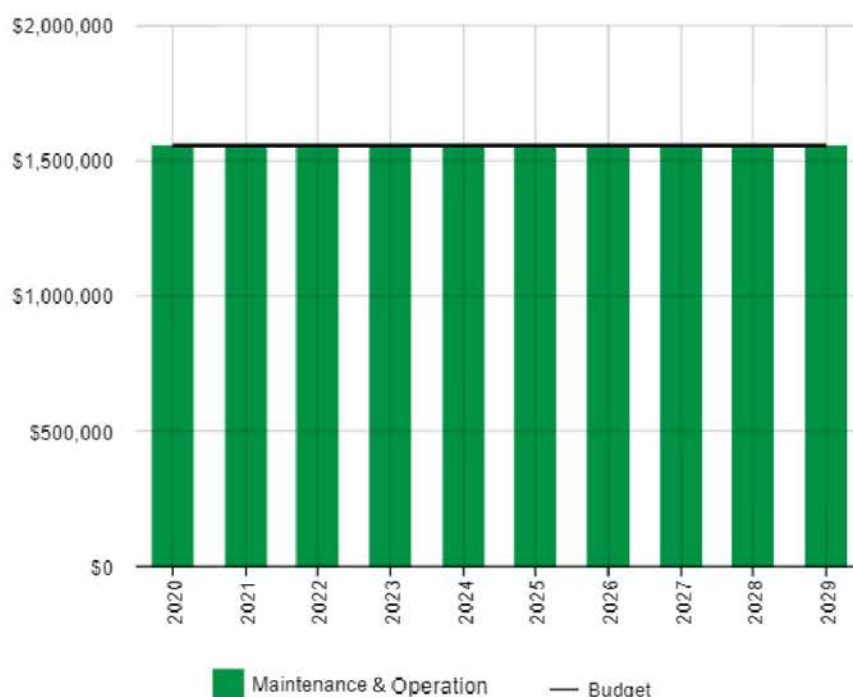
The service hierarchy is shown in Table 5.2.2.

Table 5.2.2: Asset Service Hierarchy

Service Hierarchy	Service Level Objective
Minor Road Footpaths	Footpaths which provide the main function of access from the roadway to abutting properties
Feeder Road Footpaths	Footpaths which provide the main function of distributing pedestrian traffic to local street systems.
Major Road Footpaths	Footpaths which provide the principal avenue for pedestrian traffic movements along Council's major roads.
Arterial Road Footpaths	Footpaths which provide the principal avenue for pedestrian traffic movements along State-owned arterial roads.
Reserve Footpaths	Footpaths which provide for pedestrian movement through reserves.
Shared User Paths	Footpaths which provide for safe pedestrian and cyclist movement in the form of shared user paths.

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.2: Operations and Maintenance Summary

All figure values are shown in current day dollars.

The maintenance and operation expenditure has been forecast based on historical annual expenditure. Maintenance and operation expenditure is not expected to vary significantly during this period. As the budget allocated for footpath maintenance over the period is not outlined in the Long Term Financial Plan, it is assumed that the annual budget available is equal to the 2019/20 expenditure.

Operation costs for footpath assets are not currently measured individually and form part of maintenance costs.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).
- The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed in 2017.

Table 5.3: Useful Lives of Assets

Asset (Sub)Category	Useful life
Bitumen Footpath	30 years
Block Paved Footpath	60 years
Concrete Footpath	80 years
Exposed Concrete Footpath	80 years

The estimates for renewals in this Asset Management Plan are based on the findings from the footpath condition audit undertaken in 2017.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).⁵

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁶

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Condition Score	70%
Proximity to facilities including schools, hospitals, aged care facilities, shopping centres and community centres	15%
Footpath Asset Type (Local, Feeder, Major, Arterial or Reserve Path)	15%
Total	100%

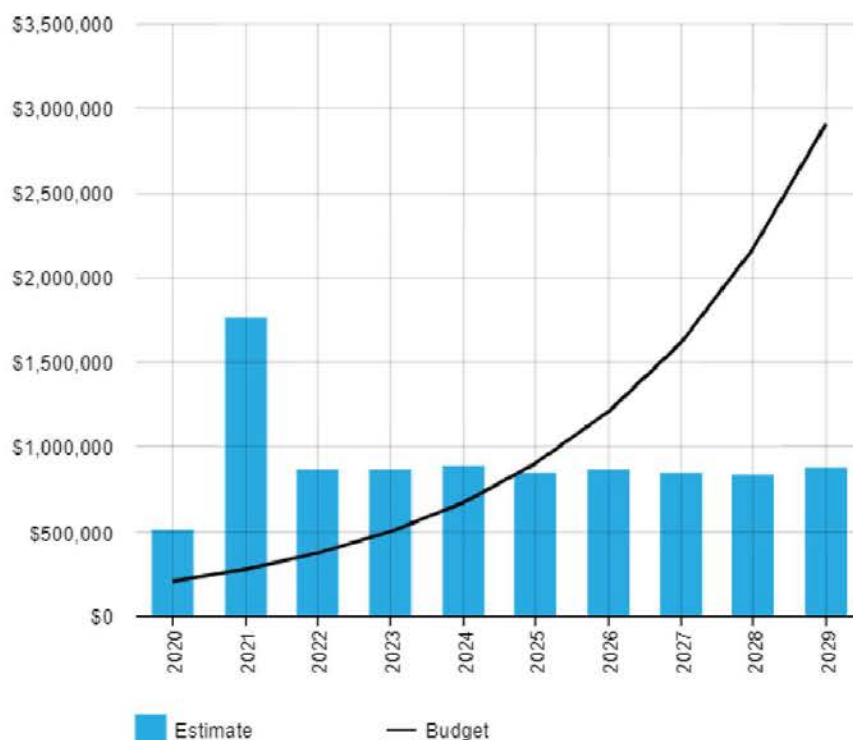
⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4. A detailed summary of the forecast renewal costs is shown in Appendix B.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars.

The forecast renewal expenditure for the 10 year period is expected to remain relatively consistent, excluding renewal works forecast for 2021. The increase in renewal works in 2021 is a result of deferred renewals in recent years.

The renewal works forecasted within this period are largely required as a result of damage caused to infrastructure by tree root growth and contractors undertaking works as part of property development and on behalf of service authorities. In many cases, footpath assets are failing to reach the expected life span of 60 to 80 years for brick paved and concrete footpaths due to these external factors.

It is anticipated that the requirement for footpath asset renewals could be reduced in the future by the implementation of a proactive maintenance program of works.

There are no expected renewal work deferrals forecasted within this period.

5.5 Acquisition Plan

Acquisition are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the City of West Torrens.

5.5.1 Selection criteria

Proposed upgrade of existing assets, and new assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.4.1

Table 5.5.1: Acquired Assets Priority Ranking Criteria

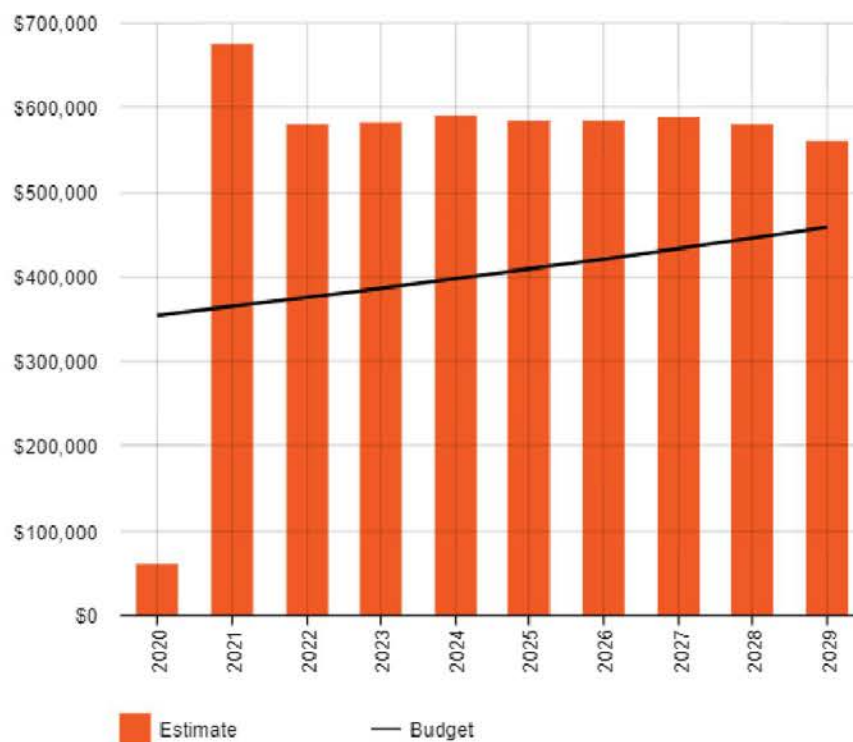
Criteria	Weighting	
Surrounding Infrastructure - The presence of adjacent footpaths which provide a similar path of travel.	Surrounding Infrastructure	Score out of 5
	No footpath on either side of the street or an existing footpath providing an alternate path of travel exists	5
	An existing footpath providing an alternate path of travel exists	3
	Footpath on opposite side of the street or providing the same path of travel	1
Road Hierarchy - The hierarchy of roads is outlined in the <i>City of West Torrens Transport Strategy, Transportation for the next Generation 2025</i> .	Road Hierarchy	Score out of 5
	Arterial Roads	5
	Major Collector Roads	4
	Local Collector Roads	3
	Local Roads	2
	Local Road (cul-de-sac)	1
Land Use - The land use is based on the West Torrens Development Plan 2020 where the following zones are grouped together: Commercial/Industrial - Commercial Zone, Industrial Zone, Airfield Zone, Bulky Goods Zone Recreational/Shopping - communality zone, district centre zone, local centre zone, neighbourhood centre zone, open space zone, coastal open space zone Residential - residential zone	Land Use	Score out of 3
	Commercial/Industrial	3
	Recreational/Shopping	2
	Residential	1
Proximity to Pedestrian Generators - Pedestrian generators which create high pedestrian movements of children, elderly and people with a disability, score a high rating. Community Facility includes such uses as churches, libraries, community centres.	Generator	Score out of 5
	Primary school within street	5
	Primary school within 500m	3
	High School or TAFE within street	4
	High School or TAFE within 500m	2

	Kindergarten within street	5
	Retirement / Nursing Home within street	5
	Shopping Centre within street	4
	Community Facility within street	4
	Park or Shared Use Path within street	3
	Bus Route within street	3
	Bus Route within 300m	2
	Other	1
Total		Score out of 18

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised in Figure 5.5.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix C.

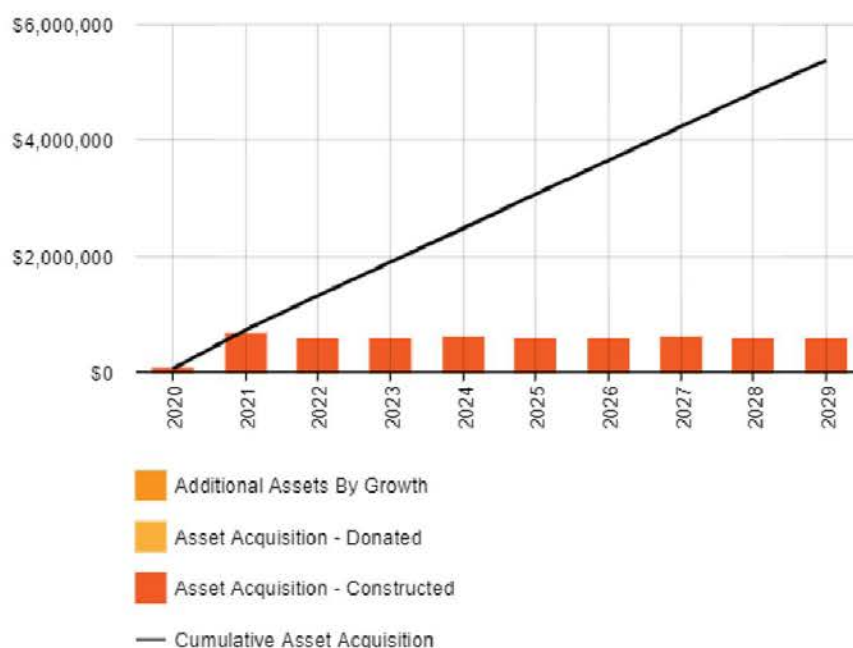
Figure 5.5.1: Acquisition (Constructed) Summary



All figure values are shown in current day dollars.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.5.2.

Figure 5.5.2: Acquisition Summary



All figure values are shown in current dollars.

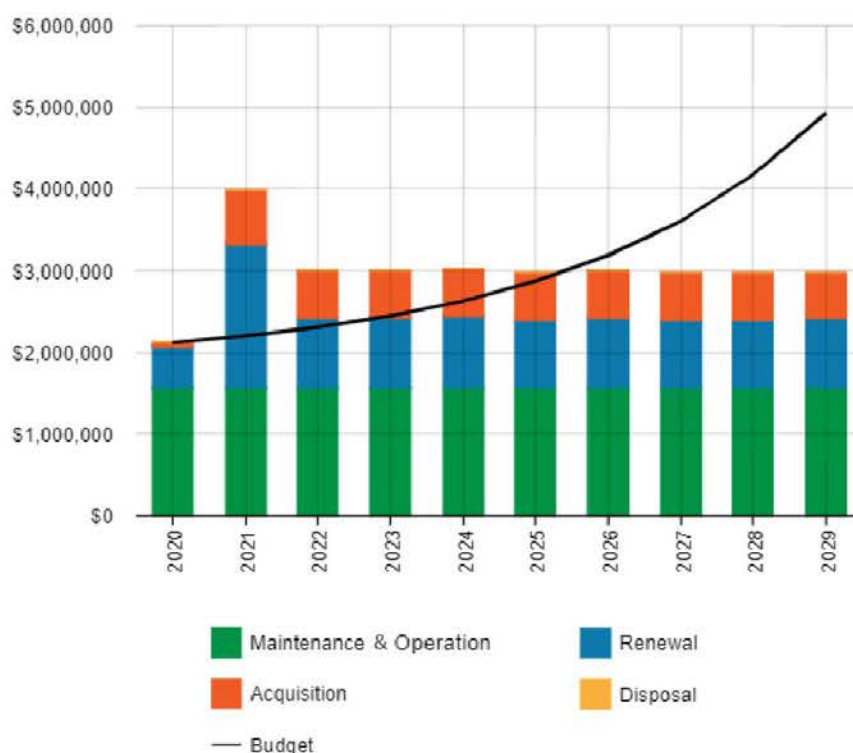
Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

The acquisition costs for the 10 year period are relatively consistent across the period and are within the budget figures of Council's Long Term Financial Plan. The City of West Torren's footpath network is relatively established and therefore the new asset acquisitions make up only a small portion of the overall network. As a result of this, the future commitment to ongoing operations, maintenance and renewal costs can be met.

Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.5.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary

All figure values are shown in current day dollars.

The forecasted costs over the 10 year period are within the budget for the Long Term Financial Plan. The asset renewals forecasted in this plan are estimated based on data available from the condition audit undertaken in 2017 however it is deemed that developing the existing proactive footpath maintenance program may reduce the requirement for footpath renewals in the long term future.

Additionally, improved compliance monitoring of third party works of developers and service authorities will prevent footpath assets reaching their end of useful life earlier than anticipated.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in Table 5.6. Any costs or revenue gained from asset disposals is included in the long-term financial plan.

At this point in time, there are no footpath assets identified for disposal.

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines alongside the City of West Torrens Enterprise Risk Management Policy and Framework.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'⁷.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
All footpaths	Footpath lifts as a result of the impact of tree root growth	<ul style="list-style-type: none"> - Trip steps are formed along footpaths - Increased risk to public liability claims against Council due to pedestrian trips and falls
	Failed sections of footpath as a result of the asset reaching the end of its useful life or due to third party damage	<ul style="list-style-type: none"> - Hazards are formed along footpaths due to uneven surfaces - Visual streetscape amenity is reduced - Increased risk to public liability claims against Council due to pedestrian trips and falls

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used is shown in Figure 6.2.1 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

⁷ ISO 31000:2009, p 2

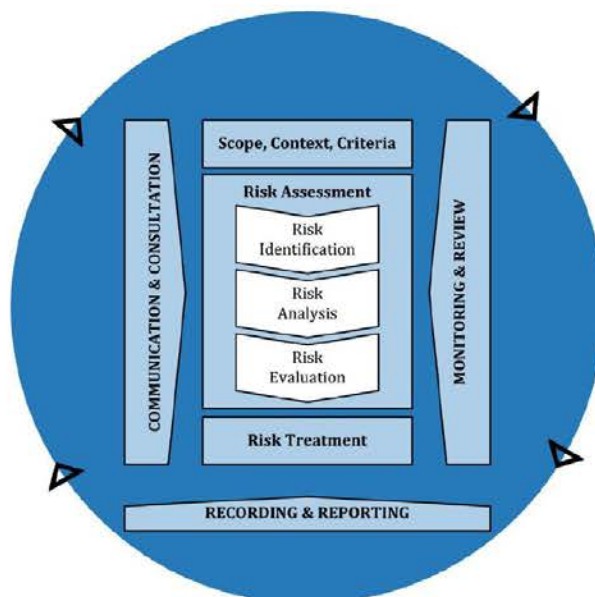


Fig 6.2.1 Risk Management Process – Abridged
 Source: ISO 31000:2018, Figure 1, p9

In accordance with the Enterprise Risk Management Framework, risk consequences are cited as the following:

- Financial
- Organisational or customer impact
- Reputation and relationships
- People
- Work health and safety

Furthermore, an assessment of risks⁸ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

The City of West Torrens' Risk Analysis Matrix in Figure 6.2.2 is used to assess risk levels across the organisation. The guidelines for using the risk matrix is detailed in *Administration Policy: Enterprise Risk Management Framework*⁹.

⁸ Administration Policy: Enterprise Risk Management Framework, 2019

⁹ As above

Prevent/Reduce/Manage Negative Consequences					LIKELIHOOD	Enhance/Promote/Facilitate Positive Consequences				
E	E	H	M	M	Almost Certain > 95% chance of occurring Likely 75% - 95% chance of occurring Moderate 25% - 75% chance of occurring Unlikely 5% - 25% chance of occurring Rare < 5% chance of occurring	M	M	H	E	E
E	E	H	M	L		L	M	H	E	E
H	H	M	M	L		L	M	M	H	H
H	M	M	L	L		L	L	M	M	H
M	M	L	L	L		L	L	L	M	M
Catastrophic	Major	Moderate	Minor	Insignificant	Scale	Insignificant	Minor	Moderate	Major	Outstanding

Fig 6.2.2 Risk Analysis Matrix - Level of Risk

Source: City of West Torrens

Critical risks are those assessed with High or Extreme risk ratings. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. Services and assets with a residual risks rating of High are required to be managed by the CEO and General Managers, respectively in accordance with the Enterprise Risk Management Framework.

Table 6.2: Critical Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
All footpath assets	Footpaths are damaged by tree root growth causing trip steps to be formed	High	- Further develop risk rating of all footpath assets to assist with the prioritisation of maintenance Council's mobile application, <i>Fusion</i> . - Further develop the proactive inspection and maintenance regime based on the level of risk of footpath assets	Moderate	The cost of the process to review the risk rating of all footpath assets is estimated as the equivalent of 4 weeks full time work from Council's Asset Engineer. Routine inspections is estimated to require the full time equivalent of 8 weeks work from City Operations staff each year.

	Footpaths become unserviceable due to reaching the end of their useful life and/or as a result of third party works	High	- Further develop the asset renewal criteria to assist with the decision making in developing the Capital Works Program.	Moderate	The process of further developing the asset renewal criteria is estimated as the equivalent of 2 weeks full time work from Council's Asset Engineer.
--	---------------------------------------------------------------------------------------------------------------------	------	--------------------------------------------------------------------------------------------------------------------------	----------	------------------------------------------------------------------------------------------------------------------------------------------------------

Note * The residual risk is the risk remaining after controls are implemented.

6.3 Organisation Strategic Risks

The strategic risks of the organisation significantly impact the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

The City of West Torrens' strategic risks related to asset management are identified in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to manage this risk. .

Table 6.3: Strategic Risks

Threat / Hazard	Current Risk Control Approach	CWT Risk Level (Revised Risk- after controls)
Business Continuity and Community Resilience	This is reviewed as part of Organisational Strategic Risks including the ability to respond, recover, restore and resume business as usual. Robust plans and processes are developed.	Moderate
Emergency Events	This is reviewed as part of Organisational Strategic Risks. CWT considers all hazards including the response to multiple threats including flooding, earthquake, transport incidents etc.	Moderate
Infrastructure Management	This is reviewed as part of Organisational Strategic Risks and includes monitoring damage caused by deterioration or emergency events	Moderate
Urban Densification	This is reviewed as part of Organisational Strategic Risks and includes the planning and implementation of systems to cope with changes caused by infill development and changes to State Planning Regulations.	Moderate
Financial Management, Sustainability and Cost Shifting	This is reviewed as part of Organisational Strategic Risks and includes strategies to deal with changes in income and expenditure caused by either changes in policy or emergency events	Moderate

6.4 Asset Risk Ratings

Asset risk ratings have been developed to guide the priority of maintenance works, in particular to determine the maintenance response levels of service.

For footpath assets, the risk rating score has been determined as follows:

Asset Type	Risk Rating
Various individually identified locations	Extreme
Shared user paths and footpaths along state-owned roads, council-owned major roads and parks/ reserves.	High
Footpaths along feeder roads	Moderate
Footpaths along minor roads	Low

Further consideration is given to footpaths adjacent to schools, hospitals and other infrastructure which increases the risk of the asset. This framework is being developed to be incorporated into Council's mobile application, *Fusion*, and will be included in future updates of this AM plan.

6.5 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.5.1 What we cannot do

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

- Maintaining maintenance service levels at all times
- Upgrade sections of the River Torrens Linear Park to provide a shared user path which meets current design standards

6.5.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Loss of visual streetscape amenity
- Increased risk of injury to footpath users
- Lack of footpath connectivity in some locations

6.5.3 Risk trade-off

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

- Increased risk of slips, trips and falls along footpaths
- Increased number of works requests and customer complaints regarding footpath condition

These actions and expenditures are considered and included in the forecast costs, and as detailed in the Critical Risk Treatment Plan above.

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio¹⁰ 118.8%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 118.8% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix B.

Medium term – 10 year financial planning period

This Asset Management Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the 10 year period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$2,470,248 on average per year.

The proposed (budget) operations, maintenance and renewal funding is \$2,641,944 on average per year giving a 10 year funding excess of \$171,697 per year. This indicates that 106.95% of the forecast costs needed to provide the services documented in this Asset Management Plan are accommodated in the proposed budget. This excludes acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the Asset Management Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan and also revising the Long -Term Financial plan. The revisions of the Long Term Financial Plan shall explicitly provide details on the budgeted maintenance expenditure for each individual asset class.

¹⁰ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

We will manage the 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in 2020/2021 dollar values.

Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Acquisition	Maintenance	Renewal
2020/21	\$59,846	\$1,556,942	\$503,929
2021/22	\$674,318	\$1,556,942	\$1,761,031
2022/23	\$578,383	\$1,556,942	\$860,624
2023/24	\$581,129	\$1,556,942	\$864,810
2024/25	\$588,936	\$1,556,942	\$886,011
2025/26	\$584,141	\$1,556,942	\$846,003
2026/27	\$584,308	\$1,556,942	\$865,593
2027/28	\$586,839	\$1,556,942	\$838,583
2028/29	\$579,402	\$1,556,942	\$834,599
2029/30	\$559,144	\$1,556,942	\$871,871

7.2 Funding Strategy

The proposed funding for assets is outlined in the City of West Torren's budget and Long-Term financial plan.

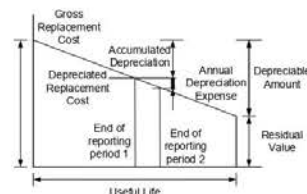
The financial strategy of the City of West Torrens determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at the three year average of the assets current replacement cost:

Replacement Cost (Current/Gross)	\$80,397,675
Depreciable Amount	\$80,397,675
Depreciated Replacement Cost ¹¹	\$64,687,292
Depreciation	\$1,192,667



7.3.2 Valuation forecast

Asset values are forecast to increase marginally as additional assets are added to the network.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

As the City of West Torrens is largely established, the footpath network is largely complete and therefore the growth in value of assets will be relatively minor.

¹¹ Also reported as Written Down Value, Carrying or Net Book Value.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- The remaining life of footpath assets is based on the forecast renewal date as identified from the footpath condition audit undertaken in 2017, rather than remaining life based on condition
- Unit rates for valuations are based on the three year average of actual costs of replacement
- Operations and maintenance budget and budget growth levels remain consistent with historical figures

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale¹² in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	Low	Demand drivers are based on a combination of sound statistics and analysis of current local demand drivers.

¹² IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Growth projections	High	Growth projections are based on the analysis of historical figures.
Acquisition forecast	Medium	Acquisitions are based on the Acquired Assets Priority Ranking Criteria (Table 5.5.1)
Operation forecast	Very Low	Very little data has been interpreted for forecasting operation activities.
Maintenance forecast	Medium	Maintenance forecasts are based on the analysis of trends in historical maintenance expenditure.
Renewal forecast		
- Asset values	High	Asset values are based on actual construction costs.
- Asset useful lives	High	Asset useful lives are based on Footpath and Kerb Audit Report 2017 (Calibre Consulting)
- Condition modelling	Low	Condition modelling is mostly estimated.
Disposal forecast	Low	Very few disposals have historically been undertaken.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be Medium.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹³

8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is "Finance One", City of West Torrens' corporate finance system.

8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is "Conquest", City of West Torrens' Asset Management System.

8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Undertake a review of the current method for determining useful lives and actual asset useful lives accordingly	Team Leader Asset and Project Management	Internal Asset Management staff	June 2021
2	Further develop the asset inspection regime through Council's mobile application, <i>Fusion</i> , based on the priority of all footpath assets to assist with the ongoing development of planned maintenance programs.	Team Leader Asset and Project Management, Coordinator of Civil Works and Services	Internal Asset Management, City Operations and Information Technology staff	December 2021
3	Finalise the review of maintenance intervention criteria and include this in an update of this asset management plan.	Team Leader Asset and Project Management Coordinator of Civil Works and Services	Internal Asset Management and City Operations staff	June 2022
4	Develop current methods of measuring and reporting regularly on key performance indicators including: - compliance with asset inspections - planned maintenance expenditure versus reactive maintenance expenditure - asset utilisation - customer satisfaction with the performance of footpath assets	Team Leader Asset and Project Management Coordinator of Civil Works and Services	Internal Asset Management, Information Technology and Finance staff	June 2022
5	Establish methods to determine and report on actual footpath maintenance costs at project level to assist with decision-making.	Team Leader Asset and Project Management	Internal Asset Management, Information	June 2022

¹³ ISO 55000 Refers to this as the Asset Management System

		Coordinator of Civil Works and Services	Technology and Finance staff	
6	Review footpath asset hierarchy to assist with the further development of suitable levels of service for each level of the hierarchy and include bus stop hardstands.	Team Leader Asset and Project Management	Internal Asset Management staff	March 2022
7	Undertake the scheduled condition audit of all footpath assets.	Team Leader Asset and Project Management	External Consultant	June 2022
8	Review and correct naming of segments for all footpath assets.	Team Leader Asset and Project Management	Internal Asset Management staff	December 2022
9	Further develop a criteria for footpath renewals to assist with determining a longer term renewal program (5 to 10 years).	Team Leader Asset and Project Management	Internal Asset Management staff	December 2023
10	Undertake a complete review of this asset management plan at least every four years, within two years of each Council election.	Team Leader Asset and Project Management	Internal Asset Management staff	June 2024

8.3 Monitoring and Review Procedures

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating within two years of each Council election.

8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012, Practice Note 6 Long-Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6>
- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8>
- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- City of West Torrens Community Plan 2030
- City of West Torrens Adopted Budget and Annual Business Plan 2020/21
- City of West Torrens, 2019, Administration Policy: Enterprise Risk Management Framework

10.0 APPENDICES

Appendix A Maintenance Response Levels of Service

Appendix A provides an overview of the maintenance strategy and response level of service for footpath assets.

Asset Criticality

Asset criticality and maintenance intervention is based on the following framework:

Level	Function	Safety/ Presentation
1	High Importance	Extreme/ High
2	Important	Moderate
3	Lower Importance	Low

Proposed Criticality/Performance Categories (including defect/ maintenance response times and proposed defect inspection cycle) are:

Footpath	Hazardous	Non-Hazardous
Trip hazard - High/ extreme risk defects	repairs completed within 1 - 2 days	repairs completed within 7 days
Lifting pavement - High/ extreme risk defects	make safe and permanent repairs completed within 30 days	make safe and permanent repairs completed within 90 days
Missing pavement - High/ extreme risk defect	permanent repairs and other defect repairs completed within 3 months	permanent repairs and other defect repairs completed within 12 months during Capital Works Program

* Note condition assessment is undertaken on a 4 yearly cycle

Risk Ratings

Risks are rated:

- Extreme (extreme safety risk and extreme functional or presentation risk exists)
- High (high safety risk, and high functional or presentation risk exists);
- Moderate (moderate functional or presentation risk exists); and
- Low (low functional or presentation risk exists).

Appendix B Renewal Forecast Summary

B.1 – Renewal Forecast Summary

Table B1 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2020/21	\$503,929	\$208,898
2021/22	\$1,761,031	\$279,908
2022/23	\$860,624	\$375,056
2023/24	\$864,810	\$502,547
2024/25	\$886,011	\$673,375
2025/26	\$846,003	\$902,273
2026/27	\$865,593	\$1,208,979
2027/28	\$838,583	\$1,619,941
2028/29	\$834,599	\$2,170,601
2029/30	\$871,871	\$2,908,444

B.2 –10 Year Renewal Program

Asset ID	Project	Suburb	Estimate
2020/21			
70796	Surrey Road (Everard Avenue to Richmond Road) Right Paved Footpath	Keswick	\$67,594.84
94996	Surrey Road (Everard Avenue to Richmond Road) Left Paved Footpath	Keswick	\$25,659.39
68124	Birdwood Terrace (Talbot Avenue to Allchurch Avenue) Left Concrete Footpath	North Plympton	\$19,324.81
67853	St Anton Street (Sutton Terrace to Aldridge Terrace) Right Concrete Footpath	Marleston	\$14,659.69
70795	Surrey Road (Everard Avenue to Richmond Road) Right Concrete Footpath	Keswick	\$14,853.55
70794	Surrey Road (Everard Avenue to Richmond Road) Left Concrete Footpath	Keswick	\$64,004.01
	Footpath Remediation		\$200,000.00
2021/22			
67352	Bignell Street (Sanders Street to Marion Road) Left Concrete Footpath	Richmond	\$30,114.60
67936	Cudmore Terrace (Galway Avenue to Lucknow Street) Right Concrete Footpath	Marleston	\$35,147.69
68601	Lane Street (Brooker Terrace to Weaver Avenue) Right Concrete Footpath	Richmond	\$32,839.83
68420	Richmond Road (Bruce Avenue to Grove Avenue) Right Concrete Footpath	Marleston	\$13,549.59
70716	Milner Road (Kingston Avenue to Elms Avenue) Right Concrete Footpath	Richmond	\$16,335.33
71355	Richmond Road (Surrey Road to South Road) Right Concrete Footpath	Keswick	\$32,237.24
68504	Weaver Avenue (Lucas Street to Richmond Road) Left Concrete Footpath	Richmond	\$20,790.53
67253	Sutton Terrace (Lucknow Street to Desmond Avenue) Left Concrete Footpath	Marleston	\$21,517.83
67730	Alexander Avenue (Reid Avenue to Marleston Avenue) Right Concrete Footpath	Ashford	\$17,179.94
67865	Richmond Road (Grove Avenue to Barnes Avenue) Right Concrete Footpath	Marleston	\$25,860.67
71275	Dover Street (Leicester Street to Richmond Road) Left Concrete Footpath	West Richmond	\$25,960.69
67972	Richmond Road (Bond Street to Main Terrace) Right Concrete Footpath	Richmond	\$16,469.92
71274	Dover Street (Leicester Street to Richmond Road) Right Concrete Footpath	West Richmond	\$23,416.97
68667	Richmond Road (South Road to Sarah Street) Right Concrete Footpath	Marleston	\$18,514.77
68130	Barwell Avenue (Grove Avenue to Moss Avenue) Right Concrete Footpath	Kurralt Park	\$23,760.25
68754	Margaret Street (Arthur Street to Brooker Terrace) Right Concrete Footpath	Richmond	\$26,080.46
67538	Jenkins Street (Spencer Street to Turner Street) Right Concrete Footpath	Cowandilla	\$14,694.26

67792	Clifford Avenue (Kimber Terrace to Barwell Avenue) Left Concrete Footpath	Kurralta Park	\$12,937.13
67930	Tennyson Street (Warwick Avenue to Selby Street) Right Concrete Footpath	Kurralta Park	\$26,755.91
67034	Richmond Road (Sarah Street to Bakers Road) Right Concrete Footpath	Marleston	\$15,869.80
67844	Galway Avenue (Sutton Terrace to End) Right Concrete Footpath	Marleston	\$10,994.77
68849	Selby Street (Tennyson Street to Broughton Avenue) Right Concrete Footpath	Kurralta Park	\$14,221.33
68415	Jenkins Street (Marion Road to Spencer Street) Right Concrete Footpath	Cowandilla	\$16,279.76
67850	Lucknow Street (Aldridge Terrace to Cudmore Terrace) Left Concrete Footpath	Marleston	\$15,863.63
71102	Boss Avenue (Desmond Avenue to Allington Avenue) Right Concrete Footpath	Marleston	\$42,319.48
70907	Lucknow Street (Sutton Terrace to Aldridge Terrace) Left Concrete Footpath	Marleston	\$14,880.72
66877	Allington Avenue (Boss Avenue to Argyle Avenue) Right Concrete Footpath	Marleston	\$17,757.83
67973	Richmond Road (Main Terrace to South Road) Right Concrete Footpath	Richmond	\$16,587.23
68920	Shelley Avenue (Suburb Boundary to Spring Street) Right Concrete Footpath	North Plympton	\$7,343.43
68759	Burton Street (Arthur Street to Brooker Terrace) Left Concrete Footpath	Richmond	\$7,558.28
68983	Harvey Avenue (Marion Road to Montgomery Street) Right Concrete Footpath	Netley	\$14,731.31
67938	Lucknow Street (Cudmore Terrace to Barnes Avenue) Left Concrete Footpath	Marleston	\$14,788.11
70650	Britton Street (Morley Street to End) Right Concrete Footpath	West Richmond	\$23,260.15
67766	Press Road (Carnarvon Avenue to Edwin Street) Right Concrete Footpath	Brooklyn Park	\$12,805.00
67963	Galway Avenue (Marion Road to Argyle Avenue) Right Concrete Footpath	Marleston	\$35,082.24
68205	Richmond Road (Bakers Road to Ritchie Terrace) Right Concrete Footpath	Marleston	\$10,518.13
68982	Marion Road (Harvey Avenue to Harris Street) Right Concrete Footpath	Netley	\$14,979.50
70531	Henley Beach Road (Tapleys Hill Road to Murray Street) Right Concrete Footpath	Fulham	\$12,562.98
70327	Milner Road (Kingston Avenue to Elms Avenue) Left Concrete Footpath	Richmond	\$15,289.44
67937	Lucknow Street (Cudmore Terrace to Barnes Avenue) Right Concrete Footpath	Marleston	\$14,790.58
69265	Shelley Avenue (Harvey Avenue to Walsh Street) Right Concrete Footpath	Netley	\$28,205.58
67988	Talbot Avenue (Packard Street to Park Terrace) Left Concrete Footpath	North Plympton	\$27,659.79
70243	Beauchamp Street (Hare Street to Broughton Avenue) Right Concrete Footpath	Kurralta Park	\$10,352.66
68813	Anstey Crescent (Coneybeer Street to Bakers Road) Right Concrete Footpath	Marleston	\$20,859.68
70475	Comet Avenue (Electra Street to Streeters Road) Left Concrete Footpath	Netley	\$35,332.91
67999	Keith Avenue (Birdwood Terrace to Packard Street) Right Concrete Footpath	North Plympton	\$40,040.01
67280	Ritchie Terrace (Major Avenue to Unknown) Right Concrete Footpath	Marleston	\$10,905.86
69914	Packard Street (Packard Street to Packard Street) Right Concrete Footpath	North Plympton	\$5,631.98
66916	Chambers Avenue (Redin Street to Bignell Street) Right Concrete Footpath	Richmond	\$6,198.76
71807	Press Road (Carnarvon Avenue to Edwin Street) Left Concrete Footpath	Brooklyn Park	\$13,281.64
68889	Main Terrace (Stuart Road to Fleet Street) Left Concrete Footpath	Richmond	\$7,281.69
66553	Victoria Street (Flaherty Lane to Cuming Street) Right Concrete Footpath	Mile End	\$12,891.44
67996	Marker Avenue (Grove Avenue to End) Right Concrete Footpath	Marleston	\$23,778.77
69787	Packard Street (Packard Street to Packard Street) Left Concrete Footpath	North Plympton	\$6,328.41
67833	Harvey Avenue (Fletcher Street to Belrame Court) Right Concrete Footpath	Netley	\$11,019.46
67882	Allchurch Avenue (Birdwood Terrace to Coulter Street) Left Concrete Footpath	North Plympton	\$8,010.23
67783	Trennery Street (Morley Street to End) Right Concrete Footpath	West Richmond	\$7,486.67
71105	Desmond Avenue (Boss Avenue to Marion Road) Left Concrete Footpath	Marleston	\$15,475.90
67902	Bruce Avenue (Ritchie Terrace to Comercial Street/Moss Avenue) Right Concrete Footpath	Marleston	\$4,504.59
67902	Bruce Avenue (Ritchie Terrace to Comercial Street/Moss Avenue) Right Concrete Footpath	Marleston	\$3,968.69
71739	Emily Avenue (Riverside Drive to City Boundary) Left Concrete Footpath	Fulham	\$6,437.07

67976	Main Terrace (Richmond Road to Stuart Road) Right Concrete Footpath	Richmond	\$35,639.14
71839	Marion Road (Unknown to Craig Street) Right Concrete Footpath	Richmond	\$6,516.10
70242	Beauchamp Street (Kimber Terrace to Hare Street) Right Concrete Footpath	Kurralt Park	\$4,303.32
67981	Bakers Road (Major Avenue to George Street) Right Concrete Footpath	Marleston	\$4,284.80
68566	Richmond Road (Ritchie Terrace to Moss Avenue) Right Concrete Footpath	Marleston	\$5,333.15
68425	Ritchie Terrace (Coneybeer Street to Major Avenue) Right Concrete Footpath	Marleston	\$24,022.03
71389	Barwell Avenue (Beauchamp Street to South Road) Right Concrete Footpath	Kurralt Park	\$32,279.22
68951	Hampton Road (Everard Avenue to Croydon Road) Right Concrete Footpath	Keswick	\$6,265.44
70579	Electra Street (Streeters Road to Convair Street) Right Concrete Footpath	Netley	\$21,457.33
68656	Harvey Street (Stirling Street to Barwell Avenue) Left Concrete Footpath	Marleston	\$27,919.10
69597	Claremont Street (Daringa Street to Sir Donald Bradman Drive) Right Concrete Footpath	Mile End	\$4,487.31
69231	Day Avenue (Alexander Avenue to Everard Avenue) Right Concrete Footpath	Keswick	\$3,392.03
68270	Ritchie Terrace (Bruce Avenue to Coneybeer Street) Left Concrete Footpath	Marleston	\$1,568.21
69354	Meyer Street (Clifford Street to West Street) Left Concrete Footpath	Torrensville	\$3,164.82
67901	Ritchie Terrace (Bruce Avenue to Coneybeer Street) Right Concrete Footpath	Marleston	\$1,705.28
68126	Birdwood Terrace (Allchurch Avenue to Suburb Boundary) Left Concrete Footpath	North Plympton	\$2,931.44
71385	Harvey Street (Stirling Street to Barwell Avenue) Right Concrete Footpath	Marleston	\$27,191.80
69040	Barwell Avenue (Unknown to Bice Street) Left Concrete Footpath	Kurralt Park	\$27,758.57
69742	Marshall Terrace (Airport Road to Hampton Street) Right Concrete Footpath	Brooklyn Park	\$1,907.78
71670	Elizabeth Street (Rawlings Avenue to Fairfax Terrace) Right Concrete Footpath	Torrensville	\$1,863.33
67665	Washington Street (Davenport Terrace to Sir Donald Bradman Drive) Left Concrete Footpath	Hilton	\$28,095.68
68245	Verran Avenue (Ruddock Avenue to Bennett Street) Left Concrete Footpath	Hilton	\$1,066.88
68303	Winifred Street (Francis Street to Sir Donald Bradman Drive) Left Paved Footpath	Cowandilla	\$24,653.02
68766	Kingston Avenue (Reese Avenue to Deacon Avenue) Left Paved Footpath	Richmond	\$7,465.67
68401	Sir Donald Bradman Drive (Augusta Street to Wilson Street) Right Paved Footpath	Cowandilla	\$18,561.69
70712	Beare Avenue (Harvey Avenue to Walsh Street) Right Concrete Footpath	Netley	\$27,496.79
71191	London Road (Railway Terrace to South Road) Left Bitumen Footpath	Mile End South	\$4,051.38
71194	Railway Terrace (Richmond Road to Manchester Street) Right Bitumen Footpath	Mile End South	\$32,114.70
68941	Open Space Assets Bitumen Footpath - Westside Bikeway - Asset ID 68941	Marleston	\$23,015.06
71193	Railway Terrace (Manchester Street to London Road) Right Bitumen Footpath	Mile End South	\$15,210.98
70868	Starr Avenue (Morphett Road to Deeds Road) Left Bitumen Footpath	North Plympton	\$14,953.68
68942	Open Space Assets Bitumen Footpath- Westside Bikeway - Asset ID 68942	Marleston	\$25,504.91
66618	Open Space Assets Bitumen Footpath- Deacon Ave Reserve - Asset ID 66618	Richmond	\$6,551.08
	Footpath Remediation		\$200,000.00
2022/23			
68842	Clifford Avenue (Broughton Avenue to Kimber Terrace) Right Concrete Footpath	Kurralt Park	\$17,938.11
67638	Everett Street (Press Road to Lyons Street) Left Concrete Footpath	Brooklyn Park	\$15,504.30
68600	Lane Street (Chambers Avenue to Sanders Avenue) Right Concrete Footpath	Richmond	\$32,411.35
67547	Craig Street (Chambers Avenue to Marion Road) Right Concrete Footpath	Richmond	\$67,850.45
67279	Ritchie Terrace (Unknown to Richmond Road) Right Concrete Footpath	Marleston	\$8,763.46
68748	Marion Road (Bickford Street to Kitson Avenue) Right Concrete Footpath	Richmond	\$12,545.69
67749	Press Road (Everett Street to Carnarvon Avenue) Left Concrete Footpath	Brooklyn Park	\$32,603.98
67958	Richmond Road (Aldridge Terrace to Sutton Terrace) Right Concrete Footpath	Marleston	\$14,821.45
68196	Tennynson Street (Selby Street to Beauchamp Street) Right Concrete Footpath	Kurralt Park	\$27,094.24
67960	Desmond Avenue (Sutton Terrace to Argyle Avenue) Left Concrete Footpath	Marleston	\$16,610.69

67878	Wyatt Street (Allchurch Avenue to Galway Avenue) Right Concrete Footpath	North Plympton	\$15,185.72
67875	Marion Road (Galway Avenue to Allchurch Avenue) Right Concrete Footpath	North Plympton	\$15,474.66
71735	Jenkins Street (Augusta Street to Winifred Street) Left Concrete Footpath	Cowandilla	\$32,678.06
71056	Marion Road (Craig Street to Sheirlaw Street) Right Concrete Footpath	Richmond	\$15,804.36
71464	Baroda Avenue (Harvey Avenue to Concord Street) Right Concrete Footpath	Netley	\$45,000.25
70465	Richmond Road (Marion Road to Transport Avenue) Right Concrete Footpath	Netley	\$64,504.11
71192	London Road (Railway Terrace to South Road) Left Concrete Footpath	Mile End South	\$51,011.32
67763	Edwin Street (Guy Street to Press Road) Left Concrete Footpath	Brooklyn Park	\$18,348.07
67784	Marion Road (Knight Street to Trennery Street) Right Concrete Footpath	West Richmond	\$15,467.26
68599	Lane Street (Weaver Avenue to Brooker Terrace) Right Concrete Footpath	Richmond	\$30,025.69
69438	Leicester Street (Dover Street to Marion Road) Left Concrete Footpath	West Richmond	\$15,286.97
69300	Ashford Road (Everard Avenue to Richmond Road) Right Concrete Footpath	Keswick	\$74,545.60
67250	Sutton Terrace (Lucknow Street to Desmond Avenue) Right Concrete Footpath	Marleston	\$21,148.63
	Footpath Remediation		\$200,000.00
	2023/24		
71717	Hudson Court (Richmond Road to End) Left Concrete Footpath	Netley	\$24,457.92
68673	Stirling Street (Harvey Street to South Road) Left Concrete Footpath	Marleston	\$17,962.81
69420	Allchurch Avenue (Park Terrace to Packard Street) Left Concrete Footpath	North Plympton	\$25,406.26
70653	Marion Road (Salisbury Street to Britton Street) Right Concrete Footpath	West Richmond	\$14,437.42
69913	Allchurch Avenue (Packard Street to Wyatt Street) Left Concrete Footpath	North Plympton	\$29,171.20
69124	Ansett Avenue (Elsie Street to Florence Street) Right Concrete Footpath	Netley	\$11,219.50
68302	Marion Road (Sir Donald Bradman Drive to Jenkins Street) Right Concrete Footpath	Cowandilla	\$18,239.41
70616	Passmore Street (Norwich Street to Morley Street) Right Concrete Footpath	West Richmond	\$31,613.66
68749	Marion Road (Bignell Street to Lucas Street) Right Concrete Footpath	Richmond	\$12,627.19
71238	Victoria Street (Victoria Lane/Junction Lane to Hughes Street) Right Concrete Footpath	Mile End	\$11,759.11
68555	Harvey Street (Stirling Street to George Street) Left Concrete Footpath	Marleston	\$13,148.28
70827	Kingston Avenue (Kinnaird Avenue to Holder Avenue) Left Concrete Footpath	Richmond	\$19,290.23
67617	Wilson Street (Jenkins Street to Poynton Street) Right Concrete Footpath	Cowandilla	\$15,328.96
70953	Francis Street (Augusta Street to Winifred Street) Left Concrete Footpath	Cowandilla	\$32,131.04
68443	Bakers Road (Richmond Road to Major Avenue) Left Concrete Footpath	Marleston	\$25,127.19
70578	Comet Avenue (Electra Street to Streeters Road) Right Concrete Footpath	Netley	\$12,837.11
70705	Holt Street (Beare Avenue to Shelley Avenue) Left Concrete Footpath	Netley	\$21,417.81
67459	Bickford Street (Chambers Avenue to Sanders Street) Left Concrete Footpath	Richmond	\$32,138.45
71164	Marion Road (Leicester Street to Salisbury Street) Right Concrete Footpath	West Richmond	\$14,418.90
68413	Spencer Street (Sir Donald Bradman Drive to Jenkins Street) Right Concrete Footpath	Cowandilla	\$16,611.93
68202	Milner Road (Ruddock Avenue to Davenport Terrace) Right Concrete Footpath	Hilton	\$16,876.18
66845	Desmond Avenue (Argyle Avenue to Boss Avenue) Right Concrete Footpath	Marleston	\$18,772.85
67955	Torrens Street (Marion Road to Frasten Street) Left Concrete Footpath	Torrensville	\$12,704.98
71159	Morley Street (Britton Street to Salisbury Street) Left Concrete Footpath	West Richmond	\$14,428.78
71373	Everard Avenue (Surrey Road to South Road) Right Concrete Footpath	Keswick	\$16,303.22
68841	Clifford Avenue (Broughton Avenue to Kimber Terrace) Left Concrete Footpath	Kurralta Park	\$13,652.08
70828	Pam Street (Fletcher Street to Ramsey Street) Left Concrete Footpath	Netley	\$14,274.43
66909	Torrens Street (Frasten Street to Ward Street) Left Concrete Footpath	Torrensville	\$14,867.14
68674	Stirling Street (Harvey Street to South Road) Right Concrete Footpath	Marleston	\$17,959.11
67968	Marion Road (Allington Avenue to Galway Avenue) Right Concrete Footpath	Marleston	\$13,413.76
69786	Allchurch Avenue (Packard Street to Wyatt Street) Right Concrete Footpath	North Plympton	\$29,453.97

67251	Argyle Avenue (Allington Avenue to Desmond Avenue) Right Concrete Footpath	Marleston	\$43,391.29
68846	Kimber Terrace (Beauchamp Street to Anstey Crescent) Left Concrete Footpath	Kurralta Park	\$39,368.28
	Footpath Remediation		\$200,000.00
2024/25			
67970	Boss Avenue (Desmond Avenue to Allington Avenue) Left Concrete Footpath	Marleston	\$42,331.82
68410	Jenkins Street (Spencer Street to Turner Street) Left Concrete Footpath	Cowandilla	\$15,952.54
71057	Lane Street (Weaver Avenue to Chambers Avenue) Right Concrete Footpath	Richmond	\$31,681.57
68657	Harvey Street (Stirling Street to George Street) Right Concrete Footpath	Marleston	\$13,107.53
67021	Morley Street (Knight Street to Trennery Street) Left Concrete Footpath	West Richmond	\$15,321.55
68497	Shierlaw Street (Sanders Street to Chambers Avenue) Right Concrete Footpath	Richmond	\$32,277.99
66844	Desmond Avenue (Sutton Terrace to Argyle Avenue) Right Concrete Footpath	Marleston	\$17,163.89
71808	Press Road (Edwin Street to Marion Road) Left Concrete Footpath	Brooklyn Park	\$17,276.25
67845	Sutton Terrace (Galway Street to Lucknow Street) Right Concrete Footpath	Marleston	\$35,365.02
71101	Allington Avenue (Marion Road to Boss Avenue) Left Concrete Footpath	Marleston	\$16,022.92
67545	Craig Street (Weaver Avenue to Chambers Avenue) Right Concrete Footpath	Richmond	\$31,203.70
67759	Western Parade (Carnarvon Avenue to Everett Street) Left Concrete Footpath	Brooklyn Park	\$32,269.34
67768	Ralph Street (Marion Road to Walter Street) Right Concrete Footpath	West Richmond	\$30,231.90
69154	Streeters Road (Sabre Street to Harvey Avenue) Left Concrete Footpath	Netley	\$15,622.84
67998	Packard Street (Talbot Street to Keith Avenue) Left Concrete Footpath	North Plympton	\$15,729.04
70307	Broughton Avenue (Selby Street to Beauchamp Street) Left Concrete Footpath	Kurralta Park	\$27,933.92
67782	Trennery Street (Walter Street to Morley Street) Right Concrete Footpath	West Richmond	\$31,977.93
68602	Lane Street (Brooker Terrace to Weaver Avenue) Left Concrete Footpath	Richmond	\$32,697.82
69264	Convair Street (Harvey Avenue to Sabre Street) Left Concrete Footpath	Netley	\$15,508.00
69138	Harvey Avenue (Beare Avenue to Shelley Avenue) Right Concrete Footpath	Netley	\$19,498.92
71277	Marion Road (Richmond Road to Leicester Street) Right Concrete Footpath	West Richmond	\$23,760.25
67466	Barnes Avenue (St Anton Street to Lucknow Street) Left Concrete Footpath	Marleston	\$35,686.07
67873	Galway Avenue (Packard Street to Wyatt Street) Left Concrete Footpath	North Plympton	\$32,218.71
67167	Alexander Avenue (South Road to Farnham Road) Left Concrete Footpath	Ashford	\$32,517.54
69549	Lucas Street (Marion Road to Sanders Street) Right Concrete Footpath	Richmond	\$31,234.57
68821	Barwell Avenue (Clifford Avenue to Anstey Crescent) Right Concrete Footpath	Kurralta Park	\$25,497.63
67622	Farnham Road (Herbert Road to Alexander Avenue) Left Concrete Footpath	Ashford	\$15,921.67
	Footpath Remediation		\$200,000.00
2025/26			
68715	Kingston Avenue (Reese Avenue to Deacon Avenue) Right Concrete Footpath	Richmond	\$26,848.52
67772	Ralph Street (Walter Street to Morley Street) Left Concrete Footpath	West Richmond	\$32,253.29
67353	Bignell Street (Sanders Street to Marion Road) Right Concrete Footpath	Richmond	\$30,277.59
68491	Shierlaw Street (Weaver Avenue to Brooker Terrace) Left Concrete Footpath	Richmond	\$32,979.36
71106	Marion Road (Desmond Avenue to Allington Avenue) Right Concrete Footpath	Marleston	\$42,787.47
71382	Bakers Road (Richmond Road to Major Avenue) Right Concrete Footpath	Marleston	\$24,925.92
66858	Sutton Terrace (St Anton Street to Richmond Road) Left Concrete Footpath	Marleston	\$37,519.76
69099	Florence Street (Ansett Avenue to Freda Street) Left Concrete Footpath	Netley	\$29,952.83
71099	Barnes Avenue (St Anton Street to Lucknow Street) Right Concrete Footpath	Marleston	\$34,259.86
66912	Torrens Street (Ward Street to Wilton Terrace) Left Concrete Footpath	Torrensview	\$19,828.61
70424	Marleston Avenue (Farnham Road to South Road) Left Concrete Footpath	Ashford	\$32,657.07
66870	Desmond Avenue (Boss Avenue to Marion Road) Right Concrete Footpath	Marleston	\$16,631.68
68843	Kimber Terrace (Clifford Avenue to Anstey Crescent) Right Concrete Footpath	Kurralta Park	\$24,954.32
68878	Barnes Avenue (Richmond Road to St Anton Street) Left Concrete Footpath	Marleston	\$38,492.79

71388	Barwell Avenue (Anstey Crescent to Beauchamp Street) Right Concrete Footpath	Kurralta Park	\$35,313.15
71098	Barnes Avenue (Lucknow Street to Galway Avenue) Right Concrete Footpath	Marleston	\$35,677.42
66876	Allington Avenue (Marion Road to Boss Avenue) Right Concrete Footpath	Marleston	\$17,165.12
68695	Shierlaw Street (Marion Road to Sanders Street) Left Concrete Footpath	Richmond	\$30,917.22
70649	Britton Street (Norwich Street to Morley Street) Right Concrete Footpath	West Richmond	\$31,239.51
67838	Cudmore Terrace (Galway Avenue to Lucknow Street) Left Concrete Footpath	Marleston	\$34,943.94
67467	Barnes Avenue (Lucknow Street to Galway Avenue) Left Concrete Footpath	Marleston	\$36,377.56
	Footpath Remediation		\$200,000.00
2026/27			
67637	Press Road (Everett Street to Carnarvon Avenue) Right Concrete Footpath	Brooklyn Park	\$33,174.46
70706	Holt Street (Beare Avenue to Shelley Avenue) Right Concrete Footpath	Netley	\$21,586.98
68752	Bartholomew Street (Lucas Street to Richmond Road) Left Concrete Footpath	Richmond	\$23,515.76
68694	Lucas Street (Sanders Street to Bartholomew Street) Left Concrete Footpath	Richmond	\$18,861.75
68500	Redin Street (Weaver Avenue to Brooker Terrace) Left Concrete Footpath	Richmond	\$33,033.69
70581	Sabre Street (Streeters Road to Convair Street) Left Concrete Footpath	Netley	\$27,827.72
69055	Knight Street (Morley Street to Norwich Street) Left Concrete Footpath	West Richmond	\$32,665.72
68492	Shierlaw Street (Weaver Avenue to Brooker Terrace) Right Concrete Footpath	Richmond	\$32,744.74
71163	Salisbury Street (Norwich Street to Marion Road) Right Concrete Footpath	West Richmond	\$31,256.80
67456	Redin Street (Chambers Avenue to Weaver Avenue) Left Concrete Footpath	Richmond	\$31,295.08
67939	Cudmore Terrace (Lucknow Street to St Anton Street) Right Concrete Footpath	Marleston	\$33,999.31
70324	Farnham Road (Marleston Avenue to Alexander Avenue) Left Concrete Footpath	Ashford	\$19,459.40
67786	Sutton Terrace (Galway Street to Lucknow Street) Left Concrete Footpath	Marleston	\$36,498.57
68677	Hughes Street (Victoria Street to South Road) Left Concrete Footpath	Mile End	\$75,468.01
67769	Ralph Street (Walter Street to Morley Street) Right Concrete Footpath	West Richmond	\$32,000.15
69488	Allchurch Avenue (Park Terrace to Packard Street) Right Concrete Footpath	North Plympton	\$25,630.99
67017	Lyons Street (Carnarvon Avenue to Everett Street) Right Concrete Footpath	Brooklyn Park	\$31,875.44
68269	Ritchie Terrace (Barwell Avenue to Bruce Avenue) Left Concrete Footpath	Marleston	\$40,225.24
67883	Allchurch Avenue (Marion Road to Wyatt Street) Left Concrete Footpath	North Plympton	\$20,186.71
67350	Bignell Street (Chambers Avenue to Sanders Street) Left Concrete Footpath	Richmond	\$31,928.53
68503	Lucas Street (Brooker Terrace to Weaver Avenue) Left Concrete Footpath	Richmond	\$32,358.25
	Footpath Remediation		\$200,000.00
2027/28			
70814	Baroda Avenue (Harvet Avenue to Ansett Avenue) Left Concrete Footpath	Netley	\$43,113.46
68906	Gladstone Road (Railway Terrace to Victoria Street) Left Concrete Footpath	Mile End	\$52,500.50
70521	Passmore Street (Marion Road to Norwich Street) Left Concrete Footpath	West Richmond	\$30,891.29
68489	Craig Street (Chambers Avenue to Marion Road) Left Concrete Footpath	Richmond	\$67,831.93
71424	Holder Avenue (Richmond Road to Kingston Avenue) Left Concrete Footpath	Richmond	\$49,864.18
68678	Hughes Street (Railway Terrace to Victoria Street) Left Concrete Footpath	Mile End	\$70,704.10
69708	Daringa Street (South Road to Claremont Street) Right Concrete Footpath	Mile End	\$27,509.14
67746	Press Road (James Avenue to Everett Street) Left Concrete Footpath	Brooklyn Park	\$20,594.19
71160	Morley Street (Leicester Street to Richmond Road) Left Concrete Footpath	West Richmond	\$23,987.46
71383	Major Avenue (Ritchie Terrace to Bakers Road) Right Concrete Footpath	Marleston	\$21,819.13
67851	Aldridge Terrace (St Anton Street to Lucknow Street) Left Concrete Footpath	Marleston	\$34,508.06
68607	Bickford Street (Chambers Avenue to Sanders Street) Right Concrete Footpath	Richmond	\$32,436.04
67852	Aldridge Terrace (St Anton Street to Lucknow Street) Right Concrete Footpath	Marleston	\$34,483.36
71874	Lyons Street (Clivan Street to Clifford Street) Left Concrete Footpath	Brooklyn Park	\$23,604.67
69487	Allchurch Avenue (Coulter Street to Park Terrace) Right Concrete Footpath	North Plympton	\$21,098.00

67867	Kinnaird Avenue (Richmond Road to Kingston Avenue) Left Concrete Footpath	Richmond	\$50,936.00
70824	Playford Avenue (Beare Avenue to Ramsey Street/Pembroke Avenue) Left Concrete Footpath	Netley	\$32,701.53
	Footpath Remediation		\$200,000.00
2028/29			
68568	Moss Avenue (Unknown to Bruce Avenue) Right Concrete Footpath	Marleston	\$35,737.93
70651	Britton Street (Norwich Street to Morley Street) Left Concrete Footpath	West Richmond	\$32,053.25
67544	Craig Street (Brooker Terrace to Weaver Avenue) Right Concrete Footpath	Richmond	\$33,301.64
70330	Ellen Street (Davenport Terrace to Milner Road) Left Concrete Footpath	Richmond	\$55,877.71
69137	Harvey Avenue (Convair Street to Florence Street) Right Concrete Footpath	Netley	\$22,316.76
70072	Passmore Street (Marion Road to Norwich Street) Right Concrete Footpath	West Richmond	\$31,198.76
67460	Kitson Avenue (Sanders Street to Chambers Avenue) Left Concrete Footpath	Richmond	\$31,776.65
71840	Marion Road (Jenkins Street to Unknown) Right Concrete Footpath	Cowandilla	\$26,358.30
67977	Bond Street (Richmond Road to Fleet Street) Right Concrete Footpath	Richmond	\$30,329.45
71186	Railway Terrace (London Road to Scotland Road) Right Bitumen Footpath	Mile End South	\$5,782.33
66900	Open Space Assets Bitumen Footpath - Linear Park - Asset ID 66900	Lockleys	\$39,687.48
67758	Western Parade (Marion Road to Carnarvon Avenue) Left Concrete Footpath	Brooklyn Park	\$30,238.08
68305	Spencer Street (Jenkins Street to Unknown Road) Right Concrete Footpath	Cowandilla	\$24,867.88
70151	Craig Street (Brooker Terrace to Weaver Avenue) Left Concrete Footpath	Richmond	\$33,168.29
71271	Norwich Street (Leicester Street to Richmond Road) Right Concrete Footpath	West Richmond	\$23,289.79
67961	Argyle Avenue (Allington Avenue to Desmond Avenue) Left Concrete Footpath	Marleston	\$42,278.73
67855	Aldridge Terrace (Richmond Road to St Anton Street) Left Concrete Footpath	Marleston	\$36,880.13
70819	Pembroke Avenue (Ramsey Street/Playford Avenue to Marion Road) Left Concrete Footpath	Netley	\$32,059.42
67957	Sutton Terrace (St Anton Street to Richmond Road) Right Concrete Footpath	Marleston	\$36,557.84
68219	Anstey Crescent (Barwell Avenue to Coneybeer Street) Right Concrete Footpath	Marleston	\$30,838.19
	Footpath Remediation		\$200,000.00
2029/30			
71107	Marion Road (Richmond Road to Desmond Avenue) Right Concrete Footpath	Marleston	\$49,423.35
70317	Marleston Avenue (Farnham Road to South Road) Right Concrete Footpath	Ashford	\$32,138.45
67625	Herbert Road (South Road to Farnham Road) Left Concrete Footpath	Ashford	\$32,679.30
68750	Lucas Street (Marion Road to Sanders Street) Left Concrete Footpath	Richmond	\$30,276.36
67614	Jenkins Street (Augusta Street to Winifred Street) Right Concrete Footpath	Cowandilla	\$33,673.32
68927	Open Space Assets Bitumen Footpath - Westside Bikeway - Asset ID 68927	Marleston	\$6,382.43
68859	Richmond Road (Chambers Avenue to Weaver Avenue) Right Concrete Footpath	Richmond	\$31,111.09
68501	Redin Street (Weaver Avenue to Brooker Terrace) Right Concrete Footpath	Richmond	\$32,586.69
71873	Trennery Street (Marion Road to Walter Street) Left Concrete Footpath	West Richmond	\$31,701.33
70466	Transport Avenue (Richmond Road to Beare Avenue) Right Concrete Footpath	Netley	\$36,685.03
69140	Florence Street (Ansett Avenue to Freda Street) Right Concrete Footpath	Netley	\$31,493.88
71162	Salisbury Street (Morley Street to Norwich Street) Right Concrete Footpath	West Richmond	\$31,513.64
67453	Lucas Street (Chambers Avenue to Weaver Avenue) Left Concrete Footpath	Richmond	\$31,708.74
70906	Cudmore Terrace (St Anton Street to Richmond Road) Left Concrete Footpath	Marleston	\$29,182.31
68502	Lucas Street (Brooker Terrace to Weaver Avenue) Right Concrete Footpath	Richmond	\$32,412.58
71413	Fletcher Street (Pam Street to Harvey Avenue) Left Concrete Footpath	Netley	\$49,528.31
68487	Craig Street (Weaver Avenue to Chambers Avenue) Left Concrete Footpath	Richmond	\$27,987.01
70226	Daringa Street (South Road to Claremont Street) Left Concrete Footpath	Mile End	\$28,015.41
67502	Cuming Street (Victoria Street to Babidge Lane) Right Concrete Footpath	Mile End	\$31,400.03
68609	Bickford Street (Weaver Avenue to Chambers Avenue) Right Concrete Footpath	Richmond	\$32,212.54

68605	Lane Street (Weaver Avenue to Brooker Terrace) Left Concrete Footpath	Richmond	\$29,758.97
	Footpath Remediation		\$200,000.00

*Timing of works is subject to annual review and development of capital works programs and based on the findings of condition assessments and inspections.

Appendix C Acquisition Forecast

C.1 – Acquisition Forecast Summary

Table C1 - Acquisition Forecast Summary

Year	Forecast Acquisition Expenditure
2020/21	\$59,846
2021/22	\$674,318
2022/23	\$578,383
2023/24	\$581,129
2024/25	\$588,936
2025/26	\$584,141
2026/27	\$584,308
2027/28	\$586,839
2028/29	\$579,402
2029/30	\$559,144

C.2 – Acquisition Project Summary

Asset ID	Project	Suburb	\$ Estimate
	2020/21		
67489	Michael Street (Peter Street to Matt Street) Left Grass Footpath	Lockleys	\$31,916.22
66798	Macumba Avenue (Fulham Park Drive to End) Left Grass Footpath	Lockleys	\$18,036.16
	Upgrades to Existing Footpath- Permeable Paving		\$9,893.62
	2021/22		
71358	Sheoak Avenue (Coach House Drive to Audrey Street) Right Grass Footpath	Novar Gardens	\$14,560.26
71371	Sheoak Avenue (Audrey Street to Saratoga Drive) Right Grass Footpath	Novar Gardens	\$14,237.69
66693	Africaene Road (Military Road to Tapleys Hill Road) Right Gravel Footpath	West Beach	\$20,171.52
66837	Saratoga Drive (Violet Court to Sheoak Avenue) Left Grass Footpath	Novar Gardens	\$34,394.13
66722	Coach House Drive (Saratoga Drive to Sheoak Avenue) Right Grass Footpath	Novar Gardens	\$35,240.09
66723	Coach House Drive (Sheoak Avenue to Old Drive) Right Grass Footpath	Novar Gardens	\$24,426.91
66982	Doncaster Avenue (Windermere Avenue to Troon Street) Left Grass Footpath	Novar Gardens	\$52,912.36
66979	Saratoga Drive (Coach House Drive to Violet Court) Left Grass Footpath	Novar Gardens	\$25,024.74
70682	Troon Street (Leander Avenue to Avalon Avenue) Right Grass Footpath	Novar Gardens	\$32,401.85
68791	Troon Street (St Andrews Crescent to Leander Avenue) Right Grass Footpath	Novar Gardens	\$15,627.86
66833	Audrey Street (Sheoak Avenue to Old Drive) Right Grass Footpath	Novar Gardens	\$18,812.82
	Upgrades to Existing Footpath- Permeable Paving		\$146,507.76
	Bicycle Management Scheme		\$240,000.00
	2022/23		
70166	Durham Avenue (Frontage Road to Castlebar Road) Left Grass Footpath	Lockleys	\$20,733.03
70939	Allendale Avenue (Lindfield Avenue to Montana Drive) Right Grass Footpath	Novar Gardens	\$15,179.03
69834	Allendale Avenue (Montana Drive to Windermere Avenue) Right Grass Footpath	Novar Gardens	\$28,511.60

70911	Allendale Avenue(Troon Street to Lindfield Avenue) Right Grass Footpath	Novar Gardens	\$13,960.37
66795	Arcoona Avenue (Fulham Park Drive to End) Right Grass Footpath	Lockleys	\$17,995.86
66626	Capri Avenue (Troon Street to Pine Avenue) Right Grass Footpath	Novar Gardens	\$12,402.50
66987	Leander Avenue (Troon Street to Lindfield Avenue) Right Grass Footpath	Novar Gardens	\$11,113.45
66886	Lindfield Avenue (Pitcairn Avenue to Allendale Avenue) Left Grass Footpath	Novar Gardens	\$25,500.51
67154	Mawson Crescent (Rutland Avenue to Rutland Avenue) Right Grass Footpath	Lockleys	\$54,867.33
66888	Montana Drive (Pitcairn Avenue to Allendale Avenue) Right Grass Footpath	Novar Gardens	\$26,725.36
71481	Old Drive (Audrey Street to New Drive) Right Grass Footpath	Novar Gardens	\$19,100.12
71501	Old Drive (Saratoga Drive to Audrey Street) Right Grass Footpath	Novar Gardens	\$25,063.91
	Upgrades to Existing Footpath- Permeable Paving		\$67,230.24
	Bicycle Management Scheme		\$240,000.00
	2023/24		
66725	Saratoga Drive (Sheoak Avenue to Old Drive) Left Grass Footpath	Novar Gardens	\$29,663.73
66998	Sycamore Avenue (Allendale Avenue to Montana Drive) Right Grass Footpath	Novar Gardens	\$51,649.95
71283	Troon Street (Allendale Avenue to Doncaster Avenue) Right Grass Footpath	Novar Gardens	\$15,179.03
70681	Troon Street (Avalon Avenue to Capri Avenue) Right Grass Footpath	Novar Gardens	\$12,603.80
71284	Troon Street (Capri Avenue to Allendale Avenue) Right Grass Footpath	Novar Gardens	\$30,570.63
66687	Warramunga Street (Halsey Road to End) Left Grass Footpath	Fulham	\$11,113.92
67503	Barker Court (Daringa Street to End) Left Grass Footpath	Mile End	\$21,952.44
66850	Harvey Terrace (Fairway Avenue to Warren Avenue) Left Grass Footpath	Glenelg North	\$21,940.20
66848	Harvey Terrace (Warren Avenue to James Melrose Road) Left Grass Footpath	Glenelg North	\$28,055.61
67112	Old Drive (New Drive to Coach House Drive) Right Grass Footpath	Novar Gardens	\$26,150.75
71168	Troon Street (Doncaster Avenue to End) Right Grass Footpath	Novar Gardens	\$14,439.37
67086	Baltic Avenue (Harman Avenue to Irish Avenue) Left Grass Footpath	West Beach	\$7,760.16
66607	Baltic Avenue (Irish Avenue to Formosa Avenue) Left Grass Footpath	West Beach	\$2,392.92
	Upgrades to Existing Footpath- Permeable Paving		\$67,656.24
	Bicycle Management Scheme		\$240,000.00
	2024/25		
67085	Baltic Avenue (Northern Avenue to Harman Avenue) Left Grass Footpath	West Beach	\$26,556.21
67195	Baltic Avenue (Timor Court to Pacific Parade) Left Grass Footpath	West Beach	\$15,142.41
67257	Frontage Road (Clyde Avenue to Fulham Park Drive) Left Grass Footpath	Lockleys	\$15,136.29
67205	Harman Avenue (Baltic Avenue to Northern Avenue) Right Grass Footpath	West Beach	\$13,719.51
67378	Windermere Avenue (Allendale Avenue to Doncaster Avenue) Right Grass Footpath	Novar Gardens	\$13,259.67
66621	Windermere Avenue (Montana Drive to Allendale Avenue) Right Grass Footpath	Novar Gardens	\$52,455.28
67000	Witter Place (Hampton Street to Lewis Street) Right Gravel Footpath	Brooklyn Park	\$14,762.97
71883	Leander Avenue (Windermere Avenue to End) Left Grass Footpath	Novar Gardens	\$16,456.32
67516	Windermere Avenue (Doncaster Avenue to End) Right Grass Footpath	Novar Gardens	\$13,051.92
66704	Emma Place (Boswarva Avenue to End) Right Grass Footpath	Plympton	\$18,965.88
67395	Martine Court (Bartlett Drive to End) Right Grass Footpath	Novar Gardens	\$48,679.66
67275	Lindfield Avenue (Avalon Avenue to Pitcairn Avenue) Left Grass Footpath	Novar Gardens	\$15,597.35
67047	Lowry Street Walkway Open Space Assets Gravel Footpath	Fulham	\$15,338.25
	Upgrades to Existing Footpath- Permeable Paving		\$69,813.77
	Bicycle Management Scheme		\$240,000.00
	2025/26		
66716	New Drive (Old Drive to End) Left Grass Footpath	Novar Gardens	\$7,187.65

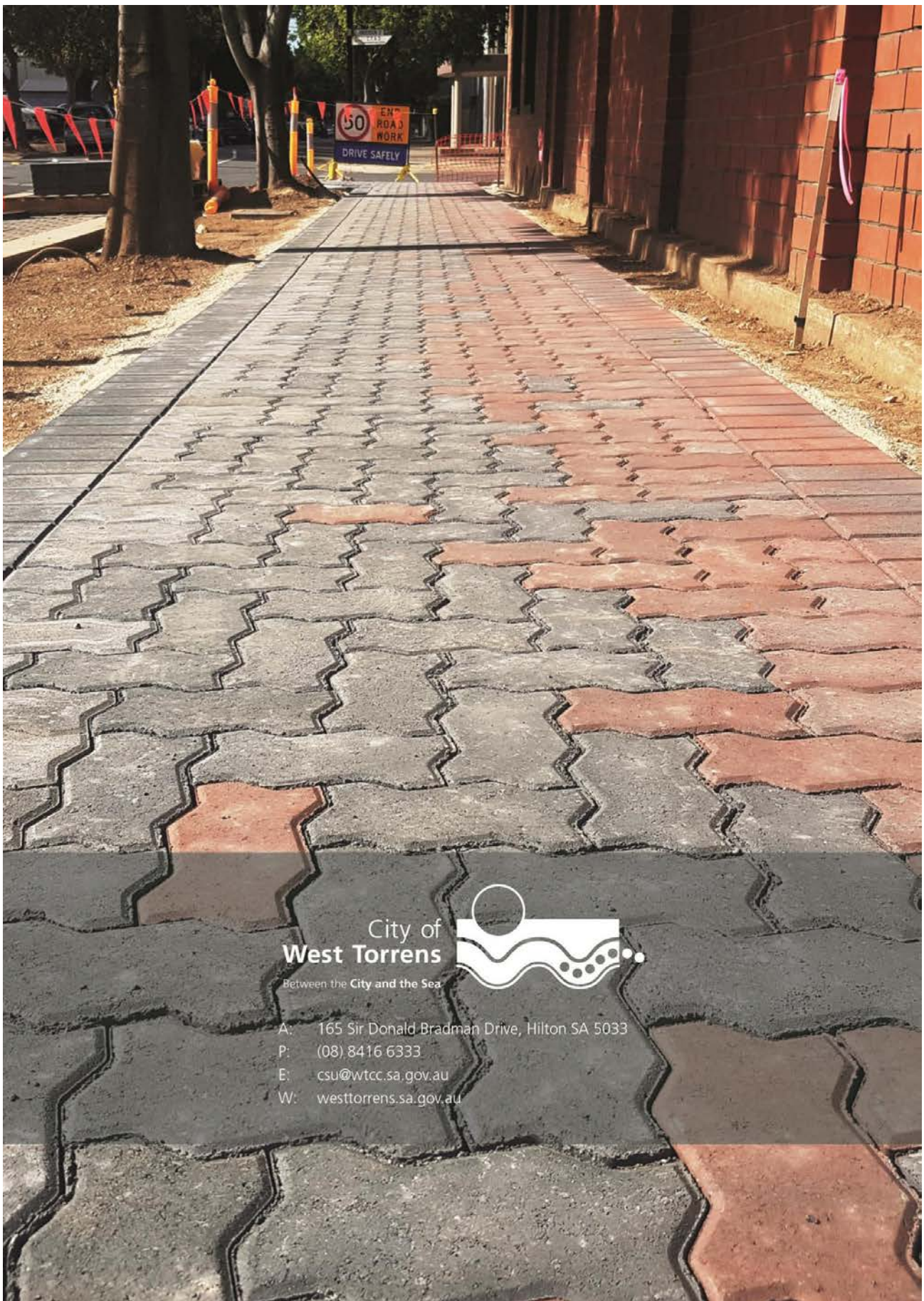
70076	Burbridge Road (Tapleys Hill Road to Weston Street) Left Grass Footpath	West Beach	\$33,898.68
70105	Osborne Terrace (Boswarva Avenue to End) Left Grass Footpath	Plympton	\$31,752.09
69674	Tracey Crescent (Grant Avenue to End) Right Grass Footpath	Lockleys	\$7,695.90
66829	Bartlett Drive (Comley Court to Morphett Road) Right Grass Footpath	Novar Gardens	\$13,692.08
67484	Bartlett Drive (Henning Court to Martine Court) Right Grass Footpath	Novar Gardens	\$47,008.06
66828	Bartlett Drive (Martine Court to Comley Court) Right Grass Footpath	Novar Gardens	\$27,077.96
67124	Laneway East (Washington St North to Washington St South) Gravel Footpath	Hilton	\$19,533.51
67124	Laneway East (Washington St North to Washington St South) Gravel Footpath	Hilton	\$34,980.39
66542	Louise Avenue (Carolyn Avenue to End) Right Grass Footpath	Fulham	\$11,254.68
67129	Michael Street (Matt Street to End) Left Grass Footpath	Lockleys	\$17,163.54
71334	Richmond Road (Suburb Boundary to Hudson Court) Right Gravel Footpath	Netley	\$14,922.09
67483	Willoughby Avenue (Cummings Street to Amy Street) Left Grass Footpath	Novar Gardens	\$12,232.33
	Upgrades to Existing Footpath- Permeable Paving		\$65,742.25
	Bicycle Management Scheme		\$240,000.00
	2026/27		
71505	Willoughby Avenue (Cummings Street to Amy Street) Right Grass Footpath	Novar Gardens	\$16,048.58
71463	Ansett Avenue (End to Lew Street) Right Grass Footpath	Netley	\$17,344.08
66834	Audrey Street (Sheoak Avenue to Old Drive) Left Grass Footpath	Novar Gardens	\$17,724.53
67491	Diosma Crescent (Dartmoor Street to End) Right Grass Footpath	Lockleys	\$2,203.20
67056	Horwood Close (Victoria Street to End) Right Grass Footpath	Mile End	\$20,111.85
67322	Manning Street (Corso Avenue to End) Left Gravel Footpath	Lockleys	\$11,741.22
66991	Allendale Avenue (Montana Drive to Windermere Avenue) Left Grass Footpath	Novar Gardens	\$13,666.55
67011	Collett Avenue (Harvey Avenue to Ernest Place) Right Grass Footpath	Netley	\$20,477.52
66946	Good Street (Good Street to Good Street) Left Grass Footpath	Fulham	\$34,783.02
71281	Lindfield Avenue (Avalon Avenue to Pitcairn Avenue) Right Grass Footpath	Novar Gardens	\$16,029.71
67327	Miranda Avenue (Rutland Avenue to Netley Avenue) Left Grass Footpath	Lockleys	\$25,783.56
66724	Old Drive (Saratoga Drive to Audrey Street) Left Grass Footpath	Novar Gardens	\$22,283.71
67404	Stanford Avenue (Alexander Court to End) Left Grass Footpath	Novar Gardens	\$14,746.99
71843	Stanford Avenue (Ayliffe Place to Charles Leitch Court) Left Grass Footpath	Novar Gardens	\$13,809.61
71845	Stanford Avenue (Scott Court to Alexander Court) Right Grass Footpath	Novar Gardens	\$16,860.02
66623	Troon Street (Allendale Avenue to Doncaster Avenue) Left Grass Footpath	Novar Gardens	\$12,957.69
	Upgrades to Existing Footpath- Permeable Paving		\$67,735.91
	Bicycle Management Scheme		\$240,000.00
	2027/28		
66843	Transport Avenue (Beare Avenue to Suburb Boundary) Right Gravel Footpath	Netley	\$48,315.87
71882	Warren Avenue (Mattner Avenue to Harvey Terrace) Left Grass Footpath	Glenelg North	\$11,643.30
67068	Willingale Avenue (Henley Beach Road to Rostrata Street) Left Grass Footpath	Lockleys	\$34,971.21
67493	Autumn Avenue (Huelin Street to End) Left Grass Footpath	Lockleys	\$59,890.32
66852	Harvey Terrace (City Boundary to McLachlan Avenue) Left Grass Footpath	Glenelg North	\$8,075.34
67064	James Congdon Drive (Railway Terrace to Henley Beach Road) Right Gravel Footpath	Mile End	\$118,955.97
	Upgrades to Existing Footpath- Permeable Paving		\$64,987.14
	Bicycle Management Scheme		\$240,000.00
	2028/29		

71842	Stanford Avenue (Morphett Road to Ayliffe Place) Left Grass Footpath	Novar Gardens	\$10,409.82
66985	Avalon Avenue (Troon Street to Lindfield Avenue) Left Grass Footpath	Novar Gardens	\$12,380.75
67259	Frontage Road (Durham Avenue to Horsley Street) Left Grass Footpath	Lockleys	\$19,981.80
70167	Frontage Road (Fulham Park Drive to Durham Avenue) Left Grass Footpath	Lockleys	\$18,286.56
67233	Halsey Road (Burnley Street to Lowry Street) Left Grass Footpath	Fulham	\$43,395.39
67258	Horsley Street (Frontage Road to Durham Avenue) Left Grass Footpath	Lockleys	\$46,108.08
66622	Montana Drive (Windermere Avenue to Sycamore Avenue) Left Grass Footpath	Novar Gardens	\$13,581.02
79874	Selby Street (Garfield Avenue to Basnett Street) Right Gravel Footpath	Kurralta Park	\$3,624.57
71881	Warren Avenue (City Boundary to James Melrose Road) Left Grass Footpath	Glenelg North	\$4,909.77
67376	Willingale Avenue (Rostrata Street to Acacia Avenue) Left Grass Footpath	Lockleys	\$10,416.24
67377	Willingale Avenue (Rostrata Street to Acacia Avenue) Left Grass Footpath	Lockleys	\$7,526.07
66643	Witter Place (Hampton Street to Lewis Street) Left Gravel Footpath	Brooklyn Park	\$18,104.49
67125	Laneway West (Washington St North to Washington St South) Gravel Footpath	Hilton	\$44,044.11
67487	Boswarva Avenue (Emma Place to End) Right Grass Footpath	Plympton	\$9,109.62
67680	Collett Avenue (Ernest Place to End) Left Grass Footpath	Netley	\$17,568.99
	Upgrades to Existing Footpath- Permeable Paving		\$59,954.29
	Bicycle Management Scheme		\$240,000.00
	2029/30		
67380	Collett Avenue (Harvey Avenue to Ernest Place) Left Grass Footpath	Netley	\$21,996.81
67390	Henning Court (Bartlett Drive to End) Left Grass Footpath	Novar Gardens	\$30,122.26
66539	Lisa Court (Henley Beach Road to City Boundary) Left Grass Footpath	Fulham	\$15,873.75
66541	Louise Avenue (Carolyn Avenue to End) Left Grass Footpath	Fulham	\$13,658.31
69969	Mawson Crescent (Rutland Avenue to Rutland Avenue) Left Grass Footpath	Lockleys	\$61,981.83
67677	Pape Crescent (Watson Avenue to End) Right Grass Footpath	Netley	\$44,258.31
66801	Russo Court (Kandy Street to End) Right Grass Footpath	Fulham	\$16,571.43
71300	Saratoga Drive (Cygnets Street to Coach House Drive) Right Grass Footpath	Novar Gardens	\$15,546.51
67165	Saratoga Drive (Pine Avenue to Cygnets Street) Right Grass Footpath	Novar Gardens	\$4,933.95
66824	Stanford Avenue (Ayliffe Place to Charles Leitch Court) Right Grass Footpath	Novar Gardens	\$12,523.99
66827	Stanford Avenue (Scott Court to Alexander Court) Left Grass Footpath	Novar Gardens	\$13,951.66
	Upgrades to Existing Footpath- Permeable Paving		\$67,725.23
	Bicycle Management Scheme		\$240,000.00

*Timing of works is subject to annual review and development of capital works programs.

Appendix D Forecast Expenditure and Long Term Financial Plan*Table D1 – Forecast Expenditure and Long Term Financial Plan*

Year	Acquisition	Renewal	Total	LTFP	Shortfall (-)	Cumulative Shortfall (-)
2020/21	\$59,847	\$503,929	\$563,776	\$563,776	\$0	\$0
2021/22	\$674,318	\$1,761,031	\$2,435,349	\$645,044	-\$1,790,305	-\$1,790,305
2022/23	\$578,383	\$860,624	\$1,439,007	\$750,748	-\$688,259	-\$2,478,564
2023/24	\$581,129	\$864,810	\$1,445,939	\$889,099	-\$556,840	-\$3,035,404
2024/25	\$588,936	\$886,011	\$1,474,947	\$1,071,103	-\$403,844	-\$3,439,248
2025/26	\$584,141	\$846,003	\$1,430,144	\$1,311,498	-\$118,646	-\$3,557,894
2026/27	\$584,308	\$865,593	\$1,449,901	\$1,630,034	\$180,133	-\$3,377,761
2027/28	\$586,839	\$838,583	\$1,425,422	\$2,053,169	\$627,747	-\$2,750,014
2028/29	\$579,402	\$834,599	\$1,414,001	\$2,616,352	\$1,202,351	-\$1,547,663
2029/30	\$559,144	\$871,871	\$1,431,015	\$3,367,081	\$1,936,066	\$388,403



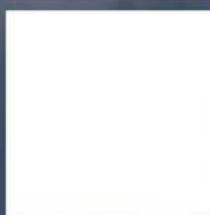
City of
West Torrens
Between the City and the Sea



A: 165 Sir Donald Bradman Drive, Hilton SA 5033
P: (08) 8416 6333
E: csu@wtcc.sa.gov.au
W: westtorrens.sa.gov.au

Buildings Asset Management Plan

December 2020



Document Control		Asset Management Plan			
Document ID :					
Rev No	Date	Revision Details	Author	Reviewer	Approver
	Dec 2020	Issue for Executive Review	RP, MP	Jl	AC
	Dec 2020	Issue to Elected Members- Preliminary Draft	RP, MP	Jl	AC
	Jan 2021	Issue for Public Consultation - Draft	RP, MP	Jl	Council Resolution 19/1/21
0	Feb 2021	Issue for Council Adoption	RP, MP	Jl	AC

The entity can choose either template to write/update their plan regardless of their level of asset management maturity and in some cases may even choose to use only the Executive Summary.

The illustrated content is suggested only and users should feel free to omit content as preferred (e.g. where info is not currently available).

This Asset Management Plan may be used as a supporting document to inform an overarching Strategic Asset Management Plan.

© Copyright 2019 – All rights reserved
The Institute of Public Works Engineering Australasia

Contents

1.0	EXECUTIVE SUMMARY	5
1.1	The Purpose of the Plan	5
1.2	Asset Description	5
1.3	Levels of Service	5
1.4	Future Demand	5
1.5	Lifecycle Management Plan	6
1.6	Financial Summary	6
1.7	Asset Management Practices	7
1.8	Monitoring and Improvement Program	7
2.0	Introduction	9
2.1	Background	9
2.2	Goals and Objectives of Asset Ownership	10
3.0	LEVELS OF SERVICE	13
3.1	Customer Research and Expectations	13
3.2	Strategic and Corporate Goals	16
3.3	Legislative Requirements	17
3.4	Customer Values	17
3.5	Customer Levels of Service	18
3.6	Technical Levels of Service	19
4.0	FUTURE DEMAND	22
4.1	Demand Drivers	22
4.2	Demand Forecasts	22
4.3	Demand Impact and Demand Management Plan	22
4.4	Asset Programs to meet Demand	23
4.5	Environmental Sustainability	23
5.0	LIFECYCLE MANAGEMENT PLAN	25
5.1	Background Data	25
5.2	Operations and Maintenance Plan	27
5.3	Renewal Plan	29
5.4	Summary of future renewal costs	30
5.5	Acquisition Plan	31
5.6	Disposal Plan	34
6.0	RISK MANAGEMENT PLANNING	35

6.1	Critical Assets.....	35
6.2	Risk Assessment.....	35
6.3	Organisation Strategic Risks	38
6.4	Service and Risk Trade-Offs	39
7.0	FINANCIAL SUMMARY	40
7.1	Financial Statements and Projections.....	40
7.2	Funding Strategy.....	41
7.3	Valuation Forecasts	41
7.4	Key Assumptions Made in Financial Forecasts	41
7.5	Forecast Reliability and Confidence.....	42
8.0	PLAN IMPROVEMENT AND MONITORING	44
8.1	Status of Asset Management Practices	44
8.2	Improvement Plan	44
8.3	Monitoring and Review Procedures	45
8.4	Performance Measures	45
9.0	REFERENCES	46
	APPENDICES	47
Appendix A	Maintenance Response Levels of Service	47
Appendix B	Renewal Forecast Summary	48
Appendix C	Acquisition Forecast.....	51
Appendix D	Forecast Expenditure and Long Term Financial Plan	54

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Asset management planning is a comprehensive process ensuring delivery of services from infrastructure is financially sustainable.

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 2020/21 to 2029/30 year planning period. The Asset Management Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

This plan covers the infrastructure assets associated with buildings and structures.

1.2 Asset Description

The building asset network comprises:

- Children facilities
- Commercial facilities
- Community facilities
- Depots
- Library
- Offices
- Parks and gardens
- Public convenience
- Sports and recreation facilities

The above infrastructure assets have significant total renewal value estimated at \$177,964,054 (2020).

1.3 Levels of Service

Our present funding levels are sufficient to continue to provide existing services at current service levels in the medium term for operation, maintenance and renewal activities. The current funding levels for acquisition activities are inadequate to provide the desired service level and major projects detailed in this plan.

1.4 Future Demand

The main demands for new services are created by:

- Population
- Leisure trends
- Environmental awareness

These demands will be approached using a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- Methods to measure asset utilisation are to be implemented to assist with decision making surrounding the acquisition of new assets.
- Acquisition and renewal activities will need to incorporate environmental sustainability into the building design process.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10 year total outlays, which for building assets is estimated as \$83,040,376 or \$8,304,038 on average per year. There is cash inflow forecasted from the sale of building assets estimated as \$8,260,000 for the period which is not included in the lifecycle summary.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for the 10 year period is \$61,367,916 or \$6,136,792 on average per year as per the Long-Term Financial plan or Planned Budget. This is 73.9% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for buildings leaves a shortfall of \$2,167,246 average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below. The forecasted lifecycle costs do not include the income from the sale of building assets during the period.

Forecast Lifecycle Costs and Planned Budgets

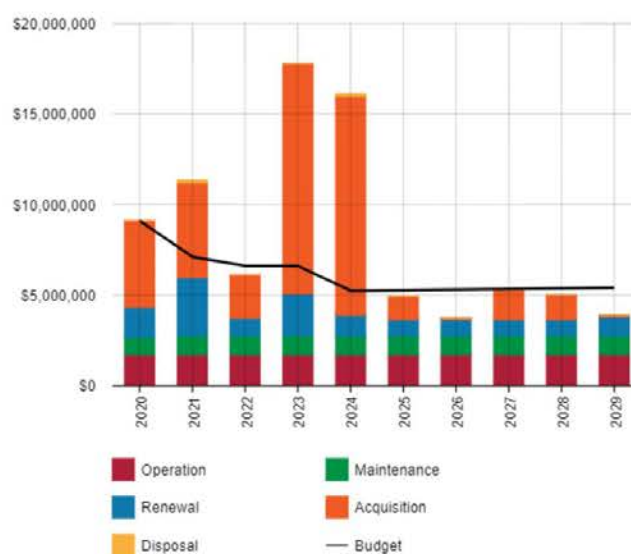


Figure Values are in current dollars. The above graph does not include the forecasted income from the sale of building assets within the period.

We plan to provide services for the operation, maintenance, renewal and acquisition of building assets to meet service levels set by the City of West Torrens and detailed in the AMP.

1.6.2 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- The undertaking of all major redevelopments detailed in this AMP subject to successful grant submissions and/or additional funding
- Maintaining maintenance service levels at all times

1.6.3 Managing the Risks

Our present budget levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Reduced stakeholder satisfaction leading to an increase in the number of customer works request
- Additional maintenance works may be required for buildings to remain serviceable due to delays in undertaking maintenance.

We will endeavour to manage these risks within available funding by:

- Establishing regular routine inspections and maintenance for high risk building assets.

1.7 Asset Management Practices

Our systems to manage assets include:

- Technology One
- Conquest

Assets requiring renewal/replacement are identified from either the asset register or an alternative method. These methods are part of the Lifecycle Model.

- If Asset Register data is used to forecast the renewal costs this is done using the acquisition year and the useful life,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems (such as Pavement Management Systems) and may be supplemented with, or based on, expert knowledge.

The renewal life cycle costs for this Asset Management Plan are based on the City of West Torrens Building Condition Audit 2013 as completed by GHD.

1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Undertake a review of the current method for determining useful lives and actual asset useful lives accordingly.
- Continue to develop the inspection regime through Council's mobile application, *Fusion*, based on the priority of all building assets to assist with the ongoing development of planned maintenance programs.
- Undertake the scheduled condition audit of all building assets and develop an updated asset renewal program accordingly.
- Develop current methods of measuring and reporting regularly on key performance indicators.

- Establish methods to determine and report on actual building maintenance costs at project level to assist with decision-making.
- Review the building asset hierarchy to assist with the further development of suitable levels of service for each level of the hierarchy.
- Undertake a complete review of this asset management plan at least every four years.

2.0 Introduction

2.1 Background

This Asset Management Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the long term planning period.

The Asset Management Plan is to be read with the City of West Torrens planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- City of West Torrens Community Plan
- Long Term Financial Plan
- Annual Business Plan
- City of West Torrens Building Condition Audit 2013 - Project Executive Summary Report
- Asset Review Report- Council Owned Properties

The infrastructure assets covered by this Asset Management Plan include all buildings assets. This includes buildings to provide commercial spaces, community facilities, depots, offices, parks, public convenience, sports and recreational facilities. For a detailed summary of the assets covered in this Asset Management Plan refer to Table in Section 5.

These assets are used to provide and cater for a wide range of building uses.

The infrastructure assets included in this plan have a total replacement value of \$177,964,054.

The City of West Torrens is committed to adopting an environmentally sustainable approach to managing our assets. This is done by minimising the impact of our assets on the environment and by considering the environmental and climate change issues over the entire life of assets.

We need to be aware of the challenges we face now and in the future - such as population growth, demographic change, climate change, technology change and changes in our community's needs and aspirations.

Council recognises that climate change is likely to affect asset life and functionality. As such, in future reports and analysis Council will further explore how climate change will affect assets.

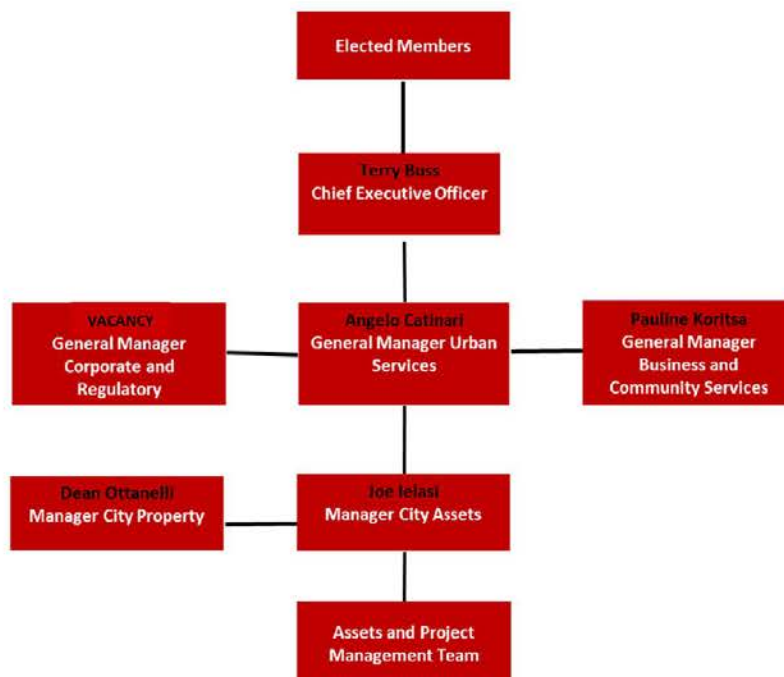
Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Elected Members	<ul style="list-style-type: none"> ■ Represent needs of community/shareholders; and ■ Ensure organisation is financially sustainable.
CEO/ General Manager Urban Services	Executive management endorsement of AM Plan
Manager City Assets	Review and approval of AM Plan
Team Leader Asset and Project Management	Development, implementation and maintenance of AM Plan to meet community levels of service.
Asset Officer/ Engineer	Assist with the development, implementation and maintenance of AM Plan to meet community levels of service.

Key Stakeholder	Role in Asset Management Plan
City Property Department	Coordinate and deliver maintenance, operation, renewal and acquisitions works in accordance with the AM Plan.
General public, building occupiers, tenants etc.	Assist with the determining of levels of service through consultation processes.

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



2.2 Goals and Objectives of Asset Ownership

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

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

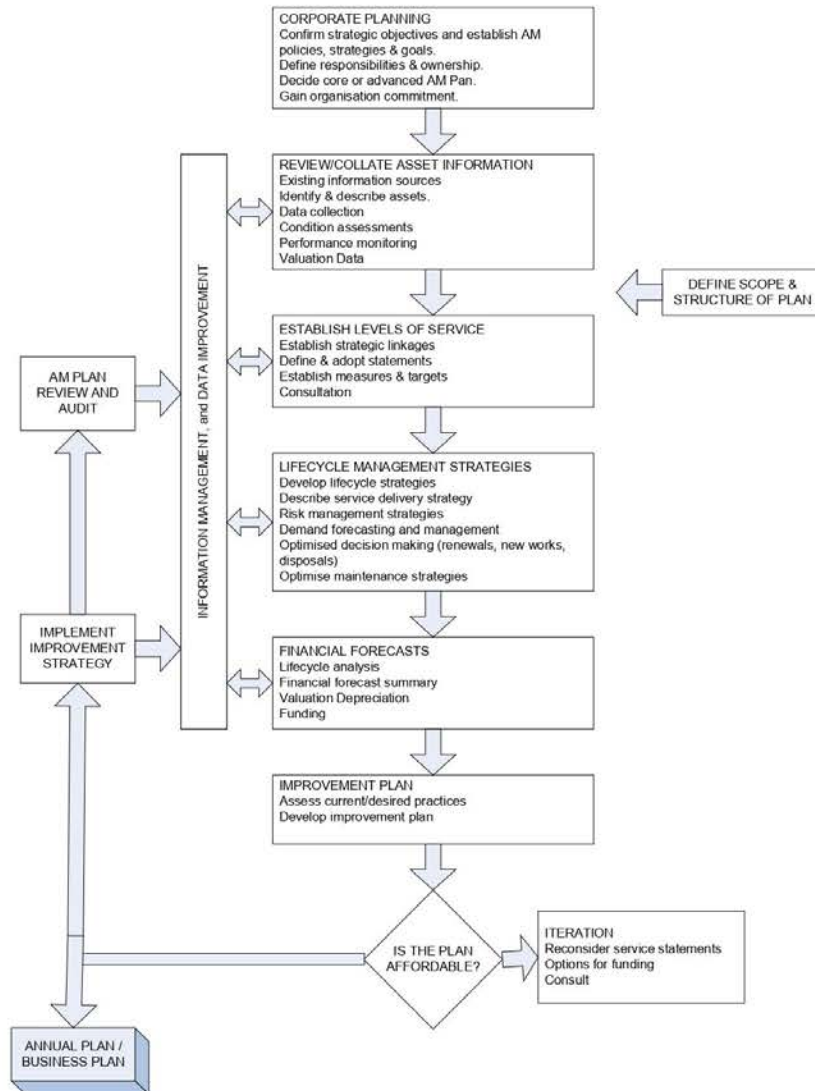
A road map for preparing an Asset Management Plan is shown below.

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

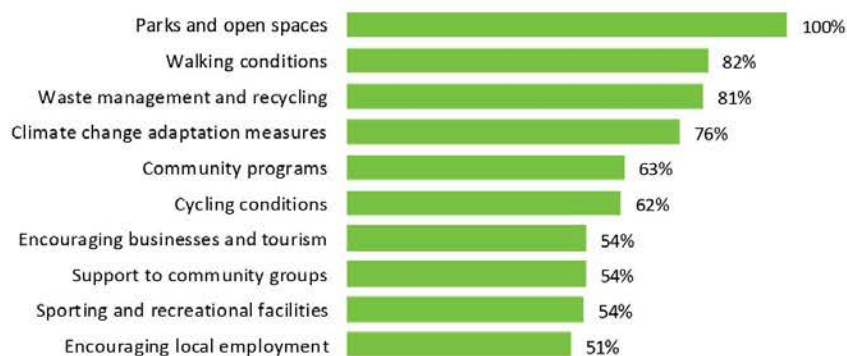
The City of West Torrens is committed to meeting community expectations through asset management. Feedback was received from the community relating to Council's current state of infrastructure assets from recent city-wide community engagement initiatives, which include:

- City of West Torrens Community Needs Analysis 2019/20 (CNA)
- City of West Torrens Customer Experience Strategy 2018 (CES)

Engagement participation rate



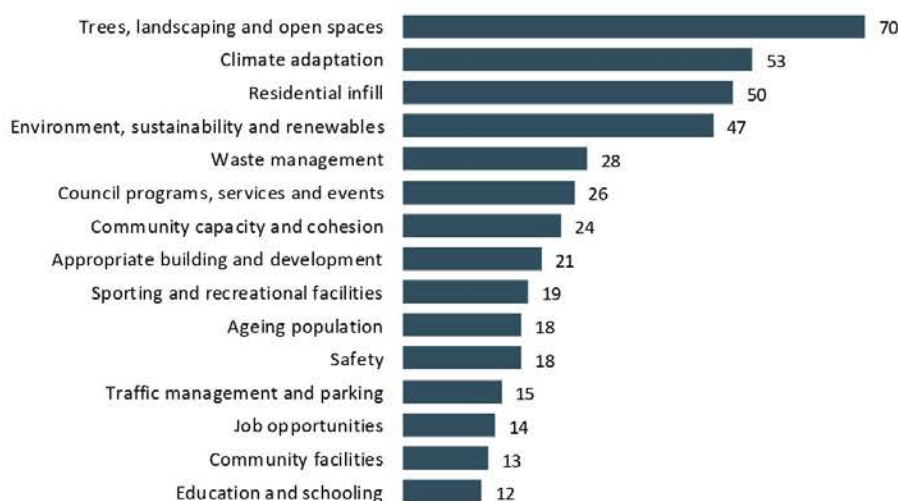
The 2019 Community Needs Analysis Community Survey (with 410 participants) asked respondents to rank ten council services in order of importance. The chart below shows combined priorities for all survey participants, with priority percentage scores ranked relative to the highest scoring service, 'parks and open spaces'.



Ranking of importance of 10 services to engagement participants
(Results from the Community Needs Analysis survey, 410 participants)

Parks and open spaces were ranked the highest priority for respondents with sporting and recreational facilities ranked 9th among the ten services.

Respondents were also asked about their views on the importance of services in addressing future changing societal needs in West Torrens. The chart below lists 15 highest priorities, based on the number of people that identified them.



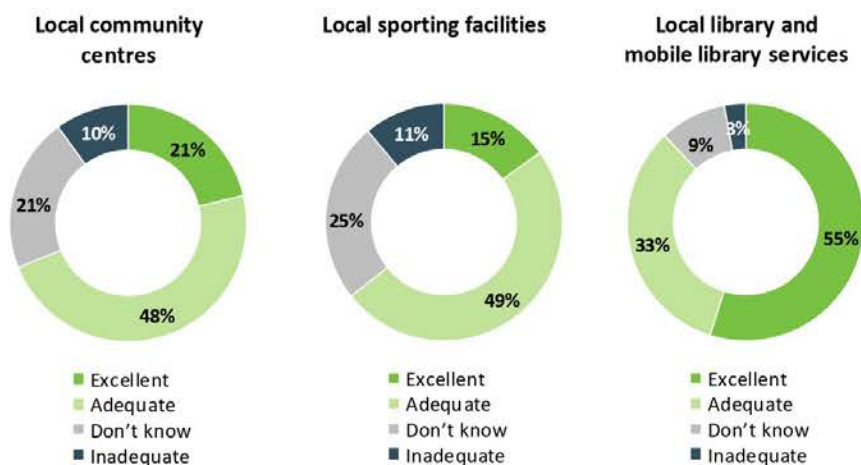
15 most important future community needs considerations

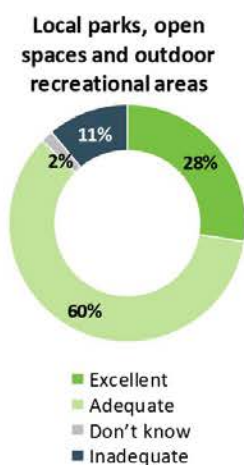
(Results from the Community Needs Analysis survey, 410 participants)

Parks and open spaces remained the most important consideration for future generations (raised by 70 people) with sporting and recreational facilities (raised by 19 people) and community facilities (raised by 19 people) also within 15 top considerations.

At the 2019 Summer Festivals, Council engaged with 162 participants by asking them to allocate “budget” to ten Council services as part of a hypothetical spending exercise. Parks and open spaces were allocated the highest “budget amount” with sporting and recreational facilities ranked 5th.

The Community Needs Analysis survey asked respondents to rate the current level of service for 20 services provided by the City of West Torrens. The charts below show the results for services relevant to building assets.





Overall, there were 20 services ranked in the survey and the rankings for the four relevant services were the following:

- Local parks, open spaces and outdoor recreational areas – 2nd, with 11% of the respondents ranking services to be inadequate
- Local sporting facilities – 13th, with 11% of the respondents ranking services to be inadequate
- Local library and mobile library services – 1st, with 3% of the respondents ranking services to be inadequate
- Local community centres – 10th, with 10% of the respondents ranking services to be inadequate

Table 3.1 summarises the results from our Customer Satisfaction Survey.

Table 3.1: Customer Satisfaction Survey Levels

Performance Measure	Satisfaction Level				
	Very Satisfied	Fairly Satisfied	Satisfied	Somewhat satisfied	Not satisfied
	80 - 100%	60 - 80%	40 - 60%	20 - 40%	0 - 20%
Local community centres	✓				
Local sporting facilities	✓				
Local library and mobile library services	✓				
Local parks, open spaces and outdoor recreational areas	✓				

3.2 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of the City of West Torrens vision, mission, goals and objectives.

Our vision is:

Committed to be being the best place to live, work and enjoy life.

Our mission is:

To strive for excellence in serving our diverse community.

Strategic goals have been set by the City of West Torrens. The relevant goals and objectives and how these are addressed in this Asset Management Plan are summarised in Table 3.2.

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

Council Vision	Operational Focus	How Goal and Objectives are addressed in the AM Plan
Community Life	<ul style="list-style-type: none"> - Facilitation of community health, wellbeing and safety - Active and healthy lifestyles for all ages and abilities 	The acquisition of new and renewal of existing community buildings has been included in the lifecycle activities of this AM plan including Thebarton Oval, Richmond Oval, Peake Gardens, Birkalla Soccer Clubrooms, Kesmond Reserve and Golflands Reserve to facilitate community health and wellbeing.
Organisational Strength	<ul style="list-style-type: none"> - Strong partnerships and working relationships with our community, other organisations and spheres of Government - Customer experience and community are at the centre of our considerations - Our community can meaningfully engage with Council - Sustainable financial management principles 	<p>As part of the improvement plan, methods are to be established to measure key performance indicators regularly including customer satisfaction levels to better understand the community's needs.</p> <p>As part of this AM plan, the levels of service of building assets have been reviewed to ensure that service levels are financially sustainable based on funding available.</p>
Built Environment	<ul style="list-style-type: none"> - A variety of indoor and outdoor sport, recreation and community facilities and open spaces - Provide infrastructure that meets the needs of a changing city and climate 	As part of this AM plan, the acquisition, renewal and maintenance levels of service of buildings have been reviewed to ensure that infrastructure is provided to consider the needs of the city and to support sport and recreation activities.
Environmental and sustainability	<ul style="list-style-type: none"> - Sustainably manage our resources through reuse, recycling and circular economy 	As part of the acquisition activities in this AM Plan, opportunities to achieve sustainability have been considered through the funding of utilising renewable energy sources and water reuse.

	<ul style="list-style-type: none"> - Reduce the City's impact on the environment - Prepare for and respond to the challenges of a changing climate 	
--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the building assets are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
South Australian Local Government Act 1999	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a LTFP supported by asset management plans for sustainable service delivery.
South Australian State Records Act 1997	To ensure the City of West Torrens records and stores all relevant information as set out by the State Government of South Australia.
Environmental Protection Act 1993	An Act to provide for the protection of the environment: to establish the Environmental Protection Authority and define functions and powers and for other purposes.
Work Health and Safety Act 2012	To take a constructive role in promoting improvements in work health and safety practices whilst assisting in the preservation of public health and safety in all undertakings of the organisation.
Development Act 1993	An act to provide for planning and regulate development in the state; to regulate the use and management of land and building and for other purposes.
Disability Discrimination Act 1992	A Commonwealth Act relating to discrimination on the grounds of disability.
Building Code of Australia	Defines the performance requirements of buildings.

3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Table 3.4: Customer Values

Service Objective: Provide building facilities which are safe and functional for users and are relative to demand levels.			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Building assets are appealing and suitable for their intended purposes.	Customer Satisfaction Survey every 4 years	Approximately 90% customer satisfaction (2019)	Customer satisfaction is expected to remain steady
Building assets are provided and maintained in a condition suitable to their intended purpose.	Customer requests per year	79 (2019)	Less than 79 requests per annum

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Quality How good is the service ... what is the condition or quality of the service?

Function Is it suitable for its intended purpose Is it the right service?

Capacity/Use Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Quality, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current funding level.

These are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very Good and provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Provide building assets of suitable quality for its intended purpose.	Customer requests per year	79 (2019)	Less than 79 requests per annum
	Confidence levels		High	Medium
Function	Provide building assets which are suitable for its intended purpose.	Customer satisfaction survey	Approximately 90% customer satisfaction (2019)	Customer satisfaction is expected to remain steady
	Confidence levels		Medium	Low
Capacity	Provide building assets that are efficiently suited to	Asset Utilisation	Asset Utilisation is static and due for update. Development of a method for the ongoing	Develop a method for the ongoing measuring and reporting on asset utilisation.

	current demand levels.		measurement of asset utilisation will form part of the Improvement Plan.	
	Confidence levels		N/A	Low

3.6 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – 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).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 3.6 shows the activities expected to be provided under the current Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Upgrade activities are undertaken to provide buildings assets which are suitable for its intended purpose and asset utilisation.	Conformance with acquisitions as detailed in the Asset Review Report - Council Owned Properties	Upgrades are scheduled for: - Richmond Oval - Thebarton Oval - Other various minor upgrades	Upgrades are to be undertaken for: - Richmond Oval - Thebarton Oval - Thebarton Theatre - Birkalla Soccer Clubrooms - Lockleys Bowling Clubrooms - Peake Gardens Riverside Tennis Clubrooms - Kesmond Reserve - Golflands Hall

³ IPWEA, 2015, IIMM, p 2|28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
				- Other various minor upgrades
		Budget	\$1,029,926	\$4,149,320
Operation	To ensure operation of buildings is suitable for purpose and cost effective.	Yearly expenditure on operation of buildings.	The service level of current operation activities are deemed suitable.	There is no change forecasted over the period of this AMP.
		Budget	\$1,700,000	\$1,700,000
Maintenance	Maintenance activities are undertaken to ensure building assets meet condition standards described in Table 3.7.	Number of customer service requests for building maintenance.	79 customer requests per annum (2019)	Further develop proactive building inspection regimes for all building assets based on level of risk associated with the asset. This is expected to reduce the number of customer requests.
		Budget	\$1,024,249	\$1,024,249
Renewal	Renewal activities are undertaken to ensure building assets meet condition standards described in Table 3.7.	Conformance with renewal expenditure as detailed in this AMP.	Renewals are undertaken in accordance with the findings of the GHD Condition Audit 2013.	There is no change forecasted over the period of this AMP. A condition audit is due to be completed to provide an updated renewal program.
		Budget	\$2,382,616	\$1,430,469
Disposal	Underutilised buildings are disposed to reduce the total lifecycle costs of building assets.	Conformance with disposals as detailed in the Asset Review Report - Council Owned Properties	Disposal activities are undertaken in accordance with the Council Owned Properties Asset Review Report.	No change to the current performance is expected. The Asset Review Report - Council Owned Properties is due to be updated.
		Budget	\$ -	\$ \$35,040

Note: * Current activities related to Planned Budget.

** Forecast required performance related to forecast lifecycle costs.

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time.

Table 3.7 describes the building asset condition standards set for buildings depending on the buildings intended purpose.

Table 3.7 Building Asset Condition Standard

Performance Standard	Condition Standard	Rating	Example
High Standard Highly sensitive functions with critical results or high profile public.	A high standard applicable to key assets with major council significance, key heritage assets, and assets that must meet very rigorous standards. Asset to be in the best possible condition. Only minimal deterioration will be tolerated.	S1	Council Chambers Arts Centre
Better Standard Business operations requiring good public presentation and high quality working.	A standard above the typical, applicable to assets very important to council operations, including significant infrastructure and heritage assets, and assets needing to meet special requirements. Asset to be in good condition operationally and aesthetically.	S2	Heritage Assets Council Library Health Centres
Typical Standard Functionally focussed asset at utility level (eg lecture theatres, laboratories, libraries, workshops).	Asset to be in reasonable condition, fully meeting operational requirements. A typical standard that is the usual level expected by the community for non-critical assets. It is the lowest possible category for important infrastructure and heritage assets. It is applicable to most buildings supporting council service delivery.	S3	Leisure Centres Club Room
Low Standard Functions are ancillary only, with no critical operational role or asset has limited life.	Condition needs to meet minimum operational requirements only. The lowest standard for non-critical assets where purely functional performance is accepted to the public.	S4	Works Depot Workshops
Basic Standard Functions have ceased and asset is dormant pending disposal, demolition etc.	Condition can be allowed to deteriorate and marginally maintained to meet statutory requirements only. This is the lowest condition standard, and applies to assets that can reasonably be expected to operate in very basic conditions.	S5	Sheds

4.0 FUTURE DEMAND

4.1 Demand Drivers

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.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

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

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.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this Asset Management Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population and Demographic Changes	60,842 (2019)	Population projections indicate that the City of West Torrens will experience an increase in population as a result of urban consolidation in the medium to long term future. Changes to the demographic of the population are expected to change.	A large portion of the population growth will be a result of the development of single allotments into multiple residencies. An increase in population will increase the utilisation and demand for community facilities including sporting and community clubs.	Methods to measure asset utilisation are to be further developed to assist with decision making surrounding the acquisition of new assets.
State Planning Reform- Planning and Design Code	Urban consolidation will result in further increases in population.	The introduction of new legislation regulating development will further encourage development to achieve urban consolidation.	Refer to above.	Refer to above.
Leisure Trends	A growing technological society may inadvertently see a reduction in the time spent by the public	Changes to the volume of use of open space and recreation assets	Changes to the demand for community and sporting facilities which may see	Methods to measure asset utilisation are to be further developed to assist with

	undertaking leisure activities.	and associated buildings.	assets being underutilised or over utilised.	decision making surrounding the disposal and acquisition of new assets.
Environmental Awareness	There is increasing public awareness of environmental issues including those associated with environmental sustainability and climate change.	There will be greater community and legislative demand for implementing environmentally sustainable practices as part of the lifecycle activities of Council's building assets.	Acquisition and renewal activities will need to assist with providing environmentally sustainable buildings.	Acquisition and renewal activities will need to incorporate environmental sustainability into the building design process.

4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the City of West Torrens to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

4.5 Environmental Sustainability

The way in which we manage assets should recognise that there is an opportunity to incorporate environmental sustainability as part of asset lifecycle activities. Building environmental sustainability into assets can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure effects of climate change may potentially lower the lifecycle cost and reduce their carbon footprint

The impacts of climate change can have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum we should consider both how to manage our existing assets given the potential climate change impacts, and also how to incorporate environmental sustainability in any new works or acquisitions.

Current practices and issues as well as future opportunities for improvement with regards to the achievement of environmental sustainability have been identified in Table 4.5.1.

Table 4.5.1 Environmental Sustainability - Current Issues, Practices and Future Opportunities

Asset Class: Buildings		
Environmental Sustainability Pillar	Current Practices and Issues	Opportunities for Future Improvements
Water	<ul style="list-style-type: none"> Measures to improve water efficiency and reduce water consumption is incorporated into building design for capital projects Reuse of stormwater is encouraged through installation of rainwater tanks for new buildings 	<ul style="list-style-type: none"> Continue to explore opportunities and new techniques which improve water efficiency and minimise water consumption for new buildings, in particular at the design stage.
Energy	<ul style="list-style-type: none"> The use of renewable energy sources in the form of solar power is used across new and existing Council buildings 	<ul style="list-style-type: none"> Promote sustainable building design in particular measures to reduce heating and cooling costs e.g. light colour roofs, insulation, double glazed windows, 'green' roofs and walls Continue to explore opportunities to implement renewable energy sources in new and existing buildings
Climate Change	<ul style="list-style-type: none"> The urban heat island affect is considered as part of material and material colour selection Promoting of greening and landscaping surrounding buildings as part of building capital projects 	<ul style="list-style-type: none"> Consider the effect that climate change may have on the deterioration of building assets
Waste	<ul style="list-style-type: none"> Minimising the waste generation from operation activities of buildings 	<ul style="list-style-type: none"> Explore techniques and materials that allow existing building assets' life to be extended or reused at end of life
Greening	<ul style="list-style-type: none"> Opportunities for landscaping and tree planting is considered as part of building capital projects 	<ul style="list-style-type: none"> Explore innovative ways to incorporate greening into building capital projects

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the City of West Torrens plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this Asset Management Plan are shown in Table 5.1.1.

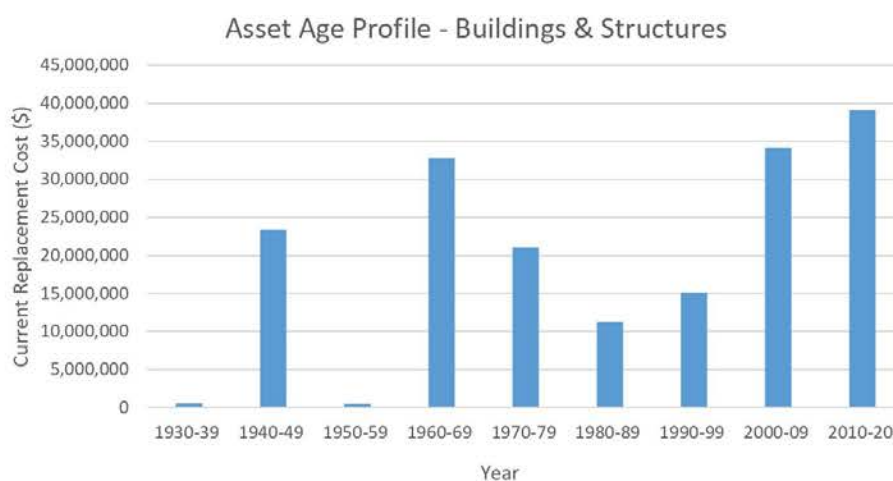
The building asset network is made up of buildings which provide a variety of services. The building types include the follow:

- Children facilities
- Commercial facilities
- Community facilities
- Depots
- Library
- Offices
- Parks and gardens
- Public convenience
- Sports and recreation facilities

The age profile of the assets included in this AM Plan are shown in Figure 5.1.1.

Table 5.1.1: Assets covered by this Plan

Asset Category	No. of Buildings and Structures	Replacement Value
Children's Facilities	1	\$591,542
Commercial	6	\$46,287,500
Community Facilities	22	\$24,995,848
Depots	20	\$33,906,315
Library	1	\$7,590,000
Offices	6	\$19,064,265
Other	1	\$33,000
Parks & Gardens	6	\$104,500
Public Convenience	7	\$1,031,954
Sport & Recreation Facilities	76	\$44,359,131
TOTAL	146	\$177,964,054

Figure 5.1.1: Asset Age Profile

All figure values are shown in current day dollars.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Buildings & Structures	Condition of buildings and structures is due for auditing.
Sporting & Community Centres	There is a lack of live information on asset utilisation.
Maintenance activities records	Improve the integration of the customer request system and asset management system to record maintenance activities against assets through Council's mobile application, <i>Fusion</i> .

5.1.3 Asset condition

Condition is currently monitored by an external consultant through undertaking a inspection of all building assets. This condition audit is scheduled every five years.

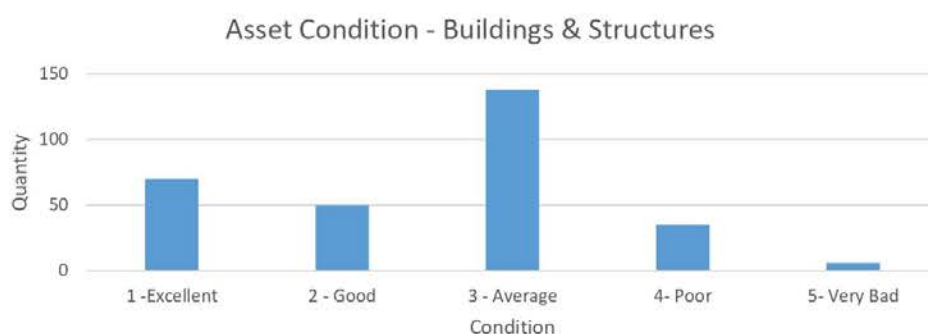
Condition is measured using a 1 – 5 grading system⁴ as detailed in Table 5.1.3. It is important that consistent condition grades be used in reporting various assets across an organisation. This supports effective communication. At the detailed level assets may be measured utilising different condition scales, however, for reporting in the AM plan they are all translated to the 1 – 5 grading scale.

⁴ IPWEA, 2015, IIMM, Sec 2.5.4, p 2 | 80.

Table 5.1.3: Simple Condition Grading Model

Condition Grading	Description of Condition
1	Very Good: only planned maintenance required
2	Good: minor maintenance required plus planned maintenance
3	Fair: significant maintenance required
4	Poor: significant renewal/rehabilitation required
5	Very Poor: physically unsound and/or beyond rehabilitation

The condition profile of our assets is shown in Figure 5.1.3.

Figure 5.1.3: Asset Condition Profile

The majority of building assets are in average condition or better.

All figure values are shown in current day dollars.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

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. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Maintenance Budget Trends

Year	Maintenance Budget \$
2017/18	\$967,858
2018/19	\$1,034,523
2019/20	\$928,853
2020/21 (Forecast)	\$1,013,500

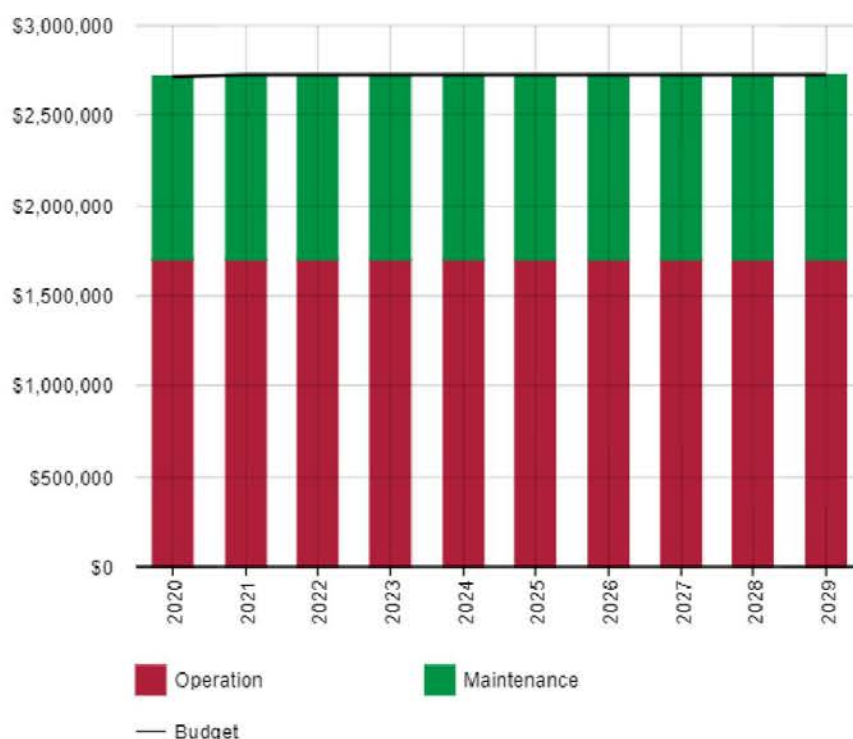
Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and risks of providing services at that level have been identified and are highlighted in this AM Plan.

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

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.2: Operations and Maintenance Summary



All figure values are shown in current day dollars.

The maintenance and operations expenditure has been forecast based on historical annual expenditure. Maintenance and operation expenditure is not expected to vary significantly during this period. The current funding available is suitable to maintain current service levels.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed in 2019.

Table 5.3: Useful Lives of Assets

Asset (Sub)Category	Useful life
Structure	15 - 45 years
Substructure	50 - 100 years
Superstructure	50 - 100 years
Roof sheets, gutters, downpipes	33 - 66 years
Lift plant and equipment	30 -40 years
Air conditioning	13 - 25 years
Fit outs	33 - 65 years
Floor coverings	10 -33 years
Services	25 -50 years
Hot water services	12 - 25 years
Solar panels	15 - 52 years

The estimates for renewals in this Asset Management Plan are based on the findings of the GHD Building Audit 2013.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).⁵

⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁶

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

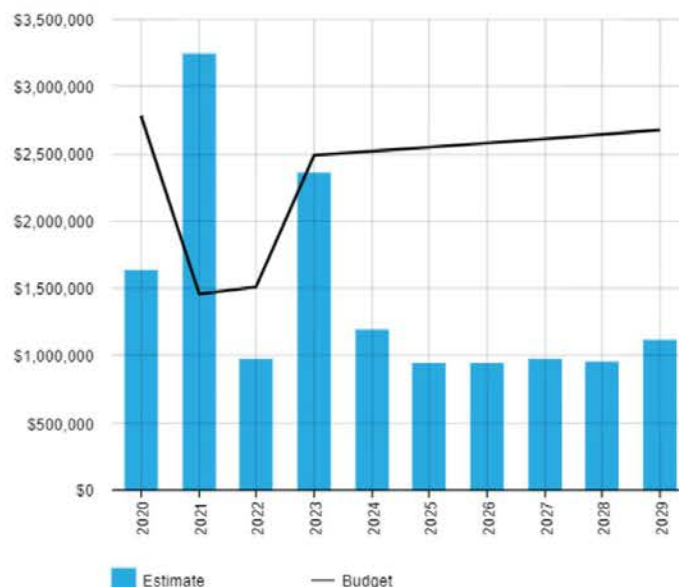
Table 5.3.1: Renewal Priority Ranking Criteria

Priority Level	Risk Rating	Comments
1	Very High	Works needed immediately or as soon as possible to meet statutory requirements, avoid serious cost/revenue penalties, ensure the health and safety of building occupants and users, or redress/prevent serious disruption to building activities.
2	High	Works that redress/prevent operational deficiencies in the building, and those which will prevent serious deterioration and higher future cost of repair. As a minimum. This work should be completed within two years.
3	Medium	Works that redress/prevent minor operational deficiencies or restore the environmental quality of the building and its surroundings. As a minimum, this work should be completed within three years.
4	Low	Work that can be deferred beyond three years and re-assessed after that period.

5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4. A detailed summary of the forecast renewal costs is shown in Appendix B.

⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Figure 5.4: Forecast Renewal Costs

All figure values are shown in current day dollars.

There is a significant backlog of renewal works shown in the 2021/22 financial year due to outstanding works from the GHD Building Condition Audit 2013. Overall, the current renewal budget is sufficient in funding the asset renewals forecasted for the period.

5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the City of West Torrens.

5.5.1 Selection criteria

Proposed upgrade of existing assets, and new assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes.

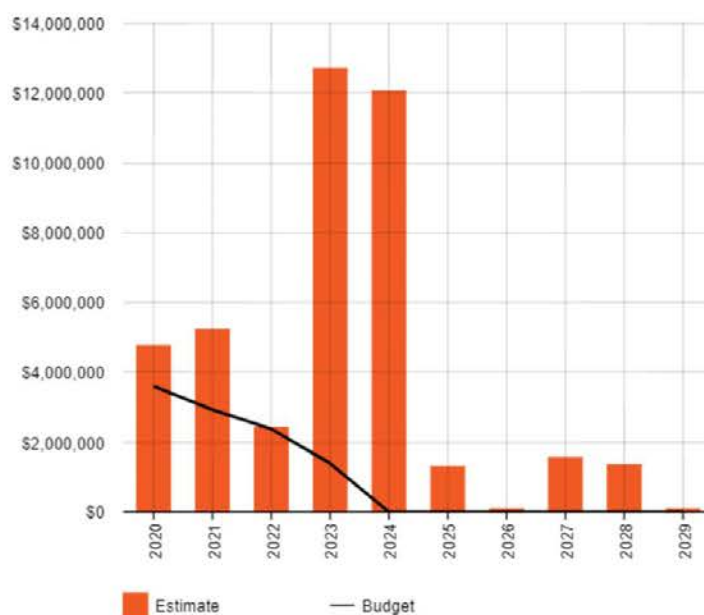
The acquisition activities planned for the period include those listed in Table 5.5.1 which include major redevelopment of existing buildings.

Table 5.5.1: Acquired Assets Program - Major Redevelopments

Year	Building	Acquisition (Upgrade) Cost (\$)
2020/21	Community Hubs/ RSL	\$2,100,000
2020/21 - 2024/25	Richmond Oval	\$21,215,700
2020/21 - 2023/24	Thebarton Oval	\$6,250,000
2021/22	Peake Gardens Complex	\$2,350,000
2023/24	Kesmond Reserve	\$1,000,000
2024/25	Golflands Hall	\$500,000
2024/25	Birkalla Soccer Clubrooms	\$1,500,000
2025/26	Lockleys Bowling Clubrooms	\$1,200,000
2027/28 - 2028/29	Thebarton Theatre	\$2,500,000

Summary of future asset acquisition costs

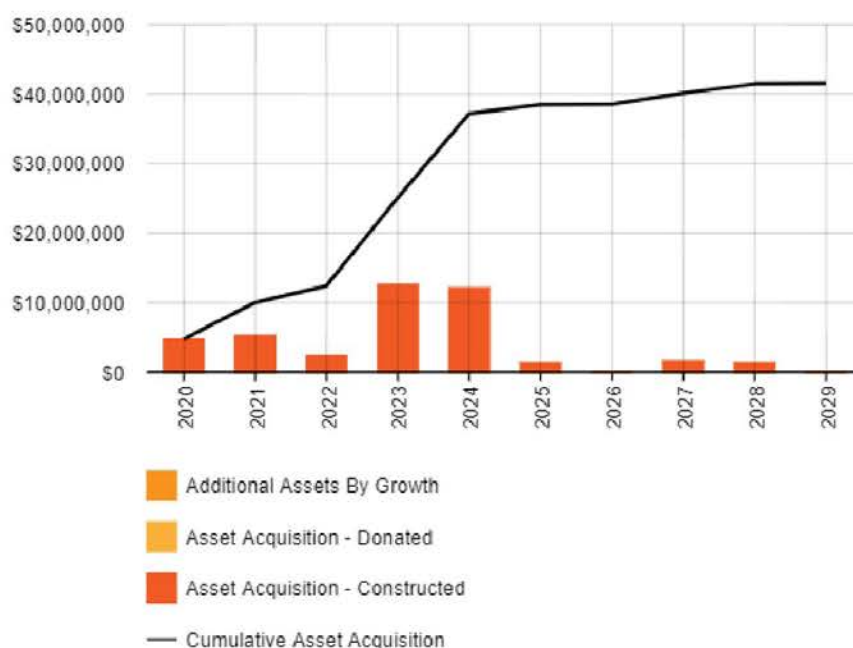
Forecast acquisition asset costs are summarised / summarised in Figure 5.5.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A.

Figure 5.5.1: Acquisition (Constructed) Summary

All figure values are shown in current day dollars.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.5.2.

Figure 5.5.2: Acquisition Summary



All figure values are shown in current dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

The current long term financial plan does not consider acquisition activities beyond 2025 and major redevelopments of Richmond Oval and Thebarton Theatre are currently unfunded. As a result, there is a shortfall in the budget equal to \$3,119,394 per year. This is partially offset by a surplus of renewal funding estimated at \$952,147 per year.

In considering the savings from renewal expenditure, there is a shortfall of \$2,167,246 on average per year.

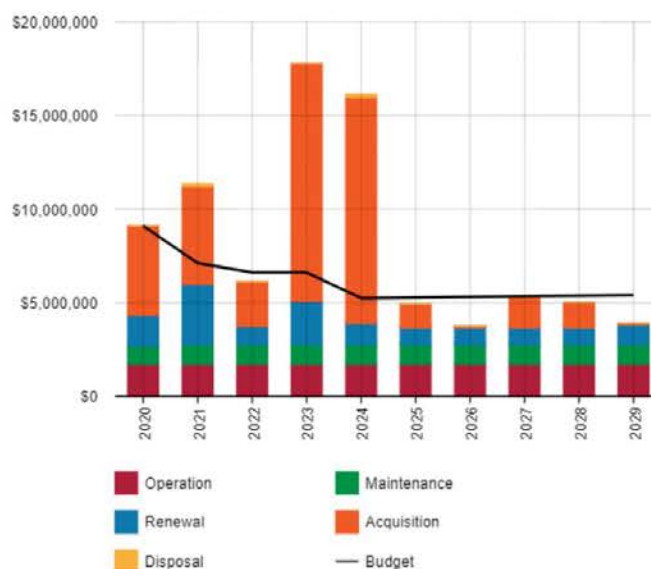
Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.5.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the

forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary



All figure values are shown in current day dollars.

The current budget levels in the long term financial plan are insufficient to meet the proposed lifecycle activities. The shortfall is equivalent to \$2,167,246 per year and is largely due to the unfunded major redevelopments of Richmond Oval and Thebarton Theatre. The lifecycle summary does not include income from the sale of building assets during the period.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in Table 5.6. Any costs or revenue gained from asset disposals is included in the long-term financial plan.

Table 5.6: Assets Identified for Disposal

Asset	Reason for Disposal	Timing	Disposal Costs	Maintenance Annual Savings
Brickworks Kiln and Main Market	Underutilised	2024/25	\$174,000 Marketing and Real Estate Fees	\$26,111 (2019/20)
Council Depot Complex - Marion Road	No longer required due to purchase of new depot at Morphett Road	2021/22	\$176,400 Marketing and Real Estate Fees	\$39,052 (2019/20)

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines alongside the City of West Torrens Enterprise Risk Management Policy and Framework.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'⁷.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Civic Centre Complex	Deterioration of building condition causing the building to be vacated for maintenance/ renewal works.	Building would be closed to public and staff which would disrupt essential services provided by Council.
Morphett Road Depot Complex	Deterioration of building condition causing the building to be vacated for maintenance/ renewal works.	Building would be closed to staff which would disrupt essential field services provided by Council.
State and Local Heritage Buildings (e.g. Thebarton Theatre)	Deterioration of building condition beyond rehabilitation.	Loss of heritage value and significant public reaction.

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used is shown in Figure 6.2.1 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

⁷ ISO 31000:2009, p 2

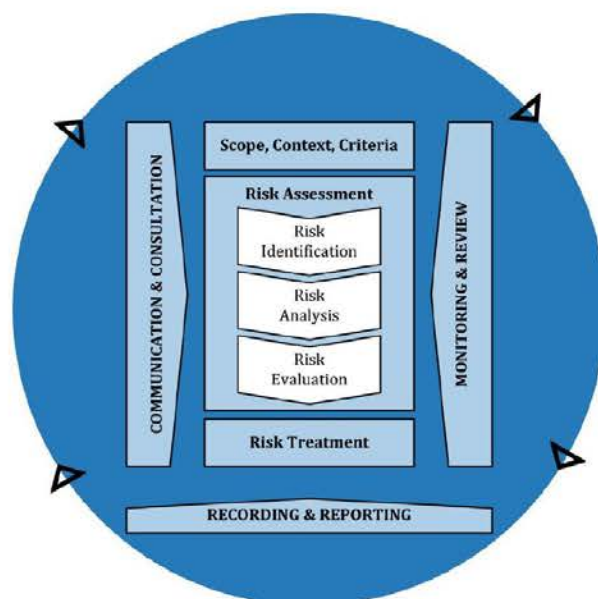


Fig 6.2.1 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

In accordance with the Enterprise Risk Management Framework, risk consequences are cited as the following:

- Financial
- Organisational or customer impact
- Reputation and relationships
- People
- Work health and safety

Furthermore, an assessment of risks⁸ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

The City of West Torrens' Risk Analysis Matrix in Figure 6.2.2 is used to assess risk levels associated with assets. The guidelines for using the risk matrix is detailed in *Administration Policy: Enterprise Risk Management Framework*⁹.

⁸ Administration Policy: Enterprise Risk Management Framework, 2019

⁹ As above

Prevent/Reduce/Manage Negative Consequences					LIKELIHOOD	Enhance/Promote/Facilitate Positive Consequences				
E	E	H	M	M	Almost Certain > 95% chance of occurring Likely 75% - 95% chance of occurring Moderate 25% - 75% chance of occurring Unlikely 5% - 25% chance of occurring Rare < 5% chance of occurring	M	M	H	E	E
E	E	H	M	L		L	M	H	E	E
H	H	M	M	L		L	M	M	H	H
H	M	M	L	L		L	L	M	M	H
M	M	L	L	L		L	L	L	M	M
Catastrophic	Major	Moderate	Minor	Insignificant	Scale	Insignificant	Minor	Moderate	Major	Outstanding

Fig 6.2.2 Risk Analysis Matrix - Level of Risk
Source: City of West Torrens

Critical risks are those assessed with High or Extreme risk ratings. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. Services and assets with a residual risks rating of High are required to be managed by the CEO and General Managers, respectively in accordance with the Enterprise Risk Management Framework.

Table 6.2: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Council operations buildings including Civic Centre, Depot and Offices	<p>Deterioration of building causing increase risk of injury to building occupants or requiring closure of building for major maintenance or renewal works.</p> <p>Closure of buildings will affect Council's ability to deliver essential services.</p>	High	Further develop regular routine inspections and maintenance for high risk building assets.	Moderate	<p>The process of further developing routine inspection and maintenance standards is estimated at 1 week's full time work from Council's Asset Engineer working with the relevant Work Group Leader.</p> <p>The ongoing implementation of the routine inspection and maintenance standards cannot be quantified until the standards are determined.</p>
Community buildings including sporting clubs,	Deterioration of building causing increase risk of	High	Further develop regular routine inspections and	Moderate	The process of further developing routine inspection and

community clubs etc.	injury to building occupants or requiring closure of building for major maintenance or renewal works. Closure of buildings will affect the operations of sporting and community clubs and will result in loss of revenue.		maintenance for high risk building assets.		maintenance standards is estimated at 1 week's full time work from Council's Asset Engineer working with the relevant Work Group Leader. The ongoing implementation of the routine inspection and maintenance standards cannot be quantified until the standards are determined.
----------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--------------------------------------------	--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Note * The residual risk is the risk remaining after controls are implemented.

6.3 Organisation Strategic Risks

The strategic risks of the organisation significantly impact the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

The City of West Torrens' strategic risks related to asset management are identified in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to manage this risk.

Table 6.3: Strategic Risks

Threat / Hazard	Current Risk Control Approach	CWT Risk Level (Revised Risk- after controls)
Business Continuity and Community Resilience	This is reviewed as part of Organisational Strategic Risks including the ability to respond, recover, restore and resume business as usual. Robust plans and processes are developed.	Moderate
Emergency Events	This is reviewed as part of Organisational Strategic Risks. CWT considers all hazards including the response to multiple threats including flooding, earthquake, transport incidents etc.	Moderate
Infrastructure Management	This is reviewed as part of Organisational Strategic Risks and includes monitoring damage caused by deterioration or emergency events	Moderate
Urban Densification	This is reviewed as part of Organisational Strategic Risks and includes the planning and implementation of systems to cope with changes caused by infill development and changes to State Planning Regulations.	Moderate

Financial Management, Sustainability and Cost Shifting	This is reviewed as part of Organisational Strategic Risks and includes strategies to deal with changes in income and expenditure caused by either changes in policy or emergency events	Moderate
--------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------

6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What we cannot do

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

- The undertaking of all major redevelopments detailed in this AMP which are subject to successful grant submissions and/or additional funding
- Maintaining maintenance service levels at all times

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Reduced building condition performance standard
- Shorter than expected useful life of building assets due to delayed maintenance works

6.4.3 Risk trade-off

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

- Overall reduced stakeholder satisfaction leading to an increase in the number of customer works request
- Assets require additional maintenance and renewal work than desirable to remain serviceable due to delays in undertaking works.

These actions and expenditures are considered and included in the forecast costs.

7.0 FINANCIAL SUMMARY

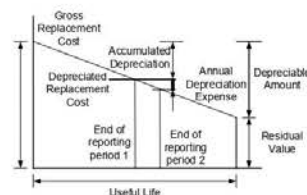
This section contains the financial requirements resulting from the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Statements and Projections

7.1.1 Asset valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. The assets are valued at fair value at cost to replace service capacity:

Current (Gross) Replacement Cost	\$177,964,054
Depreciable Amount	\$162,014,981
Depreciated Replacement Cost ¹⁰	\$83,220,164
Depreciation	\$2,574,186



7.1.2 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the Asset Management Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio¹¹ 166.56%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 166.56% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix B.

Medium term – 10 year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$4,154,718 average per year.

The proposed (budget) operations, maintenance and renewal funding is \$5,106,865 on average per year giving a 10 year funding excess of \$952,147 per year. This indicates that 122.92% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

¹⁰ Also reported as Written Down Value, Carrying or Net Book Value.

¹¹ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.3 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) for the 10 year long-term financial plan.

Forecast costs are shown in 2020/21 dollar values.

Table 7.1.3: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Forecast Acquisition	Forecast Operation	Forecast Maintenance	Forecast Renewal	Forecast Disposal
2020/21	\$4,752,500	\$1,700,000	\$1,013,500	\$1,630,000	-
2021/22	\$5,250,000	\$1,700,000	\$1,025,443	\$3,238,719	\$176,400
2022/23	\$2,400,000	\$1,700,000	\$1,025,443	\$974,089	-
2023/24	\$12,690,700	\$1,700,000	\$1,025,443	\$2,352,874	-
2024/25	\$12,075,000	\$1,700,000	\$1,025,443	\$1,191,174	\$174,000
2025/26	\$1,275,000	\$1,700,000	\$1,025,443	\$943,621	-
2026/27	\$75,000	\$1,700,000	\$1,025,443	\$941,187	-
2027/28	\$1,575,000	\$1,700,000	\$1,025,443	\$968,818	-
2028/29	\$1,325,000	\$1,700,000	\$1,025,443	\$950,518	-
2029/30	\$75,000	\$1,700,000	\$1,025,443	\$1,113,691	-

7.2 Funding Strategy

The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are acquired and existing assets upgraded.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

The increase in value of assets is not expected to increase maintenance costs over the period of this AMP due to only minor maintenance being expected on new assets.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this Asset Management Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

- Renewal costs from 2026/27 to 2029/30 are calculated as 1 percent of building portfolio value which is considered fair based on historical renewal expenditure
- Operations and maintenance budget and budget growth levels remain consistent with historical figures

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale¹² in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

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

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

Table 7.5.1: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	Medium	Demand drivers are based on a combination of sound statistics and analysis of current local demand drivers.
Growth projections	Medium	Growth projections are based on the analysis of historical figures.
Acquisition forecast	Medium	Acquisitions are based on projects identified by Council at the time of writing this AMP and supported by the Council Owned Property Review Report. Acquisition costs are forecasted based on a combination of detailed cost estimates and high-level estimates.
Operation forecast	Medium	Operations forecasts are based on the analysis of trends in historical operations expenditure.
Maintenance forecast	Medium	Maintenance forecasts are based on the analysis of trends in historical maintenance expenditure.

¹² IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Renewal forecast		
- Asset values	High	Asset values are based on actual replacement costs as determined by an external consultant.
- Asset useful lives	Medium	Asset useful lives were reviewed in 2019.
- Condition modelling	Medium	Condition modelling is undertaken as part of condition audits.
Disposal forecast	High	Disposals are based on projects identified by Council through the Council Owned Property Review Report.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be Medium.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹³

8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is "Technology One", City of West Torrens' corporate finance system.

8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is "Conquest", City of West Torrens' Asset Management System.

8.2 Improvement Plan

It is important that an entity recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Undertake a review of the current method for determining useful lives and actual asset useful lives accordingly.	Team Leader Asset and Project Management	Internal Asset Management staff	June 2021
2	Review the building asset hierarchy to assist with the further development of suitable levels of service for each level of the hierarchy.	Team Leader Asset and Project Management	Internal Asset Management staff	September 2021
3	Further develop the inspection regime through Council's mobile application, <i>Fusion</i> , based on the priority of all building assets to assist with the ongoing development of planned maintenance programs.	Team Leader Asset and Project Management, Manager City Property	Internal Asset Management, City Property and Information Technology staff	December 2021
4	Undertake a scheduled condition audit of all building assets and develop an updated asset renewal program accordingly.	Team Leader Asset and Project Management	External consultant	December 2021
5	Develop current methods to measure and report regularly on key performance indicators including: - compliance with asset inspections - planned maintenance expenditure versus reactive maintenance expenditure - asset utilisation - customer satisfaction with the performance of building assets	Team Leader Asset and Project Management Manager City Property	Internal Asset Management, Information Technology and Finance staff	June 2022
6	Establish methods to determine and report on actual building maintenance costs at project level to assist with decision-making.	Team Leader Asset and Project Management Manager City Property	Internal Asset Management, Information Technology and Finance staff	June 2022

¹³ ISO 55000 Refers to this the Asset Management System

7	Undertake a complete review of this asset management plan at least every four years, within two years of each Council election.	Team Leader Asset and Project Management	Internal Asset Management staff	October 2024

8.3 Monitoring and Review Procedures

This Asset Management Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, upgrade/new and asset disposal costs and proposed budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating within two years of each Council election.

8.4 Performance Measures

The effectiveness of this Asset Management Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this Asset Management Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the Asset Management Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 1.0).

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2012 LTFP Practice Note 6 PN Long-Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- City of West Torrens Community Plan 2030
- City of West Torrens Adopted Budget and Annual Business Plan 2020/21
- City of West Torrens, 2019, Administration Policy: Enterprise Risk Management Framework

APPENDICES

Appendix A Maintenance Response Levels of Service

This paper provides an overview of the maintenance strategy and response level of service for building assets.

Asset Criticality

Asset criticality and maintenance intervention is based on the following framework:-

Level	Function	Safety/ Presentation
1	High Importance	Extreme/ High
2	Important	Moderate
3	Lower Importance	Low

Proposed Criticality/Performance Categories (including defect/maintenance response times and proposed defect inspection cycle) are:-

Buildings		
Level 1	Level 2	Level 3
Typically Category A	Typically Category B Buildings	Typically Category C,D Buildings
High/extreme risk defects – assessed/ “make safe” completed within 1 working day	High/extreme risk defects – assessed/ “make safe” completed within 1 working day	High/extreme risk defects – assessed/ “make safe” completed within 1 working day
High/extreme risk defects temporary repairs completed within 3 days	High/ extreme risk defects temporary repairs completed within 5 days	High/extreme risk defects temporary repairs completed within 7 days
High/extreme risk permanent repairs and other defect repairs completed within 7 days	High/extreme risk permanent repairs and other defect repairs completed within 14 days	High/extreme risk permanent repairs and other defect repairs completed within 14 days

* Note condition assessment is undertaken on a 4 yearly cycle

Risk Ratings

Risks are rated:

- Extreme (extreme safety risk and extreme functional or presentation risk exists)
- High (high safety risk, and high functional or presentation risk exists);
- Moderate (moderate functional or presentation risk exists); and
- Low (low functional or presentation risk exists).

Appendix B Renewal Forecast Summary**B.1 – Renewal Forecast Summary*****Table B1 - Renewal Forecast Summary***

Year	Renewal Forecast	Renewal Budget
2020/21	\$1,630,000	\$2,782,500
2021/22	\$3,238,719	\$1,460,029
2022/23	\$974,089	\$1,510,510
2023/24	\$2,352,874	\$2,490,065
2024/25	\$1,191,174	\$2,518,868
2025/26	\$943,621	\$2,548,742
2026/27	\$941,187	\$2,579,695
2027/28	\$968,818	\$2,611,739
2028/29	\$950,518	\$2,644,882
2029/30	\$1,113,691	\$2,679,135

B.2 –10 Year Renewal Program

ID	Building Name	Current Replacement Cost	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/2027	2027/28	2028/29	2029/30
35855	Camden Oval Complex - Glenlea Tennis Clubrooms	\$572,200		\$48,896		\$32,625	\$10,190	\$10,190	\$5,722	\$5,722	\$5,722	\$5,722
35856	Camden Oval Complex - Novar Gardens Bowling Clubrooms	\$1,220,000		\$139,466		\$13,849	\$19,165	\$19,165	\$12,200	\$12,200	\$12,200	\$12,200
35857	Camden Oval Complex - Birkalla Soccer Clubrooms	\$5,185,563		\$225,860	\$877	\$104,081						
35951	Camden Oval Complex - Glenlea Tennis Club Shed	\$4,300		\$2,220			\$278	\$278	\$43	\$43	\$43	\$43
35952	Camden Oval Complex - Novar Gardens Bowling Club Shed	\$21,900		\$634			\$79	\$79				
35979	Camden Oval Complex - Tennis Shed	\$34,000		\$18,174			\$2,272	\$2,272	\$340	\$340	\$340	\$340
86647	Camden Oval Complex - Novar Gardens Bowling Club Tool Shed	\$8,700		\$11,999			\$1,500	\$1,500	\$87	\$87	\$87	\$87
35887	Cowandilla Recreation Reserve - Western Youth Centre	\$2,007,800		\$99,126	\$130,522	\$24,844			\$20,078	\$20,078	\$20,078	\$20,078
35925	Cowandilla Recreation Reserve - Tennis Clubrooms	\$183,000		\$71,662	\$14,801	\$423	\$8,689	\$8,689	\$1,830	\$1,830	\$1,830	\$1,830
36346	Cowandilla Recreation Reserve - Tennis Court Shelter	\$3,500		\$3,066			\$307	\$307	\$35	\$35	\$35	\$35
35892	Golflands Reserve Complex - Golflands Hall	\$281,200		\$2,812	\$2,812	\$2,812						
35907	Grassmere Reserve Complex - Kurralta Park Girl Guides Clubrooms	\$859,000		\$71,692	\$20,087	\$9,303	\$16,295	\$16,295	\$8,590	\$8,590	\$8,590	\$8,590
35836	Torrensville Bowling Club - Clubrooms	\$817,900							\$8,179	\$125,000	\$125,000	\$8,179
35871	Kesmond Reserve Complex - Jaguar Drivers Clubrooms	\$150,000		\$1,500	\$1,500							\$1,500
35872	Kesmond Reserve Complex - Kesmond Tennis Clubrooms	\$192,200		\$1,922	\$1,922							\$1,922
35873	Kesmond Reserve Complex - National Servicemen's Association	\$1,018,200	\$25,000	\$10,182	\$10,182							\$10,182
35938	Kesmond Reserve Complex - Storage Shed	\$15,000		\$150	\$150							\$150
35852	Lockleys Oval Complex - Lockleys Bowling Clubrooms	\$2,527,800		\$25,278	\$25,278	\$25,278	\$25,278					
35891	Lockleys Oval Complex - WA Slatterly Hall	\$2,244,100							\$22,441	\$22,441	\$22,441	\$102,525
35920	Lockleys Oval Complex - Lockleys Bowling Club Greenkeepers Shed	\$51,000		\$17,497			\$1,750	\$1,750	\$510	\$510	\$510	\$510
35847	Mellor Park Complex Lockleys - Lockleys Senior Citizens Clubrooms	\$683,900		\$141,303	\$634		\$20,650	\$20,650	\$6,839	\$6,839	\$6,839	\$6,839
35838	Magicians Clubrooms (Air Raid Shelter)	\$468,000		\$85,274			\$9,943	\$9,943	\$4,680	\$4,680	\$4,680	\$4,680
35850	Airport Senior Citizens Centre	\$2,061,000		\$114,007		\$249,171	\$37,265	\$37,265	\$20,610	\$20,610	\$20,610	\$20,610
35880	No. 77 Davenport Terrace	\$273,100		\$72,154		\$10,361	\$8,251	\$8,251	\$2,731	\$2,731	\$2,731	\$2,731
35881	No. 79 Davenport Terrace	\$284,400		\$132,139		\$5,075	\$13,721	\$13,721	\$2,844	\$2,844	\$2,844	\$2,844
35889	Fulham Community Centre	\$2,399,456					\$172,820		\$23,995	\$23,995	\$23,995	\$23,995
35903	Camden Gymnasium Facility	\$1,531,500		\$207,259	\$30,595	\$14,272	\$25,213	\$25,213	\$15,315	\$15,315	\$15,315	\$15,315
35904	Camden Community Hall	\$1,345,300		\$164,811	\$127,234				\$13,453	\$13,453	\$13,453	\$13,453
35915	Hilton RSL	\$1,153,700		\$209,602		\$2,854	\$26,437	\$26,437	\$11,537	\$11,537	\$11,537	\$11,537
35916	No. 6 Somerset Avenue	\$239,000		\$38,535	\$9,943	\$35,469	\$8,395	\$8,395	\$2,390	\$2,390	\$2,390	\$2,390
35918	No. 14 Somerset Avenue	\$224,000		\$20,774		\$90,993	\$11,177	\$11,177	\$2,240	\$2,240	\$2,240	\$2,240
35919	No. 18 Somerset Avenue	\$191,200		\$112,719	\$15,678	\$13,162	\$14,156	\$14,156	\$1,912	\$1,912	\$1,912	\$1,912
35926	Mile End Common - Public Convenience	\$60,000		\$1,797		\$6,026	\$782	\$782	\$600	\$600	\$600	\$600
35953	Dove Street Reserve - Public Convenience	\$130,000		\$31,822		\$8,510	\$4,033	\$4,033	\$1,300	\$1,300	\$1,300	\$1,300
35977	Camden Community Hall - Storage Shed	\$8,700		\$2,009			\$201	\$201	\$87	\$87	\$87	\$87

86540	Camden Community Hall - Storage Shed 2	\$16,000		\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160
90492	Kings Reserve – Bocce Shelter	\$9,300		\$2,114	\$31,716	\$5,075	\$3,890	\$3,890	\$93	\$93	\$93	\$93
95194	Holbrooks Rd Linear Park - Exeloo	\$230,000							\$2,300	\$2,300	\$2,300	\$2,300
35908	Peake Gardens Complex - Peake Gardens Tennis Clubrooms	\$429,600		\$68,897	\$15,858	\$18,395	\$11,252	\$11,252	\$4,296	\$4,296	\$4,296	\$4,296
35865	Plympton Community Centre (was called Hayhurst Senior Citizens Centre)	\$716,800		\$75,939	\$75,939	\$15,858	\$74,089	\$19,392	\$19,392	\$7,168	\$7,168	\$7,168
35944	Plympton Community Centre - Storage Shed	\$15,000		\$4,282	\$1,586		\$587	\$587	\$150	\$150	\$150	\$150
35906	Rex Jones Reserve Complex - Toilet Block	\$130,000		\$8,246		\$2,749	\$1,099	\$1,099	\$1,300	\$1,300	\$1,300	\$1,300
35973	Rex Jones Reserve Complex - Tennis Shelter	\$8,100		\$1,374		\$1,903	\$328	\$328	\$81	\$81	\$81	\$81
35879	Star Theatre Complex - Star Theatre	\$3,623,400	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$36,234	\$36,234	\$36,234
35864	Steve Hamra Retirement Village Complex - Kandahar Community Centre	\$1,400,700		\$35,948		\$67,344	\$13,855	\$13,855	\$14,007	\$14,007	\$14,007	\$14,007
35844	Thebarton Theatre Complex - Thebarton Theatre	\$29,425,500	\$200,000									
35971	Weigall Oval Complex - Pump Shed	\$2,900							\$29	\$29	\$29	\$29
86606	Weigall Oval Complex - Entrance Gates	\$16,000							\$160	\$160	\$160	\$160
35805	West Torrens Council Civic Centre Complex - Civic Centre	\$14,548,765	\$375,000	\$493,977		\$621,264	\$178,561	\$178,561	\$145,488	\$145,488	\$145,488	\$145,488
35806	West Torrens Council Civic Centre Complex - Hamra Centre (Library and Auditorium)	\$7,590,000		\$4,087		\$514,402	\$11,889	\$11,889	\$75,900	\$75,900	\$75,900	\$75,900
91356	Thebarton Community Hub	\$6,348,360	\$500,000									
94529	173-183 Sir Donald Bradman Drive Cowandilla - Main Building - Office and Community Hall	\$1,646,200		\$740					\$16,462	\$16,462	\$16,462	\$16,462
94530	173 -183 Sir Donald Bradman Drive - Storage Building	\$50,000							\$500	\$500	\$500	\$500
94532	185-187 Sir Donald Bradman Drive - Bluestone Cottage	\$422,500							\$4,225	\$4,225	\$4,225	\$4,225
91180	Deeds Road Transfer Station - Storage Facilities - Shed x 2	\$161,452		\$1,615	\$1,615	\$1,615	\$1,615	\$1,615	\$1,615	\$1,615	\$1,615	\$1,615
96796	Camden Oval Complex - Camden Oval Storage Facilities and Public Toilet	\$524,200						\$5,242	\$5,242	\$5,242	\$5,242	\$5,242
98258	Council Depot Complex - Morphett Road - Warehouse	\$16,020,000										\$160,000
98258	Council Depot Complex - Morphett Road - Warehouse 2	\$415,500							\$4,200			\$8,300
98260	Council Depot Morphett Road- Main Building	\$8,211,000	\$75,000							\$41,000		\$40,556
98266	Council Depot Morphett Road - Spray Building	\$2,145,700									\$22,700	
	Other Upgrades- Asbestos, DDA, Fire, Elec		\$305,000	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000
	TOTAL		\$ 1,630,000	\$3,238,719	\$ 974,089	\$ 2,352,873	\$1,191,174	\$ 943,621	\$941,187	\$ 968,818	\$ 950,518	\$1,113,691

*Timing of works is subject to annual review and development of capital works programs and based on the findings of condition assessments and inspections.

Appendix C Acquisition Forecast

C.1 – Acquisition Forecast Summary

Table C1 - Acquisition Forecast Summary

Year	Forecast Acquisition Expenditure	Acquisition Budget
2020/21	\$4,752,500	\$3,600,000
2021/22	\$5,250,000	\$2,926,829
2022/23	\$2,400,000	\$2,379,536
2023/24	\$12,690,700	\$1,392,899
2024/25	\$12,075,000	-
2025/26	\$1,275,000	-
2026/27	\$75,000	-
2027/28	\$1,575,000	-
2028/29	\$1,325,000	-
2029/30	\$75,000	-

C.2 –Acquisition Project Summary

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Building Asset	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/2027	2027/28	2028/29	2029/30
Apex Park Community Building	\$255,000									
Camden Oval Complex - Birkalla Soccer Clubroom					\$1,500,000					
Camden Oval Complex - PHOS Camden Football Club	\$220,000									
Community Hub Projects- RSL	\$2,100,000									
Council Depot Complex- Morphet Road	\$150,000	\$150,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Golflands Reserve					\$500,000					
Kesmond Reserve				\$1,000,000						
Lockleys Oval Complex - Lockleys Bowling Clubrooms						\$1,200,000				
Lockleys Oval Complex - Two Storey Clubroom	\$577,500									
New Toilet Facility - General			\$250,000					\$250,000		
Peake Gardens Complex - Peake Gardens Riverside Tennis Clubrooms		\$2,350,000								
Plympton Community Centre	\$250,000	\$250,000								
Richmond Oval Complex	\$100,000	\$500,000	\$500,000	\$10,115,700	\$10,000,000					
Thebarton Oval Complex	\$1,250,000	\$2,000,000	\$1,500,000	\$1,500,000						
Thebarton Theatre Complex								\$1,250,000	\$1,250,000	
Total	\$4,752,500	\$5,250,000	\$2,400,000	\$12,690,700	\$12,075,000	\$1,275,000	\$75,000	\$1,575,000	\$1,325,000	\$75,000



Appendix D Forecast Expenditure and Long Term Financial Plan**Table D1 – Forecast Expenditure and Long Term Financial Plan**

Year	Acquisition	Renewal	Total	LTFP	Shortfall	Cumulative Shortfall
2020/21	\$4,752,500	\$1,630,000	\$6,382,500	\$6,382,500	\$0	\$0
2021/22	\$5,250,000	\$3,238,719	\$8,488,719	\$4,386,858	-\$4,101,861	-\$4,101,861
2022/23	\$2,400,000	\$974,089	\$3,374,089	\$3,890,046	\$515,957	-\$3,585,904
2023/24	\$12,690,700	\$2,352,874	\$15,043,574	\$3,882,964	-\$11,160,610	-\$14,746,514
2024/25	\$12,075,000	\$1,191,174	\$13,266,174	\$2,518,868	-\$10,747,306	-\$25,493,820
2025/26	\$1,275,000	\$943,621	\$2,218,621	\$2,548,742	\$330,121	-\$25,163,699
2026/27	\$75,000	\$941,187	\$1,016,187	\$2,579,695	\$1,563,508	-\$23,600,191
2027/28	\$1,575,000	\$968,818	\$2,543,818	\$2,611,739	\$67,921	-\$23,532,270
2028/29	\$1,325,000	\$950,518	\$2,275,518	\$2,644,882	\$369,364	-\$23,162,906
2029/30	\$75,000	\$1,113,691	\$1,188,691	\$2,679,135	\$1,490,444	-\$21,672,462

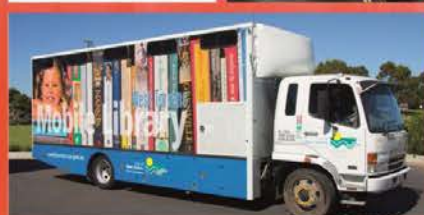
Note: The forecasted net cash inflow from the sale of building assets during the period of \$7,909,600 is not included in the above forecast.



A: 165 Sir Donald Bradman Drive, Hilton SA 5033
P: (08) 8416 6333
E: csu@wtcc.sa.gov.au
W: westtorrens.sa.gov.au

Vehicles (Fleet), Plant and Equipment Asset Management Plan

December 2020



Document Control		Asset Management Plan			
Document ID :					
Rev No	Date	Revision Details	Author	Reviewer	Approver
	Dec 2020	Issue for Executive Review	RP, MP	Jl	AC
	Dec 2020	Issue to Elected Members- Preliminary Draft	RP, MP	Jl	AC
	Jan 2021	Issue for Public Consultation - Draft	RP, MP	Jl	Council Resolution 19/1/21
0	Feb 2021	Issue for Council Adoption	RP, MP	Jl	AC

The entity can choose either template to write/update their plan regardless of their level of asset management maturity and in some cases may even choose to use only the Executive Summary.

The illustrated content is suggested only and users should feel free to omit content as preferred (e.g. where info is not currently available).

This Asset Management Plan may be used as a supporting document to inform an overarching Strategic Asset Management Plan.

© Copyright 2020 – All rights reserved
The Institute of Public Works Engineering Australasia

Contents

1.0	EXECUTIVE SUMMARY	5
1.1	The Purpose of the Plan	5
1.2	Asset Description	5
1.3	Levels of Service	5
1.4	Future Demand	5
1.5	Lifecycle Management Plan	6
1.6	Financial Summary	6
1.7	Asset Management Planning Practices	7
1.8	Monitoring and Improvement Program	7
2.0	Introduction	8
2.1	Background	8
2.2	Goals and Objectives of Asset Ownership	9
3.0	LEVELS OF SERVICE	12
3.1	Customer Research and Expectations	12
3.2	Strategic and Corporate Goals	14
3.3	Legislative Requirements	14
3.4	Customer Values	15
3.5	Customer Levels of Service	16
3.6	Technical Levels of Service	16
4.0	FUTURE DEMAND	19
4.1	Demand Drivers	19
4.2	Demand Forecasts	19
4.3	Demand Impact and Demand Management Plan	19
4.4	Asset Programs to meet Demand	20
4.5	Environmental Sustainability	20
5.0	LIFECYCLE MANAGEMENT PLAN	22
5.1	Background Data	22
5.2	Operations and Maintenance Plan	25
5.3	Renewal Plan	26
5.4	Summary of future renewal costs	29
5.5	Acquisition Plan	29
5.6	Disposal Plan	31
6.0	RISK MANAGEMENT PLANNING	32

6.1	Critical Assets.....	32
6.2	Risk Assessment.....	32
6.3	Organisation Strategic Risks	35
6.4	Service and Risk Trade-Offs	36
7.0	FINANCIAL SUMMARY	37
7.1	Financial Sustainability and Projections	37
7.2	Funding Strategy.....	38
7.3	Valuation Forecasts	38
7.4	Key Assumptions Made in Financial Forecasts	38
7.5	Forecast Reliability and Confidence.....	39
8.0	PLAN IMPROVEMENT AND MONITORING	41
8.1	Status of Asset Management Practices	41
8.2	Improvement Plan	41
8.3	Monitoring and Review Procedures	42
8.4	Performance Measures	42
9.0	REFERENCES	43
10.0	APPENDICES	44
Appendix A	Renewal Forecast.....	44
Appendix B	Acquisition Forecast.....	50
Appendix C	Forecast Expenditure and Long Term Financial Plan	51

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 2020/21 to 2029/30 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

1.2 Asset Description

This plan covers the infrastructure assets that assist with a variety of operations and delivery of services to the community.

The vehicles, plant and equipment network comprises:

- Light passenger and commercial vehicles
- Trucks and buses
- Construction plant and equipment
- Mowing and parks maintenance plant and equipment
- Other motorised mobile or portable equipment

The above infrastructure assets have replacement value estimated at \$11,277,683 (2020).

1.3 Levels of Service

The allocation in the planned budget is sufficient to continue providing existing services at current levels for the planning period. There are no major service consequences as a result of the planned budget.

1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Population
- Operator/ Driver Expectations
- Changes in community demands
- Environmental Awareness

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- The utilisation rates of vehicles, plant and equipment will continue to be monitored to assist with the decision making for the acquisition of new assets to suit a growth in demand for services.
- Utilisation reporting is to be refined and improved to assist with the decision making for the acquisition of new assets.
- The acquisition of new vehicle, plant and equipment purchases as well as retrofitting existing assets will need to be assessed to determine whether the improved productivity and safety is worth the increased whole of life cycle cost from the existing assets available.
- The technological advancements in vehicles, plant and equipment will continue to be monitored and assessed to assist with the decision making for asset acquisitions

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10 year total outlays, which for vehicles, plant and equipment is estimated as \$23,766,360 or \$2,376,636 on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for the 10 year period as \$25,305,280 or \$2,530,528 on average per year. on average per year as per the Long-Term Financial plan or Planned Budget. This is 106.88% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for fleet, plant and equipment leaves a surplus of \$153,892 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

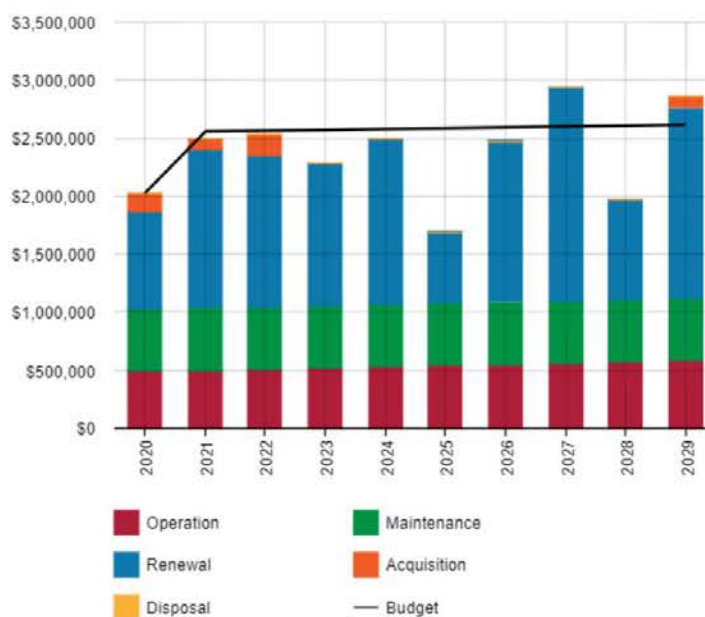


Figure Values are in current dollars.

We plan to provide services for the operation, maintenance, renewal and acquisition of fleet, plant and equipment to meet service levels set by the City of West Torrens and detailed in this AM plan.

1.6.2 What we cannot do

The current level of funding is sufficient to maintain the current level of service.

1.6.3 Managing the Risks

Our present budget levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Fleet, plant and equipment breakdown or reduction in service output leading to significant productivity losses.
- Fleet, plant and equipment is not safe for use and results in injury or damage to property

We will endeavour to manage these risks within available funding by:

- Further developing asset renewal criteria to assist with the decision making for asset renewals. In particular, determination of the optimum timing of replacement to minimise risk of asset downtime.
- Improve reporting on key performance indicators to Management and Supervisors for all asset inspections and maintenance activities to ensure services levels are being met and maintenance practices are being undertaken in accordance with this AMP.

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- Vehicle, Plant and Equipment are replaced on a "like for like" basis
- Community levels of service remain consistent over the period
- Operations and maintenance budget and budget growth levels remain consistent with historical figures

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

The renewal lifecycle costs for this AM Plan are based on actual replacement costs.

This AM Plan is based on a medium level of confidence information.

1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Undertake a review of the current method for determining useful lives and actual asset useful lives accordingly
- Develop current methods of measuring and reporting regularly on key performance indicators.
- Review criteria for asset renewals and update the 10 year asset renewal program.
- Undertake a complete review of this asset management plan at least every four years.

2.0 Introduction

2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the City of West Torrens planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- City of West Torrens Community Plan
- Long Term Financial Plan
- Annual Business Plan

The infrastructure assets covered by this AM Plan include fleet, plant and equipment. For a detailed summary of the assets covered in this AM Plan refer to Table in Section 5.

These assets are used to assist with providing a variety of operations and delivery of services to the community.

The infrastructure assets included in this plan have a total replacement value of \$11,277,683.

The City of West Torrens is committed to adopting an environmentally sustainable approach to managing our assets. This is done by minimising the impact of our assets on the environment and by considering the environmental and climate change issues over the entire life of assets.

We need to be aware of the challenges we face now and in the future - such as population growth, demographic change, climate change, technology change and changes in our community's needs and aspirations.

Council recognises that climate change is likely to affect asset life and functionality. As such, in future reports and analysis Council will further explore how climate change will affect assets.

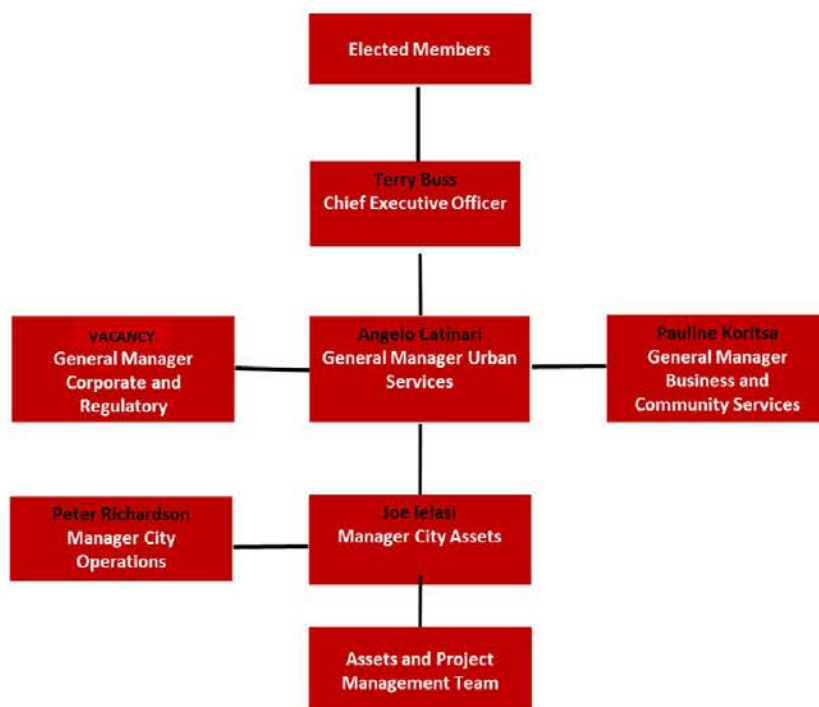
Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Elected Members	<ul style="list-style-type: none"> ■ Represent needs of community/shareholders; and ■ Ensure organisation is financially sustainable.
CEO/ General Manager Urban Services	Executive management endorsement of AM Plan
Manager City Assets	Review and approval of AM Plan
Team Leader Asset and Project Management	Development, implementation and maintenance of AM Plan to meet community levels of service.
Asset Officer/ Engineer	Assist with the development, implementation and maintenance of AM Plan to meet community levels of service.
City Operations Department	Coordinate and deliver maintenance, renewal and operation works in accordance with the AM Plan.

General public	Assist with the determining of levels of service through public consultation processes.
Operators/ users of fleet, plant and equipment	Assist with the determining of levels of service through public consultation processes.

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



2.2 Goals and Objectives of Asset Ownership

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

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,

- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

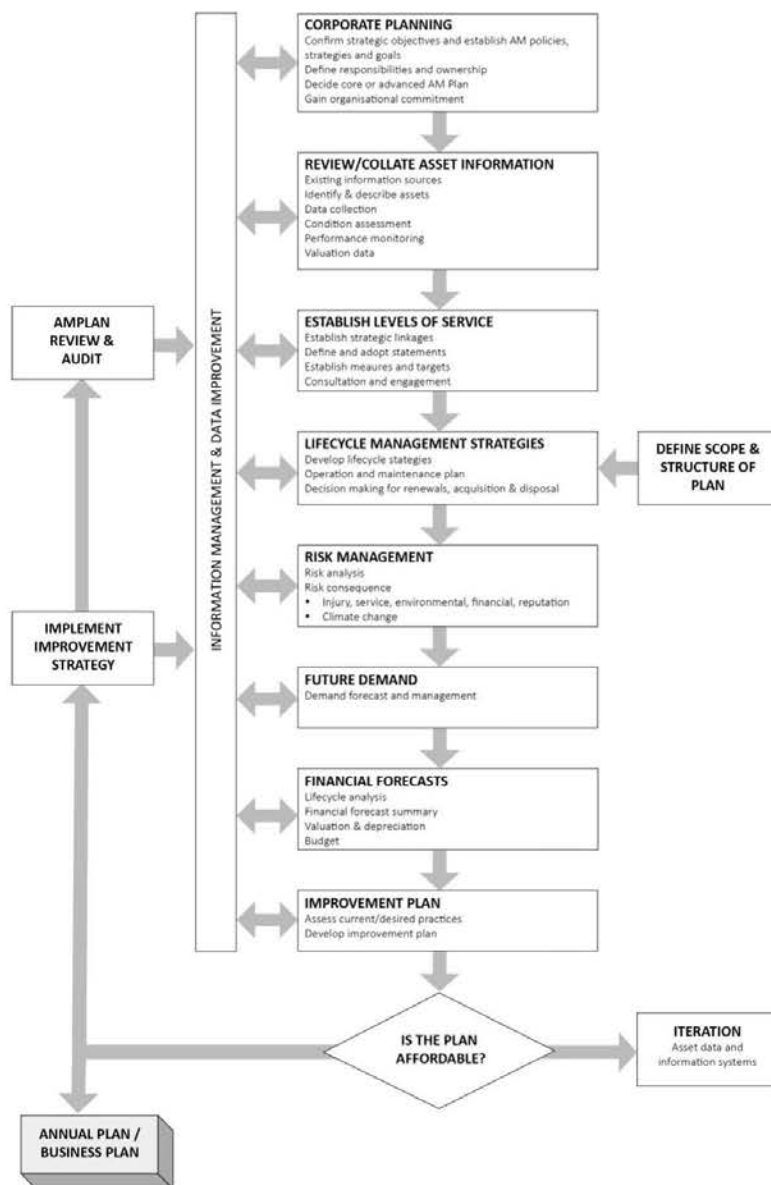
A road map for preparing an AM Plan is shown below.

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



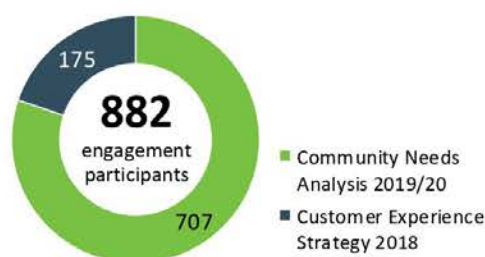
3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

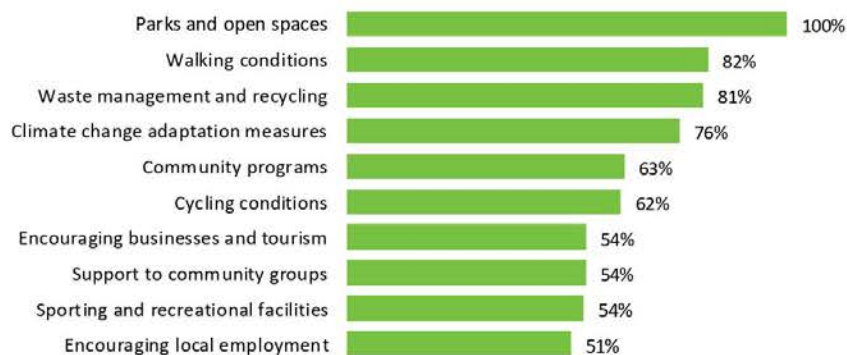
The City of West Torrens is committed to meeting community expectations through asset management. Feedback was received from the community relating to Council's current state of infrastructure assets from recent city-wide community engagement initiatives, which include:

- City of West Torrens Community Needs Analysis 2019/20 (CNA)
- City of West Torrens Customer Experience Strategy 2018 (CES)

3.1.1 Engagement participation rate



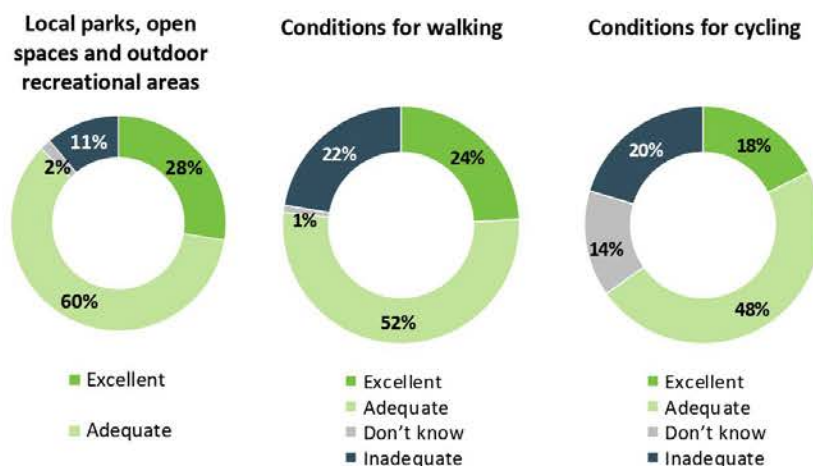
The 2019 Community Needs Analysis Community Survey (with 410 participants) asked respondents to rank ten council services in order of importance. The chart below shows combined priorities for all survey participants, with priority percentage scores ranked relative to the highest scoring service, 'parks and open spaces'.



Ranking of importance of 10 services to engagement participants

Parks and open spaces, walking conditions, cycling conditions and recreational facilities were all ranked of high importance by the majority of survey participants.

The Community Needs Analysis survey asked respondents to rate the current level of service for 20 services provided by the City of West Torrens, including local parks, open spaces and outdoor recreation areas, walking conditions and cycling conditions. The three charts below show the results.



Level of service assessment by survey respondents

The access to vehicle, plant and equipment resources directly affects Council's ability to provide, maintain and operate its assets. In particular, this includes Council's ability to maintain its parks, open spaces, recreational facilities, footpaths and shared user paths.

Overall, there were 20 services ranked in the survey and the rankings for the three relevant services were the following:

- Local parks, open spaces and outdoor recreational areas – 2nd, with 11% of the respondents ranking services to be inadequate
- Walking – 8th, with 22% of the respondents ranking services to be inadequate
- Cycling – 12th, with 20% of the respondents ranking services to be inadequate.

Table 3.1 summarises the results from the Community Needs Analysis and Customer Experience Strategy engagement initiatives..

Table 3.1: Customer Satisfaction Survey Levels

Performance Measure	Satisfaction Level				
	Very Satisfied	Fairly Satisfied	Satisfied	Somewhat satisfied	Not satisfied
	80 - 100%	60 - 80%	40 - 60%	20 - 40%	0 - 20%
Local parks, open spaces and outdoor recreation areas	✓				
Conditions for walking		✓			
Conditions for cycling		✓			

3.2 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of the City of West Torrens vision, mission, goals and objectives.

Our vision is:

Committed to be being the best place to live, work and enjoy life.

Our mission is:

To strive for excellence in serving our diverse community.

Strategic goals have been set by the City of West Torrens. The relevant goals and objectives and how these are addressed in this Asset Management Plan are summarised in Table 3.2.

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

Council Vision	Operational Focus	How Goal and Objectives are addressed in the AM Plan
Organisational Strength	- Strong partnerships and working relationships with our community, other organisations and spheres of Government	As part of the improvement plan, methods are to be established to measure key performance indicators regularly including customer satisfaction levels.
	- Customer experience and community are at the centre of our considerations	
	- Our community can meaningfully engage with Council	As part of this AM plan, the levels of service of vehicles, plant and equipment assets have been reviewed to ensure that service levels are financially sustainable based on funding available.
	- Sustainable financial management principles	
Built Environment	- A variety of indoor and outdoor sport, recreation and community facilities and open spaces	As part of this AM plan, the acquisition, renewal and maintenance levels of service of vehicles, plant and equipment have been reviewed to ensure that it is adequate to support the built environment and meet the needs of the city through the efficient management of Council-owned infrastructure.
	- Provide infrastructure that meets the needs of a changing city and climate	
Environmental and sustainability	- Reduce the City's impact on the environment	As part of this AM plan, the acquisition and renewal of hybrid and electric vehicles has been allowed for in the forecast lifecycle expenditure.
	- Prepare for and respond to the challenges of a changing climate	

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the management of road assets are listed in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
South Australian Local Government Act 1999	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a LTFP supported by asset management plans for sustainable service delivery.
Australian Accounting Standards	Sets out the financial reporting standards relating to assets within the Local Government Environment.
South Australian State Records Act 1997	To ensure the City of West Torrens records and stores all relevant information as set out by the State Government of South Australia.
Environmental Protection Act 1993	An Act to provide for the protection of the environment: to establish the Environmental Protection Authority and define functions and powers and for other purposes.
Work Health and Safety Act 2012	To take a constructive role in promoting improvements in work health and safety practices whilst assisting in the preservation of public health and safety in all undertakings of the organisation.
Australian Road Rules 1989	The Australian Road Rules have been made into regulations under the Road Traffic Act (South Australia) and gives road authorities in each state delegated power to establish standards for all aspects of roadways, including bridges and shared use paths.
Australian Design Rules	The Australian Design Rules are national Australian standards for vehicle safety, anti-theft system and emission standards.

3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Table 3.4: Customer Values

Service Objective: Provide vehicles, plant and equipment which are safe, fit for purpose and assist with the efficient delivery of services to the community.			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Vehicle presentation	Frequency of vehicle cleaning	Monthly or as deemed required by driver/ operator	The current performance is expected to be maintained.
Efficiency and suitability of vehicles, plant and equipment	Customer satisfaction for the safety and condition of public spaces (e.g. parks, playgrounds, footpaths etc.)	83% customer satisfaction (2019)	The current performance is expected to be maintained.

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Quality How good is the service ... what is the condition or quality of the service?

Function Is it suitable for its intended purpose Is it the right service?

Capacity/Use Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Quality, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current funding level.

These are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very Good and provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Provide a fleet which is maintained in good condition and operational.	Number of customer complaints regarding vehicle presentation and operation.	The current performance is acceptable.	The current performance is expected to be maintained.
	Confidence levels		Low	Low
Function	Provide a fleet that supports the required operations of Council.	The capacity of vehicles, plant and equipment available.	There is adequate assets available to deliver the desired operations levels of service.	The current performance is expected to be maintained.
	Confidence levels		Medium	Medium
Capacity	Provide a fleet of size and function which suits the organisation's operations.	Hours worked or distance travelled in a calendar year.	The current performance generally coincides with the national benchmark for asset utilisation from the IPWEA Plant and Vehicle Management Manual (Table 1.1).	The current performance is expected to be maintained.
	Confidence levels		Medium	Medium

3.6 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – 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).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes

Table 3.6 shows the activities expected to be provided under the current Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Provide a fleet of vehicles, plant and equipment which assist in the efficient delivery of services to the community.	The utilisation of assets e.g. kilometres/ year or hours/ year	Predominately based on changes in demand and asset utilisation.	As required to meet national benchmark from the IPWEA Plant and Vehicle Management Manual (Table 1.1). Utilisation reporting is to be refined and improved.
Operation	To ensure assets are maintained and operated in good working order and do not pose a risk to the health and/or safety of users, the public and the community.	Compliance with daily fleet inspection checklists completed by drivers and operators for all plant and equipment.	>90% of plant used each day	100% of plant used each day Reporting on compliance with daily fleet inspections is to be refined and improved.
		Compliance with WHS Calendar of Events inspections in accordance with relevant legislation.	>95%	100%
		Budget	\$538,752	\$538,752

Maintenance	Compliance with manufacture's service and maintenance requirements	Scheduled maintenance frequency, timing and activities.	> 90%	100%
	Reduce frequency of unplanned maintenance activities.	Ratio of planned to unplanned maintenance activities.	4:1	The current performance is expected to be maintained.
		Budget	\$537,800	\$537,800
Renewal	To ensure fleet, plant and equipment assets are replaced at optimum timing.	Timing of asset replacement.	As per 2016-2025 10 Year Renewal Program including renewal of fleet, plant and equipment at approximately the following intervals: - Light Passenger Vehicles every 3 years - Light Commercial Vehicles every 4 years - Parks and mowing equipment every 3 years - Trucks every 7 years Actual replacement time varies based on make and model.	As per updated 10 Year Renewal Program including renewal of fleet, plant and equipment at approximately the following intervals: - Light Passenger Vehicles every 3 years - Light Commercial Vehicles every 4 years - Parks and mowing equipment every 3 years - Trucks every 7 years Actual replacement time varies based on make and model.
		Budget	\$1,453,976	\$1,248,634
Disposal	There are currently no plans for the disposal of fleet vehicles, plant and equipment assets.	-	-	-
		Budget	-	-

Note: * Current activities related to Planned Budget.

** Forecast required performance related to forecast lifecycle costs.

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time.

4.0 FUTURE DEMAND

4.1 Demand Drivers

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.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

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

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.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this Asset Management Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	60,842 (2019)	Population projections indicate that the City of West Torrens will experience an increase in population. This can largely be attributed to urban consolidation.	An increase in population will result in greater demand of Council to provide its services. In order to meet the demand of additional services, additional staff, vehicles, plant and equipment will be required.	The utilisation rates of vehicles, plant and equipment will continue to be monitored to assist with the decision making for the acquisition of new assets to suit a growth in demand for services. Utilisation reporting is to be refined and improved to assist with the decision making for the acquisition of new assets.
Operator/ Driver Expectations	Council's fleet of vehicles, plant and equipment generally suits the expectations of the drivers/ operators of the assets.	Demand may grow to meet the expectations of drivers/ operators. In particular, as technological advancements are made, this will have the potential to make some roles easier.	The change in expectation from operators/drivers may lead to increases in demand for upgrades and increases in the purchasing of vehicles, plant and equipment and retrofitting existing assets. The improved	The acquisition of new vehicle, plant and equipment purchases as well as retrofitting existing assets will need to be assessed to determine whether the improved productivity and safety is greater than the increase in the

			technology will also have the potential to provide improved productivity and safety in operation.	whole of life cycle cost from the existing assets available.
Community Demand	Council's fleet of vehicles, plant and equipment is generally suitable to meet the demand of services by the community.	There will be a change in demand for increased recreation and open space facilities as well and increases in demand for verge management services.	Additional vehicles, plant and equipment will be required to be acquired to be able to maintain these facilities/ services.	Ongoing maintenance requirements are to be considered during the planning stages of projects to consider whether or not the current availability of resources is deemed sufficient.
Environmental Awareness	Council has a relatively high level of awareness of the impact of climate change. This is beginning to drive changes to vehicle selection at the City of West Torrens.	There will be a growth in demand from internal and external stakeholders for Council to consider ways in which it can reduce its Carbon Footprint.	The acquisition of vehicles, plant and equipment which produce fewer greenhouse gas emissions (e.g. electric vehicles and plant) than traditional assets will come at a higher purchase price.	The technological advancements in vehicles, plant and equipment will continue to be monitored and assessed to assist with the decision making for asset acquisitions.

4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the City of West Torrens to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

4.5 Environmental Sustainability

The way in which we manage assets should recognise that there is an opportunity to incorporate environmental sustainability as part of asset lifecycle activities. Building environmental sustainability into assets can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure effects of climate change may potentially lower the lifecycle cost and reduce their carbon footprint

The impacts of climate change can have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum we should consider both how to manage our existing assets given the potential climate change impacts, and also how to incorporate environmental sustainability in any new works or acquisitions.

Current practices and issues as well as future opportunities for improvement with regards to the achievement of environmental sustainability have been identified in Table 4.5.1.

Table 4.5.1 Environmental Sustainability - Current Issues, Practices and Future Opportunities

Asset Class: Vehicles, Plant and Equipment		
Environmental Sustainability Pillar	Current Practices and Issues	Opportunities for Future Improvements
Water	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A
Energy	<ul style="list-style-type: none"> Hybrid vehicles are currently used by Council staff Investigation of the installation of electrical vehicles charging stations throughout the city will provide opportunity to Council to procure and operate electric vehicles 	<ul style="list-style-type: none"> Explore opportunities for the procurement of energy efficient vehicles, plant and equipment Explore opportunities to be a leader in the community for the use of electrical vehicles and plant
Climate Change	<ul style="list-style-type: none"> Exploration of alternatives to petrol and diesel powered vehicles and plant 	<ul style="list-style-type: none"> Further develop measures for emissions of Council vehicles, plant and fleet and set targets to reduce emissions accordingly
Waste	<ul style="list-style-type: none"> Opportunities to extend the life of assets and contribute to a circular economy 	<ul style="list-style-type: none"> Continue to explore circular economy opportunities which reduce waste generated from assets at the end of life
Greening	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the City of West Torrens plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this AM Plan are shown in Table 5.1.1.

The City of West Torrens vehicle, plant and equipment assets are used by Council staff to construct, maintain and upgrade infrastructure and to transport materials, equipment, Council staff and community members.

Table 5.1.1: Assets covered by this Plan

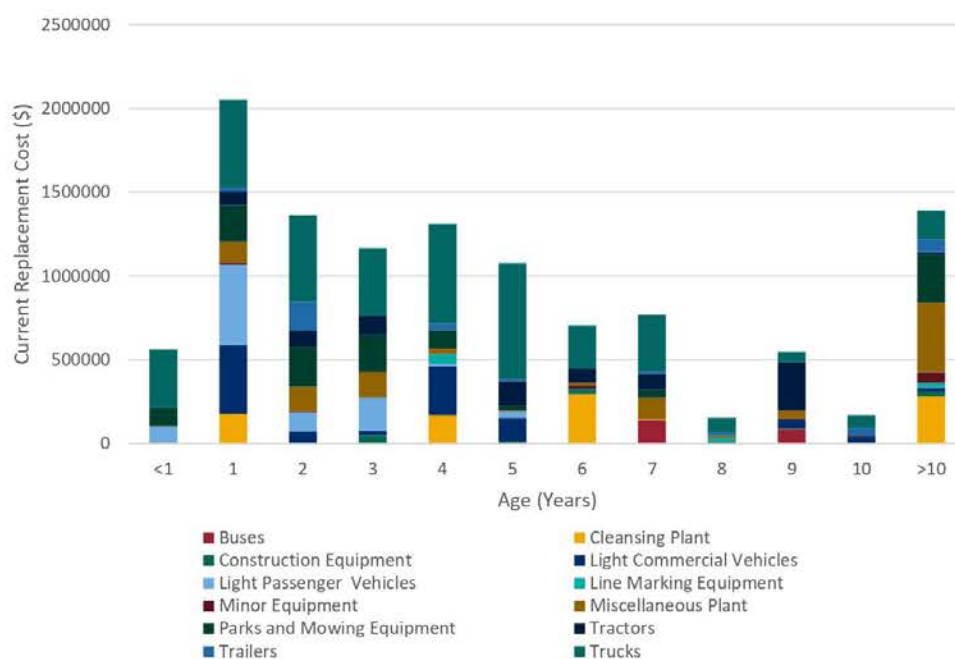
Asset Category	Description	Quantity	Replacement Value
Fleet (Vehicles)			
Buses	Buses able to carry more than 8 passengers.	2	\$228,018
Light Commercial Vehicles	Four wheel utilities and vans whose primary role is goods rather than passenger transport. This category also includes two-wheel motorbikes and motorised scooters, and troop carriers.	30	\$1,067,038
Light Passenger Vehicles	Four wheel sedans, wagons, hatches and passenger vans including people movers seating 8 or less passengers and generally not classed as utility or commercial vehicles.	30	\$938,755
Plant			
Cleansing Plant	Items not readily categorised in any of the categories, such as path sweepers, sprayers, each with a purchase price over \$2,000.	8	\$939,172
Miscellaneous Plant	Items not readily categorised in any of the categories, such as traffic counters, each with a purchase price over \$2,000.	106	\$1,083,842
Tractors	A vehicle used on a work site for the purpose of drawing a trailer or other equipment.	14	\$914,919
Trailers	Towed units with self-contained axles, registered for on-road use, designed to carry goods and plant. This category may include trailers each with a purchase price over \$2,000.	33	\$401,891
Trucks	Trucks having a GVM from 3,500kg and above including Mobile Library.	42	\$4,069,278
Equipment			
Construction Equipment	Earthmoving, road maintenance and construction, compaction, drainage and associated equipment valued at over \$2,000 each. Includes loaders, cranes, compactors of various types, pumps, concrete saws.	21	\$143,573
Line Marking Equipment	Machinery used for the purpose of line marking road ways.	5	\$111,632

Minor Equipment	All motorised, mobile, or portable machinery valued at under \$2,000. Includes brush cutters, chainsaws, power tools, small concrete saws, small compactors. Not intended to include hand tools or simple non-motorised equipment such as wheelbarrows.	54	\$110,316
Parks and Mowing Equipment	Agricultural and horticultural equipment including mowers, tractors and implements pulled by tractor units, with purchase price over \$2,000.	47	\$1,269,248
TOTAL		392	\$11,277,683

The age profile of the assets included in this AM Plan are shown in Table 5.1.1 and Figure 5.1.2.

Table 5.1.1: Age Profile of Assets

Asset Type	Age in Years												
	<1	1	2	3	4	5	6	7	8	9	10	10+	Total
Buses	-	-	-	-	-	-	-	1	-	1	-	-	2
Cleansing Plant	1	1	-	-	1	-	1	1	-	-	-	3	8
Construction Equipment	-	-	-	1	-	2	3	1	2	1	1	10	21
Light Commercial Vehicles	-	9	2	1	9	4	1	-	-	1	1	2	30
Light Passenger Vehicles	4	13	4	7	1	1	-	-	-	-	-	-	30
Line Marking Equipment	-	-	-	-	2	-	-	-	1	-	-	2	5
Minor Equipment	1	3	4	-	-	1	6	-	-	4	2	33	54
Miscellaneous Plant	1	6	5	12	5	1	2	5	4	4	-	61	106
Parks and Mowing Equipment	1	5	6	3	3	2	-	1	1	-	-	25	47
Tractors	-	2	1	1	-	1	1	3	-	2	-	3	14
Trailers	-	2	5		2	1	-	2	2	-	4	15	33
Trucks	2	4	7	5	5	4	3	4	1	1	1	5	42
Total	10	45	34	30	28	17	17	18	11	14	9	159	392

Figure 5.1.2: Age Profile of Assets

All figure values are shown in current day dollars.

There is significant portion of assets over ten years of age however this is largely attributed to low value assets including miscellaneous, construction and minor equipment.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.3.

Table 5.1.3: Known Service Performance Deficiencies

Location	Service Deficiency
Depot - City Operations	Access to vehicles, plant & equipment to perform routine maintenance due to minimal asset redundancy.
Depot - Workshop	Access to diagnostic equipment to assist with the maintenance of vehicles, plant and equipment due to the expensive costs of purchasing and updating diagnostic tools. Due to this, there is a reliance on dealerships to undertake select maintenance activities.

5.1.3 Asset condition

Condition is currently monitored through daily fleet inspections and routine maintenance.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

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. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Maintenance Budget Trends

Year	Maintenance Budget \$
2015/2016	\$538,338
2016/2017	\$578,983
2017/2018	\$495,236
2018/2019	\$534,866
2019/2020	\$541,579
2020/2021	\$537,800 (Forecasted Estimate)

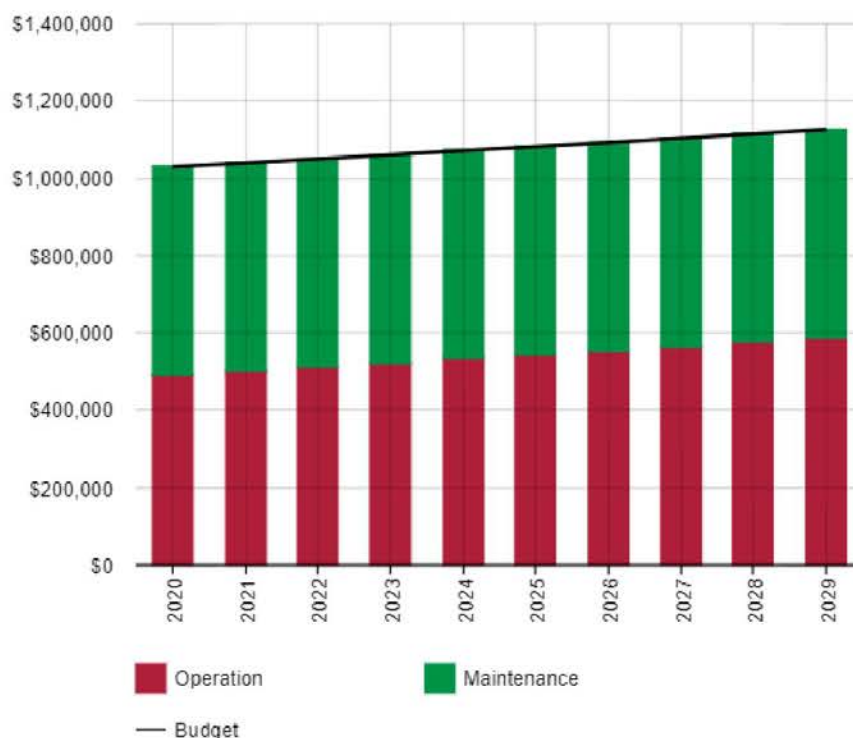
Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and risks of providing services at that level have been identified and are highlighted in this AM Plan.

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

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs.

The operations and maintenance budgets values are unable to be determined as they are included in the Long Term Financial Plan across a range of areas. It is expected that the current budget values are suitable in meeting the forecast operations and maintenance costs.

Figure 5.2: Operations and Maintenance Summary

All figure values are shown in current day dollars.

The maintenance and operations expenditure has been forecast based on historical annual expenditure. Maintenance and operation expenditure is not expected to vary significantly during this period. As the budget allocated for vehicle, plant and equipment maintenance and operation expenditure over the period is not outlined in the Long Term Financial Plan, it is assumed that the annual budget available is equal to the 2019/20 expenditure.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to determine depreciation and assist with projected asset renewal forecasts are shown in Table 5.3.1 Asset useful lives are not currently reviewed on a regular basis.

Table 5.3.1: Useful Lives of Assets

Asset (Sub)Category	Useful Life (Years)
Buses	15
Cleansing Plant	10
Compressor	20
Concrete Saw	5
Construction Equipment	15
Excavator	10
Forklift	11
Front End Loader	9
Gator	8
Generator	5
Hoist	10
Jack Hammer	3
Ladder	10
Lifter	10
Light Commercial Vehicles	15
Light Passenger Vehicles	15
Light Trucks	15
Line Marking Equipment	11
Medium Trucks	15
MIG Welder	10
Minor Equipment	10
Miscellaneous Plant	10
Mower	5
Parks and Mowing Equipment	10
Pressure Washer	5
Road sweeper	7
Sander	10
Scarifier	10
Tool Trolley	20
Tractors	10
Traffic Counters	5
Trailers	10
Two-way Radio	7
Welder	10
Wheel Loader	10
Wood chipper	8

The estimates for renewals in this AM Plan were based on the asset register, ideal renewal timing and desired service levels.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).³

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁴

The primary considerations for the renewal of Vehicles, Plant and Equipment assets is the utilisation (total and annual average) and the age of the asset. Assets forecasted for renewal are assessed annually by internal stakeholders to prioritise asset renewals. Table 5.3.2 is a guide used from IPWEA Plant and Vehicle Management Manual used to assess asset utilisation and guide optimum replacement timing.

Table 5.3.2: Optimum Replacement Timing - Plant and Heavy Vehicles

Group/Type	National Annual Benchmark Utilisation Engine Hrs/Km Travelled	Optimum Replacement Timing	
		Years	KM/Hrs
Mower Front Deck 72inch	500 Hrs	5	2,000 Hrs
Mower 38-52 inch	350 Hrs	7	2,000 Hrs
Skid Steer	450 Hrs	7	5,000 Hrs
Backhoe Loader	650 Hrs	7	5,000 Hrs
Wood chipper	*350 Hrs	8	5,000 Hrs
Car Park/Footpath Sweeper	1,000 Hrs	8	5,000 Hrs
Tractor (PTO Hrs) 25-45HP	300Hrs	8	5,000 Hrs
Excavator (3.5tonne)	450 Hrs	8	5,000 Hrs
Vibrating Drum Roller	500 Hrs	8	5,000 Hrs
Tractor (PTO Hrs) 45-75HP	500Hrs	8	5,000 Hrs
Tractor (PTO Hrs) 75+HP	800 Hrs	8	5,000 Hrs
Rubber Tyred Roller	500 Hrs	10	5,000 Hrs
Side Lift Compactor	*1,700 Hrs	8	8,000 Hrs
Road Sweeper	1,700 Hrs	8	8,000 Hrs
Loader	800 Hrs	8	8,000 Hrs
Rear Lift Compactor	*1,000Hrs	10	8,000 Hrs
Excavator (15tonne)	1,000 Hrs	10	8,000 Hrs
Grader	1,000 Hrs	10	8,000 Hrs

³ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

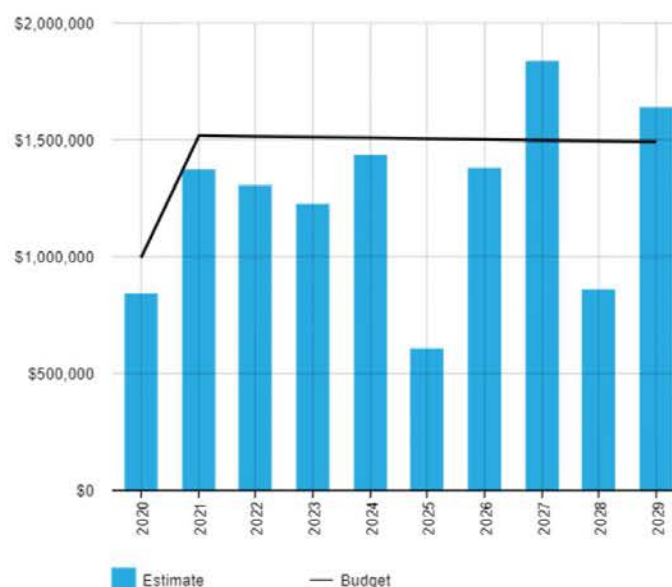
⁴ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Landfill compactor	1,000Hrs	10	8,000 Hrs
Landfill Wheel Loader	1,000Hrs	10	8,000 Hrs
Excavator (8tonne)	800 Hrs	10	8,000 Hrs
Cars & Utilities	20,000 Km's	5	120,000 Km's
Bus Mini	20,000 Km's	8	150,000 Km's

5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix A.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars.

The total asset renewals forecast for the 10 year period are within the budgeted figures of the Long Term Financial Plan. Therefore, it is not expected that any asset renewals will be deferred during this period.

5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the City of West Torrens.

5.5.1 Selection criteria

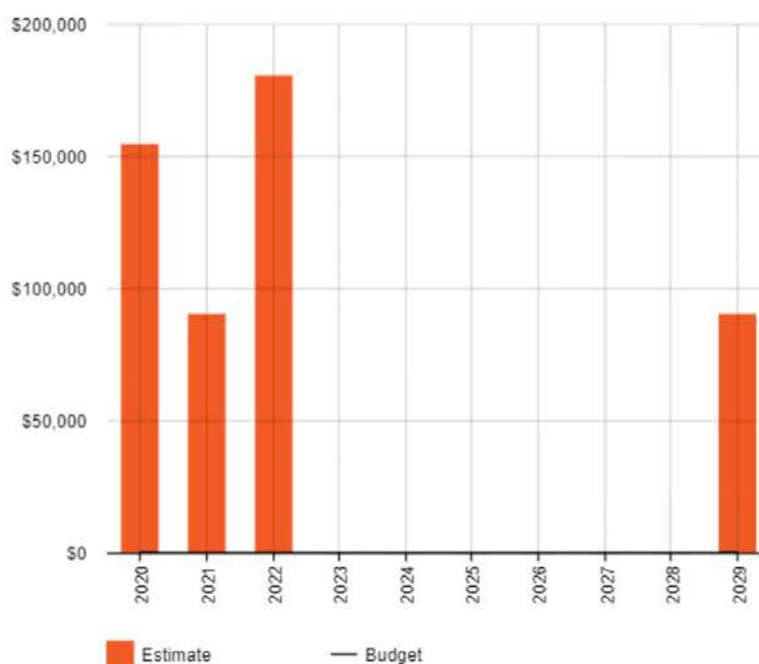
Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and

new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The assessment of the acquisition of new assets is undertaken by internal stakeholders on a case by case basis due to the varying criteria for each asset subcategory. A business case is prepared and is assessed to support the acquisition.

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised / summarized in Figure 5.5.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix B.

Figure 5.5.1: Acquisition (Constructed) Summary



All figure values are shown in current day dollars.

There are currently no future asset acquisitions identified between 2023/24 and 2028/29.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity.

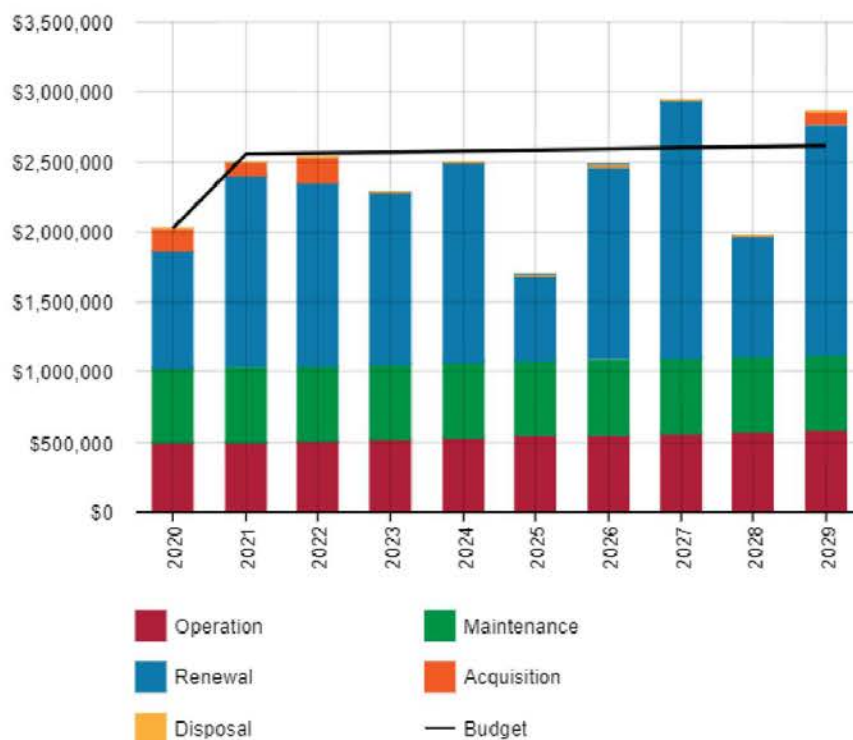
Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.4.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary



All figure values are shown in current day dollars.

The budget shown in Figure 5.5.3 is the funds for all renewal and acquisition activities. Based on this, the budget allocated in the Long Term Financial Plan is adequate to meet the proposed asset renewals and acquisitions for the period. The maintenance and operation budget figures are grouped with other items within the Long Term Financial Plan and therefore cannot be extracted to accurately assess against the estimated expenditure for this period. Based on historical expenditure and service levels, the current level of funding is expected to be adequate for maintenance and operation activities for this period.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. There are no asset disposals currently forecasted for this period.

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines alongside the City of West Torrens Enterprise Risk Management Policy and Framework.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'⁵.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
All fleet, plant and equipment	Plant/ vehicle breakdown or reduction in service output	<ul style="list-style-type: none"> - Loss of productivity due to increased downtime - Inability for essential services to be provided - Increased maintenance costs
	Plant/ vehicle is not safe for use	<ul style="list-style-type: none"> - Increased risk of injury to operators, field workers and the community - Increased risk of damage to Council and privately owned assets

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used is shown in Figure 6.2.1 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

⁵ ISO 31000:2009, p 2

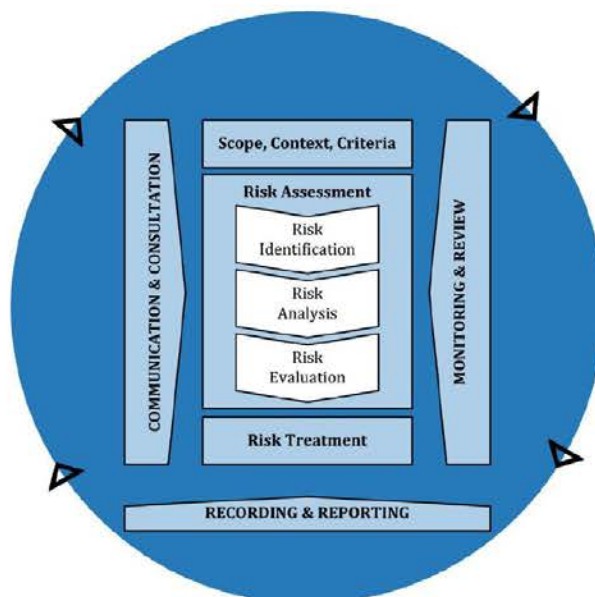


Fig 6.2.1 Risk Management Process – Abridged
 Source: ISO 31000:2018, Figure 1, p9

In accordance with the Enterprise Risk Management Framework, risk consequences are cited as the following:

- Financial
- Organisational or customer impact
- Reputation and relationships
- People
- Work health and safety

Furthermore, an assessment of risks⁶ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

The City of West Torrens' Risk Analysis Matrix in Figure 6.2.2 is used to assess risk levels associated with assets. The guidelines for using the risk matrix is detailed in *Administration Policy: Enterprise Risk Management Framework*⁷.

⁶ Administration Policy: Enterprise Risk Management Framework, 2019

⁷ As above

Prevent/Reduce/Manage Negative Consequences					LIKELIHOOD	Enhance/Promote/Facilitate Positive Consequences				
E	E	H	M	M	Almost Certain > 95% chance of occurring Likely 75% - 95% chance of occurring Moderate 25% - 75% chance of occurring Unlikely 5% - 25% chance of occurring Rare < 5% chance of occurring	M	M	H	E	E
E	E	H	M	L		L	M	H	E	E
H	H	M	M	L		L	M	M	H	H
H	M	M	L	L		L	L	M	M	H
M	M	L	L	L		L	L	L	M	M
Catastrophic	Major	Moderate	Minor	Insignificant	Scale	Insignificant	Minor	Moderate	Major	Outstanding

Fig 6.2.2 Risk Analysis Matrix - Level of Risk
Source: City of West Torrens

Critical risks are those assessed with High or Extreme risk ratings. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. Services and assets with a residual risks rating of High are required to be managed by the CEO and General Managers, respectively in accordance with the Enterprise Risk Management Framework.

Table 6.2: Critical Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
All fleet, plant and equipment	Plant/ vehicle breakdown or reduction in service output leading to significant productivity losses.	High	- Further develop the asset renewal criteria to assist with the decision making for asset renewals. In particular, determination of the optimum timing of replacement to minimise risk of asset downtime.	Moderate	Developing the asset renewal criteria is estimated as the equivalent of 2 weeks full time work from Council's Asset Engineer.
	Plant/ vehicle is not safe for use and results in injury or damage to property	High	- Further develop the reporting of key performance indicators to Management and Supervisors for	Moderate	The process of developing the methods for reporting on key performance indicators is

			conformance with all asset inspections and maintenance activities to ensure services levels are being met and maintenance practices are being undertaken in accordance with this AMP.		estimated as the equivalent of 1 week's full time work from Council's Asset Engineer working with key stakeholders in the organisation. This also includes time to set up automated reporting functions through Council's Asset Management System.
--	--	--	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Note * The residual risk is the risk remaining after controls are implemented.

6.3 Organisation Strategic Risks

The strategic risks of the organisation significantly impact the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

The City of West Torrens' strategic risks related to asset management are identified in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to manage this risk.

Table 6.3: Strategic Risks

Threat / Hazard	Current Risk Control Approach	CWT Risk Level (Revised Risk- after controls)
Business Continuity and Community Resilience	This is reviewed as part of Organisational Strategic Risks including the ability to respond, recover, restore and resume business as usual. Robust plans and processes are developed.	Moderate
Emergency Events	This is reviewed as part of Organisational Strategic Risks. CWT considers all hazards including the response to multiple threats including flooding, earthquake, transport incidents etc.	Moderate
Infrastructure Management	This is reviewed as part of Organisational Strategic Risks and includes monitoring damage caused by deterioration or emergency events	Moderate
Urban Densification	This is reviewed as part of Organisational Strategic Risks and includes the planning and implementation of systems to cope with changes caused by infill development	Moderate

	and changes to State Planning Regulations.	
Financial Management, Sustainability and Cost Shifting	This is reviewed as part of Organisational Strategic Risks and includes strategies to deal with changes in income and expenditure caused by either changes in policy or emergency events	Moderate

6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What we cannot do

The current level of funding is sufficient to maintain the existing level of service.

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Increased risk of fleet, plant and equipment downtime
- Reduction in productivity and therefore reduction in service output

6.4.3 Risk trade-off

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

- Delays to delivery of services resulting in an increase in customer complaints
- Increased maintenance expenditure as a result of an increased unplanned maintenance works

These actions and expenditures are considered and included in the forecast costs.

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio⁸ 116.45%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 116.45% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix A.

Medium term – 10 year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$2,325,186 average per year.

The proposed (budget) operations, maintenance and renewal funding is \$2,530,528 on average per year giving a 10 year funding excess of \$205,342 per year. This indicates that 108.83% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

Forecast costs are shown in 2020/2021 dollar values.

⁸ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Acquisition	Operation	Maintenance	Renewal
2020/21	\$154,500	\$492,024	\$537,800	\$841,800
2021/22	\$90,000	\$501,864	\$537,800	\$1,369,397
2022/23	\$180,000	\$511,901	\$537,800	\$1,300,833
2023/24	-	\$522,139	\$537,800	\$1,225,202
2024/25	-	\$532,582	\$537,800	\$1,429,343
2025/26	-	\$543,234	\$537,800	\$607,941
2026/27	-	\$554,098	\$537,800	\$1,378,230
2027/28	-	\$565,180	\$537,800	\$1,835,851
2028/29	-	\$576,484	\$537,800	\$859,872
2029/30	\$90,000	\$588,014	\$537,800	\$1,637,870

7.2 Funding Strategy

The proposed funding for assets is outlined in the City of West Torren's budget and Long-Term financial plan.

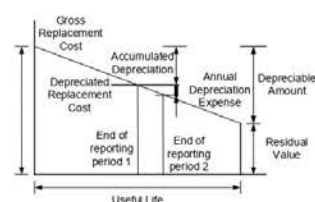
The financial strategy of the City of West Torrens determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued as the actual cost:

Replacement Cost (Current/Gross)	\$11,277,683
Depreciable Amount	\$11,277,683
Depreciated Replacement Cost ⁹	\$6,444,070
Depreciation	\$985,824



7.3.2 Valuation forecast

Asset values are forecast to remain steady as there is no major asset disposals or acquisitions planned for the period.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- Vehicle, Plant and Equipment are replaced on a "like for like" basis for asset renewals

⁹ Also reported as Written Down Value, Carrying or Net Book Value.

- Community levels of service remain consistent over the period
- Operations and maintenance budget and budget growth levels remain consistent with historical figures

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale¹⁰ in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	Low	Demand drivers are based on a combination of sound statistics and analysis of internal and external demand drivers.
Growth projections	High	Growth projections are based on the analysis of historical figures.
Acquisition forecast	Medium	Acquisitions are based on Optimum Timing of Asset Replacement (Table 5.3.2)
Operation forecast	Medium	Operations forecast is based on the analysis of trends in historical operation expenditure.
Maintenance forecast	Medium	Maintenance forecasts are based on the analysis of trends in historical maintenance expenditure.
Renewal forecast - Asset values	High	Asset values are based on actual asset renewal costs.

¹⁰ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

- Asset useful lives	High	Asset useful lives are based on IPWEA Best Practice Plant and Vehicle Management Manual
- Condition modelling	Very Low	Condition modelling is mostly estimated.
Disposal forecast	Low	Very few disposals have historically been undertaken.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be Medium.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹¹

8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is "Technology One", City of West Torrens' corporate finance system.

8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is "Conquest", City of West Torrens' Asset Management System.

8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Undertake a review of the current method for determining useful lives and actual asset useful lives accordingly.	Team Leader Asset and Project Management	Internal Asset Management staff	June 2021
2	Further develop methods to measure and report regularly on key performance indicators including: - compliance with asset inspections - planned maintenance expenditure versus reactive maintenance expenditure - asset utilisation - customer and stakeholder satisfaction with the performance of vehicles, plant and equipment assets	Team Leader Asset and Project Management Coordinator of Fleet, Cleansing and Support Services	Internal Asset Management, City Operations and Information Technology staff	June 2022
3	Review asset utilisation and the criteria for asset renewals and develop an updated 10 year asset renewal program accordingly.	Team Leader Asset and Project Management Coordinator of Fleet, Cleansing and Support Services	Internal Asset Management and City Operations staff	December 2023
4	Undertake a complete review of this asset management plan at least every four years, within two years of each Council election.	Team Leader Asset and Project Management	Internal Asset Management staff	October 2024

¹¹ ISO 55000 Refers to this as the Asset Management System

8.3 Monitoring and Review Procedures

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating within two years of each Council election.

8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012, Practice Note 6 Long-Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6>
- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8>
- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- City of West Torrens Community Plan 2030
- City of West Torrens Adopted Budget and Annual Business Plan 2020/21
- City of West Torrens, 2019, Administration Policy: Enterprise Risk Management Framework

10.0 APPENDICES

Appendix A Renewal Forecast

A.1 – Renewal Forecast Summary

Table A1 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2020/21	\$841,800	\$996,300
2021/22	\$1,369,397	\$1,518,069
2022/23	\$1,300,833	\$1,514,744
2023/24	\$1,225,202	\$1,511,425
2024/25	\$1,429,343	\$1,508,113
2025/26	\$607,941	\$1,504,807
2026/27	\$1,378,230	\$1,501,508
2027/28	\$1,835,851	\$1,498,216
2028/29	\$859,872	\$1,494,929
2029/30	\$1,637,870	\$1,491,649

A.2 –10 Year Renewal Program

							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Asset ID.	Plant No.	Description	Rego. No.	Category (based on GMV)	Purchase Date	RRP \$ (as at 2020)	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
92149	6080	Toyota Coaster	SB586V	Buses & Vans	23/12/2013	\$155,400			\$165,000							
88705	6081	MERCEDES SPRINTER	S558AKV	Buses & Vans	1/04/2011	\$109,190										\$130,000
94976	6085	Fuso FK600 MOBILE LIBRARY	SB21JW	Buses & Vans	1/07/2016	\$320,000								\$420,000		
90653	6221	Rogue Drain cleaning unit	S969TCU	Cleansing Plant	3/04/2013	\$42,000					\$55,000					
87133	6090	ROADSWEEPER MacDonald HINO 605VT	SB74CW	Cleansing Plant	14/12/2009	\$301,250	\$360,000						\$360,000			
93897	6091	ROADSWEEPER MacDonald Isuzu 850	SB16JN	Cleansing Plant	12/09/2014	\$301,250					\$340,000					
96546	6092	FOOTPATH SWEEPER MacDonald Johnston	S20SCN	Cleansing Plant	4/11/2016	\$210,000				\$210,000						
100583	6093	FOOTPATH SWEEPER MacDonald Johnston	S46SHR	Cleansing Plant	3/12/2019	\$210,000							\$210,000			
100170	6084	Schibeci Mini Loader		Construction Equipment	17/01/2019	\$86,000							\$86,000			
94227	6203	Husqvarna 20" Flat floor saw		Construction Equipment	18/06/2015	\$15,500		\$15,500							\$18,500	
97339	6240	Yakka Pump trailer Mount	S197TGD	Construction Equipment	31/08/2017	\$60,000										
99957	6068	Holden Colorado 4x4 ute	S648BYP	Light Commercial	27/02/2019	\$38,500		\$38,500				\$38,500				\$38,500
100169	6067	Holden Colorado 4x4 Ute	S649BYP	Light Commercial	27/02/2019	\$38,500		\$35,260				\$38,500				\$38,500
96535	6214	Caravan	S070TFO	Light Commercial	17/01/2017	\$32,565										
100538	6002	Holden Colorado Animal unit	S190CCB	Light Commercial	2/04/2020	\$32,790										\$55,000
94680	6005	VW Caddy Maxi van	S202BJP	Light Commercial	14/04/2016	\$35,200	\$32,000					\$35,200				
100532	6015	Ford Ranger XLS	S356CBW	Light Commercial	27/09/2019	\$51,990				\$48,500				\$51,990		
94677	6016	Isuzu D-Max ute	S463BKE	Light Commercial	22/03/2016	\$34,740		\$33,500				\$34,740				\$36,500
100535	6056	Ford Ranger XLS	S357CBW	Light Commercial	27/09/2019	\$51,990					\$51,990					\$51,990
100012	6024	HYUNDAI iLoad VAN	S731BZI	Light Commercial	15/04/2019	\$33,729				\$33,729				\$33,729		
97343	6032	Mitsubishi Triton Ute	S945BSV	Light Commercial	20/10/2017	\$33,600			\$33,600							\$33,600
95447	6035	Isuzu D-Max ute	S857BMR	Light Commercial	17/10/2016	\$38,500		\$38,500				\$38,500				\$38,500
100482	6040	VW Caddy	S296CAW	Light Commercial	12/08/2019	\$32,690					\$32,690				\$32,690	
94614	6044	Toyota Hilux X-Cab ute	S309BHN	Light Commercial	30/09/2015	\$36,500	\$36,000						\$36,500			
100485	6045	Holden Trailblazer	S053CAX	Light Commercial	1/08/2019	\$51,995				\$51,995				\$51,995		
100011	6048	Toyota Landcruiser	S425BZE	Light Commercial	1/05/2019	\$85,000						\$85,000				
92143	6051	Piaggio Scooter	S34ANR	Light Commercial	18/12/2013	\$2,600		\$2,600							\$2,600	
97841	6021	Toyota Hilux Dual cab	S112BTS	Light Commercial	23/02/2018	\$51,990	\$46,000				\$51,990				\$51,990	
94610	6060	Holden Colorado ute w/Irrigation body	S889BFW	Light Commercial	18/09/2015	\$55,000		\$55,000					\$55,000			
94668	6061	VW Caddy Maxi van	S038BJC	Light Commercial	22/02/2016	\$35,200	\$32,000					\$35,200				
94678	6062	Isuzu D-Maz ute	S464BKE	Light Commercial	22/03/2016	\$35,200	\$26,500					\$35,200				
100536	6063	Ford Ranger XLS	S358CBW	Light Commercial	27/09/2019	\$51,990					\$51,990					\$51,990
100167	6067	Holden Colorado 4x4 Ute	S647BYP	Light Commercial	27/02/2019	\$96,070			\$80,059				\$80,059			
88170	6089	Mercedes Vito Van	S913BKV	Light Commercial	12/05/2011	\$53,467		\$53,467								\$53,467
98247	6071	Hyundai iLoad Van	S482BUO	Light Commercial	29/03/2018	\$38,000					\$38,000					
94723	6020	Isuzu D-Max ute	S913BKV	Light Commercial	25/05/2016	\$40,000		\$36,047					\$36,047			
94667	6083	VW Caddy Maxi van	S037BJC	Light Commercial	11/02/2016	\$32,690	\$32,000					\$35,200				
94659	6087	Isuzu D-Max ute	S975BIZ	Light Commercial	22/12/2015	\$34,500	\$30,000					\$34,500				
94722	6088	VW Caddy Maxi van	S599BKI	Light Commercial	26/05/2016	\$32,690	\$32,000					\$35,200				

88495	6401	NISSAN FORKLIFT TRUCK	S48STI	Light Commercial	20/12/2010	\$37,240				\$37,240						
81916	6402	NISSAN FORKLIFT TRUCK	UDR430	Light Commercial	2/02/1987	\$20,098		\$46,550								
97329	6007	Camry Hybrid 2.5L Auto	S755BSI	Light Passenger	22/09/2017	\$34,990		\$27,605			\$34,990				\$34,990	
97337	6010	Camry Hybrid Level 1 Auto	S348BSF	Light Passenger	29/09/2017	\$34,990		\$27,605			\$34,990				\$34,990	
99942	6001	Toyota Prado Kakadu Turbo Diesel Stationwagon	S427BZE	Light Passenger	29/03/2019	\$73,600		\$63,589			\$73,600				\$73,600	
98234	6003	Toyota Kluger AWD KX 3.5L Petrol	S877BVN	Light Passenger	17/05/2018	\$45,840		\$45,840				\$45,840				\$45,840
100533	6004	ZB Commodore RS Sedan 2.0 Turbo	S981CBE	Light Passenger	17/09/2019	\$38,990				\$38,990				\$38,990		
100486	6006	Holden ZB Calais V	S913CAW	Light Passenger	29/07/2019	\$47,990			\$44,500				\$47,990			
100863	6008	Subaru Liberty	S392CED	Light Passenger	25/05/2020	\$41,480				\$41,480				\$41,480		
100573	6009	Mazda CX-5	S719CCL	Light Passenger	3/12/2019	\$41,990				\$41,990				\$41,990		
100865	6011	Toyota Corolla Hybrid	S382CEE	Light Passenger	17/04/2020	\$26,550				\$26,550				\$26,550		
97316	6012	Toyota Kluger AWD	S309BSF	Light Passenger	8/09/2017	\$45,840	\$39,500			\$45,840			\$45,840			\$45,840
94149	6014	Hyundai iMax 8 seater	S839BGA	Light Passenger	15/05/2015	\$43,990		\$36,435				\$43,990			\$43,990	
97328	6017	Toyota RAV4 2WD	S753BSI	Light Passenger	20/09/2017	\$34,500		\$34,500			\$34,500				\$34,500	
100534	6018	Toyota Kluger AWD	S714CBV	Light Passenger	21/10/2019	\$46,250				\$46,250				\$46,250		
100484	6019	Toyota Fortuner	S234CBE	Light Passenger	14/08/2019	\$47,558			\$47,558			\$47,558			\$47,558	
98248	6022	Toyota Yaris Sedan	S883BVN	Light Passenger	25/05/2018	\$18,990	\$18,000		\$18,990		\$18,990		\$18,990		\$18,990	
95454	6023	Ford Falcon 1961	ROD061	Light Passenger	14/10/2016	\$13,000										
97330	6025	Toyota RAV 4 AWD	S754BSI	Light Passenger	22/09/2017	\$39,990	\$37,500			\$39,990			\$39,990			\$39,990
99953	6026	ZB Commodore RS Wagon	S577BJZ	Light Passenger	4/04/2019	\$42,950			\$42,950					\$42,950		
99388	6028	Toyota Prado VX	S503CAF	Light Passenger	1/09/2019	\$73,600			\$73,600			\$73,600			\$73,600	
96527	6029	Toyota RAV4 AWD	S467BNY	Light Passenger	9/01/2017	\$29,990	\$30,000				\$29,990				\$29,990	
99941	6030	Toyota RAV4 AWD	S852BYN	Light Passenger	24/12/2018	\$39,990		\$36,293				\$39,990				\$39,990
100864	6031	Toyota Corolla Hybrid	S384CEE	Light Passenger	17/04/2020	\$26,550				\$26,550				\$26,550		
97364	6033	Mazda 3	S499BTF	Light Passenger	13/12/2017	\$26,500	\$24,000				\$26,500				\$26,500	
100483	6046	Mazda CX-5 GT	S531CBA	Light Passenger	9/08/2019	\$42,900				\$42,900				\$42,900		
100531	6052	ZB Commodore RS Wagon 2.0 Turbo	S992CBE	Light Passenger	26/09/2019	\$42,950				\$42,950				\$42,950		
100866	6082	Toyota Corolla Hybrid	S385CEE	Light Passenger	17/04/2020	\$26,550				\$26,550				\$26,550		
100537	6086	Toyota Corolla Hybrid	S519CAF	Light Passenger	11/09/2019	\$26,550				\$26,550				\$26,550		
98236	6072	Toyota Prius	S203BVI	Light Passenger	4/05/2018	\$34,500	\$32,500					\$34,500			\$34,500	
100166	6094	Toyota Corolla Accent Sport	S593BYT	Light Passenger	19/02/2019	\$23,500		\$23,500				\$23,500				\$23,500
90068	6211	Graco Lazeline IV 5900 line marker	S10SWG	Line Marking Equipment	4/02/2012	\$25,405					\$25,405					
81995	6211	Linemarking Machine - Road Lines		Line Marking Equipment	1/10/1999											
95453	6200	Graco Lazerline IV 5900 line marker	S63SCG	Line Marking Equipment	30/09/2016	\$35,500				\$35,500			\$35,500			
95452	6227	Graco Lazerline IV 5900 line marker	S64SCG	Line Marking Equipment	30/09/2016	\$35,500				\$35,500						
81968	6215	ELECTRONIC SIGN BOARD BARTCO	YF3316	Miscellaneous Plant	26/05/2005	\$46,000		\$46,000								
98641	6224	ELECTRONIC SIGN BOARD SAFE-ROADS	S48SFK	Miscellaneous Plant	28/06/2018	\$46,000							\$46,000			
90655	6225	ELECTRONIC SIGN BOARD SAFE-ROADS	S9988TCU	Miscellaneous Plant	9/04/2013	\$46,000				\$46,000				\$46,000		
94975	6226	Cavallo Fertilizer spreader		Parks & Mowing Equipment	15/06/2016	\$8,500							\$8,500			
96845	6201	BANDIT WOODCHIPPER	S41SBG	Parks & Mowing Equipment	23/06/2017	\$102,000		\$102,000					\$102,000			
92144	6209	JOHN DEERE 5090R 4WD	S32SXL	Parks & Mowing Equipment	13/01/2014	\$96,066			\$96,066							\$96,066
93378	6210	Verti-quake turf unit		Parks & Mowing Equipment	28/02/2014	\$24,550		\$24,550					\$24,550			

100168	6212	BANDIT WOODCHIPPER	S79SFA	Parks & Mowing Equipment	8/02/2019	\$102,000			\$102,000					\$102,000		
97338	6213	Toro 4010D Ride on Mower		Parks & Mowing Equipment	24/08/2017	\$105,000		\$105,000				\$105,000				\$105,000
100607	6216	Toro 7010D Groundmaster Gang mower		Parks & Mowing Equipment	23/01/2020	\$125,000					\$125,000					\$125,000
100728	6241	John Deere Gator Electric	S53S11	Parks & Mowing Equipment	18/12/2019	\$24,000					\$24,000					\$24,000
87100	6219	Ryan sod cutter		Parks & Mowing Equipment	11/08/2009	\$16,500		\$16,500						\$16,500		
100171	6220	AMAZONE SCARIFIER GH1 150		Parks & Mowing Equipment	6/02/2019	\$35,000				\$35,000						\$35,000
93957	6223	Kubota RTV 900xt	S95SYZ	Parks & Mowing Equipment	14/01/2015	\$27,206			\$27,206						\$27,206	
98251	6242	KUBOTA RIDE-ON-MOWER 4WD F3690 Rear Discharge		Parks & Mowing Equipment	13/04/2018	\$31,610		\$31,610			\$31,610			\$31,610		
Not in Conquest	6243	TORO RIDE-ON MOWER converted Edger		Parks & Mowing Equipment	15/09/2005	\$0										
90649	6244	Blower unit attached to Trailer S623TBV		Parks & Mowing Equipment	23/05/2013	\$5,654					\$5,654					
90643	6245	JOHN DEERE RIDE-ON MOWER-X320		Parks & Mowing Equipment	27/02/2013	\$9,550		\$9,550						\$9,550		
100159	6246	Toro Groundmaster 3280-D		Parks & Mowing Equipment	13/03/2019	\$36,500				\$36,500					\$36,500	
98684	6247	KUBOTA RIDE-ON-MOWER 4WD F3690 Rear Discharge		Parks & Mowing Equipment	9/10/2018	\$31,610		\$31,610			\$31,610			\$31,610		
98686	6248	KUBOTA RIDE-ON-MOWER 4WD F3690 Rear Discharge		Parks & Mowing Equipment	4/10/2018	\$31,610		\$31,610			\$31,610			\$31,610		
98250	6249	KUBOTA RIDE-ON-MOWER 4WD F3690 Rear Discharge		Parks & Mowing Equipment	16/04/2018	\$31,610		\$31,610			\$31,610			\$31,610		
98249	6250	John Deere 1570		Parks & Mowing Equipment	3/04/2018	\$36,550		\$36,550			\$36,550			\$36,550		
98692	6251	BOBCAT S590	S82SFV	Parks & Mowing Equipment	27/09/2018	\$102,000				\$102,000						\$62,073
94683	6253	Ferrari Ride on Mower PG21		Parks & Mowing Equipment	6/04/2016	\$46,500			\$46,500					\$46,500		
97365	6254	HYDRALADDER CHERRY PICKER 640	S11SDI	Parks & Mowing Equipment	5/12/2017	\$95,000		\$95,000				\$95,000				\$95,000
100027	6255	Ferrari Ride on Mower PG21		Parks & Mowing Equipment	26/03/2019	\$39,628			\$39,628					\$39,628		
98696	6258	Toro 4010D Ride on Mower		Parks & Mowing Equipment	22/10/2018	\$104,000			\$104,000				\$104,000			
93899	6259	Flip screen Soil screening unit (6208)		Parks & Mowing Equipment	27/08/2014	\$55,800		\$50,725							\$55,800	
95444	6260	Amazone Profihopper PH1250		Parks & Mowing Equipment	30/08/2016	\$75,500			\$75,500							
96846	6261	Bandit 7" Woodchipper	S17SBG	Parks & Mowing Equipment	27/06/2017	\$55,000					\$55,000					
89926	6208	JD 544K Front End Loader	S61SUY	Tractors	15/11/2011	\$257,363		\$257,363								\$257,363
97315	6205	CATERPILLAR 906K FRONT END LOADER	S85SDU	Tractors	29/08/2017	\$160,930					\$160,930					\$160,930
94652	6206	JCB 3CX Back Hoe	S32SBA	Tractors	27/10/2015	\$177,215	\$140,000									\$177,215
88693	6207	John Deere 512M Tractor	S36STE	Tractors	24/01/2011	\$90,750	\$60,000									
90645	6218	KUBOTA R520S FRONT END LOADER	S71SVV	Tractors	15/03/2013	\$97,617					\$97,617					
90760	6256	TRAILER - GRAFITTI REMOVAL	YDO954	Trailer	18/04/2001	\$9,000		\$9,000								
82051	6460	TRAILER - LINEMARKING	YEB292	Trailer	21/01/2002	\$16,000	\$25,000							\$15,000		
98665	6461	Trailer Treg Dual axle	S600TGI	Trailer	5/09/2018	\$25,000								\$25,000		
95201	6462	TRAILER - LINEMARKING	YCR208	Trailer	16/06/1999	\$16,000	\$16,000									
98246	6463	TRAILER - CAMERA UNIT	S488TGH	Trailer	28/02/2018	\$125,000								\$125,000		
87151	6464	TRAILER - TORO - TREG	S532TAS	Trailer	11/02/2010	\$18,000			\$18,000							
95199	6467	TRAILER - TILT GARDEN TREG	TBX588	Trailer	25/11/1986	\$6,500										

81984	6468	TRAILER - BITUMEN	YEV867	Trailer	27/02/2003	\$0			\$10,275							
95198	6469	TRAILER - Kessner Blue 6x4	YCG997	Trailer	29/10/1998	\$1,200		\$1,200								
82050	6471	TRAILER 7X5 ENCLOSED	YDR758	Trailer	28/06/2001	\$8,000		\$8,000								
98252	6472	TRAILER - ENCLOSED - Furniture	S040TGF	Trailer	25/05/2018	\$8,600					\$8,600					
97845	6473	TRAILER - HYDRALADA	S668TGF	Trailer	8/02/2018	\$21,000		\$21,000			\$21,000					
81986	6474	Trailer Dual Axle - grass	YGD013	Trailer	29/06/2005	\$23,500				\$23,500						
82919	6475	Trailer Treg Dual Axle - Bitumen	YHT514	Trailer	18/09/2007	\$15,000		\$15,000								
87102	6476	Trailer Dual Axle - Green - Kanga	YIG459	Trailer	14/09/2009	\$16,000			\$16,000							
94599	6477	Trailer Dual Axle - Tree Planting	S401TEE	Trailer	1/07/2015	\$23,500				\$23,500					\$23,500	
81985	6460	Trailer - Single Axle Box Home Assist	YEC810	Trailer	17/02/2004	\$8,500			\$8,500							
81987	6478	Trailer Dual Axle - Home Assist	YGB363	Trailer	28/06/2005	\$14,500			\$14,500							
90604	6479	Trailer Single Axle - Line Marking	S230TCL	Trailer	4/09/2012	\$16,000		\$16,000					\$16,000			
90746	6480	Trailer Treg Dual Axle Tipper (6244 attached)	S623TBV	Trailer	23/05/2013	\$15,696									\$15,696	
90639	6481	Trailer Treg Dual Axle - Toro mower GM360	S606TBV	Trailer	28/12/2012	\$23,500							\$23,500			
100172	6482	Trailer Treg Flat Top dual axle 12x8 - Mower	S615TGI	Trailer	28/03/2019	\$24,500				\$24,500						
88692	6483	Trailer Treg Single Axle - Mower	S910TBJ	Trailer	17/12/2010	\$16,155				\$16,155						
88686	6484	Trailer Treg Single Axle - Mower	S911TBJ	Trailer	21/12/2010	\$16,155				\$16,155						
94724	6486	Trailer Treg Beaver back - Mower	S439TFF	Trailer	30/06/2016	\$25,500				\$25,000						
95451	6487	Trailer Treg Linemarker	S650TFC	Trailer	28/09/2016	\$18,500			\$18,500							
100173	6488	TRAILER Treg Single Axle 5T - BOBCAT	YS27AW	Trailer	21/12/2018	\$40,000					\$40,000					
100186	6489	Trailer - Modern Enclosed Comm. Development	S014TGZ	Trailer	11/04/2019	\$3,500									\$3,500	
100158	6013	Hino 2t Truck	S271CBO	Trucks	6/08/2019	\$86,849				\$86,849						
100498	6034	Hino 921 Concrete tray top truck	XX00BV	Trucks	23/07/2019	\$104,000			\$104,000							
96791	6036	Isuzu FRR 110-260 Water truck - tipper	S883LZ	Trucks	26/10/2016	\$125,000		\$125,000							\$109,704	
98691	6037	Isuzu NQR 450 Tipper	XS99AU	Trucks	20/11/2018	\$110,000		\$110,000								\$110,000
88491	6038	Isuzu FRR600 Water truck - tipper	S803KT	Trucks	2/11/2015	\$210,000				\$210,000						
88978	6039	Hino Water truck with hook-lift	S850PC	Trucks	26/06/2018	\$194,458					\$171,769					
99387	6041	Hino FG500 with Hook-lift	XS11BO	Trucks	28/05/2019	\$212,000							\$212,000			
94682	6042	Fuso 918 with 3 way bitumen tipper	S874LM	Trucks	25/04/2016	\$135,000	\$35,000						\$135,000			
In build	6043	Isuzu NPR300 Tipper	TBC	Trucks	18/06/2020	\$108,502									\$108,502	
In build	6047	FUSO 7T Chipper Truck	XS08CV	Trucks	12/06/2020	\$166,682									\$166,682	
90603	6049	Fuso 4T Paving truck - 3 way tip w/crane	S812FT	Trucks	31/08/2012	\$104,034		\$104,034								
100160	6050	Hino 500 FE 1426 Water truck with hook-lift	XS97BH	Trucks	16/04/2019	\$185,892					\$185,892					
98664	6053	Hino 2t Truck	SS73BXM	Trucks	20/09/2018	\$100,588			\$100,588							\$100,588
98666	6054	Hino 2t Truck	SS62BWS	Trucks	18/07/2018	\$91,771			\$91,771							
94225	6055	Mitsubishi 4T Tipper	S877KG	Trucks	5/06/2015	\$98,769		\$89,790							\$98,769	
94655	6057	Mitsubishi /GMJ tree tower	S867KX	Trucks	10/11/2015	\$285,000		\$320,000								
90756	6058	Fuso Canter 4T Tipper	S845GS	Trucks	20/06/2013	\$105,000	\$110,000									
96792	6059	Isuzu FRR 110-260 Water truck - tipper	S872LZ	Trucks	30/08/2010	\$125,000		\$125,000					\$125,000			
In build	6064	Isuzu NPR300 with 3-way Tipper	TBC	Trucks	18/06/2020	\$113,892							\$113,892			
95224	6065	Isuzu 850 Chipper truck	S887LK	Trucks	29/07/2016	\$155,000				\$155,000						
100730	6066	Hino FG500 Tipper	XS99BR	Trucks	9/03/2020	\$175,924									\$175,896	
98674	6069	Fuso 918 Tray Top	XS70AO	Trucks	29/09/2018	\$112,433				\$79,752						

93961	6070	Isuzu NPR400 Tipper	SB14JI	Trucks	12/09/2014	\$119,690	\$108,000									\$101,864
In build	6073	Isuzu NPR300 Tipper	TBC	Trucks	18/06/2020	\$108,502								\$108,502		
97344	6074	Isuzu NPR 75-190 3 way rear Tipper	SB64MX	Trucks	20/10/2017	\$118,000								\$118,000		
97318	6075	Isuzu NPR 75-190 rear Tipper	SB63MX	Trucks	30/08/2017	\$115,000								\$115,000		
96823	6076	Hino 300 816 rear Tipper	SB41MU	Trucks	30/05/2017	\$114,602				\$115,000						
96821	6077	Hino 300 816 rear Tipper	SB77MP	Trucks	30/05/2017	\$114,602				\$115,000						
93896	6078	FUSO 4T Tipper with Crane	SB08JC	Trucks	18/08/2014	\$114,602			\$115,000							\$114,602
94611	6079	Fuso Tray Top Rapid Response	SB49KR	Trucks	23/09/2015	\$155,000					\$155,000					
		Various Minor Equipment					\$15,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
		Resale of Vehicles, Plant and Equipment					-\$475,200	-\$684,562	-\$529,633	-\$585,758	-\$574,337	-\$456,377	-\$381,397	-\$705,635	-\$545,871	-\$755,436
					TOTAL	\$11,261,504	\$841,800	\$1,369,397	\$1,300,833	\$1,225,202	\$1,429,343	\$607,941	\$1,378,230	\$1,835,851	\$859,872	\$1,637,870

Notes

- 1 Motor Vehicle RRP \$ from Glass's Guide on internet
- 2 Machinery based on Dealers Price \$
Plus 10 % GST + 8% Price Increase
- 3 Trucks based on Dealers Price \$
Plus 10 % GST
- 4 Trailers based on Manufacturers Price \$
Plus 10 % GST
If > 6 yrs old + 20% Price Increase
If < 6 yrs old + 10% Price Increase
If > 12 yrs old + 40% Price Increase
- 5 Resale value of assets is based on historical resale values
Buses and Vans - 6% of current replacement cost
Cleansing Plant - 4% of current replacement cost
Light Commercial - 50% of current replacement cost
Light Passenger - 60% of current replacement cost
Parks and Mowing Equipment - 20% of current replacement cost
Tractors - 30% of current replacement cost
Trailers - 20% of current replacement cost
Trucks - 30% of current replacement cost

Appendix B Acquisition Forecast

B.1 – Acquisition Forecast Summary

Table C1 - Acquisition Forecast Summary

Year	Forecast Acquisition Expenditure	Acquisition Budget
2020/21	\$154,500	-
2021/22	\$90,000	-
2022/23	\$180,000	-
2023/24	-	-
2024/25	-	-
2025/26	-	-
2026/27	-	-
2027/28	-	-
2028/29	-	-
2029/30	\$90,000	-

B.2 – Acquisition Project Summary

Year	Project	Estimate
2020/21	Slop Mop Vacuum Unit	\$23,500
2020/21	Concrete Grinding Unit Trailer	\$16,000
2020/21	Tree Planting Trailer	\$26,500
2020/21	Workshop Minor Plant Hoist	\$8,500
2020/21	Fleet Management Hardware - Vehicle Data Analysis	\$50,000
2020/21	Truck Scales	\$17,000
2020/21	Fuel Trailer, Diesel, 1000L	\$13,000
2021/22	Truck Upgrades- Electric Vehicles	\$90,000
2022/23	Truck Upgrades- Electric Vehicles	\$180,000
2029/30	Truck Upgrades- Electric Vehicles	\$90,000

Appendix C Forecast Expenditure and Long Term Financial Plan**Table C1 – Forecast Expenditure and Long Term Financial Plan**

Year	Acquisition	Renewal	Total	LTFP	Shortfall (-)	Cumulative Shortfall (-)
2020/21	\$154,500	\$841,800	\$996,300	\$996,300	\$0	\$0
2021/22	\$90,000	\$1,369,397	\$1,459,397	\$1,518,069	\$58,672	\$58,672
2022/23	\$180,000	\$1,300,833	\$1,480,833	\$1,514,744	\$33,911	\$92,583
2023/24	-	\$1,225,202	\$1,225,202	\$1,511,425	\$286,223	\$378,806
2024/25	-	\$1,429,343	\$1,429,343	\$1,508,113	\$78,770	\$457,576
2025/26	-	\$607,941	\$607,941	\$1,504,807	\$896,866	\$1,354,442
2026/27	-	\$1,378,230	\$1,378,230	\$1,501,508	\$123,278	\$1,477,720
2027/28	-	\$1,835,851	\$1,835,851	\$1,498,216	-\$337,635	\$1,140,085
2028/29	-	\$859,872	\$859,872	\$1,494,929	\$635,057	\$1,775,142
2029/30	\$90,000	\$1,637,870	\$1,727,870	\$1,491,649	-\$236,221	\$1,538,921



Roads Asset Management Plan



Document Control		Asset Management Plan			
Document ID :					
Rev No	Date	Revision Details	Author	Reviewer	Approver
	Dec 2020	Issue for Executive Review	RP, MP	Jl	AC
	Dec 2020	Issue to Elected Members- Preliminary Draft	RP, MP	Jl	AC
	Jan 2021	Issue for Public Consultation - Draft	RP, MP	Jl	Council Resolution 19/1/21
0	Feb 2021	Issue for Council Adoption	RP, MP	Jl	AC

The entity can choose either template to write/update their plan regardless of their level of asset management maturity and in some cases may even choose to use only the Executive Summary.

The illustrated content is suggested only and users should feel free to omit content as preferred (e.g. where info is not currently available).

This Asset Management Plan may be used as a supporting document to inform an overarching Strategic Asset Management Plan.

© Copyright 2020 – All rights reserved
The Institute of Public Works Engineering Australasia

Contents

1.0	EXECUTIVE SUMMARY	5
1.1	The Purpose of the Plan	5
1.2	Asset Description	5
1.3	Levels of Service	5
1.4	Future Demand	5
1.5	Lifecycle Management Plan	5
1.6	Financial Summary	6
1.7	Asset Management Planning Practices	7
1.8	Monitoring and Improvement Program	7
2.0	Introduction	8
2.1	Background	8
2.2	Goals and Objectives of Asset Ownership	9
3.0	LEVELS OF SERVICE	12
3.1	Customer Research and Expectations	12
3.2	Strategic and Corporate Goals	13
3.3	Legislative Requirements	14
3.4	Customer Values	15
3.5	Customer Levels of Service	15
3.6	Technical Levels of Service	16
4.0	FUTURE DEMAND	19
4.1	Demand Drivers	19
4.2	Demand Forecasts	19
4.3	Demand Impact and Demand Management Plan	19
4.4	Asset Programs to meet Demand	20
4.5	Environmental Sustainability	20
5.0	LIFECYCLE MANAGEMENT PLAN	23
5.1	Background Data	23
5.2	Operations and Maintenance Plan	26
5.3	Renewal Plan	28
5.4	Renewal ranking criteria	29
5.5	Summary of future renewal costs	30
5.6	Acquisition Plan	31
5.7	Disposal Plan	34

6.0	RISK MANAGEMENT PLANNING	35
6.1	Critical Assets	35
6.2	Risk Assessment	35
6.3	Organisation Strategic Risks	38
6.4	Asset Risk Ratings	39
6.5	Service and Risk Trade-Offs	39
7.0	FINANCIAL SUMMARY	40
7.1	Financial Sustainability and Projections	40
7.2	Funding Strategy	41
7.3	Valuation Forecasts	41
7.4	Key Assumptions Made in Financial Forecasts	42
7.5	Forecast Reliability and Confidence.....	42
8.0	PLAN IMPROVEMENT AND MONITORING	44
8.1	Status of Asset Management Practices	44
8.2	Improvement Plan	44
8.3	Monitoring and Review Procedures	45
8.4	Performance Measures	45
9.0	REFERENCES	46
10.0	APPENDICES	47
Appendix A	Maintenance Response Levels of Service	47
Appendix B	Renewal Forecast Summary	48
Appendix C	Acquisition Forecast.....	77
Appendix D	Forecast Expenditure and Long Term Financial Plan	79

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 2020/21 to 2029/30 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

1.2 Asset Description

This plan covers the infrastructure assets associated with the road network.

The road network comprises:

- 2,452,329 m2 of road pavements
- 2,452,329 m2 of road seals
- 659,904 lineal metres of kerbing

The above infrastructure assets have replacement value estimated at \$379,421,362 (2020).

1.3 Levels of Service

The allocation in the planned budget is sufficient to continue providing existing services at current levels for the planning period. There will be times where maintenance levels of service cannot be maintained due to intermittent spikes in the number of customer requests for maintenance works.

1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Population growth
- Residential land development
- Demographic changes

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- The proactive inspection regime is to be further developed through Council's mobile application, *Fusion*, to improve practices for identifying and repairing potholes and failed areas of pavement as well as identifying damage to infrastructure caused by service providers and developers.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10 year total outlays, which for roads is estimated as \$115,538,832 or \$11,553,883 on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for the 10 year period is \$117,268,176 or \$11,726,818 on average per year as per the Long-Term Financial plan or Planned Budget. This is 101.5% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for road assets provides a surplus of \$172,934 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

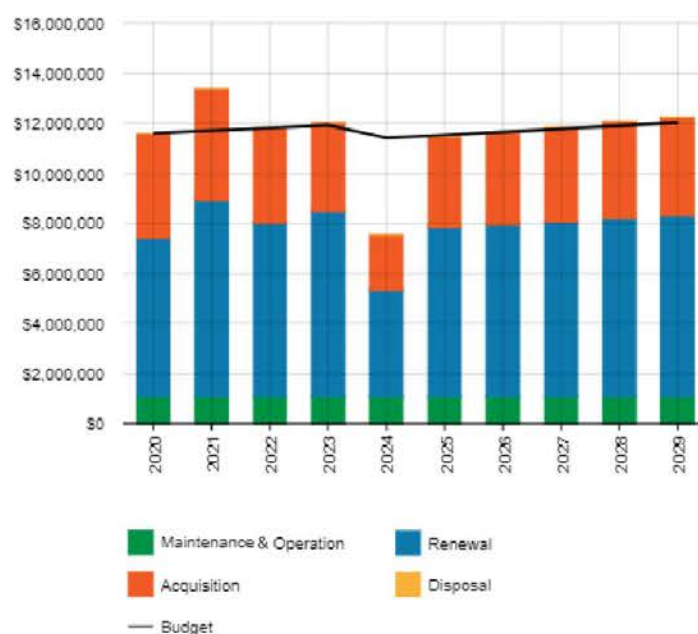


Figure Values are in current dollars.

We plan to provide services for the operation, maintenance, renewal and acquisition of roads to meet service levels set by the City of West Torrens and detailed in the AMP.

1.6.2 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Sustaining maintenance response times at all times for kerb defects

1.6.3 Managing the Risks

Our present budget levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Increased risk to public liability claims against Council as a result of assets being maintained in poor condition

We will endeavour to manage these risks within available funding by:

- Further developing the asset renewal criteria to assist with the decision making in developing the Capital Works Program
- Improve the priority rating system for all road assets using a set criteria to assist with the prioritisation of maintenance.
- Further develop routine proactive inspections through Council's mobile application, *Fusion*, for road assets to identify defects. Inspection frequency is to be based on asset priority ratings.

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- The remaining life of road assets is based on the forecast renewal date as identified from the road network audit undertaken in 2019, rather than remaining life based on condition
- Unit rates for valuations are based on the three year average of actual costs of replacement
- Operations and maintenance budget and budget growth levels remain consistent with historical figures

Assets requiring renewal/replacement are identified from either the asset register or an alternative method. These methods are part of the Lifecycle Model.

- If Asset Register data is used to forecast the renewal costs this is done using the acquisition year and the useful life,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems (such as Pavement Management Systems) and may be supplemented with, or based on, expert knowledge.

The renewal lifecycle costs for this AM Plan are based on actual replacement costs.

This AM Plan is based on a medium level of confidence information.

1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Undertake a review of the current method for determining useful lives and actual asset useful lives accordingly.
- Further develop the road inspection regime through Council's mobile application, *Fusion*, based on the priority of all road assets to assist with the ongoing development of planned maintenance programs.
- Further develop the criteria for asset renewals to assist with determining a longer term renewal program (5 to 10 years).
- Further develop methods to measure and report regularly on key performance indicators.
- Establish methods to determine and report on actual road maintenance costs at project level to assist with decision-making.
- Undertake a review of the current road asset hierarchy.
- Undertake a complete review of this asset management plan at least every four years.

2.0 Introduction

2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the City of West Torrens planning documents including the Asset Management Policy, along with other key planning documents including:

- City of West Torrens Community Plan
- Long Term Financial Plan
- Annual Business Plan
- City of West Torrens Transport Strategy Report 2009

The infrastructure assets covered by this AM Plan include road pavement, seal and kerb assets. For a detailed summary of the assets covered in this AM Plan refer to Table in Section 5. These assets are used to cater for transport throughout the city by the community.

The infrastructure assets included in this plan have a total replacement value of \$379,421,362.

The City of West Torrens is committed to adopting an environmentally sustainable approach to managing our assets. This is done by minimising the impact of our assets on the environment and by considering the environmental and climate change issues over the entire life of assets.

We need to be aware of the challenges we face now and in the future - such as population growth, demographic change, climate change, technology change and changes in our community's needs and aspirations.

Council recognises that climate change is likely to affect asset life and functionality. As such, in future reports and analysis Council will further explore how climate change will affect assets.

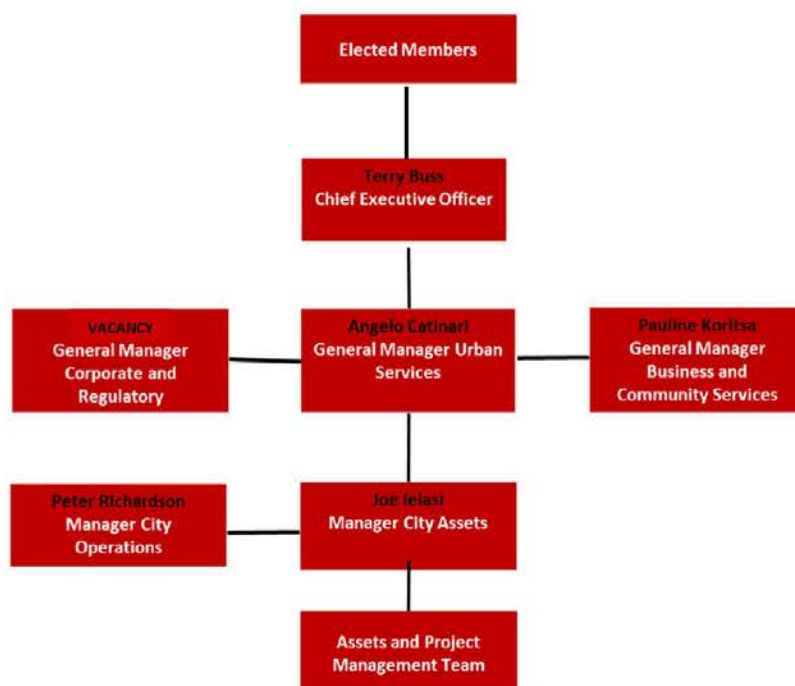
Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Elected Members	<ul style="list-style-type: none"> ■ Represent needs of community/shareholders; and ■ Ensure organisation is financially sustainable.
CEO/ General Manager Urban Services	Executive management endorsement of AM Plan
Manager City Assets	Review and approval of AM Plan
Team Leader Asset and Project Management	Development, implementation and maintenance of AM Plan to meet community levels of service.
Asset Officer/ Engineer	Assist with the development, implementation and maintenance of AM Plan to meet community levels of service.
City Operations Department	Coordinate and deliver maintenance and operation works in accordance with the AM Plan.

City Assets Department	Coordinate and delivery capital works including asset renewals and acquisitions in accordance with the AM Plan.
General public/ road users	Assist with the determining of levels of service through public consultation processes.

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



2.2 Goals and Objectives of Asset Ownership

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

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,

- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

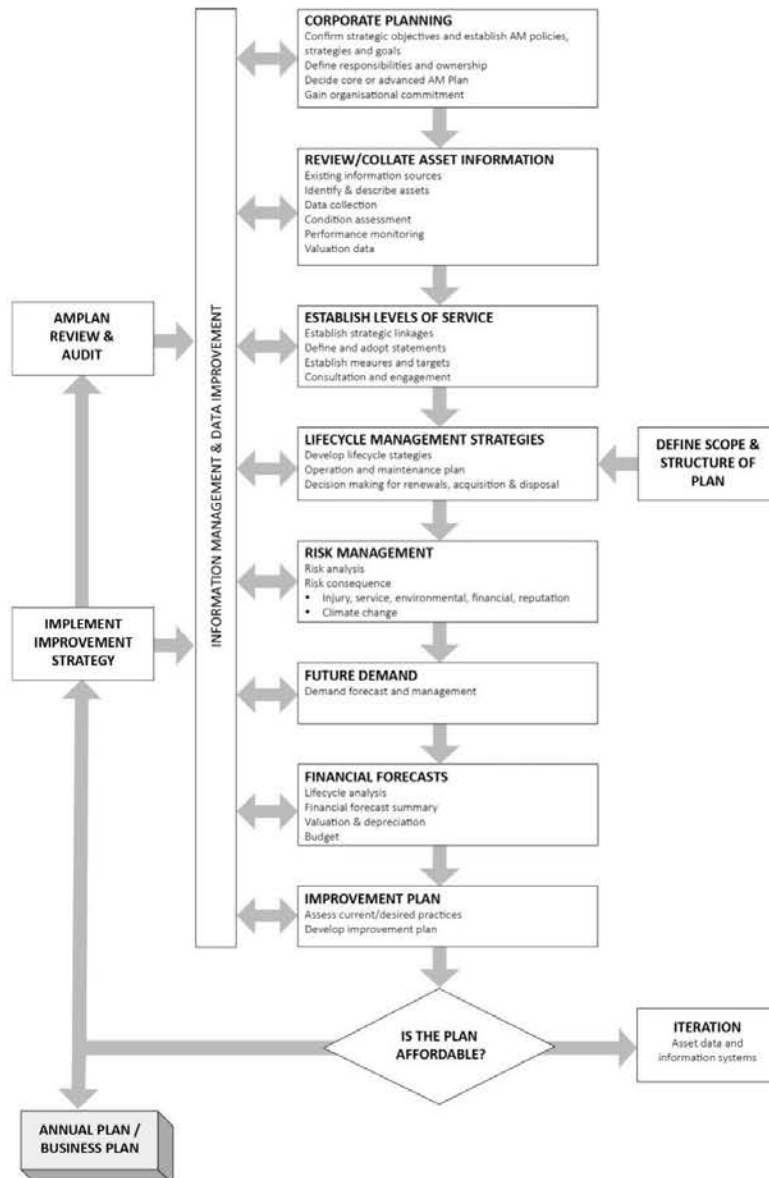
A road map for preparing an AM Plan is shown below.

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



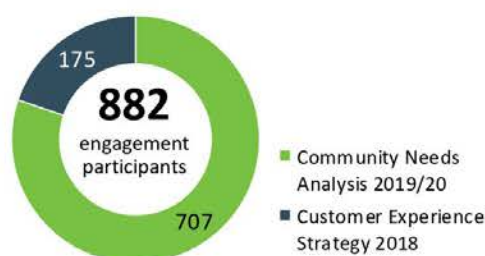
3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

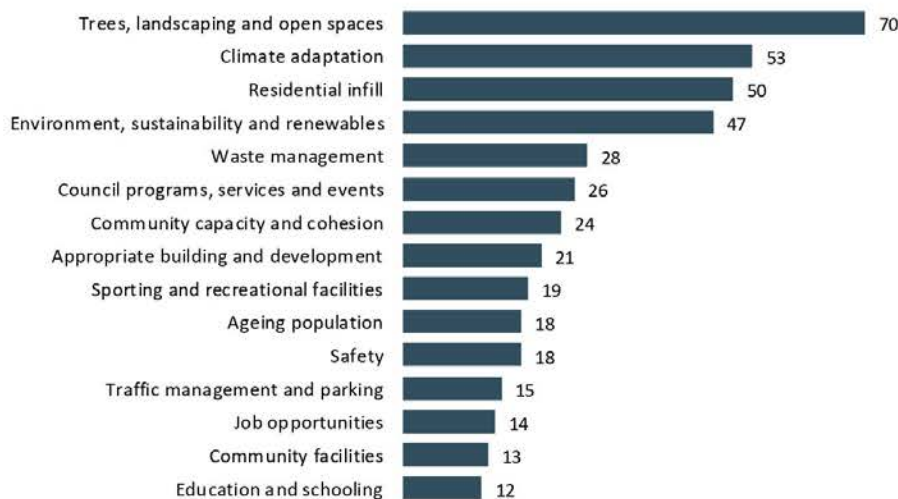
The City of West Torrens is committed to meeting community expectations through asset management. Feedback was received from the community relating to Council's current state of infrastructure assets from recent city-wide community engagement initiatives, which include:

- City of West Torrens Community Needs Analysis 2019/20 (CNA)
- City of West Torrens Customer Experience Strategy 2018 (CES)

3.1.1 Engagement participation rate



The 2019 Community Needs Analysis Community Survey (with 410 participants) asked respondents about the importance of services in addressing future changing societal needs in West Torrens. The chart below lists 15 highest priorities, based on the number of people that identified them.



15 most important future community needs considerations
(Results from the Community Needs Analysis survey, 410 participants)

Safety was raised as an important consideration for future generations by 11 survey respondents, while traffic management and parking – by 15 respondents.

Furthermore, of the 410 survey participants, there was no negative comments received regarding road maintenance and road condition. This suggests a relatively high level of customer satisfaction with the condition of local roads. Therefore, it can be conservatively interpreted that the community is "satisfied" with the condition of local roads. This coincides with the 2012 Community Satisfaction Survey undertaken which reported that 52% of those surveyed were satisfied with Council's performance in maintaining local roads. Table 3.1 summarises the results from our Customer Satisfaction Survey.

Table 3.1: Customer Satisfaction Survey Levels

Performance Measure	Satisfaction Level				
	Very Satisfied	Fairly Satisfied	Satisfied	Somewhat satisfied	Not satisfied
	80 - 100%	60 - 80%	40 - 60%	20 - 40%	0 - 20%
Condition of local roads			✓		

3.2 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of the City of West Torrens vision, mission, goals and objectives.

Our vision is:

Committed to be being the best place to live, work and enjoy life.

Our mission is:

To strive for excellence in serving our diverse community.

Strategic goals have been set by the City of West Torrens. The relevant goals and objectives and how these are addressed in this Asset Management Plan are summarised in Table 3.2.

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

Council Vision	Strategic Objectives	How Goal and Objectives are addressed in the AM Plan
Organisational Strength	<ul style="list-style-type: none"> - Strong partnerships and working relationships with our community, other organisations and spheres of Government - Customer experience and community are at the centre of our considerations 	As part of the improvement plan, methods are to be established to measure key performance indicators regularly including customer satisfaction levels to better understand the community's needs.

	<ul style="list-style-type: none"> - Our community can meaningfully engage with Council - Sustainable financial management principles 	As part of this AM plan, the levels of service of roads have been reviewed to ensure that service levels are financially sustainable based on funding available.
Built Environment	<ul style="list-style-type: none"> - Provide infrastructure that meets the needs of a changing city and climate 	As part of this AM plan, the acquisition, renewal and maintenance levels of service of roads have been reviewed to support the built environment through the efficient maintenance of road assets and to assess changing needs and demands
Environmental and sustainability	<ul style="list-style-type: none"> - Sustainably manage our resources through reuse, recycling and circular economy - Reduce the City's impact on the environment - Prepare for and respond to the challenges of changing climate 	As part of this AM plan, the use of recycled products in road pavements to support a circular economy have been incorporated into asset renewal activities.

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the management of road assets are listed in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
South Australian Local Government Act 1999	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a LTFP supported by asset management plans for sustainable service delivery.
South Australian State Records Act 1997	To ensure the City of West Torrens records and stores all relevant information as set out by the State Government of South Australia.
Environmental Protection Act 1993	An Act to provide for the protection of the environment: to establish the Environmental Protection Authority and define functions and powers and for other purposes.
Work Health and Safety Act 2012	To take a constructive role in promoting improvements in work health and safety practices whilst assisting in the preservation of public health and safety in all undertakings of the organisation.
Development Act 1993	An act to provide for planning and regulate development in the state; to regulate the use and management of land and building and for other purposes.
Australian Road Rules 1989	The Australian Road Rules have been made into regulations under the Road Traffic Act (South Australia) and gives road authorities in each state delegated power to establish standards for all aspects of roadways, including bridges and shared use paths.

Disability Discrimination Act 1992	A Commonwealth Act relating to discrimination on the grounds of disability.
Highways Act 1926	An Act to provide for the appointment of a Commissioner of Highways and to make further and better provisions for the construction and maintenance of roads and works and for other purposes.

3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Table 3.4: Customer Values

Service Objective: Provide road conditions which are safe and functional for road users.			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Road surface is smooth, provides good rideability and is free of potholes	Number of customer requests for road maintenance	189 pa (2019)	<189 pa and steadily declining
The road network provides safe conditions for driving	Number of casualty crashes	227 pa (2018)	<227 pa and steadily declining

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

- Quality** How good is the service ... what is the condition or quality of the service?
- Function** Is it suitable for its intended purpose Is it the right service?
- Capacity/Use** Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Quality, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current funding level.

These are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very Good and provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Provide a road network with minimal potholes and areas of pavement failure	Number of customer requests for road maintenance	189 pa (2019)	<189 pa and steadily declining
	Confidence levels		High	Low
	Provide a road network with minimal water ponding issues	Number of customer requests for kerb and watertable repairs	183 pa (2019)	<183 pa and steadily declining
	Confidence levels		High	Low
Function	Provide a road network that meets the needs of road users	Customer satisfaction survey every 4 years	> 60% customer satisfaction	>80% customer satisfaction
	Confidence levels		Medium	Low
Capacity	Provide a road network with minimal traffic congestion and speeding vehicles on local roads	Number of customer complaints regarding speeding vehicles and traffic congestion	To be measured through Customer Request Management System and responses to Local Area Traffic Management surveys.	Steady decline in number of customer complaints due to the ongoing development of Local Area Traffic Management plans.
	Confidence levels		Low	Medium

3.6 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – 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).

- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 3.6 shows the activities expected to be provided under the current Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Develop and maintain a safe and sufficient road network.	Number of customer and internal requests for road upgrades (e.g. widening, incorporating WSUD etc.)	Acquisitions are driven by corporate strategies (e.g. Transport and Movement Strategy) and masterplans and delivered as part of road reconstruction projects and include upgrades to improve streetscape amenity, cater for increased traffic volumes and incorporate water sensitive urban design into projects.	Road upgrade prioritisation criteria is to be further developed to assist with decision making for future road upgrades.
		Budget	\$1,853,081	\$3,705,208
Operation	To ensure services provided are efficient and cost effective.	Number of proactive asset inspections undertaken.	Asset inspections are programmed and undertaken by City Operations.	Priority ratings and proactive inspection regimes are to be further developed for all road assets through Council's mobile application, <i>Fusion</i> , to assist with development of planned maintenance programs.
		Budget	TBC	TBC
Maintenance	To maintain roads in a manner which is safe for use	The quantity of maintenance work undertaken including number of potholes	Reactive maintenance is predominantly based on customer requests. Planned maintenance	Further develop maintenance intervention criteria for road maintenance to ensure consistent practices are

³ IPWEA, 2015, IIMM, p 2|28.

		<p>repaired, area of pavement patched and length of kerbing replaced.</p> <p>The average unit rate cost for road maintenance.</p>	<p>programs are developed from condition audits.</p>	<p>implemented ensure asset useful lives are met.</p> <p>The recent development of Council's mobile application, <i>Fusion</i>, now allows for the quantity of road maintenance to be measured accurately. KPI's shall be established for this.</p> <p>A process is to be developed to enable maintenance costs at project level to be accurately calculated and recorded against the relevant asset.</p>
		Budget	\$1,047,326	\$1,047,326
Renewal	Provide a road network of suitable condition to meet the needs of road users.	The quantity of works undertaken each year through the road reconstruction, reseal and kerbing program.	The road renewal program of works is determined every five years from a detailed site condition inspection of the entire network to assess the network's condition.	Road renewal prioritisation criteria is to be further developed and allow the ongoing development of future road renewal programs.
		Budget	\$8,826,410	\$6,801,350
Disposal	There are currently no plans for the disposal of road assets.	-	-	-
		Budget	-	-

Note: * Current activities related to Planned Budget.

** Forecast required performance related to forecast lifecycle costs.

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time.

4.0 FUTURE DEMAND

4.1 Demand Drivers

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.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

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

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.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this AM Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	60,842 (2019)	Population projections indicate that the City of West Torrens will experience an increase in population as a result of urban consolidation and rejuvenation in the medium to long term future.	A large portion of the population growth will be a result of the development of single allotments into multiple residencies. An increase in population will increase local road traffic volumes and reduce the useful life of road assets.	The current proactive inspection regime is to be further developed through Council's mobile application, <i>Fusion</i> , to improve practices to proactively identify and repair potholes and failed areas of pavement to suit increased traffic volumes.
Service Providers	Urban consolidation is requiring significant amounts of new services to be installed to accommodate the new allotments.	Requirements for new services to be installed will continue to increase to accommodate the creation of new allotments through urban consolidation.	This development will result in greater damage to Council roads by service authorities installing new services to suit new development.	The current proactive inspection regime is to be further developed through Council's mobile application, <i>Fusion</i> , to improve practices to identify damage to roads caused by those working on behalf of service providers to enable this to be followed up by Council with the

				responsible organisations.
Planning Development and Infrastructure Act 2016	Urban consolidation is resulting in damage to roads from developers.	The introduction of new legislation regulating development will further encourage development to achieve urban consolidation.	This development will result in greater third party damage to roads, in particular kerbing, from developers.	The current proactive inspection regime is to be further developed through Council's mobile application, <i>Fusion</i> , to improve practices to identify damage to roads caused by developers to enable this to be followed up by Council with the responsible person/s.

4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the City of West Torrens to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

4.5 Environmental Sustainability

The way in which we manage assets should recognise that there is an opportunity to incorporate environmental sustainability as part of asset lifecycle activities. Building environmental sustainability into assets can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure effects of climate change may potentially lower the lifecycle cost and reduce their carbon footprint

The impacts of climate change can have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum we should consider both how to manage our existing assets given the potential climate change impacts, and also how to incorporate environmental sustainability in any new works or acquisitions.

Current practices and issues as well as future opportunities for improvement with regards to the achievement of environmental sustainability have been identified in Table 4.5.1.

Table 4.5.1 Environmental Sustainability - Current Issues, Practices and Future Opportunities

Asset Class: Roads		
Environmental Sustainability Pillar	Current Practices and Issues	Opportunities for Future Improvements
Water	<ul style="list-style-type: none"> Incorporating water sensitive urban design into capital projects including the use of permeable paving in place of asphalt pavement at select locations and the installation of raingardens and tree wells 	<ul style="list-style-type: none"> Continue to explore opportunities and new techniques to incorporate WSUD into capital projects
Energy	<ul style="list-style-type: none"> Use of a range of asphalt materials derived from recycled products including reclaimed asphalt, plastic, glass, printer cartridges and crumb rubber to reduce the energy required to manufacture asphalt The ongoing LED lighting upgrade throughout road reserves will significantly reduce energy consumption associated with street lighting Investigation of the installation of electrical vehicles charging stations throughout the city will encourage sustainable modes of transport 	<ul style="list-style-type: none"> Specifying of green plant and equipment by contractors to encourage cleaner energy sources Continue to explore opportunities to utilise recycled asphalt products as part of road reseal and reconstruction program Continue to explore opportunities to encourage the public to use sustainable modes of transport
Climate Change	<ul style="list-style-type: none"> Traditional black asphalt pavement contributes significantly to the Urban Heat Island effect Promoting of green verges as part of road capital projects 	<ul style="list-style-type: none"> Consider the effect that climate change may have on the deterioration of road assets Consider whether existing kerb heights around the city are adequate for catering for predicted increases in rainfall Explore opportunities to select materials and material colours which reduce the Urban Heat Island effect including cool road products and permeable surfaces
Waste	<ul style="list-style-type: none"> Council's use of recycled asphalt materials including those derived from reclaimed asphalt, plastic, glass, printer cartridges and crumb rubber encourages reuse of these materials which could otherwise be sent to landfill 	<ul style="list-style-type: none"> Continue to explore techniques and materials that allow existing road assets' life to be extended or to be reused at end of life
Greening	<ul style="list-style-type: none"> Opportunities for tree infill, retention of existing trees and 	<ul style="list-style-type: none"> Continue to explore opportunities and new techniques which

	<p>landscaping is considered as part of all road capital projects</p> <ul style="list-style-type: none">• Promoting of green verges as part of road capital projects• Tree health is promoted by road capital projects by the use of tree wells and permeable paving adjacent trees	<p>promote the growth of healthy trees in road reserves, in particular to resolve issues in streets with narrow verges where tree health and/or road asset life can be compromised.</p>
--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the City of West Torrens plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this Asset Management Plan are shown in Table 5.1.1.

The City of West Torrens road assets are made up of pavement, surfaces and kerb assets which are generally in fair to good condition.

The age profile of the assets included in this AM Plan are shown in Figure 5.1.1

Table 5.1.1: Assets covered by this Plan

Asset Category	Length (m)	Area (m ²)	Replacement Value
Pavement	298,881	2,452,329	\$195,742,798
Seal	298,881	2,452,329	\$59,832,966
Kerb	659,904	-	\$123,845,598
TOTAL			\$379,421,362

Figure 5.1.1: Asset Age Profile - Pavement

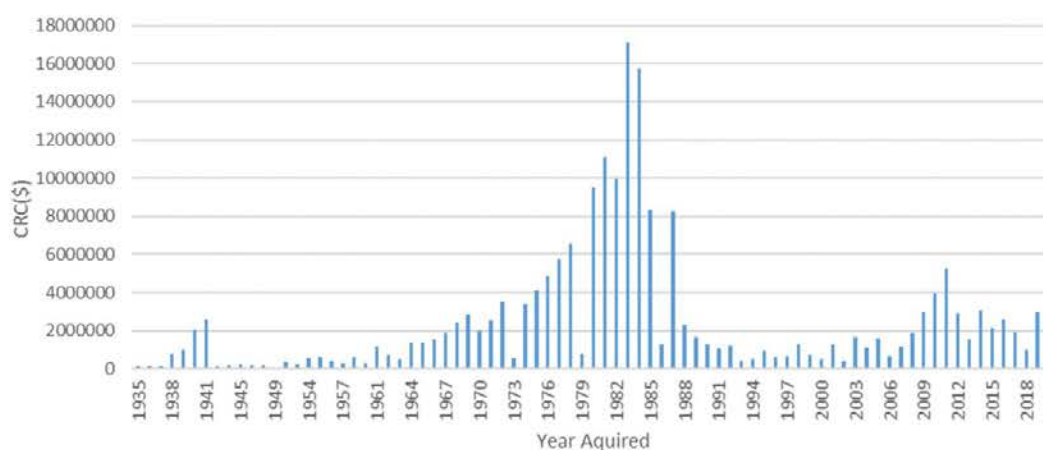
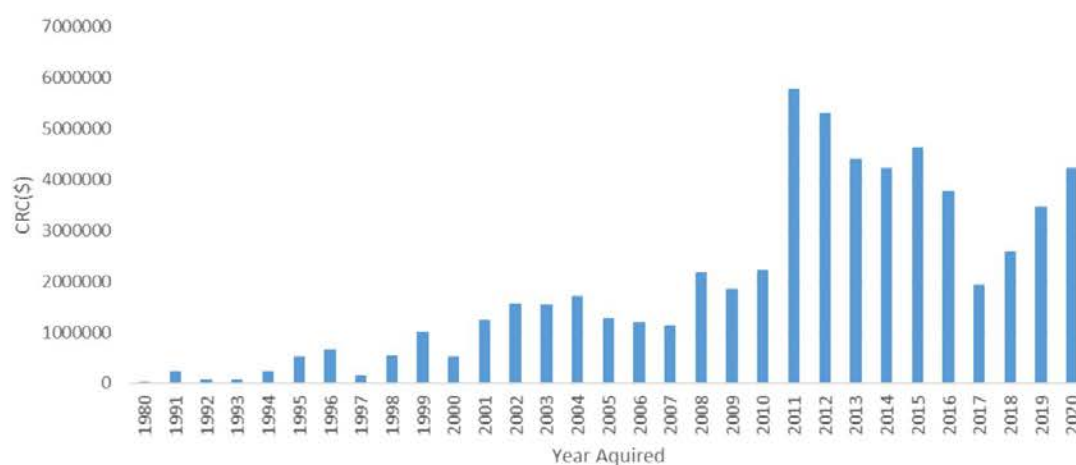
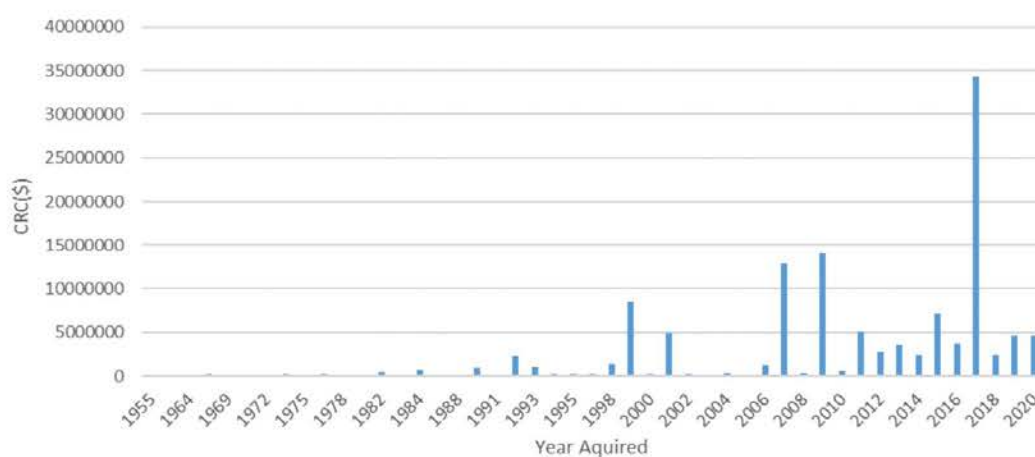


Figure 5.1.2: Asset Age Profile - Seal**Figure 5.1.3: Asset Age Profile - Kerb**

All figure values are shown in current day dollars.

It should be noted that the age profile of assets included in this AM Plan as shown in Figure 5.1.1 does not actually represent the true age of the asset. This graph represents the age of the asset as equal to the remaining life less the useful life.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Asset Condition	Further and ongoing structural investigation of the road network is required to allow for the forecasting of asset renewal over a longer time period.
Roads with high cross fall - high crowns	A number of roads with high cross fall are within the network where the surface cannot be maintained through reseal programs due to not meeting design standards.
Maintenance Response Times	Maintenance response times to resolve defects are greater than desired for some defect types, in particular kerbing defects.

The above service deficiencies were identified by asset stakeholders.

5.1.3 Asset condition

Condition is currently monitored by an external consultant through undertaking a field inspection of all road assets across the network. This condition audit is completed every five years.

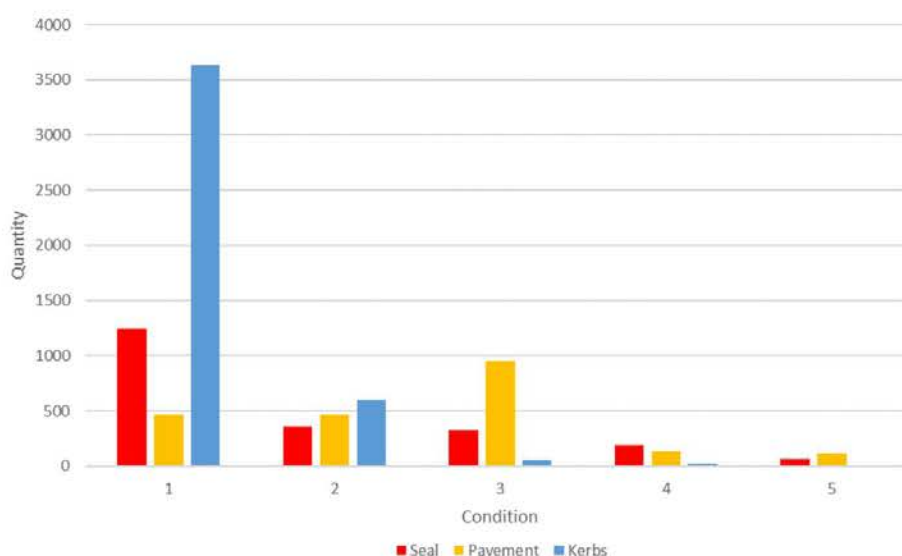
Condition is measured using a 1 – 5 grading system⁴ as detailed in Table 5.1.3. It is important that consistent condition grades be used in reporting various assets across an organisation. This supports effective communication. At the detailed level assets may be measured utilising different condition scales, however, for reporting in the AM plan they are all translated to the 1 – 5 grading scale.

Table 5.1.3: Condition Grading System

Condition Grading	Description of Condition
1	Very Good: only planned maintenance required
2	Good: minor maintenance required plus planned maintenance
3	Fair: significant maintenance required
4	Poor: significant renewal/rehabilitation required
5	Very Poor: physically unsound and/or beyond rehabilitation

The condition profile of our assets is shown in Figure 5.1.3.

⁴ IPWEA, 2015, IIMM, Sec 2.5.4, p 2 | 80.

Figure 5.1.3: Asset Condition Profile

Generally, the condition of pavement assets is fair to good, seal assets are good and kerb assets are very good.

The representation of the kerb assets as being in very good condition is due to the renewal of the large majority of kerb assets in the last 20 years. Based on the historical performance of these assets, they are unlikely to reach their expected useful life. The actual useful life of kerbs has been detrimentally affected by the root growth of street trees planted in verges. Due to the geographic location of the City of West Torrens being relatively flat, Council's road network have very little fall to naturally support the flow of stormwater runoff. As a result of this, very minor kerb lifts can cause significant water ponding issues requiring action through kerb renewal prior to the asset reaching its expected useful life.

All figure values are shown in current day dollars.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

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. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in operation and maintenance budgets are shown in Table 5.2.1

Table 5.2.1: Operation and Maintenance Budget Trends

Year	Operation and Maintenance Budget \$
2015/2016	\$898,177
2016/2017	\$815,378
2017/2018	\$853,492

2018/2019	\$715,323
2019/2020	\$1,047,326
2020/2021 (Estimate)	\$1,047,326

Future maintenance costs have been estimated by considering the historical maintenance costs for the recent five year period.

Maintenance budget levels are considered to be adequate to meet projected service levels, which are relatively equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and risks of providing services at that level have been identified and are highlighted in this AM Plan.

Reactive maintenance is carried out in accordance with response levels of service detailed in Appendix A.

Asset hierarchy

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

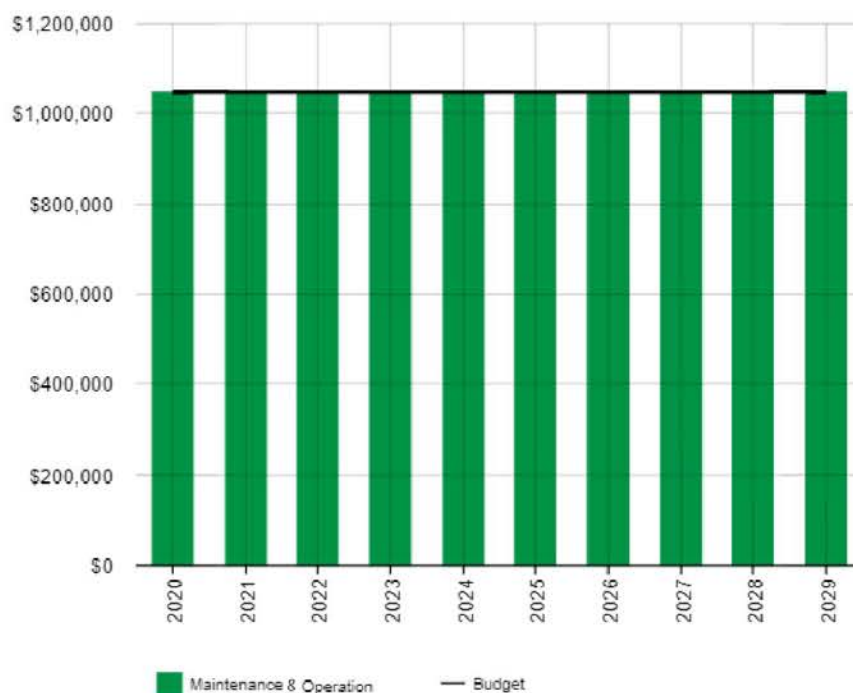
The service hierarchy is shown in Table 5.2.2.

Table 5.2.2: Asset Service Hierarchy

Service Hierarchy	Service Level Objective
Minor Roads	Roads which provide the main function of access from the roadway to abutting properties
Feeder Roads	Roads which provide the main function of distributing traffic to local street systems.
Major Roads	Roads which provide the principal avenue for massive traffic movements which are under the control of Council.
Arterial Roads	Arterial roads which are under the control of the State.

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.2: Operations and Maintenance Summary

All figure values are shown in current day dollars.

The maintenance and operation expenditure has been forecast based on historical annual expenditure as service levels have remained consistent. Maintenance and operation expenditure is not expected to vary significantly during this period.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed in 2016 and are due for review.⁵

⁵ Asset Engineering Useful Life Review, 2017

Table 5.3: Useful Lives of Assets

Asset (Sub) Category	Useful Life
Surface - Major Road	
Bitumen Spray Seal - Major Road	15 years
Bituminous Hotmix - Major Road	20 years
Slurry Seal/Cold Overlay - Major Road	15 years
Concrete Blocks - Major Road	50 years
Clay Pavers - Major Road	50 years
Surface - Feeder Road	
Bitumen Spray Seal - Feeder Road	15 years
Bituminous Hotmix - Feeder Road	22 years
Slurry Seal/Cold Overlay - Feeder Road	15 years
Concrete Blocks - Feeder Road	50 years
Clay Pavers - Feeder Road	50 years
Surface - Minor Road	
Bitumen Spray Seal - Minor Road	15 years
Bituminous Hotmix - Minor Road	25 years
Slurry Seal/Cold Overlay - Minor Road	15 years
Concrete Blocks - Minor Road	50 years
Clay Pavers - Minor Road	50 years
Pavement Types	
Pavement - Minor Road (not Spray Seal Surface)	80 years
Pavement - Feeder Road (not Spray Seal Surface)	65 years
Pavement - Major Road (not Spray Seal Surface)	55 years
Pavement - Major Road (Spray Seal Surface)	55 years
Pavement - Minor Road (Spray Seal Surface)	80 years
Pavement - Feeder Road (Spray Seal Surface)	65 years
Kerb Types	
Insitu Concrete Kerb Wall Gutter Type	70 years

The estimates for renewals in this Asset Management Plan are based on the findings from the road network audit undertaken in 2019.

5.4 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or

- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).⁶

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁷

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

Table 5.3.1: Renewal Priority Ranking Criteria

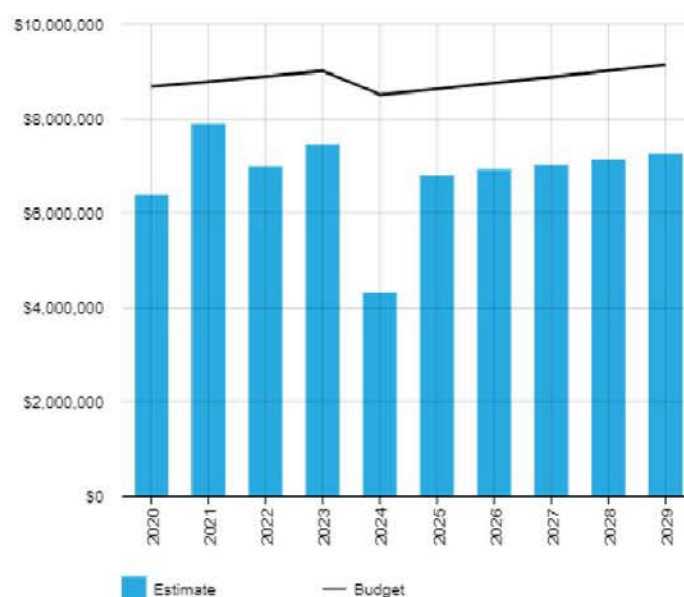
Criteria	Weighting
Condition Score	70%
Requirement for Stormwater Infrastructure Upgrade	15%
Road Hierarchy	5%
Land Use Type	5%
Traffic Volume	5%
Total	100%

5.5 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4. A detailed summary of the forecast renewal costs is shown in Appendix B.

⁶ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁷ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Figure 5.4.1: Forecast Renewal Costs

All figure values are shown in current day dollars.

The forecast renewal expenditure for the 10 year period is expected to remain relatively consistent. The significant reduction in renewal costs expected for 2024/2025 is a result of the findings from the road network inspections undertaken in 2019 and the challenges in accurately forecasting the degradation of roads over longer periods of time from physical inspection. The renewals from 2020 to 2024 are based on the findings of the road network audit and have been determined at project level. As for the asset renewals from 2025 to 2029, these have been determined based on the condition profile of road assets and are at program level only. The renewal projects will be reviewed following a future road condition audit.

It is anticipated that there will be various road assets required to be renewed prior to reaching their expected useful life to suit major developments and changes in land use which require changes to the road asset hierarchy.

The surplus shown in renewal funding over the period is required to fund acquisition activities.

There are no expected renewal work deferrals forecasted within this period.

5.6 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the City of West Torrens.

5.6.1 Selection criteria

Proposed upgrade of existing assets, and new assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are

sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes.

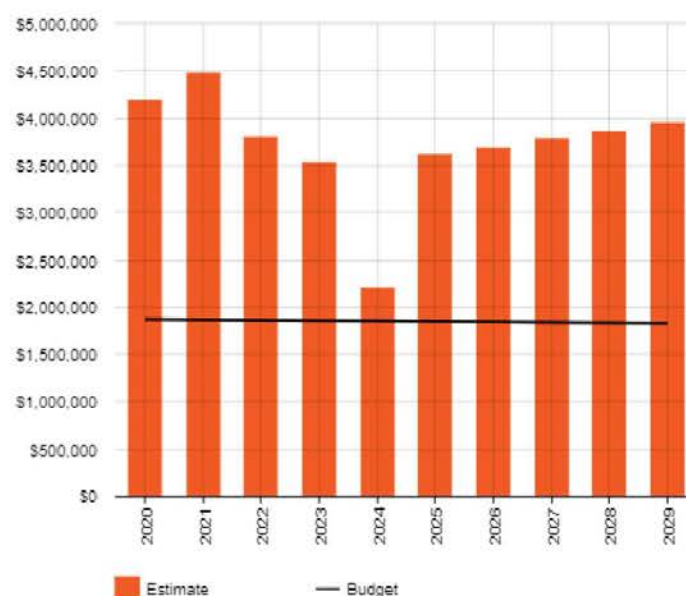
The City of West Torrens is a developed area with the only growth in population is expected to be largely through urban consolidation. Therefore, the demand for the acquisition of new or upgraded road assets is relatively low in comparison to renewal costs. Due to the low demand for new and upgrade assets, the selection criteria for such works is assessed on a case by case nature.

The acquisitions included in this Asset Management Plan include but is not limited to upgrades to improve traffic management and streetscape amenity, to incorporate water sensitive urban design facets into road reconstruction projects and to increase road performance to cater for increased traffic volumes.

Summary of future asset acquisition costs

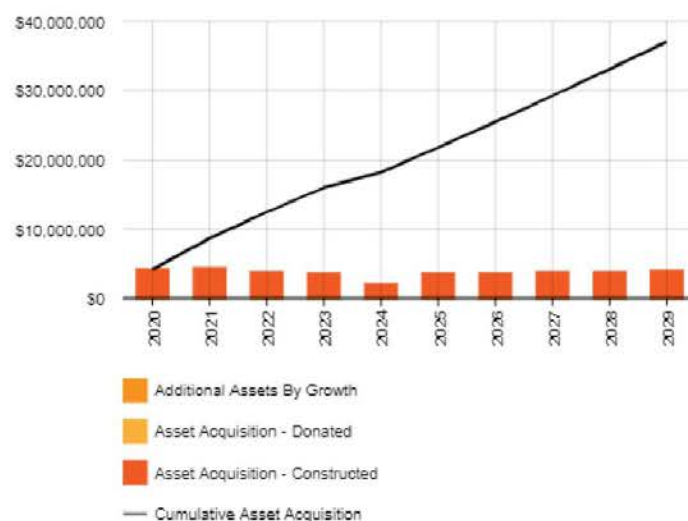
Forecast acquisition asset costs are summarised / summarized in Figure 5.4.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix C.

Figure 5.5.1: Acquisition (Constructed) Summary



All figure values are shown in current day dollars.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.5.2.

Figure 5.5.2: Acquisition Summary

All figure values are shown in current dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

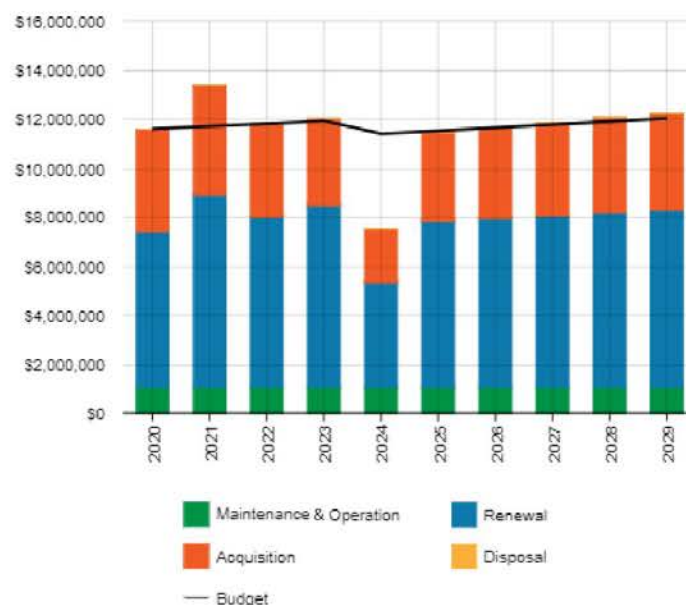
The forecasted acquisition costs exceed the proposed budget for new assets within the Long Term Financial Plan however this is offset by a surplus in renewal funding over the period.

The new and upgraded assets are not predicted to require additional maintenance and operation resources during the period of this Asset Management Plan.

Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.5.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary

All figure values are shown in current day dollars.

The forecasted costs over the 10 year period are within the budget for the Long Term Financial Plan.

5.7 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in Table 5.6. Any costs or revenue gained from asset disposals is included in the long-term financial plan.

At this point in time, there are no road assets for disposal.

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines alongside the City of West Torrens Enterprise Risk Management Policy and Framework.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'⁸.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Road Pavement	Severe pavement failure restricting property access and/or providing risk to road users	<ul style="list-style-type: none"> - Road closures which restrict property access for residential and business premises - Increased risk of vehicle accident - Increased risk to public liability claims against Council
Kerb and Watertable	Kerbing lifts as a result of impact from adjacent tree root growth	<ul style="list-style-type: none"> - Water ponding within the road reserve with the potential to cause flood damage to properties - Increased risk to public liability claims against Council due to flood damage

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used is shown in Figure 6.2.1 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

⁸ ISO 31000:2018, p 2

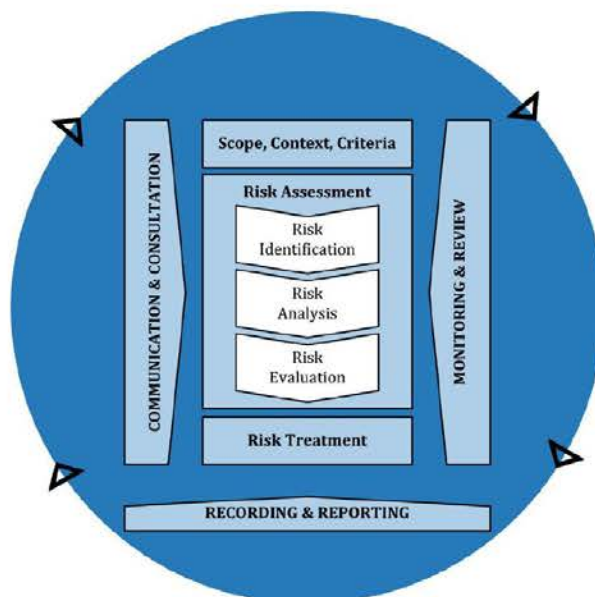


Fig 6.2.1 Risk Management Process – Abridged
 Source: ISO 31000:2018, Figure 1, p9

In accordance with the Enterprise Risk Management Framework, risk consequences are cited as the following:

- Financial
- Organisational or customer impact
- Reputation and relationships
- People
- Work health and safety

Furthermore, an assessment of risks⁹ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

The City of West Torrens' Risk Analysis Matrix in Figure 6.2.2 is used to assess risk levels associated with assets. The guidelines for using the risk matrix is detailed in *Administration Policy: Enterprise Risk Management Framework*¹⁰.

⁹ Administration Policy: Enterprise Risk Management Framework, 2019

¹⁰ As above

Prevent/Reduce/Manage Negative Consequences					LIKELIHOOD	Enhance/Promote/Facilitate Positive Consequences				
E	E	H	M	M	Almost Certain > 95% chance of occurring Likely 75% - 95% chance of occurring Moderate 25% - 75% chance of occurring Unlikely 5% - 25% chance of occurring Rare < 5% chance of occurring	M	M	H	E	E
E	E	H	M	L		L	M	H	E	E
H	H	M	M	L		L	M	M	H	H
H	M	M	L	L		L	L	M	M	H
M	M	L	L	L		L	L	L	M	M
Catastrophic	Major	Moderate	Minor	Insignificant	Scale	Insignificant	Minor	Moderate	Major	Outstanding

Fig 6.2.2 Risk Analysis Matrix - Level of Risk

Source: City of West Torrens

Critical risks are those assessed with High or Extreme risk ratings. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. Services and assets with a residual risks rating of High are required to be managed by the CEO and General Managers, respectively in accordance with the Enterprise Risk Management Framework.

Table 6.2: Critical Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk *	Treatment Costs
Road Pavement	Road pavement is unserviceable leading to increased risk of vehicle accidents or restricting property access.	Extreme	- Further develop the asset renewal criteria to assist with the decision making in developing the Capital Works Program. - Further develop the risk rating criteria for all road assets to assist with the prioritisation of maintenance.	Moderate	The cost of the process to further develop the asset renewal and risk rating criteria is estimated as the equivalent of 4 weeks full time work from Council's Asset Engineer
Kerb and Watertable	Kerb and watertable is lifted by adjacent tree root growth causing stormwater build up in the road reserve and	High	- Further develop the risk rating criteria for all road assets to assist with the prioritisation of maintenance.	Moderate	The cost of the process to further develop the risk rating criteria for all road assets is estimated as

	stormwater inundating properties.		- Further develop the routine proactive inspections of road assets to assist with identifying defects and scheduling planned maintenance accordingly.		the equivalent of 4 weeks full time work from Council's Asset Engineer. The cost of undertaking routine inspections is yet to be determined.
--	-----------------------------------	--	-------------------------------------------------------------------------------------------------------------------------------------------------------	--	-----------------------------------------------------------------------------------------------------------------------------------------------------

Note * The residual risk is the risk remaining after controls are implemented.

6.3 Organisation Strategic Risks

The strategic risks of the organisation significantly impact the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

The City of West Torrens' strategic risks related to asset management are identified in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to manage this risk. .

Table 6.3: Strategic Risks

Threat / Hazard	Current Risk Control Approach	CWT Risk Level (Revised Risk- after controls)
Business Continuity and Community Resilience	This is reviewed as part of Organisational Strategic Risks including the ability to respond, recover, restore and resume business as usual. Robust plans and processes are developed.	Moderate
Emergency Events	This is reviewed as part of Organisational Strategic Risks. CWT considers all hazards including the response to multiple threats including flooding, earthquake, transport incidents etc.	Moderate
Infrastructure Management	This is reviewed as part of Organisational Strategic Risks and includes monitoring damage caused by deterioration or emergency events	Moderate
Urban Densification	This is reviewed as part of Organisational Strategic Risks and includes the planning and implementation of systems to cope with changes caused by infill development and changes to State Planning Regulations.	Moderate

Financial Management, Sustainability and Cost Shifting	This is reviewed as part of Organisational Strategic Risks and includes strategies to deal with changes in income and expenditure caused by either changes in policy or emergency events	Moderate
--------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------

6.4 Asset Risk Ratings

Asset risk ratings have been developed to guide the priority of maintenance works, in particular to determine the maintenance response levels of service.

For road assets, the risk rating score has been determined as follows:

Asset Type	Risk Rating
Various individually identified locations	Extreme
State-Owned Roads and Major Roads	High
Feeder Roads	Moderate
Minor Roads	Low

Further consideration is given to the land use adjacent to and traffic volumes of roads as well as other factors which increases the risk of the asset. This framework is being developed to be incorporated into Council's mobile application, *Fusion*, and will be included in future updates of this AM plan.

6.5 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.5.1 What we cannot do

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

- Maintaining maintenance service levels at all times for kerb defects

6.5.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Road access interruptions due to increased frequency of maintenance works to maintain serviceability
- Deterioration in rideability as a result of assets deteriorating at a quicker rate than desired from select maintenance works being delayed or not completed at all

6.5.3 Risk trade-off

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

- Overall reduced stakeholder satisfaction leading to an increase in the number of customer works request
- Assets require additional maintenance work than desirable to remain serviceable due to delays in undertaking maintenance.

These actions and expenditures are considered and included in the forecast costs.

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio¹¹ 129.77%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 129.77% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix B.

Medium term – 10 year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$7,848,676 average per year.

The proposed (budget) operations, maintenance and renewal funding is \$9,873,736 on average per year giving a 10 year funding excess of \$2,025,060 per year. This indicates that 125.8% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

Forecast costs are shown in 2020/2021 dollar values.

¹¹ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Acquisition	Maintenance	Renewal
2020/21	\$4,182,163	\$1,047,326	\$6,364,746
2021/22	\$4,477,416	\$1,047,326	\$7,859,133
2022/23	\$3,790,706	\$1,047,326	\$6,977,097
2023/24	\$3,533,120	\$1,047,326	\$7,439,368
2024/25	\$2,194,108	\$1,047,326	\$4,296,214
2025/26	\$3,613,651	\$1,047,326	\$6,791,278
2026/27	\$3,690,950	\$1,047,326	\$6,898,218
2027/28	\$3,771,526	\$1,047,326	\$7,010,191
2028/29	\$3,855,488	\$1,047,326	\$7,127,361
2029/30	\$3,942,948	\$1,047,326	\$7,249,896

7.2 Funding Strategy

The proposed funding for assets is outlined in the City of West Torren's budget and Long-Term financial plan. Grant funding will also be sought for selected road upgrade projects.

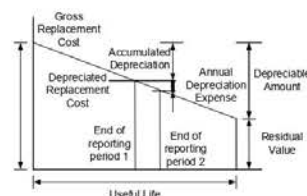
The financial strategy of the City of West Torrens determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at the three year average of the assets current replacement cost:

Replacement Cost (Current/Gross)	\$379,421,362
Depreciable Amount	\$379,421,362
Depreciated Replacement Cost ¹²	\$249,614,963
Depreciation	\$6,431,581



7.3.2 Valuation forecast

Asset values are forecast to increase marginally as additional assets are added to the network.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

As the City of West Torrens is largely established, the road network is largely complete and therefore the growth in value of assets will be relatively minor.

¹² Also reported as Written Down Value, Carrying or Net Book Value.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- The remaining life of road assets is based on the forecast renewal date as identified from the road network audit undertaken in 2019, rather than remaining life based on condition
- Unit rates for valuations are based on the three year average of actual costs of replacement
- Operations and maintenance budget and budget growth levels remain consistent with historical figures

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale¹³ in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	Low	Demand drivers are based on a combination of sound statistics and analysis of current local demand drivers.

¹³ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Growth projections	High	Growth projections are based on the analysis of historical figures.
Acquisition forecast	Low	Acquisitions are forecast based on a percentage of renewal works.
Operation forecast	Very Low	Very little data has been interpreted for forecasting operation activities.
Maintenance forecast	Medium	Maintenance forecasts are based on the analysis of trends in historical maintenance expenditure.
Renewal forecast		
- Asset values	High	Asset values are based on actual road construction costs.
- Asset useful lives	High	Asset useful lives are based on WTCC Roads Audit Report 2016
- Condition modelling	Medium	Condition modelling is due for updating.
Disposal forecast	Low	Very few disposals have historically been undertaken.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be Medium.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹⁴

8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is "Technology One", City of West Torrens' corporate finance system.

8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is "Conquest", City of West Torrens' Asset Management System.

8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Undertake a review of the current method for determining useful lives and actual asset useful lives accordingly.	Team Leader Asset and Project Management	Internal Asset Management staff	June 2021
2	Further develop the inspection regime through Council's mobile application, <i>Fusion</i> , based on the priority of all road assets to assist with the ongoing development of planned maintenance programs.	Team Leader Asset and Project Management, Coordinator of Civil Works and Services	Internal Asset Management, City Operations and Information Technology staff	December 2021
3	Finalise the development of maintenance intervention criteria and include this in an update of this asset management plan.	Team Leader Asset and Project Management Coordinator of Civil Works and Services	Internal Asset Management and City Operations staff	June 2022
4	Further develop methods to measure and report regularly on key performance indicators including: - compliance with asset inspections - planned maintenance expenditure versus reactive maintenance expenditure - asset utilisation - customer satisfaction with the performance of road assets	Team Leader Asset and Project Management Coordinator of Civil Works and Services	Internal Asset Management, Information Technology and Finance staff	June 2022
5	Establish methods to determine and report on actual road maintenance costs at project level to assist with decision-making.	Team Leader Asset and Project Management	Internal Asset Management, Information	June 2022

¹⁴ ISO 55000 Refers to this as the Asset Management System

		Coordinator of Civil Works and Services	Technology and Finance staff	
6	Undertake a review of the current road asset hierarchy.	Team Leader Asset and Project Management	Internal Asset Management staff	September 2022
7	Further develop the criteria for asset renewals to assist with determining a longer term renewal program (5 to 10 years).	Team Leader Asset and Project Management	Internal Asset Management staff	December 2022
8	Undertake a complete review of this asset management plan at least every four years, within two years of each Council election.	Team Leader Asset and Project Management	Internal Asset Management staff	October 2024

8.3 Monitoring and Review Procedures

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating within two years of each Council election.

8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012, Practice Note 6 Long-Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6>
- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8>
- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- City of West Torrens Community Plan 2030
- City of West Torrens Adopted Budget and Annual Business Plan 2020/21
- City of West Torrens, 2019, Administration Policy: Enterprise Risk Management Framework

10.0 APPENDICES

Appendix A Maintenance Response Levels of Service

Appendix A provides an overview of the maintenance strategy and response level of service for road assets.

Asset Criticality

Asset criticality and maintenance intervention is based on the following framework:-

Level	Function	Safety
1	High Importance	Extreme/ High
2	Important	Moderate
3	Lower Importance	Low

Proposed Criticality/Performance Categories (including defect/ maintenance response times and proposed defect inspection cycle) are:-

Roads	
Potholes - High/ Extreme risk defect	Temporary repairs completed within 7 days
Surface damage - High/ Extreme risk defect	Permanent repairs and other defect repairs completed within 90 days
Pavement damage - High/ Extreme risk defect	Permanent repairs and other defect repairs completed within 12 months during Capital Works Program

* Note condition assessment is undertaken on a 4 yearly cycle

Risk Ratings

Risks are rated:

- Extreme (extreme safety risk and extreme functional or presentation risk exists)
- High (high safety risk, and high functional or presentation risk exists);
- Moderate (moderate functional or presentation risk exists); and
- Low (low functional or presentation risk exists).

Appendix B Renewal Forecast Summary

B.1 – Renewal Forecast Summary

Table B1 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2020/21	\$6,364,746	\$8,673,049
2021/22	\$7,859,133	\$8,781,188
2022/23	\$6,977,097	\$8,892,259
2023/24	\$7,439,368	\$9,006,355
2024/25	\$4,296,214	\$8,506,151
2025/26	\$6,791,278	\$8,626,580
2026/27	\$6,898,218	\$8,750,326
2027/28	\$7,010,191	\$8,877,492
2028/29	\$7,127,361	\$9,008,185
2029/30	\$7,249,896	\$9,142,516

B.2 –10 Year Renewal Program

Asset ID	Project	Suburb	Renewal Cost
	2020/21		
3085	Burbridge Rd (Service Road) - 1230 (Burbridge Rd to Weston St) - Seal	West Beach	\$14,552
25564	Indent Parking - Surface - Danby St - 3135 (Ashley St to North Pde)- Seal	Torrensville	\$10,199
25566	Indent Parking - Surface - Danby St - 3135 (North Pde to Ashley St)- Seal	Torrensville	\$10,585
2212	Curzon St - 2100 (Carlton Rd to Creslin Ter) - Seal	Camden Park	\$31,026
2211	Curzon St - 2100 (Stonehouse Av to Carlton Rd) - Seal	Camden Park	\$36,236
2261	Elizabeth Av - 3620 (Marion Rd to Maynard Rd) - Seal	Plympton	\$36,132
2648	Indian Av - 5130 (Northern Av to Ingerson St) - Seal	West Beach	\$13,407
2785	Kingston Av - 5640 (Brooker Ter to User Ch 160) - Seal	Richmond	\$35,877
2786	Kingston Av - 5640 (User Ch 160 to User Ch 360) - Seal	Richmond	\$56,498
2787	Kingston Av - 5640 (User Ch 360 to User Ch 410) - Seal	Richmond	\$11,687
2788	Kingston Av - 5640 (User Ch 410 to Deacon Av) - Seal	Richmond	\$58,509
2887	Marlow Rd - 6360 (Hampton Rd to Richmond Rd) - Seal	Keswick	\$41,856
3011	Mooringe Av - 6590 (Deeds Rd to User Ch 10) - Seal	North Plympton	\$5,765
3013	Mooringe Av - 6590 (Fitzroy Av to User Ch 250) - Seal	North Plympton	\$95,567
3012	Mooringe Av - 6590 (User Ch 10 to Fitzroy Av) - Seal	North Plympton	\$97,660
3014	Mooringe Av - 6590 (User Ch 250 to User Ch 500) - Seal	North Plympton	\$95,964
3818	Western Pd - 9560 (Marion Rd to User Ch 210)- Seal	Brooklyn Park	\$34,863
1775	Beachway Av - 0740 (Airport Rd to Marshall Ter) - Seal	Brooklyn Park	\$3,730
1936	Carlisle St - 1480 (Creslin Ter to Carlton Rd) - Seal	Camden Park	\$37,874
2113	Crossley St - 2060 (Glenburnie Ter to Long St) - Seal	Plympton	\$18,532
2210	Curzon St - 2100 (Victoria Av to Stonehouse Av) - Seal	Camden Park	\$22,038
2236	Devlin Rd - 3275 (End to End) - Seal	Novar Gardens	\$9,806

2398	Fletcher St - 3940 (Pam St to User Ch 200) - Seal	Netley	\$33,641
2399	Fletcher St - 3940 (User Ch 200 to Harvey Av) - Seal	Netley	\$22,641
2454	Grosvenor St - 4390 (Anzac Hwy to User Ch 90) - Seal	Glandore	\$12,715
2536	Herbert Rd - 4800 (Farnham Rd to User Ch 100) - Seal	Ashford	\$17,725
2541	Horsley St - 4890 (Frontage Rd to Corona Av) - Seal	Lockleys	\$39,819
25719	Indent Parking - Surface - Ayliffe Pl - 0465 (User Ch 50 to User Ch 10) (1)- Seal	Novar Gardens	\$267
2682	Kandy St - 5510 (User Ch 130 to Chippendale Av) - Seal	Lockleys	\$20,816
2806	Leicester St - 5830 (Morley St to Norwich St) - Seal	West Richmond	\$34,220
3425	Netley Av - 6950 (Rutland Av to Strathmore Av)- Seal	Lockleys	\$18,102
3425	Netley Av - 6950 (Rutland Av to Strathmore Av)- Seal	Lockleys	\$18,102
3451	Osborn Ter - 7200 (User Ch 30 to Boswarva Av) - Seal	Plympton	\$14,994
3483	Riverside Dr - 8110 (Louise Av to User Ch 110)- Seal	Fulham	\$30,832
3612	Sarah St - 8430 (George St to Richmond Rd)- Seal	Marleston	\$22,678
3720	Sherriff St - 8530 (User Ch 90 to User Ch 270)- Seal	Underdale	\$30,931
3246	St Anton St - 8660 (Cudmore Ter to Barnes Av) - Seal	Marleston	\$16,672
3299	Tilden St - 9040 (Mcarthur Av to James St) - Seal	Plympton	\$24,104
3846	Wentworth St - 9540 (Brecon St to Darwin St)- Seal	Lockleys	\$42,908
3682	Zither St - 9800 (Anzac Hwy to Birkalla Ter)- Seal	Plympton	\$14,838
	DDA Pram Ramp Upgrades - Kerb Program		\$101,067
1758	Ballantyne St - 0625 (Brown St to Lowe St) - Seal	Thebarton	\$9,340
1758	Ballantyne St - 0625 (Brown St to Lowe St)- Kerb	Thebarton	\$33,076
1758	Ballantyne St - 0625 (Brown St to Lowe St)- Pavement	Thebarton	\$30,564
1757	Ballantyne St - 0625 (Dew St to Brown St) - Seal	Thebarton	\$27,707
1757	Ballantyne St - 0625 (Dew St to Brown St)- Kerb	Thebarton	\$98,124
1757	Ballantyne St - 0625 (Dew St to Brown St)- Pavement	Thebarton	\$90,671
1844	Ballantyne St - 0625 (Lowe St to South Rd) - Seal	Thebarton	\$22,783
1844	Ballantyne St - 0625 (Lowe St to South Rd)- Kerb	Thebarton	\$74,708
1844	Ballantyne St - 0625 (Lowe St to South Rd)- Pavement	Thebarton	\$74,556
3075	Burbridge Rd (Service Road) - 1230 (Weston St to Weston St) - Seal	West Beach	\$31,173
3075	Burbridge Rd (Service Road) - 1230 (Weston St to Weston St)- Kerb	West Beach	\$94,358
3075	Burbridge Rd (Service Road) - 1230 (Weston St to Weston St)- Pavement	West Beach	\$102,014
2415	Fulham Park Dr - 4070 (Corona Av to User Ch 140) - Seal	Lockleys	\$47,678
2415	Fulham Park Dr - 4070 (Corona Av to User Ch 140)- Kerb	Lockleys	\$52,344
2415	Fulham Park Dr - 4070 (Corona Av to User Ch 140)- Pavement	Lockleys	\$159,506
2571	Harvey Av - 4670 (User Ch 170 to User Ch 190) - Seal	Netley	\$7,893
2571	Harvey Av - 4670 (User Ch 170 to User Ch 190)- Kerb	Netley	\$10,545
2571	Harvey Av - 4670 (User Ch 170 to User Ch 190)- Pavement	Netley	\$26,406
2530	Henley St - 4772 (User Ch 400 to Bagot Av) - Seal	Mile End	\$12,903
2530	Henley St - 4772 (User Ch 400 to Bagot Av)- Kerb	Mile End	\$30,463
2530	Henley St - 4772 (User Ch 400 to Bagot Av)- Pavement	Mile End	\$42,224
2765	Jervois St - 5365 (Carlton Pde to North Pde) - Seal	Torrensville	\$41,260
2765	Jervois St - 5365 (Carlton Pde to North Pde)- Kerb	Torrensville	\$80,287
2765	Jervois St - 5365 (Carlton Pde to North Pde)- Pavement	Torrensville	\$135,023

2681	Jervois St - 5365 (Henley Beach Rd to Carlton Pde) - Seal	Torrensville	\$39,348
2681	Jervois St - 5365 (Henley Beach Rd to Carlton Pde)- Kerb	Torrensville	\$76,566
2681	Jervois St - 5365 (Henley Beach Rd to Carlton Pde)- Pavement	Torrensville	\$128,766
2901	Mellor Av - 6460 (Arnold St to User Ch 30) - Seal	Underdale	\$2,685
2901	Mellor Av - 6460 (Arnold St to User Ch 30)- Kerb	Underdale	\$12,035
2901	Mellor Av - 6460 (Arnold St to User Ch 30)- Pavement	Underdale	\$8,786
2908	Meyer St - 6480 (West St to City Boundary) - Seal	Torrensville	\$8,592
2908	Meyer St - 6480 (West St to City Boundary)- Kerb	Torrensville	\$17,900
2908	Meyer St - 6480 (West St to City Boundary)- Pavement	Torrensville	\$28,119
3546	Owen St - 7240 (Long St to End)- Kerb	Plympton	\$47,779
3546	Owen St - 7240 (Long St to End)- Pavement	Plympton	\$100,663
3546	Owen St - 7240 (Long St to End)- Seal	Plympton	\$30,760
3093	Pearson St - 7495 (Kintore St to George St) - Seal	Thebarton	\$14,572
3093	Pearson St - 7495 (Kintore St to George St)- Kerb	Thebarton	\$48,686
3093	Pearson St - 7495 (Kintore St to George St)- Pavement	Thebarton	\$47,688
3623	Shannon Av - 8480 (Warren Av to Mclachlan Av) **BOUNDARY**- Kerb	Glenelg North	\$83,431
3623	Shannon Av - 8480 (Warren Av to Mclachlan Av) **BOUNDARY**- Pavement	Glenelg North	\$127,976
3623	Shannon Av - 8480 (Warren Av to Mclachlan Av) **BOUNDARY**- Seal	Glenelg North	\$39,106
3731	Simcock St - 8570 (Cambridge Av to User Ch 990)- Kerb	West Beach	\$12,700
3731	Simcock St - 8570 (Cambridge Av to User Ch 990)- Pavement	West Beach	\$19,833
3731	Simcock St - 8570 (Cambridge Av to User Ch 990)- Seal	West Beach	\$6,061
3638	Somerset Av - 8580 (Davenport Ter to Sir Donald Bradman Dr)- Kerb	Hilton	\$81,558
3638	Somerset Av - 8580 (Davenport Ter to Sir Donald Bradman Dr)- Pavement	Hilton	\$107,769
3638	Somerset Av - 8580 (Davenport Ter to Sir Donald Bradman Dr)- Seal	Hilton	\$32,932
3241	St Andrews Cres - 8650 (Hoylake St to User Ch 160) - Seal	Novar Gardens	\$28,040
3241	St Andrews Cres - 8650 (Hoylake St to User Ch 160)- Kerb	Novar Gardens	\$59,822
3241	St Andrews Cres - 8650 (Hoylake St to User Ch 160)- Pavement	Novar Gardens	\$91,762
3244	St Anton St - 8660 (Sutton Ter to Aldridge Ter) - Seal	Marleston	\$13,497
3244	St Anton St - 8660 (Sutton Ter to Aldridge Ter)- Kerb	Marleston	\$37,343
3244	St Anton St - 8660 (Sutton Ter to Aldridge Ter)- Pavement	Marleston	\$44,168
3348	Stirling St - 8720 (Bakers Rd to South Rd) - Seal	Marleston	\$31,812
3348	Stirling St - 8720 (Bakers Rd to South Rd)- Kerb	Marleston	\$79,339
3348	Stirling St - 8720 (Bakers Rd to South Rd)- Pavement	Marleston	\$104,104
3387	Thanet St - 9000 (Henley Beach Rd to User Ch 200) - Seal	Brooklyn Park	\$29,896
3387	Thanet St - 9000 (Henley Beach Rd to User Ch 200)- Kerb	Brooklyn Park	\$75,626
3387	Thanet St - 9000 (Henley Beach Rd to User Ch 200)- Pavement	Brooklyn Park	\$97,834
3388	Thanet St - 9000 (User Ch 200 to Marshall Ter) - Seal	Brooklyn Park	\$30,040
3388	Thanet St - 9000 (User Ch 200 to Marshall Ter)- Kerb	Brooklyn Park	\$75,990
3388	Thanet St - 9000 (User Ch 200 to Marshall Ter)- Pavement	Brooklyn Park	\$98,306
3774	Unknown Rd - 9205 (Moss Av to Ritchie Ter)- Kerb	Marleston	\$10,894
3774	Unknown Rd - 9205 (Moss Av to Ritchie Ter)- Pavement	Marleston	\$14,294
3774	Unknown Rd - 9205 (Moss Av to Ritchie Ter)- Seal	Marleston	\$4,368

3808	Weaver Av - 9510 (Lane St to Shierlaw St)- Kerb	Richmond	\$40,573
3808	Weaver Av - 9510 (Lane St to Shierlaw St)- Pavement	Richmond	\$62,235
3808	Weaver Av - 9510 (Lane St to Shierlaw St)- Seal	Richmond	\$19,018
3830	William St - 9640 (User Ch 270 to South Rd)- Kerb	Mile End South	\$35,652
3830	William St - 9640 (User Ch 270 to South Rd)- Pavement	Mile End South	\$66,546
3830	William St - 9640 (User Ch 270 to South Rd)- Seal	Mile End South	\$20,335
3677	Wyatt St - 9780 (Allchurch Av to Talbot Av)- Kerb	North Plympton	\$36,161
3677	Wyatt St - 9780 (Allchurch Av to Talbot Av)- Pavement	North Plympton	\$55,134
3677	Wyatt St - 9780 (Allchurch Av to Talbot Av)- Seal	North Plympton	\$16,847
25083	Apollo Circuit - 0225 (Apollo North to Apollo South)- Seal	Richmond	\$4,878
25063	Apollo Circuit - 0225 (User CH 18 to End)- Seal	Richmond	\$3,460
25744	Arthur Lemon Av - 0315 (Hatwell Ct to Witty Ct)- Seal	Underdale	\$831
25739	Arthur Lemon Av - 0315 (Isley Rd to Hatwell Ct)- Seal	Underdale	\$1,088
25734	Arthur Lemon Av - 0315 (James Leal Dr to Isley Rd)- Seal	Underdale	\$1,343
25749	Arthur Lemon Av - 0315 (Witty Ct to Haddrick Ct)- Seal	Underdale	\$1,303
1747	Babidge L - 0500 (Cuming St to Flaherty L) - Seal	Mile End	\$1,334
1847	Ballara St - 0630 (User Ch 140 to Victoria St) - Seal	Mile End	\$1,598
25056	Bourlang Av - 1050 (Whelan Av to Parkin Ct) - Seal	Camden Park	\$1,715
2000	Brian St - 1100 (Brian St to Rowells Rd) - Seal	Lockleys	\$2,813
2001	Brian St - 1100 (End to Brian St) - Seal	Lockleys	\$1,397
2046	Chapel St - 1555 (Port Rd to End) Partial Road Closure - Seal	Thebarton	\$4,734
1981	Clivan St - 1710 (Press Rd to Lyons St) - Seal	Brooklyn Park	\$2,369
25073	Crawford Ct - 1995 (Apollo to Culdersac)- Seal	Richmond	\$1,944
25078	Crawford Ct - 1995 (Culdesac)- Seal	Richmond	\$454
2106	Creslin Ter - 2000 (Colin St to Stonehouse Av) - Seal	Camden Park	\$8,123
2105	Creslin Ter - 2000 (Cromer St to Colin St) - Seal	Camden Park	\$3,855
2217	Daringa St - 3150 (User Ch 140 to Victoria St) - Seal	Mile End	\$1,351
2246	Dover St - 3350 (Leicester St to End) - Seal	West Richmond	\$4,559
2180	Eringa Av - 3710 (Fulham Park Dr to End) - Seal	Fulham	\$5,618
2289	Everett St - 3760 (Lyons St to End) - Seal	Brooklyn Park	\$972
2307	Flaherty L - 3915 (User Ch 150 to User Ch 200) - Seal	Mile End	\$751
25921	Haddrick Ct - 4530 (Arthur Lemon Av to End)- Seal	Underdale	\$1,571
25912	Haddrick Ct - 4530 (End to Arthur Lemon Av)- Seal	Underdale	\$972
25939	Haddrick Ct - 4530 (Haddrick Ct to User Ch 10)- Seal	Underdale	\$170
2461	Hampton Rd - 4570 (Croydon Rd to Marlow Rd) - Seal	Keswick	\$5,160
2462	Hampton Rd - 4570 (Marlow Rd to Eton Rd) - Seal	Keswick	\$5,157
25883	Hatwell Ct - 4692 (Arthur Lemon Av to End)- Seal	Underdale	\$2,445
25897	Hatwell Ct - 4692 (Hatwell Ct to End)- Seal	Underdale	\$216
80635	Hemmingway Dr (James Leal Dr to Styles Pl) **UNDERDALE STAGE2**- Seal	Underdale	\$3,106
2537	Herbert Rd - 4800 (User Ch 100 to Alexander Av) - Seal	Ashford	\$5,711
2641	Hughes St - 4965 (User Ch 500 to User Ch 750) - Seal	Mile End	\$24,099
25765	Indent Parking - Surface - Arthur Lemon Av - 0315 (User Ch 100 to User Ch 110)- Seal	Underdale	\$96

25766	Indent Parking - Surface - Arthur Lemon Av - 0315 (User Ch 140 to User Ch 150)- Seal	Underdale	\$95
25769	Indent Parking - Surface - Arthur Lemon Av - 0315 (User Ch 180 to User Ch 190)- Seal	Underdale	\$92
25773	Indent Parking - Surface - Arthur Lemon Av - 0315 (User Ch 190 to User Ch 180)- Seal	Underdale	\$95
25770	Indent Parking - Surface - Arthur Lemon Av - 0315 (User Ch 195 to User Ch 210)- Seal	Underdale	\$98
25755	Indent Parking - Surface - Arthur Lemon Av - 0315 (User Ch 20 to User Ch 25)- Seal	Underdale	\$39
25772	Indent Parking - Surface - Arthur Lemon Av - 0315 (User Ch 210 to User Ch 195)- Seal	Underdale	\$97
25771	Indent Parking - Surface - Arthur Lemon Av - 0315 (User Ch 225 to User Ch 215)- Seal	Underdale	\$93
25761	Indent Parking - Surface - Arthur Lemon Av - 0315 (User Ch 25 to User Ch 10)- Seal	Underdale	\$105
25759	Indent Parking - Surface - Arthur Lemon Av - 0315 (User Ch 40 to User Ch 45)- Seal	Underdale	\$37
25760	Indent Parking - Surface - Arthur Lemon Av - 0315 (User Ch 50 to User Ch 30)- Seal	Underdale	\$114
25764	Indent Parking - Surface - Arthur Lemon Av - 0315 (User Ch 80 to User Ch 95)- Seal	Underdale	\$96
25919	Indent Parking - Surface - Haddrick Ct - 4530 (User Ch 10 to User Ch 15)- Seal	Underdale	\$39
25968	Indent Parking - Surface - Haddrick Ct - 4530 (User Ch 12 to User Ch 5)- Seal	Underdale	\$41
25920	Indent Parking - Surface - Haddrick Ct - 4530 (User Ch 20 to User Ch 25)- Seal	Underdale	\$38
25929	Indent Parking - Surface - Haddrick Ct - 4530 (User Ch 60 to User Ch 55)- Seal	Underdale	\$41
25905	Indent Parking - Surface - Hatwell Ct - 4692 (User Ch 10 to User Ch 20)- Seal	Underdale	\$47
25911	Indent Parking - Surface - Hatwell Ct - 4692 (User Ch 100 to User Ch 105)- Seal	Underdale	\$40
25888	Indent Parking - Surface - Hatwell Ct - 4692 (User Ch 110 to User Ch 115)- Seal	Underdale	\$41
25907	Indent Parking - Surface - Hatwell Ct - 4692 (User Ch 50 to User Ch 60)- Seal	Underdale	\$39
25909	Indent Parking - Surface - Hatwell Ct - 4692 (User Ch 80 to User Ch 85)- Seal	Underdale	\$42
80817	Indent Parking - Surface - Hemmingway Dr (James Leal Dr to Styles Pl) (1) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80798	Indent Parking - Surface - Hemmingway Dr (James Leal Dr to Styles Pl) (10) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80815	Indent Parking - Surface - Hemmingway Dr (James Leal Dr to Styles Pl) (2) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80813	Indent Parking - Surface - Hemmingway Dr (James Leal Dr to Styles Pl) (3) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80811	Indent Parking - Surface - Hemmingway Dr (James Leal Dr to Styles Pl) (4) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80809	Indent Parking - Surface - Hemmingway Dr (James Leal Dr to Styles Pl) (5) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80807	Indent Parking - Surface - Hemmingway Dr (James Leal Dr to Styles Pl) (6) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80805	Indent Parking - Surface - Hemmingway Dr (James Leal Dr to Styles Pl) (7) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80805	Indent Parking - Surface - Hemmingway Dr (James Leal Dr to Styles Pl) (7) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80801	Indent Parking - Surface - Hemmingway Dr (James Leal Dr to Styles Pl) (9) **UNDERDALE STAGE2**- Seal	Underdale	\$45

25984	Indent Parking - Surface - Isley Rd - 5180 (User Ch 25 to User Ch 20)- Seal	Underdale	\$41
25975	Indent Parking - Surface - Isley Rd - 5180 (User Ch 30 to User Ch 35)- Seal	Underdale	\$43
25976	Indent Parking - Surface - Isley Rd - 5180 (User Ch 45 to User Ch 50)- Seal	Underdale	\$40
25982	Indent Parking - Surface - Isley Rd - 5180 (User Ch 50 to User Ch 45)- Seal	Underdale	\$41
25978	Indent Parking - Surface - Isley Rd - 5180 (User Ch 80 to User Ch 85)- Seal	Underdale	\$44
25980	Indent Parking - Surface - Isley Rd - 5180 (User Ch 90 to User Ch 80)- Seal	Underdale	\$95
25849	Indent Parking - Surface - James Leal Dr - 5328 (User Ch 105 to User Ch 110)- Seal	Underdale	\$35
25848	Indent Parking - Surface - James Leal Dr - 5328 (User Ch 70 to User Ch 90)- Seal	Underdale	\$139
25863	Indent Parking - Surface - Powell Av - 7655 (James Leal Dr to Samuel Lewis Av) (1) **UNDERDALE STAGE2**- Seal	Underdale	\$90
25864	Indent Parking - Surface - Powell Av - 7655 (James Leal Dr to Samuel Lewis Av) (2) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80827	Indent Parking - Surface - Powell Av - 7655 (James Leal Dr to Samuel Lewis Av) (3) **UNDERDALE STAGE2**- Seal	Underdale	\$1,564
80829	Indent Parking - Surface - Powell Av - 7655 (James Leal Dr to Samuel Lewis Av) (4) **UNDERDALE STAGE2**- Seal	Underdale	\$1,564
80832	Indent Parking - Surface - Powell Av - 7655 (Samuel Lewis Av to End) (1) **UNDERDALE STAGE2**- Seal	Underdale	\$1,714
80833	Indent Parking - Surface - Powell Av - 7655 (Samuel Lewis Av to End) (2) **UNDERDALE STAGE2**- Seal	Underdale	\$1,714
80835	Indent Parking - Surface - Powell Av - 7655 (Samuel Lewis Av to End) (3) **UNDERDALE STAGE2**- Seal	Underdale	\$1,714
25649	Indent Parking - Surface - Pritchard Ct - 7695 (Fitzroy Av to User Ch 240) (1)- Seal	Camden Park	\$353
25651	Indent Parking - Surface - Pritchard Ct - 7695 (Fitzroy Av to User Ch 240) (2)- Seal	Camden Park	\$488
80848	Indent Parking - Surface - Samuel Lewis Av (Holbrooks Rd to Powell Av) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80853	Indent Parking - Surface - Samuel Lewis Av (Powell Av to Hemmingway Dr) (1) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80859	Indent Parking - Surface - Samuel Lewis Av (Powell Av to Hemmingway Dr) (2) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80861	Indent Parking - Surface - Samuel Lewis Av (Powell Av to Hemmingway Dr) (3) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80863	Indent Parking - Surface - Samuel Lewis Av (Powell Av to Hemmingway Dr) (4) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80865	Indent Parking - Surface - Samuel Lewis Av (Powell Av to Hemmingway Dr) (5) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80869	Indent Parking - Surface - Styles Pl (End to End) (1) **UNDERDALE STAGE2**- Seal	Underdale	\$144
80875	Indent Parking - Surface - Styles Pl (End to End) (2) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80877	Indent Parking - Surface - Styles Pl (End to End) (3) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80879	Indent Parking - Surface - Styles Pl (End to End) (4) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80881	Indent Parking - Surface - Styles Pl (End to End) (5) **UNDERDALE STAGE2**- Seal	Underdale	\$45
80883	Indent Parking - Surface - Styles Pl (End to End) (6) **UNDERDALE STAGE2**- Seal	Underdale	\$45
25873	Indent Parking - Surface - Witty Ct - 9735 (User Ch 20 to User Ch 10)- Seal	Underdale	\$88

25872	Indent Parking - Surface - Witty Ct - 9735 (User Ch 40 to User Ch 25)- Seal	Underdale	\$90
25969	Isley Rd - 5180 (Holbrooks Rd to Arthur Lemon Av)- Seal	Underdale	\$2,858
25825	James Leal Dr - 5328 (Arthur Lemon Av to Powell Av)- Seal	Underdale	\$531
25799	James Leal Dr - 5328 (End to Arthur Lemon Av)- Seal	Underdale	\$429
25851	James Leal Dr - 5328 (James Leal Dr to End)- Seal	Underdale	\$225
25838	James Leal Dr - 5328 (Powell Av to End)- Seal	Underdale	\$1,310
2662	James Pl - 5310 (Henley Beach Rd to End) - Seal	Lockleys	\$2,432
2811	Lewis St - 5870 (Lipsett Ter to Marshall Ter) - Seal	Brooklyn Park	\$6,379
2847	Madden Av - 6230 (Anzac Hwy to Waymouth Av) - Seal	Glandore	\$4,621
3428	New Dr - 6955 (Old Dr to End)- Seal	Novar Gardens	\$861
3533	Oakmont Cres - 7160 (Jacklin Rd to Hoylake St)- Seal	Novar Gardens	\$14,245
25046	Parkin Ct - 7447 (Culdesac North)- Seal	Plympton	\$342
25051	Parkin Ct - 7447 (Culdesac South)- Seal	Plympton	\$819
25041	Parkin Ct - 7447 (End to End)- Seal	Ashford	\$5,446
3092	Pearse St - 7490 (Henley Beach Rd to Norman St) - Seal	Underdale	\$9,272
25856	Powell Av - 7655 (James Leal Dr to Samuel Lewis Av) **UNDERDALE STAGE2**- Seal	Underdale	\$1,564
80646	Powell Av - 7655 (Samuel Lewis Av to End) **UNDERDALE STAGE2**- Seal	Underdale	\$1,714
3205	Pritchard Ct - 7695 (Fitzroy Av to User Ch 240) - Seal	Camden Park	\$3,694
3206	Pritchard Ct - 7695 (Pritchard Ct to User Ch 20) - Seal	Camden Park	\$386
3581	Rose L - 8144 (Parker St to End)- Seal	Thebarton	\$4,165
3595	Rushworth Av - 8220 (Lipsett Ter to Sir Donald Bradman Dr)- Seal	Brooklyn Park	\$6,566
80643	Samuel Lewis Av (Holbrooks Rd to Powell Av) **UNDERDALE STAGE2**- Seal	Underdale	\$3,142
80644	Samuel Lewis Av (Powell Av to Hemmingway Dr) **UNDERDALE STAGE2**- Seal	Underdale	\$2,249
3600	Sanders Ln - 8395 (Lucas St to User Ch 50)- Seal	Richmond	\$1,026
3268	Streeters Rd - 8750 (Myer Av to End) - Seal	Plympton	\$262
80641	Styles Pl (End to End) **UNDERDALE STAGE2**- Seal	Underdale	\$2,570
80640	Styles Pl (Styles Pl to End) **UNDERDALE STAGE2**- Seal	Underdale	\$150
3692	Victoria St - 9305 (King St to User Ch 80)- Seal	Mile End	\$3,133
3693	Victoria St - 9305 (User Ch 80 to Ballara St)- Seal	Mile End	\$5,976
3694	Victoria St - 9305 (User Ch 990 to Daringa St)- Seal	Mile End	\$6,020
25865	Witty Ct - 9735 (Arthur Lemon Av to End)- Seal	Underdale	\$1,161
25874	Witty Ct - 9735 (Witty Ct to End)- Seal	Underdale	\$125
1627	Albert St - 0065 (George St to Maria St)- Kerb	Thebarton	\$6,133
1818	Ashburn Av - 0320 (Hadley St to Burnley St)- Kerb	Fulham	\$18,956
1815	Ashburn Av - 0320 (Henley Beach Rd to Layton St)- Kerb	Fulham	\$5,575
1816	Ashburn Av - 0320 (Layton St to Newbury St)- Kerb	Fulham	\$14,310
1817	Ashburn Av - 0320 (Newbury St to Hadley St)- Kerb	Fulham	\$13,195
1755	Bakers Rd - 0610 (Major Av to Stirling St)- Kerb	Marleston	\$44,230
3085	Burbridge Rd (Service Road) - 1230 (Burbridge Rd to Weston St)- Kerb	West Beach	\$7,248
1932	Capper St - 1460 (Carlton Rd to Stonehouse Av)- Kerb	Camden Park	\$6,690
1936	Carlisle St - 1480 (Creslin Ter to Carlton Rd)- Kerb	Camden Park	\$2,973

1986	Coach House Dr - 1730 (Saratoga Dr to Old Dr)- Kerb	Novar Gardens	\$37,540
2113	Crossley St - 2060 (Glenburnie Ter to Long St)- Kerb	Plympton	\$20,442
2212	Curzon St - 2100 (Carlton Rd to Creslin Ter)- Kerb	Camden Park	\$5,575
2211	Curzon St - 2100 (Stonehouse Av to Carlton Rd)- Kerb	Camden Park	\$4,274
2210	Curzon St - 2100 (Victoria Av to Stonehouse Av)- Kerb	Camden Park	\$13,938
2120	Daly St - 3130 (Cross Ter to User Ch 140)- Kerb	Kurralta Park	\$16,726
2241	Dew St - 3285 (Rose St to Kintore St)- Kerb	Thebarton	\$20,071
2261	Elizabeth Av - 3620 (Marion Rd to Maynard Rd)- Kerb	Plympton	\$4,088
2297	Fawnbrake Cres - 3820 (User Ch 200 to Pennine St)- Kerb	West Beach	\$14,496
2295	Fawnbrake Cres - 3820 (User Ch 70 to Pennine St)- Kerb	West Beach	\$29,734
2398	Fletcher St - 3940 (Pam St to User Ch 200)- Kerb	Netley	\$13,195
2399	Fletcher St - 3940 (User Ch 200 to Harvey Av)- Kerb	Netley	\$8,363
2315	Franciscan Av - 4010 (Castlebar Rd to User Ch 40)- Kerb	Lockleys	\$5,575
2446	Gray St - 4380 (Mcarthur Av to End)- Kerb	Plympton	\$18,026
2456	Grosvenor St - 4390 (User Ch 160 to Forest St)- Kerb	Glandore	\$1,858
2528	Henley St - 4772 (Henley Beach Rd to User Ch 250)- Kerb	Mile End	\$15,796
2529	Henley St - 4772 (User Ch 250 to User Ch 400)- Kerb	Mile End	\$9,106
2536	Herbert Rd - 4800 (Farnham Rd to User Ch 100)- Kerb	Ashford	\$21,372
2632	Holder Av - 4860 (Richmond Rd to Kingston Av)- Kerb	Richmond	\$19,885
2566	Holland St - 4665 (Smith St to Light Tce)- Kerb	Thebarton	\$15,425
2541	Horsley St - 4890 (Frontage Rd to Corona Av)- Kerb	Lockleys	\$21,929
25647	Indent Parking - Surface - Cross Ter - 2050 (Daly St to Warwick Av)- Kerb	Kurralta Park	\$4,646
25564	Indent Parking - Surface - Danby St - 3135 (Ashley St to North Pde)- Kerb	Torrensville	\$11,150
25566	Indent Parking - Surface - Danby St - 3135 (North Pde to Ashley St)- Kerb	Torrensville	\$15,796
25597	Indent Parking - Surface - Parker St - 7445 (Henley Beach Rd to Rose St)- Kerb	Thebarton	\$1,115
2651	Ingerson St - 5140 (Davis St to Neptune Cres)- Kerb	West Beach	\$9,478
2652	Ingerson St - 5140 (Neptune Cres to User Ch 150)- Kerb	West Beach	\$25,646
2771	Joyce Av - 5380 (Garden Ter to End)- Kerb	Underdale	\$6,876
2682	Kandy St - 5510 (User Ch 130 to Chippendale Av)- Kerb	Lockleys	\$18,584
2683	Keily St - 5520 (Marion Rd to Owen St)- Kerb	Plympton	\$8,549
2693	Kent Ter - 5590 (End to Torrens Av)- Kerb	Lockleys	\$7,991
2785	Kingston Av - 5640 (Brooker Ter to User Ch 160)- Kerb	Richmond	\$5,204
2786	Kingston Av - 5640 (User Ch 160 to User Ch 360)- Kerb	Richmond	\$1,673
2788	Kingston Av - 5640 (User Ch 410 to Deacon Av)- Kerb	Richmond	\$3,717
2806	Leicester St - 5830 (Morley St to Norwich St)- Kerb	West Richmond	\$17,283
2821	Lipsett Ter - 5950 (Airport Rd to Clifford St)- Kerb	Brooklyn Park	\$7,619
2816	Lipsett Ter - 5950 (User Ch 100 to Rushworth Av)- Kerb	Brooklyn Park	\$4,646
2733	London Rd - 5970 (Railway Ter to User Ch 200)- Kerb	Mile End South	\$6,504
2734	London Rd - 5970 (User Ch 200 to User Ch 400)- Kerb	Mile End South	\$13,380
2735	London Rd - 5970 (User Ch 400 to South Rd)- Kerb	Mile End South	\$13,380
2736	Long St - 5980 (Anzac Hwy to Manfred St)- Kerb	Plympton	\$5,389
2954	Maria St - 6315 (James Congdon Dr to User Ch 110)- Kerb	Thebarton	\$2,788
2887	Marlow Rd - 6360 (Hampton Rd to Richmond Rd)- Kerb	Keswick	\$2,044

3013	Mooringe Av - 6590 (Fitzroy Av to User Ch 250)- Kerb	North Plympton	\$21,557
3012	Mooringe Av - 6590 (User Ch 10 to Fitzroy Av)- Kerb	North Plympton	\$9,850
3014	Mooringe Av - 6590 (User Ch 250 to User Ch 500)- Kerb	North Plympton	\$5,204
2938	Mortimer St - 6640 (Beauchamp St to South Rd)- Kerb	Kurralt Park	\$13,566
2937	Mortimer St - 6640 (Selby St to Beauchamp St)- Kerb	Kurralt Park	\$46,460
3425	Netley Av - 6950 (Rutland Av to Strathmore Av)- Kerb	Lockleys	\$9,106
3431	North Pde - 7002 (Clifford St to Hayward Av)- Kerb	Torrensville	\$89,203
3543	Osman Pl - 7215 (Dew St to West Thebarton Rd)- Kerb	Thebarton	\$11,522
3545	Owen St - 7240 (Keily St to Anzac Hwy)- Kerb	Plympton	\$3,903
3174	Parker St - 7445 (Rose St to Henley Beach Rd)- Kerb	Thebarton	\$3,345
3095	Pembroke Av - 7510 (Ramsey St to Marion Rd)- Kerb	Netley	\$16,540
3102	Pine Av - 7570 (Capri Av to User Ch 300)- Kerb	Glenelg North	\$5,018
3101	Pine Av - 7570 (User Ch 20 to Capri Av)- Kerb	Glenelg North	\$5,204
3231	Rankine Rd - 7890 (User Ch 100 to User Ch 290)- Kerb	Torrensville	\$14,496
3483	Riverside Dr - 8110 (Louise Av to User Ch 110)- Kerb	Fulham	\$3,717
3609	Sandilands St - 8410 (Dartmoor St to End)- Kerb	Lockleys	\$15,239
3612	Sarah St - 8430 (George St to Richmond Rd)- Kerb	Marleston	\$13,380
3711	Selby St - 8470 (Anzac Hwy to Mortimer St)- Kerb	Kurralt Park	\$5,947
3720	Sherriff St - 8530 (User Ch 90 to User Ch 270)- Kerb	Underdale	\$19,327
3246	St Anton St - 8660 (Cudmore Ter to Barnes Av)- Kerb	Marleston	\$4,460
3345	Stephens Av - 8710 (Ashley St to Bray Av)- Kerb	Torrensville	\$9,478
3293	Taylor Av - 8980 (User Ch 150 to Rundle Av)- Kerb	Lockleys	\$5,389
3299	Tilden St - 9040 (Mcarthur Av to James St)- Kerb	Plympton	\$1,858
3691	Victoria St - 9305 (Cuming St to King St)- Kerb	Mile End	\$14,124
3690	Victoria St - 9305 (Gladstone Rd to Cuming St)- Kerb	Mile End	\$10,965
3689	Victoria St - 9305 (Hughes St to Gladstone Rd)- Kerb	Mile End	\$7,248
3846	Wentworth St - 9540 (Brecon St to Darwin St)- Kerb	Lockleys	\$14,496
3818	Western Pd - 9560 (Marion Rd to User Ch 210)- Kerb	Brooklyn Park	\$21,929
3858	Whelan Av - 9600 (Melanto Av to User Ch 200)- Kerb	Camden Park	\$74,336
3859	Whelan Av - 9600 (User Ch 200 to Gardner St)- Kerb	Camden Park	\$11,522
	2021/22		
2935	Mortimer St - 6640 (Grassmere St to Warwick Av) - Seal	Kurralt Park	\$41,128
2941	Moss Av - 6650 (User Ch 210 to Tennyson St) - Seal	Marleston	\$8,994
3543	Osman Pl - 7215 (Dew St to West Thebarton Rd)- Seal	Thebarton	\$32,051
3102	Pine Av - 7570 (Capri Av to User Ch 300) - Seal	Glenelg North	\$82,641
3101	Pine Av - 7570 (User Ch 20 to Capri Av) - Seal	Glenelg North	\$67,252
3103	Pine Av - 7570 (User Ch 300 to City Boundary) - Seal	Glenelg North	\$40,228
3345	Stephens Av - 8710 (Ashley St to Bray Av) - Seal	Torrensville	\$48,020
3773	Unknown - 9205 (Osborn Ter to Birkalla Ter)- Seal	Plympton	\$6,196
3858	Whelan Av - 9600 (Melanto Av to User Ch 200)- Seal	Camden Park	\$34,584
3859	Whelan Av - 9600 (User Ch 200 to Gardner St)- Seal	Camden Park	\$43,129
1610	Africaine Rd - 0025 (Military Rd to Tapleys Hill Rd) - Seal	Glenelg North	\$95,879
1988	Bonython Av - 1020 (User Ch 70 to Pine Av) - Seal	Novar Gardens	\$9,089

1932	Capper St - 1460 (Carlton Rd to Stonehouse Av) - Seal	Camden Park	\$35,995
2120	Daly St - 3130 (Cross Ter to User Ch 140) - Seal	Kurralt Park	\$18,108
2315	Franciscan Av - 4010 (Castlebar Rd to User Ch 40) - Seal	Lockleys	\$7,136
2632	Holder Av - 4860 (Richmond Rd to Kingston Av) - Seal	Richmond	\$78,327
2771	Joyce Av - 5380 (Garden Ter to End) - Seal	Underdale	\$14,910
2733	London Rd - 5970 (Railway Ter to User Ch 200) - Seal	Mile End South	\$58,822
2734	London Rd - 5970 (User Ch 200 to User Ch 400) - Seal	Mile End South	\$58,822
2735	London Rd - 5970 (User Ch 400 to South Rd) - Seal	Mile End South	\$52,093
3431	North Pde - 7002 (Clifford St to Hayward Av) - Seal	Torrensville	\$45,020
3100	Pine Av - 7570 (Bonython Av to User Ch 20) - Seal	Glenelg North	\$10,107
3292	Taylor Av - 8980 (Duncan St to User Ch 150) - Seal	Lockleys	\$26,383
3293	Taylor Av - 8980 (User Ch 150 to Rundle Av) - Seal	Lockleys	\$26,178
1627	Albert St - 0065 (George St to Maria St) - Seal	Thebarton	\$23,006
1818	Ashburn Av - 0320 (Hadley St to Burnley St) - Seal	Fulham	\$33,891
1815	Ashburn Av - 0320 (Henley Beach Rd to Layton St) - Seal	Fulham	\$40,905
1816	Ashburn Av - 0320 (Layton St to Newbury St) - Seal	Fulham	\$34,437
1817	Ashburn Av - 0320 (Newbury St to Hadley St) - Seal	Fulham	\$38,828
1755	Bakers Rd - 0610 (Major Av to Stirling St) - Seal	Marleston	\$29,103
1914	Brecon Ct - 1080 (Brecon St to Brecon St) - Seal	Lockleys	\$16,096
1986	Coach House Dr - 1730 (Saratoga Dr to Old Dr) - Seal	Novar Gardens	\$52,887
2241	Dew St - 3285 (Rose St to Kintore St) - Seal	Thebarton	\$52,127
2375	Fairfax Ter - 3770 (User Ch 200 to End) - Seal	Torrensville	\$6,718
2297	Fawnbrake Cres - 3820 (User Ch 200 to Pennine St) - Seal	West Beach	\$31,674
2295	Fawnbrake Cres - 3820 (User Ch 70 to Pennine St) - Seal	West Beach	\$42,332
2446	Gray St - 4380 (Mcarthur Av to End) - Seal	Plympton	\$26,478
2456	Grosvenor St - 4390 (User Ch 160 to Forest St) - Seal	Glandore	\$31,207
2455	Grosvenor St - 4390 (User Ch 90 to User Ch 160) - Seal	Glandore	\$12,844
2528	Henley St - 4772 (Henley Beach Rd to User Ch 250) - Seal	Mile End	\$33,583
2529	Henley St - 4772 (User Ch 250 to User Ch 400) - Seal	Mile End	\$19,218
2566	Holland St - 4665 (Smith St to Light Tce) - Seal	Thebarton	\$31,756
25647	Indent Parking - Surface - Cross Ter - 2050 (Daly St to Warwick Av) - Seal	Kurralt Park	\$6,475
25597	Indent Parking - Surface - Parker St - 7445 (Henley Beach Rd to Rose St) - Seal	Thebarton	\$4,920
2683	Keily St - 5520 (Marion Rd to Owen St) - Seal	Plympton	\$27,437
2693	Kent Ter - 5590 (End to Torrens Av) - Seal	Lockleys	\$25,641
2821	Lipsett Ter - 5950 (Airport Rd to Clifford St) - Seal	Brooklyn Park	\$20,639
2816	Lipsett Ter - 5950 (User Ch 100 to Rushworth Av) - Seal	Brooklyn Park	\$17,679
2736	Long St - 5980 (Anzac Hwy to Manfred St) - Seal	Plympton	\$42,646
2954	Maria St - 6315 (James Congdon Dr to User Ch 110) - Seal	Thebarton	\$10,892
2938	Mortimer St - 6640 (Beauchamp St to South Rd) - Seal	Kurralt Park	\$28,647
2937	Mortimer St - 6640 (Selby St to Beauchamp St) - Seal	Kurralt Park	\$38,444
3545	Owen St - 7240 (Keily St to Anzac Hwy) - Seal	Plympton	\$27,790
3174	Parker St - 7445 (Rose St to Henley Beach Rd) - Seal	Thebarton	\$40,519
3095	Pembroke Av - 7510 (Ramsey St to Marion Rd) - Seal	Netley	\$35,648

3096	Pennine St - 7520 (Burbridge Rd to Fawnbrake Cres) - Seal	West Beach	\$15,469
3230	Rankine Rd - 7890 (Henley Beach Rd to User Ch 100) - Seal	Torrensville	\$20,681
3231	Rankine Rd - 7890 (User Ch 100 to User Ch 290) - Seal	Torrensville	\$35,222
3609	Sandilands St - 8410 (Dartmoor St to End)- Seal	Lockleys	\$24,634
3711	Selby St - 8470 (Anzac Hwy to Mortimer St)- Seal	Kurralta Park	\$22,560
3691	Victoria St - 9305 (Cuming St to King St)- Seal	Mile End	\$29,958
3690	Victoria St - 9305 (Gladstone Rd to Cuming St)- Seal	Mile End	\$29,978
3689	Victoria St - 9305 (Hughes St to Gladstone Rd)- Seal	Mile End	\$36,646
	DDA Pram Ramp Upgrades - Kerb Program		\$260,000
1619	Albert Av - 0040 (Morphett Rd to Inkerman Av) - Kerb	Camden Park	\$63,632
1619	Albert Av - 0040 (Morphett Rd to Inkerman Av) - Pavement	Camden Park	\$94,078
1619	Albert Av - 0040 (Morphett Rd to Inkerman Av) - Seal	Camden Park	\$28,748
2082	Coneybeer St - 1830 (Anstey Cres to Ritchie Ter) - Seal	Marleston	\$16,627
2082	Coneybeer St - 1830 (Anstey Cres to Ritchie Ter)- Kerb	Marleston	\$35,473
2082	Coneybeer St - 1830 (Anstey Cres to Ritchie Ter)- Pavement	Marleston	\$54,413
2100	Cranbrook Av - 1990 (Holbrooks Rd to Sherriff St) - Seal	Underdale	\$36,831
2100	Cranbrook Av - 1990 (Holbrooks Rd to Sherriff St)- Kerb	Underdale	\$85,813
2100	Cranbrook Av - 1990 (Holbrooks Rd to Sherriff St)- Pavement	Underdale	\$120,530
2112	Cross Ter - 2050 (Daly St to Warwick Av) - Seal	Kurralta Park	\$38,727
2112	Cross Ter - 2050 (Daly St to Warwick Av)- Kerb	Kurralta Park	\$82,126
2112	Cross Ter - 2050 (Daly St to Warwick Av)- Pavement	Kurralta Park	\$126,734
2213	Cygnets St - 2110 (Old Dr to Saratoga Dr) - Seal	Novar Gardens	\$51,554
2213	Cygnets St - 2110 (Old Dr to Saratoga Dr)- Kerb	Novar Gardens	\$109,988
2213	Cygnets St - 2110 (Old Dr to Saratoga Dr)- Pavement	Novar Gardens	\$168,712
2373	Halsey Rd - 4560 (Lowry St to Burnley St) - Seal	Fulham	\$24,245
2373	Halsey Rd - 4560 (Lowry St to Burnley St)- Kerb	Fulham	\$71,552
2373	Halsey Rd - 4560 (Lowry St to Burnley St)- Pavement	Fulham	\$79,341
2493	Hayward Av - 4730 (End to Ashwin Pd) - Seal	Torrensville	\$59,886
2493	Hayward Av - 4730 (End to Ashwin Pd) - Kerb	Torrensville	\$126,241
2493	Hayward Av - 4730 (End to Ashwin Pd) - Pavement	Torrensville	\$195,977
2615	Henley Beach Rd (Service Road) - 4770 (Henley Beach Rd to End) - Kerb	Lockleys	\$23,174
2615	Henley Beach Rd (Service Road) - 4770 (Henley Beach Rd to End) - Pavement	Lockleys	\$32,549
2615	Henley Beach Rd (Service Road) - 4770 (Henley Beach Rd to End) - Seal	Lockleys	\$9,946
2565	Holland St - 4665 (Phillips St to Smith St) - Seal	Thebarton	\$36,321
2565	Holland St - 4665 (Phillips St to Smith St)- Kerb	Thebarton	\$76,566
2565	Holland St - 4665 (Phillips St to Smith St)- Pavement	Thebarton	\$118,861
2839	Mabel St - 6180 (Marion Rd to Clayton Av) - Seal	Plympton	\$38,075
2839	Mabel St - 6180 (Marion Rd to Clayton Av)- Kerb	Plympton	\$96,317
2839	Mabel St - 6180 (Marion Rd to Clayton Av)- Pavement	Plympton	\$124,602
3039	Mcarthur Av - 6730 (Tennyson St to Garfield Av) - Seal	Kurralta Park	\$24,644
3039	Mcarthur Av - 6730 (Tennyson St to Garfield Av)- Kerb	Kurralta Park	\$52,262
3039	Mcarthur Av - 6730 (Tennyson St to Garfield Av)- Pavement	Kurralta Park	\$80,648
3524	North Pde - 7002 (Shipster St to User Ch 540)- Kerb	Torrensville	\$21,929

3524	North Pde - 7002 (Shipster St to User Ch 540)- Pavement	Torrensville	\$46,606
3524	North Pde - 7002 (Shipster St to User Ch 540)- Seal	Torrensville	\$14,242
3523	North Pde - 7002 (Wainhouse St to Shipster St)- Kerb	Torrensville	\$82,513
3523	North Pde - 7002 (Wainhouse St to Shipster St)- Pavement	Torrensville	\$175,366
3523	North Pde - 7002 (Wainhouse St to Shipster St)- Seal	Torrensville	\$53,587
3542	Oscar St - 7210 (Airport Rd to Lewis St)- Kerb	Brooklyn Park	\$61,922
3542	Oscar St - 7210 (Airport Rd to Lewis St)- Pavement	Brooklyn Park	\$94,983
3542	Oscar St - 7210 (Airport Rd to Lewis St)- Seal	Brooklyn Park	\$29,025
3397	Torrens Av - 9080 (Dartmoor St to Dunrobin St) - Seal	Lockleys	\$26,309
3397	Torrens Av - 9080 (Dartmoor St to Dunrobin St)- Kerb	Lockleys	\$40,866
3397	Torrens Av - 9080 (Dartmoor St to Dunrobin St)- Pavement	Lockleys	\$86,098
3398	Torrens Av - 9080 (Dunrobin St to Duncan St) - Seal	Lockleys	\$19,542
3398	Torrens Av - 9080 (Dunrobin St to Duncan St)- Kerb	Lockleys	\$30,623
3398	Torrens Av - 9080 (Dunrobin St to Duncan St)- Pavement	Lockleys	\$63,951
3825	Wheaton Rd - 9590 (Clayton Av to Wokurna St)- Kerb	Plympton	\$90,876
3825	Wheaton Rd - 9590 (Clayton Av to Wokurna St)- Pavement	Plympton	\$188,101
3825	Wheaton Rd - 9590 (Clayton Av to Wokurna St)- Seal	Plympton	\$57,479
1658	Anderson Av - 0165 (Military Rd to City Boundary) **BOUNDARY** - Seal	Glenelg North	\$5,317
1655	Anderson Av - 0165 (Tapleys Hill Rd to User Ch 190) **BOUNDARY** - Seal	Glenelg North	\$3,777
1656	Anderson Av - 0165 (User Ch 190 to City Boundary) **BOUNDARY** - Seal	Glenelg North	\$132
1657	Anderson Av - 0165 (User Ch 190 to End) **BOUNDARY** - Seal	Glenelg North	\$1,878
1846	Ballara St - 0630 (Claremont St to User Ch 140) - Seal	Mile End	\$5,925
1845	Ballara St - 0630 (South Rd to Claremont St) - Seal	Mile End	\$10,073
1875	Bedford St - 0780 (Marshall Ter to User Ch 190) - Seal	Brooklyn Park	\$6,230
1900	Bonython Av - 1020 (Shannon Av to Leane Av) **BOUNDARY** - Seal	Glenelg North	\$3,145
2047	Chapel St - 1560 (Sarah-jay Ct to Long St) - Seal	Plympton	\$4,965
1969	Claremont St - 1650 (Ballara St to Daringa St) - Seal	Mile End	\$3,725
1970	Claremont St - 1650 (Daringa St to Sir Donald Bradman Dr) - Seal	Mile End	\$2,766
2130	Daringa St - 3150 (Claremont St to User Ch 140) - Seal	Mile End	\$7,172
2129	Daringa St - 3150 (South Rd to Claremont St) - Seal	Mile End	\$6,536
2135	Day Av - 3210 (Anzac Hwy to Everard Av) PART ROAD SOLD - Seal	Ashford	\$3,163
2140	Debra Ct - 3230 (Harvey Av to End) - Seal	Netley	\$8,724
2143	Deeds Rd - 3240 (Kinkaid Av to Mooringe Av) - Seal	North Plympton	\$7,950
2147	Dew St - 3285 (User Ch 210 to West Thebarton Rd) - Seal	Thebarton	\$4,821
2384	Farnham Rd - 3800 (Herbert Rd to Alexander Av) - Seal	Ashford	\$11,194
2304	Fitzroy Av - 3910 (Penong Av to Thornber Av) - Seal	Camden Park	\$5,308
2310	Flaherty L - 3915 (User Ch 250 to South Rd) - Seal	Mile End	\$11,434
2308	Flaherty L - 3915 (Victoria St to User Ch 150) - Seal	Mile End	\$4,198
2309	Flaherty L - 3915 (Victoria St to User Ch 250) - Seal	Mile End	\$7,719
2447	Gray St - 4380 (End to Tilden St) - Seal	Plympton	\$3,100
25655	Indent Parking - Surface - Cawthorne St - 1545 (Smith St to Light Tce) (1)- Seal	Thebarton	\$39

25657	Indent Parking - Surface - Cawthorne St - 1545 (Smith St to Light Tce) (2)- Seal	Thebarton	\$151
25661	Indent Parking - Surface - Cawthorne St - 1545 (Smith St to Light Tce) (3)- Seal	Thebarton	\$376
25663	Indent Parking - Surface - Cawthorne St - 1545 (Smith St to Light Tce) (4)- Seal	Thebarton	\$232
25665	Indent Parking - Surface - Cawthorne St - 1545 (Smith St to Light Tce) (5)- Seal	Thebarton	\$377
25653	Indent Parking - Surface - Pritchard Ct - 7695 (Fitzroy Av to User Ch 240) (3)- Seal	Thebarton	\$279
2767	Jervois St - 5365 (Ashley St to Meyer St) - Seal	Torrensville	\$6,978
2773	Junction L - 5382 (User Ch 250 to Railway Tce) - Seal	Mile End	\$3,667
2772	Junction L - 5382 (Victoria St to User Ch 250) - Seal	Mile End	\$4,901
2781	Kimber Ter - 5630 (Anstey Cres to Clifford Av) - Seal	Kurralt Park	\$3,993
2753	Lysle St - 6060 (Marshall Ter to User Ch 210) - Seal	Brooklyn Park	\$10,614
2891	Marshall Ter - 6380 (Thanet St to User Ch 100) - Seal	Brooklyn Park	\$3,970
25703	Moore L - 6595 (Dew St to End)- Seal	Mile End	\$1,090
2932	Mornington Av - 6620 (Cross Rd to Anzac Hwy) - Seal	Plympton	\$4,805
3446	Osborn Ter - 7200 (Errington St to User Ch 200)- Seal	Plympton	\$7,107
3448	Osborn Ter - 7200 (Raffles Cres to Unknown)- Seal	Plympton	\$573
3449	Osborn Ter - 7200 (Unknown to Crews Cres)- Seal	Plympton	\$1,345
3447	Osborn Ter - 7200 (User Ch 200 to Raffles Cres)- Seal	Plympton	\$5,386
3183	Pensford Ct - 7540 (Bristol Av to End) - Seal	Camden Park	\$1,772
3186	Phelps Ct - 7555 (Halsey Rd to Worden St) - Seal	Fulham	\$2,446
3187	Phelps Ct - 7555 (Worden St to End) - Seal	Fulham	\$1,611
3105	Pine St - 7580 (Beachway Av to End) - Seal	Brooklyn Park	\$2,021
3132	Railway Ter - 7860 (Cuming St to Gladstone Rd) - Seal	Mile End	\$7,228
3133	Railway Ter - 7860 (Gladstone Rd to User Ch 150) - Seal	Mile End	\$5,265
3134	Railway Ter - 7860 (User Ch 150 to User Ch 170) - Seal	Mile End	\$969
3130	Railway Ter - 7860 (User Ch 30 to User Ch 80) - Seal	Mile End	\$1,627
3131	Railway Ter - 7860 (User Ch 80 to Cuming St) - Seal	Mile End	\$5,217
3604	Sanders St - 8400 (Bignell St to Kitson Av)- Seal	Richmond	\$2,746
3713	Selby St - 8470 (Basnett St to End)- Seal	Kurralt Park	\$886
25109	Siesta Ave - 8560 (Toledo Ave to Miami Ave) **BOUNDARY** - Seal	West Beach	\$3,142
3080	Sir Donald Bradman Dr (Service Road) - 8572 (Rutland Av to End) - Seal	Lockleys	\$3,917
3346	Stephens Av - 8710 (Bray Av to Ashwin Pd) - Seal	Torrensville	\$8,916
3263	Streeters Rd - 8750 (Gardner St to Mooringe Av) - Seal	Plympton	\$6,576
3297	Thornber Av - 9030 (Whelan Av to Fitzroy Av) - Seal	Camden Park	\$3,538
3875	Windemere Av - 9700 (Doncaster Av to End)- Seal	Novar Gardens	\$1,241
3872	Windemere Av - 9700 (Leander Av to Montana Dr)- Seal	Novar Gardens	\$2,503
3873	Windemere Av - 9700 (Montana Dr to User Ch 150)- Seal	Novar Gardens	\$4,948
3874	Windemere Av - 9700 (User Ch 150 to Doncaster Av)- Seal	Novar Gardens	\$6,023
3876	Windemere Av - 9700 (Windemere Av to End)- Seal	Novar Gardens	\$742
3675	Worden St - 9775 (Phelps Ct to Farncomb Rd)- Seal	Fulham	\$2,015
1643	Allchurch Av - 0120 (Birdwood Ter to Coulter St)- Kerb	North Plympton	\$21,557
1644	Allchurch Av - 0120 (Coulter St to Park Ter)- Kerb	North Plympton	\$15,796

1765	Barnes Av - 0680 (Lucknow St to Galway Av)- Kerb	Marleston	\$83,256
1763	Barnes Av - 0680 (Richmond Rd to St Anton St)- Kerb	Marleston	\$87,345
1764	Barnes Av - 0680 (St Anton St to Lucknow St)- Kerb	Marleston	\$79,911
2003	Bristol Av - 1120 (User Ch 100 to Penong Av)- Kerb	Camden Park	\$10,221
2016	Burruva Av - 1270 (Pine Av to User Ch 240)- Kerb	Glenelg North	\$14,124
1952	Chapman St - 1570 (Henley Beach Rd to Elizabeth St)- Kerb	Torrensville	\$14,496
2096	Craig St - 1980 (Brooker Ter to Weaver Av)- Kerb	Richmond	\$18,398
2098	Craig St - 1980 (Chambers Av to Sanders St)- Kerb	Richmond	\$24,159
2099	Craig St - 1980 (Sanders St to Marion Rd)- Kerb	Richmond	\$9,478
2097	Craig St - 1980 (Weaver Av to Chambers Av)- Kerb	Richmond	\$20,071
2118	Cudmore Ter - 2080 (St Anton St to Richmond Rd)- Kerb	Marleston	\$84,743
2121	Daly St - 3130 (User Ch 140 to Tennyson St)- Kerb	Kurralt Park	\$7,248
2229	Deeds Rd - 3240 (Mooringe Av to Bristol Av)- Kerb	Camden Park	\$23,973
2148	Dewey St - 3290 (Halsey Rd to Tapleys Hill Rd)- Kerb	Fulham	\$15,982
2155	Douglas St - 3340 (Henley Beach Rd to Cornwall St)- Kerb	Lockleys	\$11,336
2259	Elba Av - 3600 (Rundle Av to Kent Ter)- Kerb	Lockleys	\$16,911
2382	Farncomb Rd - 3790 (Fitch Rd to Halsey Rd)- Kerb	Fulham	\$27,318
2445	Goldfinch Av - 4320 (Sir Donald Bradman Dr to Neill Rd)- Kerb	Cowandilla	\$58,725
2449	Gray St - 4380 (Durant St to Urrbrae Ter)- Kerb	Plympton	\$14,681
2370	Halsey Rd - 4560 (User Ch 110 to Fitch Rd)- Kerb	Fulham	\$39,212
2473	Hardys Rd - 4610 (Howie Av to Ashwin Pd)- Kerb	Underdale	\$9,106
2472	Hardys Rd - 4610 (User Ch 30 to Howie Av)- Kerb	Underdale	\$43,115
2567	Harvey Av - 4670 (Marion Rd to Debra Ct)- Kerb	Netley	\$10,221
2575	Harvey Ter - 4690 (Mclachlan Av to User Ch 220)- Kerb	Glenelg North	\$13,009
2694	Kingswood Cres - 5650 (Moresby St to User Ch 290)- Kerb	Lockleys	\$17,655
2695	Kingswood Cres - 5650 (User Ch 290 to Moresby St)- Kerb	Lockleys	\$15,239
2707	Lane St - 5740 (Brooker Ter to Weaver Av)- Kerb	Richmond	\$77,309
2708	Lane St - 5740 (Weaver Av to User Ch 210)- Kerb	Richmond	\$78,053
2824	Lipsett Ter - 5950 (Anna St to Paula St)- Kerb	Brooklyn Park	\$15,982
2822	Lipsett Ter - 5950 (Clifford St to Hazel St)- Kerb	Brooklyn Park	\$5,761
2823	Lipsett Ter - 5950 (Hazel St to Anna St)- Kerb	Brooklyn Park	\$10,407
2746	Lydia St - 6040 (Anzac Hwy to User Ch 170)- Kerb	Plympton	\$23,973
2950	Manfred St - 6300 (Long St to Glenburnie Ter)- Kerb	Plympton	\$15,982
2927	Morley St - 6610 (Britton St to Passmore St)- Kerb	West Richmond	\$37,168
2925	Morley St - 6610 (End to Leicester St)- Kerb	West Richmond	\$52,035
3423	Netherby Av - 6940 (Urrbrae Ter to Durant St)- Kerb	Plympton	\$16,726
3519	Norman St - 6990 (Hardy's Rd to Sherriff St)- Kerb	Underdale	\$87,716
3445	Osborn Ter - 7200 (User Ch 200 to Errington St)- Kerb	Plympton	\$3,345
3204	Primrose Ct - 7690 (Chatswood Gv to Chatswood Gv)- Kerb	Underdale	\$4,832
3325	Reid St - 8055 (Stirling St to Queen St)- Kerb	Thebarton	\$5,018
3485	Riverside Dr - 8110 (Crispian St to User Ch 120)- Kerb	Fulham	\$8,734
3484	Riverside Dr - 8110 (User Ch 110 to Crispian St)- Kerb	Fulham	\$7,434
3264	Streeters Rd - 8750 (Mooringe Av to User Ch 260)- Kerb	North Plympton	\$21,929

3365	Sycamore Av - 8830 (Allendale Av to Montana Dr)- Kerb	Novar Gardens	\$16,540
3399	Torrens Av - 9080 (Duncan St to Noble Av)- Kerb	Lockleys	\$10,035
3401	Torrens Av - 9080 (Kellett Av to Henley Beach Rd)- Kerb	Lockleys	\$8,363
3400	Torrens Av - 9080 (Noble Av to Kellett Av)- Kerb	Lockleys	\$30,106
3805	Weaver Av - 9510 (Lucas St to Redin St)- Kerb	Richmond	\$6,133
3812	Weetunga St - 9520 (Tapleys Hill Rd to Murray St)- Kerb	Fulham	\$15,982
3860	Whelan Av - 9600 (Gardner St to Mooringe Av)- Kerb	Camden Park	\$4,088
3828	Whelan Av - 9600 (Stonehouse Av to Melanto Av)- Kerb	Camden Park	\$107,787
	Roundabout and Minor Road Rehabilitation		\$250,000
	2022/23		
2707	Lane St - 5740 (Brooker Ter to Weaver Av) - Seal	Richmond	\$36,340
2708	Lane St - 5740 (Weaver Av to User Ch 210) - Seal	Richmond	\$36,685
2746	Lydia St - 6040 (Anzac Hwy to User Ch 170) - Seal	Plympton	\$29,683
2927	Morley St - 6610 (Britton St to Passmore St) - Seal	West Richmond	\$16,264
2925	Morley St - 6610 (End to Leicester St) - Seal	West Richmond	\$23,704
3325	Reid St - 8055 (Stirling St to Queen St) - Seal	Thebarton	\$5,165
3264	Streeters Rd - 8750 (Mooringe Av to User Ch 260) - Seal	North Plympton	\$45,070
3860	Whelan Av - 9600 (Gardner St to Mooringe Av)- Seal	Camden Park	\$26,535
3828	Whelan Av - 9600 (Stonehouse Av to Melanto Av)- Seal	Camden Park	\$50,669
1765	Barnes Av - 0680 (Lucknow St to Galway Av) - Seal	Marleston	\$35,883
1763	Barnes Av - 0680 (Richmond Rd to St Anton St) - Seal	Marleston	\$37,986
1764	Barnes Av - 0680 (St Anton St to Lucknow St) - Seal	Marleston	\$34,608
2016	Burrupa Av - 1270 (Pine Av to User Ch 240) - Seal	Glenelg North	\$41,866
2118	Cudmore Ter - 2080 (St Anton St to Richmond Rd) - Seal	Marleston	\$39,828
2121	Daly St - 3130 (User Ch 140 to Tennyson St) - Seal	Kurralt Park	\$43,513
2229	Deeds Rd - 3240 (Mooringe Av to Bristol Av) - Seal	Camden Park	\$50,536
2449	Gray St - 4380 (Durant St to Urrbrae Ter) - Seal	Plympton	\$52,374
2473	Hardys Rd - 4610 (Howie Av to Ashwin Pd) - Seal	Underdale	\$36,431
2472	Hardys Rd - 4610 (User Ch 30 to Howie Av) - Seal	Underdale	\$87,849
2567	Harvey Av - 4670 (Marion Rd to Debra Ct) - Seal	Netley	\$24,046
2651	Ingerson St - 5140 (Davis St to Neptune Cres) - Seal	West Beach	\$34,616
1643	Allchurch Av - 0120 (Birdwood Ter to Coulter St) - Seal	North Plympton	\$17,519
1644	Allchurch Av - 0120 (Coulter St to Park Ter) - Seal	North Plympton	\$23,120
2003	Bristol Av - 1120 (User Ch 100 to Penong Av) - Seal	Camden Park	\$28,014
1952	Chapman St - 1570 (Henley Beach Rd to Elizabeth St) - Seal	Torrensville	\$35,399
2096	Craig St - 1980 (Brooker Ter to Weaver Av) - Seal	Richmond	\$37,777
2098	Craig St - 1980 (Chambers Av to Sanders St) - Seal	Richmond	\$40,111
2099	Craig St - 1980 (Sanders St to Marion Rd) - Seal	Richmond	\$34,810
2097	Craig St - 1980 (Weaver Av to Chambers Av) - Seal	Richmond	\$32,375
2148	Dewey St - 3290 (Halsey Rd to Tapleys Hill Rd) - Seal	Fulham	\$15,638
2155	Douglas St - 3340 (Henley Beach Rd to Cornwall St) - Seal	Lockleys	\$44,962
2259	Elba Av - 3600 (Rundle Av to Kent Ter) - Seal	Lockleys	\$27,873
2382	Farncomb Rd - 3790 (Fitch Rd to Halsey Rd) - Seal	Fulham	\$45,094

2445	Goldfinch Av - 4320 (Sir Donald Bradman Dr to Neill Rd) - Seal	Cowandilla	\$18,990
2370	Halsey Rd - 4560 (User Ch 110 to Fitch Rd) - Seal	Fulham	\$66,855
2575	Harvey Ter - 4690 (Mclachlan Av to User Ch 220) - Seal	Glenelg North	\$31,830
2694	Kingswood Cres - 5650 (Moresby St to User Ch 290) - Seal	Lockleys	\$51,017
2695	Kingswood Cres - 5650 (User Ch 290 to Moresby St) - Seal	Lockleys	\$45,183
2824	Lipsett Ter - 5950 (Anna St to Paula St) - Seal	Brooklyn Park	\$47,631
2822	Lipsett Ter - 5950 (Clifford St to Hazel St) - Seal	Brooklyn Park	\$56,285
2823	Lipsett Ter - 5950 (Hazel St to Anna St) - Seal	Brooklyn Park	\$48,027
2950	Manfred St - 6300 (Long St to Glenburnie Ter) - Seal	Plympton	\$24,321
3423	Netherby Av - 6940 (Urrbrae Ter to Durant St)- Seal	Plympton	\$27,870
3519	Norman St - 6990 (Hardy's Rd to Sherriff St)- Seal	Underdale	\$34,966
3445	Osborn Ter - 7200 (User Ch 200 to Errington St)- Seal	Plympton	\$15,680
3204	Primrose Ct - 7690 (Chatswood Gv to Chatswood Gv) - Seal	Underdale	\$7,180
3485	Riverside Dr - 8110 (Crispian St to User Ch 120)- Seal	Fulham	\$20,700
3484	Riverside Dr - 8110 (User Ch 110 to Crispian St)- Seal	Fulham	\$17,438
3365	Sycamore Av - 8830 (Allendale Av to Montana Dr) - Seal	Novar Gardens	\$45,572
3399	Torrens Av - 9080 (Duncan St to Noble Av) - Seal	Lockleys	\$41,861
3401	Torrens Av - 9080 (Kellett Av to Henley Beach Rd) - Seal	Lockleys	\$39,529
3400	Torrens Av - 9080 (Noble Av to Kellett Av) - Seal	Lockleys	\$50,092
3805	Weaver Av - 9510 (Lucas St to Redin St)- Seal	Richmond	\$22,485
3812	Weetunga St - 9520 (Tapleys Hill Rd to Murray St)- Seal	Fulham	\$26,863
	DDA Pram Ramp Upgrades - Kerb Program		\$190,000
1851	Balmoral St - 0640 (Main St to Lancaster St) - Seal	Lockleys	\$13,401
1851	Balmoral St - 0640 (Main St to Lancaster St)- Kerb	Lockleys	\$33,421
1851	Balmoral St - 0640 (Main St to Lancaster St)- Pavement	Lockleys	\$43,854
1874	Beckman St - 0770 (Coralie St to Anzac Hwy) - Seal	Plympton	\$60,389
1874	Beckman St - 0770 (Coralie St to Anzac Hwy)- Kerb	Plympton	\$57,726
1874	Beckman St - 0770 (Coralie St to Anzac Hwy)- Pavement	Plympton	\$262,583
2634	Hoylake St - 4940 (Morphett Rd to Prescott St) - Seal	Novar Gardens	\$38,291
2634	Hoylake St - 4940 (Morphett Rd to Prescott St)- Kerb	Novar Gardens	\$81,692
2634	Hoylake St - 4940 (Morphett Rd to Prescott St)- Pavement	Novar Gardens	\$125,308
2635	Hoylake St - 4940 (Prescott St to St Andrews Cres) - Seal	Novar Gardens	\$18,704
2635	Hoylake St - 4940 (Prescott St to St Andrews Cres)- Kerb	Novar Gardens	\$39,428
2635	Hoylake St - 4940 (Prescott St to St Andrews Cres)- Pavement	Novar Gardens	\$61,208
3094	Pearson St - 7500 (Burt Av to Sir Donald Bradman Dr) - Seal	Hilton	\$30,651
3094	Pearson St - 7500 (Burt Av to Sir Donald Bradman Dr)- Kerb	Hilton	\$63,111
3094	Pearson St - 7500 (Burt Av to Sir Donald Bradman Dr)- Pavement	Hilton	\$100,307
3471	Richmond Rd - 8085 (End to User Ch 80)- Kerb	Netley	\$28,738
3471	Richmond Rd - 8085 (End to User Ch 80)- Pavement	Netley	\$128,471
3471	Richmond Rd - 8085 (End to User Ch 80)- Seal	Netley	\$29,546
3468	Richmond Rd - 8085 (Transport Av to User Ch 290)- Kerb	Netley	\$107,066
3468	Richmond Rd - 8085 (Transport Av to User Ch 290)- Pavement	Netley	\$482,825
3468	Richmond Rd - 8085 (Transport Av to User Ch 290)- Seal	Netley	\$111,041

3469	Richmond Rd - 8085 (User Ch 260 to Transport Av)- Kerb	Netley	\$64,464
3469	Richmond Rd - 8085 (User Ch 260 to Transport Av)- Pavement	Netley	\$285,651
3469	Richmond Rd - 8085 (User Ch 260 to Transport Av)- Seal	Netley	\$65,695
3467	Richmond Rd - 8085 (User Ch 290 to Marion Rd)- Kerb	Netley	\$39,060
3467	Richmond Rd - 8085 (User Ch 290 to Marion Rd)- Pavement	Netley	\$176,144
3467	Richmond Rd - 8085 (User Ch 290 to Marion Rd)- Seal	Netley	\$40,510
3470	Richmond Rd - 8085 (User Ch 80 to User Ch 260)- Kerb	Netley	\$64,605
3470	Richmond Rd - 8085 (User Ch 80 to User Ch 260)- Pavement	Netley	\$288,811
3470	Richmond Rd - 8085 (User Ch 80 to User Ch 260)- Seal	Netley	\$66,421
3242	St Andrews Cres - 8650 (User Ch 160 to Sunningdale Av) - Seal	Novar Gardens	\$40,619
3242	St Andrews Cres - 8650 (User Ch 160 to Sunningdale Av)- Kerb	Novar Gardens	\$86,657
3242	St Andrews Cres - 8650 (User Ch 160 to Sunningdale Av)- Pavement	Novar Gardens	\$132,925
3827	Wheaton Rd - 9590 (Charles St to Beckman St)- Kerb	Plympton	\$77,447
3827	Wheaton Rd - 9590 (Charles St to Beckman St)- Pavement	Plympton	\$158,874
3827	Wheaton Rd - 9590 (Charles St to Beckman St)- Seal	Plympton	\$48,548
3826	Wheaton Rd - 9590 (Wokurna St to Charles St)- Kerb	Plympton	\$71,136
3826	Wheaton Rd - 9590 (Wokurna St to Charles St)- Pavement	Plympton	\$145,927
3826	Wheaton Rd - 9590 (Wokurna St to Charles St)- Seal	Plympton	\$44,592
3879	Winwood St - 9725 (Holland St to End)- Kerb	Thebarton	\$43,509
3879	Winwood St - 9725 (Holland St to End)- Pavement	Thebarton	\$69,955
3879	Winwood St - 9725 (Holland St to End)- Seal	Thebarton	\$21,377
1745	Avalon Av - 0450 (Troon St to Lindfield Av) - Seal	Novar Gardens	\$1,952
1777	Beare Av - 0750 (Watson Av to Lenma St) - Seal	Netley	\$5,385
1786	Berrima St - 0810 (Wongala Av to Coorilla Av) - Seal	Glenelg North	\$7,253
1999	Brian St - 1100 (Pierson St to Brian St) - Seal	Lockleys	\$4,989
2023	Byron Av - 1320 (Spring St to Hawson Av) - Seal	North Plympton	\$5,897
2064	Clifford St - 1690 (Sir Donald Bradman Dr to Western Pd) - Seal	Brooklyn Park	\$4,315
2074	Colorado Av - 1780 (Raffles Cres to Errington St) - Seal	Plympton	\$25,538
25018	Corso Av - 1915 (Dunrobin St. To Ron Waite Ct)- Seal	Lockleys	\$1,604
25023	Corso Av - 1915 (Ron Waite Ct. To Manning St)- Seal	Lockleys	\$793
2123	Danby St - 3135 (North Pde to Carlton Pde) - Seal	Torrensville	\$11,858
25012	Dunrobin St - 3410 (Corso Av to End)- Seal	Lockleys	\$438
25007	Dunrobin St - 3410 (User CH 150 to Corso Av)- Seal	Lockleys	\$911
2314	Francis St - 4000 (Augusta St to Winifred St) - Seal	Cowandilla	\$4,652
2410	Frontage Rd - 4060 (Sandilands St to Fulham Park Dr) - Seal	Lockleys	\$18,407
2442	Glengyle Ter - 4300 (Marion Rd to Alice St) - Seal	Plympton	\$27,885
2798	Kopurlo Av - 5710 (Sir Donald Bradman Dr to Lipsett Ter) - Seal	Brooklyn Park	\$5,083
25570	Left Indent Parking - Surface - Danby St - 3135 (North Pde to Carlton Pde)- Seal	Torrensville	\$2,588
2838	Lysle St - 6060 (User Ch 210 to Henley Beach Rd) - Seal	Brooklyn Park	\$7,896
2846	Macumba Av - 6220 (Fulham Park Dr to End) - Seal	Fulham	\$3,089
25029	Manning St - 6306 (Corso Av to End)- Seal	Lockleys	\$904
2920	Montana Dr - 6560 (Windemere Av to Sycamore Av) - Seal	Novar Gardens	\$2,142
3091	Peacock Av - 7480 (Milner Rd to End) - Seal	Richmond	\$1,428

3107	Pine St - 7580 (User Ch 90 to End) - Seal	Brooklyn Park	\$1,534
3234	Raws Rd - 8000 (Western Pd to Sir Donald Bradman Dr) - Seal	Brooklyn Park	\$5,237
25571	Right Indent Parking - Surface - Danby St - 3135 (Carlton Pde to North Pde)- Seal	Torrensville	\$2,479
25035	Ron Wait Ct - 8141 (Corso Av to End)- Seal	Lockleys	\$1,686
3291	Tatura Cres - 8975 (Louise Av to City Boundary) - Seal	Fulham	\$943
3390	Thomas St - 9020 (Hounslow Av to Neill Rd) - Seal	Cowandilla	\$8,262
3317	Tristania St - 9130 (Lipsett Ter to Sir Donald Bradman Dr) - Seal	Brooklyn Park	\$5,200
3318	Tristania St - 9130 (Tristania St to Tristania St) - Seal	Brooklyn Park	\$1,485
3823	Whaddon Rd - 9580 (Marshall Ter to Pine St) - Seal	Brooklyn Park	\$4,931
3824	Whaddon Rd - 9580 (Pine St to Henley Beach Rd)- Seal	Brooklyn Park	\$6,125
1646	Allchurch Av - 0120 (Packard St to Wyatt St)- Kerb	North Plympton	\$10,779
1651	Allendale Av - 0140 (Montana Dr to Windemere Av)- Kerb	Novar Gardens	\$9,106
1650	Allendale Av - 0140 (Troon St to Montana Dr)- Kerb	Novar Gardens	\$7,434
1911	Bransby Av - 1060 (Hawson Av to End)- Kerb	North Plympton	\$743
2019	Burt Av - 1280 (Pearson St to Milner Rd)- Kerb	Hilton	\$19,327
2018	Burt Av - 1280 (South Rd to Pearson St)- Kerb	Hilton	\$10,593
2022	Byrnes St - 1310 (Lipsett Ter to Sir Donald Bradman Dr)- Kerb	Brooklyn Park	\$5,389
2042	Chambers Av - 1550 (Bignell St to Lucas St)- Kerb	Richmond	\$12,080
2090	Coral Sea Rd - 1880 (Burnley St to Crace Rd)- Kerb	Fulham	\$10,407
2091	Coral Sea Rd - 1880 (Crace Rd to Fitch Rd)- Kerb	Fulham	\$5,389
2092	Coral Sea Rd - 1880 (Fitch Rd to Halsey Rd)- Kerb	Fulham	\$10,965
2250	Dudley Av - 3380 (Edward Davies St to Packard St)- Kerb	North Plympton	\$21,186
2251	Dudley Av - 3380 (Packard St to Birdwood Ter)- Kerb	North Plympton	\$6,319
2391	Fewings Av - 3880 (Clifford St to Byrnes St)- Kerb	Brooklyn Park	\$12,451
2353	Goodenough St - 4335 (James Congdon Dr to Parker St)- Kerb	Thebarton	\$12,080
2640	Hughes St - 4965 (User Ch 250 to User Ch 500)- Kerb	Mile End	\$17,097
2642	Hughes St - 4965 (User Ch 750 to South Rd)- Kerb	Mile End	\$9,292
2768	Jervois St - 5365 (Meyer St to Ashwin Pd)- Kerb	Torrensville	\$8,177
2713	Lasscock Av - 5760 (Riverview Dr to Garden Ter)- Kerb	Lockleys	\$11,336
2801	Lea St - 5790 (Raymond Av to End)- Kerb	North Plympton	\$929
2810	Lewis Cres - 5860 (Bransby Av to Neston Av)- Kerb	North Plympton	\$13,195
3046	Mccann Av - 6740 (Bonython Av to Orana Av) **BOUNDARY**- Kerb	Glenelg North	\$4,832
3000	Michel Av - 6510 (Belgrave St to Padget St)- Kerb	Plympton	\$74,336
3009	Mooringe Av - 6590 (Morphett Rd to User Ch 200)- Kerb	North Plympton	\$25,460
3010	Mooringe Av - 6590 (User Ch 200 to Deeds Rd)- Kerb	North Plympton	\$74,336
3424	Netley Av - 6950 (Miranda Av to Rutland Av)- Kerb	Lockleys	\$2,788
3236	Raymond Av - 8010 (Lea St to Padman St)- Kerb	North Plympton	\$7,805
3487	Riverside Dr - 8110 (Huntington Av to East Pkwy)- Kerb	Fulham	\$3,345
3486	Riverside Dr - 8110 (User Ch 120 to Huntington Av)- Kerb	Fulham	\$12,823
3491	Ross St - 8150 (User Ch 190 to Hopson St)- Kerb	Torrensville	\$1,858
3508	Sabre St - 8370 (Streeters Rd to Convair St)- Kerb	Netley	\$12,823
3078	Sir Donald Bradman Dr (Service Road) - 8572 (Brecon St to Rutland Av)- Kerb	Lockleys	\$3,903

3082	Sir Donald Bradman Dr (Service Road) - 8572 (Moresby St to Brecon St)- Kerb	Lockleys	\$7,434
3273	Sunningdale Av - 8790 (St Andrews Cres to Muirfield St)- Kerb	Novar Gardens	\$5,761
3405	Turner Av - 9150 (Marion Rd to Glengyle Ter)- Kerb	Plympton	\$10,593
3685	Victoria Av - 9300 (Carlisle St to Morphet Rd)- Kerb	Camden Park	\$13,009
3684	Victoria Av - 9300 (Curzon St to Carlisle St)- Kerb	Camden Park	\$5,947
3804	Weaver Av - 9510 (Richmond Rd to Lucas St)- Kerb	Richmond	\$9,478
	Roundabout and Minor Road Rehabilitation		\$250,000
	2023/24		
3804	Weaver Av - 9510 (Richmond Rd to Lucas St)- Seal	Richmond	\$23,668
2119	Daly St - 3130 (Tilden St to Cross St) - Seal	Kurrulta Park	\$49,331
2652	Ingerson St - 5140 (Neptune Cres to User Ch 150) - Seal	West Beach	\$33,496
3009	Mooringe Av - 6590 (Morphett Rd to User Ch 200) - Seal	North Plympton	\$117,518
3010	Mooringe Av - 6590 (User Ch 200 to Deeds Rd) - Seal	North Plympton	\$128,303
1646	Allchurch Av - 0120 (Packard St to Wyatt St) - Seal	North Plympton	\$35,645
1647	Allchurch Av - 0120 (Wyatt St to Marion Rd) - Seal	North Plympton	\$22,603
1651	Allendale Av - 0140 (Montana Dr to Windemere Av) - Seal	Novar Gardens	\$24,148
1650	Allendale Av - 0140 (Troon St to Montana Dr) - Seal	Novar Gardens	\$22,011
1833	Ayliffe Pl - 0465 (User Ch 10 to User Ch 50) - Seal	Novar Gardens	\$4,074
1834	Ayliffe Pl - 0465 (User Ch 50 to End) - Seal	Novar Gardens	\$3,917
1761	Barker Ct - 0675 (Barker Ct to End) - Seal	Mile End	\$2,633
1762	Barker Ct - 0675 (Daringa St to End) - Seal	Mile End	\$8,873
1901	Bonython Av - 1020 (Leane Av to User Ch 160) **BOUNDARY** - Seal	Glenelg North	\$16,694
1904	Boswarva Av - 1045 (Emma Pl to User Ch 30) - Seal	Plympton	\$2,936
1911	Bransby Av - 1060 (Hawson Av to End) - Seal	North Plympton	\$7,841
2019	Burt Av - 1280 (Pearson St to Milner Rd) - Seal	Hilton	\$24,495
2018	Burt Av - 1280 (South Rd to Pearson St) - Seal	Hilton	\$23,223
2022	Byrnes St - 1310 (Lipsett Ter to Sir Donald Bradman Dr) - Seal	Brooklyn Park	\$36,718
2042	Chambers Av - 1550 (Bignell St to Lucas St) - Seal	Richmond	\$15,096
2090	Coral Sea Rd - 1880 (Burnley St to Crace Rd) - Seal	Fulham	\$58,957
2091	Coral Sea Rd - 1880 (Crace Rd to Fitch Rd) - Seal	Fulham	\$57,582
2092	Coral Sea Rd - 1880 (Fitch Rd to Halsey Rd) - Seal	Fulham	\$58,975
2194	Crews Cr - 2005 (User Ch 20 to User Ch 170) - Seal	Plympton	\$14,324
2142	Deeds Rd - 3240 (User Ch 180 to Kinkaid Av) - Seal	North Plympton	\$42,003
2154	Doncaster Av - 3330 (Windemere Av to Troon St) - Seal	Novar Gardens	\$46,326
2250	Dudley Av - 3380 (Edward Davies St to Packard St) - Seal	North Plympton	\$21,633
2251	Dudley Av - 3380 (Packard St to Birdwood Ter) - Seal	North Plympton	\$28,389
2402	Emma Pl - 3955 (Boswarva Av to User Ch 50) - Seal	Plympton	\$5,399
2220	Farrow Pl - 3805 (Farrow Pl to End) - Seal	Mile End	\$1,765
2219	Farrow Pl - 3805 (User Ch 20 to End) - Seal	Mile End	\$6,992
2391	Fewings Av - 3880 (Clifford St to Byrnes St) - Seal	Brooklyn Park	\$26,218
2397	Fisher Pl - 3895 (User Ch 200 to Railway Tce) - Seal	Mile End	\$11,148
2320	Frasten St - 4030 (Torrens St to End) - Seal	Torrensville	\$11,171
2333	Gardner St - 4220 (Whelan Av to Fitzroy Av) - Seal	Camden Park	\$18,089

2353	Goodenough St - 4335 (James Congdon Dr to Parker St) - Seal	Thebarton	\$70,629
2574	Harvey Ter - 4690 (Bonython Av to Mclachlan Av) - Seal	Glenelg North	\$12,505
2483	Harvey Ter - 4690 (User Ch 220 to James Melrose Rd) - Seal	Glenelg North	\$29,472
2615	Henley Beach Rd (Service Road) - 4770 (Henley Beach Rd to End) - Seal	Lockleys	\$8,114
2542	Horwood Cl - 4895 (Victoria St to End) - Seal	Mile End	\$12,227
2640	Hughes St - 4965 (User Ch 250 to User Ch 500) - Seal	Mile End	\$59,306
2642	Hughes St - 4965 (User Ch 750 to South Rd) - Seal	Mile End	\$17,268
25591	Indent Parking - Surface - Kingswood Cres - 5650 (Moresby St to User Ch 290)- Seal	Lockleys	\$3,172
2768	Jervois St - 5365 (Meyer St to Ashwin Pd) - Seal	Torrensville	\$35,544
2712	Lantana Ct - 5750 (Hopson St to End) - Seal	Torrensville	\$6,773
2713	Lasscock Av - 5760 (Riverview Dr to Garden Ter) - Seal	Lockleys	\$39,248
2801	Lea St - 5790 (Raymond Av to End) - Seal	North Plympton	\$16,775
2802	Leander Av - 5800 (Troon St to Windemere Av) - Seal	Novar Gardens	\$44,161
2803	Leander Av - 5800 (Windemere Av to End) - Seal	Novar Gardens	\$6,404
2810	Lewis Cres - 5860 (Bransby Av to Neston Av) - Seal	North Plympton	\$22,845
2721	Lincoln Av - 5910 (Anzac Hwy to Mabel St) - Seal	Plympton	\$24,502
2722	Lindfield Av - 5920 (Allendale Av to Avalon Av) - Seal	Novar Gardens	\$35,847
2723	Lindfield Av - 5920 (Avalon Av to Leander Av) - Seal	Novar Gardens	\$22,850
2825	Lipsett Ter - 5950 (Paula St to Marion Rd) - Seal	Brooklyn Park	\$14,382
2952	Manning L - 6305 (Victoria Ln to Henley Beach Rd) - Seal	Mile End	\$6,716
2988	Mawson Cres - 6420 (Rutland Av to Rutland Av) - Seal	Lockleys	\$53,594
3040	Mcarthur Av - 6730 (Garfield Av to Gray St) - Seal	Plympton	\$25,087
3041	Mcarthur Av - 6730 (Gray St to Birdwood Ter) - Seal	Plympton	\$30,101
3046	Mccann Av - 6740 (Bonython Av to Orana Av) **BOUNDARY** - Seal	Glenelg North	\$14,065
3047	Mccann Av - 6740 (Orana Av to Shannon Av) **BOUNDARY** - Seal	Glenelg North	\$15,062
2909	Meyer St - 6480 (City Boundary to Hayward Av) - Seal	Torrensville	\$12,146
3000	Michel Av - 6510 (Belgrave St to Padget St) - Seal	Plympton	\$22,380
3006	Montana Dr - 6560 (Pitcairn Av to Allendale Av) - Seal	Novar Gardens	\$23,573
2943	Muirfield St - 6670 (Sunningdale Av to Bonython Av) - Seal	Novar Gardens	\$14,754
3424	Netley Av - 6950 (Miranda Av to Rutland Av)- Seal	Lockleys	\$26,497
3537	Osborn Ter - 7200 (User Ch 30 to User Ch 110)- Seal	Plympton	\$8,886
3171	Park St - 7430 (Grosvenor St to Anzac Hwy) - Seal	Glandore	\$45,438
3190	Pitcairn Av - 7600 (Montana Dr to Lindfield Av) - Seal	Novar Gardens	\$10,082
3114	Portland Ct - 7640 (Portland St to End) - Seal	Fulham	\$16,913
3203	Prettejohn Ct - 7685 (End to End) - Seal	Lockleys	\$1,549
3202	Prettejohn Ct - 7685 (User Ch 10 to End) - Seal	Lockleys	\$6,789
3235	Raymond Av - 8010 (Kinkaid Av to Lea St) - Seal	North Plympton	\$18,103
3236	Raymond Av - 8010 (Lea St to Padman St) - Seal	North Plympton	\$18,953
3488	Riverside Dr - 8110 (East Pkwy to City Boundary)- Seal	Fulham	\$3,879
3487	Riverside Dr - 8110 (Huntington Av to East Pkwy)- Seal	Fulham	\$28,565
3486	Riverside Dr - 8110 (User Ch 120 to Huntington Av)- Seal	Fulham	\$34,934
3489	Ross St - 8150 (Marion Rd to User Ch 100)- Seal	Torrensville	\$12,276
3490	Ross St - 8150 (User Ch 100 to User Ch 190)- Seal	Torrensville	\$22,035

3491	Ross St - 8150 (User Ch 190 to Hopson St)- Seal	Torrensville	\$8,613
3596	Russo Ct - 8230 (Kandy St to End)- Seal	Lockleys	\$13,255
3508	Sabre St - 8370 (Streeters Rd to Convair St)- Seal	Netley	\$30,631
3613	Sarah-jay Ct - 8435 (Chapel St to End)- Seal	Plympton	\$10,686
3715	Selby St - 8470 (Garfield Av to Tennyson St)- Seal	Kurralt Park	\$19,486
3078	Sir Donald Bradman Dr (Service Road) - 8572 (Brecon St to Rutland Av) - Seal	Lockleys	\$44,768
3082	Sir Donald Bradman Dr (Service Road) - 8572 (Moresby St to Brecon St) - Seal	Lockleys	\$27,510
3247	St Cloud St - 8670 (St Andrews Cres to Sunningdale Av) - Seal	Novar Gardens	\$48,043
3273	Sunningdale Av - 8790 (St Andrews Cres to Muirfield St) - Seal	Novar Gardens	\$42,058
3405	Turner Av - 9150 (Marion Rd to Glengyle Ter) - Seal	Plympton	\$19,841
3685	Victoria Av - 9300 (Carlisle St to Morphett Rd)- Seal	Camden Park	\$17,643
3684	Victoria Av - 9300 (Curzon St to Carlisle St)- Seal	Camden Park	\$17,633
3680	Wyatt St - 9780 (End to Dudley Av)- Seal	North Plympton	\$8,162
	DDA Pram Ramp Upgrades - Kerb Program		\$175,000
1872	Beckman St - 0770 (Glengyle Ter to Wheaton Rd) - Seal	Plympton	\$68,164
1872	Beckman St - 0770 (Glengyle Ter to Wheaton Rd)- Kerb	Plympton	\$65,724
1872	Beckman St - 0770 (Glengyle Ter to Wheaton Rd)- Pavement	Plympton	\$296,389
1873	Beckman St - 0770 (Wheaton Rd to Coralie St) - Seal	Plympton	\$46,057
1873	Beckman St - 0770 (Wheaton Rd to Coralie St)- Kerb	Plympton	\$44,025
1873	Beckman St - 0770 (Wheaton Rd to Coralie St)- Pavement	Plympton	\$200,263
2080	Commercial St - 1810 (User Ch 240 to Bruce Av) - Seal	Marleston	\$7,329
2080	Commercial St - 1810 (User Ch 240 to Bruce Av)- Kerb	Marleston	\$19,967
2080	Commercial St - 1810 (User Ch 240 to Bruce Av)- Pavement	Marleston	\$23,985
2117	Cudmore Ter - 2080 (Lucknow St to St Anton St) - Seal	Marleston	\$37,042
2117	Cudmore Ter - 2080 (Lucknow St to St Anton St)- Kerb	Marleston	\$79,989
2117	Cudmore Ter - 2080 (Lucknow St to St Anton St)- Pavement	Marleston	\$121,219
2215	Daly St - 3130 (Mortimer St to User Ch 210) - Seal	Kurralt Park	\$58,225
2215	Daly St - 3130 (Mortimer St to User Ch 210)- Kerb	Kurralt Park	\$77,785
2215	Daly St - 3130 (Mortimer St to User Ch 210)- Pavement	Kurralt Park	\$253,171
2216	Daly St - 3130 (User Ch 210 to Tilden St) - Seal	Kurralt Park	\$56,380
2216	Daly St - 3130 (User Ch 210 to Tilden St)- Kerb	Kurralt Park	\$75,321
2216	Daly St - 3130 (User Ch 210 to Tilden St)- Pavement	Kurralt Park	\$245,151
2165	East St - 3575 (Carlton Pde to Henley Beach Rd) - Seal	Torrensville	\$37,929
2165	East St - 3575 (Carlton Pde to Henley Beach Rd)- Kerb	Torrensville	\$76,321
2165	East St - 3575 (Carlton Pde to Henley Beach Rd)- Pavement	Torrensville	\$124,122
2422	Garfield Av - 4230 (Daly St to Mcarthur Av) - Seal	Kurralt Park	\$25,793
2422	Garfield Av - 4230 (Daly St to Mcarthur Av)- Kerb	Kurralt Park	\$40,063
2422	Garfield Av - 4230 (Daly St to Mcarthur Av)- Pavement	Kurralt Park	\$84,407
2582	Hector St - 4750 (Davis St to City Boundary) - Seal	West Beach	\$22,744
2582	Hector St - 4750 (Davis St to City Boundary)- Kerb	West Beach	\$61,959
2582	Hector St - 4750 (Davis St to City Boundary)- Pavement	West Beach	\$74,429
2737	Long St - 5980 (Manfred St to Owen St) - Seal	Plympton	\$47,871

2737	Long St - 5980 (Manfred St to Owen St)- Kerb	Plympton	\$72,452
2737	Long St - 5980 (Manfred St to Owen St)- Pavement	Plympton	\$156,660
2738	Long St - 5980 (Owen St to Marion Rd) - Seal	Plympton	\$46,257
2738	Long St - 5980 (Owen St to Marion Rd)- Kerb	Plympton	\$68,831
2738	Long St - 5980 (Owen St to Marion Rd)- Pavement	Plympton	\$151,376
2829	Lowe St - 6005 (Bennett St to West Thebarton Rd) - Seal	Thebarton	\$12,387
2829	Lowe St - 6005 (Bennett St to West Thebarton Rd)- Kerb	Thebarton	\$37,175
2829	Lowe St - 6005 (Bennett St to West Thebarton Rd)- Pavement	Thebarton	\$40,535
3422	Netherby Av - 6940 (Glenburnie Ter to Urrbrae Ter)- Kerb	Plympton	\$52,805
3422	Netherby Av - 6940 (Glenburnie Ter to Urrbrae Ter)- Pavement	Plympton	\$62,456
3422	Netherby Av - 6940 (Glenburnie Ter to Urrbrae Ter)- Seal	Plympton	\$19,085
3477	Rio Vista Av - 8090 (Toledo Av to West Beach Rd)- Kerb	West Beach	\$102,981
3477	Rio Vista Av - 8090 (Toledo Av to West Beach Rd)- Pavement	West Beach	\$157,965
3477	Rio Vista Av - 8090 (Toledo Av to West Beach Rd)- Seal	West Beach	\$48,270
3633	Sherriff St - 8530 (Vintage Rd to Ashley St)- Kerb	Underdale	\$112,028
3633	Sherriff St - 8530 (Vintage Rd to Ashley St)- Pavement	Underdale	\$165,631
3633	Sherriff St - 8530 (Vintage Rd to Ashley St)- Seal	Underdale	\$50,613
3760	Southerly Av - 8600 (Strathmore Av to Rutland Av)- Kerb	Lockleys	\$40,963
3760	Southerly Av - 8600 (Strathmore Av to Rutland Av)- Pavement	Lockleys	\$62,834
3760	Southerly Av - 8600 (Strathmore Av to Rutland Av)- Seal	Lockleys	\$19,200
3676	Wyatt St - 9780 (Galway Av to Allchurch Av)- Kerb	North Plympton	\$38,361
3676	Wyatt St - 9780 (Galway Av to Allchurch Av)- Pavement	North Plympton	\$58,488
3676	Wyatt St - 9780 (Galway Av to Allchurch Av)- Seal	North Plympton	\$17,873
1607	Admella St - 0020 (Maria St to George St) - Seal	Thebarton	\$1,815
87943	Alice Street Laneway (Glengyle Tce to Elizabeth Av) - Seal	Plympton	\$1,703
1648	Allen Av - 0130 (Henley Beach Rd to Pine Av) - Seal	Brooklyn Park	\$7,533
1649	Allen Av - 0130 (Pine St to End) - Seal	Brooklyn Park	\$3,826
1855	Baltic Av - 0650 (Irish Av to Pacific Pd) - Seal	West Beach	\$6,354
1760	Barker St - 0670 (Bedford St to Marion Rd) - Seal	Brooklyn Park	\$6,355
1790	Bickford St - 0840 (Brooker Ter to Weaver Av) - Seal	Richmond	\$6,973
2012	Burke St - 1250 (Glengyle Ter to Albion Av) - Seal	Glandore	\$2,419
2032	Carlton Pde - 1495 (Northcote St to South Rd) - Seal	Torrensville	\$8,520
2045	Chapel St - 1555 (Albert St to End) - Seal	Thebarton	\$3,157
1966	Chippendale Av - 1630 (User Ch 250 to Henley Beach Rd) - Seal	Lockleys	\$8,479
1973	Clayton Av - 1670 (Wheaton Rd to Anzac Hwy) - Seal	Plympton	\$7,998
2063	Clifford St - 1690 (Lipsett Ter to Sir Donald Bradman Dr) - Seal	Brooklyn Park	\$7,980
2065	Clifford St - 1690 (Western Pd to End) - Seal	Brooklyn Park	\$7,576
2186	Counter Av - 1940 (Chester St to End) - Seal	Lockleys	\$752
2163	East St - 3575 (Ashley St to North Pde) - Seal	Torrensville	\$6,345
2256	Edward Davies St - 3585 (Dudley Av to Murdoch Av) - Seal	North Plympton	\$3,175
2173	Elsie St - 3660 (Freda St to Ansett Av) - Seal	Netley	\$6,627
2287	Everett St - 3760 (Western Pd to Press Rd) - Seal	Brooklyn Park	\$2,957
2377	Fairway Av - 3780 (Mattner Av to Shannon Av) - Seal	Glenelg North	\$5,820

83199	Ferguson St (Anzac Highway to Council Boundary) **BOUNDARY**- Seal	Glenelg North	\$3,705
2388	Fernleigh St - 3860 (Norman St to User Ch 150) - Seal	Underdale	\$4,791
2389	Fernleigh St - 3860 (User Ch 150 to Henley Beach Rd) - Seal	Underdale	\$4,076
2322	Freda St - 4040 (Elsie St to Beare Av) - Seal	Netley	\$7,478
2321	Freda St - 4040 (Florence St to Elsie St) - Seal	Netley	\$2,926
2359	Grallina St - 4350 (Grallina St to Grallina St) - Seal	Lockleys	\$1,985
2584	Helenslea Av - 4760 (End to Airport Rd) - Seal	Brooklyn Park	\$1,878
2583	Helenslea Av - 4760 (Lipsett Ter to User Ch 110) - Seal	Brooklyn Park	\$3,672
2559	Hurtle Ct - 5005 (Hurtle Ct to End) - Seal	Underdale	\$147
2558	Hurtle Ct - 5005 (Hurtle St to End) - Seal	Underdale	\$1,051
2649	Ingerson St - 5140 (Tapleys Hill Rd to User Ch 110) - Seal	West Beach	\$4,737
2650	Ingerson St - 5140 (User Ch 110 to Davis St) - Seal	West Beach	\$9,862
2775	Kampana Av - 5500 (Mccann Av to Iluka St) - Seal	Glenelg North	\$5,464
2807	Leicester St - 5830 (Norwich St to Marion Rd) - Seal	West Richmond	\$6,370
2984	Mattner Av - 6410 (Bonython Av to Mclachlan Av) - Seal	Glenelg North	\$2,161
2986	Mattner Av - 6410 (Fairway Av to Warren Av) - Seal	Glenelg North	\$2,285
2985	Mattner Av - 6410 (Mclachlan Av to Fairway Av) - Seal	Glenelg North	\$2,294
2898	Melanto Av - 6450 (Whelan Av to Cromer St) - Seal	Camden Park	\$5,690
2902	Mellor Av - 6460 (User Ch 30 to Henley Beach Rd) - Seal	Underdale	\$9,565
3419	Neston Av - 6930 (Gardner St to Mooringe Av) - Seal	Plympton	\$4,358
3441	Orana Av - 7180 (Iluka St to Mccann Av)- Seal	Glenelg North	\$4,904
3173	Parker St - 7445 (Kintore St to Rose St) - Seal	Thebarton	\$9,850
3180	Penong Av - 7530 (Cromer St to Bristol Av) - Seal	Camden Park	\$10,310
3179	Penong Av - 7530 (Fitzroy Av to Cromer St) - Seal	Camden Park	\$2,591
3193	Poplar St - 7630 (Cambridge Av to User Ch 990) - Seal	West Beach	\$1,026
3194	Poplar St - 7630 (City Boundary to Woodhead St) - Seal	West Beach	\$5,831
3118	Press Rd - 7680 (Clifford St to James St) - Seal	Brooklyn Park	\$10,835
3119	Press Rd - 7680 (James St to Everett St) - Seal	Brooklyn Park	\$4,890
3207	Pymbrah Rd - 7700 (Birmingham St to User Ch 90) - Seal	Mile End South	\$2,904
3580	Ronald St - 8142 (West Thebarton Rd to Bennett St)- Seal	Thebarton	\$2,268
3493	Roslyn St - 8160 (User Ch 90 to William St)- Seal	Mile End South	\$5,842
3494	Roslyn St - 8160 (William St to South Rd)- Seal	Mile End South	\$3,046
3625	Shelley Av - 8500 (Harvey St to Walsh St)- Seal	Netley	\$5,208
3626	Shelley Av - 8500 (Walsh St to Spring St)- Seal	Netley	\$7,107
3637	Smith St - 8575 (Walsh St to Port Rd)- Seal	Thebarton	\$3,016
3363	Swan Av - 8823 (Toledo Av to Miami Av) - Seal	West Beach	\$5,938
3364	Swan Ct - 8824 (Swan Av to End) - Seal	West Beach	\$1,367
3301	Timor Ct - 9050 (Baltic Av to End) - Seal	West Beach	\$1,875
3320	Troon St - 9140 (Avalon Av to Doncaster Av) - Seal	Novar Gardens	\$9,178
3404	Troon St - 9140 (Doncaster Av to End) - Seal	Novar Gardens	\$1,132
3319	Troon St - 9140 (St Andrews Cres to Avalon Av) - Seal	Novar Gardens	\$7,464
3686	Victoria L - 9302 (South Rd to User Ch 250)- Seal	Mile End	\$5,349
3687	Victoria L - 9302 (User Ch 250 to Victoria St)- Seal	Mile End	\$3,450

3790	Walsh St - 9405 (Phillips St to Smith St)- Seal	Thebarton	\$6,353
3792	Walter St - 9420 (Trennery St to Ralph St)- Seal	West Richmond	\$2,797
3855	West St - 9552 (Meyer St to Ashwin Pd)- Seal	Torrensville	\$32,648
3869	William St - 9640 (Sir Donald Bradman Dr to Rosslyn St)- Seal	Mile End South	\$3,597
3878	Winifred St - 9720 (Jenkins St to Sir Donald Bradman Dr)- Seal	Cowandilla	\$3,647
1719	Argyle Av - 0270 (Galway Av to User Ch 190)- Kerb	Marleston	\$16,168
1720	Argyle Av - 0270 (User Ch 190 to Desmond Av)- Kerb	Marleston	\$5,575
1759	Barclay St - 0660 (Glengyle Ter to St Georges Av)- Kerb	Glandore	\$4,460
2061	Clifford St - 1690 (Marshall Ter to Oscar St)- Kerb	Brooklyn Park	\$7,062
2239	Devon St - 3280 (Leicester St to End)- Kerb	West Richmond	\$5,947
2374	Fairfax Ter - 3770 (Elizabeth St to User Ch 200)- Kerb	Torrensville	\$16,911
2390	Ferris St - 3870 (Torrens St to End)- Kerb	Torrensville	\$17,283
2346	Glengowan Av - 4290 (Lipsett Ter to Constance St)- Kerb	Brooklyn Park	\$98,495
2581	Hazel St - 4740 (Lipsett Ter to Marshall Ter)- Kerb	Brooklyn Park	\$13,566
2639	Hughes St - 4965 (Railway Tce to User Ch 250)- Kerb	Mile End	\$19,885
2678	Jenkins St - 5360 (User Ch 200 to Winifred St)- Kerb	Cowandilla	\$37,168
2795	Knight St - 5700 (End to Morley St)- Kerb	West Richmond	\$929
2951	Manfred St - 6300 (Glenburnie Ter to Urrbrae Ter)- Kerb	Plympton	\$52,035
2914	Milner Rd - 6530 (Kingston Av to Haynes Av)- Kerb	Richmond	\$4,460
2919	Miranda Av - 6540 (Rutland Av to Netley Av)- Kerb	Lockleys	\$1,487
3456	Packer Av - 7370 (Lewis Cres to Mooringe Av)- Kerb	North Plympton	\$26,947
3457	Padman St - 7380 (End to Raymond Av)- Kerb	North Plympton	\$4,274
3458	Padman St - 7380 (Raymond Av to Streeters Rd)- Kerb	North Plympton	\$10,221
3121	Press Rd - 7680 (User Ch 190 to Marion Rd)- Kerb	Brooklyn Park	\$17,469
3597	Ruthven Av - 8240 (Anzac Hwy to Waymouth Av)- Kerb	Glandore	\$18,584
3598	Ruthven Av - 8240 (Waymouth Av to St Georges Av)- Kerb	Glandore	\$5,204
3605	Sanders St - 8400 (Kitson Av to Bickford St)- Kerb	Richmond	\$4,274
3603	Sanders St - 8400 (Lucas St to Bignell St)- Kerb	Richmond	\$4,832
3249	St Georges Av - 8680 (Madden Av to Leaney St)- Kerb	Glandore	\$3,717
3248	St Georges Av - 8680 (Ruthven Av to Madden Av)- Kerb	Glandore	\$3,717
3300	Tilden St - 9040 (Gray St to Daly St)- Kerb	Kurralt Park	\$2,044
3312	Transport Av - 9118 (Richmond Rd to User Ch 200)- Kerb	Netley	\$1,858
3698	Ward St - 9440 (Torrens St to End)- Kerb	Torrensville	\$8,549
3832	Willingale Av - 9660 (Henley Beach Rd to Rostrata St)- Kerb	Lockleys	\$2,788
3833	Willingale Av - 9660 (Rostrata St to Acacia Av)- Kerb	Lockleys	\$1,487
	Roundabout and Minor Road Rehabilitation		\$250,000
	2024/25		
2678	Jenkins St - 5360 (User Ch 200 to Winifred St) - Seal	Cowandilla	\$15,509
3300	Tilden St - 9040 (Gray St to Daly St) - Seal	Kurralt Park	\$18,738
1663	Anna St - 0180 (Lipsett Ter to Marshall Ter) - Seal	Brooklyn Park	\$24,998
1719	Argyle Av - 0270 (Galway Av to User Ch 190) - Seal	Marleston	\$33,211
1720	Argyle Av - 0270 (User Ch 190 to Desmond Av) - Seal	Marleston	\$28,477
1579	Barclay St - 0660 (Glengyle Ter to St Georges Av) - Seal	Glandore	\$31,100

1998	Boswarva Av - 1045 (Crews Cr to Emma Pl) - Seal	Plympton	\$6,883
1997	Boswarva Av - 1045 (Osborn Ter to Crews Cr) - Seal	Plympton	\$8,051
1959	Charles Loader Dr - 1586 (Charlesworth Ct to Cowell Pl) - Seal	Mile End	\$26,142
1960	Charles Loader Dr - 1586 (Cowell Pl to User Ch 250) - Seal	Mile End	\$2,258
2048	Charles Loader Dr - 1586 (Railway Tce to User Ch 20) - Seal	Mile End	\$2,846
1962	Charles Loader Dr - 1586 (User Ch 260 to Railway Tce) - Seal	Mile End	\$2,292
2050	Charles Loader Dr - 1586 (User Ch 30 to Charlesworth Ct) - Seal	Mile End	\$4,073
80777	Charles Loader Dr (Service Road) - 1586 (User Ch 10 to End)- Seal	Mile End	\$3,621
2053	Charlesworth Ct - 1595 (End to User Ch 18) - Seal	Mile End	\$2,322
2054	Charlesworth Ct - 1595 (User Ch 18 to User Ch 97) - Seal	Mile End	\$11,624
2061	Clifford St - 1690 (Marshall Ter to Oscar St) - Seal	Brooklyn Park	\$10,399
2188	Cowell Pl - 1940 (User Ch 20 to End) - Seal	Mile End	\$4,417
2239	Devon St - 3280 (Leicester St to End) - Seal	West Richmond	\$17,598
2374	Fairfax Ter - 3770 (Elizabeth St to User Ch 200) - Seal	Torrensville	\$34,016
2218	Farrow Pl - 3805 (Victoria St to User Ch 20) - Seal	Mile End	\$2,594
2298	Fenner Av - 3830 (Brooker Ter to End) - Seal	Cowandilla	\$15,715
2390	Ferris St - 3870 (Torrens St to End) - Seal	Torrensville	\$9,772
2306	Flaherty L - 3915 (Railway Tce to User Ch 60) - Seal	Mile End	\$6,220
2346	Glengowan Av - 4290 (Lipsett Ter to Constance St) - Seal	Brooklyn Park	\$35,594
2581	Hazel St - 4740 (Lipsett Ter to Marshall Ter) - Seal	Brooklyn Park	\$28,695
2532	Henry St - 4780 (Urrbrae Ter to Glenburnie Ter) - Seal	Plympton	\$24,387
2639	Hughes St - 4965 (Railway Tce to User Ch 250) - Seal	Mile End	\$59,963
25723	Indent Parking - Surface - Ayliffe Pl - 0465 (User Ch 50 to User Ch 10) (2)- Seal	Novar Gardens	\$282
2690	Kenneth Av - 5570 (Garden Ter to End) - Seal	Underdale	\$15,304
2795	Knight St - 5700 (End to Morley St) - Seal	West Richmond	\$11,767
2951	Manfred St - 6300 (Glenburnie Ter to Urrbrae Ter) - Seal	Plympton	\$24,569
2915	Milner Rd - 6530 (Haynes Av to Ellen St) - Seal	Richmond	\$41,833
2914	Milner Rd - 6530 (Kingston Av to Haynes Av) - Seal	Richmond	\$56,515
2919	Miranda Av - 6540 (Rutland Av to Netley Av) - Seal	Lockleys	\$41,311
3456	Packer Av - 7370 (Lewis Cres to Mooringe Av)- Seal	North Plympton	\$21,348
3457	Padman St - 7380 (End to Raymond Av)- Seal	North Plympton	\$17,089
3458	Padman St - 7380 (Raymond Av to Streeters Rd)- Seal	North Plympton	\$17,261
3121	Press Rd - 7680 (User Ch 190 to Marion Rd) - Seal	Brooklyn Park	\$40,336
3214	Railway Ter - 7860 (User Ch 170 to Junction L) - Seal	Mile End	\$8,573
3597	Ruthven Av - 8240 (Anzac Hwy to Waymouth Av)- Seal	Glandore	\$19,052
3598	Ruthven Av - 8240 (Waymouth Av to St Georges Av)- Seal	Glandore	\$18,481
3605	Sanders St - 8400 (Kitson Av to Bickford St)- Seal	Richmond	\$14,483
3603	Sanders St - 8400 (Lucas St to Bignell St)- Seal	Richmond	\$14,371
3249	St Georges Av - 8680 (Madden Av to Leaney St) - Seal	Glandore	\$34,522
3248	St Georges Av - 8680 (Ruthven Av to Madden Av) - Seal	Glandore	\$23,384
3312	Transport Av - 9118 (Richmond Rd to User Ch 200) - Seal	Netley	\$36,879
3313	Transport Av - 9118 (User Ch 200 to End) - Seal	Netley	\$35,455
3698	Ward St - 9440 (Torrens St to End)- Seal	Torrensville	\$12,228

3832	Willingale Av - 9660 (Henley Beach Rd to Rostrata St)- Seal	Lockleys	\$26,424
3833	Willingale Av - 9660 (Rostrata St to Acacia Av)- Seal	Lockleys	\$13,702
3880	Witter Pl - 9730 (Hampton St to End)- Seal	Brooklyn Park	\$12,493
82968	Witter Pl - 9730 (Lewis St to End)- Seal	Brooklyn Park	\$5,793
	DDA Pram Ramp Upgrades - Kerb Program		\$175,000
1634	Alexander Av - 0090 (South Rd to Farnham Rd) - Pavement	Ashford	\$108,330
1634	Alexander Av - 0090 (South Rd to Farnham Rd) - Seal	Ashford	\$33,103
1634	Alexander Av - 0090 (South Rd to Farnham Rd)- Kerb	Ashford	\$75,150
1863	Barwell Av - 0720 (Clifford Av to Anstey Cres) - Seal	Marleston	\$55,067
1863	Barwell Av - 0720 (Clifford Av to Anstey Cres)- Kerb	Marleston	\$59,863
1863	Barwell Av - 0720 (Clifford Av to Anstey Cres)- Pavement	Marleston	\$184,225
1862	Barwell Av - 0720 (Grove Av to Clifford Av) - Seal	Marleston	\$43,659
1862	Barwell Av - 0720 (Grove Av to Clifford Av)- Kerb	Marleston	\$75,641
1862	Barwell Av - 0720 (Grove Av to Clifford Av)- Pavement	Marleston	\$146,058
1994	Boss Av - 1030 (Desmond Av to Allington Av) - Seal	Marleston	\$45,330
1994	Boss Av - 1030 (Desmond Av to Allington Av)- Kerb	Marleston	\$96,707
1994	Boss Av - 1030 (Desmond Av to Allington Av)- Pavement	Marleston	\$148,341
2233	Desmond Av - 3270 (Sutton Ter to User Ch 100) - Seal	Marleston	\$16,644
2233	Desmond Av - 3270 (Sutton Ter to User Ch 100)- Kerb	Marleston	\$35,941
2233	Desmond Av - 3270 (Sutton Ter to User Ch 100)- Pavement	Marleston	\$54,467
2234	Desmond Av - 3270 (User Ch 100 to User Ch 220) - Seal	Marleston	\$21,254
2234	Desmond Av - 3270 (User Ch 100 to User Ch 220)- Kerb	Marleston	\$45,345
2234	Desmond Av - 3270 (User Ch 100 to User Ch 220)- Pavement	Marleston	\$69,555
2235	Desmond Av - 3270 (User Ch 220 to Marion Rd) - Seal	Marleston	\$19,561
2235	Desmond Av - 3270 (User Ch 220 to Marion Rd)- Kerb	Marleston	\$42,241
2235	Desmond Av - 3270 (User Ch 220 to Marion Rd)- Pavement	Marleston	\$64,014
2316	Franciscan Av - 4010 (User Ch 40 to User Ch 150) - Seal	Lockleys	\$17,937
2316	Franciscan Av - 4010 (User Ch 40 to User Ch 150)- Kerb	Lockleys	\$38,268
2316	Franciscan Av - 4010 (User Ch 40 to User Ch 150)- Pavement	Lockleys	\$58,700
2953	Margaret St - 6310 (Arthur St to Brooker Ter) - Seal	Richmond	\$19,352
2953	Margaret St - 6310 (Arthur St to Brooker Ter)- Kerb	Richmond	\$50,768
2953	Margaret St - 6310 (Arthur St to Brooker Ter)- Pavement	Richmond	\$63,331
3209	Queen St - 7705 (End to West Thebarton Rd) - Seal	Thebarton	\$29,022
3209	Queen St - 7705 (End to West Thebarton Rd)- Kerb	Thebarton	\$100,766
3209	Queen St - 7705 (End to West Thebarton Rd)- Pavement	Thebarton	\$94,975
3481	River Rd - 8105 (End to End)- Kerb	Torrensville	\$37,476
3481	River Rd - 8105 (End to End)- Pavement	Torrensville	\$47,097
3481	River Rd - 8105 (End to End)- Seal	Torrensville	\$14,392
3347	Stirling St - 8715 (End to West Thebarton Rd) - Seal	Thebarton	\$69,243
3347	Stirling St - 8715 (End to West Thebarton Rd)- Kerb	Thebarton	\$120,800
3347	Stirling St - 8715 (End to West Thebarton Rd)- Pavement	Thebarton	\$226,598
3381	Taylors L - 8985 (User Ch 190 to Rose St) - Seal	Mile End	\$10,243
3381	Taylors L - 8985 (User Ch 190 to Rose St)- Kerb	Mile End	\$24,847

3381	Taylors L - 8985 (User Ch 190 to Rose St) - Pavement	Mile End	\$33,521
1606	Admella St - 0020 (Kintore St to Maria St) - Seal	Thebarton	\$1,674
1626	Albert St - 0065 (Chapel St to George St) - Seal	Thebarton	\$4,362
1711	Arabian Av - 0230 (Kevin Av to User Ch 150) - Seal	West Beach	\$4,975
1712	Arabian Av - 0230 (User Ch 150 to Pacific Pd) - Seal	West Beach	\$6,419
2987	Aroona Av - 6410 (Wongala Av to Mccann Av) - Seal	Glenelg North	\$3,839
1739	Autumn Av - 0440 (Hawthorne St to Garden Ter) - Seal	Lockleys	\$9,388
1780	Beare Av - 0750 (Ramsey St to Spring St) - Seal	Netley	\$6,883
1781	Beare Av - 0750 (Spring St to Hawson Av) - Seal	North Plympton	\$6,332
1878	Belgrave St - 0790 (Cross Rd to Lindsay St) - Seal	Plympton	\$5,218
1880	Birchmore Cl - 0860 (Anzac Hwy to End) - Seal	Plympton	\$2,262
1907	Bourlang Av - 1050 (Cromer St to Whelan Av) - Seal	Camden Park	\$6,221
2026	Carlton Pde - 1495 (Hayward Av to West St) - Seal	Torrensville	\$3,991
2033	Carlton Rd - 1500 (Morphett Rd to User Ch 170) - Seal	Camden Park	\$5,084
2034	Carlton Rd - 1500 (User Ch 170 to Curzon St) - Seal	Camden Park	\$1,711
1947	Castlebar Rd - 1540 (Franciscan Av to Fulham Park Dr) - Seal	Lockleys	\$9,375
1948	Castlebar Rd - 1540 (Fulham Park Dr to Durham Av) - Seal	Lockleys	\$3,033
1983	Clyde Av - 1720 (Frontage Rd to Castlebar Rd) - Seal	Lockleys	\$8,009
2185	Counter Av - 1940 (Rowells Rd to Chester St) - Seal	Lockleys	\$4,308
2202	Cromer St - 2020 (Stonehouse Av to Bourlang Av) - Seal	Camden Park	\$6,558
2221	Dartmoor St - 3160 (Torrens St to User Ch 240) - Seal	Lockleys	\$8,027
2153	Diosma Cres - 3310 (Dartmoor St to End) - Seal	Lockleys	\$6,450
25103	Douglas St - 3340 (Douglas St to Douglas St) (North)- Seal	Lockleys	\$1,575
2158	Durham Av - 3430 (Frontage Rd to Corona Av) - Seal	Lockleys	\$7,493
2311	Flavel St - 3920 (Southern Av to Toledo Av) - Seal	West Beach	\$3,377
2411	Frontage Rd - 4060 (Fulham Park Dr to Horsley St) - Seal	Lockleys	\$7,983
2416	Fulham Park Dr - 4070 (User Ch 140 to Frontage Rd) - Seal	Lockleys	\$7,700
2457	Grosvenor St - 4390 (Forest St to Glengyle Ter) - Seal	Glandore	\$6,982
2490	Hawthorne St - 4710 (Autumn Av to Lasscock Av) - Seal	Lockleys	\$2,925
2489	Hawthorne St - 4710 (White Av to Autumn Av) - Seal	Lockleys	\$2,822
2622	Hinton St - 4840 (Holbrooks Rd to User Ch 200) - Seal	Underdale	\$9,086
2623	Hinton St - 4840 (User Ch 200 to Mellor Av) - Seal	Underdale	\$9,554
2653	Ingerson St - 5140 (User Ch 150 to Cambridge Av) - Seal	West Beach	\$6,735
2673	Jeanie St - 5340 (Anzac Hwy to Mabel Ter) - Seal	Camden Park	\$4,200
2714	Lasscock Av - 5760 (Garden Ter to Roeburn St) - Seal	Lockleys	\$7,069
2715	Lasscock Av - 5760 (Roeburn St to Fern Av) - Seal	Lockleys	\$7,669
2719	Lilac Pl - 5890 (Ramsey St to End) - Seal	Netley	\$3,198
2726	Lindsay St - 5930 (Belgrave St to User Ch 90) - Seal	Plympton	\$2,190
2727	Lindsay St - 5930 (User Ch 90 to Padget St) - Seal	Plympton	\$2,821
2992	Maynard Rd - 6440 (End to Elizabeth Av) - Seal	Plympton	\$4,872
3052	McLean Ct - 6770 (Shepherd Ct to End) - Seal	Novar Gardens	\$4,929
2926	Morley St - 6610 (Leicester St to Britton St) - Seal	West Richmond	\$5,777
2942	Mountbatten Gv - 6660 (Charles Veale Dr to Windsor Ter) - Seal	West Beach	\$8,716

3416	Neptune Cres - 6920 (Ingerson St to User Ch 110) - Seal	West Beach	\$4,748
3417	Neptune Cres - 6920 (User Ch 110 to End) - Seal	West Beach	\$1,185
3436	Northern Av - 7010 (Cambridge Av to User Ch 240)- Seal	West Beach	\$3,980
3440	Northern Av - 7010 (Formosa Av to Kitt St)- Seal	West Beach	\$3,330
3439	Northern Av - 7010 (Indian Av to Formosa Av)- Seal	West Beach	\$6,272
3525	Northern Av - 7010 (Kitt St to Baltic Av)- Seal	West Beach	\$1,239
3437	Northern Av - 7010 (User Ch 240 to User Ch 90)- Seal	West Beach	\$4,455
3438	Northern Av - 7010 (User Ch 90 to Indian Av)- Seal	West Beach	\$9,839
3547	Pacific Pd - 7350 (Northern Av to Arctic Av)- Seal	West Beach	\$7,887
3228	Ramsey St - 7880 (Pam St to Playford Av) - Seal	Netley	\$5,612
3482	Riverside Dr - 8110 (Ayton Av to Louise Av)- Seal	Fulham	\$4,193
3574	Riverview Dr - 8130 (Autumn Av to Lasscock Av)- Seal	Lockleys	\$3,017
3575	Riverview Dr - 8130 (Lasscock Av to End)- Seal	Lockleys	\$1,504
3511	Salisbury Ter - 8380 (Mabel Ter to Anzac Hwy)- Seal	Camden Park	\$5,582
3355	Strathmore Av - 8740 (Henley Beach Rd to User Ch 230) - Seal	Lockleys	\$6,549
3302	Todoroff Av - 9060 (Miami Av to User Ch 50) - Seal	West Beach	\$1,695
3303	Todoroff Av - 9060 (User Ch 50 to Toledo Av) - Seal	West Beach	\$5,195
3304	Toledo Av - 9070 (Todoroff Av to User Ch 80) - Seal	West Beach	\$2,675
3863	White Av - 9610 (Anthus St to Grallina St)- Seal	Lockleys	\$5,701
3864	White Av - 9610 (Grallina St to Garden Ter)- Seal	Lockleys	\$4,319
3862	White Av - 9610 (User Ch 10 to Anthus St)- Seal	Lockleys	\$6,682
3877	Windsor Ter - 9710 (Mountbatten Gv to Charles Veale Dr)- Seal	West Beach	\$5,027
3673	Woodhead St - 9770 (Ingerson St to User Ch 130)- Seal	West Beach	\$5,932
	Roundabout and Minor Road Rehabilitation		\$250,000
	2025/26		
	DDA Pram Ramp Upgrades - Kerb Program		\$175,000
	Kerb Renewal Projects		\$752,239
	Road Reconstruction Program - Pavement		\$2,067,711
	Road Reconstruction Projects - Seal		\$482,792.68
	Road Reconstruction Projects- Kerb		\$1,167,527
	Road Reseal Program		\$1,896,009
	Roundabout and Minor Road Rehabilitation		\$250,000
	2026/27		
	DDA Pram Ramp Upgrades - Kerb Program		\$175,000
	Kerb Program		\$752,239
	Road Reconstruction Program - Pavement		\$2,141,213
	Road Reconstruction Projects - Seal		\$499,955
	Road Reconstruction Projects- Kerb		\$1,209,030
	Road Reseal Program		\$1,870,779
	Roundabout and Minor Road Rehabilitation		\$250,000
	2027/28		
	DDA Pram Ramp Upgrades - Kerb Program		\$175,000
	Kerb Program		\$752,239

	Road Reconstruction Program - Pavement		\$2,217,329
	Road Reconstruction Projects - Seal		\$517,728
	Road Reconstruction Projects- Kerb		\$1,252,009
	Road Reseal Program		\$1,845,886
	Roundabout and Minor Road Rehabilitation		\$250,000
	2028/29		
	DDA Pram Ramp Upgrades - Kerb Program		\$175,000
	Kerb Program		\$752,239
	Road Reconstruction Program - Pavement		\$2,296,150
	Road Reconstruction Projects - Seal		\$536,132
	Road Reconstruction Projects- Kerb		\$1,296,516
	Road Reseal Program		\$1,821,323
	Roundabout and Minor Road Rehabilitation		\$250,000
	2029/30		
	DDA Pram Ramp Upgrades - Kerb Program		\$175,000
	Kerb Program		\$752,239
	Road Reconstruction Projects - Pavement		\$2,377,772
	Road Reconstruction Projects - Seal		\$555,190
	Road Reconstruction Projects- Kerb		\$1,342,604
	Road Reseal Projects		\$1,797,087
	Roundabout and Minor Road Rehabilitation		\$250,000

*Timing of works is subject to annual review and development of capital works programs and based on the findings of condition assessments and inspections.

Appendix C Acquisition Forecast

C.1 – Acquisition Forecast Summary

Table C1 - Acquisition Forecast Summary

Year	Forecast Acquisition Expenditure
2020/21	\$4,182,163
2021/22	\$4,477,416
2022/23	\$3,790,706
2023/24	\$3,533,120
2024/25	\$2,194,108
2025/26	\$3,613,651
2026/27	\$3,690,950
2027/28	\$3,771,526
2028/29	\$3,855,488
2029/30	\$3,942,948

C.2 – Acquisition Project Summary

	Project	Renewal Cost
	2020/21	
	Pavement - Upgrades	\$1,953,762
	Reseal - Upgrades	\$1,037,828
	Kerb - Upgrades	\$1,190,574
	2021/22	
	Pavement - Upgrades	\$1,878,888
	Reseal - Upgrades	\$1,312,402
	Kerb - Upgrades	\$1,286,126
	2022/23	
	Pavement - Upgrades	\$2,156,427
	Reseal - Upgrades	\$969,410
	Kerb - Upgrades	\$664,869
	2023/24	
	Pavement - Upgrades	\$2,102,785
	Reseal - Upgrades	\$696,848
	Kerb - Upgrades	\$733,487
	2024/25	
	Pavement - Upgrades	\$1,427,259
	Reseal - Upgrades	\$370,640
	Kerb - Upgrades	\$396,208
	2025/26	
	Pavement - Upgrades	\$2,478,687
	Reseal - Upgrades	\$812,575
	Kerb - Upgrades	\$322,388
	2026/27	
	Pavement - Upgrades	\$2,566,800
	Reseal - Upgrades	\$801,763
	Kerb - Upgrades	\$322,388
	2027/28	
	Pavement - Upgrades	\$2,658,044
	Reseal - Upgrades	\$791,094

	Kerb - Upgrades	\$322,388
	2028/29	
	Pavement - Upgrades	\$2,752,533
	Reseal - Upgrades	\$780,567
	Kerb - Upgrades	\$322,388
	2029/30	
	Pavement - Upgrades	\$2,850,380
	Reseal - Upgrades	\$770,180
	Kerb - Upgrades	\$322,388

Appendix D Forecast Expenditure and Long Term Financial Plan*Table D1 – Forecast Expenditure and Long Term Financial Plan*

Year	Acquisition	Renewal	Total	LTFP	Shortfall (-)	Cumulative Shortfall (-)
2020/21	\$4,182,163	\$6,364,746	\$10,546,909	\$10,546,909	\$0	\$0
2021/22	\$4,477,416	\$7,859,133	\$12,336,549	\$10,650,399	-\$1,686,150	-\$1,686,150
2022/23	\$3,790,706	\$6,977,097	\$10,767,803	\$10,756,834	-\$10,969	-\$1,697,119
2023/24	\$3,533,120	\$7,439,368	\$10,972,488	\$10,866,304	-\$106,184	-\$1,803,303
2024/25	\$2,194,108	\$4,296,214	\$6,490,322	\$10,361,487	\$3,871,165	\$2,067,862
2025/26	\$3,613,651	\$6,791,278	\$10,404,929	\$10,477,314	\$72,385	\$2,140,247
2026/27	\$3,690,950	\$6,898,218	\$10,589,168	\$10,596,470	\$7,302	\$2,147,549
2027/28	\$3,771,526	\$7,010,191	\$10,781,717	\$10,719,057	-\$62,660	\$2,084,889
2028/29	\$3,855,488	\$7,127,361	\$10,982,849	\$10,845,183	-\$137,666	\$1,947,223
2029/30	\$3,942,948	\$7,249,896	\$11,192,844	\$10,974,958	-\$217,886	\$1,729,337



A: 165 Sir Donald Bradman Drive, Hilton SA 5033
P: (08) 8416 6333
E: csu@wtcc.sa.gov.au
W: westtorrens.sa.gov.au

Recreation and Open Space Asset Management Plan

December 2020



Document Control		Asset Management Plan			
Document ID :					
Rev No	Date	Revision Details	Author	Reviewer	Approver
	Dec 2020	Issue for Executive Review	RP, MP	JI	AC
	Dec 2020	Issue to Elected Members- Preliminary Draft	RP, MP	JI	AC
	Jan 2021	Issue for Public Consultation - Draft	RP, MP	JI	Council Resolution 19/1/21
0	Feb 2021	Issue for Council Adoption	RP, MP	JI	AC

The entity can choose either template to write/update their plan regardless of their level of asset management maturity and in some cases may even choose to use only the Executive Summary.

The illustrated content is suggested only and users should feel free to omit content as preferred (e.g. where info is not currently available).

This Asset Management Plan may be used as a supporting document to inform an overarching Strategic Asset Management Plan.

© Copyright 2020 – All rights reserved
The Institute of Public Works Engineering Australasia

Contents

1.0	EXECUTIVE SUMMARY	5
1.1	The Purpose of the Plan	5
1.2	Asset Description	5
1.3	Levels of Service	5
1.4	Future Demand	5
1.5	Lifecycle Management Plan	5
1.6	Financial Summary	6
1.7	Asset Management Planning Practices	7
1.8	Monitoring and Improvement Program	7
2.0	Introduction	8
2.1	Background	8
2.2	Goals and Objectives of Asset Ownership	10
3.0	LEVELS OF SERVICE	12
3.1	Customer Research and Expectations	12
3.2	Strategic and Corporate Goals	14
3.3	Legislative Requirements	15
3.4	Customer Values	16
3.5	Customer Levels of Service	16
3.6	Technical Levels of Service	17
4.0	FUTURE DEMAND	20
4.1	Demand Drivers	20
4.2	Demand Forecasts	20
4.3	Demand Impact and Demand Management Plan	20
4.4	Asset Programs to meet Demand	21
4.5	Environmental Sustainability	21
5.0	LIFECYCLE MANAGEMENT PLAN	23
5.1	Background Data	23
5.2	Operations and Maintenance Plan	24
5.3	Renewal Plan	25
5.4	Summary of future renewal costs	27
5.5	Acquisition Plan	27
5.6	Disposal Plan	30
6.0	RISK MANAGEMENT PLANNING	31

6.1	Critical Assets.....	31
6.2	Risk Assessment.....	31
6.3	Organisation Strategic Risks	34
6.4	Service and Risk Trade-Offs	35
7.0	FINANCIAL SUMMARY	36
7.1	Financial Sustainability and Projections	36
7.2	Funding Strategy.....	37
7.3	Valuation Forecasts	37
7.4	Key Assumptions Made in Financial Forecasts	38
7.5	Forecast Reliability and Confidence.....	38
8.0	PLAN IMPROVEMENT AND MONITORING	40
8.1	Status of Asset Management Practices	40
8.2	Improvement Plan	40
8.3	Monitoring and Review Procedures	41
8.4	Performance Measures	41
9.0	REFERENCES	42
10.0	APPENDICES	43
Appendix A	Maintenance Response Levels of Service	43
Appendix B	Renewal Forecast Summary	44
Appendix C	Acquisition Forecast.....	47
Appendix D	Forecast Expenditure and Long Term Financial Plan	49

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 2020/21 to 2029/30 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

1.2 Asset Description

This plan covers select recreation and open space assets. The assets included in the current edition of the plan are:

- 66 Playgrounds
- 102 Irrigation Systems
- 15 Playing Courts

The above infrastructure assets have replacement value estimated at \$14,405,780 (2020).

1.3 Levels of Service

The allocation in the planned budget is insufficient to continue providing existing services at current levels for the planning period.

The main service consequences of the Planned Budget are:

- The inability to fund all renewal projects in year six to ten of the period
- Increased maintenance expenditure due to assets exceeding the optimum replacement age
- Increased number of customer complaints and risk of injury to the public due to assets becoming unsafe for use

1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Population
- State Planning Reform- Planning and Design Code
- Leisure Trends

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- Methods to measure asset utilisation are to be implemented to assist with decision making surrounding the acquisition of new assets.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10 year total outlays, which for the Open Space is estimated as \$18,020,761 or \$1,802,076 on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for the 10 year period is \$13,716,470 or \$1,371,647 on average per year as per the Long-Term Financial plan or Planned Budget. This is 76.11% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for recreation and open space assets leaves a shortfall of \$430,429 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

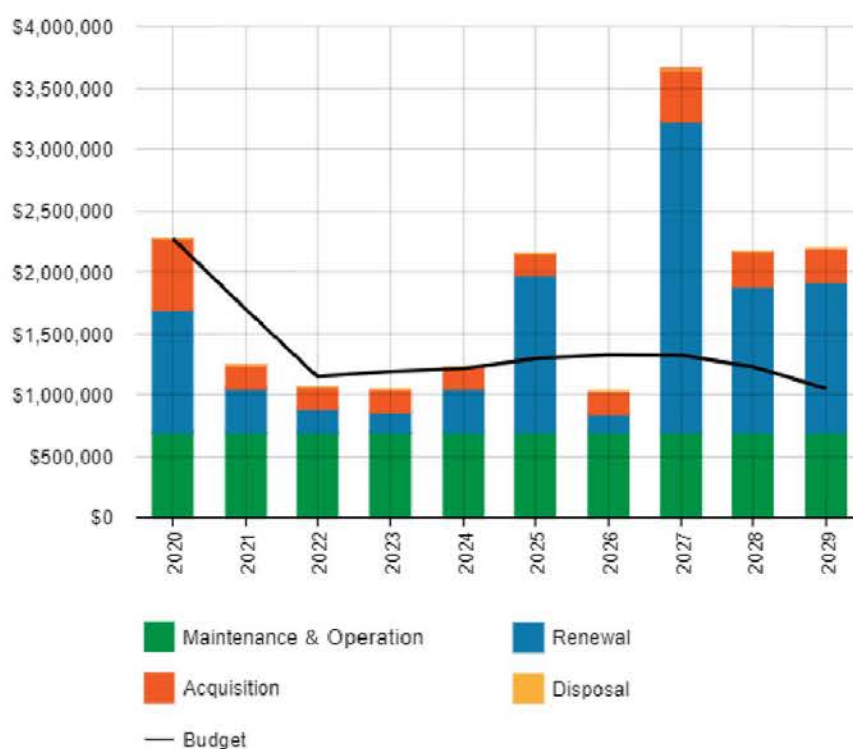


Figure Values are in current dollars.

We plan to provide for the operation, maintenance, renewal and acquisition of playgrounds, playing courts and irrigation Systems to meet service levels set by the City of West Torrens in annual budgets.

1.6.2 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Provision of required open space and associated assets to meet current demand levels due to the availability of land and establishment costs

1.6.3 Managing the Risks

Our present budget levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Higher than desired utilisation levels of existing assets
- Faster deterioration of existing assets due to increased usage leading to increase maintenance expenditure and shorter useful lives

We will endeavour to manage these risks within available funding by further developing:

- Regular routine inspection regimes
- Response times to customer requests.
- Regular routine maintenance.

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- Community levels of service remain consistent over the period
- Operations and maintenance budget and budget growth levels remain consistent with historical figures
- Actual replacement costs vary in line with the Consumer Price Index

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

The renewal lifecycle costs for this AM Plan are based on actual replacement costs.

This AM Plan is based on a medium level of confidence information.

1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Undertake a review of the current method for determining useful lives and actual asset useful lives accordingly.
- Review and continue the development of the inspection regime through Council's mobile application, *Fusion*, based on the priority of all open space and recreation assets.
- Further develop methods to measure and report regularly on key performance indicators.
- Establish methods to determine and report on actual open space and recreation asset maintenance costs at project level to assist with decision making
- Continue data collection and valuing of open space assets
- Undertake a complete review of this asset management plan at least every four years.

2.0 Introduction

2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the City of West Torrens planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- City of West Torrens Community Plan
- Long Term Financial Plan
- Annual Business Plan
- City of West Torrens Open Space Strategy
- Disability Access and Inclusion Corporate Plan

The level of conformance with asset management practices across the organisation for open space and recreation assets is varying and is an area in which the City of West Torrens is looking to develop further. There is currently only select asset groups included in this plan due to the availability of asset and condition information on some groups.

The infrastructure assets covered by this AM Plan include playgrounds, playing courts and irrigation systems. For a detailed summary of the assets covered in this AM Plan refer to Table in Section 5.

These assets are used to provide recreation and open space facilities to the community.

The infrastructure assets included in this plan have a total replacement value of \$14,405,780.

The City of West Torrens is committed to adopting an environmentally sustainable approach to managing our assets. This is done by minimising the impact of our assets on the environment and by considering the environmental and climate change issues over the entire life of assets.

We need to be aware of the challenges we face now and in the future - such as population growth, demographic change, climate change, technology change and changes in our community's needs and aspirations.

Council recognises that climate change is likely to affect asset life and functionality. As such, in future reports and analysis Council will further explore how climate change will affect assets.

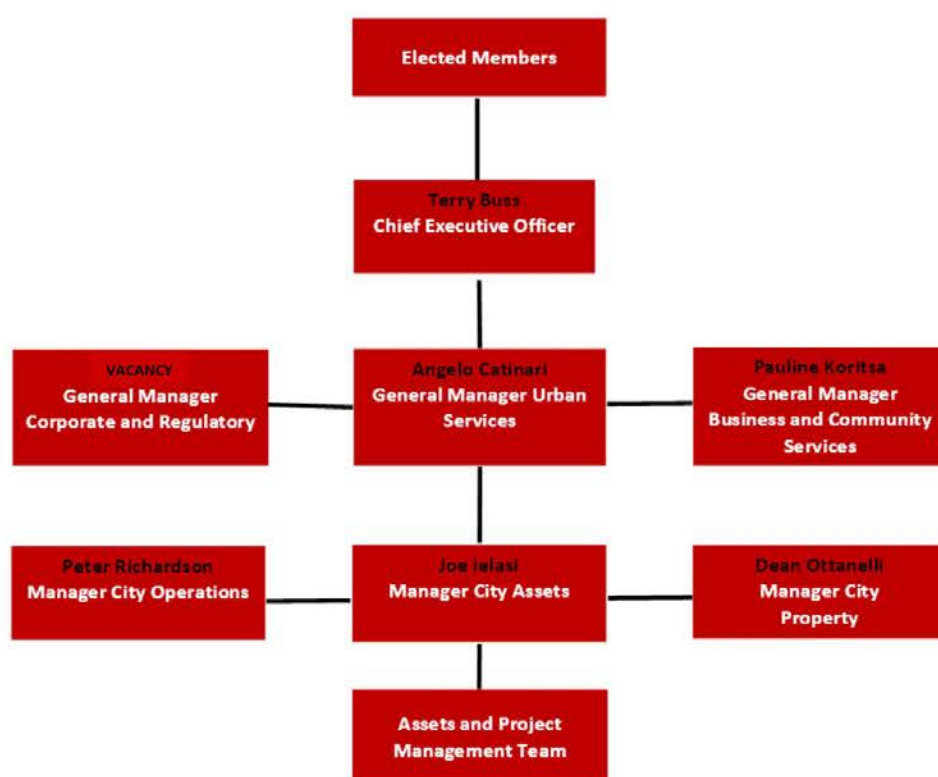
Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Elected Members	<ul style="list-style-type: none"> ■ Represent needs of community/shareholders; and ■ Ensure organisation is financially sustainable.
CEO/ General Manager Urban Services	Executive management endorsement of AM Plan
Manager City Assets	Review and approval of AM Plan

Team Leader Asset and Project Management	Development, implementation and maintenance of AM Plan to meet community levels of service.
Asset Officer/ Engineer	Assist with the development, implementation and maintenance of AM Plan to meet community levels of service.
City Operations Department	Coordinate and deliver maintenance and operation works in accordance with the AM Plan.
City Property Department	Coordinate and delivery capital works including asset renewals and acquisitions in accordance with the AM Plan.
General public (pedestrians and cyclists)	Assist with the determining of levels of service through public consultation processes.

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



2.2 Goals and Objectives of Asset Ownership

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

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

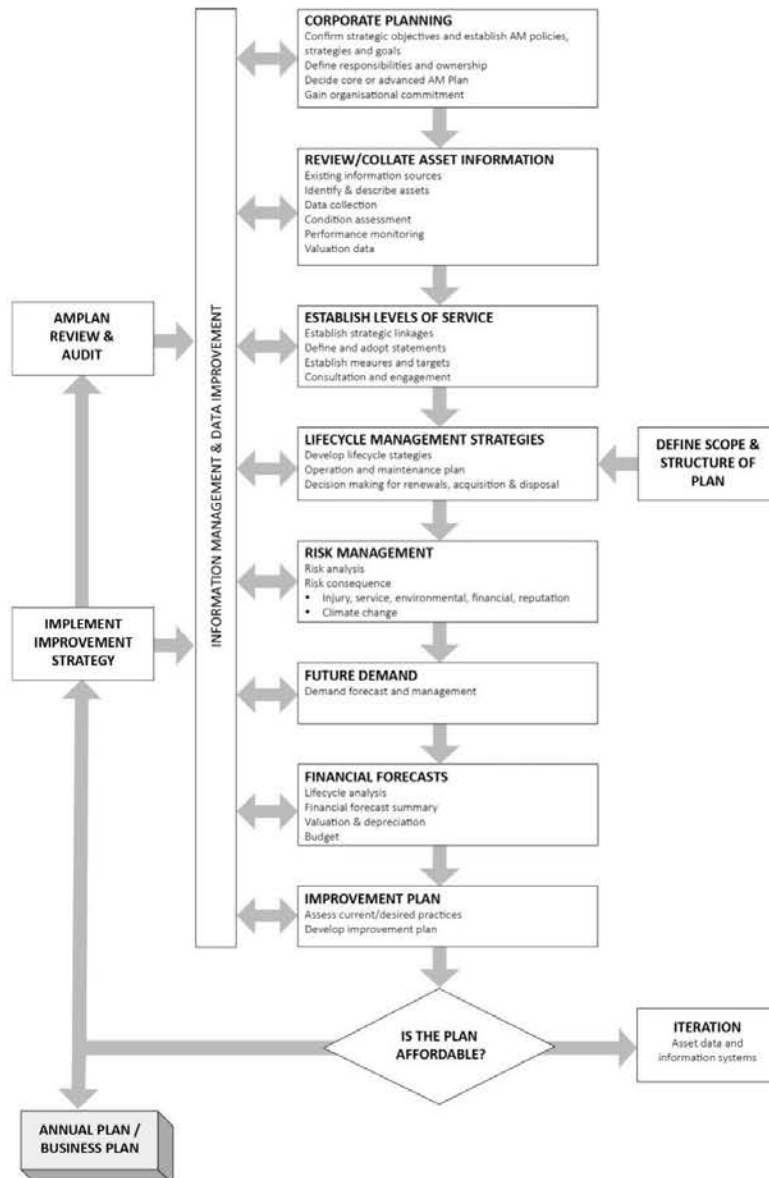
A road map for preparing an AM Plan is shown below.

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

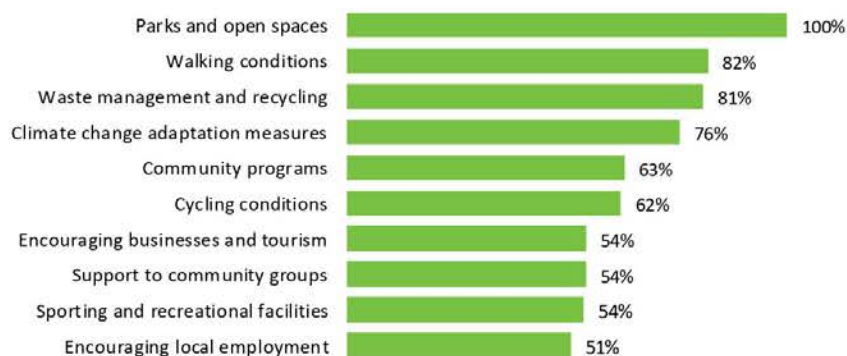
The City of West Torrens is committed to meeting community expectations through asset management. Feedback was received from the community relating to Council's current state of infrastructure assets from recent city-wide community engagement initiatives, which include:

- City of West Torrens Community Needs Analysis 2019/20 (CNA)
- City of West Torrens Customer Experience Strategy 2018 (CES)

3.1.1 Engagement participation rate



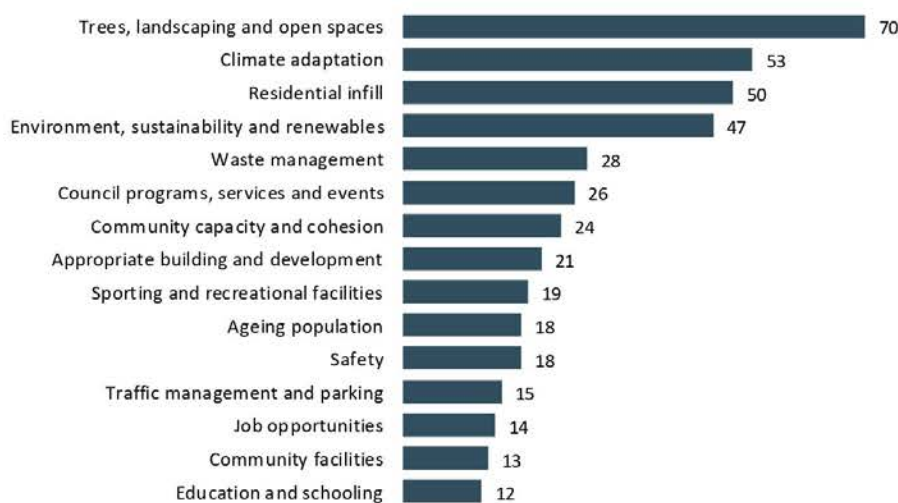
The 2019 Community Needs Analysis Community Survey (410 participants) asked respondents to rank ten council services in order of importance. The chart below shows combined priorities for all survey participants, with priority percentage scores ranked relative to the highest scoring service, 'parks and open spaces'.



Ranking of importance of 10 services to engagement participants
(Results from the Community Needs Analysis survey, 410 participants)

Parks and open spaces were ranked the highest priority for respondents with conditions for walking ranked 2nd highest and conditions for cycling ranked 6th.

Respondents were also asked about their views on the importance of services in addressing future changing societal needs in West Torrens. The chart below lists 15 highest priorities, based on the number of people that identified them.



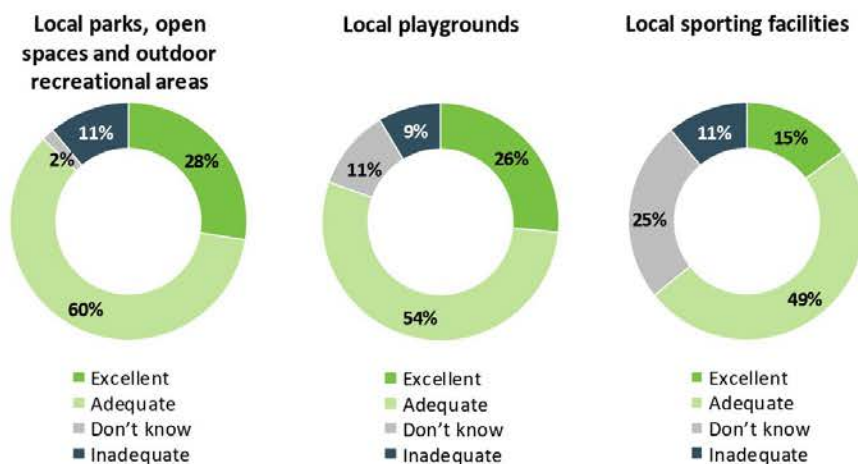
15 most important future community needs considerations
(Results from the Community Needs Analysis survey, 410 participants)

Parks and open spaces remained the most important service and sports and recreation were ranked the 9th most important.

Council engaged with 162 participants by asking them to allocate “budget” to ten council services as part of a hypothetical spending exercise. Parks and open spaces were allocated the highest “budget amount” with sporting and recreational facilities receiving the 5th highest allocation.

3.1.2 Satisfaction with the level of service provided by the Council

The Community Needs Analysis survey asked respondents to rate the current level of service for 20 services provided by the City of West Torrens. The charts below show the results for services relevant to open space and recreation assets.



Overall, there were 20 services ranked in the survey and the rankings for the three relevant services were the following:

- Local parks, open spaces and outdoor recreational areas – 2nd, with 11% of the respondents ranking services to be inadequate
- Local playgrounds – 4th, with 9% of the respondents ranking services to be inadequate
- Local sporting facilities – 13th with 11% of the respondents ranking services to be inadequate.

Table 3.1: Customer Satisfaction Survey Levels

Performance Measure	Satisfaction Level				
	Very Satisfied	Fairly Satisfied	Satisfied	Somewhat satisfied	Not satisfied
	80 - 100%	60 - 80%	40 - 60%	20 - 40%	0 - 20%
Local parks, open spaces and outdoor recreational areas	✓				
Local playgrounds	✓				
Local sporting facilities	✓				

3.2 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of the City of West Torrens vision, mission, goals and objectives.

Our vision is:

Committed to be being the best place to live, work and enjoy life.

Our mission is:

To strive for excellence in serving our diverse community.

Strategic goals have been set by the City of West Torrens. The relevant goals and objectives and how these are addressed in this Asset Management Plan are summarised in Table 3.2.

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

Council Vision	Operational Focus	How Goal and Objectives are addressed in the AM Plan
Community Life	<ul style="list-style-type: none"> - Facilitation of community health, wellbeing and safety - Active and healthy lifestyles for all ages and abilities 	The acquisition of new and renewal of existing open space and recreation assets has been included in the lifecycle activities of this AM plan to continue to support recreational activities in the community.
Organisational Strength	<ul style="list-style-type: none"> - Strong partnerships and working relationships with our community, other organisations and spheres of Government 	As part of the improvement plan, methods are to be established to measure key performance indicators regularly including customer satisfaction levels.

	<ul style="list-style-type: none"> - Customer experience and community are at the centre of our considerations - Our community can meaningfully engage with Council - Sustainable financial management principles 	As part of this AM plan, the levels of service of recreation and open space assets have been reviewed to ensure that service levels are financially sustainable based on funding available.
Built Environment	<ul style="list-style-type: none"> - A variety of indoor and outdoor sport, recreation and community facilities and open spaces - Neighbourhoods designed to promote active travel and strengthen connections, amenity and accessibility - Provide infrastructure that meets the needs of a changing city and climate 	As part of this AM Plan, inspection and maintenance regimes for open space and recreation assets will continue to be developed to ensure assets are maintained efficiently and effectively. The acquisition forecasts in this AM Plan make allowances for the upgrade of existing playgrounds to improve accessibility.
Environmental and sustainability	<ul style="list-style-type: none"> - Sustainably manage our resources through reuse, recycling and circular economy - Reduce the City's impact on the environment - Prepare for and respond to the challenges of changing climate - Open spaces that foster the natural environment and encourage people to spend time outdoors 	As part of the acquisition activities in this AM Plan, opportunities to achieve sustainability have been considered through the use of recycled water for irrigation where available and the procurement of recycled materials.

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the management of Open Space and Recreation Assets are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
South Australian Local Government Act 1999	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a LTFP supported by asset management plans for sustainable service delivery.
South Australian State Records Act 1997	To ensure the City of West Torrens records and stores all relevant information as set out by the State Government of South Australia.

Environmental Protection Act 1993	An Act to provide for the protection of the environment: to establish the Environmental Protection Authority and define functions and powers and for other purposes.
Work Health and Safety Act 2012	To take a constructive role in promoting improvements in work health and safety practices whilst assisting in the preservation of public health and safety in all undertakings of the organisation.
Development Act 1993	An act to provide for planning and regulate development in the state; to regulate the use and management of land and building and for other purposes.
AS/NZ Risk Management 4360-2004	Australian Standards for safety of playground equipment.
Disability Discrimination Act 1992	A Commonwealth Act relating to discrimination on the grounds of disability.

3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Table 3.4: Customer Values

Service Objective: Provide an appealing, suitable and valued open space and recreation asset network			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Open Space and Recreation assets are appealing and suitable for its intended purpose	Customer Satisfaction Survey every 4 Years	87% customer satisfaction (2019/20)	Customer satisfaction is expected to remain steady
Playground assets are appealing and suitable for its intended purpose	Customer Satisfaction Survey every 4 Years	90% customer satisfaction (2019/20)	Customer satisfaction is expected to remain steady
Playgrounds are of appropriate condition to cater for safe use	Number of customer requests for playground maintenance	37 per annum (2019/20)	Number of requests are expected to remain steady

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Condition How good is the service ... what is the condition or quality of the service?

Function Is it suitable for its intended purpose Is it the right service?

Capacity/Use Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Provide a network of open space and recreation assets of appropriate condition to cater for safe use.	Number of customer requests for playground maintenance	37 per annum (2019/20)	Number of requests are expected to remain steady
	Confidence levels		High	Medium
Function	Provide a network of open space and recreation assets that are appealing and suitable for its intended purpose.	Customer Satisfaction Survey every 5 Years	87% customer satisfaction (2019/20)	Customer satisfaction is expected to remain steady
	Confidence levels		Medium	Low
Capacity	Provide a network of open space and recreation assets that efficiently meets current demand levels.	Asset Utilisation	Asset Utilisation is not currently measured.	Development of a method to measure asset utilisation will form part of the Improvement Plan.
	Confidence levels		Low	Low

3.6 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – 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).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 3.6 shows the activities expected to be provided under the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Provide a network of open space and recreation assets that efficiently meets current demand levels.	Compliance with asset acquisitions as detailed in the Open Space Strategy.	The Open Space Strategy is current under review.	Following the review of the Open Space Strategy, acquisition activities are to be reviewed and this AM Plan updated.
Operation	To ensure that assets are provided that are safe for use.	Percentage of asset inspections completed on time	Asset inspections are to be completed at the following frequencies: Playgrounds - Monthly Sporting Courts - Reactive Inspections only Irrigation - Quarterly Approximately 90% of inspections are completed on time (October, 2020)	Greater than 95% of asset inspections completed on time. Reporting on achievement of this performance measure is to be improved.
Maintenance	To ensure that assets are provided that are safe for use	Maintenance response time to customer service requests	Customer service requests are actioned within 6 days for irrigation and 7 days for playground requests (2019).	Current maintenance response times are expected to be maintained.

³ IPWEA, 2015, IIMM, p 2|28.

Renewal	Replacement of the assets at optimum timing	Asset Age at Renewal	Assets renewals are undertaken at the following intervals: Irrigation - 20 years Playgrounds- 15-20 years Sporting Courts- 20 years	Assets renewals are undertaken at the following intervals: Irrigation - 20 years Playgrounds- 15-20 years Sporting Courts- 20 years
Disposal	There are currently no plans for the disposal of any open space and recreation assets.	-	-	-

Note: * Current activities related to Planned Budget.

** Expected performance related to forecast lifecycle costs.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

4.0 FUTURE DEMAND

4.1 Demand Drivers

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.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

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

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.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this AM Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	60,842 (2019)	Population projections indicate that the City of West Torrens will experience an increase in population as a result of urban consolidation in the medium to long term future.	A large portion of the population growth will be a result of the development of single allotments into multiple residencies. An increase in population will increase the utilisation and demand for open space and recreation assets.	Methods to measure asset utilisation are to be implemented to assist with decision making surrounding the acquisition of new assets.
State Planning Reform- Planning and Design Code	Urban consolidation will result in further increases in population.	The introduction of new legislation regulating development will further encourage development to achieve urban consolidation.	Refer to above.	Methods to measure asset utilisation are to be implemented to assist with decision making surrounding the disposal and acquisition of new assets.
Leisure Trends	A growing technological society may inadvertently see a reduction in the time spent by the public	Changes to the volume of use of open space and recreation assets.	Changes to the demand for open space and recreation assets which may see	Methods to measure asset utilisation are to be implemented to assist with decision

	outdoors for leisure purposes.		assets being underutilised or overutilised.	making surrounding the disposal and acquisition of new assets.
--	--------------------------------	--	---------------------------------------------	----------------------------------------------------------------

4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the City of West Torrens to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

4.5 Environmental Sustainability

The way in which we manage assets should recognise that there is an opportunity to incorporate environmental sustainability as part of asset lifecycle activities. Building environmental sustainability into assets can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure effects of climate change may potentially lower the lifecycle cost and reduce their carbon footprint

The impacts of climate change can have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum we should consider both how to manage our existing assets given the potential climate change impacts, and also how to incorporate environmental sustainability in any new works or acquisitions.

Current practices and issues as well as future opportunities for improvement with regards to the achievement of environmental sustainability have been identified in Table 4.5.1.

Table 4.5.1 Environmental Sustainability - Current Issues, Practices and Future Opportunities

Asset Class: Open Space and Recreation		
Environmental Sustainability Pillar	Current Practices and Issues	Opportunities for Future Improvements
Water	<ul style="list-style-type: none"> • Select irrigation systems are connected to the GAP Pipeline which uses treated waste water for irrigation • Reuse of stormwater for irrigation purposes (passive and active) • Trials undertaken for use of water as a cooling technique 	<ul style="list-style-type: none"> • Continue to explore opportunities and new techniques and improve water efficiency and minimise water consumption for irrigation purposes

Energy	<ul style="list-style-type: none"> Procure equipment derived from recycled materials which consumes less energy to produce e.g. playground equipment, park furniture, sporting court surface etc. 	<ul style="list-style-type: none"> Continue to explore opportunities to utilise recycled materials as part of capital projects
Climate Change	<ul style="list-style-type: none"> The urban heat island affect is considered as part of material and material colour selection Promoting of greening and landscaping in open space and recreation areas 	<ul style="list-style-type: none"> Consider the effect that climate change may have on the deterioration of assets
Waste	<ul style="list-style-type: none"> Minimising the waste generation from renewal activities by sourcing products derived from recycled materials 	<ul style="list-style-type: none"> Explore techniques and materials that allow existing assets' life to be extended or to be reused at end of life
Greening	<ul style="list-style-type: none"> Opportunities for landscaping and tree planting is considered as part of open space and recreation capital projects 	<ul style="list-style-type: none"> Explore innovative ways to incorporate greening into open space and recreation capital projects

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the City of West Torrens plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this AM Plan are shown in Table 5.1.1.

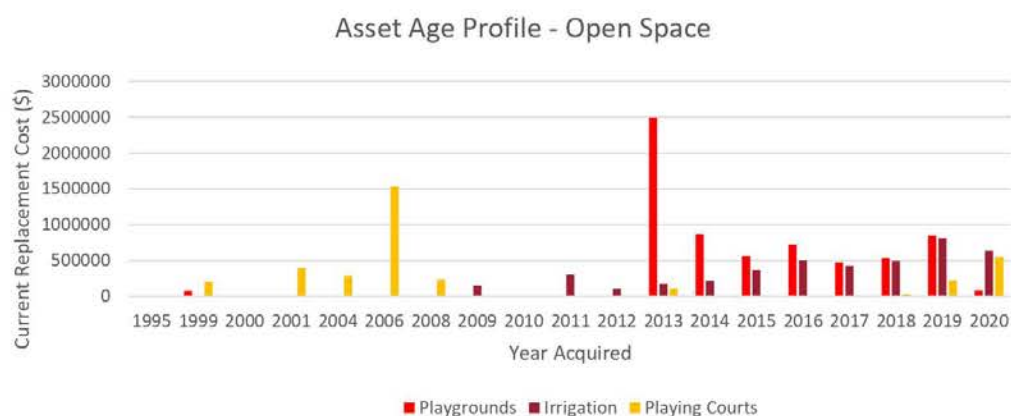
The open space and recreation assets covered by this plan include playgrounds, irrigation and playing courts.

The age profile of the assets included in this AM Plan are shown in Figure 5.1.1.

Table 5.1.1: Assets covered by this Plan

Asset Category	Quantity	Replacement Value
Playgrounds	66	\$6,660,092
Irrigation Systems	102	\$4,189,512
Playing Courts	15	\$3,556,176
TOTAL		\$14,405,780

Table 5.1.1: Assets covered by this Plan



All figure values are shown in current day dollars.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Playgrounds	Lack of data available on asset utilisation to assist with decision making.
Irrigation Systems	Availability of funds for ongoing operation costs (e.g. mains water supply) of new irrigation systems is not always considered during the design phase of projects and therefore remains unfunded.
Playing Courts	Lack of data available on asset utilisation to assist with decision making.

5.1.3 Asset condition

Condition is currently monitored through regular asset inspections.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

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. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in operation and maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Operation and Maintenance Budget Trends

Year	Operation and Maintenance Budget \$
2016/17	\$664,740
2017/18	\$676,161
2018/19	\$689,943
2019/20	\$684,200
2020/21	\$684,200 (Forecasted Estimate)

Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and risks of providing services at that level have been identified and are highlighted in this AM Plan.

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

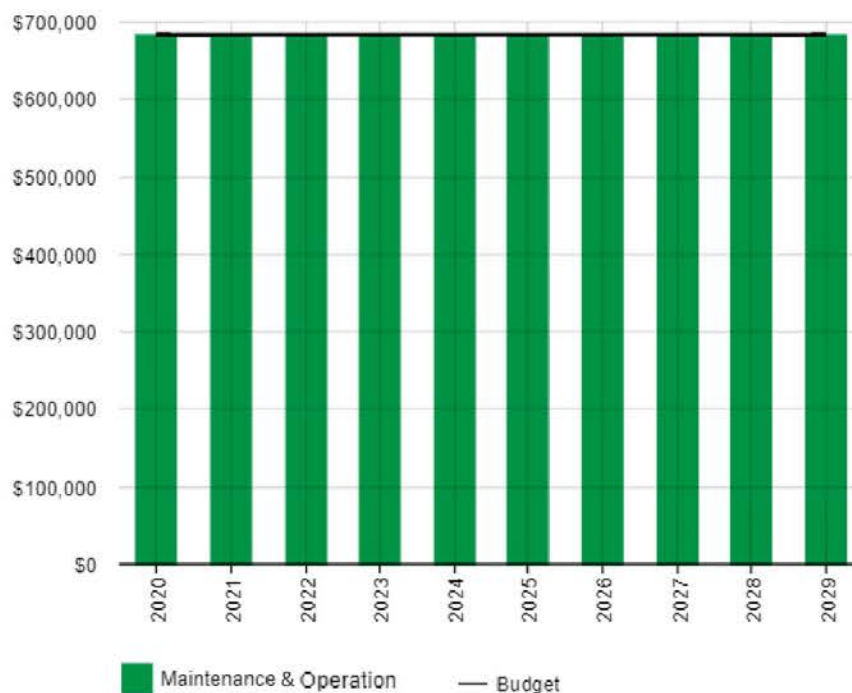
Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

The maintenance expenditure has been forecast based on historical annual maintenance expenditure. Maintenance expenditure is not expected to vary significantly during this period.

Operation costs for open space and recreation assets are currently included in maintenance cost however with the further development Council's mobile application, *Fusion*, these costs will be separately identified.

Figure 5.2: Operations and Maintenance Summary



All figure values are shown in current day dollars.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3.

Table 5.3: Useful Lives of Assets

Asset (Sub)Category	Useful life
Playgrounds	20 years
Irrigation Systems	20 years
Playing Courts	20 years

The estimates for renewals in this AM Plan were based on the asset register and considered the ideal renewal timing and the desired service levels.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).⁴

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁵

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Condition - How good is the service?	50%
Function - Is it suitable for its intended purpose?	30%
Capacity - Is the service over or under used?	20%
Total	100%

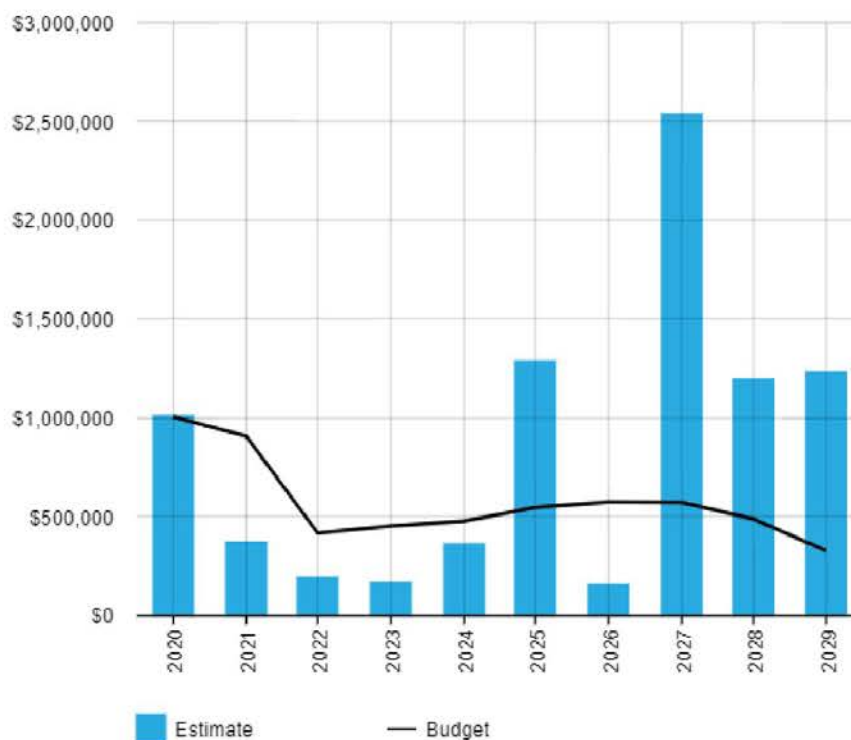
⁴ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁵ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix B.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars.

The forecast renewals for years one to five of the period are within the budget for the Long Term Financial Plan. The forecast renewal expenditure for years six to ten exceeds the allocation in the Long Term Financial Plan.

5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the City of West Torrens.

5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the

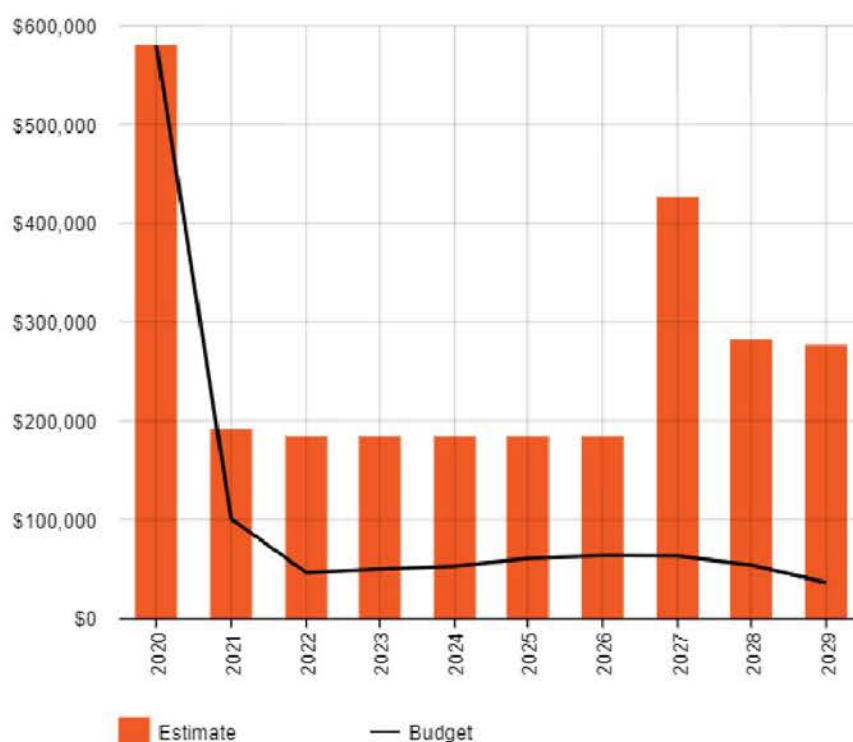
services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.4.1.

The assessment of the acquisition of new assets is undertaken by internal stakeholders on a case by case basis due to the varying criteria for each asset subcategory. This is guided by the Open Space Strategy.

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised / summarized in Figure 5.4.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix C.

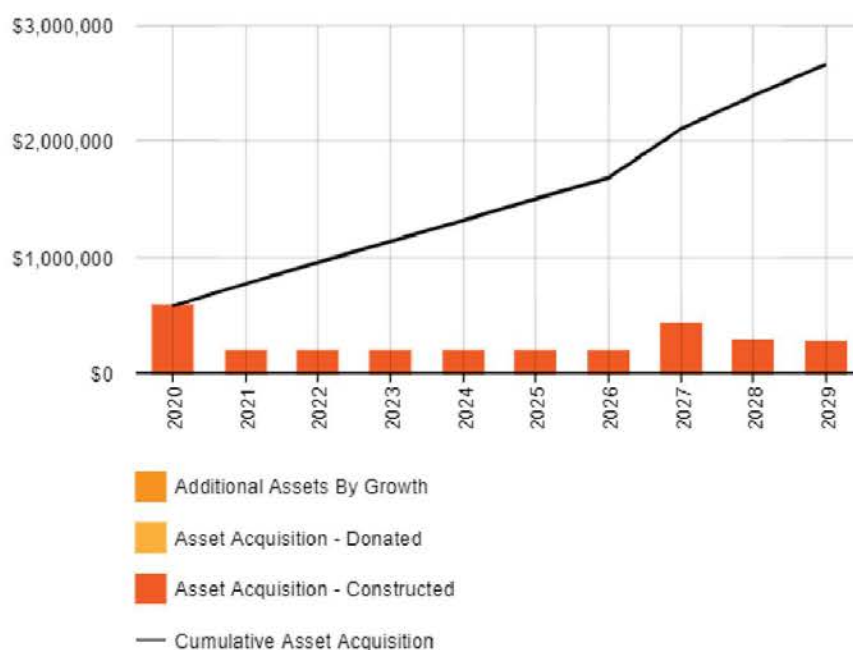
Figure 5.5.1: Acquisition (Constructed) Summary



All figure values are shown in current day dollars.

There is a shortfall in funding for asset acquisitions for all years except for 2020/21.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.4.2.

Figure 5.5.2: Acquisition Summary

All figure values are shown in current dollars.

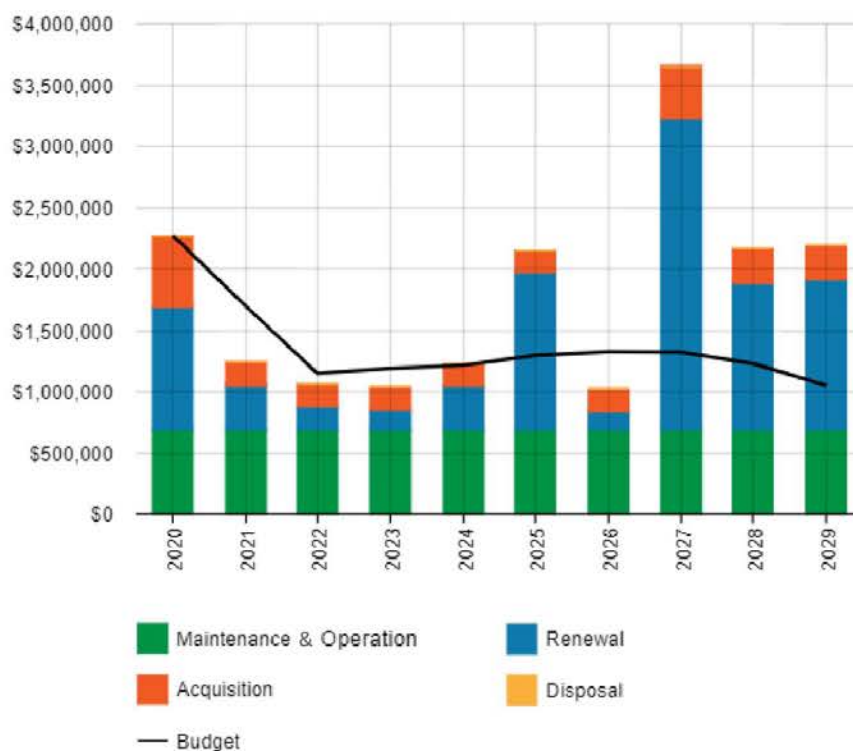
Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

The cumulative increase in assets is due to proposed upgrades of existing irrigation assets and acquisition of new irrigation systems. This will result in increased maintenance, operations and renewal costs in the future. These additional costs are not expected to significantly influence expenditure during this period.

Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.4.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary

All figure values are shown in current day dollars.

Based on Figure 5.5.3, the budget allocated in the Long Term Financial Plan is adequate to meet the proposed asset renewals, acquisitions and maintenance for first five years of the period. Additional funding is required to fund asset expenditure in year's six to ten. This is a result of a spike in asset renewals forecasted during this period.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. There are no asset disposals currently forecasted for this period.

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines alongside the City of West Torrens Enterprise Risk Management Policy and Framework.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'⁶.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Playgrounds	Physical failure, collapse or damage of playground equipment.	<ul style="list-style-type: none"> - Increased risk of injury to playground users - Temporary closure of playground for unscheduled maintenance works
Irrigation	Damaged or deteriorated pipework causing leaks and ineffective irrigation	<ul style="list-style-type: none"> - Increase in consumption and cost of water usage - Loss of plant life and turf, affecting visual amenity - Temporary closure of sporting fields for maintenance and public safety, affecting local sporting club operations
Sporting Courts	Failed sporting court pavement or surface.	<ul style="list-style-type: none"> - Increased risk of injury to users of courts - Temporary closure of sporting courts for unscheduled maintenance works affecting local sporting club operations

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used is shown in Figure 6.2.1 below.

⁶ ISO 31000:2009, p 2

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

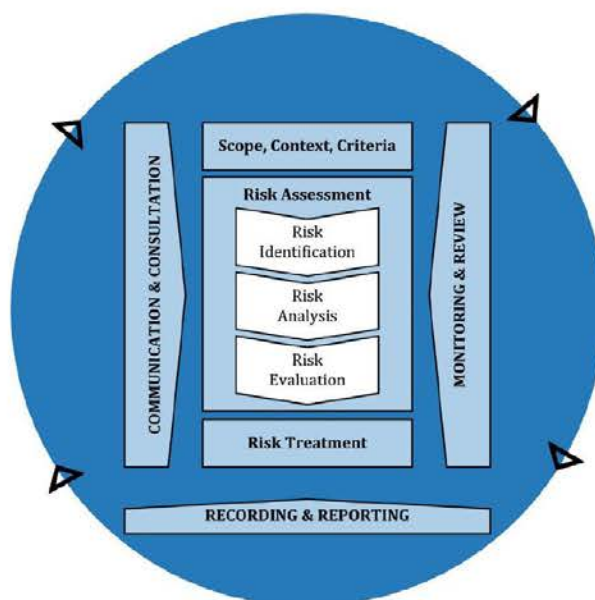


Fig 6.2.1 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

In accordance with the Enterprise Risk Management Framework, risk consequences are cited as the following:

- Financial
- Organisational or customer impact
- Reputation and relationships
- People
- Work health and safety

Furthermore, an assessment of risks⁷ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

The City of West Torrens' Risk Analysis Matrix in Figure 6.2.2 is used to assess risk levels associated with assets. The guidelines for using the risk matrix is detailed in *Administration Policy: Enterprise Risk Management Framework*⁸.

⁷ Administration Policy: Enterprise Risk Management Framework, 2019

⁸ As above

Prevent/Reduce/Manage Negative Consequences					LIKELIHOOD	Enhance/Promote/Facilitate Positive Consequences				
E	E	H	M	M	Almost Certain > 95% chance of occurring Likely 75% - 95% chance of occurring Moderate 25% - 75% chance of occurring Unlikely 5% - 25% chance of occurring Rare < 5% chance of occurring	M	M	H	E	E
E	E	H	M	L		L	M	H	E	E
H	H	M	M	L		L	M	M	H	H
H	M	M	L	L		L	L	M	M	H
M	M	L	L	L		L	L	L	M	M
Catastrophic	Major	Moderate	Minor	Insignificant	Scale	Insignificant	Minor	Moderate	Major	Outstanding

Fig 6.2.2 Risk Analysis Matrix - Level of Risk
Source: City of West Torrens

Critical risks are those assessed with High or Extreme risk ratings. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. Services and assets with a residual risks rating of High are required to be managed by the CEO and General Managers, respectively in accordance with the Enterprise Risk Management Framework.

Table 6.2: Critical Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Playgrounds	Vandalism and misuse of playground equipment may potentially make the playground unsafe for use.	High	Further developing the regular routine inspection regime through Council's mobile application, <i>Fusion</i> , and response times to Customer Requests.	Moderate	The process of reviewing and further developing inspection routines and maintenance response levels is estimated at 1 week's full time work from Council's Asset Engineer working with the relevant Work Group Leader.
Irrigation	Irrigation water systems may not functioning correctly leading to the degrading in condition of reserves, parks and gardens.	High	Further developing the regular routine inspection and maintenance regimes through Council's mobile	Moderate	The process of reviewing and further developing inspection routines and maintenance response levels is estimated at 1 week's full time work from Council's Asset Engineer working with the relevant Work Group Leader.

			application, <i>Fusion</i> .		
Sporting Courts	Towards the end of useful life, condition of sporting courts may degrade and increase the risk of injury to users.	High	Establish regular routine inspections through Council's mobile application, <i>Fusion</i> and response times to Customer Requests.	Low	The process of reviewing and further developing inspection routines and maintenance response levels is estimated at 1 week's full time work from Council's Asset Engineer working with the relevant Work Group Leader.

Note * The residual risk is the risk remaining after controls are implemented.

6.3 Organisation Strategic Risks

The strategic risks of the organisation significantly impact the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

The City of West Torrens' strategic risks related to asset management are identified in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to manage this risk .

Table 6.3: Strategic Risks

Threat / Hazard	Current Risk Control Approach	CWT Risk Level (Revised Risk- after controls)
Business Continuity and Community Resilience	This is reviewed as part of Organisational Strategic Risks including the ability to respond, recover, restore and resume business as usual. Robust plans and processes are developed.	Moderate
Emergency Events	This is reviewed as part of Organisational Strategic Risks. CWT considers all hazards including the response to multiple threats including flooding, earthquake, transport incidents etc.	Moderate
Infrastructure Management	This is reviewed as part of Organisational Strategic Risks and includes monitoring damage caused by deterioration or emergency events	Moderate
Urban Densification	This is reviewed as part of Organisational Strategic Risks and includes the planning and implementation of systems to cope with changes caused by infill development and changes to State Planning Regulations.	Moderate
Financial Management, Sustainability and Cost Shifting	This is reviewed as part of Organisational Strategic Risks and includes strategies to deal with changes in income and expenditure caused by	Moderate

	either changes in policy or emergency events	
--	----------------------------------------------	--

6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What we cannot do

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

- Provision of required open space and associated assets to meet current demand levels due to the availability of land and establishment costs

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Reduced access to open space assets for the community

6.4.3 Risk trade-off

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

- Higher than desired utilisation levels of existing assets
- Faster deterioration of existing assets due to increased usage leading to increase maintenance expenditure and shorter useful lives

These actions and expenditures are considered in the forecast costs.

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio⁹ 67.72%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 67.72% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix B.

Medium term – 10 year financial planning period

This Asset Management Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the 10 year period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$1,535,552 on average per year.

The proposed (budget) operations, maintenance and renewal funding is \$1,260,752 on average per year giving a 10 year funding shortfall of \$274,800 per year. This indicates that 82.1% of the forecast costs needed to provide the services documented in this Asset Management Plan are accommodated in the proposed budget. This excludes acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the Asset Management Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

⁹ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

We will manage the 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in 2020/2021 dollar values.

Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Acquisition	Maintenance	Renewal
2020/21	\$580,000	\$684,200	\$1,005,000
2021/22	\$189,910	\$684,200	\$367,780
2022/23	\$182,500	\$684,200	\$190,824
2023/24	\$182,500	\$684,200	\$170,733
2024/25	\$182,500	\$684,200	\$363,568
2025/26	\$182,500	\$684,200	\$1,289,392
2026/27	\$182,500	\$684,200	\$157,491
2027/28	\$425,931	\$684,200	\$2,538,085
2028/29	\$281,688	\$684,200	\$1,198,115
2029/30	\$275,208	\$684,200	\$1,232,536

7.2 Funding Strategy

The proposed funding for assets is outlined in the City of West Torrens' budget and Long-Term financial plan. Grant funding will also be sought to fund select projects.

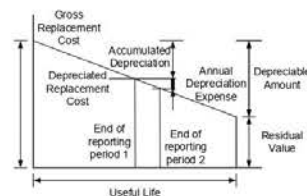
The financial strategy of the entity determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued as the actual cost and adjusted for CPI annually:

Replacement Cost (Current/Gross)	\$14,405,780
Depreciable Amount	\$14,056,943
Depreciated Replacement Cost ¹⁰	\$10,575,632
Depreciation	\$620,525



7.3.2 Valuation forecast

Asset values are forecast to increase as additional assets are acquired.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

The increase in maintenance costs is not anticipated to affect this period as the acquired assets will be near new.

¹⁰ Also reported as Written Down Value, Carrying or Net Book Value.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- Community levels of service remain consistent over the period
- Operations and maintenance budget and budget growth levels remain consistent with historical figures
- Actual replacement costs vary in line with the Consumer Price Index

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale¹¹ in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	Low	Demand drivers are based on a combination of sound statistics and analysis of current local demand drivers.
Growth projections	High	Growth projections are based on the analysis of historical figures.

¹¹ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Acquisition forecast	Low	Acquisition values are based on the historical expenditure of new/ upgrade projects and approved projects.
Operation forecast	Very Low	Very little data is held on operation costs for open space and recreation assets.
Maintenance forecast	Medium	Maintenance forecasts are based on the analysis of trends in historical maintenance expenditure.
Renewal forecast		
- Asset values	High	Asset values are based on actual asset renewal costs.
- Asset useful lives	Medium	Asset useful lives are in accordance with industry standards.
- Condition modelling	Very Low	Condition modelling is mostly estimated.
Disposal forecast	Low	Very few disposals have historically been undertaken.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be Medium.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹²

8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is "Technology One", City of West Torrens' corporate finance system.

8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is "Conquest", City of West Torrens' Asset Management System.

8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Undertake a review of the current method for determining useful lives and actual asset useful lives accordingly.	Team Leader Asset and Project Management	Internal Asset Management staff	June 2021
2	Review and continue the development of the inspection regime through Council's mobile application, <i>Fusion</i> , based on the priority of all open space and recreation assets.	Team Leader Asset and Project Management, Manager City Property Coordinator Horticulture Services	Internal Asset Management, City Property, City Operations and Information Technology staff	December 2021
3	Continue data collection and valuing of open space assets including: - lighting - car parks - street and park furniture - reserves and landscaping	Team Leader Asset and Project Management	Internal Asset Management staff and external consultants	December 2021
4	Develop current methods to measure and report regularly on key performance indicators including: - compliance with asset inspections - planned maintenance expenditure versus reactive maintenance expenditure - asset utilisation - customer satisfaction with the performance of open space and recreation assets	Team Leader Asset and Project Management Manager City Property Coordinator Horticulture Services	Internal Asset Management, Information Technology and Finance staff	June 2022

¹² ISO 55000 Refers to this as the Asset Management System

5	Establish methods to determine and report on actual open space and recreation asset maintenance costs at project level to assist with decision-making.	Team Leader Asset and Project Management Manager City Property Coordinator Horticulture Services	Internal Asset Management, Information Technology and Finance staff	June 2022
6	Undertake a complete review of this asset management plan at least every four years, within two years of each Council election.	Team Leader Asset and Project Management	Internal Asset Management staff	October 2024

8.3 Monitoring and Review Procedures

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating within two years of each Council election.

8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012, Practice Note 6 Long-Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6>
- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8>
- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- City of West Torrens Community Plan 2030
- City of West Torrens Adopted Budget and Annual Business Plan 2020/21
- City of West Torrens, 2019, Administration Policy: Enterprise Risk Management Framework

10.0 APPENDICES

Appendix A Maintenance Response Levels of Service

Appendix A provides an overview of the maintenance strategy and response level of service for recreation and open space assets.

Asset Criticality

Asset criticality and maintenance intervention is based on the following framework:

Level	Function	Safety/ Presentation
1	High Importance	Extreme/ High
2	Important	Moderate
3	Lower Importance	Low

Proposed Criticality/Performance Categories (including defect/ maintenance response times and proposed defect inspection cycle) are:-

Recreation and Opens Space Assets	
Broken/ Missing Equipment - High/extreme risk defects	repairs completed within 1 - 2 days
Surface Damage - High/extreme risk defects	permanent repairs and other defect repairs completed within 7 days
Missing Softfall - High/extreme risk defects	permanent repairs and other defect repairs completed within 7 days
Replacement of equipment - High/ extreme risk defects	permanent repairs and other defect repairs completed within 30 - 90 days
New Equipment - High/ extreme risk defects	permanent repairs and other defect repairs completed within 3 - 12 months or part of the Capital Works Program

Risk Ratings

Risks are rated:

- Extreme (extreme safety risk and extreme functional or presentation risk exists)
- High (high safety risk, and high functional or presentation risk exists);
- Moderate (moderate functional or presentation risk exists); and
- Low (low functional or presentation risk exists).

Appendix B Renewal Forecast Summary

B.1 – Renewal Forecast Summary

Table B1 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2020/21	\$1,005,000	\$1,005,000
2021/22	\$367,780	\$906,772
2022/23	\$190,824	\$416,639
2023/24	\$170,733	\$451,540
2024/25	\$363,568	\$477,172
2025/26	\$1,289,392	\$546,428
2026/27	\$157,491	\$574,415
2027/28	\$2,538,085	\$570,858
2028/29	\$1,198,115	\$488,631
2029/30	\$1,232,536	\$328,069

B.2 –10 Year Renewal Program

Asset Type	Project	Estimate
	2020/21	
Irrigation	Irrigation System (7905) - Michael Street (Linear Park)	\$35,000
Irrigation	Irrigation System (7931) (Bore Pump) - Weigall Oval Complex	\$110,000
Irrigation	Irrigation System - Britton Street Reserve	\$40,000
Irrigation	Irrigation System - Apex Park	\$60,000
Playground	Playground Facility (P11) Britton Street Reserve	\$70,000
Playground	Playground Facility (P24) Rex Jones Reserve	\$125,000
Playground	Playground Facility (P39) Torrens Linear Park	\$40,000
Playground	Playground Facility (P54) Helenslea Reserve	\$65,000
Playground	Westside Bikeway Creslin Tce - Gym Equipment	\$30,000
Playground	Minor Equipment Renewal (Various)	\$20,000
Playground	Shade Sail Shelter/Structures - Renewal	\$60,000
Playground	Fencing - Playgrounds - Renewal	\$25,000
Sporting Courts	Tennis Court - Kesmond Reserve Complex	\$25,000
Sporting Courts	Tennis Court - Glenlea Tennis Club	\$300,000
	2021/22	
Irrigation	Irrigation System (7935) - Helenslea Reserve	\$23,555
Irrigation	Irrigation System - Plympton Green	\$28,000
Irrigation	Irrigation System - Westside Bikeway Reserve Creslin Tce (Cromer St to Collin St)	\$137,120
Playground	Playground Facility (P65) Siesta Avenue Reserve	\$17,101
Playground	Playground Facility (P53) Kings Reserve	\$57,004
Playground	Minor Equipment Renewal (Various)	\$20,000
Playground	Shade Sail Shelter/Structures - Renewal	\$60,000
Playground	Fencing - Playgrounds - Renewal	\$25,000
	2022/23	

	Irrigation	Irrigation Weather Station (7946) - Beare Ave Reserve	\$14,944
	Irrigation	Irrigation System - Sandringham Reserve	\$70,880
	Playground	Minor Equipment Renewal (Various)	\$20,000
	Playground	Shade Sail Shelter/Structures - Renewal	\$60,000
	Playground	Fencing - Playgrounds - Renewal	\$25,000
		2023/24	
	Irrigation	Irrigation System (7895) - Kesmond Reserve Complex	\$47,213
	Irrigation	Irrigation System - Dew Street Reserve	\$18,520
	Playground	Minor Equipment Renewal (Various)	\$20,000
	Playground	Shade Sail Shelter/Structures - Renewal	\$60,000
	Playground	Fencing - Playgrounds - Renewal	\$25,000
		2024/25	
	Irrigation	Irrigation System - Baroda Avenue Reserve	\$101,920
	Irrigation	Irrigation System - Sandison Reserve	\$124,520
	Playground	Minor Equipment Renewal (Various)	\$20,000
	Playground	Shade Sail Shelter/Structures - Renewal	\$60,000
	Playground	Fencing - Playgrounds - Renewal	\$25,000
	Sporting Courts	Basketball Court 3 on 3 - Kesmond Reserve	\$32,128
	Sporting Courts	Basketball Court 3 on 3 - Kesmond Reserve	\$32,128
		2025/26	
	Irrigation	Irrigation System - Mellor Park (7899) Lockleys Reserve Complex- Irrigation	\$52,456
	Irrigation	Irrigation System - Graham Crescent Reserve	\$72,000
	Irrigation	Irrigation System - Holbrooks Road (Underdale 2)	\$64,700
	Irrigation	Irrigation System - Holbrooks Road (Underdale 1)	\$19,020
	Playground	Minor Equipment Renewal (Various)	\$20,000
	Playground	Shade Sail Shelter/Structures - Renewal	\$60,000
	Playground	Fencing - Playgrounds - Renewal	\$25,000
	Sporting Courts	Peake Gardens Reserve -Tennis Court	\$759,279
	Sporting Courts	Tennis Court - Cowandilla Recreation Reserve (Western Youth)	\$216,937
		2026/27	
	Playground	Minor Equipment Renewal (Various)	\$20,000
	Playground	Shade Sail Shelter/Structures - Renewal	\$60,000
	Playground	Fencing - Playgrounds - Renewal	\$25,000
		2027/28	
	Irrigation	Irrigation System - Errington Street Reserve	\$64,000
	Playground	Playground Facility (P61) Coast Watchers Reserve	\$101,249
	Playground	Playground Facility (P51) Apex Park	\$404,167
	Playground	Playground Facility (P19) Elsie Street Reserve	\$112,921
	Playground	Playground Facility (P34) Lindfield Reserve	\$169,925
	Playground	Playground Facility (P38) Noble Avenue Reserve	\$97,198
	Playground	Playground Facility (P05) Frank Norton Reserve	\$83,225
	Playground	Playground Facility (P62) Reedbeds Community Centre	\$60,205
	Playground	Playground Facility (P02) Mellor Park	\$96,906
	Playground	Playground Facility (P07) Mile End Common	\$171,176
	Playground	Playground Facility (P13) Swan Avenue Reserve	\$20,521
	Playground	Playground Facility (P21) Beare Avenue Reserve	\$79,262
	Playground	Playground Facility (P23) Weigall Oval	\$84,963

	Playground	Playground Facility (P26) Glandore Kindergarten	\$123,545
	Playground	Gym Facility Westside Bikeway Reserve McArthur Ave	\$30,130
	Playground	Playground Facility (P30) Westside Bikeway Reserve	\$142,509
	Playground	Playground Facility (P55) Camden Oval	\$74,105
	Playground	Playground Facility (P69) Kings Reserve	\$282,304
	Playground	Minor Equipment Renewal (Various)	\$20,000
	Playground	Shade Sail Shelter/Structures - Renewal	\$60,000
	Playground	Fencing - Playgrounds - Renewal	\$25,000
	Sporting Courts	Tennis & Netball Court - Golflands Reserve Complex	\$234,772
		2028/29	
	Irrigation	Irrigation System (7894) - Golflands Reserve Complex (Eastern Side)	\$43,070
	Irrigation	Irrigation System (7896) - Rex Jones Reserve	\$58,163
	Playground	Playground Facility (P59) Clifford Street Reserve	\$27,462
	Playground	Playground Facility (P09) Peake Gardens Reserve	\$96,070
	Playground	Playground Facility (P31) Golflands Reserve	\$91,318
	Playground	Playground Facility (P14) Pacific Parade Reserve	\$123,447
	Playground	Playground Facility (P25) Cross Terrace Reserve	\$64,438
	Playground	Playground Facility (P29) Errington Street Reserve	\$85,348
	Playground	Playground Facility (P18) Baroda Avenue Reserve	\$165,224
	Playground	Playground Facility (P71) Richmond Oval	\$21,956
	Playground	Playground Facility (P17) Sandringham Reserve	\$85,909
	Playground	Gym Facility AAL Shared Path	\$21,962
	Playground	Playground Facility (P16) Shephard Court Reserve	\$87,567
	Playground	Playground Facility (P20) Joe Wells Reserve/Netley Kindergarten	\$121,181
	Playground	Minor Equipment Renewal (Various)	\$20,000
	Playground	Shade Sail Shelter/Structures - Renewal	\$60,000
	Playground	Fencing - Playgrounds - Renewal	\$25,000
		2029/30	
	Playground	Playground Facility (P03) Lysle Street Reserve	\$80,443
	Playground	Playground Facility (P66) DCA Reserve	\$94,232
	Playground	Playground Facility (P40) Torrens Linear Park	\$108,731
	Playground	Playground Facility (P63) Torrens Linear Park	\$85,928
	Playground	Playground Facility (P64) Poplar Street Reserve	\$83,783
	Playground	Playground Facility (P73) College Grove Reserve	\$107,744
	Playground	Playground Facility (P06) City of West Torrens Memorial Garden	\$366,219
	Playground	Minor Equipment Renewal (Various)	\$20,000
	Playground	Shade Sail Shelter/Structures - Renewal	\$60,000
	Playground	Fencing - Playgrounds - Renewal	\$25,000
	Sporting Courts	Tennis Court - Britton Street Reserve	\$200,457

*Timing of works is subject to annual review and development of capital works programs and based on the findings of condition assessments and inspections.

Appendix C Acquisition Forecast

C.1 – Acquisition Forecast Summary

Table C1 - Acquisition Forecast Summary

Year	Forecast Acquisition Expenditure	Acquisition Budget
2020/21	\$580,000	\$580,000
2021/22	\$189,910	\$100,752
2022/23	\$182,500	\$46,293
2023/24	\$182,500	\$50,171
2024/25	\$182,500	\$53,019
2025/26	\$182,500	\$60,714
2026/27	\$182,500	\$63,824
2027/28	\$425,931	\$63,429
2028/29	\$281,688	\$54,292
2029/30	\$275,208	\$36,452

C.2 – Acquisition Project Summary

Asset Type	Project	Estimate
	2020/21	
Irrigation	General Upgrades	\$100,000
Irrigation	Camden Oval	\$110,000
Irrigation	River Torrens Linear Park (Autumn Ave), Lockleys	\$35,000
Irrigation	James Congdon Drive + Sir Donald Bradman Drive, Mile End (Verge Areas)	\$110,000
Irrigation	Sir Donald Bradman Drive, Brooklyn Park (Centre Island Median)	\$80,000
Irrigation	Brown Hill Creek / Adelaide Airport (Captain McKenna Bikeway)	\$45,000
Irrigation	Gen Irrigation & Minor Upgrades, etc... (8770) - Rainbird, Equipment, etc.	\$50,000
Playground	Douglas St (Island), Lockleys - New	\$30,000
Playground	Gym Equipment - New (Additional)	\$20,000
	2021/22	
Irrigation	General Upgrades	\$100,000
Irrigation	Gen Irrigation & Minor Upgrades, etc... (8770) - Rainbird, Equipment, etc.	\$50,000
Playground	Gym Equipment - New (Additional)	\$20,000
Playground	General Playground Upgrades	\$19,910
	2022/23	
Irrigation	General Upgrades	\$100,000
Irrigation	Gen Irrigation & Minor Upgrades, etc... (8770) - Rainbird, Equipment, etc.	\$50,000
Playground	Gym Equipment - New (Additional)	\$20,000
Playground	General Playground Upgrades	\$12,500
	2023/24	
Irrigation	General Upgrades	\$100,000
Irrigation	Gen Irrigation & Minor Upgrades, etc... (8770) - Rainbird, Equipment, etc.	\$50,000
Playground	Gym Equipment - New (Additional)	\$20,000
Playground	General Playground Upgrades	\$12,500
	2024/25	

	Irrigation	General Upgrades	\$100,000
	Irrigation	Gen Irrigation & Minor Upgrades, etc... (8770) - Rainbird, Equipment, etc.	\$50,000
	Playground	Gym Equipment - New (Additional)	\$20,000
	Playground	General Playground Upgrades	\$12,500
		2025/26	
	Irrigation	General Upgrades	\$100,000
	Irrigation	Gen Irrigation & Minor Upgrades, etc... (8770) - Rainbird, Equipment, etc.	\$50,000
	Playground	Gym Equipment - New (Additional)	\$20,000
	Playground	General Playground Upgrades	\$12,500
		2026/27	
	Irrigation	General Upgrades	\$100,000
	Irrigation	Gen Irrigation & Minor Upgrades, etc... (8770) - Rainbird, Equipment, etc.	\$50,000
	Playground	Gym Equipment - New (Additional)	\$20,000
	Playground	General Playground Upgrades	\$12,500
		2027/28	
	Irrigation	General Upgrades	\$100,000
	Irrigation	Gen Irrigation & Minor Upgrades, etc... (8770) - Rainbird, Equipment, etc.	\$50,000
	Playground	Gym Equipment - New (Additional)	\$20,000
	Playground	General Playground Upgrades	\$255,931
		2028/29	
	Irrigation	General Upgrades	\$100,000
	Irrigation	Gen Irrigation & Minor Upgrades, etc... (8770) - Rainbird, Equipment, etc.	\$50,000
	Playground	Gym Equipment - New (Additional)	\$20,000
	Playground	General Playground Upgrades	\$111,688
		2029/30	
	Irrigation	General Upgrades	\$100,000
	Irrigation	Gen Irrigation & Minor Upgrades, etc... (8770) - Rainbird, Equipment, etc.	\$50,000
	Playground	Gym Equipment - New (Additional)	\$20,000
	Playground	General Playground Upgrades	\$105,208

*Timing of works is subject to annual review and development of capital works programs and based on the findings of condition assessments and inspections.

Appendix D Forecast Expenditure and Long Term Financial Plan*Table D1 – Forecast Expenditure and Long Term Financial Plan*

Year	Acquisition	Renewal	Total	LTFP	Shortfall (-)	Cumulative Shortfall (-)
2020/21	\$580,000	\$1,005,000	\$1,585,000	\$1,585,000	\$0	\$0
2021/22	\$189,910	\$367,780	\$557,690	\$1,007,524	\$449,834	\$449,834
2022/23	\$182,500	\$190,824	\$373,324	\$462,933	\$89,609	\$539,443
2023/24	\$182,500	\$170,733	\$353,233	\$501,711	\$148,478	\$687,921
2024/25	\$182,500	\$363,568	\$546,068	\$530,191	-\$15,877	\$672,044
2025/26	\$182,500	\$1,289,392	\$1,471,892	\$607,142	-\$864,750	-\$192,706
2026/27	\$182,500	\$157,491	\$339,991	\$638,239	\$298,248	\$105,541
2027/28	\$425,931	\$2,538,085	\$2,964,016	\$634,287	-\$2,329,729	-\$2,224,188
2028/29	\$281,688	\$1,198,115	\$1,479,803	\$542,923	-\$936,880	-\$3,161,068
2029/30	\$275,208	\$1,232,536	\$1,507,744	\$364,521	-\$1,143,223	-\$4,304,290



A: 165 Sir Donald Bradman Drive, Hilton SA 5033
P: (08) 8416 6333
E: csu@wtcc.sa.gov.au
W: westtorrens.sa.gov.au

Stormwater Asset Management Plan

December 2020



Document Control		Asset Management Plan			
Document ID :					
Rev No	Date	Revision Details	Author	Reviewer	Approver
	Dec 2020	Issue for Executive Review	RP, MP	Jl	AC
	Dec 2020	Issue to Elected Members- Preliminary Draft	RP, MP	Jl	AC
	Jan 2021	Issue for Public Consultation - Draft	RP, MP	Jl	Council Resolution 19/1/21
0	Feb 2021	Issue for Council Adoption	RP, MP	Jl	AC

The entity can choose either template to write/update their plan regardless of their level of asset management maturity and in some cases may even choose to use only the Executive Summary.

The illustrated content is suggested only and users should feel free to omit content as preferred (e.g. where info is not currently available).

This Asset Management Plan may be used as a supporting document to inform an overarching Strategic Asset Management Plan.

© Copyright 2020 – All rights reserved
The Institute of Public Works Engineering Australasia

Contents

1.0	EXECUTIVE SUMMARY	5
1.1	The Purpose of the Plan	5
1.2	Asset Description	5
1.3	Levels of Service	5
1.4	Future Demand	5
1.5	Lifecycle Management Plan	6
1.6	Financial Summary	6
1.7	Asset Management Planning Practices	7
1.8	Monitoring and Improvement Program	7
2.0	Introduction	9
2.1	Background	9
2.2	Goals and Objectives of Asset Ownership	11
3.0	LEVELS OF SERVICE	13
3.1	Customer Research and Expectations	13
3.2	Strategic and Corporate Goals	15
3.3	Legislative Requirements	16
3.4	Customer Values	16
3.5	Customer Levels of Service	17
3.6	Technical Levels of Service	18
4.0	FUTURE DEMAND	21
4.1	Demand Drivers	21
4.2	Demand Forecasts	21
4.3	Demand Impact and Demand Management Plan	21
4.4	Asset Programs to meet Demand	23
4.5	Environmental Sustainability	23
5.0	LIFECYCLE MANAGEMENT PLAN	25
5.1	Background Data	25
5.2	Operations and Maintenance Plan	27
5.3	Renewal Plan	28
5.4	Summary of future renewal costs	30
5.5	Acquisition Plan	31
5.6	Disposal Plan	33
6.0	RISK MANAGEMENT PLANNING	34

6.1	Critical Assets.....	34
6.2	Risk Assessment.....	34
6.3	Organisation Strategic Risks	37
6.4	Service and Risk Trade-Offs	37
7.0	FINANCIAL SUMMARY	39
7.1	Financial Sustainability and Projections	39
7.2	Funding Strategy.....	40
7.3	Valuation Forecasts	40
7.4	Key Assumptions Made in Financial Forecasts	41
7.5	Forecast Reliability and Confidence.....	41
8.0	PLAN IMPROVEMENT AND MONITORING	43
8.1	Status of Asset Management Practices	43
8.2	Improvement Plan	43
8.3	Monitoring and Review Procedures	44
8.4	Performance Measures	44
9.0	REFERENCES	45
10.0	APPENDICES	46
Appendix A	Maintenance Response Levels of Service	46
Appendix B	Renewal Forecast Summary	47
Appendix C	Acquisition Forecast.....	48
Appendix D	Forecast Expenditure and Long Term Financial Plan	50

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 2020/21 to 2029/30 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

1.2 Asset Description

This plan covers the infrastructure assets associated with the stormwater network.

The stormwater network comprises:

- 149,220 metres of pipes
- 4,218 pits
- 15,920 metres of box culverts
- 4 open channels
- 322 water sensitive urban design devices
- 6 pump stations
- 7 gross pollutant traps
- 6 detention basins

The above infrastructure assets have replacement value estimated at \$137,338,282 (2020).

1.3 Levels of Service

The allocation in the planned budget is sufficient to continue providing existing services for renewal and maintenance activities at current levels for the planning period. There will be times where maintenance levels of service cannot be maintained due to intermittent spikes in the number of customer requests for maintenance works.

The planned budget is insufficient to meet proposed service levels for acquisition activities. Further information on acquisition activities and funding requirements will be obtained through the finalisation of the imminent Stormwater Management Plan. The forecast budget position will be positively or negatively impacted by this.

1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Urban consolidation
- Climate change
- Increasing environmental awareness

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- The ongoing development of Stormwater Management Plans will highlight and prioritise the areas within the city which require a new or upgraded stormwater system to mitigate major flooding.
- Maintenance and operation costs will need to be assessed against current resources available. It is expected that additional funding for maintenance and operation activities will be required to maintain current service levels.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10 year total outlays, which for stormwater assets is estimated as \$59,218,652 or \$5,921,865 on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for the 10 year period is \$53,734,498 or \$5,373,450 on average per year as per the Long-Term Financial plan or Planned Budget. This is 90.74% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for stormwater assets leaves a shortfall of \$548,415 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

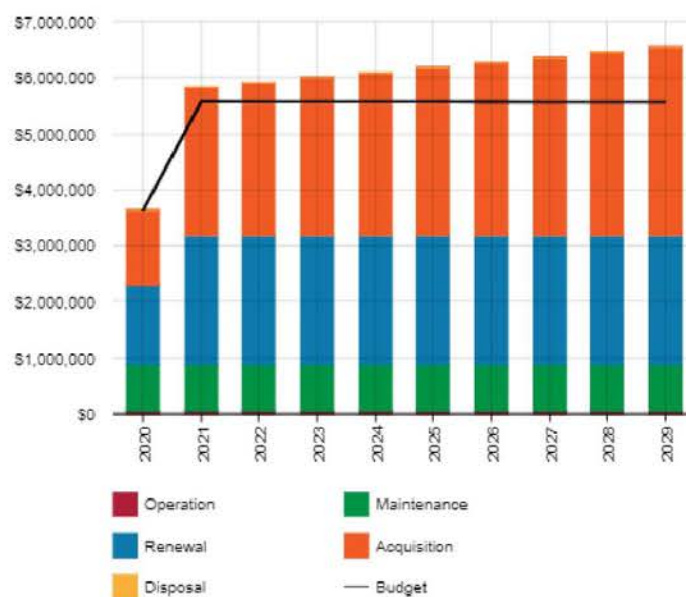


Figure Values are in current dollars.

We plan to provide services for the operation, maintenance, renewal and acquisition of stormwater assets to meet service levels set by the City of West Torrens and detailed in the AMP.

1.6.2 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Sustaining maintenance service levels and response times at all times

1.6.3 Managing the Risks

Our present budget levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Overall reduced stakeholder satisfaction leading to an increase in the number of customer works request
- Assets require additional maintenance or renewal works than desirable to remain serviceable due to delays in undertaking maintenance.

We will endeavour to manage these risks within available funding by:

- Undertaking CCTV condition inspections to identify pipes/culverts near end of life
- Implementing a proactive pipe/culvert cleansing program based on prioritisation risk criteria.

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- The condition of stormwater assets which have been inspected are a fair representation of the entire networks condition
- Unit rates for valuations are based on the three year average of actual costs of replacement
- Operations and maintenance budget and budget growth levels remain consistent with historical figures

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

The condition data available for stormwater assets was used to forecast the renewal lifecycle costs for this AM Plan.

This AM Plan is based on a medium level of confidence information.

1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Undertake a review of the current method for determining useful lives and actual asset useful lives accordingly
- Further develop the asset inspection regime through Council's mobile application, *Fusion*, based on the priority of all stormwater assets to assist with the ongoing development of planned maintenance programs.
- Update the renewal and acquisition projected expenditure in this asset management plan following finalising of Stormwater Management Plans.
- Develop current methods of measuring and reporting regularly on key performance indicators.
- Establish methods to determine and report on actual stormwater maintenance costs at project level to assist with decision making.

- Develop a stormwater asset hierarchy to assist with the further development of suitable levels of service for each level of the hierarchy.
- Review and correct anomalies between GIS data and data recorded in the asset register.
- Undertake a complete review of this asset management plan at least every four years.

2.0 Introduction

2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the City of West Torrens planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- City of West Torrens Community Plan
- Long Term Financial Plan
- Annual Business Plan
- The Initial Stormwater Management Plan
- Brownhill and Keswick Creek Stormwater Management Plan

The asset management strategy, practices and policies used by the City of West Torrens to manage stormwater assets is developing. As part of the improvements in implementing this AM Plan, the organisation is striving to develop its routine maintenance and inspection practices into a robust system. The development of Stormwater Management Plans for the organisation is ongoing and this will form the basis of future stormwater upgrades to suit current and future stormwater catchment demands.

The infrastructure assets covered by this AM Plan include stormwater pits, pipes, culverts, gross pollutant traps, pump stations and other associated stormwater assets. For a detailed summary of the assets covered in this AM Plan refer to Table in Section 5. These assets are used to capture and deliver stormwater run-off to waterways in order to prevent flooding throughout the city.

The infrastructure assets included in this plan have a total replacement value of \$137,338,282.

The City of West Torrens is committed to adopting an environmentally sustainable approach to managing our assets. This is done by minimising the impact of our assets on the environment and by considering the environmental and climate change issues over the entire life of assets.

We need to be aware of the challenges we face now and in the future - such as population growth, demographic change, climate change, technology change and changes in our community's needs and aspirations.

Council recognises that climate change is likely to affect asset life and functionality. As such, in future reports and analysis Council will further explore how climate change will affect assets.

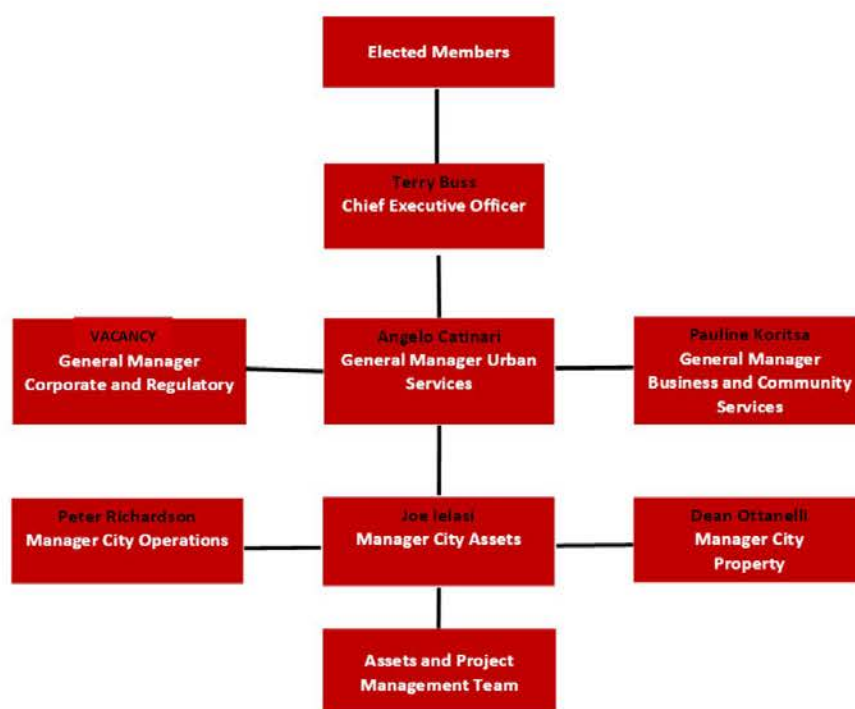
Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Elected Members	<ul style="list-style-type: none"> ■ Represent needs of community/shareholders; and ■ Ensure organisation is financially sustainable.
CEO/ General Manager Urban Services	Executive management endorsement of AM Plan

Manager City Assets	Review and approval of AM Plan
Team Leader Asset and Project Management	Development, implementation and maintenance of AM Plan to meet community levels of service.
Asset Officer/ Engineer	Assist with the development, implementation and maintenance of AM Plan to meet community levels of service.
City Operations Department	Coordinate and deliver maintenance and operation works in accordance with the AM Plan.
City Property Department	Coordinate and deliver maintenance and operation works in accordance with the AM Plan for stormwater pump stations.
City Assets Department	Coordinate and delivery capital works including asset renewals and acquisitions in accordance with the AM Plan.
General public	Assist with the determining of levels of service through public consultation processes.

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



2.2 Goals and Objectives of Asset Ownership

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

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

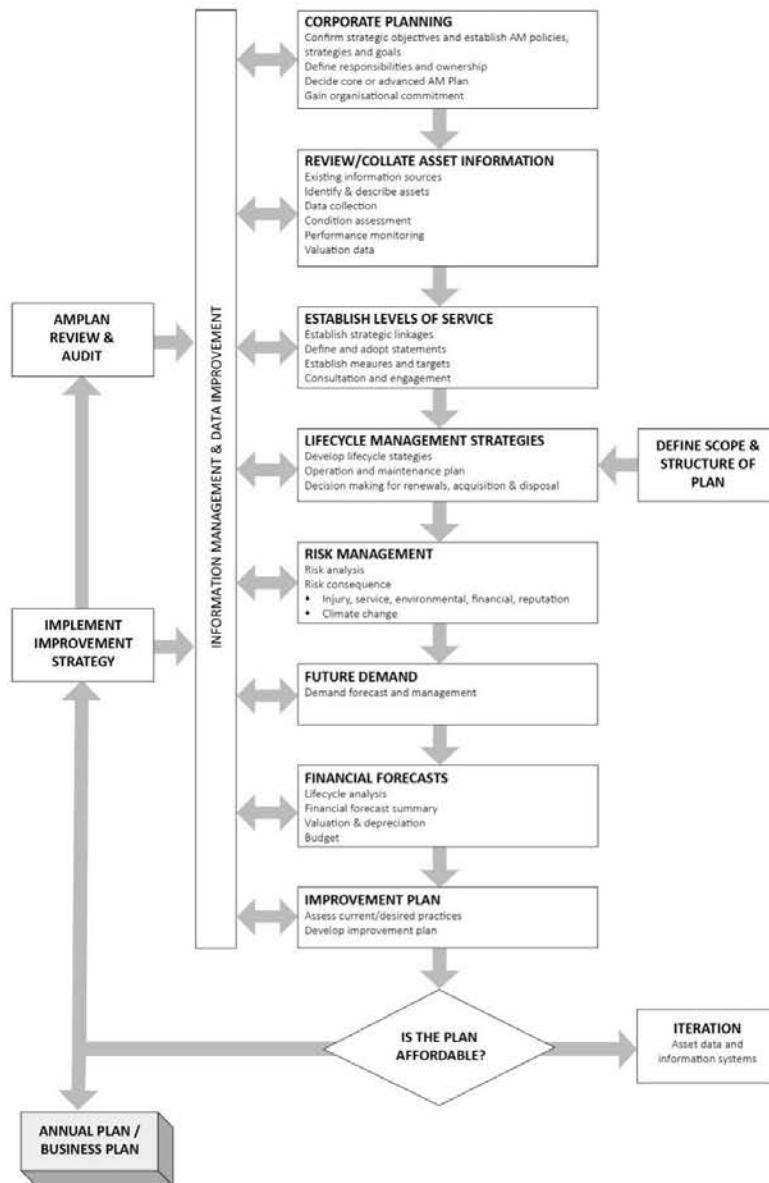
A road map for preparing an AM Plan is shown below.

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



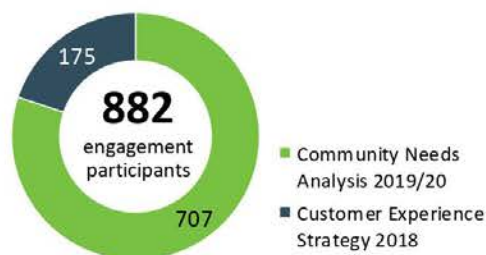
3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

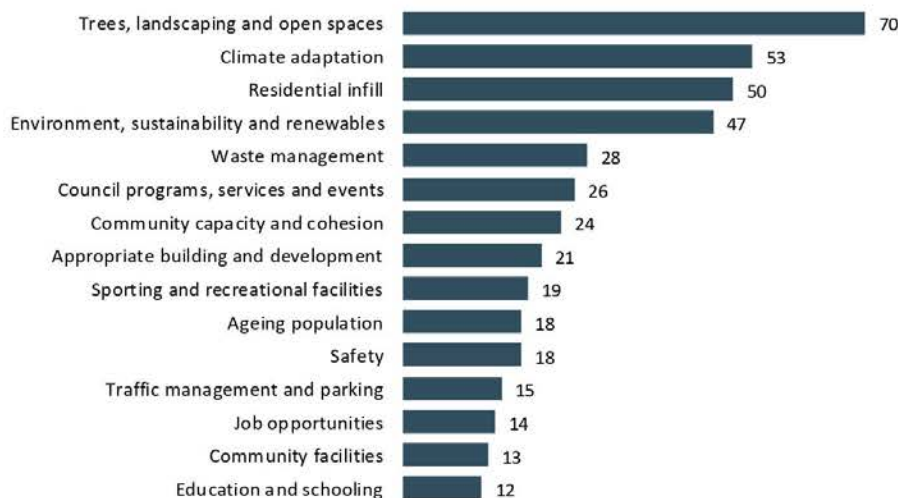
The City of West Torrens is committed to meeting community expectations through asset management. Feedback was received from the community relating to Council's current state of infrastructure assets from recent city-wide community engagement initiatives, which include:

- City of West Torrens Community Needs Analysis 2019/20 (CNA)
- City of West Torrens Customer Experience Strategy 2018 (CES)

3.1.1 Engagement Participation Rate



The 2019 Community Needs Analysis Community Survey (with 410 participants) asked respondents about the importance of services in addressing future changing societal needs in West Torrens. The chart below lists 15 highest priorities, based on the number of people that identified them.



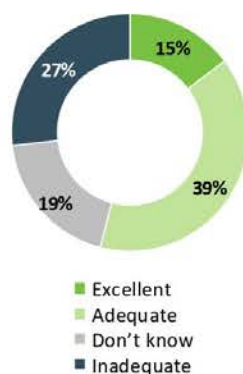
15 most important future community needs considerations
(Results from the Community Needs Analysis survey, 410 participants)

Whilst stormwater management was not specifically considered, climate adaption, residential infill development and environmental issues were ranked the 2nd, 3rd and 4th most important accordingly. Stormwater infrastructure plays an important role in all of these issues highlighting the level of importance to provide a suitable stormwater network.

At the 2019 Summer Festivals, Council engaged with 162 participants by asking them to allocate “budget” to ten council services as part of a hypothetical spending exercise. Parks and open spaces were allocated the highest “budget amount” with climate change adaptation being a close second.

The 2019 Community Needs Analysis Survey sought feedback on customer expectations and levels of satisfaction with current services. Respondents did not specifically rank stormwater management, however, many respondents sought a greater commitment to the environment from Council. In this, 27% considered Council’s current commitment to be inadequate. This was the third worst ranking consideration with only local public art and local entertainment being lower. Increased tree planting, sustainable water drainage systems and protecting property from potentially more intense rainfall events were suggested responses to address the issues.

Council's commitment to the environment



Level of Service Ranking

(Results from the Community Needs Analysis survey, 410 participants)

The results from the community engagement for the Community Needs and Customer Experience Strategy were interpreted to determine the customer satisfaction levels in Table 3.1.

Table 3.1: Customer Satisfaction Survey Levels

Performance Measure	Satisfaction Level				
	Very Satisfied	Fairly Satisfied	Satisfied	Somewhat satisfied	Not satisfied
	80 - 100%	60 - 80%	40 - 60%	20 - 40%	0 - 20%
The suitability of the organisation's stormwater network		✓			

3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the City of West Torrens vision, mission, goals and objectives.

Our vision is:

Committed to be being the best place to live, work and enjoy life.

Our mission is:

To strive for excellence in serving our diverse community.

Strategic goals have been set by the City of West Torrens. The relevant goals and objectives and how these are addressed in this AM Plan are summarised in Table 3.2.

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

Council Vision	Operational Focus	How Goal and Objectives are addressed in the AM Plan
Organisational Strength	<ul style="list-style-type: none"> - Strong partnerships and working relationships with our community, other organisations and spheres of Government - Customer experience and community are at the centre of our considerations - Our community can meaningfully engage with Council - Sustainable financial management principles 	<p>As part of the improvement plan, methods are to be established to measure key performance indicators regularly including customer satisfaction levels.</p> <p>As part of this AM plan, the levels of service of stormwater assets have been reviewed to ensure that service levels are financially sustainable based on funding available.</p>
Built Environment	<ul style="list-style-type: none"> - Provide infrastructure that meets the needs of a changing city and climate 	<p>As part of this AM plan, the acquisition, renewal and maintenance levels of service of stormwater assets have been reviewed to ensure that they are fit for purpose and with the intent to achieve high quality stormwater management.</p>
Environmental and sustainability	<ul style="list-style-type: none"> - Sustainably manage our resources through reuse, recycling and circular economy - Reduce the City's impact on the environment - Prepare for and respond to the challenges of changing climate reuse, and incorporate water sensitive urban design in streetscapes 	<p>As part of this AM plan, acquisition forecasts include expenditure for the implementation of water sensitive urban design as part of stormwater projects including the installation of bio-filter areas and capturing stormwater for reuse in irrigation.</p>

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the stormwater assets are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
South Australian Local Government Act 1999	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a LTFP supported by asset management plans for sustainable service delivery.
South Australian State Records Act 1997	To ensure the City of West Torrens records and stores all relevant information as set out by the State Government of South Australia.
Environment Protection Act 1993	An Act to provide for the protection of the environment: to establish the Environmental Protection Authority and define functions and powers and for other purposes.
Work Health and Safety Act 2012	To take a constructive role in promoting improvements in work health and safety practices whilst assisting in the preservation of public health and safety in all undertakings of the organisation.
Development Act 1993	An act to provide for planning and regulate development in the state; to regulate the use and management of land and building and for other purposes.
Australian Road Rules 1989	The Australian Road Rules have been made into regulations under the Road Traffic Act (South Australia) and gives road authorities in each state delegated power to establish standards for all aspects of roadways, including bridges and shared use paths.
Disability Discrimination Act 1992	A Commonwealth Act relating to discrimination on the grounds of disability.
Highways Act 1926	An Act to provide for the appointment of a Commissioner of Highways and to make further and better provisions for the construction and maintenance of roads and works and for other purposes.

3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Table 3.4: Customer Values

Service Objective: Provide a stormwater network that successfully controls drainage within the urban environment and protects the public from major flooding.			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
The stormwater network captures and directs stormwater to prevent flooding of properties.	Number of customer requests relating to property flooding	Less than 5 per annum (2019)	Less than 5 per annum
The stormwater network is fit for purpose in managing stormwater	Customer satisfaction survey	Greater than 60% customer satisfaction	Greater than 60% customer satisfaction

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Condition How good is the service ... what is the condition or quality of the service?

Function Is it suitable for its intended purpose Is it the right service?

Capacity/Use Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Provide a stormwater network that efficiently captures and treats stormwater run-off.	Value of stormwater renewal and upgrade projects	\$2,745,711 (2020/21)	The renewal and upgrade expenditure is expected to increase as a better knowledge base on the condition of stormwater assets, asset utilisation and catchment demand is developed as part of the imminent stormwater management plans.
		Incorporation of water sensitive	Council incorporates raingardens, soakage tree wells, permeable paved footpath and permeable	Water sensitive urban design will continue to be incorporated into capital projects including the

		urban design into projects	paved road pavements into capital projects where suitable.	exploration of new techniques, applications and products.
	Confidence levels		Medium	Low
Function	Provide a stormwater network that controls drainage, protects the public from major flooding.	Number of customer requests relating to property flooding	Less than 5 per annum (2019)	Less than 5 per annum
	Confidence levels		Medium	Low
Capacity	Provide and maintain a fit for purpose stormwater network	Number of customer requests for blocked drains/ pits	114 per annum (2019)	Less than 100 per annum
	Confidence levels		High	Low

3.6 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – 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).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 3.6 shows the activities expected to be provided under the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

³ IPWEA, 2015, IIMM, p 2|28.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Develop a stormwater network which successfully controls flooding	Delivery of upgrade program in accordance with Stormwater Management Plans	Stormwater Management Plans are yet to be finalised. Determination of stormwater upgrades and new assets are based on localised investigations.	Acquisition activities are delivered in accordance with the imminent Stormwater Management Plans.
		Budget	\$1,349,573	\$2,831,695
Operation	Undertake CCTV inspection of pipes and pits to assist with the development of planned maintenance programs and to obtain condition data.	Length of stormwater pipework inspected per annum	Approximately 5,000 lineal metres per annum	4% of the stormwater network per annum or approximately 6,500 lineal metres per annum
		Budget	\$50,000	\$65,000
Maintenance	Maintain the serviceability of the stormwater network	Compliance with a planned pit and pipe cleaning program.	Pit and pipe cleaning is undertaken at varying frequencies across the network.	The pit and pipe cleaning program is to be further develop through Council's mobile application, <i>Fusion</i> , based on the prioritisation of assets.
	Maintain the serviceability of the stormwater flood walls	Compliance with a planned inspection regime	Flood wall inspections is undertaken at varying frequencies across the network.	Establish set frequencies for inspections through Council's mobile application, <i>Fusion</i> .
	Maintain the serviceability of stormwater pump stations	The frequency of planned maintenance	Pump stations are subject to the following: - monthly inspections - yearly major services - cleaning as required (generally yearly) This may vary based on make and model of pump stations dependant on the manufacturer's recommendation.	The current level of service is expected to be maintained.
	Maintain the serviceability of gross pollutant traps and water	The frequency of planned maintenance	Planned maintenance is undertaken in accordance with industry best practice.	The current level of service is expected to be maintained.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
	sensitive urban design devices			
		Budget	\$744,669	\$829,329
Renewal	Provide a stormwater network that is of appropriate condition.	Stormwater asset condition scores	Renewals are currently undertaken as identified in the findings of CCTV condition inspections.	Renewal of all stormwater assets of condition 4 or poorer over the 10 year period.
		Budget	\$3,144,548	\$2,195,841
Disposal	There are currently no plans for the disposal of stormwater assets.	-	-	-
		Budget	-	-

Note: * Current activities related to Planned Budget.

** Expected performance related to forecast lifecycle costs.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

4.0 FUTURE DEMAND

4.1 Demand Drivers

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.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

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

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.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this AM Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Urban consolidation	Urban consolidation is resulting in the subdivision of existing allotments into multiple allotments and an increase in impermeable area as part of this development. This will be further impacted by Planning Development and Infrastructure Act 2016 Planning Reform which will allow for further increases in property density than the current Development Plan.	The introduction of new legislation regulating development will further encourage development to achieve urban consolidation.	This will result in an increase in impermeable area and therefore increase the volume of stormwater run-off to road reserves. The capacity of the existing stormwater network will be inadequate to cope with the additional run off.	The ongoing development of Stormwater Management Plans will highlight and prioritise the areas within the city which require a new or upgraded stormwater system to mitigate major flooding. Capital works will be undertaken in accordance with the Stormwater Management Plans.

Climate Change- Changes to the frequency and intensity of rainfall events	Changes to the frequency and intensity of rain events will provide greater stormwater catchment demand on the existing system.	The increase in stormwater catchment demand will lead to increased risk of flooding.	The capacity and serviceability of the existing stormwater network may be inadequate to cope with the additional stormwater catchment demands.	<p>The ongoing development of Stormwater Management Plans will highlight and prioritise the areas within the city which require a new or upgraded stormwater system to mitigate major flooding. Capital works will be undertaken in accordance with the Stormwater Management Plans.</p> <p>Continued development of the proactive inspection and maintenance cleansing program based on asset prioritisation including gross pollutant traps, pump stations, side entry pits etc.</p>
Environmental Awareness	There is increasing public awareness of environmental issues including those associated with water quality.	There will be greater community and legislative demand for implementing water sensitive urban design (WSUD) as part of capital works projects and maintenance cleansing of existing stormwater assets.	There will be an increase capital expenditure to acquire new WSUD assets including raingardens, permeable paving etc. There will also be an increase expenditure to maintain and operate these assets.	The acquisition activities in this AMP allows for the acquiring of new WSUD assets. The additional maintenance and operation costs will need to be assessed against current resources available. It is expected that additional funding for maintenance and operation activities will be required to maintain the current service levels.

4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the City of West Torrens to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

4.5 Environmental Sustainability

The way in which we manage assets should recognise that there is an opportunity to incorporate environmental sustainability as part of asset lifecycle activities. Building environmental sustainability into assets can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure effects of climate change may potentially lower the lifecycle cost and reduce their carbon footprint

The impacts of climate change can have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum we should consider both how to manage our existing assets given the potential climate change impacts, and also how to incorporate environmental sustainability in any new works or acquisitions.

Current practices and issues as well as future opportunities for improvement with regards to the achievement of environmental sustainability have been identified in Table 4.5.1.

Table 4.5.1 Environmental Sustainability - Current Issues, Practices and Future Opportunities

Asset Class: Stormwater		
Environmental Sustainability Pillar	Current Practices and Issues	Opportunities for Future Improvements
Water	<ul style="list-style-type: none"> Incorporating water sensitive urban design into capital projects to improve water quality and encourage stormwater reuse (passive and active) 	<ul style="list-style-type: none"> Continue to explore opportunities and new techniques to promote water quality and efficiently capture and reuse stormwater for irrigation purposes as part of capital projects
Energy	<ul style="list-style-type: none"> Exploration of techniques to prolong asset life to reduce energy consumption in comparison to complete asset renewals e.g. relining of existing pipes 	<ul style="list-style-type: none"> Specifying of green plant and equipment by contractors to encourage cleaner energy sources
Climate Change	<ul style="list-style-type: none"> Increased soil movements will deteriorate buried assets faster resulting in a shorter useful life 	<ul style="list-style-type: none"> Stormwater Management Plans are being developed to provide a plan to upgrade infrastructure to cope with increases in rainfall

Waste	<ul style="list-style-type: none">• Extending the life of assets and determining opportunities for reuse of assets at the end of useful life will reduce waste sent to landfill	<ul style="list-style-type: none">• Explore techniques and materials that allow existing stormwater assets' life to be extended or to be reused at end of life
Greening	<ul style="list-style-type: none">• Catchment and reuse of stormwater for irrigation purposes has been employed (passive and active systems)• The construction of stormwater detention basins provides opportunity for green spaces	<ul style="list-style-type: none">• Continue to explore opportunities and new techniques to efficiently capture and reuse stormwater for irrigation purposes as part of capital projects

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the City of West Torrens plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this AM Plan are shown in Table 5.1.1.

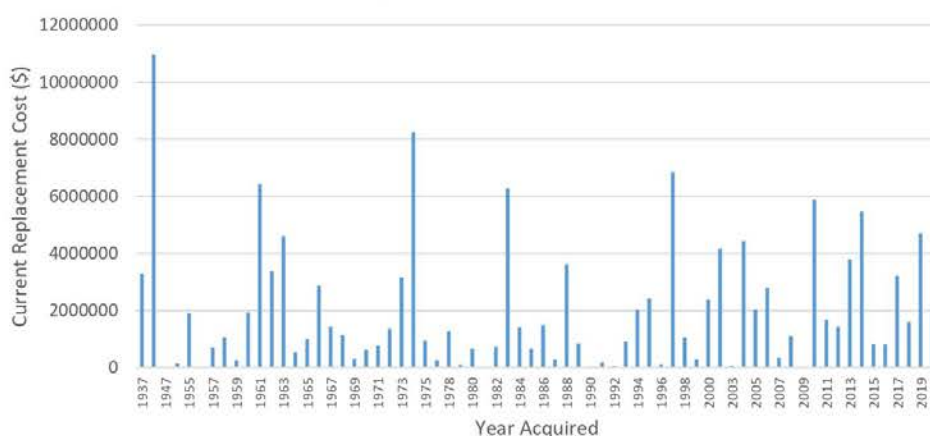
The stormwater assets include stormwater pipes, pits, box culverts, open channels, water sensitive urban design devices, pump stations, gross pollutant traps and detention basins located with the City of West Torrens.

The age profile of the assets included in this AM Plan are shown in Figure 5.1.1.

Table 5.1.1: Assets covered by this Plan

Asset Category	Quantity	Replacement Value
Pipes	149,220 metres	\$69,745,008
Pits	4218 No.	\$14,085,642
Box Culverts	15,920 metres	\$37,820,957
Open Channel	4 No.	\$3,865,681
WSUD Device	322 No.	\$1,940,641
Pump Stations	6 No.	\$6,853,171
Gross Pollutant Traps	8 No.	\$446,053
Detention Basin	13 No.	\$2,581,130
TOTAL		\$137,338,282

Asset Age Profile - Stormwater



All figure values are shown in current day dollars.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Overall network condition	There is condition data available for approximately only 17 percent of stormwater assets.
Planned Maintenance	Planned maintenance is undertaken routinely on some stormwater assets and is unscheduled for others.

5.1.3 Asset condition

Condition is currently monitored via annual CCTV condition audit programs. Approximately two percent of the stormwater network is audited per year through this program and this program is typically determined by considering upcoming major road capital works projects.

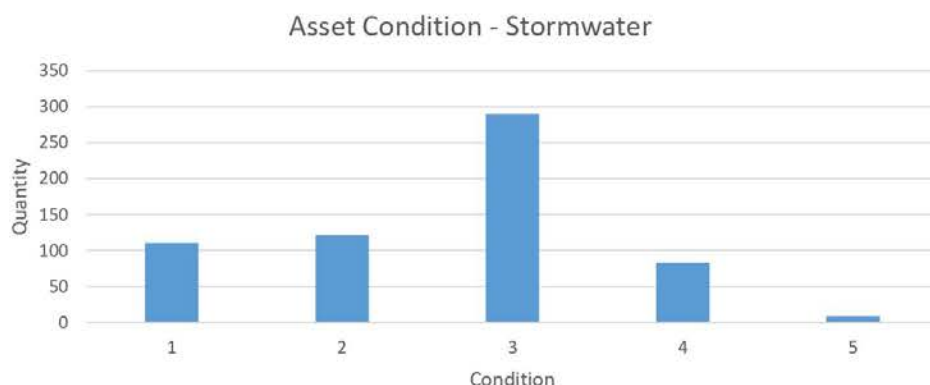
Condition is measured using a 1 – 5 grading system⁴ as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AM plan results are translated to a 1 – 5 grading scale for ease of communication.

Table 5.1.3: Condition Grading System

Condition Grading	Description of Condition
1	Very Good: free of defects, only planned and/or routine maintenance required
2	Good: minor defects, increasing maintenance required plus planned maintenance
3	Fair: defects requiring regular and/or significant maintenance to reinstate service
4	Poor: significant defects, higher order cost intervention likely
5	Very Poor: physically unsound and/or beyond rehabilitation, immediate action required

As the annual condition audit program has only been implemented in recent years, condition data is only captured for approximately 17 percent of stormwater assets. The condition profile for those assets which have been condition scored is shown in Figure 5.1.3. Due to the random nature in which the annual audit program is developed, it is reasonable to assume that the condition profile shown is similar for all stormwater assets in the network.

⁴ IPWEA, 2015, IIMM, Sec 2.5.4, p 2 | 80.

Figure 5.1.3: Asset Condition Profile

The majority of assets which have been condition scored are graded as being in fair condition. For the purposes of this AMP, it is assumed that the assets which have been condition scored are a fair reflection of the condition of stormwater assets for all of the network due to the random sampling.

All figure values are shown in current day dollars.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

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. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Maintenance Budget Trends

Year	Maintenance Budget \$
2015/16	\$762,799
2016/17	\$879,248
2017/18	\$932,641
2018/19	\$1,216,434
2019/20	\$744,669
2020/21 (Estimated)	\$829,329

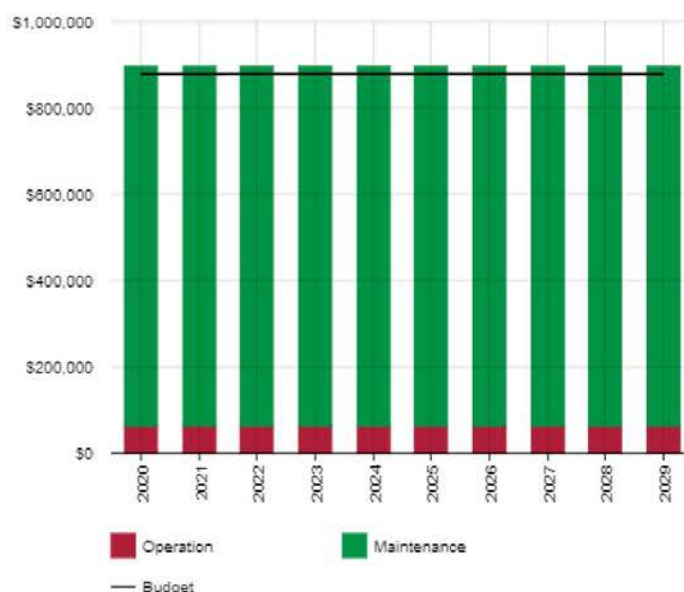
Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

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

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.2: Operations and Maintenance Summary



All figure values are shown in current day dollars.

Future maintenance costs have been estimated by considering the historical maintenance costs for the recent five year period, excluding 2018/19 which appears to be an outlier in the historical expenditure data.

Maintenance budget levels are considered to be adequate to meet projected service levels, which are equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and risks of providing services at that level have been identified and are highlighted in this AM Plan.

There is a \$15,000 shortfall in operation expenditure per year due to the proposed increase in budget for CCTV condition inspections. The revised budget will allow for 4% of the network to be audited each year.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or

- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives are due for review. There has been no significant change to asset management practices or other factors affecting useful life since the last review of the useful lives of stormwater assets.

Table 5.3: Useful Lives of Assets

Asset (Sub)Category	Useful life
Box Culvert	70 years
Gross Pollutant Trap	50 to 100 years depending on make/ type
Open Channel and Flood Walls	75 years
Pump Station	50 years
Stormwater Pipe	100 years
Stormwater Pit	70 years
WSUD Device	50 years

The estimates for renewals in this AM Plan were based on the condition data currently available.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).⁵

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁶

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Requirement for road reconstruction or upgrade - All stormwater pipes and pits within the scope of works for road	40%

⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

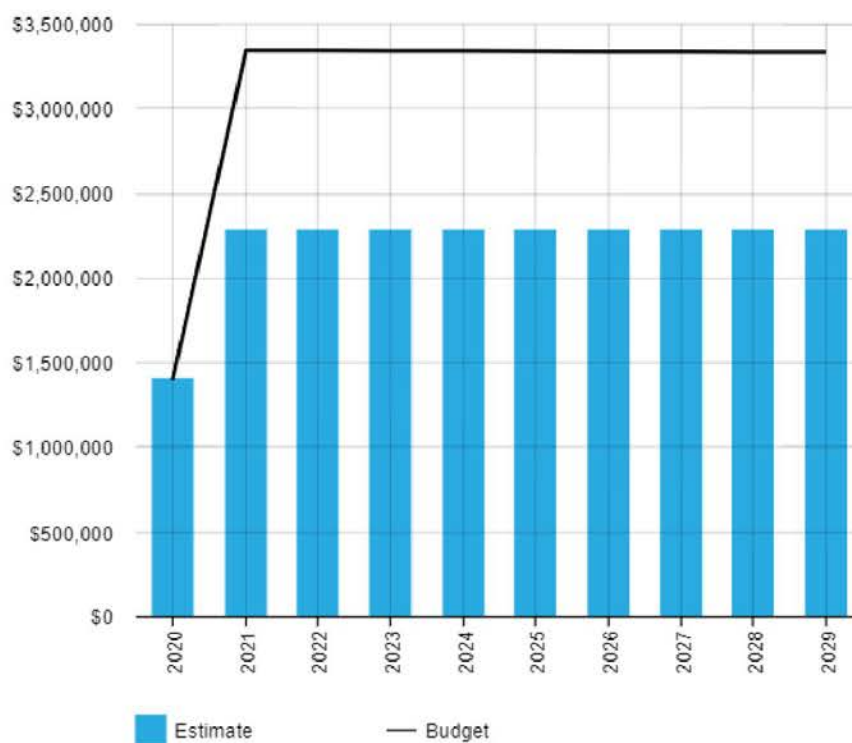
⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

reconstruction projects are subject to CCTV inspections to determine if they are in poor condition	
Infrastructure failure - Stormwater infrastructure failures are made safe and referred to City Assets for asset renewal if the threshold for maintenance works is exceeded	40%
Condition Score - based on yearly CCTV audit inspections	20%
Total	100%

5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix B.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars.

The forecast renewals are expected to remain relatively consistent based on renewing all assets with a condition score of 4 or 5 within the ten year period. Additional investigation of the existing network is required to develop a detailed renewal works program.

The forecasted renewals are significantly less than the current renewal budget however this is expected to be offset by the deficit in acquisition activities.

5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the City of West Torrens.

5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes.

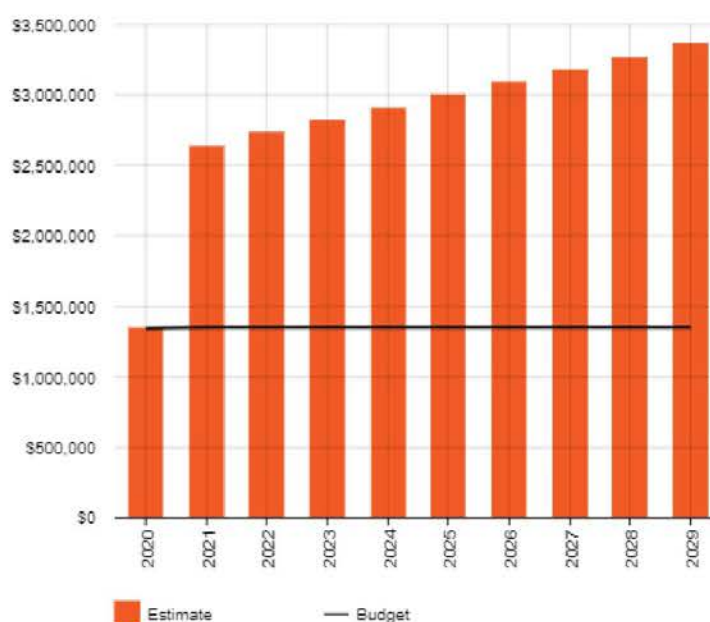
Acquisitions are determined through a combination of City-wide and local stormwater catchment analyses which identify areas where there is a shortfall in the capacity of stormwater infrastructure and therefore is a high risk of flooding.

Detailed selection criteria and a project summary of upcoming acquisition projects is being formalised as part of the imminent Stormwater Management Plans. This AM plan will be updated following the endorsement of Stormwater Management Plans.

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised / summarized in Figure 5.4.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix C.

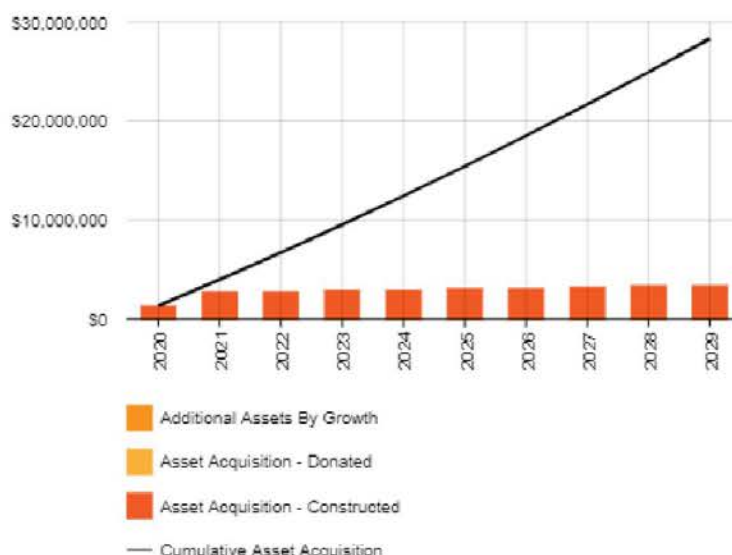
Figure 5.5.1: Acquisition (Constructed) Summary



All figure values are shown in current day dollars.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.4.2.

Figure 5.5.2: Acquisition Summary



All figure values are shown in current dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

The acquisition activities include upgrades to Keswick and Brownhill Creek, the Lower Sturt Stormwater catchment and general stormwater upgrades or new assets to mitigate flooding. A detailed acquisition program is currently being developed as part of the Stormwater Management Plans.

The forecasted expenditure exceeds the current acquisition budget however this is expected to be partially offset by the surplus budget from renewal activities.

Financial year 2020/21 is an outlier for the period due to the yearly budget being endorsed and approved by Council at the time of preparing this AMP.

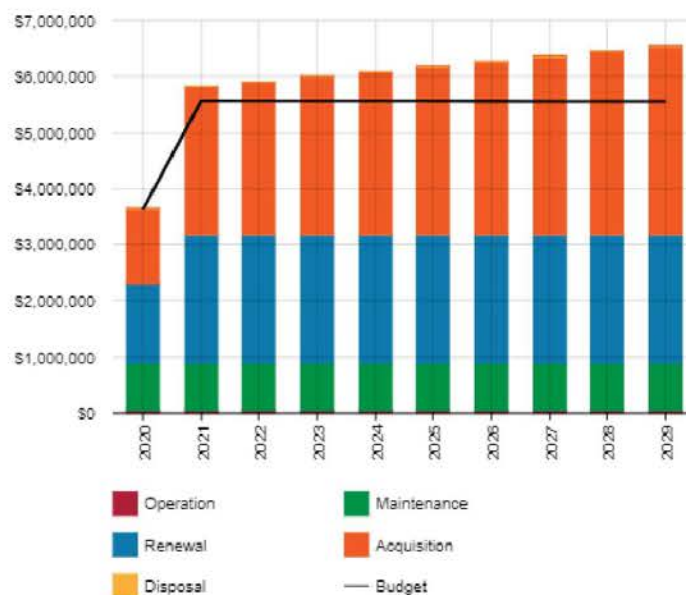
Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.4.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the

forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary



All figure values are shown in current day dollars.

Between 2021 and 2029, there is an increasing shortfall in the current budget. This is due to the increasing forecasted acquisition expenditure over this period.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in Table 5.6. Any costs or revenue gained from asset disposals is included in the long-term financial plan.

At this point in time, there are no stormwater assets identified for disposal.

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines alongside the City of West Torrens Enterprise Risk Management Policy and Framework.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'⁷.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Stormwater pipes and culverts	Collapse due to degradation and age	- Loss of serviceability of stormwater system which may lead to flooding - Risk of injury to the public
	Poor serviceability due to blockages	- Reduction in performance of the stormwater system may lead to flooding
Stormwater Pump Stations	Loss of power and/or mechanical failure	- Loss of serviceability of stormwater system which may lead to mass flooding - Risk of injury to the public
Stormwater Detention Basins	Blockage of detention basin outlet	- Loss of serviceability of stormwater system which may lead to mass flooding
West Beach Flood Wall	Structural failure of the flood wall	- Mass flooding of adjacent properties

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used is shown in Figure 6.2.1 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

⁷ ISO 31000:2009, p 2

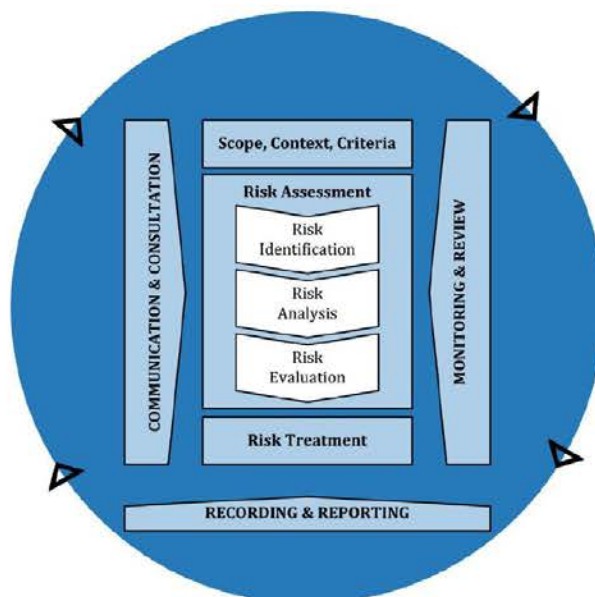


Fig 6.2.1 Risk Management Process – Abridged
 Source: ISO 31000:2018, Figure 1, p9

In accordance with the Enterprise Risk Management Framework, risk consequences are cited as the following:

- Financial
- Organisational or customer impact
- Reputation and relationships
- People
- Work health and safety

Furthermore, an assessment of risks⁸ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

The City of West Torrens' Risk Analysis Matrix in Figure 6.2.2 is used to assess risk levels associated with assets. The guidelines for using the risk matrix is detailed in *Administration Policy: Enterprise Risk Management Framework*⁹.

⁸ Administration Policy: Enterprise Risk Management Framework, 2019

⁹ As above

Prevent/Reduce/Manage Negative Consequences					LIKELIHOOD	Enhance/Promote/Facilitate Positive Consequences				
E	E	H	M	M	Almost Certain > 95% chance of occurring Likely 75% - 95% chance of occurring Moderate 25% - 75% chance of occurring Unlikely 5% - 25% chance of occurring Rare < 5% chance of occurring	M	M	H	E	E
E	E	H	M	L		L	M	H	E	E
H	H	M	M	L		L	M	M	H	H
H	M	M	L	L		L	L	M	M	H
M	M	L	L	L		L	L	L	M	M
Catastrophic	Major	Moderate	Minor	Insignificant	Scale	Insignificant	Minor	Moderate	Major	Outstanding

Fig 6.2.2 Risk Analysis Matrix - Level of Risk
Source: City of West Torrens

Critical risks are those assessed with High or Extreme risk ratings. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. Services and assets with a residual risks rating of High are required to be managed by the CEO and General Managers, respectively in accordance with the Enterprise Risk Management Framework.

Table 6.2: Critical Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Stormwater Pipes and Culverts	Structural failure leading to collapsing of pipe/culvert	High	Continue to undertake CCTV condition inspections to identify pipes/culverts near end of life.	Moderate	The cost of CCTV audit inspections of \$65,000 per year which is the equivalent of 4% of the network.
	Poor performance of the stormwater system due to blockages	High	Further develop the pipe/culvert cleansing program through Council's mobile application, <i>Fusion</i> , based on asset prioritisation criteria.	Moderate	The cost of the process to develop and implement a proactive pipe/culvert cleansing program is estimated as the equivalent of 2 weeks full time work from Council's Asset Engineer.

					The cost to undertake the cleansing program is yet to be determined.
--	--	--	--	--	----------------------------------------------------------------------

Note * The residual risk is the risk remaining after controls are implemented.

6.3 Organisation Strategic Risks

The strategic risks of the organisation significantly impact the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

The City of West Torrens' strategic risks related to asset management are identified in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to manage this risk. .

Table 6.3: Strategic Risks

Threat / Hazard	Current Risk Control Approach	CWT Risk Level (Revised Risk- after controls)
Business Continuity and Community Resilience	This is reviewed as part of Organisational Strategic Risks including the ability to respond, recover, restore and resume business as usual. Robust plans and processes are developed.	Moderate
Emergency Events	This is reviewed as part of Organisational Strategic Risks. CWT considers all hazards including the response to multiple threats including flooding, earthquake, transport incidents etc.	Moderate
Infrastructure Management	This is reviewed as part of Organisational Strategic Risks and includes monitoring damage caused by deterioration or emergency events	Moderate
Urban Densification	This is reviewed as part of Organisational Strategic Risks and includes the planning and implementation of systems to cope with changes caused by infill development and changes to State Planning Regulations.	Moderate
Financial Management, Sustainability and Cost Shifting	This is reviewed as part of Organisational Strategic Risks and includes strategies to deal with changes in income and expenditure caused by either changes in policy or emergency events	Moderate

6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What we cannot do

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

- Maintain maintenance service levels at all times.

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Increased risk of flooding and associated property damage
- Shorter than expected useful life of stormwater assets due to delayed maintenance works

6.4.3 Risk trade-off

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

- Overall reduced stakeholder satisfaction leading to an increase in the number of customer works request
- Assets require additional maintenance or renewal works than desirable to remain serviceable due to delays in undertaking maintenance.

These actions and expenditures are considered and included in the forecast costs.

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio¹⁰ 143.2%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 143.2% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix B.

Medium term – 10 year financial planning period

This Asset Management Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the 10 year period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$3,090,170 on average per year.

The proposed (budget) operations, maintenance and renewal funding is \$4,023,877 on average per year giving a 10 year funding excess of \$933,707 per year. This indicates that 130.22% of the forecast costs needed to provide the services documented in this Asset Management Plan are accommodated in the proposed budget. This excludes acquired assets where there is a shortfall equal to \$1,482,122 per year.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the Asset Management Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

¹⁰ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

We will manage the 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in 2020/21 dollar values.

Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Forecast Acquisition	Forecast Operation	Forecast Maintenance	Forecast Renewal
2020/21	\$1,345,711	\$65,000	\$829,329	\$1,400,000
2021/22	\$2,636,813	\$65,000	\$829,329	\$2,284,268
2022/23	\$2,726,814	\$65,000	\$829,329	\$2,284,268
2023/24	\$2,816,811	\$65,000	\$829,329	\$2,284,268
2024/25	\$2,906,808	\$65,000	\$829,329	\$2,284,268
2025/26	\$2,996,805	\$65,000	\$829,329	\$2,284,268
2026/27	\$3,086,802	\$65,000	\$829,329	\$2,284,268
2027/28	\$3,176,799	\$65,000	\$829,329	\$2,284,268
2028/29	\$3,266,795	\$65,000	\$829,329	\$2,284,268
2029/30	\$3,356,792	\$65,000	\$829,329	\$2,284,268

7.2 Funding Strategy

The proposed funding for assets is outlined in the City of West Torrens' budget and Long-Term financial plan.

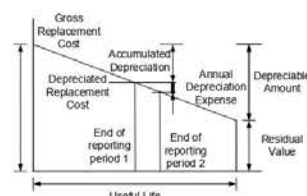
The financial strategy of the entity determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at the three year average of the assets current replacement cost:

Replacement Cost (Current/Gross)	\$137,338,282
Depreciable Amount	\$137,338,282
Depreciated Replacement Cost ¹¹	\$77,856,880
Depreciation	\$1,468,421



7.3.2 Valuation forecast

Asset values are forecast to increase as additional assets are acquired.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

The increase in asset values is not expected to impact operations and maintenance expenditure over the period of this AMP.

¹¹ Also reported as Written Down Value, Carrying or Net Book Value.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- The condition of stormwater assets which have been inspected are a fair representation of the entire networks condition
- Unit rates for valuations are based on the three year average of actual costs of replacement
- Operations and maintenance budget and budget growth levels remain consistent with historical figures

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale¹² in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	p
Demand drivers	Medium	Demand drivers are based on a combination of sound statistics and analysis of current local demand drivers.
Growth projections	High	Growth projections are based on the analysis of historical figures.

¹² IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Acquisition forecast	Medium	Acquisitions are based on Brownhill and Keswick Creek Stormwater Management Plan, Lower Sturt Stormwater Management Plan and historical expenditure.
Operation forecast	Low	Very little data has been interpreted for forecasting operation activities except for Condition Inspections.
Maintenance forecast	Medium	Maintenance forecasts are based on the analysis of trends in historical maintenance expenditure.
Renewal forecast		
- Asset values	High	Asset values are based on actual stormwater construction costs.
- Asset useful lives	Medium	Asset useful lives are due for detailed review.
- Condition modelling	Low	Condition modelling is mostly estimated.
Disposal forecast	Medium	Very few disposals have historically been undertaken.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be Medium.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹³

8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is "Technology One", City of West Torrens' corporate finance system.

8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is "Conquest", City of West Torrens' Asset Management System.

8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Undertake a review of the current method for determining useful lives and actual asset useful lives accordingly.	Team Leader Asset and Project Management	Internal Asset Management staff	June 2021
2	Further develop the asset inspection regime through Council's mobile application, <i>Fusion</i> , based on the priority of all stormwater assets to assist with the ongoing development of planned maintenance programs.	Team Leader Asset and Project Management, Coordinator of Civil Works and Services	Internal Asset Management, City Operations and Information Technology staff	December 2021
3	Develop current methods of measuring and reporting regularly on key performance indicators including: - compliance with asset inspections - planned maintenance expenditure versus reactive maintenance expenditure - asset utilisation - customer satisfaction with the performance of stormwater assets	Team Leader Asset and Project Management Coordinator of Civil Works and Services	Internal Asset Management, Information Technology and Finance staff	June 2022
4	Establish methods to determine and report on actual stormwater maintenance costs at project level to assist with decision-making.	Team Leader Asset and Project Management Coordinator of Civil Works and Services	Internal Asset Management, Information Technology and Finance staff	June 2022
5	Update the renewal and acquisition projected expenditure in this asset management plan	Team Leader Asset and Project Management	Internal Asset Management staff	December 2022

¹³ ISO 55000 Refers to this as the Asset Management System

	following finalising of the Stormwater Management Plans.	Coordinator Engineering Services		
6	Update this asset management plan in accordance with the recommended improvements detailed in the Stormwater Management Plans.	Team Leader Asset and Project Management Coordinator Engineering Services	Internal Asset Management staff	December 2022
7	Develop a stormwater asset hierarchy to assist with the further development of suitable levels of service for each level of the hierarchy.	Team Leader Asset and Project Management	Internal Asset Management staff	March 2023
8	Review and correct anomalies between GIS data and data recorded in the asset register.	Team Leader Asset and Project Management	Internal Asset Management staff	Ongoing
9	Undertake a complete review of this asset management plan at least every four years, within two years of each Council election.	Team Leader Asset and Project Management	Internal Asset Management staff	October 2024

8.3 Monitoring and Review Procedures

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating within two years of each Council election.

8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012, Practice Note 6 Long-Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6>
- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8>
- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- City of West Torrens Community Plan 2030
- City of West Torrens Adopted Budget and Annual Business Plan 2020/21
- City of West Torrens, 2019, Administration Policy: Enterprise Risk Management Framework

10.0 APPENDICES

Appendix A Maintenance Response Levels of Service

Appendix A provides an overview of the maintenance strategy and response level of service for stormwater assets.

Asset Criticality

Asset criticality and maintenance intervention is based on the following framework:-

Level	Function	Safety
1	High Importance	Extreme/ High
2	Important	Moderate
3	Lower Importance	Low

Proposed Criticality/Performance Categories (including defect/ maintenance response times and proposed defect inspection cycle) are:-

Stormwater	
Blocked Drainage - High/Extreme risk defects	Clear blockage within 1 day
Property Flooding - High/Extreme risk defects	Permanent repairs and other defect repairs completed within 90 days
Pipework damage - High/Extreme risk defects	Permanent repairs and other defect repairs completed within 12 months through Capital Works Program

Risk Ratings

Risks are rated:

- Extreme (extreme safety risk and extreme functional or presentation risk exists)
- High (high safety risk, and high functional or presentation risk exists);
- Moderate (moderate functional or presentation risk exists); and
- Low (low functional or presentation risk exists).

Appendix B Renewal Forecast Summary

B.1 – Renewal Forecast Summary

Table B1 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2020/21	\$1,400,000	\$1,400,000
2021/22	\$2,284,268	\$3,344,202
2022/23	\$2,284,268	\$3,342,742
2023/24	\$2,284,268	\$3,341,284
2024/25	\$2,284,268	\$3,339,829
2025/26	\$2,284,268	\$3,338,377
2026/27	\$2,284,268	\$3,336,928
2027/28	\$2,284,268	\$3,335,482
2028/29	\$2,284,268	\$3,334,038
2029/30	\$2,284,268	\$3,332,597

B.2 –Renewal Program Summary

The forecast renewal projects are to be determined based on the findings of yearly CCTV inspections and in alliance with the road reconstruction program.

Year	Project	Estimate
2020/21	Renewal Projects- Based on Condition Audits	\$ 1,400,000
2021/22	Renewal Projects- Based on Condition Audits	\$ 2,284,267
2022/23	Renewal Projects- Based on Condition Audits	\$ 2,284,267
2023/24	Renewal Projects- Based on Condition Audits	\$ 2,284,267
2024/25	Renewal Projects- Based on Condition Audits	\$ 2,284,267
2025/26	Renewal Projects- Based on Condition Audits	\$ 2,284,267
2026/27	Renewal Projects- Based on Condition Audits	\$ 2,284,267
2027/28	Renewal Projects- Based on Condition Audits	\$ 2,284,267
2028/29	Renewal Projects- Based on Condition Audits	\$ 2,284,267
2029/30	Renewal Projects- Based on Condition Audits	\$ 2,284,267

Appendix C Acquisition Forecast

C.1 – Acquisition Forecast Summary

Table C1 - Acquisition Forecast Summary

Year	Forecast Acquisition Expenditure	Acquisition Budget
2020/21	\$1,345,711	\$1,345,711
2021/22	\$2,636,813	\$1,350,002
2022/23	\$2,726,814	\$1,350,002
2023/24	\$2,816,811	\$1,350,002
2024/25	\$2,906,808	\$1,350,002
2025/26	\$2,996,805	\$1,350,002
2026/27	\$3,086,802	\$1,350,002
2027/28	\$3,176,799	\$1,350,002
2028/29	\$3,266,795	\$1,350,002
2029/30	\$3,356,792	\$1,350,002

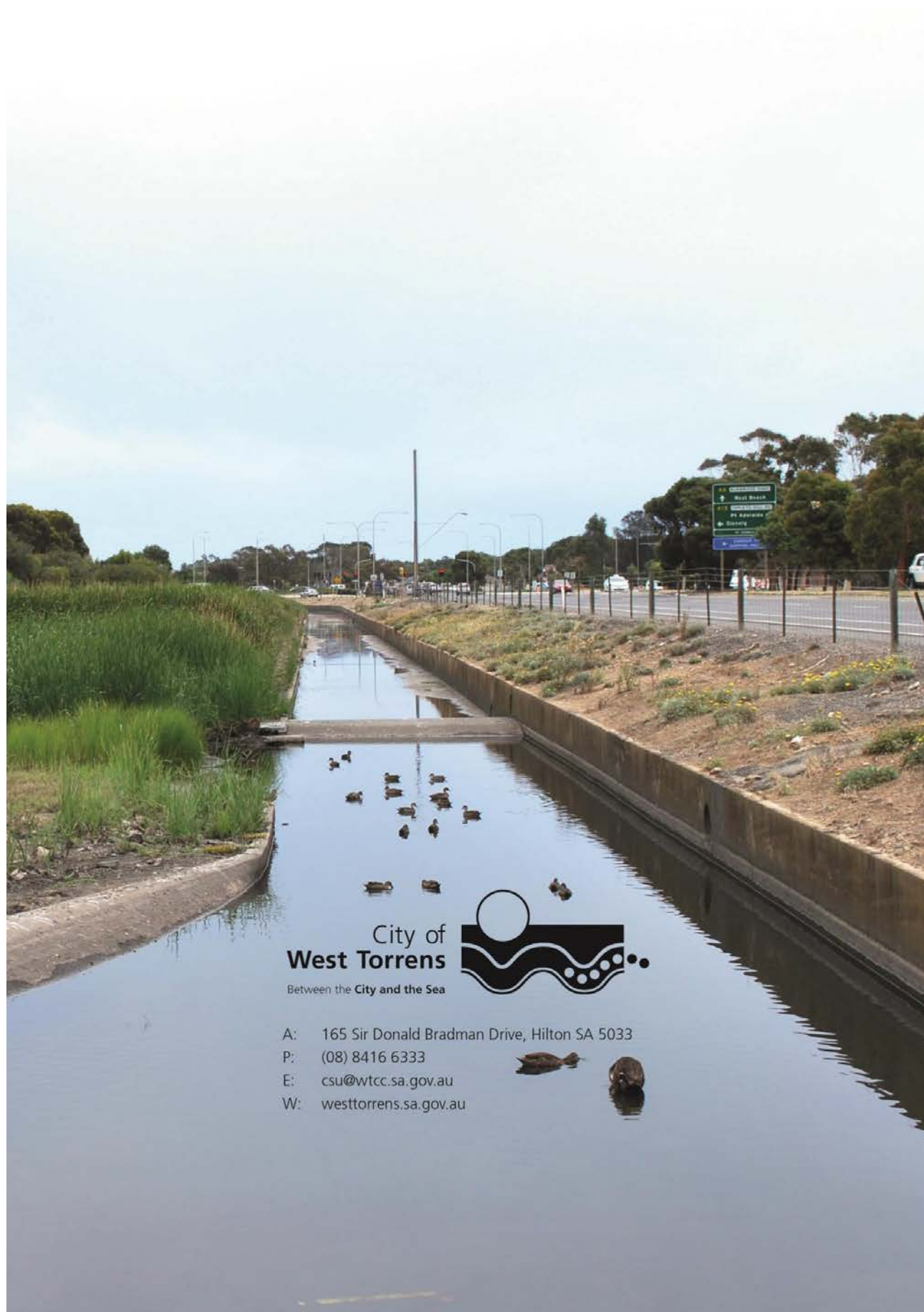
C.2 – Acquisition Project Summary

Year	Project	Estimate
2020/21	Stormwater Projects- New Assets and Upgrades- Brownhill and Keswick Creek Upgrade	\$1,345,711
2021/22	Stormwater Projects- New Assets and Upgrades - General	\$1,168,296
2021/22	Stormwater Projects- New Assets and Upgrades- Lower Sturt SMP Projects	\$118,515
2021/22	Stormwater Projects- New Assets and Upgrades- Brownhill and Keswick Creek Upgrade	\$1,350,002
2022/23	Stormwater Projects- New Assets and Upgrades - General	\$1,258,293
2022/23	Stormwater Projects- New Assets and Upgrades- Lower Sturt SMP Projects	\$118,519
2022/23	Stormwater Projects- New Assets and Upgrades- Brownhill and Keswick Creek Upgrade	\$1,350,002
2023/4	Stormwater Projects- New Assets and Upgrades - General	\$1,348,290
2023/24	Stormwater Projects- New Assets and Upgrades- Lower Sturt SMP Projects	\$118,519
2023/24	Stormwater Projects- New Assets and Upgrades- Brownhill and Keswick Creek Upgrade	\$1,350,002
2024/25	Stormwater Projects- New Assets and Upgrades - General	\$1,438,287
2024/25	Stormwater Projects- New Assets and Upgrades- Lower Sturt SMP Projects	\$118,519
2024/25	Stormwater Projects- New Assets and Upgrades- Brownhill and Keswick Creek Upgrade	\$1,350,002
2025/26	Stormwater Projects- New Assets and Upgrades - General	\$1,528,284
2025/26	Stormwater Projects- New Assets and Upgrades- Lower Sturt SMP Projects	\$118,519

2025/26	Stormwater Projects- New Assets and Upgrades- Brownhill and Keswick Creek Upgrade	\$1,350,002
2026/27	Stormwater Projects- New Assets and Upgrades - General	\$1,618,281
2026/27	Stormwater Projects- New Assets and Upgrades- Lower Sturt SMP Projects	\$118,519
2026/27	Stormwater Projects- New Assets and Upgrades- Brownhill and Keswick Creek Upgrade	\$1,350,002
2027/28	Stormwater Projects- New Assets and Upgrades - General	\$1,708,277
2027/28	Stormwater Projects- New Assets and Upgrades- Lower Sturt SMP Projects	\$118,519
2027/28	Stormwater Projects- New Assets and Upgrades- Brownhill and Keswick Creek Upgrade	\$1,350,002
2028/29	Stormwater Projects- New Assets and Upgrades - General	\$1,798,274
2028/29	Stormwater Projects- New Assets and Upgrades- Lower Sturt SMP Projects	\$118,519
2028/29	Stormwater Projects- New Assets and Upgrades- Brownhill and Keswick Creek Upgrade	\$1,350,002
2029/30	Stormwater Projects- New Assets and Upgrades - General	\$1,888,271
2029/30	Stormwater Projects- New Assets and Upgrades- Lower Sturt SMP Projects	\$118,519
2029/30	Stormwater Projects- New Assets and Upgrades- Brownhill and Keswick Creek Upgrade	\$1,350,002

Appendix D Forecast Expenditure and Long Term Financial Plan*Table D1 – Forecast Expenditure and Long Term Financial Plan*

Year	Acquisition	Renewal	Total	LTFP	Shortfall (-)	Cumulative Shortfall (-)
2020/21	\$1,345,711	\$1,400,000	\$2,745,711	\$2,745,711	\$0	\$0
2021/22	\$2,636,813	\$2,284,268	\$4,921,081	\$4,694,204	-\$226,877	-\$226,877
2022/23	\$2,726,814	\$2,284,268	\$5,011,082	\$4,692,744	-\$318,338	-\$545,215
2023/24	\$2,816,811	\$2,284,268	\$5,101,079	\$4,691,286	-\$409,793	-\$955,008
2024/25	\$2,906,808	\$2,284,268	\$5,191,076	\$4,689,831	-\$501,245	-\$1,456,253
2025/26	\$2,996,805	\$2,284,268	\$5,281,073	\$4,688,379	-\$592,694	-\$2,048,947
2026/27	\$3,086,802	\$2,284,268	\$5,371,070	\$4,686,930	-\$684,140	-\$2,733,087
2027/28	\$3,176,799	\$2,284,268	\$5,461,067	\$4,685,484	-\$775,583	-\$3,508,670
2028/29	\$3,266,795	\$2,284,268	\$5,551,063	\$4,684,040	-\$867,023	-\$4,375,693
2029/30	\$3,356,792	\$2,284,268	\$5,641,060	\$4,682,599	-\$958,461	-\$5,334,154



City of
West Torrens

Between the City and the Sea



A: 165 Sir Donald Bradman Drive, Hilton SA 5033
P: (08) 8416 6333
E: csu@wtcc.sa.gov.au
W: westtorrens.sa.gov.au