

Draft  
Strategic  
Asset  
Management  
Plan  
June 2024





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# Strategic Asset Management Plan

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The City of Onkaparinga owns and maintains a diverse capital asset portfolio, worth approximately \$3 billion.

The Strategic Asset Management Plan (SAMP) provides staff, elected members, and the community with an overview of our capital assets, how they are performing, the service levels provided, goals and objectives, areas for improvement, and financial position. It also indicates how we manage assets to align with community goals and objectives, and strategic goals of the organisation.

## Asset management

The international standard for asset management is ISO 55000 which defines an asset as an item, thing or entity that has a potential or actual value to an organisation. This is also the standard to which this plan aligns to.

In managing assets, we consider the maintenance and replacement of assets, together with planning for the provision and installation of new ones.

Through this process, we assess:

- how the existing network is performing and meeting service levels
- if new assets are required
- how new projects are prioritised
- when and how existing assets should be renewed and maintained
- how budgets are allocated
- how asset data is collected and managed.

Our goal is to provide assets that meet the current

and future requirements of our community, comply with agreed service levels, and provide value for money by maximising the life of assets and ensuring future assets are adequately budgeted for.

The 10-year asset program is detailed in Appendix 1.

## Updating the Strategic Asset Management Plan

This plan is reviewed every four years. An annual update is presented which includes a summary of the key performance indicators, improvements made, our financial position and new asset data.

## Service levels

Service levels are tailored to asset classes to reflect the distinct role, function, and lifespan of each class. For example, roads have specific service levels to ensure safety, durability, and efficiency in handling traffic, while sports facilities prioritise factors such as the availability of amenities and user experience.

Setting service levels involves a variety of methodologies and considerations. They can be generated from many sources such as integrated strategies, resource prioritisation, budgetary constraints, peak body guidance and many more. Community expectations, asset lifespan, expected performance, maintenance requirements and technological advancements also play an important role in shaping service levels.

Service levels are not legislated, but instead guide our planning and asset portfolio. Pragmatic decision-making is still often required.

Details on our service levels are available in Appendix 2.

## LTFP and SAMP scenario modelling

There have been changes to the SAMP modelling as part of this review to ensure tight integration with the Long Term Financial Plan (LTFP). These changes include:

- Updated roads renewal funding model.
- No new and significant (NSU) expenditure for one year (except for stormwater and 100% externally funded projects).
- Updated funding model for Sport and Recreation assets to reflect the hardcourts review.
- Mechanism for calculating operation maintenance to match capital growth.

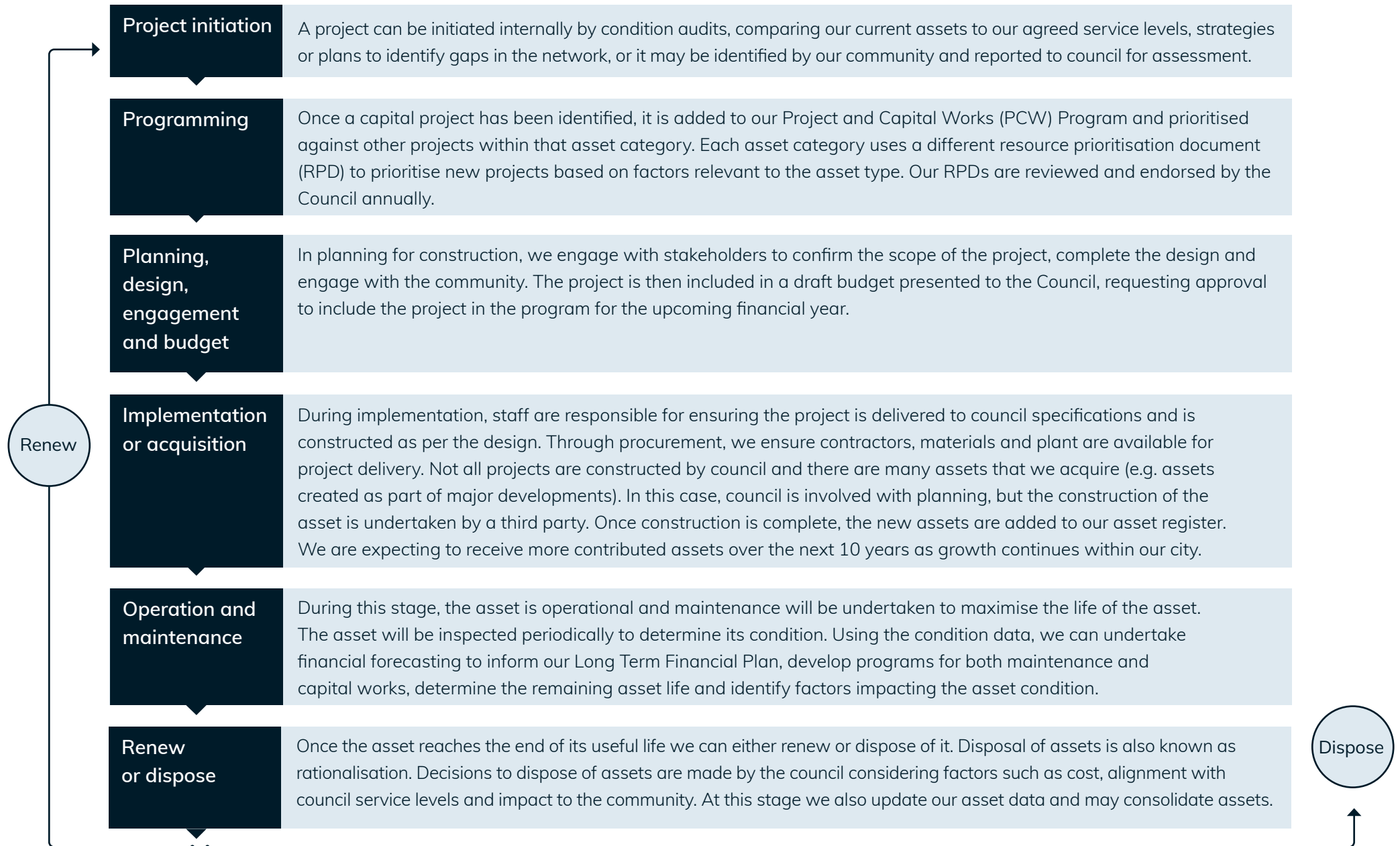
Detail on this modelling and more information can be found in the report item 9.7 heard at the September 17 2024 Council meeting.

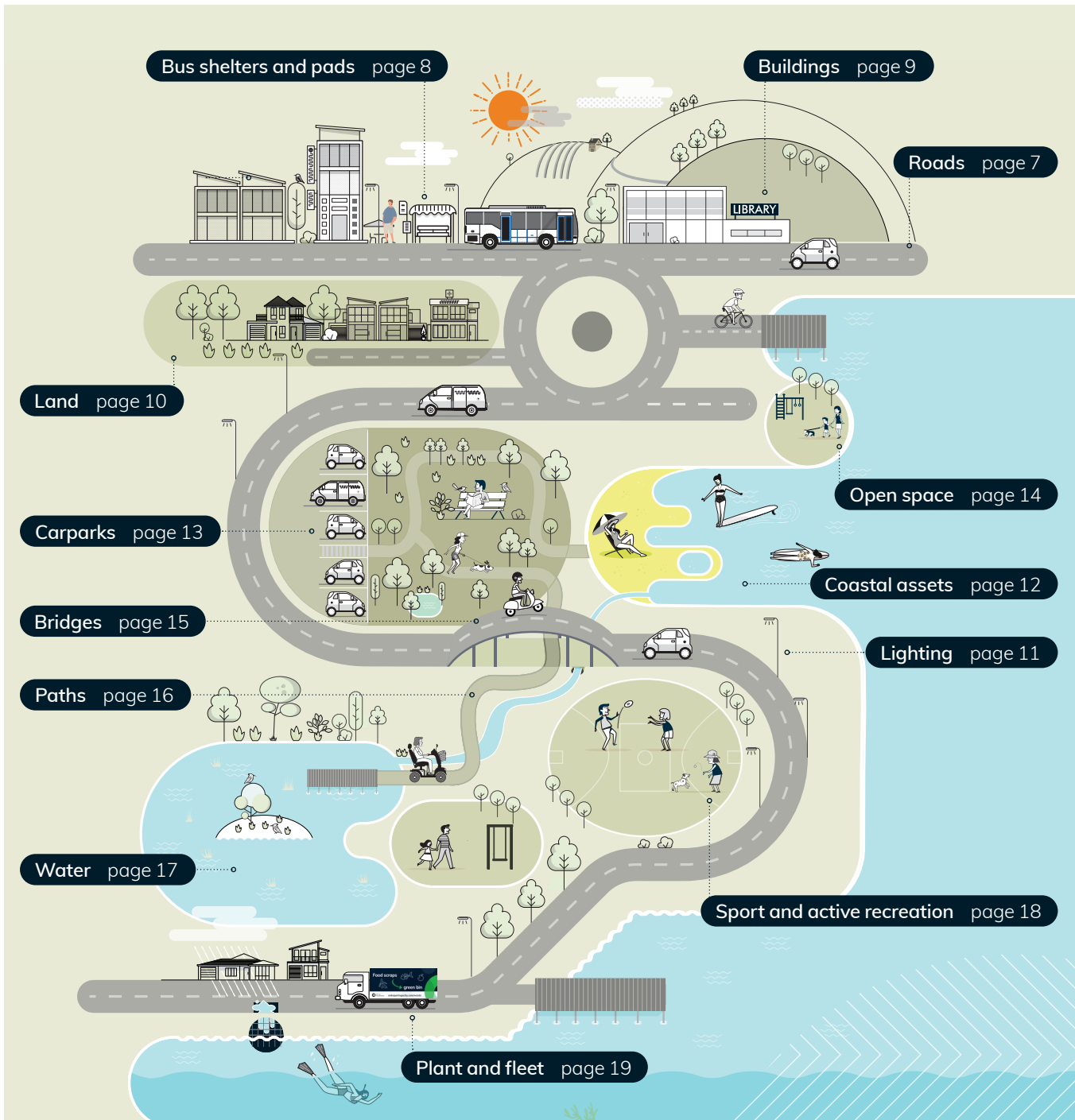
[www.onkaparingacity.com/agendas-minutes](http://www.onkaparingacity.com/agendas-minutes)



# Asset lifecycle

For most of our projects we work on a three-year cycle where we plan the project in year one, design the project in year two and construct the project in year three. This provides our teams with adequate time to plan the projects for successful delivery. The lifecycle of an asset can be described in the following stages:





## Asset categories

The following pages present an overview of our asset performance, as well as provide details and facts about our service levels, how well the assets are utilised, if the assets are fit for purpose and forecast budgets.

Asset category	Value	Network size	Condition	Annual spend	
<b>Roads</b>	\$1.2 billion	137km unsealed roads   45km dust sealed roads   1384 km sealed roads 2312km kerbs   30km guard rail	84%	\$18.3 million	
<b>Bus shelter and pads</b>	\$5.5 million	493 bus pads   282 bus shelters	80%	\$0	
<b>Buildings</b>	\$265.5 million	123 sport and active recreation buildings 324 community, commercial and municipal buildings	66%	\$14 million	
<b>Land</b>	\$620 million	2462 land parcels			
<b>Lighting</b>	\$6.6 million	1553 council owned lights 21,018 council managed lights (not council owned by council)	39%	\$26,500	
<b>Coastal assets</b>	\$25.2 million	31km of coastline	62%	\$844,000	
<b>Carparks</b>	\$28.1 million	213 sealed carparks   73 unsealed carparks	63%	\$80,800	
<b>Open space</b>	Parks	\$38.2 million	497 developed reserves   357 undeveloped reserves	48%	\$3.9 million
	Playspaces	\$12.8 million	250 playgrounds   14 fitness parks   6 dog parks		
<b>Bridges</b>	\$32.3 million	99 pedestrian   71 shared-use   79 spanning	75%	\$1000	
<b>Paths</b>	\$158 million	1322km of paths   13,259 kerb ramps	85%	\$6.5 million	
<b>Water</b>	\$591.8 million	35ha wetlands   147km sewer pipe   721km stormwater pipe	72%	\$1.7 million	
<b>Sport and active recreation</b>	\$37.3 million	203 hard courts   34 cricket pitches and practice nets   313 lights 31 turfed ovals   22 BMX jumps/tracks   4 pump tracks   14 skate facilities 2 synthetic soccer pitches   19 bowling and croquet greens 130 sports fencing sites   25,114m sports fencing sites   1 softball pitch	58%	\$2 million	
<b>Plant and fleet</b>	\$29.2 million	87 trucks and buses   66 major plant   127 light vehicles   372 small plant and trailers	40%	\$3.5 million	

**Value** The dollar value of our assets. | **Network size** The amount of assets we own. | **Condition** The overall physical state of the assets.

**Annual spend** How much we spend on our assets annually (excluding maintenance costs).

**Condition range %** 81–100 Very good | 61–80 Minor defects only | 41–60 Maintenance required | 21–40 Requires renewal | 0–20 Asset unserviceable

# Roads

Roads are our largest asset class and include sealed and unsealed road networks, kerbs, pedestrian refuges, roundabouts, and guard rails.

Our Road Network Plan — currently under review — details our road hierarchy, functional road networks, typical road profiles, and service levels. New condition data will be collected in the 2024–25 financial year.

Some of our unsealed road network was constructed using recycled asphalt profilings.

Improving road safety is a high priority. Vision Zero commitments made by the federal and state governments through their road safety strategies and action plans means that we have a role in helping to meet road safety targets, including no deaths or serious injuries occurring on our roads by 2050.

Recent projects to improve safety and efficiency on our roads include the state government-funded upgrades to 21 intersections throughout McLaren Vale.

We also recognise our role towards improving sustainability and meeting the targets set out in our Climate Change Response Plan. Examples of how we're making changes to our transport system in response to this include installing infrastructure that encourages more walking and cycling and better utilisation of public transport opportunities.

## Service level examples

- Our road hierarchy is split into arterial, distributor, collector and local roads, and each of these has a different typical profile.
- Our road functional hierarchy considers the use of the road including freight, tourist, access and passenger transport routes.
- Standard local roads have a road width of 7.2m.

Network size	
Kerbs	2312km
Unsealed roads	137km
Dust sealed roads	45km
Sealed roads	1384km
Guard rail	30km
Value	
	\$1.2b
Annual spend	
	\$18.3m
Condition	
	84%

## Key projects

- Traffic calming at Mount Malvern Road, Chandlers Hill.
- Road reconstruction at Bakewell Drive and Ostrich Farm Road, Seaford Heights.
- Intersection upgrade at Aldinga Beach Road/How Road, Aldinga Beach.

## New and significant upgrades - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	Roadworks	Traffic management	2034–35
							2032–33	2033–34	
\$0	\$1,138,000	\$1,172,000	\$1,207,000	\$1,243,000	\$1,280,000	\$1,319,000	\$1,358,000	\$1,399,000	\$1,441,000
\$0	\$454,000	\$468,000	\$482,000	\$496,000	\$511,000	\$527,000	\$542,000	\$559,000	\$575,000

## Renewal - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$15,370,000	\$14,665,000	\$16,302,000	\$14,780,000	\$23,470,000	\$24,174,000	\$24,899,000	\$25,646,000	\$26,415,000	\$27,208,000
\$123,000	\$127,000	\$131,000	\$135,000	\$139,000	\$143,000	\$148,000	\$152,000	\$157,000	\$161,000

# Bus shelters and pads

We own several bus shelters and bus pads that are constructed of concrete, asphalt or pavers.

The state government is responsible for providing dedicated bus stop infrastructure through the Department for Infrastructure and Transport's Public Transport Authority. We do not currently allocate funding for the installation of new bus infrastructure.

Shelters that are owned by us are inspected annually and renewed when they reach the end of their useful life.

## Service level examples

- Disability Discrimination Act 1992 compliance is to be provided wherever practicable.
- Bus shelter size is determined using patronage data.
- Basic minimal protection from wind, sun and rain.
- Seating for three average sized people.
- Space for two wheelchairs.

## Key projects

- Bus shelter renewal on Malbeck Drive at Reynella East High School.
- Bus shelter renewal at stop 88 at Nashwauk Crescent (east side and west side), Moana.

## Network size

Bus pads	493
Bus shelters	282

## Value

\$5.5m

## Annual spend

\$0

## Condition

80%

### New and significant upgrades - 10 year budget

2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

### Renewal - 10 year budget

2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
\$57,000	\$59,000	\$61,000	\$63,000	\$64,000	\$66,000	\$68,000	\$70,000	\$72,000	\$75,000



# Buildings

Our building portfolio is made up of buildings such as community halls, sporting buildings (clubrooms, changerooms, aquatic and recreation centres), surf life saving clubs, libraries, scout halls and the McLaren Vale and Fleurieu Coast Visitor Centre.

We have a comprehensive strategy that integrates maintenance data with up-to-date asset condition information and established service life expectations to shape our Building Asset Management Program.

Our approach is tailored to the diverse range of building assets that vary in age and condition.

As our asset management system develops, we can analyse building lifecycle performance more effectively and make data-driven decisions to optimise asset performance.

## Service level examples

- Provision for people with a disability.
- Proper standards of public and environmental health.
- Environmental sustainability of assets.
- Plan for appropriate levels of amenity space.

## Key projects

- Refurbishment of the Hopgood Theatre, Noarlunga Centre.
- Upgrade of the Paul Murray Recreation Centre, Happy Valley.
- New public toilets for Beach Road, Christies Beach and Byards Road Wetlands, Reynella East.
- Staged renewal works at the Noarlunga Aquatic Centre.
- Renew the roof and ceilings at the Aldinga Community Centre.
- Renewal works on the heritage stables at Clarendon.

## Network size

Sport and active recreation 123

Community, commercial and municipal 324

**Value** \$265.5m

**Annual spend** \$14m

**Condition** 66%

### New and significant upgrades - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$0	\$273,000	\$61,000	\$102,000	\$117,000	\$121,000	\$124,000	\$128,000	\$132,000	\$136,000

### Renewal - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$3,501,000	\$3,377,000	\$3,569,000	\$3,763,000	\$3,512,000	\$3,617,000	\$3,726,000	\$3,837,000	\$3,952,000	\$4,071,000

# Land

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We own 2508 parcels of land that are used as open space and for housing infrastructure such as buildings, playgrounds or carparks.

A small portion of these land parcels are contaminated land sites and four former dump sites. These are monitored and managed in line with the Environmental Protection Authority's requirements.

Three per cent of our land has been identified as potential surplus to requirements. These land parcels will be assessed for revocation and/or disposal.

For each parcel of land we sell, we assess and value the vegetation present on that land and contribute twice the value of this to offset the cost of planting new trees in a different location.

## Network size

Land parcels	2462
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<b>Value</b>	<b>\$620m</b>
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# Lighting

Most of the public lighting within our city is owned and managed by SA Power Networks (SAPN), with council owning a number of lights associated with paths and trails, sporting facilities and carparks.

Lighting tariffs vary, and they determine the operation, maintenance, and replacement for these assets. The tariff cost is an operational cost to us, comprising energy and maintenance costs.

SA Power Networks has upgraded 12,700 P category (standard luminaires) lights with energy efficient LED light fittings. The capital outlay for the bulk changeover of lights was funded via the SAPN LED tariff where SAPN provided the capital and are recouping the funds through the associated lighting tariffs.

We are continuing to upgrade our decorative streetlights and V category road lighting.

## Service level examples

- Service levels are dependent on ownership.
- We will upgrade SA Power Networks' lighting if it does not meet our current standards.
- We will upgrade SA Power Networks' lighting when we upgrade a major road, carpark or reserve.
- Council-owned lighting will be installed according to the relevant Australian Standard.

## Key projects

- Installation of path lighting at Greenbank Grove Reserve.
- Installation of carpark lighting at Christies Beach Sports and Social Club.
- Installation of new lighting on Blyth Street, Christies Beach.

## Network size

Council-owned 1553

Council-managed 21,018

## Value

\$6.6m

## Annual spend

\$26,500

## Condition

39%

## New and significant upgrades - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$0	\$150,000	\$154,000	\$159,000	\$164,000	\$169,000	\$174,000	\$179,000	\$184,000	\$190,000

## Renewal - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$41,000	\$43,000	\$44,000	\$45,000	\$47,000	\$48,000	\$50,000	\$51,000	\$53,000	\$54,000

# Coastal assets

Our coastal assets include boardwalks, beach access stairs and ramps, coastal fencing, lookouts, vehicle ramps, and structures such as sand groynes, rock revetments and sandbag weirs.

Works to protect our coastal assets include new or significantly upgraded erosion control, access provision/restriction and the coastal protection of sensitive sites. Coastal impacts can be natural, human and infrastructure.

Our Coastal Adaptation Action Plan identifies key coastal issues and vulnerabilities and forms the basis for ongoing adaptation planning. The plan also informs our coastal protection measures.

Funds for coastal management projects can be fully or partially funded by us, with the remainder by the Coast Protection Board and the federal government by way of grants. For large projects, our funding may be accumulated over multiple years.

We have been successful in obtaining state government grants for coastal protection projects where on-ground works involved retreat of infrastructure and an engineered protection structure.

## Service level examples

- Provide planned and controlled access to the shoreline.
- Maintain and protect natural and cultural assets.
- Enhance safety for motorists, cyclists and pedestrians.
- Develop cliff stabilisation works.

<b>Network size</b>	
Coastline	31km
.....	
<b>Value</b>	\$25.2m
.....	
<b>Annual spend</b>	\$844,000
.....	
<b>Condition</b>	62%
.....	

## Key projects

- Replace fencing (stages 1–3) at Lower Esplanade, Aldinga Beach.
- Renew the groyne at Christies Beach (below the Christies Beach Surf Life Saving Club).
- Construction of the northern seawall at Witton Bluff, Christies Beach.

New and significant upgrades - 10 year budget									
2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$0	\$73,000	\$75,000	\$77,000	\$80,000	\$82,000	\$84,000	\$87,000	\$90,000	\$92,000
Renewal - 10 year budget									
2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$570,000	\$590,000	\$608,000	\$626,000	\$645,000	\$664,000	\$684,000	\$705,000	\$726,000	\$748,000

# Carparks

We provide sealed and unsealed carparks for a range of facilities such as community centres, libraries, open spaces, and sporting grounds.

A condition audit of carparks was undertaken in 2018 and informs our capital renewal and maintenance programs.

Upgrades to existing carparks often involve sealing unsealed carparks, changing parking layouts or improving compliance.

As technology progresses, we are also incorporating electric vehicle charging stations in some carparks and are exploring the use of sensors to detect available parking spaces.

## Service level examples

- Provision of carparks compliant with the Disability Discrimination Act are reviewed and included as our carpark assets are renewed and upgraded.
- Provide upgraded facilities in public places (including the coast).
- Provide enhanced functionality and design of centres.
- Improve the maintenance of public infrastructure and facilities.

## Key projects

- Reconstruct the carpark at Market Crescent, Old Noarlunga.
- Upgrade the carpark at Aldinga Beach ramp.

## Network size

Sealed carparks	213
Unsealed carparks	73

**Value** \$28.1m

**Annual spend** \$80,800

**Condition** 63%

### New and significant upgrades - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$0	\$316,000	\$861,000	\$386,000	\$398,000	\$410,000	\$422,000	\$435,000	\$448,000	\$461,000

### Renewal - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$76,000	\$115,000	\$118,000	\$122,000	\$125,000	\$129,000	\$133,000	\$137,000	\$141,000	\$145,000

# Open space

## Our Open Space Strategic Management Plan defines an open space hierarchy, classifying our open spaces into regional, district, neighbourhood and local spaces.

With a significant number of open space assets varying in age, condition and location, our asset management and maintenance approach is tailored to assist these investments achieve their intended useful life.

Our Open Space Strategic Management Plan is currently being reviewed and will play a crucial role in shaping the future of our parks, playgrounds and open spaces.

### Service level examples

- Regional family parks will be provided with a provision of services that may include a more elaborate playground, irrigated turf and barbecue facilities.
- District family parks may have multi-use playgrounds, built and planted shade, and picnic facilities.
- Neighbourhood family parks may have play spaces and trees to provide shade.
- Local family parks may have play spaces and trees to provide shade.

### Key projects

- Renew the playground at Frank Smith Park, Coromandel Valley.
- Renew the playground at Symonds Reserve, Aldinga Beach.
- Review the Open Space Strategic Management Plan.

### Network size

Developed reserves	497
Undeveloped reserves	357
Playgrounds	250
Dog parks	6
Fitness parks	14

### Value

Parks	\$38.2m
Play spaces	\$12.8m

### Annual spend

\$3.9m

### Condition

Parks	48%
Play spaces	46%

### New and significant upgrades - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$0	\$268,000	\$441,000	\$341,000	\$234,000	\$241,000	\$248,000	\$256,000	\$263,000	\$271,000

### Renewal - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$2,057,000	\$2,595,000	\$2,671,000	\$2,898,000	\$2,154,000	\$2,218,000	\$2,285,000	\$2,354,000	\$2,424,000	\$2,497,000

# Bridges

We provide and maintain bridges, culverts and floodways within the road network under our responsibility. Spanning road bridges are designed for vehicle traffic whereas shared-use and pedestrian bridges are designed for pedestrian and cyclist use only.

Condition audits of our spanning bridges were undertaken in 2015 and 2023 which informed our capital renewal and ongoing maintenance programs.

The condition audit for the pedestrian, boardwalk and shared-use bridges and a load capacity review for all bridges will be completed in the coming years.

We do not allocate an annual budget for the installation of new bridges as the majority of our network is complete, and the focus is on renewing and maintaining these existing assets. There are a small number of gaps in our bridge network, and these have been identified as one-off budget pressures.

## Service level examples

- Use the road network requirement to determine the location of road bridges.
- Provide shared-use bridges as per the Trails and Cycling Strategic Plan.
- Provide pedestrian bridges that have a minimum spacing of 400 metres.

## Key projects

- Renew the shared-use bridge at Sand Road, McLaren Vale.
- Renew the bridge at hole 7, Willunga Golf Course.

<b>Network size</b>	249
Pedestrian	99
Shared-use	71
Spanning	79
<b>Value</b>	\$32.3m
<b>Annual spend</b>	\$1000
<b>Condition</b>	75%

### New and significant upgrades - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$0	\$0	\$0	\$216,000	\$445,000	\$723,000	\$0	\$0	\$0	\$0

### Renewal - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$494,000	\$511,000	\$526,000	\$542,000	\$558,000	\$575,000	\$592,000	\$610,000	\$628,000	\$647,000

# Paths

We have an extensive network of footpaths and shared-use paths that provides connectivity through our streets, the coast and open spaces.

Our footpath network is being developed in stages in line with a long-term plan and the annual budget.

A condition audit of our capital renewal and ongoing maintenance programs was undertaken in 2018 and informs our capital renewal and ongoing maintenance programs.

The next condition audit is scheduled for completion in the 2024–25 financial year.

## Service level examples

- Provide path widening where paths are at the back of the kerb to accommodate for the placement of bins.
- Shared-use paths have a minimum width of 2.5m and provide connectivity for commuters and recreational use.
- Distributor, collector and arterial roads will have a 1.5–1.8m wide path installed on both sides of the street.
- Local roads will have a 1.2m path installed on one side of the street.

## Key projects

- Renew the footpath on Grand Boulevard, Seaford Rise.
- Construct a footpath at Sandow Crescent, Coromandel Valley.

## Network size

Paths	1322km
Kerb ramps	13,259
<b>Value</b>	<b>\$158m</b>
<b>Annual spend</b>	<b>\$6.5m</b>
<b>Condition</b>	<b>85%</b>

- Construct a footpath at Bains Road and Investigator Drive, Woodcroft.
- Construct a footpath at Tatachilla Road and Hardy Avenue, McLaren Vale.
- Construct a footpath at Greenbank Grove Reserve, Hackham West.

## New and significant upgrades - 10 year budget

								Footpaths	Trails
2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$0	\$2,306,000	\$2,376,000	\$2,447,000	\$2,520,000	\$2,596,000	\$2,674,000	\$2,754,000	\$2,837,000	\$2,922,000
\$0	\$517,000	\$533,000	\$549,000	\$565,000	\$582,000	\$600,000	\$618,000	\$636,000	\$655,000

## Renewal - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$673,000	\$696,000	\$717,000	\$818,000	\$843,000	\$868,000	\$894,000	\$921,000	\$949,000	\$977,000
\$283,000	\$292,000	\$301,000	\$310,000	\$320,000	\$329,000	\$339,000	\$349,000	\$360,000	\$370,000



# Water

## Our water category includes three sub-categories:

- Stormwater — the management of rainfall runoff through pits and pipes, swales, rain gardens etc.
- Water harvesting — wetlands and pipes installed through the Waterproofing the South project to capture and recycle water.
- Wastewater — the community wastewater management system (CWMS) which collects, treats and disposes wastewater in communities that are not connected to the SA Water wastewater network.

## Overview

Stormwater infrastructure helps manage storm events, mitigate climate change impacts, reduce pollution in waterways, harvest water for reuse. We use both infrastructure and landscaping methods to manage stormwater runoff.

Our projects include flood protection for minor and major storm events, water quality improvements, catchment studies, stormwater management plans, and managing natural waterways.

The Silver Sands Stormwater Management Plan was presented to the Strategic Directions Committee in November 2023, allowing for identified projects to be added to our capital works program and potential grant funding opportunities through the state government's Stormwater Management Authority.

The CWMS includes seven wastewater networks in Clarendon, Morphett Vale, McLaren Flat, McLaren Vale, Willunga, Maslin Beach, and Sellicks Beach and relies on two treatment plants.

## Service level examples

- Water resource assets improve the aesthetics of open space.
- Water management infrastructure protects and minimises risk to property, infrastructure and public health and safety.
- Protect waterways from erosion.

<b>Network size</b>	
Wetlands	35ha
Sewer pipe	147km
Stormwater pipe	721km
<b>Value</b>	\$591.8m
<b>Annual spend</b>	\$1.7m
<b>Condition</b>	72%

## Key projects

- Install linear ponds at Pridham Boulevard, Aldinga Beach.
- Construct a new drainage system at Ocean Street, Aldinga Beach.
- Upgrade the gross pollutant trap at Railway Road, Seaford Meadows.
- Install stormwater infrastructure at 8 Malvern Court, Aberfoyle Park.
- Construct a new drainage system at Trafalgar Street, Port Noarlunga.

### New and significant upgrades - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$1,006,000	\$1,041,000	\$1,072,000	\$1,105,000	\$1,138,000	\$1,172,000	\$1,207,000	\$1,243,000	\$1,281,000	\$1,319,000

### Renewal - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$956,000	\$990,000	\$1,020,000	\$1,050,000	\$1,082,000	\$1,114,000	\$1,147,000	\$1,182,000	\$1,217,000	\$1,254,000

# Sport and active recreation

We provide a variety of sport and active recreation assets including ovals, courts, pitches, sports lighting and sports fencing.

We use a strategy that combines supply and demand analysis with age and visual condition assessments to manage our community sport and active recreation assets.

The varied playing surfaces needed by local clubs and the community expose our active recreation infrastructure to environmental, social and usage factors, which affect asset longevity. As our infrastructure ages, ongoing innovation and treatments are essential to assist the asset to meet its life expectancy.

## Service level examples

- Australian Standards (where they exist).
- National or state sporting organisation infrastructure guidelines (where they exist).
- Sport and Active Recreation Action Plan guiding principles.
- Service guidelines for sport assets.

## Key projects

- Renew the netball and tennis hardcourts at the Noarlunga Recreation Ground
- Undertake staged renewal works of tennis courts at Serpentine Reserve, O'Halloran Hill.
- Undertake staged irrigation renewal works at Willunga Golf Course.
- Renew the courts at the Port Noarlunga Sports Ground.

## Network size

Hard courts, including basketball keyways	203
Pump track	4
Sports lighting	313
Turfed ovals	31
BMX jumps/tracks	22
Skate facilities	14
Synthetic soccer pitches	2
Bowling and croquet greens	19
Sports fencing sites	130
Sports fencing (ovals and perimeter)	25,114m
Cricket playing pitches and practice nets	34
Softball pitch	1
<b>Value</b>	<b>\$37.3m</b>
<b>Annual spend</b>	<b>\$2m</b>
<b>Condition</b>	<b>58%</b>

## New and significant upgrades - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$0	\$64,000	\$485,000	\$227,000	\$52,000	\$53,000	\$55,000	\$56,000	\$58,000	\$60,000

## Renewal - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$3,347,000	\$4,561,000	\$2,355,000	\$2,527,000	\$1,288,000	\$1,326,000	\$1,366,000	\$1,407,000	\$1,449,000	\$1,493,000

# Plant and fleet

We own a range of mobile assets including excavators, backhoes, light vehicles, plant equipment, street sweepers and waste trucks that help deliver many council programs and services.

As growth continues in our city, and demand for services, programs, and infrastructure increases, we need to continually review the quantity of our plant and fleet assets and associated budgets.

The Institute of Public Works Engineering Australia is used to benchmark our fleet and plant utilisation. Our plant exceeds these standards.

Our fleet (buses, trucks and vehicles) can be used for 3,641,000km per annum, while our plant can be used for 56,680 hours per annum.

Our fleet has a target of 80 per cent of vehicles to be electric or hydrogen by 2035. There are currently 11 electric vehicles and 11 hybrid vehicles within our fleet – as at 30 June 2024.

We have installed four dual-head electric vehicle charging stations, two at the Field Operations Centre and another two at our Noarlunga office with more to be added in future years.

Environmental performance is always considered when selecting new fleet assets. We will look to introduce heavy and light commercial vehicles that generate zero emissions from proven manufacturers and where electric vehicles are not fit for purpose, we will continue to prioritise fuel-efficient vehicles.

Plant equipment can be divided into major plant equipment and small plant equipment. Examples of major plant equipment include excavators, backholes, graders and mowers. Examples of small plant equipment include blowers, chainsaws and brush cutters.

<b>Network size</b>	
Trucks and buses	87
Light vehicles	127
Major plant	66
Small plant and trailers	372
<b>Value</b>	\$29.2m
<b>Annual spend</b>	\$3.5m
<b>Condition</b>	40%*

\* Typical condition percentage for plant and fleet.

## New and significant upgrades - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$0	\$1,880,000	\$441,000	\$261,000	\$12,000	\$60,000	\$0	\$0	\$0	\$1,812,000

## Renewal - 10 year budget

2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
\$5,178,000	\$5,769,000	\$6,806,000	\$6,060,000	\$9,915,000	\$8,323,000	\$8,101,000	\$7,881,000	\$8,490,000	\$8,744,000

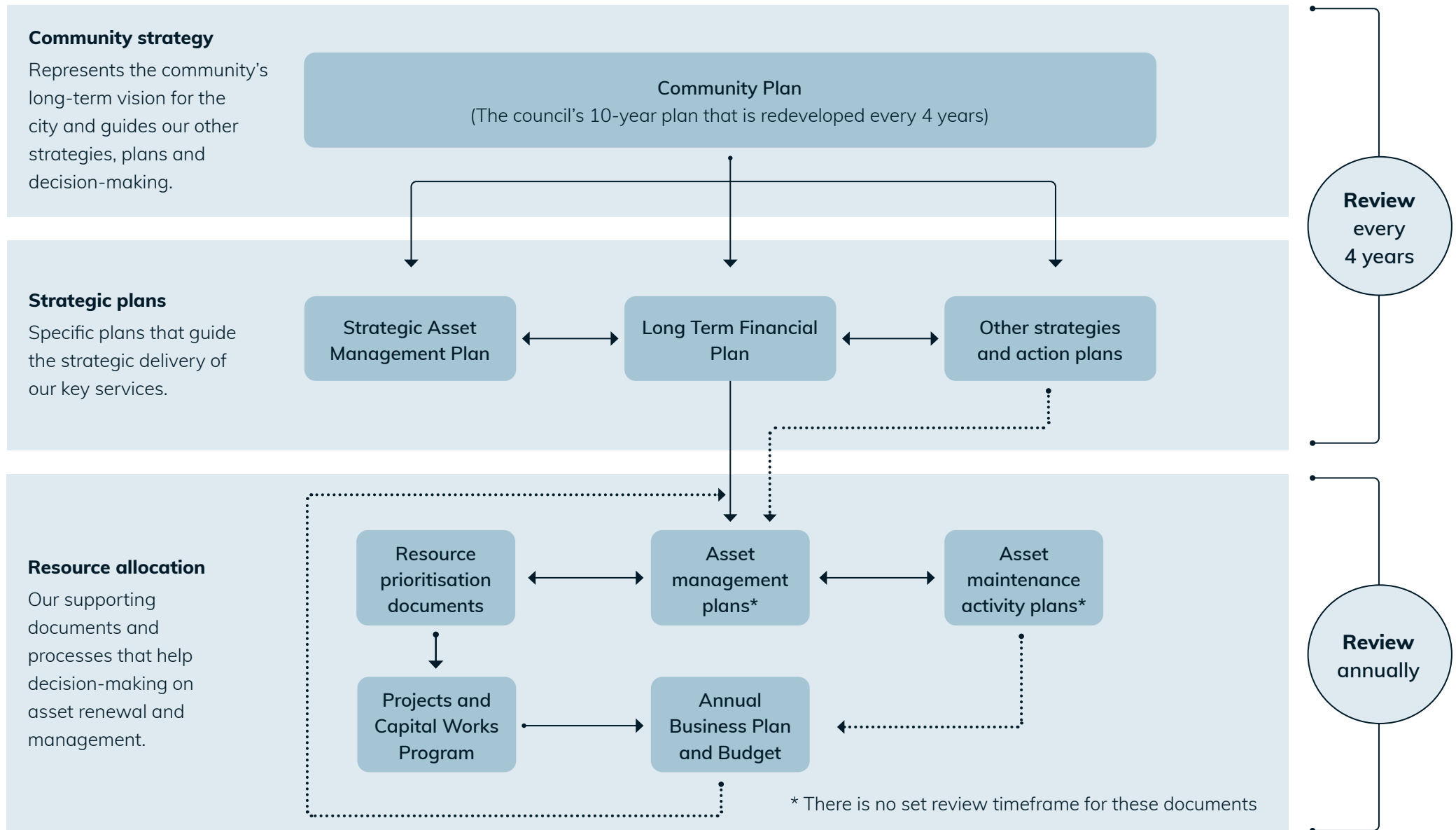


## Integration of the council's strategic documents

This section presents a summary of the council's strategic documents and how they integrate with asset management. It also describes what this means for our community by aligning asset management responses to the Community Vision 2034.

# Council's strategic documents

The diagram below shows how the Strategic Asset Management Plan and supporting documents fit within the broader hierarchy of plans, programs and strategies at the City of Onkaparinga.



# Asset management goals and objectives

The Community Vision 2034 represents the community’s shared vision for the next 10 years, guiding a clear, responsive and responsible direction for the council. The table below outlines our asset management objectives and key performance indicators in alignment with the four Community Vision themes—community, environment, liveability and leadership—and the key result areas.

Asset management objective	Key performance indicator	Theme	Key result area
<b>1</b> Provide quality sport, active recreation and active transport facilities and assets that support physical and mental health.	<ul style="list-style-type: none"> <li>Participation rates for sporting clubs, volunteer groups, youth development programs and committees, informal physical activity and personal or group fitness.</li> </ul>	Community	Healthy and happy people
<b>2</b> Ensure our open spaces and natural areas are welcoming and accessible for all.	<ul style="list-style-type: none"> <li>Utilisation of our shared path network.</li> <li>Proximity of all residents to open spaces and playgrounds.</li> <li>Utilisation of open spaces, the coast and reserves.</li> </ul>	Community	Healthy and happy people
<b>3</b> Recognise and respect our culture and heritage.	<ul style="list-style-type: none"> <li>Kaurna Cultural Heritage Management for Excavation Works Procedure is adhered to for all capital works projects.</li> </ul>	Community	Healthy and happy people
<b>4</b> Provide infrastructure that is safe, well utilised, accessible for all and promotes inclusion and social connection.	<ul style="list-style-type: none"> <li>Percentage of assets compliant with the Disability Discrimination Act.</li> <li>Number of attendees at our centres and utilization of our places.</li> </ul>	Community	Connected communities
<b>5</b> Maximise the use of recycled materials.	<ul style="list-style-type: none"> <li>Tonnes of recycled materials used in infrastructure works.</li> </ul>	Environment	Resourceful, resilient living
<b>6</b> Minimise the demand of virgin materials.			
<b>7</b> Minimise our emissions.	<ul style="list-style-type: none"> <li>Total corporate emissions.</li> </ul>	Environment	Resourceful, resilient living
<b>8</b> Promote sustainable water management and water re-use.	<ul style="list-style-type: none"> <li>Percentage of capital projects that support cooling our city through water sensitive urban design, water infiltration or through selection of materials.</li> </ul>	Environment	Valued natural world
<b>9</b> Provide infrastructure that supports greening and cooling.	<ul style="list-style-type: none"> <li>Percentage of capital projects that support cooling our city through greening and selection of materials.</li> <li>Number of trees planted and percentage of these planted through capital works.</li> </ul>	Environment	Valued natural world

Asset management objective	Key performance indicator	Theme	Key result area
<b>10</b> Improve our environment through design, construction and maintenance of built and natural assets.	<ul style="list-style-type: none"> <li>• Maintenance and improvement of vegetation condition within our remnant bushland areas.</li> <li>• Number of trees planted and percentage of these planted through capital works.</li> </ul>	Environment	Valued natural world
<b>11</b> Improve connectivity throughout our region.	<ul style="list-style-type: none"> <li>• Percentage of footpath, trails, cycling and road network completion.</li> </ul>	Liveability	Great places
<b>12</b> Construct assets that build resilience to the changing climate.	<ul style="list-style-type: none"> <li>• Number of prescribed responses to climate change issues recorded in Asset Management Plans.</li> </ul>	Liveability	Great places
<b>13</b> Ensure contributed assets are constructed in accordance with our service levels and standards and that assets are of sound quality.	<ul style="list-style-type: none"> <li>• Percentage of contributed assets compliant with service levels.</li> <li>• Percentage of contributed assets capitalised.</li> </ul>	Liveability	Great places
<b>14</b> Maintain our neighbourhoods well.	<ul style="list-style-type: none"> <li>• Condition of our assets.</li> <li>• Perception of how well our neighbourhoods are maintained.</li> <li>• Vandalism and graffiti rates in public places.</li> <li>• Frequency of street sweeping.</li> </ul>	Liveability	Great places
<b>15</b> Support local business through maintenance and capital works.	<ul style="list-style-type: none"> <li>• Percentage of local contractors engaged to undertake maintenance or deliver capital works projects.</li> </ul>	Liveability	Strong local economies
<b>16</b> Support our tourism industry by providing safe and efficient assets that complement our tourist destinations.	<ul style="list-style-type: none"> <li>• Capacity of our freight routes.</li> <li>• Condition of assets that experience high levels of tourism.</li> <li>• Visitation at the McLaren Vale and Fleurieu Coast Visitor Centre.</li> </ul>	Liveability	Strong local economies
<b>17</b> Welcome the opportunity to engage with our community and value their feedback and questions.	<ul style="list-style-type: none"> <li>• Average response times to asset related customer, elected member and Member of Parliament inquiries.</li> </ul>	Leadership	Impact and trust
<b>18</b> Identify opportunities to incorporate feedback into our projects.	<ul style="list-style-type: none"> <li>• Engagement plans are considered for all capital works projects that are used to identify the most appropriate levels of engagement.</li> </ul>	Leadership	Impact and trust

Asset management objective	Key performance indicator	Theme	Key result area
<b>19</b> Provide our communities with asset information that is current, transparent and easy to understand.	<ul style="list-style-type: none"> <li>• Annual update of the Strategic Asset Management Plan.</li> </ul>	Leadership	Impact and trust
<b>20</b> Manage assets by providing a value-for-money service.	<ul style="list-style-type: none"> <li>• Asset renewal funding ratio.</li> <li>• Assets delivered meet endorsed levels of service.</li> </ul>	Leadership	Impact and trust
<b>21</b> Consider the whole of lifecycle cost in managing assets.	<ul style="list-style-type: none"> <li>• Alignment between the Strategic Asset Management Plan and Long Term Financial Plan data.</li> </ul>	Leadership	Impact and trust



# Asset management integration with our strategic documents

This section outlines how our Strategic Asset Management Plan aligns with various strategic documents.

Document	Description	Asset management objective
<b>Community Plan</b>	Identifies the community's aspirations and vision for the City of Onkaparinga. This helps inform the goals and objectives of the Strategic Asset Management Plan, identify areas for improvement, and set key performance indicators.	n/a
<b>Long Term Financial Vision</b>	Integrates the annual budgeting process with long-term planning and financial forecasting, taking into consideration the demands on our assets and lifecycle modelling. We update the plan annually to reflect changes in service level, accurate and current data, and changes in community priorities.	n/a
<b>Annual Business Plan</b>	Sets the council's priorities and budget for the financial year, provides information regarding our long-term financial position, and informs our annual works programs .	n/a
<b>Arts and Culture Development Action Plan</b>	Identifies how the management of infrastructure and assets can enhance arts and cultural experiences for residents and visitors.	3, 17–21
<b>Asset Rationalisation Policy</b>	Provides the framework for the council to dispose of under-utilised or no longer fit-for-purpose assets. Asset rationalisation ensures we have facilities that meet the needs of the community, and that expenditure is focused on the right assets and infrastructure.	20, 21
<b>Coastal Adaptation Plan</b>	Details what we will do to anticipate and respond to risks to our coast arising from climate change and sea level rise.	2–4, 12, 17–21
<b>Community Capacity Strategic Plan</b>	Lists activating community infrastructure as a key result area and provides direction on assets supporting community connectedness, development of skills and providing opportunities for people to participate in and influence community life.	1, 2, 4, 17–21
<b>Climate Change Response Plan</b>	The response plan and Climate Emergency Addendum 2023 outline how we'll respond to climate change impacts. We've set a target to reduce our corporate emissions by 80 per cent by 2030 and aim to be net zero by 2040.	2, 5–12, 17–21
<b>Economic Growth and Investment Strategic Plan</b> (under review)	Focuses on building a successful economy within our region and recognises infrastructure development as a key result area to support growth and a prosperous economy.	15, 17–21

Document	Description	Asset management objective
<b>Inclusive Communities Action Plan</b>	Identifies actions to ensure our assets are compliant with the <i>Disability Discrimination Act 1992</i> , promote inclusion and are accessible for all members of our diverse community.	1, 2, 4, 17–21
<b>Libraries Strategic Plan</b>	Identifies how we can enhance the use of our libraries to provide assets that accommodate a range of activities and are accessible, welcoming, and fit for diverse needs.	4, 14, 17–21
<b>Onkaparinga Local Area Plan</b>	Identifies how we can provide direction for future types of urban development to guide planning and provision of assets that build strong and vibrant communities.	2–6, 8–12, 13, 17–21
<b>Open Space Strategic Management Plan</b>	Sets the direction for the open space network, defines an open space hierarchy and service levels, and emphasises assets that are green, inviting and fit for users' needs.	2, 8–11, 13, 14, 16–21
<b>Reconciliation Action Plan</b>	Reflects on a shared journey towards reconciliation and guides project planning to ensure the protection of cultural heritage.	3, 17–21
<b>Resilient Asset Management Project</b>	Equips us with data, tools and systems that we integrate into our asset management plans and programs. This enables us to maintain the service levels of our assets while responding to climate risks, and ultimately increase the resilience of our assets. This project is an initiative of Resilient South.	12, 17–21
<b>Road Network Plan</b>	Identifies the road hierarchy, road networks, service levels and road cross sections to ensure we create a positive experience for all users and that our transport networks integrate. This is currently due for review which will commence in 2024.	11–14, 16, 17–21
<b>Sport and Active Recreation Action Plan</b>	Seeks to provide safe, welcoming, and fit-for-purpose sport and active recreation assets that meet community demand.	1, 11, 13, 14, 17–21
<b>Tourism Strategic Plan</b>	Prompts consideration for the levels of service provided in constructing and maintaining assets around our tourism precincts to ensure our assets support visitation and meet the expectations and needs of our businesses and visitors.	16–21
<b>Trails and Cycling Strategic Management Plan</b>	Defines the service level for each type of experience and the trails and cycling hierarchy which includes networks for recreational and commuter users. This will be reviewed in 2024.	1, 11–14, 16, 17–21
<b>Waste and Recycling Strategic Plan</b>	Defines the waste service we provide, assets that support waste collection services, waste targets and highlights sustainability as a priority.	5–7, 14, 17–21

# Master plans

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Master plans are developed to determine asset improvement priorities in the short, medium and longer term. We have several master plans, that help shape facilities and upgrades, and are developed with input from the community and stakeholders together with a needs assessment to guide the master plan.

- Wilfred Taylor Master Plan
- Clarendon Recreation Ground Master Plan
- Aldinga Sports Parks Master Plan
- Thalassa Park Master Plan
  - in development
- Reynella Sports Ground Master Plan
  - in development

Additionally, we have been working with the Department for Infrastructure and Transport since 2003, to deliver the state government's Coast Park vision for greater Adelaide.

This involves developing a coastal linear park which includes a 70km shared-use path from North Haven to Sellicks Beach.





## Financials

This section is designed to provide a snapshot of our financial position, details on different funding types and our financial projections.

### Capital funding

Capital funding of assets is split into two funding streams – new and significant upgrades, and renewals.

New and significant upgrade funds are used for creating new assets and undertaking major upgrades of existing assets.

Renewal funds are used to replace assets that have reached the end of their useful lives.

We use resource prioritisation documents to prioritise capital funding. These exist for each asset category and include factors specific to the asset type that are scored to prioritise projects and develop capital programs.

We seek additional funding through our Advocacy Plan and state and federal grant programs.

## Asset sustainability

The asset renewal funding ratio expresses expenditure on asset renewal as a percentage of the projected funding required for asset renewal. It illustrates the percentage of assets being replaced at the rate they are wearing out and our target range for this is between 90 per cent and 110 per cent. The below chart forecasts the asset funding ratio over the next 10 years and shows that we stay within our target range.

## Link between this plan and the Long Term Financial Plan

Each year we will revise our Long Term Financial Plan that details the projected financial position for each asset class (in both the new and significant upgrade and renewal categories) over the next 10 years. The projected budgets in the Long Term Financial Plan must align with the objectives and demands identified in the Strategic Asset Management Plan. This is to ensure budgets are

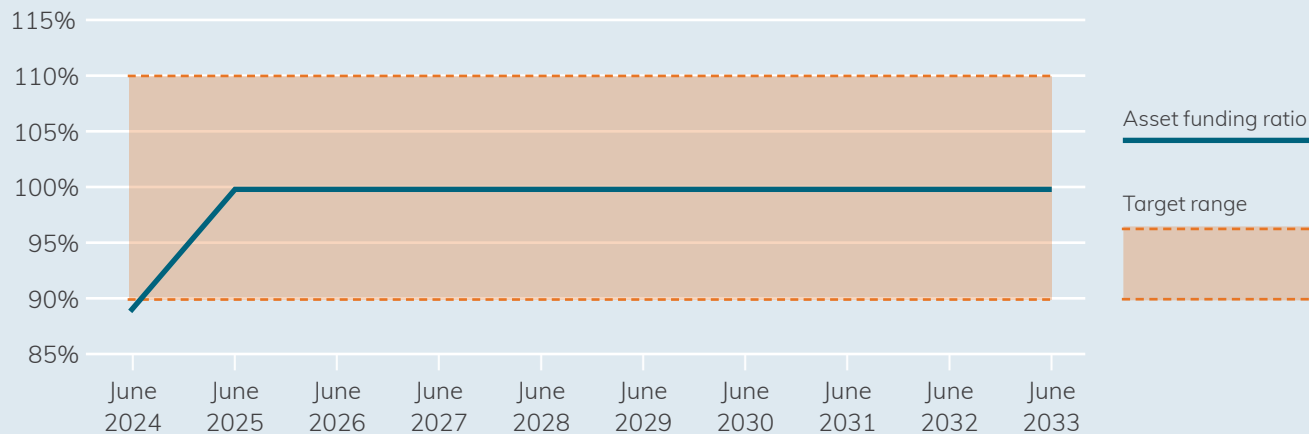
allocated to achieve these objectives, and that any budget shortfalls, pressures or opportunities are identified and reflected in this plan.

A significant portion of the modelling behind the SAMP is dedicated to managing roads. By using road condition data, treatment types and measuring operational impacts, we have been able to adopt a project program. This approach maintains a surplus operating position, providing all other assumptions within the Long Term Financial Plan remain true, including aligning rate increases to CPI (consumer price index).

## Depreciation and financial projections

In evaluating our financial position, we must also consider how assets in our asset classes depreciate over time. The depreciation rate varies for different types of assets, depending on the estimated useful life of the asset. Useful lives vary by asset type (e.g. paths have a different useful life to a road) and by other factors such as location, how much the asset is used and material type.

## Asset renewal funding ratio



## Useful lives of assets

### 1–10 years

synthetic turf

### 1–20 years

unsealed roads, guard rails, water pumps, play equipment, hard courts, unsealed beach access points

### 21–40 years

sports lighting, asphalt paths and bus pads, timber boardwalks, cricket pitches, unsealed carparks, irrigation, paved paths and bus pads

### 41–60 years

ponds and basins, vehicle beach access points, cliff stabilisation treatments

### 61–80 years

bridges, road pavement, kerbs, concrete paths and bus pads

### 81–100 years

sealed carparks, water pits and pipes, swales, skate parks, coastal rocks revetments

Another important consideration is intergenerational equity, which ensures the financial decisions we make now, are fair for future generations. We consider this in managing our operating surpluses, capital renewal budgets and levels of borrowing and debt.

## Maintenance

Maintenance budgets are used to complete minor repairs, servicing and maintenance works on our assets. By undertaking maintenance, we maximise the useful life of the asset by slowing deterioration and ensure the asset is performing to the required level.

Some maintenance works are planned and programmed, while other works are more reactive in nature. The split between proactive and reactive work is largely dependent on the availability of accurate and current data and the type of maintenance required.

The maintenance chart presents the split of maintenance funding across the various asset categories. Maintenance requirements and cost vary based on the type of asset. It should be noted that for some asset categories (such as water, which includes both water supply and wastewater) we receive income that offsets maintenance costs, and these have been accounted for in the graph to the right.

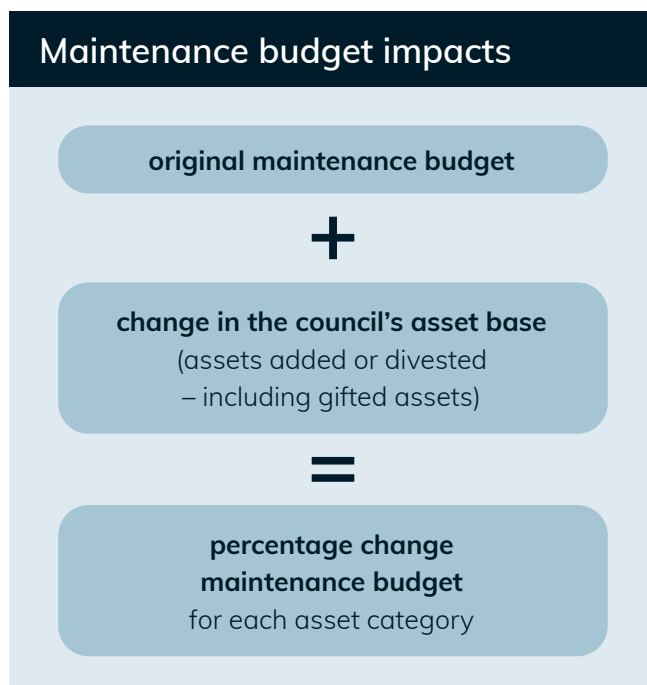
Historically, the growth in our asset portfolio has not been proportional to the required growth in maintenance budgets. While there have been improvements—such as the introduction of in-field technology and greater access to improved quality of data that allow our maintenance works to be delivered more efficiently—this funding gap has not been adequately quantified.

We have developed a methodology that allows us to calculate the impacts of new, gifted and disposed assets on our operational budget, based on capitalisation costs as a percentage of asset category cost.

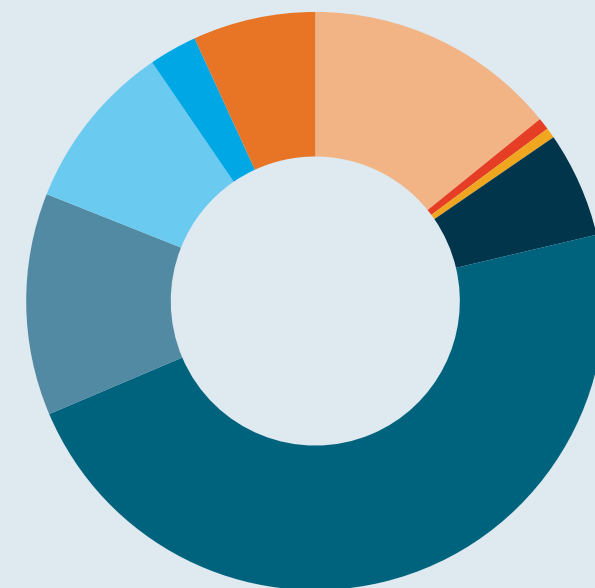
This impact is calculated by:

- calculating the total original maintenance budget for each asset class
- calculating the total capitalised costs as a percentage of the current asset cost for each asset class as of 30 June 2022
- applying the calculated percentage as an increase to the maintenance budget for each asset class.

We must also consider how the reallocation of capital (new and renewal) budgets impact our maintenance funding, operations and resources.



## 2024–25 Maintenance budget



● Roads	\$4,239,304
○ Bus pads and shelters	\$0
● Buildings	\$6,369,561
○ Lighting	\$0
● Coastal assets	\$41,635
● Carparks	\$46,827
● Open space	\$21,256,936
○ Bridges	\$0
● Paths	\$2,653,137
● Water	\$3,081,500
● Sport and active recreation	\$998,477
● Plant and fleet	\$5,584,064



## Risks and opportunities

# Risks and opportunities

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This section details risks—including how we will manage and minimise them—and opportunities to improve the efficiency in the way we deliver our asset management services.

## Project risks

Managing the risks and opportunities associated with our assets is an integral part of good decision-making and planning, and ensuring we provide quality assets that are delivered in line with the community's needs and expectations.

We use a Risk Management Framework that is consistent with Australian Standards and ISO 31000. Our risk management process outlines how risks should be identified, analysed, evaluated, treated, consulted on, monitored, and reviewed.

Risk types that could impact the delivery of this plan include business, reputation, customer, environmental, legal and financial.

## We minimise risk by:

- assessing the natural environment, public safety, socio-political and business impact risks for all capital works projects
- considering risk in prioritising renewal projects and maintenance works.

## Economic

### We minimise risk by:

- reviewing our Long Term Financial Plan annually
- improving the link between the Long Term Financial Plan and this plan
- prioritising capital spending using resource prioritisation documents.

## Climate change

The impacts of a changing climate—including increased temperatures, storms, flooding, and sea level rise—pose a range of physical risks to our assets and present financial implications to our budgets. These risks are taken into consideration in the design, construction, management and performance of our assets, and allocation of budgets. Understanding climate change-based risks and how we must adapt or respond to them, is a crucial component of our asset management. We do this through the information obtained through the Resilient Asset Management Project.

We are committed to working with others—including other councils through the Resilient South regional climate partnership—to best prepare ourselves in responding to a changing climate by improving the resilience of our assets.

## We minimise risk by:

- designing assets considering the impacts of climate change and allocate budgets accordingly
- identifying when renewal and increased utilisation can be prioritised over new builds to manage embedded energy and climate response
- identifying managing climate change risk through the implementation of the Resilient Asset Management Project
- identifying how increased temperatures affect our assets
- collecting data to measure and forecast climate change effects
- responding to the impact sea level rise has on our coastal assets
- identifying how we can promote cooling and reduce emissions
- responding to the low carbon targets of the Climate Change Response Plan and climate emergency



## Political

We must manage our assets to cater for the diverse and changing needs, priorities, and expectations of the community. There are many events that may prompt a change in priorities such as the completion of a service review, the analysis of new data sets or a change in elected members.

We plan in 10-year cycles for most of our assets. However, these plans are flexible to cater for changes. Changing priorities may impact service levels for some of our asset classes and identify different areas where spending is a greater priority, and we must understand how this impacts the community.

Risks and opportunities that are generated through a change in an elected body, state government or government funding priorities should be identified as infrastructure planning and programs may be impacted by these.

### We minimise risk by:

- developing forward works programs for our assets
- allowing for flexibility in our resourcing of project and program delivery.

## Social

Through community engagement, which is guided by our Community Engagement Framework, we aim to build trust, be transparent in information sharing and identify opportunities where the community's feedback can influence project outcomes.

### We minimise risk by:

- using community engagement plans to identify suitable levels of engagement for capital works projects, taking into account stakeholders, the risks associated with the project, community impact and scope of influence
- updating this plan annually
- setting key performance indicators that emphasise sound community engagement such as customer response times and completion of engagement plans.

## Key performance indicator resourcing

Resourcing that may be required to implement these improvements can include the reallocation of, or additional, staff priorities, software packages, tools and budget.

### We minimise risk by:

- capturing operational improvements in the asset management plans and highlighting the resourcing required to implement each of these actions
- reporting annually on our key performance indicators and providing an opportunity to highlight resourcing shortfalls.

## Capability and awareness

For the SAMP to be delivered successfully it is critical staff understand the purpose of the document and ensure it is well utilised and regularly updated.

### We minimise risk by:

- presenting an annual SAMP update including a review of asset data, key performance indicators and the Asset Action Plan
- engaging with our community on the development of this plan.

## Operational and process improvements

Operational and process improvements will optimise the performance, reliability, long-term sustainability and cost-effectiveness of our assets, and help comply with regulations and standards.

## Enterprise management and asset data

We are currently in the process of implementing a new I.T. enterprise management system, OneCouncil, that will help deliver a number of asset management-specific improvements. The technology will help us with:

- ensuring consistent language and terminology across asset categories
- having a well-defined asset hierarchy
- gaining a better understanding asset performance including the current condition of individual assets, the overall condition of asset classes, how maintenance work impacts these measures and how to transition to more preventative maintenance programs
- undertaking more detailed lifecycle modelling to ensure our budgets are allocated to maximise the life of our assets
- reporting up-to-date asset data to help set and measure key performance indicators
- communicating asset data with internal teams and external stakeholders in real-time information
- reviewing asset data and identifying which asset classes have complete data sets, data gaps and the areas where the quality of data can be improved. This information will help improve asset

lifecycle modelling, provide accurate identification of budget pressures and budget forecasting, and help inform our annual capital works and maintenance programs.

Our asset management system is a tool that enables us to effectively identify, record and address risks and other issues, resulting in better data to optimise asset performance.

## Strategic asset management audit

An independent and comprehensive audit of our strategic asset management practices highlighted that we are managing assets in a mature and sustainable manner. The audit also identified areas for continuous improvement, such as governance and oversight, greater rigor in the Long Term Financial Plan inputs, and uplifting data processes.

In response to the audit, we have taken decisive steps to strengthen our Asset Management Framework, including establishing a dedicated Asset Management Steering Committee and developing a timeline to update and publish key individual asset management plans and strategies that support this plan.

In addition, updates to the Community Plan, Long Term Financial Plan and this plan, and reviews of various planning documents will create holistic improvements and provide a comprehensive and integrated approach to addressing the gaps identified in the audit.

The findings and recommendations from the audit are set to be completed by the third quarter of 2024.

## Prioritisation of works

Prioritising our assets will allow limited resources to be used efficiently and effectively to manage and maintain the most critical assets in alignment with this plan. Resources will be allocated efficiently, risks managed, alignment with strategic policies will be achieved and we will have improved accountability.

## Natural asset planning

Natural assets are crucial in enhancing the resilience of our local ecosystems and green infrastructure. Understanding how they benefit the city, what improvements are required, and appropriate service levels is important.

Our natural asset planner evaluates the extent, condition, value and needs of our natural assets. We will assess the operational needs of our natural assets and develop a matrix to guide decision-making where natural asset management is integrated into our broader Asset Management Framework.

## Asset management plans

We are in the process of reviewing our asset management plans which include assessing current service levels.

## Maintenance and operational budgets

The capital growth in our asset portfolio each year, including growth resulting from assets constructed through external funding, is impacting our operational and capital budgets, in addition to internal resourcing.

We need to allocate increased operational costs to allow for maintenance of these assets.

This proposed methodology is outlined on page 30.

We are developing asset maintenance activity plans (AMAPs) for each of our asset classes to better understand maintenance budget requirements, defect intervention levels and ways we can optimise the life of our assets.

A defect interventional level is the point at which intervention levels should be considered to reach the expected lifespan of the asset. These intervention levels are based on individual asset requirements outlined in relevant Australian Standards, legislation and peak body guidelines.

Maintenance programs are based on a combination of proactive and reactive programs.

The asset expected life will decrease if there is not adequate maintenance. This means that the asset will need to be renewed sooner than planned which leads to an increase in capital expenditure and financial sustainability challenges.

The proactive program utilises inspections to identify defects and collect data on assets that informs annual maintenance programs and budget setting. Benefits of this approach results in informed decision making, reduction in reactive requests that can be more costly. It also enables us to optimise the assets function.

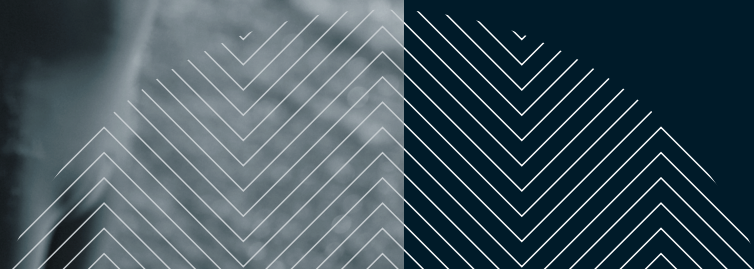
A zero-based budgeting approach is used to inform our annual budget process. We review current year allocations against data and established maintenance intervention levels in our AMAPs to influence future year programs, budget pressures and allocations.

Where insufficient operational maintenance funds are available the intervention levels cannot be met and reactive maintenance is increased. There can be additional associated risks to community safety and liability.



## Appendix 1

10-year project  
program



- Scope
- Construct/implement
- Design
- Pipeline

# PROJECT PROGRAM SUMMARY

Asset category	Project	2024-25	2025-26	2026-27	2027-28	+4 years
Buildings	Byards Road Wetlands, Rynella East: new public toilet					
	Beach Road, Christies Beach: new public toilet					
	Maslin Beach Community Hall, Maslin Beach: renewal of the kitchen					
	Melsetter Road, Huntfield Heights: new public toilet					
	Pimpala Road, Woodcroft: new public toilet					
	Noarlunga Aquatic Centre, Noarlunga: renewal of the roof, pool shell and plantroom					
	Paul Murray Centre, Happy Valley: upgrade to the facility					
	Clarendon Heritage Stables, Clarendon: renewal works					
	Aldinga Community Centre, Aldinga: renewal of roof and ceilings					

- Scope
- Construct/implement
- Design
- Pipeline

# PROJECT PROGRAM SUMMARY

Asset category	Project	2024-25	2025-26	2026-27	2027-28	+4 years
Buildings	Hopgood Theatre, Noarlunga Centre: refurbishment of the facility	Y1	Y2			
Sport and active recreation	Clarendon Recreation Ground, Clarendon: renewal of the multi-use hard courts, fencing, sports lighting					
	Port Noarlunga Sports Ground, Port Noarlunga: renewal of courts					
	Noarlunga Recreation Ground, Noarlunga: renewal of eastern tennis and netball courts					
	Reynella Sports Ground, Reynella: renewal of tennis and netball courts					
	Serpentine Reserve, O'Halloran Hill: renewal of the tennis hard courts	Phase 1		Phase 2		
	Aldinga Skate Park, Aldinga: new skate park					
	Willunga golf course, Willunga: renewal of irrigation system	Y1	Y2			
	Karingal Reserve, Seaford Sports & Social Club, Port Noarlunga: synthetic turf renewal (main pitch)					

- Scope
- Construct/implement
- Design
- Pipeline

# PROJECT PROGRAM SUMMARY

Asset category	Project	2024-25	2025-26	2026-27	2027-28	+4 years
Sport and active recreation	O'Sullivan Beach Sports and Community Centre, O'Sullivans Beach: synthetic turf renewal (main pitch)					<span style="color: #8E24AA;">●</span>
Open space	Canberra Drive, Aberfoyle Park: renewal of the reserve		<span style="color: #00AEEF;">●</span>	<span style="color: #4CAF50;">●</span>	<span style="color: #002D62;">●</span>	
	Esplanade/Wembley Street, Port Noarlunga South: renewal of the playground	<span style="color: #002D62;">●</span>				
	Frank Smith Park, Coromandel Valley: renewal of the playground	<span style="color: #00AEEF;">●</span>	<span style="color: #4CAF50;">●</span>	<span style="color: #002D62;">●</span>		
	Jubilee Park, Port Noarlunga: renewal of the playground		<span style="color: #00AEEF;">●</span>	<span style="color: #4CAF50;">●</span>	<span style="color: #002D62;">●</span>	
	Saphire Road, Morphett Vale: renewal of the playground					<span style="color: #8E24AA;">●</span>
	Symonds Reserve, Aldinga Beach: renewal of the playground	<span style="color: #00AEEF;">●</span>	<span style="color: #4CAF50;">●</span>	<span style="color: #002D62;">●</span>		
	Woodcroft Farm Reserve, Woodcroft: upgrade of the playground		<span style="color: #00AEEF;">●</span>	<span style="color: #4CAF50;">●</span>	<span style="color: #002D62;">●</span>	
Roads	Aldinga Beach Road/How Road: intersection upgrade	<span style="color: #002D62;">●</span>				

- Scope
- Construct/implement
- Design
- Pipeline





# PROJECT PROGRAM SUMMARY

Asset category	Project	2024-25	2025-26	2026-27	2027-28	+4 years
Roads	Port Noarlunga Activity Centre, Port Noarlunga: traffic calming	Scope	Design			Pipeline
	Candy Road, O'Halloran Hill: road upgrade		Scope	Design	Design	Pipeline
	Wellington Avenue, Sellicks Beach: road reconstruction		Design	Construct/implement		
	Murray Road, Port Noarlunga: road reconstruction	Construct/implement				
	Kentwood Road, Morphett Vale: road reconstruction	Scope	Design	Construct/implement		
	Collins Parade, Hackham: road reconstruction		Design	Construct/implement		
	Bowering Hill Road, Port Willunga: road reconstruction					Pipeline
	Port Road, Port Willunga: intersection upgrade					Pipeline
	Murrays Hill Road, Coromandel Valley: traffic calming			Design	Construct/implement	



- Scope
- Construct/implement
- Design
- Pipeline

# PROJECT PROGRAM SUMMARY

Asset category	Project	2024-25	2025-26	2026-27	2027-28	+4 years
Roads	Mount Malvern Road, Chandlers Hill: traffic calming					
	Esplanade, Moana: traffic calming					
	Pimpala Road, Morphett Vale: pedestrian refuge installation					
	Piggot Range Road/Eaton Road: realignment and intersection upgrade					
	Bakewell Drive and Ostrich Farm Road, Seaford Heights: road reconstruction					
Bus shelters and pads	Malbeck Drive, Reynella East High School, Reynella East: bus shelter renewal					
	Stop 88, Nashwauk Crescent, east side and west side, Moana: bus shelter renewal					
Lighting	How Road, Aldinga: lighting upgrade					
	Justs Road/Button Road, Aldinga Beach: lighting upgrade					

- Scope
- Construct/implement
- Design
- Pipeline

# PROJECT PROGRAM SUMMARY

Asset category	Project	2024-25	2025-26	2026-27	2027-28	+4 years
Lighting	Simeon Crescent, Morphette Vale: lighting upgrade	<span style="color: #00AEEF;">●</span>	<span style="color: #4CAF50;">●</span>	<span style="color: #002D62;">●</span>		
	Greenbank Grove, Hackham West: reserve path lighting installation	<span style="color: #002D62;">●</span>				
	Christies Beach Sports and Social Club, Christies Beach: installation of carpark lighting	<span style="color: #00AEEF;">●</span>	<span style="color: #4CAF50;">●</span>	<span style="color: #002D62;">●</span>		
	Blyth Street, Christies Beach: installation of new lighting	<span style="color: #002D62;">●</span>				
Coastal assets	Witton Bluff North, Christies Beach: construction of northern seawall	<span style="color: #002D62;">●</span>				
	Tiller Drive, Seaford: beach access renewal	<span style="color: #00AEEF;">●</span>	<span style="color: #4CAF50;">●</span>	<span style="color: #002D62;">●</span>		
	Christies Beach below Christies Beach Surf Life Saving Club, Christies Beach: groyne renewal		<span style="color: #4CAF50;">●</span>	<span style="color: #002D62;">●</span>		
	Starboard Road to Robertson Road, Moana: clifftop fencing replacement					<span style="color: #663399;">●</span>
	Beach Road to Christies Surf Life Saving Club, Christies Beach: seawall replacement					<span style="color: #663399;">●</span>

- Scope
- Construct/implement
- Design
- Pipeline

# PROJECT PROGRAM SUMMARY

Asset category	Project	2024-25	2025-26	2026-27	2027-28	+4 years
Coastal assets	Aldinga Beach: cliff toe protection					<span style="color: #663399;">●</span>
	Lower Esplanade, Aldinga: replace fencing (stages 1-3)		<span style="color: #4CAF50;">●</span>	<span style="color: #002D62;">●</span>		
Carparks	Wifred Taylor Reserve, Morphett Vale: various carpark upgrades					<span style="color: #663399;">●</span>
	Market Crescent, Old Noarlunga: carpark reconstruction	<span style="color: #00AEEF;">●</span>	<span style="color: #4CAF50;">●</span>	<span style="color: #002D62;">●</span>		
	Silver Sands Kiosk, Aldinga Beach: new carpark		<span style="color: #4CAF50;">●</span>	<span style="color: #002D62;">●</span>		
	Aldinga beach ramp: carpark upgrade		<span style="color: #4CAF50;">●</span>	<span style="color: #002D62;">●</span>		
Bridges	Coast to Vines, Pedler Creek, Seaford Heights: footbridge upgrade	<span style="color: #002D62;">●</span>				
	Willunga Golf Course, Willunga: bridge renewal at hole 7		<span style="color: #4CAF50;">●</span>	<span style="color: #002D62;">●</span>		
	Sand Road, McLaren Flat: bridge renewal	<span style="color: #00AEEF;">●</span>	<span style="color: #4CAF50;">●</span>	<span style="color: #002D62;">●</span>		

- Scope
- Construct/implement
- Design
- Pipeline

# PROJECT PROGRAM SUMMARY

Asset category	Project	2024-25	2025-26	2026-27	2027-28	+4 years
Bridges	Almond Grove Road, Willunga South: bridge renewal					
Paths	Tatachilla Road and Hardy Avenue, McLaren Vale: footpath installation					
	Blacker Road and Batts Street, Aldinga Beach: footpath installation					
	Chandlers Hill Road and Bishops Hill Road, Happy Valley: footpath installation					
	Tina Way, Paradine Way and Bella Court, Morphett Vale: footpath renewal					
	Old Honeypot Road, Port Noarlunga: footpath installation					
	Karawi Parade, Morphett Vale: footpath installation					
	Taylors Road West, Happy Valley: footpath installation					
	Woodham Court, Taylors Road West: walkway construction					

- Scope
- Construct/implement
- Design
- Pipeline

# PROJECT PROGRAM SUMMARY

Asset category	Project	2024-25	2025-26	2026-27	2027-28	+4 years
Paths	Sandow Crescent, Coromandel Valley: footpath installation					
	Grand Boulevard, Seaford Rise: footpath renewal					
	Seaford Industrial Estate, Seaford: footpath installation					
	Knox Drive, Woodcroft: footpath installation					
	Tripoli Road, Happy Valley: footpath installation					
	Braeside Avenue, Reynella East: footpath installation					
	Doctors Road, Morphett Vale: footpath renewal					
	Candy Road, Happy Valley: footpath installation					
	Commercial Road, Seaford Meadows: footpath installation					

- Scope
- Construct/implement
- Design
- Pipeline

# PROJECT PROGRAM SUMMARY

Asset category	Project	2024-25	2025-26	2026-27	2027-28	+4 years
Paths	Lennard Drive, Moana: footpath installation					<span style="color: #8E24AA;">●</span>
	Foxfield Drive, Onkaparinga Hills: footpath installation					<span style="color: #8E24AA;">●</span>
	Greenbank Grove, Hackham West: footpath installation	<span style="color: #003366;">●</span>				
	Bains Road, Woodcroft: footpath installation	<span style="color: #003366;">●</span> Y1	<span style="color: #003366;">●</span> Y2			
Water	Emu Creek Channel, Morphett Vale: wall haunching	<span style="color: #003366;">●</span>				
	Commercial Road, Port Noarlunga: swale rehabilitation	<span style="color: #003366;">●</span>				
	Trafalgar Street, Port Noarlunga South: stormwater installation	<span style="color: #003366;">●</span> Y1	<span style="color: #003366;">●</span> Y2			
	Christies Creek, Morphett Vale: erosion control	<span style="color: #4CAF50;">●</span>	<span style="color: #003366;">●</span>			
	Ocean Street, Aldinga Beach: construction of a new drainage system	<span style="color: #4CAF50;">●</span>	<span style="color: #003366;">●</span>			

- Scope
- Design
- Construct/implement
- Pipeline

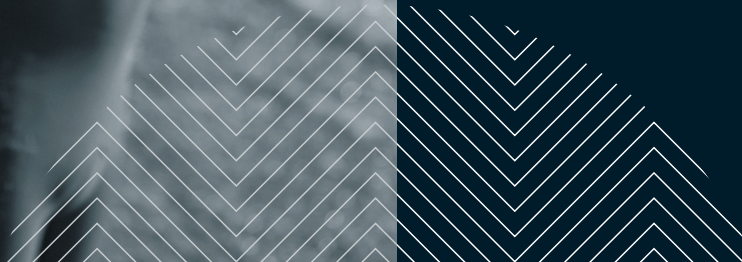
# PROJECT PROGRAM SUMMARY

Asset category	Project	2024-25	2025-26	2026-27	2027-28	+4 years
Water	Pridham Boulevard, Aldinga Beach: linear pond construction	Design	Construct/implement Y1	Construct/implement Y2		Pipeline
	Amberly Drive, Happy Valley: stormwater extension	Scope	Design	Construct/implement		
	Hall Road, Willunga: bank protection					Pipeline
	Sellicks Creek, Sellicks Beach: watercourse rehabilitation					Pipeline
	8 Malvern Court, Aberfoyle Park: stormwater installation		Construct/implement			
	Railway Road, Seaford Meadows: upgrade gross pollutant trap		Construct/implement			



## Appendix 2

### Service levels





# STRATEGIC ASSET MANAGEMENT PLAN

## SERVICE LEVELS

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# Bridge assets

Bridge assets are provided in accordance with obligations arising under the *Local Government Act 1999* and the requirement of our development plan. We shall continue to provide and maintain bridges, culverts, and floodways as appropriate within the portions of the road network that are our responsibility.

Bridge asset upgrades and development will meet the requirements of our development plan and comply with Australian Standards, codes of practice and guidelines where relevant. Where a development is proposed which will generate the need for bridges, we will ensure that these facilities are in accordance with relevant standards.

Bridge assets serve the community with:

- transport connectivity within the area
- transport connectivity with the wider transport network
- walking and cycling facilities
- local amenity and enhanced functionality within the immediate environs
- improved facilities in public places, including the coast.

Acknowledging the above, the location of road bridges will be determined by road network requirements.

Location of pedestrian bridges will be determined by the need to link existing and new pedestrian facilities and will be cognisant of the location of existing bridge structures which provide access. Locating multiple bridges within 400 metres of each other, where they provide the same level of access to an area, will be avoided where possible.

The provision of shared use path bridges is currently informed by the Trails and Cycling Strategic Management Plan 2016-21.

# Building assets

## Levels of service and standards – legislative

Table 1 provides a summary of the legislative and best practice requirements that are used to regulate building assets.

**Table 1: Legislation regulating building assets**

Reference	Detail
AAS27 Accounting Guidelines	Defines the rules to be applied when accounting for assets within the local government environment.
Building Code of Australia	Describes the construction standards to be applied to all new buildings built after 1993.
Council by-laws	Laws enforceable by council that constrain the behaviour of tenants and general public when using public buildings.
<i>Dangerous Substances Act 1979</i>	Regulates the keeping, handling, transporting, conveyance, use and disposal, and the quality of dangerous substances.
<i>Planning, Development and Infrastructure Act 2016</i>	Provides for planning and regulate development in the state; to regulate the use and management of land and buildings, and the design and construction of buildings; to make provision for the maintenance and conservation of land and buildings where appropriate.
<i>Disability Discrimination Act 1993</i>	Describes the requirements for property owners of pre-existing buildings to make provision for disabled persons where that provision will not cause undue hardship for the owner.
<i>Environment Protection Act 1993</i>	Provides for the protection of the environment.
<i>Fences Act 1975</i>	Provides for the erection, replacement, repair and maintenance of fences.
<i>Food Act 2001</i>	Provides for the safety and suitability of food.
<i>Graffiti Control Act 2001</i>	Introduces measures for the minimisation of graffiti; to punish people responsible for graffiti; to provide for the removal of graffiti.
<i>Heritage Places Act 1993</i>	Makes provision for the identification, recording and conservation of places and objects of non-Aboriginal heritage significance.
<i>Landlord and Tenant Act 1936</i>	Regulates the relationship of landlord and tenant under certain commercial tenancy agreements.
<i>Local Government Act 1999</i>	Provides for local government in South Australia.
<i>Occupational Health and Safety Act 1986</i>	Provides for the health, safety and welfare of persons at work.
<i>Private Parking Areas Act 1986</i>	Regulates, restricts or prohibits the use by the public of private access roads, private walkways, and private parking areas; to make special provision for the enforcement of provisions relating to private parking areas.
<i>Public and Environmental Health Act 1987</i>	Under the conditions of this Act, it is the duty of a local council to promote proper standards of public and environmental health and to prevent any infestation or spread of vermin, rodents or other pests within its area.

Reference	Detail
<i>Real Property Act 1886</i>	Regulates the land titles in South Australia and to administer land and easement transactions.
<i>Residential Tenancies Act 1995</i>	Regulates the relationship of landlord and tenant under residential tenancy agreements.
<i>Retail and Commercial Leases Act 1995</i>	Regulates the leasing of certain retail shops; to amend the <i>Landlord and Tenant Act 1936</i> .

Some aspects of asset service delivery are regulated by legislation, which determines the size, type, location, lifecycle, maintenance regimes and disposal method for the assets. These Acts may reference Australian Standards and codes of practice where appropriate to guide or direct outcomes. The legislation in this instance will be deemed to be the benchmark for performance measurement.

Table 2 summarises the legislation and best practice that are the source of some of these benchmarks for each of the asset management phases.

**Table 2: Levels of service and standards – legislation and best practice requirements**

Issue	Service strategies	Benchmark standards
Provision – Planning	<i>Local Government Act 1999</i> <i>Planning, Development and Infrastructure Act 2016</i>	Assets must be sustainable, adequate, appropriate, accessible and cost effective. Development planning must be in keeping with the requirements of the approved development plans.
Construction	Building Code of Australia (BCA) <i>Disability Discrimination Act 1993 (DDA)</i>	All buildings constructed are to be fully compliant with the conditions outlined in the BCA and all related legislation, standards and codes of practice (including DDA).
Replacement	<i>Planning, Development and Infrastructure Act 2016</i> Building Code of Australia	All buildings and sub-elements to be replaced in accordance with the requirements of the Development Act, the BCA, relevant Australian Standards and codes of practice.
Maintenance	<i>Planning, Development and Infrastructure Act 2016</i> Building Code of Australia Relevant Australian Standards	Buildings and sub-elements to be maintained in full accordance with the requirements of the Development Act, the relevant Australian Standards and associated codes of practice.
Operations	Council by-laws <i>Dangerous Substances Act 1979</i> <i>Disability Discrimination Act 1993</i> <i>Environment Protection Act 1993</i> <i>Fences Act 1975</i> <i>Food Act 2001</i> <i>Graffiti Control Act 2001</i> <i>Heritage Places Act 193</i> <i>Landlord and Tenant Act, 1936</i> <i>Work Health and Safety Act 2012</i> <i>Private Parking Areas Act 1986</i> <i>Residential Tenancies Act 1978</i> <i>Retail and Commercial Leases Act</i>	All assets and sub-elements should be operated in strict accordance with the requirements of these acts.

Issue	Service strategies	Benchmark standards
	<i>1995</i>	
Disposal	<i>Environment Protection Act 1993</i> Accounting Standards <i>Real Property Act 1886</i> <i>Local Government Act 1999</i> <i>Crown Land Management Act 2009</i>	Buildings and sub-elements to be disposed of in accordance with the statutory obligations contained within these acts.

## Levels of service and standards - corporate

It is expected that the corporate goals and objectives will drive the development, management, operation and disposal of facilities through the proper analysis and application of council's business plans and strategies. It is also expected that council will create its own set of guidelines, standards and specifications for the future development of some assets, such as public toilets, community halls, libraries and more; and that these will be used in future to measure performance (where appropriate). The corporate standards are detailed in the table below.

In some cases, the proper application of the corporate goals and objectives implies the correct use of the BCA, Australian Standards and other legislation as outlined in Table 3.

**Table 3: Levels of service and standards - corporate**

Issue	Service strategies	Corporate standard
Planning	Planning and Design Code	Application as defined in the state government code.
	Community Vision 2034	Monitor delivery of the key outcomes of the Community Vision 2034.
	Climate Change Response Plan 2022-27 Water Management Strategy 2008-2013	Actions to respond to climate change. Implementation of council's green buildings initiative.
	Open Space Strategic Management Plan 2018-23 Trails and Cycling Strategic Management Plan 2016-21	Provision of standards and guidelines for planning for appropriate levels of open space amenity in the local, district, neighbourhood or regional reserves.
	Sport and Active Recreation Strategic Management Plan	Provision of standards and guidelines for the delivery of recreational facilities.
	Community Capacity Strategic Plan 2021- 24	Provision of standards for the delivery of facilities for the aged population in the city.
	Public Toilet Strategy	Provision of standards and guidelines for the delivery of public toilet facilities in the city.
	Construction	Council standards for construction, referencing the BCA and Australian Standards.

Issue	Service strategies	Corporate standard
Replacement	Building asset management plans	Application of appropriate standards for: <ul style="list-style-type: none"> <li>• Obsolescence and/or redundancy caused by functionality and location issues.</li> <li>• Asset failure – caused by issues of maintainability, cost effectiveness, condition.</li> <li>• Legislation that limits asset lifecycles.</li> <li>• Manufacturer’s recommendations for optimum replacement because of standardised lifecycles.</li> </ul>
Operations	Asset Management Plans	Council ensures appropriate application of: <ul style="list-style-type: none"> <li>• Operations guidelines for each asset including the use of the manufacturer’s recommendations for proper operation of each asset.</li> <li>• Compliance with appropriate Acts, Australian Standards and codes of practice.</li> <li>• Appropriate inspection programs.</li> </ul>
Maintenance	Asset Maintenance Activity Plans	Council ensures application of: <ul style="list-style-type: none"> <li>• Legislative requirements for maintenance.</li> <li>• Manufacturer’s recommendations.</li> <li>• Local needs, considering the environment, local standards, local guidelines.</li> <li>• Implementation of proactive maintenance scheduling (where appropriate).</li> </ul>
Disposal	Asset Rationalisation Policy	Council ensures appropriate application of the rules for asset disposal.

## Levels of service and standards - community

To better understand the community’s expectations for facilities, council regularly engages with the community including participation in forums as well as annual surveys. The engagement outcomes can lead to future investigations for increased capital works, improved maintenance practices or changes to operational procedures. Community expectations are outlined in Table 4.

It is reasonable to expect that the community’s expectations for management and operations of assets is in keeping with industry best practice including the application of Australian Standards, as well as the council’s own guidelines.

**Table 4: Levels of service and standards - community**

Issue	Service strategies	Community expectation
Planning	Community surveys and forums. Demographic analysis Service needs	Appropriate application of the results from the surveys and forums for the provision of new or improved facilities.



Issue	Service strategies	Community expectation
Construction	Building Code of Australia Planning, Development and Infrastructure Act 2016 Council standards and budgets	The community expect the proper application of: <ul style="list-style-type: none"> <li>• Development plan requirements.</li> <li>• Australian Standards and codes of practice.</li> <li>• Council standards for design and construction.</li> </ul>
Replacement	Community surveys and forums. Legal requirements	Appropriate legal compliance and use of survey and forum results for the replacement of existing facilities.
Maintenance	Australian Standards, council's own maintenance strategies, programs, plans and guidelines	Demonstration of best practice approach, using council's maintenance plans and guidelines and appropriate Australian Standards.
Operations	Council's operational guidelines	Proper use of Council's operational guidelines in maintaining, operating, cleaning, making safe, securing and removing waste from the site.
Sustainability	Climate Change Response Plan 2022-27	Achieving council's actions to respond to climate change.
Disposal	AAS27 Accounting Guidelines Acquisition and disposal policies	Proper use of council's accounting guidelines.

## Performance indicators and measures

The asset service levels must be measurable, as they are used to quantify and qualify the outputs from each asset or asset group to ensure optimum delivery of the associated programs.

They are based around a performance scale of A (excellent) to E (very low) across a number of result areas, including condition (functionality and aesthetics), compliance, cost effectiveness and capacity.

### CONDITION STANDARD AND LEVELS OF SERVICE

This is the standard that combines the level of presentation with the aesthetics of the asset/facility.

The standard of condition is a factor of the assessment of both issues. The assets should be assessed for their potential to influence visual and operational outcomes, in terms of:

- presentation
- functionality.

This approach is intended to encourage assessors to think of assets in terms of the outputs that they deliver, rather than as entities in their own right.

### VISUAL AND FUNCTIONAL STANDARDS

Table 5 describes the level of visual presentation and functionality required to reach the desired benchmarked condition rating for each building use category.

**Table 5: Visual and functional standards**

Level	General definition	Visible	Functional
Excellent (A)	Reflects the highest outcome possible for an asset at all times.	As new or highest quality of visual appearance reasonably achievable.	All elements must function as intended at all times, with no down time during periods of intended use.
High (B)	Reflects the high level of importance of the facility to the organisation.	Minor signs of visible deterioration for short periods of time when viewed closely.	All elements must function as intended during periods of intended use, with a low probability of failure.
Standard (C)	A default standard that reflects on operational needs.	Some minor signs of visible deterioration are acceptable when viewed from normal distance.	All required elements should function as intended during periods of intended use. Minor failures, excluding those which bring threat to safety or security, can be tolerated.
Low (D)	Reflects a lesser priority on appearance, yet still meets OHSW needs.	More significant signs of visible deterioration are acceptable when viewed from a normal distance. Failure of the surface finish may impact on related surfaces.	All required elements should function as intended during periods of intended use. Minor failures will be tolerated except for security.
Very low (E)	A facility that is no longer used or is about to be disposed in the short term.	Visual standard is not important.	No requirement to retain any functional performance except to avoid degradation of asset value.

**LEVELS OF SERVICE - CONDITION BENCHMARKS**

Table 6 describes the condition benchmarks for building use categories.

**Table 6: Levels of service - condition benchmarks for building use categories**

Building use type	Functional use zones	Benchmarks		
		Presentation	Functionality	Overall condition
Commercial buildings	All functional use zones	Standard	Standard	Standard
Community centres	All functional use zones	Standard	Standard	Standard
	Kitchens	High	High	High
Halls	All functional use zones	Standard	Standard	Standard
Municipal buildings	Reception, foyer	High	High	High
	All other functional use zones	Standard	Standard	Standard
Public toilets	All functional use zones	Low	High	Standard
Other buildings	All functional use zones	Standard	Standard	Standard

**LEGAL COMPLIANCE STANDARDS AND LEVELS OF SERVICE**

Buildings must comply with the standards and codes of practice that existed at the time of construction unless major developments have taken place since that time. It is intended that the

service levels in Table 7 will be set as benchmarks for any new or improved buildings, and for the existing portfolio.

**Table 7: Legal compliance standards**

Standard	Compliance
Excellent	All legal responsibilities must be met at all times.
High	All legal responsibilities must be met at all times.
Standard	All health, safety and environmental issues met at all times. Other responsibilities should be achieved to the maximum extent feasible.
Low	Legal responsibilities with respect to health, safety and the environment should be met where possible.
Very low	Only essential responsibilities for safety and the environment are met.

Table 8 describes the level of compliance required to reach the required benchmark standard for each building-use category.

**Table 8: Levels of service - legal compliance for building use categories**

Building use type	Functional use zones	Benchmark legal standard
Commercial buildings	All functional use zones	Standard
Community centres	All functional use zones	Standard
Halls	All functional use zones	Standard
Municipal buildings	All functional use zones	Standard
Public toilets	All functional use zones	Standard
Other buildings	All functional use zones	Standard

## COST EFFECTIVENESS STANDARD AND LEVELS OF SERVICE

Cost effectiveness standards deal with the level of costs associated with management and operation of the building, compared to benchmarks set for similar structures in a similar operating environment.

Building research has ascertained that optimum annual maintenance costs of typical council buildings should be approximately 1.5 per cent of the replacement value of the building. This includes regular routine and breakdown maintenance costs and the replacement of existing elements. It does not include utility costs (electricity and water) or operations (cleaning, security and waste).

It is intended that the cost effectiveness standards in Table 9 will be set as benchmarks for the existing portfolio.

**Table 9: Cost effectiveness standards**

Standard	Cost effectiveness standard description
Extreme	Long-term economic criteria are essential in this category. Apply the highest level of maintenance to increase long-term replacement cycle and minimise operational costs. Annual maintenance costs greater than 3% of the replacement cost.
High	The aim is to maximise medium to mid to long-term economic performance. Lower level of priority for long-term cost effectiveness. Annual maintenance costs >1.5% and <3% of the replacement cost.

Standard	Cost effectiveness standard description
Standard	The primary aim is to optimise medium-term economic outcomes. Some trade off with maintenance planning may reduce lifespans and increase operating costs. Annual maintenance costs 1.5% of the replacement cost.
Low	Limitation of short-term maintenance costs is the primary objective. Low level of maintenance priority will shorten life-cycle and reduce replacement cycle. Annual maintenance costs greater than 0.5% and less than 1.5% of the replacement cost.
Very Low	The limitation of maintenance costs in the short-term is the primary objective. Short life is not an issue. Annual maintenance costs less than 0.5% of the replacement cost.

Table 10 describes the level of cost effectiveness required to reach the desired rating for each building use category.

**Table 10: Levels of service - cost effectiveness standards for building use type**

Building use type	Functional use	Cost effectiveness standard
Commercial buildings	All functional use zones	Standard
Community centres	All functional use zones	Standard
Halls	All functional use zones	Standard
Municipal buildings	All functional use zones	High
Public toilets	All functional use zones	Standard
Other buildings	All functional use zones	Standard

## CAPACITY STANDARDS AND LEVELS OF SERVICE

Capacity standards are based on supply and demand issues associated with the design standards and the requirements of the tenants/users. They are sometimes determined by internal council policy. However, they may also be constrained by the legal requirement such as outlined by the BCA and a license to operate (e.g. a liquor license). Using the classification system outlined in the BCA, all public buildings at the City of Onkaparinga are classified as either:

- class 9b – assembly building
- class 5 – office building used for professional or commercial purposes.

Under these classifications, building capacities are determined by using the BCA (Table D1.13) that outlines the area per person depending upon the use to which it is put. This is summarised for the City of Onkaparinga's buildings in Table 11.

**Table 11: Levels of service - building capacity guidelines (National Construction Code)**

Building use type	Specific use	BCA building class	Area per person
Commercial buildings	Tourist park laundry block	Class 9b	N/A
	Tourist park shower block	Class 9b	N/A
Community centres	Meeting rooms	Class 9b	1 sqm per person
Halls	Meeting rooms	Class 9b	1 sqm per person
	Theatres and public halls	Class 9b	1 sqm per person
	Theatre dressing rooms	Class 9b	4 sqm per person

Building use type	Specific use	BCA building class	Area per person
	Kitchens	Class 9b	10 sqm per person
	Kiosks	Class 9b	1 sqm per person
	Gymnasiums	Class 9b	3 sqm per person
Municipal buildings	Offices	Class 5	10 sqm per person
	Workshops for maintenance staff	Class 9b	30 sqm per person
Public toilets	Public conveniences	Class 9b	Based on the number of cubicles, or the length of the urinal.
Other buildings	Undetermined	-	-

## LOCATIONAL STANDARDS AND LEVELS OF SERVICE

The service levels and standards for location are based on two key issues, namely corporate requirements and community expectations.

### Corporate requirements

Our corporate assets are the Noarlunga Civic Centre and the depots (Field Operations Centre and Southern Operations Centre). It is essential that these facilities are located appropriately to ensure effective and efficient use of council's resources, as well as to ensure easy access to the community when necessary.

### Community expectations

The community assets are all those of a non-corporate nature. There is an expectation that these assets will be located according to the needs of the community based on demographics or trends, and that whenever they are not able to deliver the service intended because the service is no longer needed (e.g. because of changes in demography), then the asset will be reviewed in line with future requirements.

Locational service levels and standards for public conveniences have already been developed and can therefore be analysed more closely. Where the location of an asset does not apply relative to the locational standards specific to this asset group, then the asset may be reviewed for council consideration for disposal. These are summarised in Table 12.

**Table 12: Locational service levels and standards - public conveniences**

Building use category	Locational levels of service
Commercial buildings	Businesses must be commercially viable.
Community centres	Demographic study determines need for community centre.
Halls	Demographic study determines need for hall.
Municipal buildings	Efficiency and effectiveness of depots and office locations.
Public toilets	Main street, regional sportsground, district sportsground, neighbourhood sportsground (linked to kiosk), regional park, district park. 100-200 metres from high-use area, high-use coastal nodes.
Other buildings	As needed.

# Bus stop assets

Bus stop infrastructure is provided in accordance with obligations arising under the *Local Government Act 1999*.

Council maintains it is the responsibility of the state government to provide dedicated bus stop infrastructure at stops that do not currently have council-owned bus shelters. Council is currently not funding the provision of new bus shelters unless the state government provides funding support.

Council's bus shelter funding allocation is currently directed toward the DDA compliance and replacement of infrastructure at stops that already have existing council owned infrastructure.

Where council has provided bus stop shelters, basic minimal protection from wind, sun and rain will be provided with seating for three average sized people and includes space for two wheelchairs. DDA compliance is to be provided wherever practicable.

Bus stop infrastructure management will be focussed in areas of concentrated residential development to encourage use by the maximum number of passengers and in areas of high need for support to use the services.

Appropriate locations include but are not limited to:

- schools
- shopping centres
- medical facilities
- major transportation hubs and transport routes
- tourist locations
- community centre and leisure facilities
- aged and disabled facilities.

Metropolitan bus service shelters are to be provided by the service provider (Department for Infrastructure and Transport) who prioritise infrastructure according to the following network hierarchy:

- transfer stops
- transit stops (in bound)
- go zones (in bound)
- high-use (close proximity to schools or shops etc.)
- rural bus services shelters, excluding school bus routes, may be provided by the City of Onkaparinga
- school bus service shelters are to be provided by the service provider. However, this does not preclude use of existing infrastructure.

# Carpark assets

Carpark assets are provided in accordance with obligations arising under the *Local Government Act 1999* and our development plan.

Carpark assets serve our communities with:

- upgraded facilities in public places (including the coast)
- enhanced functionality and design of centres
- improved maintenance of public infrastructure and facilities.

Our current service levels are to:

- provide and maintain carparks including standalone carparks and those associated with other facilities as appropriate
- comply with the requirements of our development plan
- comply with Australian Standards, codes of practice and guidelines
- where a development is proposed which will generate the need for car parking facilities, council will ensure that these facilities are in accord with relevant standards.

# Coastal assets

Coastal assets are provided in accordance with obligations arising under the *Local Government Act 1999*. We will undertake coastal projects that address coastal pressures (natural, human and infrastructure), provide mitigating actions to manage these pressures and deliver on-ground works that act in support of maintaining the natural values of the coast in a sustainable manner. Such works typically include erosion control, cliff stabilisation, access provision, access restriction and the protection of sensitive sites.

The coastal environment provides the community with both tangible services and less tangible services such as:

- coastal lifestyle and recreational options
- opportunities for tourism and employment
- a biologically diverse marine environment
- coastal open space
- coastal residential opportunities
- maritime heritage sites
- an important social and cultural identity attached to living by the coast.

In relation to beach access and fencing we will endeavour to:

- provide planned and controlled access to the shoreline and conveniences such as carpark, public toilets and other facilities in selected locations
- maintain natural and cultural assets and protect these from damage including beaches, dune systems, salt marshes, estuaries, Aboriginal sites of significance and established coastal views
- integrate asset development and management with the coastal character through careful consideration of material selection, colouring, placement and coordination with the design of other structures
- develop fencing and access ways that are durable and robust
- enhance safety for motorists, cyclists and pedestrians by according with relevant standards and guidelines where possible.

In relation to coastal protection and other coastal assets we will endeavour to:

- maintain and strengthen the natural values of the coast rather than using hard engineering methods to halt natural process
- develop cliff stabilisation works that focus on the mitigation of public risk and protection of infrastructure. Stabilisation works will consider soft and hard engineering, revegetation, upgrade/rationalisation of access points, informal signage and a broader community information/educational program.

Balancing the business and tourism (economic) and community (social) demands on the coast and the health of the natural coastal environment is relevant to all three categories in this asset class.



# Community Wastewater Management assets

## Corporate service standards

It is expected that the corporate goals and objectives will drive the development, management and operation of the Community Wastewater Management Scheme (CWMS) through the proper analysis and application of the corporate plans, business plans and strategies.

The corporate service standards are set out in Table 13.

**Table 13: CWMS corporate service standards**

Aspect	KPI	Comment
Accessibility	Wastewater connections are available.	For customers within defined CWMS areas, we endeavour to authorise connections into our CWMS within 30 days following the provision of the required information and the payment of all relevant connection charges and account establishment fees.
Affordability	The services are affordable and compliant with the Essential Services Commission of South Australia (ESCOSA)'s pricing principles. The services are managed and maintained at the lowest possible cost for required level of service.	Fees and charges are set in compliance with ESCOSA's pricing principles set out in its price determination, to ensure full cost recovery for long term sustainability of the CWMS and affordability for customers.
Health and safety	Sewage is managed with minimal risk to public and environmental health and safety.	Remove sewage and wastewater from each CMWS connected property in accordance with all relevant public health and environmental regulatory requirements. Overflows attributed to CWMS faults are contained and cleaned up within 24 hours.
Reliability/ responsiveness	A reliable and efficient service is provided.	60% of customers satisfied with the reliability of their wastewater services. An emergency telephone number is provided by council and TRILITY in the event of an emergency or service interruptions. This service is available 24/7. Provide customers with information on planned interruptions to their CWMS service at least four business days prior to undertaking any works or maintenance.
Sustainability	Long term plans are prepared.	A 20-year management plan is operational for wastewater, approved by appropriate authorities, and is reviewed every five years.
	Water resources are used efficiently and sustainably.	100% compliance.

## TRILITY Pty Ltd key performance indicators

These key performance indicators are outlined in the contract. The asset service levels must be measurable, as they are used to quantify and qualify the outputs from each asset or asset group 17

to ensure optimum delivery of the relevant asset.

They are based around a performance scale of identified target levels as outlined in the sections below.

#### COMMUNITY WASTEWATER MANAGEMENT SCHEME

The key performance indicators (described in clause 1 of schedule 8 of the contract) are outlined in Table 14. These key performance indicators apply only to the CWMS, excluding the Wastewater Treatment Plant (WWTP).

**Table 14: CWMS key performance indicators**

Aspect	Method of data collection	KPI	Comment
Number of pumping main bursts	Records to be kept by TRILITY and be made available to the council on request.	Target level: no pipe bursts recorded.	This is a measure of the level of performance of TRILITY in its management of the requirement for an assessment of the road for ongoing expenditure and the genuine integrity of the CWMS.
Number of chokes	Records to be maintained by TRILITY and to be made available to the council on request.	Target level: no chokes required.	This is a measure of the level of performance of TRILITY in its management of the pipelines, its management of the need for it to anticipate future capital expenditure on replacement and renovation and the general integrity of the CWMS.
Number of pumping station overflows	Records to be maintained by TRILITY and to be made available to the council on request.	Target overflow: nil recorded each month.	This is a measure of the level of performance of TRILITY in its operation of the CWMS, its management of the need for it to anticipate future capital expenditure on replacement and renovation and the general integrity of the CWMS.
Percentage of reported defects rectified in 8 hours	Records to be maintained by TRILITY and to be made available to council on request.	Benchmark level: 80% of reported defects to be rectified within 8 hours of a service call being received by TRILITY.	This is a measure of the level of performance of TRILITY in its management and operation of the CWMS and its provision of customer service.
Percentage of reported defects rectified in 48 hours	Records to be maintained by TRILITY and to be made available to the council of request.	Benchmark level: 100% of reported defects to be rectified within 48 hours of a service call being received by TRILITY.	This is a measure of the level of performance of TRILITY in its management and operation of the STEDS and its provision of customer service.

#### WASTEWATER TREATMENT PLANT

The key performance indicators (described in clause 2 of schedule 8 of the contract), in Table 15, apply only to the performance of the WWTP.

Table 15: WWTP key performance indicators

Aspect	Method of data collection	KPI	Comment
Compliance with treated effluent quality specification	Regular testing and reporting to the council.	Benchmark level: the effluent quality criteria specified in clause 2.4 of Schedule 1, subject to the influent specification complying with the criteria specified in Schedule 9.	This is a measure of the proper operation and management of the system and also compliance with environmental requirements.
Compliance with EPA licence including provisions of monitoring programme and contingency plans	Review by the council and appropriate authorities.	Benchmark level: 100% compliance.	This is a critical level of performance of TRILITY in complying with its obligations under the agreement.
Septic tank desludging programme only (clause 3 of schedule 8 of the contract)	Records to be maintained and reported by TRILITY and independent checks by council.	Benchmark level: Performance to be in accordance with agreed programme.	This is a measure of whether the council's reports regarding regular desludging are being met.

# Footpath assets

Footpath provisions need to align with national and state strategies, as well as council plans and strategies. The *Local Government Act 1999* and the council's Infrastructure Planning and Provision Policy Statement state requirements for footpath delivery.

The footpath network services the community with:

- safe pedestrian movement throughout the district in all weather
- access to businesses, facilities, residences and recreational facilities
- pleasing streetscape and reserve amenities
- enhanced transport facilities
- lifestyle and recreational options.

The Infrastructure Planning and Provision Policy Statement states:

“Council will provide and maintain footpaths as appropriate where they are determined to be council's responsibility”.

In addition, council will provide developer funded footpaths on a priority basis once contributions are received and when sub-divisions have reached 80% occupancy.

The Service Level Statement details the service levels for footpaths.

## Urban areas and townships - residential

Low density housing:

- Major roads (arterial, distributor and collector roads) shall have a footpath on both sides of the road located away from the back of kerb where possible and where there is demonstrated need.
- Minor/local roads with low density residential development shall have a footpath on one side of the road located away from the back of kerb, or at the back of the kerb and include a wider section to accommodate refuse bins placed on the footpath on collection days. Urban design principles should inform the most appropriate location for the footpath in these instances.
- Minor/local roads within pedestrian generator zones may have consideration given for footpaths on both sides depending on the pedestrian generator and identified pedestrian traffic.

Medium/high density housing:

- Major roads (arterial, distributor and collector roads) shall have a footpath on both sides of the road located away from the back of kerb where possible.
- Minor/local roads where the majority of the development is medium/high density residential shall - where possible - have a footpath provided on at least the side containing the medium density development. Site specific issues will need to be considered in regard to whether the footpath is positioned either at the back of kerb, remote from the kerb or made full verge width. Urban design principles should inform the most appropriate location for the footpath in these instances.

Urban areas and townships – centres:

- Generally, roads of all classifications within identified centres shall have a footpath on both sides. Consideration should be given to paving the full width of the verge, depending on the verge layout, relationship to development, and streetscaping requirements. There are four categories of centres: regional, district, neighborhood and local. It is anticipated that

regional and district, and a number of neighborhood centres, will have an associated individual action plan that sets out specific infrastructure requirements for the centre. Where these are completed and approved, the service level contained therein shall be followed.

Rural roads:

- Major rural roads shall utilise the road shoulder as the footpath
- Where possible, and an assessment against the resource prioritisation document prioritisation and scheduling criteria justifies, an off-road, unsealed path (shared path when and where appropriate and possible) shall be provided in the road reserve. The locations of off-road paths are considered within the Trails and Cycling Strategic Management Plan.
- Minor/local rural roads shall utilise the road shoulder as a footpath.

# Lighting assets

Under the *Local Government Act 1999*, Councils are responsible for the provision of street and road lighting for assets under the care and management of Council and within the Council area". Councils have the role of determining the lighting category to be installed in accordance with relevant Australian Standard.

Lighting attached or ancillary to council-owned buildings, which is connected to the buildings metered electricity supply, is considered to be a building asset and included in the Asset Management Plan – Buildings.

Energy efficient LED technologies are being considered as part of any new lighting project. Council is currently transitioning to LED street lighting and including SMART lighting technology options as part of lighting upgrades and new lighting projects.

Solar lighting is also being considered for new projects and will be installed where it is feasible and practical.

Service levels vary according to the asset category and ownership, and these are outlined below.

## SA Power Networks lighting

This is lighting that is owned by SA Power Networks (SAPN) and energised by an unmetered power supply.

All new lighting will be installed to SAPN's, and current street and road lighting, Australian Standards.

Council will upgrade existing SAPN owned lighting where:

- lighting at intersections and pedestrian refuge crossings no longer meets current standards and where there is an assessed safety risk
- the road hierarchy classification of a road has changed post the initial installation and existing lighting does not comply with current standards relevant to the new road hierarchy classification
- council undertakes a major road, carpark or reserve upgrade project.

## CLER lighting

This is unmetered lighting that is council owned and maintained by SAPN:

- No new lighting will be installed by council or developers under a CLER tariff arrangement.
- Where current street lighting under a CLER tariff exists and requires replacing, new lighting may be upgraded to the required standards and transferred to SAPN's asset base.
- Where it is not practical or cost effective to upgrade to SAPN's standards, CLER lights shall be transferred to an energy only tariff and lighting maintained by council.

## Metered lighting

This is lighting that is council owned:

- Metered lighting will be installed according to the relevant Australian Standard and be fit for purpose.
- Metered connections shall be used to energise lights installed in parks and reserves. However, a connection to the unmetered network may be used where practical in this situation under the 'energy only' tariff agreement.

# Open space assets

The open space network is provided in accordance with obligations arising under the *Local Government Act 1999* and the *Planning, Development and Infrastructure Act 2016*. Council will provide and manage a system of council-owned open space that facilitates a range of passive and active recreational, lifestyle and environmental opportunities that are safe and promote physical health, social interaction, increased land values, enhanced landscape amenity and the protection and enhancement of the natural and cultural environment.

The Open Space Strategic Management Plan 2018-2023 sets the principles, planning and direction for the future provision, development and maintenance of the open space network. It defines the open space hierarchy including four levels to describe the size of a park's catchment and three broad activity types (active, family and passive). Both the catchment and activity type will direct the service levels that will be applied to the design construction and maintenance of parks.

Regional parks provide a large range of services that attract visitors from across the city and beyond. These parks will be designed in a way that ensures users who have travelled to and intend to stay for a long period of time are supported by appropriate facilities.

District parks provide a moderate range of services that attract visitors from across a district. These parks will be designed in a way that ensures users who have travelled to and intend to stay for a long period of time are supported by appropriate facilities.

Neighbourhood parks provide a small range of services that attract residents from across a suburb and will provide facilities that cater for local residents who have travelled a short distance and intend to have a short stay.

Local parks provide services that attract residents from within a short walking distance and will provide facilities for local residents who have walked a short distance and intend to stay for a short time.

Whilst the catchment size influences the total capacity of a park and the provision of travel and long-stay facilities, community need should be the primary driver for service levels.

The open space planning principles provide high level direction to ensure the provision and design of open space and supporting facilities and infrastructure matches the service levels and key function of our open spaces according to the hierarchy.

The open space network also serves the community in more complex ways by providing:

- opportunities for a broad range of leisure and recreation activities
- physical links to larger areas of open space, natural features and facilities such as schools, shopping centres and other services
- water quality improvement by buffering watercourses such as creeks, rivers, drainage reserves and stormwater channels through filtration of stormwater and rainfall
- environmental conservation by protecting and maintaining habitat and corridors, the natural environment and the life forms which comprise it (including the different plants, animals and microorganisms, their genes and the ecosystems of which they are part)
- preservation of cultural and heritage places significant to European or Indigenous communities
- visual appeal providing a buffer between incompatible land uses, shielding more sensitive uses whilst providing open space for community use.

## Open space service standards – family parks

### REGIONAL FAMILY PARK

Our service standard identifies that we should have four regional family parks within the City of Onkaparinga. These include Wilfred Taylor Reserve in Morphet Vale, Thalassa Park in Aberfoyle Park and the Jubilee Park Adventure Playground in Port Noarlunga and as the population increases in the southern suburbs a fourth regional park will be built.

A regional family park is a major unique and iconic play space with facilities and services that meet the needs of visitors intending to stay for up to a full day.

Council's base provision of service for these types of parks includes:

- a high level and comprehensive tailored playground suitable for long stays and designed for all ages
- all-ability play facilities to be provided as part of the play space
- space suitable for large scale gatherings
- playgrounds should be adventure and inclusive in nature and include a high element of nature play
- a park large enough to provide for 150 or more children per hour
- facilities provided to meet the needs of carers
- group play should be encouraged as part of any design development
- there will be a combination of play and safety surfaces
- there may be a separation of age specific play areas
- irrigated turf area to be provided
- public art to be included
- drink fountains to be provided
- sealed pathways to be included in and around park area
- public litter bins to be provided
- barbeque facilities to be provided
- high quality landscaping throughout the park
- built shade structures to be provided
- lighting to be provided
- information and directional signage will be provided.

In some cases, council may consider advanced provision (site specific) of the following:

- toilets
- car parking suitable for minibus and larger coaches.

### DISTRICT FAMILY PARK

We have a number of district family parks distributed across the council area. Examples of district family Parks include Market Square in Old Noarlunga, Robertson Road in Reynella and The Rose Garden on Port Road in Willunga.

District parks are designed for stays from two to four hours and can be accessed by shared use paths, footpaths, public transport and cars.

Council's base provision of service includes:

- park should be large enough to provide for 30-65 or more children per hour



- tailored playgrounds that meet a wide age group and medium scale gatherings
- a formed path network to and around the playground should be provided
- playground may include nature play elements
- all-ability play facilities to be provided as part of the playspace
- built and planted shade should be provided
- an irrigated turf area to be provided
- picnic facilities to be provided
- drinking fountains to be provided
- public litter bins to be provided.

In some cases, council may consider advanced provision (site specific) of the following:

- toilet facilities
- barbeque facilities
- car parking
- high level landscaping
- information and interpretive signage
- artwork
- lighting.

#### NEIGHBOURHOOD FAMILY PARK

A neighbourhood family park will have a medium sized play area within walking distance for adults, children and children beginning to travel independently. The playground is suited for ages 0-12 years+. These parks are designed for stays of 1-2 hours.

Council's base provision of service includes:

- playspaces to be designed to allow for small scale gatherings and focus on a specific age group
- seating
- formal paths
- playground will be integrated into surrounding landscape where possible
- two or more dynamic play elements to be included in the playspace
- the playground should provide surfaces that allow access for all
- trees will be included for shade
- playground safety surface maybe a mix of surfaces taking into consideration children with mobility challenges
- where possible and appropriate an area of irrigated turf will be provided near the playground.

In some cases, council may consider advanced provision (site specific) of the following:

- where possible provide an area suitable for a kick around
- some elements of nature and all ability play maybe considered as part of the playspace
- bins
- drinking fountain
- picnic tables.

## LOCAL FAMILY PARK

These parks are our most common with over 140 spread across the council area. They usually consist of minimal play equipment and are generally designed to cater for short visits.

A local family park will provide a small play area within easy walking distance that often will focus on a specific age group.

Council's base provision of service includes:

- playspaces that will be designed to allow for small scale gatherings and focus on a specific age group
- playground equipment that provides for early to middle childhood
- seating will be provided
- playground safety surface should only be of one type
- up to two pieces of dynamic play elements will be included in the playspace
- trees planted for shade
- where possible and appropriate, an area of irrigated turf will be provided near to the playground.

In some cases, council may consider advanced provision (site specific) of the following:

- elements of nature play
- formed paths.

## Open space service standards – active parks

The primary function of active parks is the provision of formal sporting activities and the service provision is directed by the Sport and Active Recreation Action Plan. However, some of these spaces may provide the community with informal leisure opportunities.

### REGIONAL ACTIVE PARK

Regional sports parks and large iconic parks draw in both local visitors as well as visitors from outside the region. Facilities meet the requirements for visitors who plan to stay up to one day.

These sites are specifically used as multi-use sports grounds, including formal and active sport activities such as football, AFL, rugby, BMX and skate parks, clubrooms, toilets, BBQs, car parking, irrigated sports turf. Some of these parks may also provide a playground.

### DISTRICT ACTIVE PARK

These are sites specifically utilised as district level sports grounds. Formal and active sport activities include football, tennis, AFL, rugby, BMX, surf clubs, and skate parks, clubrooms, toilets, BBQs, car parking, irrigated sports turf. Some of these parks may also provide a playground.

### NEIGHBOURHOOD ACTIVE PARK

These sites provide active and formal sport such as BMX, cricket, tennis or skate parks.

## Open space service standards – passive parks

### REGIONAL PASSIVE PARK

These parks include our key wetland and Waterproofing the South sites throughout the council area. These sites are also known as our regional biodiversity sites and state owned regional and national parks can also serve the same function.

Council's base provision of service includes:

- unsealed and/or sealed pathways will be provided
- interpretive signage will be provided
- seating will be provided.

In some cases, council may consider advanced provision (site specific) of the following:

- the inclusion of artwork
- car parking
- viewing areas
- picnic facilities
- bird hides
- boardwalks.

#### DISTRICT PASSIVE PARKS

District passive parks also known as district biodiversity sites include some creek lines, wetlands and some Waterproofing the South sites.

In some cases, council may consider advanced provision (site specific) of the following:

- unsealed pathways
- interpretive signage
- artwork
- seating
- car parking
- viewing areas.

#### NEIGHBOURHOOD PASSIVE PARKS

Neighbourhood passive parks consist of minor creek lines, minor land parcels and land with small pockets of biodiversity.

Minimal provision of facilities however interpretive signage, seating and minor unsealed paths may be provided on a case by case basis.

#### LOCAL PASSIVE PARKS

Local passive parks often consist of small road reserves, drainage lines and other minor stormwater management sites. Sites may include small pockets of biodiversity with generally no built facilities included.

# Roads, kerbs and spoon drain assets

The road network, with its associated kerbs and spoon drains, is provided in accordance with obligations arising under the Local Government Act 1999. We will provide and maintain roads as appropriate within the portions of the road network for which we are responsible. We will liaise with the Department for Infrastructure and Transport (DIT) for corresponding development of the arterial road network under DIT care and control.

The road network serves the community with:

- connectivity within the region
- connectivity with the wider road network and DIT roads
- support to business and tourism
- access to properties.

Service levels for our roads are informed by the Road Network Plan. This is currently due for review that will commence in 2024.

The plan provides the operational management procedures and frameworks for decision making for the road hierarchy and functional network. Criteria are identified to guide the designation of the road hierarchy classification based on movement type along a road. Each hierarchy classification provides cross section requirements, parking, property access, and speed environments, acceptable forms of traffic control, alignment, pedestrian facilities and lighting.

The functional hierarchy classifications are based on determining the most common vehicle type along a road. Our functional hierarchies include freight, tourist, access and passenger transport routes. Functional classifications combined with the road hierarchy inform the cross-section requirements, parking layout, acceptable forms of traffic control and alignment.

Frameworks for decision making include traffic management, unsealed road maintenance and upgrades, freight networks, native vegetation management, sustainable roads (water sensitive urban design) and unmade roads.

All roads will comply with Australian Standards and guidelines where relevant. We have a road network consisting of both sealed and unsealed roads.

Our roads that shall generally be sealed are:

- secondary arterial
- collector
- distributor
- local/minor urban roads.

The methodology for managing unsealed roads and identification of roads that remain unsealed are detailed in the plan and will:

- have low maintenance costs
- have low traffic volumes
- service a limited number of properties
- primarily be used by light passenger vehicles.

Unsealed roads not to be sealed include roads in the area known as the Aldinga Scrub and parts of Port Willunga. In addition, the plan identifies a number of unique unsealed roads and acknowledges that the traffic impacts of sealing these roads must be considered on a case by case basis.

The kerb and spoon drain network serves the community by:

- providing traffic control/management
- managing and redirecting surface stormwater (property runoff, road surface, verge)
- minimising roadside maintenance
- minimising environmental issues, such as scour and erosion.

Kerb and spoon drain assets are a component of many sealed roads or sections of sealed roads. The provision of these assets relates primarily to service standards and will be provided in line with the requirements for arterial, secondary arterial, and distributor, collector and local roads as detailed in the plan.

# Shared use path assets

The shared use paths network is provided in accordance with obligations arising under the *Local Government Act 1999*.

The shared use path network serves the community with:

- safe, healthy lifestyle options for participation in unstructured recreation
- safe walker and cyclist movement throughout the district
- additional means of access to areas of interest, residences and other recreational facilities
- pleasing streetscape and reserve amenities
- alternative transport facilities
- protection of natural areas from degradation (managed access near sensitive areas).

Levels of service and locations for shared use paths are currently based on the Trails and Cycling Strategic Management Plan 2016-21, as well as legislation, regulations and standards.

We will provide and maintain a network of shared use paths and trails in accordance with this plan. This network includes off-road bicycle and shared use paths, walking trails (but not including footpaths) and horse trails. In providing shared use paths, we will strive to achieve multiple objectives wherever possible.

Connecting paths will be considered where required to provide connections between new and existing shared path infrastructure.

## Urban areas and townships

Shared use paths mapped via the Trails and Cycling Strategic Management Plan 2016-21 process have considered significant corridors such as:

- the coast
- major waterways
- linear reserves
- major roads (arterial, distributor and collector roads).

Shared use paths along major roads will be located away from the back of kerb, wherever possible.

## Rural roads

Unless identified in the plan, shared use paths will not be provided along rural roads where users will utilise the road shoulder.

# Water resource assets

Water resource assets are provided in accordance with obligations arising under the *Local Government Act 1999* and other relevant legislation, and the agreement between the South Australia Government and the Local Government Association on stormwater management (February 2006).

Water resource assets serve the community by:

- minimising risk of injury, flooding and property damage due to major and minor storm events
- improving accessibility and reducing risk of injury or damage during “unexceptional” rain events by reducing surface water flows and ponding on streets
- contributing to enhanced environmental health by reducing ponding and potential for waters to stagnate
- improving aesthetics of open space
- addressing our general environmental duty of care obligations under the *Environment Protection Act*, *Landscape South Australia Act 2019*, and *Environment Protection and Biodiversity Conservation Act 1999* by:
  - protecting and supporting receiving water’s ecosystems
  - supporting biodiversity of indigenous native species of flora, fauna and microfauna
  - providing recreation facilities
  - enhancing the landscape
  - enabling water harvesting and reuse.

Our water management infrastructure service levels acknowledge the influence of state government policy, landscape plans and research which promote management of stormwater in accordance with the principles of integrated catchment management:

- to protect and minimise risk to property, infrastructure and public health and safety
- protect waterways from erosion
- protect inland and marine waters
- conserve water
- enhance water quality in conjunction with natural resource management board programs.

Water for Good introduces new targets and actions and consolidates existing initiatives for water management including:

- development of water quality improvement plans for the Mount Lofty Ranges Watershed and other critical water catchments across the State
- development of water allocations plans for catchments
- continued investigation into and investment in stormwater harvesting, water conservation and wastewater reuse.

The 30 Year Plan for Greater Adelaide established a number of policies and targets relating to, or with potential impacts on, water management including:

- increasing urban density, especially around mixed use centres, and transport terminals
- incorporating and even proposing to mandate water sensitive urban design in development
- requiring links between development plans, structure plans, stormwater management plans and flood plain mapping to address flood protection.

Green Adelaide promotes aspirational targets for water resources including:

- harvesting and reusing 75 per cent of stormwater
- all water resources meet water quality guidelines to protect defined environmental values
- all water resources used within sustainable yield (allowing for variability)
- reducing average annual cost of flood damage
- land based impacts on coastal, estuarine and marine processes reduced from current levels.

The City of Onkaparinga's water management strategy Water Futures 2008-2013 nominated a strategic framework and actions to integrate water resource works and includes water quality and water harvesting objectives, including:

- conserve water
- protect water quality – surface and groundwater
- reduce reliance on water sourced from the River Murray
- protect water dependent ecosystems including coastal and marine environments
- harvest stormwater for reuse
- promote economic development opportunities.

Due to the complexity of water resource management associated with the change in emphasis from water quantity management to water quality management and water harvesting, our service levels for the provision of stormwater infrastructure provide for flood protection (based on a risk assessed approach), water quality management and consider environmental flow management.

## Flood management

The service level definition for flood protection is separated into minor flow path and major flow management.

The flood management service levels manage hazards by defining limiting flow width, depth and velocity for overland flows. This requires consideration of, and is dependent on, a number of possible influences including, rainfall intensity, duration and frequency, development type and form, flood plain extents, network capacity including pipe and inlet capacity, road class and waterway area (for bridges and culverts).

Major flow management refers to the floods of significant magnitude possible within the flood plain of a watercourse. The focus of the major flood protection service level is intended to provide for the safety of persons and protection of property in the event of a major flood within the floodplain of a watercourse by limiting a flood hazard, (based on a combination of flow depth and velocity), to permit safe evacuation and limit inundation and potential damage to property.

Due to the relatively small catchments for watercourses in the City of Onkaparinga, flood events of this magnitude are typically likely to last from 6 hours up to 30 hours and therefore long term interruption to services or access is unlikely, except where associated with massive infrastructure damage or failure.

There is considerable uncertainty associated with prediction of flood events and it is not possible, and nor is it intended, to ensure all properties are free from all flooding.

Our development plan identifies flood prone land as land subject to be inundation in a 1:100 ARI<sup>1</sup> (or 1% AEP<sup>2</sup>) flood event as being a trigger to either require special development

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<sup>1</sup> ARI refers to the Average Recurrence Interval of a "design storm".

<sup>2</sup> AEP refers to the Annual Exceedances Probability of a "design storm" and is approximately a "converse" of ARI. A



conditions, or where appropriate, limit or prevent development occurring, depending on the level of hazard. Due to the provision of open space along many of our major watercourses, the demand for infrastructure to manage major flood flows is limited.

Implementation of an effective emergency management plan is considered to have significant benefits in reducing losses associated with major floods.

In urban areas and small catchments where the critical time of concentration is less than a few hours (and can be considerably less than 1 hour), major floods are also classed as flash floods. Flash floods in urban areas are often the result of localised thunderstorms and are very difficult to model or anticipate, and therefore also very difficult to mitigate.

The principle adopted for management of flash floods is to facilitate major flow paths via public land (for example public roads or drainage reserves and easements) and to require buildings to have floor levels set at a minimum of 300mm above the water table or above the 100 year flood level. Flows of this magnitude are typically likely to only last for a period of less than a few hours due to the relatively small, predominantly urban catchments involved, and therefore interruption to essential services and activities are likely to be of a short duration.

Minor flow management refers to the management of lower intensity and severity local urban run-off flows within the street network. The focus of this service level is to facilitate “business as usual” during and after rain events, by limiting gutter flow width and depth and directing flows into underground drainage networks rather than allowing excessive surface flows. The service level is expressed such that flows up to the nominated event severity are managed, with events above this resulting in gutter flow widths and depths which may exceed the desired maximum (set at the equivalent of the velocity and depth limit for a child to wade safely). Flows above the nominated event severity, including major flood, or “flash flood” flows are subject to control in accordance with the major flood management service level.

The City of Onkaparinga service level standard for minor flow management has historically been based on management of minor flows up to the 1:10 ARI or 10% AEP event. Much of council’s substantial underground stormwater network and inlet pit provision (especially within the former City of Noarlunga area) has historically been built to address this standard.

By reducing the service level to 1:5 ARI or 20% AEP for residential areas, the investment in underground infrastructure can be reduced, at the cost of limited additional inconvenience in events above the service level standard. Adoption of a minor flow management standard of 1:5 ARI or 20% AEP is consistent with the recommendations of the Queensland Urban Drainage Manual, and interstate and other metropolitan Adelaide councils.

Gap flows above 1:5 standards are still to be managed in accordance with our major flow management service level.

A higher standard which also considers flow width is recommended for collector, distributor and arterial road networks, commensurate with the potentially higher risk to public safety and business associated with higher pedestrian and vehicle traffic and property value and density.

## MAJOR FLOOD MANAGEMENT

Non-rural, hills face or special use zone areas (e.g. residential, commercial, industrial):

- Flood hazard for private land will be limited to low hazard for up to 100 year ARI or 1% AEP event, with higher hazard over land flow paths confined to public land.
- Where overland flow paths are not available, underground stormwater infrastructure must be capable of handling sufficient proportion of the 1:100 ARI flow (with 50% blockage) to limit surface inundation to low hazard.

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1% AEP event is approximately equivalent to a 1:100 ARI storm. However, it is expressed as the possibility of the event occurring rather than likely recurrence interval. For example, a 1: 100 ARI event has (statistically) approximately a 1% chance of occurring in any one year, similarly a 100% AEP is an equivalent of a 1:1ARI storm event.

- Development in flood prone lands (lands likely to be inundated in a 1:100 ARI event) are identified in the development plan (where flood plain mapping has been completed) and development within these flood prone areas will be subject to controls which protect public safety and limit risk to property.

Rural, hills face and special use zones:

- Flood prone lands (lands likely to be inundated in a 1:100 ARI event) are identified in the development plan (where flood plain mapping has been completed) and development within these flood prone areas will be subject to controls which protect public safety.
- Road crossings (urban and rural) e.g. where watercourses cross roadways:

Local and collector roads:

- Sufficient flow capacity will be provided in combination between under road bridge or culvert, and overland flow to limit overland flow velocity and depth to low hazard in a 1:100 ARI event.
- Sufficient flow capacity will be provided in under road bridge or culvert, to convey a 1:20 ARI event (in a rural area).
- There is no tangible adverse impact on upstream or downstream flood extents or hazard level as a result of compliance with the above.

Distributor roads:

- Sufficient flow capacity will be provided in combination between under road bridge or culvert, and overland flow to limit overland flow velocity and depth to medium in a 1:500 ARI event.
- Sufficient flow capacity will be provided in under road bridge or culvert, to convey a 1:50 ARI event.
- There is no tangible adverse impact on upstream or downstream flood extents or hazard level as a result of compliance with the above.

#### MINOR URBAN STREET NETWORK FLOW MANAGEMENT

Local roads:

- gutter flow depth and velocity limited to  $v_{xd} < 0.4$
- flows up to 1:5 ARI to be directed to underground drainage
- gutter flow widths for intersections, pedestrian crossings to be determined based on 1:5 ARI.

Distributor, collector and roads in commercial and industrial zoned areas:

- gutter flow depth and velocity limited to  $v_{xd} < 0.4$
- flows up to 1; 10 ARI to be directed to underground drainage
- gutter flow width to be limited to allow at least 3m clear lane width and
- gutter flow widths for intersections, pedestrian crossings to be determined based on 1:10 ARI.

Note that interpretation and implementation of the service levels requires consideration of additional technical requirements as outlined in the Queensland Urban Drainage Manual, regarding flow width and depth limitations, pipe sizing, hydraulic design and etc.

Stormwater outflows from new development shall not exceed the pre-development flow rate for a 1:5 ARI event and should be limited to pre-development conditions.

## Water quality management

Our service levels for water quality management acknowledge the influence of the Adelaide

Coastal Waters Study and regional natural resources management plans on our stormwater management obligations under the agreement with the state government.

Water quality in outflows from new development shall have load reduction (when compared to untreated stormwater outflows) improvement equivalent to:

- 80% reduction in suspended solids
- 60% reduction in total nitrogen
- 45% reduction in phosphorous
- 90% reduction in litter.

State government water quality modelling is undertaken based on works proposed either as new development or infrastructure extension, renewal or upgrades. Our water resources category, resource prioritisation document, prioritises projects which achieve water quality outcomes consistent with our service level.

We have a stormwater levy system in place which permits a developer to pay a levy into the stormwater reserve fund, in lieu of providing water quality improvements, where site or development constraints constrain the developer from otherwise complying with the water quality service standards. The levy is then available for use to contribute to construction of strategic stormwater management infrastructure to contribute to achievement of our overall water quality standards.

As part of our previous improvement plans, a council-wide model was earmarked to be developed in order to identify our total load for the nominated pollutants, and to then assess the level of load reduction based on water quality improvement works constructed. Where flood capacity is available in our existing network downstream of new developments, and the risk of adverse impacts associated with higher flows is low, we will negotiate for dispensation from our pre-development flow service level in lieu of a levy.

The funds obtained are then directed to the stormwater reserve for use in funding strategic water management infrastructure in pursuit of our service levels.

## **Environmental flow management**

Our service levels also target management of environmental flows to ensure that impacts from urbanisation do not result in increased flow rates, and the risk of increased erosion in water courses, and for environmental flows to be maintained.

## **New urban development**

Major (flood) stormwater outflows from a new development shall not exceed the equivalent pre-development (pre settlement) flow rate for a 1:100 ARI event.

Minor stormwater outflows from a new development shall not exceed the equivalent pre-development (pre settlement) flow rate for a 1:5 ARI event.

Stormwater discharge shall be managed and where necessary, limited to ensure environmental flows are maintained for watercourses with water dependent ecological communities.

## **Water harvesting**

Stormwater harvesting shall be managed and where necessary, limited to ensure environmental flows are maintained for watercourses with water dependent ecological communities.

The target limit for stormwater harvesting is 75% of urban stormwater flows, however this is subject to:

- addressing requirements for environmental flow limits
- cost-benefit analysis indicating a net positive benefit for the scale of harvesting proposed
- and otherwise in accordance with the water business unit business plan.

As natural water assets are not incorporated in the asset management plan, we have not established service levels. However, we are guided by requirements for duty of care, and provisions of the *Natural Resources Management Act 2004* and *Environment Protection Act 1993*.

These service levels will be further explored and refined, and our level of compliance monitored, as part of our improvement plan.

# Your Say

Provide your feedback on the draft  
Strategic Asset Management Plan 2024.

**Consultation opens** Tuesday 24 September

**Consultation closes** Sunday 20 October



Scan the QR code or visit [onkaparingacity.com/yoursay](https://onkaparingacity.com/yoursay)