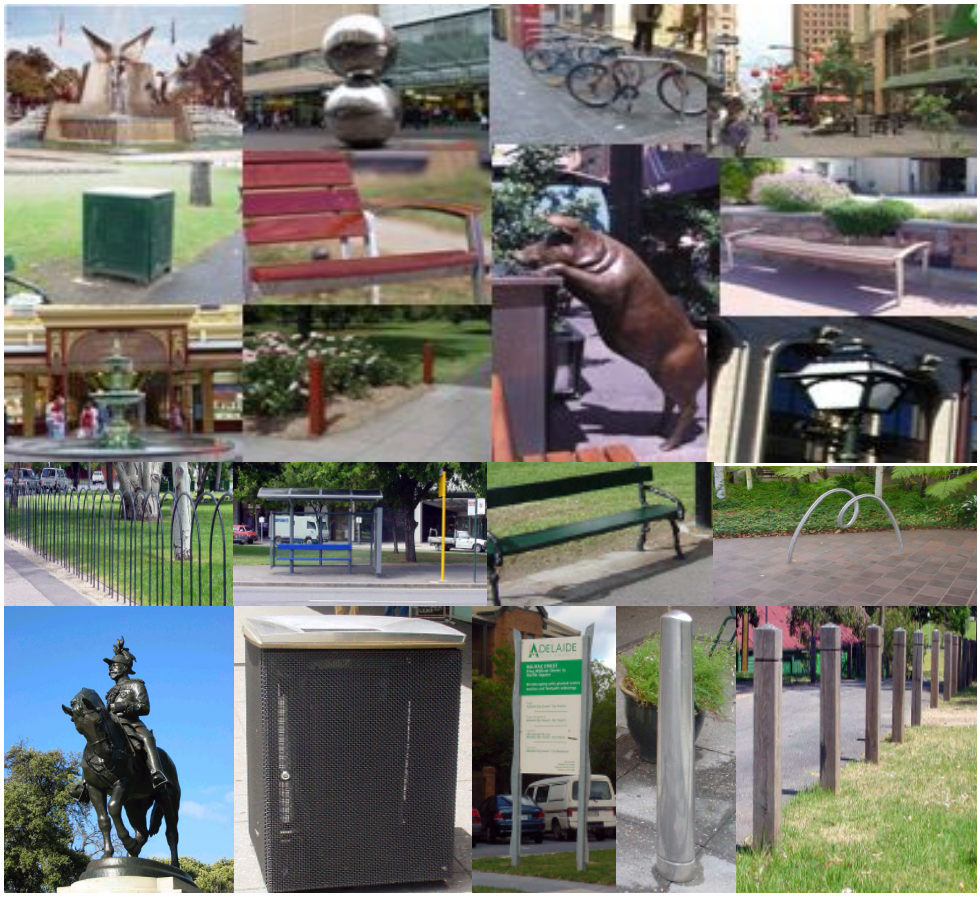
ADELAIDE CITY COUNCIL

URBAN ELEMENTS

INFRASTRUCTURE AND ASSET MANAGEMENT PLAN



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ABBREVIATIONS

AAAC	Average annual asset consumption
ACC	Adelaide City Council
ARI	Average recurrence interval
BOD	Biochemical (biological) oxygen demand
CRC	Current replacement cost
CWMS	Community wastewater management systems
DA	Depreciable amount
DoH	Department of Health
EF	Earthworks/formation
IAMP	Infrastructure and asset management plan
IRMP	Infrastructure risk management plan
GPT	Gross Pollutant Trap
MMS	Maintenance management system
PCI	Pavement condition index
RV	Residual value
SS	Suspended solids
vph	Vehicles per hour
UE	Urban Elements
PAW	Public Art Works

GLOSSARY

Annual service cost (ASC)

An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operating, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

Asset class

Grouping of assets of a similar nature and use in an entity's operations (AASB 166.37).

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset management

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Assets

Future economic benefits controlled by the entity as a result of past transactions or other past events (AAS27.12).

Property, plant and equipment including infrastructure and other assets (such as furniture and fittings) with benefits expected to last more than 12 month.

Average annual asset consumption (AAAC)*

The amount of a local government's asset base consumed during a year. This may be calculated by dividing the Depreciable Amount (DA) by the Useful Life and totalled for each and every asset OR by dividing the Fair Value (Depreciated Replacement Cost) by the Remaining Life and totalled for each and every asset in an asset category or class.

Brownfield asset values**

Asset (re)valuation values based on the cost to replace the asset including demolition and restoration costs.

Capital expansion expenditure

Expenditure that extends an existing asset, at the same standard as is currently enjoyed by residents, to a new group of users. It is discretional expenditure, which increases future operating, and maintenance costs, because it increases council's asset base, but may be associated with additional revenue from the new user group, eg. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital funding

Funding to pay for capital expenditure.

Capital grants

Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.

Capital investment expenditure

See capital expenditure definition

Capital new expenditure

Expenditure which creates a new asset providing a new service to the community that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operating and maintenance expenditure.

Capital renewal expenditure

Expenditure on an existing asset, which returns the service potential or the life of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time, eg. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval. Where capital projects

involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital upgrade expenditure

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretional and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the council's asset base, eg. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Carrying amount

The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Class of assets

See asset class definition

Component

An individual part of an asset which contributes to the composition of the whole and can be separated from or attached to an asset or a system.

Cost of an asset

The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, plus any costs necessary to place the asset into service. This includes one-off design and project management costs.

Current replacement cost (CRC)

The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Current replacement cost "As New" (CRC)

The current cost of replacing the original service potential of an existing asset, with a similar modern equivalent asset, i.e. the total cost of replacing an existing asset with an as NEW or similar asset expressed in current dollar values.

Cyclic Maintenance**

Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, cycle, replacement of air conditioning equipment, etc. This work generally falls below the capital/ maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value (AASB 116.6)

Depreciated replacement cost (DRC)

The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset

Depreciation / amortisation

The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life

See useful life definition.

Expenditure

The spending of money on goods and services. Expenditure includes recurrent and capital.

Fair value

The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arms length transaction.

Greenfield asset values **

Asset (re)valuation values based on the cost to initially acquire the asset.

Heritage asset

An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss

The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets

Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services, eg roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no market value.

Investment property

Property held to earn rentals or for capital appreciation or both, rather than for:

(a) use in the production or supply of goods or services or for administrative purposes; or

(b) sale in the ordinary course of business (AASB 140.5)

Level of service

The defined service quality for a particular service against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental, acceptability and cost).

Loans / borrowings

Loans result in funds being received which are then repaid over a period of time with interest (an additional cost). Their primary benefit is in 'spreading the burden' of capital expenditure over time. Although loans enable works to be completed sooner, they are only ultimately cost effective where the capital works funded (generally renewals) result in operating and maintenance cost savings, which are greater than the cost of the loan (interest and charges).

Maintenance and renewal gap

Difference between estimated budgets and projected expenditures for maintenance and renewal of assets, totalled over a defined time (eg 5, 10 and 15 years).

Maintenance and renewal sustainability index

Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (e.g. 5, 10 and 15 years).

Maintenance expenditure

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality

An item is material is its omission or misstatement could influence the economic decisions of users taken on the basis of the financial report. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances.

Modern equivalent asset.

A structure similar to an existing structure and having the equivalent productive capacity, which could be built using modern materials, techniques and design. Replacement cost is the basis used to estimate the cost of constructing a modern equivalent asset.

Non-revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, e.g. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operating expenditure

Recurrent expenditure, which is continuously required excluding maintenance and depreciation, eg power, fuel, staff, plant equipment, on-costs and overheads.

Pavement management system

A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

Planned Maintenance**

Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

PMS Score

A measure of condition of a road segment determined from a Pavement Management System.

Rate of annual asset consumption*

A measure of average annual consumption of assets (AAAC) expressed as a percentage of the depreciable amount (AAAC/DA). Depreciation may be used for AAAC.

Rate of annual asset renewal*

A measure of the rate at which assets are being renewed per annum expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade*

A measure of the rate at which assets are being upgraded and expanded per annum expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Reactive maintenance

Unplanned repair work that carried out in response to service requests and management/supervisory directions.

Recoverable amount

The higher of an asset's fair value less costs to sell and its value in use.

Recurrent expenditure

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operating and maintenance expenditure.

Recurrent funding

Funding to pay for recurrent expenditure.

Rehabilitation

See capital renewal expenditure definition above.

Remaining life

The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining life is economic life.

Renewal

See capital renewal expenditure definition above.

Residual value

The net amount which an entity expects to obtain for an asset at the end of its useful life after deducting the expected costs of disposal.

Revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, e.g. public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

Risk management

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment

A self-contained part or piece of an infrastructure asset.

Service potential

The capacity to provide goods and services in accordance with the entity's objectives, whether those objectives are the generation of net cash inflows or the provision of goods and services of a particular volume and quantity to the beneficiaries thereof.

Service potential remaining*

A measure of the remaining life of assets expressed as a percentage of economic life. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (DRC/DA).

Strategic Management Plan (SA)**

Documents Council objectives for a specified period (3-5 yrs), the principle activities to achieve the objectives, the means by which that will be carried out, estimated income and expenditure, measures to assess performance and how rating policy relates to the Council's objectives and activities.

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

(a) the period over which an asset is expected to be available for use by an entity, or

(b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the council. It is the same as the economic life.

Value in Use

The present value of estimated future cash flows expected to arise from the continuing use of an asset and from its disposal at the end of its useful life. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate new cash flows, where if deprived of the asset its future economic benefits would be replaced.

Source: DVC 2006, Glossary

Note: Items shown * modified to use DA instead of CRC

Additional glossary items shown **

EXECUTIVE SUMMARY

Overview

This Infrastructure and Asset Management plan focuses on the management of the City of Adelaide's Urban Elements. This plan specifies the life cycle requirements for effective management, inspection and replacement of this asset group and outlines the financial implications and standards to be adhered to. This plan is intended to demonstrate how Council will achieve this outcome by applying the principles of responsible Asset Management Planning, the object of which is to:

'Deliver the required level of service to existing and future customers in the most cost effective way'

Council plans to operate and maintain the existing Urban Element assets to achieve the following strategic objectives.

- Ensure the Urban Elements contribute to the strategic objectives of residential, student, worker and visitor growth by providing the required services and amenity.
- Ensure the Urban Elements are maintained at a safe and functional standard as set out in this infrastructure and asset management plan.
- Ensure the Urban Elements renewal program is sufficient to provide the required levels of service and that this profile is linked to other asset renewal profiles (roads, footpaths etc) to minimise impact on surrounding assets and the community at large.

The contribution of Urban Elements towards the strategic goals and asset management objectives will be achieved by:

- Ongoing stakeholder consultation to establish and confirm service standards.
- Implementing a program of inspections and monitoring activities to assess asset condition and performance.
- Identifying operational, maintenance, renewal and upgrade requirements and applying economic analysis to establish the most cost effective works programs.
- Ensuring services are delivered at the right price and quality.
- Continuously reviewing and improving the quality of Asset Management practices and updating the Infrastructure and Asset Management Plan as a result.

What Council Provides

Council provides Urban Elements that gives city users a pleasant, safe and inviting environment.

Urban Elements includes public art works, seats, litter bins, butt out bins, signs, bus shelters, bike racks, fences, flag poles, planter boxes, BBQ's, bollards & drinking fountains.

What does it Cost?

The current portfolio of Urban Elements has a replacement value of $30 million and assets with a remaining life of between 2 and 500 years due to its diverse asset base.

The total lifecycle cost of the existing urban elements asset category is approximately $2.29 million per year. This is the averaged annual level of spend required to ensure all assets are maintained in accordance to current standards and renewed at the end of their useful life. Actual annual expenditure requirements will differ from year to year as specific assets come up for renewal. The actual annual budget for Urban Elements expenditure will be based on these renewal profile figures and will not always compare favourably to the averaged annual figure.

Levels of Service

This plan is focused on clarifying and defining key elements of service for Urban Elements assets and then identifying and costing future operations, maintenance, renewal and upgrade works required in meeting these levels of service. The key target levels of service are presented below. This is the first step towards confirming the levels of service required by the community. The next step is to monitor relevant performance measures and undertake consultation with Elected Members and the community to confirm that these service levels are required and relevant.

Asset Base

Existing Assets

The City of Adelaide has an existing and mature urban elements portfolio that provides street furniture, including bins, seats and bus shelters, cultural elements including artworks, monuments and plaques, and park furniture including barbeques.

Condition and Renewal Needs

Generally, the assets are in good condition. The allocation of funding for asset renewal will often be linked and coincide with major streetscape works or major upgrades (North Terrace, Pulteney Street). Any requirement for additional renewal expenditure will be reviewed on an annual basis in conjunction with the Annual Business Plan and Budget process.

Demand Projections

Growth

The City of Adelaide has an ever increasing portfolio of urban elements. This is largely linked to demand and it is expected that as the density of development within the CBD continues to increase, that this growth will have an impact on the ability of the existing portfolio to meet the community's needs. The provision of additional Urban Elements will, in the longer term, increase the operational and maintenance expenditure required to maintain these assets in a serviceable condition.

Increase in Levels of Service

Consultation with Elected Members and the community on desired levels of service will be undertaken as part of the improvement process for this Infrastructure and Asset Management Plan. If consultation indicates that the current levels of service are inadequate, there may be a need to upgrade in order to meet these new requirements. These outcomes will influence future revisions of this plan.

Financial Projections

Operation and Maintenance Trends

This plan does not recommend any immediate changes to the level of operational expenditure. It is recommended that the maintenance plan is improved to ensure maintenance practices align with required service levels.

Renewal Expenditure Forecast

As the urban elements assets vary in age the renewal expenditure will also vary over the next 10 years. The current average annual renewal expenditure is approximately $1.1 million per year varying from $900,000 to $1.2 million based on the number of assets to be replaced in any given year.

Conclusion

This plan is the first step towards an overall integrated management program for the City of Adelaide's urban elements assets. The expenditure projections have been developed using all existing information regarding the asset base, its condition and expected service delivery.

It is anticipated that this document will be live and be updated annually as part of the Business Plan and Budget Process of Council. The plan improvements and actions resulting from this initial asset management plan include:

- Integrating this plan with other asset groups to provide an overall integrated renewal plan in line with current financial policy.
- Improving the quality and volume of asset data through targeted data collection programs.
- Engaging the Community to verify the required levels of service for Urban Elements Assets.
- Continuing to understand industry standards and innovations with regards to Urban Elements Assets.
- Continuing to refine and improve this plan, specifically:
  - Improving the quality and volume of asset data through targeted data collection programs.
  - Engaging the Community to verify the required levels of service for drainage assets.
  - Continuing to understand industry standards and innovations with regards to stormwater drainage.

1 INTRODUCTION

1.1 Background to Plan

The format of this plan is based on the Local Government Association Infrastructure and Asset Management Plan template provided by the LGA in 2007 with the plan content based on the outdated Outdoor Public Artwork Total Asset Management Plan produced by Adelaide City Council in 2000 and the Park Lands Infrastructure Group Total Asset Management Plan in 1999. This plan has been developed in 2007 by Adelaide City Council and uses improved asset management calculations and techniques to update the previous information held within the former plans.

Adelaide City's Urban Elements network has been a major investment by the community over a long period of time and provides a valuable service to the City. The assets have been acquired and developed over several generations and must be properly maintained and developed to continue to provide adequate service and benefits for generations in the future. This plan demonstrates Council's responsive management of Urban Elements (and services provided from these assets), compliance with regulatory requirements and proposed funding requirements to provide the required levels of service.

This plan is intended to demonstrate how Council will achieve this outcome by applying the principles of responsible Asset Management Planning, the object of which is to:

'Deliver the required level of service to existing and future customers in the most cost effective way'

The key elements of infrastructure asset management are:

- Taking a life cycle approach,
- Developing cost-effective management strategies for the long term,
- Providing a defined level of service and monitoring performance,
- Understanding and meeting the demands of growth through demand management and infrastructure investment,
- Managing risks associated with asset failures,
- Sustainable use of physical resources,
- Continuous improvement in asset management practices.[1]

The contribution of Urban Elements towards the strategic goals and Asset Management objectives will be achieved by:

- Ongoing stakeholder consultation to establish and confirm service standards.
- Implementing a program of inspections and monitoring activities to assess asset condition and performance.
- Identifying operational, maintenance, renewal and upgrade requirements and applying economic analysis to establish the most cost effective works programs.
- Ensuring services are delivered at the right price and quality.

[1] IIMM 2006 Sec 1.1.3, p 1.3

- Continuously reviewing and improving the quality of Asset Management practices and updating the Infrastructure and Asset Management Plan as a result.

1.2 Scope of the Plan

This infrastructure and asset management plan covers the following infrastructure assets:

Table 1.1: Assets Covered by this Plan

Asset category	Description
Public Artworks	Monuments & Statues (42), Sculptures (35), Commemorative Furniture (38), Water Features-Fountains (16), Water Features-Plant (14), Water Features-Ponds (17), Plaques & Tablets (111), Commemorative Drinking Fountains (5), Artworks General (4)
Bus Shelters	Adshel Advertising (88), Adshel Non Advertising (20), Concrete/Timber/Glass (18)
Seats City Streets Seats Park Lands & Squares Picnic Sets	Adelaide Suite Type 05 (220), Type 03 (1) North Terrace Type (77), Rundle Mall Type (47) Adelaide Suite Type 05 (123), Willow Branch Type 04 (518), Type 02 (1), Type 03 (324), Type 09 (73), Type 10 (7), Type 11 (2), Type 12 (26), Type 13 (2), Type 14 (10), Type 15 (4), Type 16 (10), Type 17 (3), Type 18 (6), Type 20 (1), Type 21 (2), Type 26 (6), Type 27 (9), Type 28 (1) Total: 88
Bin Surrounds City Streets & Squares Bin Surrounds Park Lands	Adelaide Suite (133), Rundle Mall Suite (45), Green Suite (181), Melbourne St Suite (23), O'Connell Street Suite (21) Green Suite (684)
Butt Out Bins City Streets & Squares	Units (239)
Bike Racks	Type 1 &Type 2 (165)
Flag Poles	Grote Street (22) Victoria Square (2) Floral Clock King William Rd (1)
Bollards/fences/handrails	(90) Data to be verified through targeted audit
Planter Boxes	(218) Data to be verified through targeted audit
BBQ's	36
Drinking Fountains	(17) Data to be verified through targeted audit
Pergolas	(6) Data to be verified through targeted audit

Rundle Mall Canopy	Canopy (1)
Signs	Information, Street, Traffic & Park Land (179) Data to be verified
Play Ground Equipment	(23) Data to be verified through targeted audit
Retaining Walls (Number and Length in metres)	Data to be verified through targeted audit
Park Recreational Elements	For Example: sports and fitness equipment, Skate Park, BMX track.

1.3 Key Stakeholders

Key stakeholders in the preparation and implementation of this infrastructure and asset management plan are listed in Table 1.2.

Table 1.2: Key Plan Stakeholders

Capital Planning Team	The Capital Planning Team is responsible for the production and maintenance of this asset management plan
Asset Managers: Urban Elements (Peter Rexeis), Parklands (Lorraine Oldery)	Provide technical advice, Review.
City Operations (Peter Sossic / Darren Aesche)	Provide input and review of maintenance expenditure and Service Levels
Corporate Planning and Strategy (Clare Mockler / Nicholas Carr)	Annual Business Plan and Budget Process / strategic Management Plan Review
Finance (Mike Carey)	Long Term Financial Plan input
Manager Capital Works	Review and Management Sign Off
Manager Asset Management	Review and Management Sign Off
General Manager City Places and Projects	Executive Management Endorsement, Sign Off and Executive Ownership.
Local Government Association	Advice and training on plan development.

1.4 Relationship with other Plans

This Urban Elements Infrastructure and Asset Management plan is to be read with the following associated planning documents:

- Annual Business Plan
- Strategic Management Plan

- Long Term Financial Plan
- Public Art Policy – Watch This Place 2006-2008
- Community Land Management Plans and Masterplans
- Objects on the Footpath Policy & Operating Guidelines
- Park Lands Signage Plan
- Flags & Banners Policy

1.5 Plan Framework

Key elements of the plan are

- Levels of service – specifies the services and levels of service to be provided by council.
- Future demand – how this will impact on future service delivery and how this is to be met.
- Life cycle management – how Council will manage its existing and future assets to provide the required services
- Financial summary – what funds are required to provide the required services.
- Asset management practices
- Monitoring – how the plan will be monitored to ensure it is meeting Council's objectives.
- Asset management improvement plan

A road map for preparing an infrastructure and asset management plan is shown below.

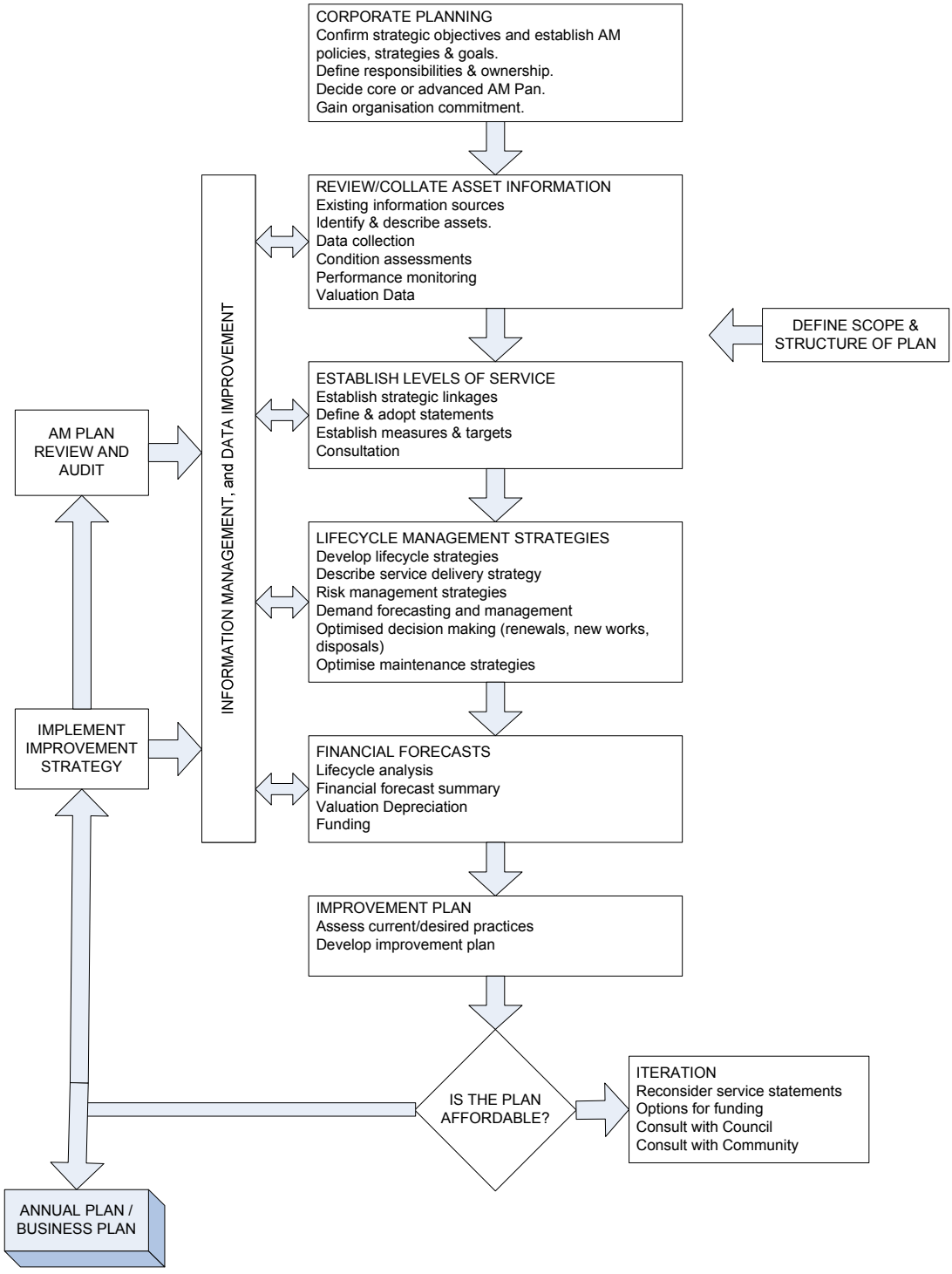

Figure 1.1: Road Map for preparing an Asset Management Plan

Source: IIMM Fig 1.5.1, p 1.11

2 LEVELS OF SERVICE

This section defines the service levels or performance standards that are required and why they have been selected as relevant to the urban element portfolio. The service levels are introduced to support Council's strategic goals and statutory requirements.

2.1 Introduction

A key objective of this Infrastructure and Asset Management plan is to identify the current level of service provided by the asset group. This level of service has been developed over time as a result of customer feedback and consultation and is the level of service seen in the public realm now. The levels of service defined in this section will be used:

- To inform customers of the proposed type and level of service they should expect.
- As a focus for the development of asset management strategies to meet these levels of service.
- As a measure of the effectiveness of Council's asset management practices and the performance of this plan.
- To identify the costs and benefits of the services offered.
- To enable Council and customers to discuss and assess the suitability, affordability and equality of the existing service level and to determine the impact of increasing or decreasing this level in future.

The adopted levels of service for urban elements assets are shown below. These standards reflect current industry standards and are based on:

- Legislative requirements (Section 2.2): Standards, Regulations, Acts and Council By-Laws that impact the way assets are managed.
- Customer expectations (Section 2.3): Information gained from customers on expected service levels
- Strategic and corporate goals (Section 2.4): Provides guidelines for the scope of current and future services offered and defines specific levels of service which the organisation wishes to achieve.
- Specialist conservation input for artworks (Section 2.5): Information and advice gained on the condition and recommendations for the preservation and maintenance of the artworks.

2.2 Legislative Requirements

Adelaide City Council has to meet many legislative requirements including Australian and State legislation and State regulations. These various sources of legislation are included in Table 2.1.

Table 2.1: Legislative Requirements

Legislation	Requirement
Local Government Act, 1999	Sets out the role, purpose, responsibilities and powers of local governments including the requirements to prepare a strategic management plan and long term financial plan supported by infrastructure and asset management plans for sustainable service delivery.

Building Code of Australia, 2007	Sets out minimum standards for construction of new assets.
Environment Protection Act, 1993	Sets out requirements for any works to comply with EPA.
Development Act	Certain assets in urban elements require development approval, such as restoration of heritage artworks, structures.
City Works Guidelines	Provides requirements for carrying out works in the public realm.
Emergency Management Act, 1994	Requires lifeline utilities to function at the fullest possible extent during and after an emergency and to have plans for such functioning (business continuity plans)

2.3 Customer Research and Expectations

Customer/community levels of service relate to how the community receives the service in terms of safety, quality, quantity, reliability, responsiveness, cost/efficiency and legislative compliance.

Adelaide City Council's knowledge of customer expectations is based on the following:

Customer satisfaction surveys.

Analysis of customer service requests and complaints.

Consultation for specific capital works projects

Feedback from elected members

The annual business plan and budget process

Adelaide City Council undertakes a customer satisfaction survey annually, surveying City of Adelaide residents, businesses, worker, students and visitors. The survey is conducted in two polls, level of satisfaction and level of importance with Council's services. The most recent customer satisfaction with performance levels from 2006-2007 relevant to urban elements service provision are presented in Table 2.2.

Table 2.2: 2007 Community Satisfaction Survey Levels

Survey Question	**Performance (Average of user groups)**
Beautifying the streets, squares and Park Lands	6.98
The range of public art works and cultural activities	7.30
Litter Control	7.16
Ease of accessing the City by public transport	7.48

All of the customer satisfaction indicators outlined in Table 2.2 meet the target of 6.5 (See full report for more detail) A survey has been conducted in September 2007 to gauge the importance of performance and further analysis will be undertaken in areas where performance does not meet customer expectations. The results and trends of customer survey results are taken into account when developing the capacity, cost/affordability, reliability and overall customer service levels shown in Table 2.4.

2.4 Strategic and Corporate Goals

In 2008 Council developed and adopted its Strategic Directions which set out Council's vision and path into the future. Council's vision is for:

> *"A vibrant, prosperous and sustainable Capital City built upon Adelaide's heritage and lifestyle"*

To assist Council in achieving this vision, a number of outcomes and strategies were developed. The following strategy links Infrastructure and Asset Management Plans to the strategic outcomes and direction of Council:

> *Strategy 52: Provide new and maintain existing Council assets and infrastructure in accord with Asset Management Plans and policies.*

In addition to this, Council is required by legislation to develop a Corporate Management Plan which describes Council's role in supporting its vision and sets out the key targets and principles that drive the operation of council. The Infrastructure and Asset Management Plans sit within this framework as part of the suite of documents that make up Council's Corporate Management Plan and document the principles and directions for management and maintenance of council's asset base. In order to reflect changes in asset portfolios, asset management practices and emerging strategic directions, these plans are updated annually as part of the annual business plan and budget process.

Adelaide City Council plans to operate and maintain the existing and new Urban Elements to meet these goals through the following strategic objectives.

- Ensure the Urban Elements contributes to the strategic objectives by being managed to provide the desired level of service in the most cost effective manner for existing and future assets.

- Ensure the Urban Elements are maintained at a safe and functional standard as set out in this infrastructure and asset management plan.

- Ensure the Urban Elements renewal program is sufficient to preserve the required levels of service and that this profile is linked to other asset renewal profiles (roads, footpaths, park lands etc) to minimise impact on surrounding assets and the community at large.

2.5 Specialist Conservation Input for Artworks

Adelaide City Council engages the services of qualified conservators to undertake detailed reviews of selected artworks which form part of this Asset Management Plan. These reviews provide information on the condition of the asset with any refurbishment work required including estimated costs. The other key section of the review is the development of maintenance guidelines and procedures. The results of these inspections provide invaluable information for the development of council priorities with regards to asset expenditure for public artwork.

To date Council have carried out 56 detailed reviews of selected artwork. 31 pieces of have since been refurbished and 2 de-accessioned. There are 25 pieces of artwork that still require a detailed review and inspection. These are funded from an allocation within capital works programs. The refurbishment status of these artworks is outlined in Table 2.3.

Table 2.3: Artwork Refurbishment Status

ITEM	CC number	LOCATION	Refurbished	De-accessioned
'Piccaninny' Drinking Fountain by John Dowie	CC001695	Park 14 Rymill Park		
Lower North Adelaide Soldiers' Memorial	CC000247	Park 10	✓	
Fireman Gardner Memorial	CC000085	Park 26 Elder Park	✓	
Sculpture 'Landscape' by Tony and Andrew Bishop	CC002116	Park 12 Peace Park		
SA Naval Memorial Garden (anchor, plaques, headstone)	CC002310	Park 12 Peace Park		
Carved marble plaque	CC002685/4	Light Square	✓	
Angas Memorial	CC151	Park 12 Angas Gardens	✓	
Pioneer Women's Memorial Garden Benches and plaque Sculpture by Ola Cohn	CC002360/1 CC001788 CC2369	Pioneer Women's Memorial Garden	✓	
Sculpture 'You are here' by Steve Giles	CC002310	Park 11 Gen		
Colonel Light Statue Balustrade wall	CC137	Montefiore Hill	✓	
Stone Birdbath		Rose gardens adjacent to Pioneer Women's Memorial Garden		
George V Memorial Statue	CC1790	Park 12 Angas Gardens	✓	
Lavington Bonython Memorial Fountain	CC001807/1	Park 12 Prince Henry Gardens		✓
'Alice' sculpture by John Dowie	CC001296	Park 14 Rymill Park	✓	

Statue of Robert Burns	CC000103	Prince Henry Gardens	✓	
Statue or Her Majesty Queen Victoria	CC000104	Victoria Square	✓	
Rundle Mall Fountain	CC002116	Rundle Mall	✓	
'Hyperbolic Paraboloids'	CC000886	Veale Gardens		✓
Statue of Matthew Flinders	CC1789	Prince Henry Gardens	✓	
Statue of Helen Spence	CC1785	Light Square	✓	
Colonel Light Memorial	CC0130	Light Square		
Plaque (bronze): for the Victoria and Morphett Street Bridges plaques	CC2685/?	Light Square	✓	
Plaque (marble): The Robinson Plaque	CC2685/?	Light Square	✓	
Plaque (cast iron): City of Adelaide	CC2685/?	Light Square	✓	
Plaque (cast iron): Victoria Bridge	CC2685/?	Light Square	✓	
Plaque (bronze): Light Square Upgrade	-	Light Square	✓	
Hindmarsh Fountain	-	Hindmarsh Fountain		
South African War Memorial		Adelaide: corner North Terrace and King William Street	✓	
Statue of His Majesty King Edward VII	CC194	Adelaide: Prince Henry Gardens, North Terrace		
South Australian Women's War Memorial (Cross of Sacrifice and Stone of Remembrance)	CC1801	North Adelaide: Pennington Gardens		
Light Horse Regiments Memorial	CC349	Adelaide: Rundle Park (corner East and North Terraces)		

War Horses Memorial		Adelaide: Rundle Park (corner East and North Terraces)		
Captain Charles STURT Memorial	CC1321	Victoria Square		
John McDouall STUART Memorial	CC0129	Victoria Square		
Charles Cameron KINGSTON Memorial	CC0152	Victoria Square	✓	
Victoria Square Fountain and plaques	CC1804	Victoria Square	✓	
Commemorative tree plaque		Victoria Square		
Creswell Fountain	CC1938	Creswell Gardens	✓	
Creswell Arch	CC2192	Creswell Gardens		
Sir Ross Smith Memorial	CC0469	Creswell Gardens		
Hercules	CC0099	Pennington Gardens West (park 26)		
J. Reedman Memorial Drinking Fountain	CC1806	Pennington Gardens West (park 26)	✓	
Bust of Mary LEE	CC2328	Prince Henry Gardens, North Terrace	✓	
Bust of The Honourable Sir Mellis NAPIER	CC1792	Prince Henry Gardens, North Terrace	✓	
Bust of Mark OLIPHANT	CC1793	Prince Henry Gardens, North Terrace	✓	
Bust of Douglas MAWSON	CC1794	Prince Henry Gardens, North Terrace	✓	
Bust of Lord FLOREY	CC1791	Prince Henry Gardens, North Terrace	✓	
Venere Di Canova	CC0098	Prince Henry Gardens, North Terrace	✓	
Dame Roma MITCHELL Memorial	CC2568	Prince Henry	✓	

Statue		Gardens, North Terrace		
Sir Samuel WAY Memorial Statue	CC1796	Prince Henry Gardens, North Terrace		
Spheres by Bert Flugelman	CC0929	Rundle Mall, Adelaide	✓	
The Slide by John Dowie		Rundle Mall, Adelaide		
A Day Out by Margurite Derricourt	CC2700	Rundle Mall, Adelaide		
The Couple by Byan der Struik	CC1797	South Park Lands		
Pan by John Dowie	CC2208	South Park Lands		
Australasian Soldiers Memorial	CC1803	South Park Lands		

2.6 Current Levels of Service

Table 2.4: Current Service Levels

Key Performance Criteria	Performance Measure	Performance Target	Performance Measure Process	Current Performance
Customer Satisfaction	Performance rating from customer's satisfaction of Council's Urban elements.	6.5 out of 10	Monitor community satisfaction surveys.	7.23 (2007 survey)
Safety Water Features	Water features and fountains are kept sanitised to prevent exposure to contaminants.	No exposure to contaminants.	Monitor notifications from EPA and public complaints.	Achieved
Safety Drinking Fountains	Drinking fountains are operated and maintained to allow safe consumption of water.	100% Compliance	All new installations installed as per Australian Standards. Audit and reporting process to be developed as part of improvement process of this plan.	Acheived Not currently known.
Safety Playgrounds	Compliance with Australian Standards.	100% Compliance.	Undertake auditing and inspections as per Australian Standards. Identified deficiencies actioned as per safety and responsiveness service levels.	Achieved - Ongoing
Safety General	Absence of significant health safety hazards	All significant hazards identified and removed or mitigated where possible.	Periodic safety and hazard identification audits, Document and Track events. Periodic review of service providers performance in maintaining safety.	Achieved

Key Performance Criteria	Performance Measure	Performance Target	Performance Measure Process	Current Performance
Design	New assets designed and constructed in accordance with Development Act, Building Code, Local Government Act and related ACC policies and Australian Standards.	All new urban element assets.	Audit of sites and "as builts" by project manager. Design team aware of required standards and design process.	Achieved
Condition	Assets inspected periodically to assess condition and performance	All assets inspected at frequency determined by risk analysis	Detailed risk analysis to determine inspection frequencies to be developed in future revisions of this plan.	Working Towards.
Condition Artwork	Assets inspected periodically to assess condition and performance	5% per annum for artworks with any ad hoc requirements.	Detailed Reviews carried out by specialist conservator. Identified maintenance requirements actioned.	Working towards.
Serviceability Artworks	Artworks are maintained to a suitable aesthetic standard.	Maintenance carried out as per maintenance plan.	Audit of artworks at quarterly times during the year and cleaned as required..	Part Achieved - Scheduled cleaning program in place. Appropriate inspection/audit program required development
Serviceability - General	Urban elements are in good working order.	Maintenance carried out as per maintenance plan.	Audit of repair work resulting from condition assessments. Monitoring and reporting on maintenance activities.	Working towards – Defects will be identified as part of condition audits. System to be developed to track defects and repairs.

Key Performance Criteria	Performance Measure	Performance Target	Performance Measure Process	Current Performance
Responsiveness	Availability of call out services for response to vandalism and accidental damage. Provision of 24 hour, 7 day service for emergency repairs	100% availability	Monitor availability of customer service/operations staff.	Achieved
Responsiveness	Speed of response to vandalism and accidental damage: Emergency Minor vandalism, damage Written complaint	 1 hour 6 hours 1 week	There is currently no implemented process for monitoring this performance target. Audit of service requests and incidents with response time records process to be developed in future revisions of this plan.	Not currently known
Responsiveness	Speed of response to public enquiries Acknowledgement correspondence (3 days) Substantive response (14 days)	 100% >90%	Document response performance is monitored along with corporate monitoring of TRIM workflow.	Achieved.

Note: As this is the first infrastructure and asset management plan for urban elements, the data required to monitor and report on performance in some areas is not available. Improved collection of this data is listed as a required improvement outcome for this plan and will provide the required data for future revisions of this plan.

3 FUTURE DEMAND

This section of the plan analyses the potential factors effecting demand including population growth, social and technology changes. The impact of these trends is examined and demand management strategies recommended as required to modify demand without compromising customer satisfaction.

3.1 Demand Growth Trends

3.1.1 Population Growth

The primary strategy of Council's Strategic Management Plan 2004-07 is to "increase the number of people living, visiting, working and learning in the City to an optimum sustainable level" and has given rise to four growth plans focusing on growth in resident, worker, student and visitor populations.

Growth targets to 2010 have been set for each population area and are summarised as follows.

By 2010:

- Adelaide will have an overnight population of 34,000, including at least 26,000 permanent residents
- Adelaide will have a City workforce of at least 111,000
- Adelaide will have at least 66,000 students in institutional learning
- visitor activity in the City will have grown to generate daily movement counts of at least 140,000 in Rundle Mall

Population figures as at June 2007 are listed in Table 3.1 against the 2010 targets.

Table 3.1: Population Targets and 2007 Actuals

Population	2007 Actual	2010 Target
Residents (overnight population)	18,427	26,000
Workers	108,007	111,000
Students	75,398	66,000
Visitors	129,982	140,000

The achievement of the 2010 targets will be dependent on a number of factors including:

- general economic conditions;
- government policy decisions;
- metropolitan investment decisions;
- consumer preferences; and
- industry trends.

The effectiveness of the projects and programs arising for each of Council's Population Growth Plans, and other Council Strategies aimed at creating the conditions for sustainable activity and quality of life, will also impact on population growth.

Based on recent growth trends:

- the 2010 resident population target appears out of reach, however continued growth is forecast
- the 2010 workforce population target appears achievable
- continued growth of student numbers is forecast
- there will be only marginal growth in visitor numbers.

The impact of the forecast population growth on Urban Elements will be noticeable as the need for more seats, bins, bus shelters, butt out bins etc to meet growth demand. The impacts of student, worker and visitor population growth will largely be concentrated in the northern part of the Central Business Area and Mixed Use Zones.

Growth in population and development within the City will however increase demand on the urban elements portfolio. This will need to be managed along with other customer expectation issues.

3.2 Other Influences on Demand

3.2.1 Technology Advances

Technology advances applicable to the life cycle management of urban elements assets are being made available in the following areas:

- Conservator treatments – advances in technology in the refurbishment and maintenance of artworks can offer savings and decrease disruption to the City.
- Advancements in durability – Design and materials used are constantly being upgraded which have the potential to reduce maintenance costs and disruption to the City.

Council will monitor and investigate advances in technology and introduce them as appropriate.

3.2.2 Legislative Changes

Legislative change has the potential to significantly affect the Councils ability to meet minimum levels of service, and may require improvements to infrastructure assets. Changes in Environmental Quality standards in particular may influence stormwater and fountain water disposal options and recent amendments to the Local Government Act 1999, now requires all Councils to develop Infrastructure and Asset Management Plans for Council assets.

3.2.3 Changes in Customer Expectations

Council staff will continue to monitor customer expectation with regards to urban elements assets. Customers expect that urban elements will be readily available and in good condition in the City’s streets, squares and park lands. Council will monitor the asset performance and set improvement plans as appropriate.

Stakeholders will expect increasing amounts of urban elements assets to be available ie more playgrounds, seating, bins. There will an expectation that the artworks will be of a high quality and maintained to that standard.

3.2.4 Climate Change and Environment

As a result of climate changes Adelaide City Council may face changes to the use and operation of water features and fountains. Adelaide City Council needs to be aware of changing issues such as water

restrictions and implement strategies to deal with any issues as they occur, for example securing appropriate permits to operate certain water features and fountains and emptying of others.

Adelaide City Council's Environment Sustainability Strategy in response to climate change outlines the following actions relevant to Urban Elements as shown in Table 3.2

Table 3.2: Environmental Sustainability Strategy Impact on Urban Elements.

Adelaide City Council Environmental Sustainability Strategy	Impact on Urban Elements
1.2.5 Inform the community of City's achievements in water efficiency	Reporting requirements for water feature water usage.
2.6.1 Ensure public spaces are designed to consider the extremes of weather.	Increase in assets and service provision in areas such as benches, shade provision, drinking fountains etc.
4.1.3 Create 'Zero Waste Event' guidelines and promotional opportunities for the City's event organiser 4.2.1 Promote Zero Waste options 4.3.3 Provide recycling opportunities in public places and community facilities	Modification to waste collection infrastructure
2.5.1 Implement interpretative signage at key locations and points of interest	Increase in signage assets.
2.2.2 Provide highly visible and safe cycling infrastructure 2.2.3 Improve public transport facilities and advocate for public transport infrastructure	Increase in public transport and cycling related assets service provision.
2.2 Reduce Emissions and reliance on the private car through accessible services and facilities	Increase in pedestrian, cycling and public transport infrastructure.
2.1.1 Implement a carbon neutral strategy for the City 2.1.3 Increase the use of renewable energy 2.4.1 Implement a strategy that will see council carbon neutral by 2020 4.6 Change purchasing practices to reduce waste. 5.5 Consider environment in project management.	Increase in capital, renewal, maintenance and operational asset costs.

3.3 Impact of Trends on Infrastructure Assets

Overall increased infill development will increase the number of properties and people. Increased population in the City will also increase customer expectations (more seats, bins, bus shelters, BBQ's, high quality artworks, etc) with regards to the performance of the urban elements assets.

Changing climatic circumstances may force all water features and fountains to be decommissioned. Adelaide City Council needs to monitor climate data to continuously evaluate whether these assets are feasible and the assets are adequate as the impacts of climate change are observed.

Table 3.3 is a summary of the above issues and how they may impact on the management of urban elements assets.

Table 3.3: Summary of issues Affecting Urban Elements Assets

Issues	Impact on Urban Elements Assets
Population Growth	Medium impact
Development	Medium impact
Technological Change	Nominal impact
Legislative Change	No current legislation that will impact on urban elements assets
Customer Expectations	Higher level of service in the longer term to meet increased customer expectations
Climate Change	See Table 3.2

3.4 Demand Management Strategies

Demand management strategies provide alternatives to the creation of new assets in order to meet demand and look at ways to modify customer demands in order that the utilisation of existing assets is maximised and the need for new assets deferred or reduced. The objective of demand management is to actively seek to modify customer demands for services in order to

- Optimise utilisation/performance of existing assets.
- Reduce or defer the need for new assets.
- Meet organisation's strategic objectives.
- Deliver a more sustainable service.
- Respond to changing customer needs.

Demand management is practiced constantly to maintain the total demand at reasonable levels. The four components of demand management are shown in Table 3.4 with examples relating to Urban Elements Assets. (Note not all demand components are relevant for all assets or plans)

Table 3.4: Summary of issues Affecting Urban Elements Assets

Demand Component	Urban Elements Examples
Operation	Provide high quality well maintained assets.
Regulation	Restriction on refurbishment of assets and any discharge of water with regards to water features and fountains.
Incentives	N/A
Education	Educate the community on urban elements and appropriate standards for these assets.

Adelaide City Council will implement the following demand management strategies:

- Operation – Asset refurbishment and maintenance. Strategies relating to the level of refurbishment and maintenance to be provided. Setting minimum standards relating to the level of refurbishment and maintenance required in the city.

- Regulation - Monitor and pro-actively respond to ongoing water restrictions and environmental controls through developing improved relationships with SA Water and the State Government. Incorporate smart design features within the provision of new or significantly refurbished assets to remove regulation issues and impacts.

- Education - Continue to educate the community and elected members on appropriate levels of service and expectations with regards to Urban Elements. Continue to provide detailed information on upcoming projects and programs which impact on the Urban Element asset portfolio.

4 ASSET MANAGEMENT PRACTICES

This section identifies the strategies, practices and guidelines supporting Asset Management at Adelaide City Council. These activities have no direct impact on the condition or performance of the asset themselves, but provide the tools and functions required to support the maintenance, renewal and enhancement plans. These functions include:

- System planning and monitoring
- System record management
- Asset management planning and policy

4.1 Standards and Guidelines

Asset management practices and processes are driven by a number of legislative requirements and assisted by developed guidelines.

Local Government Act 1999 (sets outs Councils Asset Management responsibility and the requirement to develop asset management plans)

Australian Accounting Standard 27 Financial Reporting by Local Governments 1996 (sets out the asset accounting requirements)

International Infrastructure Management Manual, NAMS (Provides guidance and direction on asset management policy and plan development)

Local Government – Asset Management Template Document (Provides Local Government Organisations with a standard template to adopt for the development of Asset Management Plans)

4.2 Information Flow Requirements and Processes

The key information flows *into* this infrastructure and asset management plan are:

- The asset register data on size, age, value, remaining life of the network;
- The unit rates for categories of work/material;
- The adopted service levels;
- Projections of various factors affecting future demand for services;
- Correlations between maintenance and renewal, including decay models;
- Data on new assets acquired by council.

The key information flows *from* this infrastructure and asset management plan are:

- The assumed Works Program and trends;
- The resulting budget, valuation and depreciation projections;
- The useful life analysis.

These will impact the Long Term Financial Plan, Strategic Business Plan, annual budget and departmental business plans and budgets.

Financial projections in this plan are developed in consultation with the Finance Department and are provided to the Finance Department for incorporation into the Long term Financial Plan. Both capital and renewal projects identified by this plan will be the basis of rolling 3 year plans that will form the foundation of the Strategic Business Plan and Annual Budget from year to year.

New assets are added to the Hansen asset management system by the Capital Planning team. Every capital project results in a handover file that is checked by the relevant asset manager prior to forwarding to Capital Planning. Hansen and the GIS records are updated to reflect any changes made to the asset inventory. Additionally, data pertaining to the capital expenditure is capture for each asset. Once this is complete, the project is removed from the Works in Progress (WIP) ledger.

4.3 Risk Management

4.3.1 Overview

Adelaide City Council aims to manage its asset risks in a responsible manner to enable urban element asset business objectives to be consistently met. The objective of the risk management process with regards to urban element assets is to ensure that

- All significant operational and organisational risks are understood and identified.
- The highest risks that should be addressed in the short to medium term are identified.
- Risk reduction strategies and treatments are identified and applied.

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks to Council. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

All network assets, or groups of assets with similar risk characteristics have been screened considering potential failure modes and events to identify risks.

Risk Management Strategy

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The adopted Adelaide City Council Risk Management Framework and Methodology presented graphically in Figure 4.1 includes the following components:

- Establishing the internal and external context;
- The identification of major business risks;

- The analysis of identified risk in terms of potential impact and likelihood of occurrence;
- An evaluation of the external and control environment to manage the risk;
- Development of action plans (treatments) to correct identified weaknesses; and
- Monitoring and reviewing the effectiveness of the risk management process.

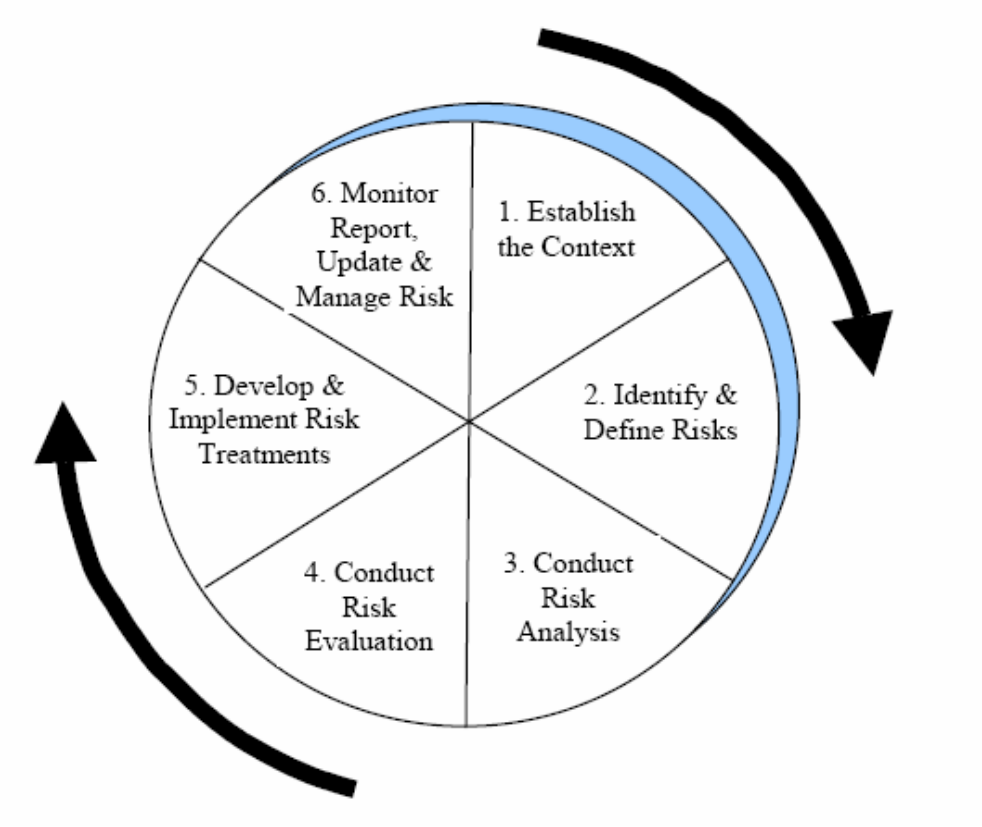

Figure 4.1: Risk Management Framework at ACC

4.3.2 Step 1 - Context - Risk Criteria and consequence of Risk

The key risk management criteria relating to Council urban element assets include:

- Public health and safety.
- Service provision.
- Environmental and legal compliance.
- Security, theft and vandalism.
- Business interruption.
- Financial risk (escalating costs in deterioration).
- Damage through storms, flooding, vandalism (including arson).
- User group accountability.

The establishment of risk management criteria is one of the most important steps in the risk management process, as it sets the framework for consistent risk decision making.

4.3.3 Step 2 - Risk Identification

Risk identification for urban element assets can be identified from a number of resources such as:

- Routine inspection by Council officers.
- Reports from user groups and occupants.
- Reports and complaints from general public.
- Information obtained from incidents
- Details from past insurance claims.
- Advice from professional bodies.
- Past experience.

4.3.4 Step 3 & 4 - Risk Analysis and Evaluation

Risk analysis and evaluation determines the likelihood and consequence of events and other risks to Council assets and then uses a risk rating to determine the level of risk for the particular activity or event. These risks are then evaluated against the systems currently in place to determine if they are appropriate as is to mitigate the risk or determines prioritised actions to work towards risk mitigation.

Consequence

Table 4.1 provides a list of various risk categories along with descriptions of the different consequences. This table is used as assistance to the assessor who will identify a hazard and then select the most relevant risk category and consequence severity. It is feasible that a hazard or event could result in any of the consequences listed, but the ones selected should be the one most likely to occur.

Table 4.1: ACC Consequence Table

Risk Category	**Consequences**			
	Minor	**Moderate**	**Significant**	**Major**
Financial	< $250,000, or An event that can be managed within divisional budget	$250k - $1 million, or An event that can be met out of Council budget without a net Corporate variation	$1 - $4 million, or An event that requires a major change to Council budget	> $4 million
Employee Welfare/Public Safety	Injuries requiring medical attention High incidence of non treatment injuries	Hospitalisation of staff Single permanent disability	Multiple permanent disability to staff Hospitalisation of multiple staff	Death or multiple deaths
Legal	Dispute that may be resolved without legal remedy	Fines or penalties of a minor nature being imposed on the	Corporation directed to undertake specific activities to remedy	Major breach of legislation resulting in severe Corporation penalties, fines or

		Corporation	breaches in legislation	imprisonment of Corporation staff Class actions
Environment	Adverse events that can be remedied immediately	Adverse events that ere short term and reversible	Significant adverse event causing widespread damage which may be reversed through appropriate remedial action	Major adverse environmental event requiring continuing long term remedial attention
Reputation / Brand Image / Political	Localised community concern	State wide adverse media attention Detrimental inter governmental relationships	Prolonged adverse media attention state wide or national media attention Ongoing disagreement between State Government and Council	Prolonged adverse media campaign Irreparable damage to government relations Lord Mayor / Councillors / CEO forced to resign
Service Delivery	Interruption to service not requiring any further remedial action (i.e. minimal impact on customers)	Interruption to a service that can be immediately remedied with moderate impact on customers	Interruption to services causing significant customer inconvenience	Inability to deliver an essential public service for an extended period

Likelihood

Each possible event must now be subjectively assigned an estimate of likelihood or probability of a hazard occurring. This is achieved with reference to the Likelihood values in Table 4.2.

Table 4.2: ACC Likelihood Table

Likelihood of Occurrence	Descriptor
Almost Certain	Is expected to occur in most circumstances
Likely	Will probably occur in most circumstances
Possible	Might occur some of the time
Unlikely	Could remotely occur some of the time or only in exceptional circumstances

Risk Rating

The overall risk rating is determined by combining the consequences and their likelihood. The following can be used to determine the overall rating for the identified risk.

Table 4.3: ACC Risk Rating Matrix

Likelihood	Consequence			
	Minor	**Moderate**	**Significant**	**Major**
Almost Certain	High	High	Extreme	Extreme
Likely	Moderate	High	High	Extreme
Possible	Low	Moderate	High	Extreme
Unlikely	Low	Low	Moderate	High

Once the risks have been assessed and rated, the most significant risks (those rated as extreme) are isolated for treatment/control. High risks are forwarded to the Asset Management group for consideration (may require future budget allocations) while those identified as moderate or low will continue to be monitored and reviewed if circumstances change.

Options to treat risk posed by urban elements include (but not limited to)

- risk elimination
- reduction in the cause or likelihood of the event occurring
- reduction in the consequence or severity of the event if it were to occur
- increasing the maintenance regime
- initiating council improvements
- changing operating processes and procedures
- sharing the risk through insurance or contracts
- doing nothing and accepting the risk

Some risks may require substantial capital or operating expenditure before treatment options can be undertaken. In these situations, those responsible must also consider short term controls to mitigate the risk until a solution can be implemented.

Risk Register

The overall risk rating is determined by combining the consequences and their likelihood. Table 4.4 indicates the major corporate risks posed by the urban elements asset portfolio and the suggested treatment options.

Table 4.4: Risk Register - Major Corporate Risks posed to and by Urban Elements Service Delivery

Risk Identified	Consequence	Likelihood	Risk Rating	Proposed Treatment	Responsibility	Completion Date
Play Equipment – Injury due to use of equipment.	Moderate	Possible	Moderate	Playground Inspection Program (as per Australian Standards). Maintenance and Renewal Program.	City Wide Services Asset Manager	Achieved - Ongoing

4.4 Accounting/Financial Systems

Adelaide City Council operates the Technology One system for management of financial information. This system is managed by the Finance Business Unit. Technology One is interfaced with the Hansen Asset Management System (see below) to enable the transfer of financial asset information between the two systems.

4.5 Asset Management System

Adelaide City Council operates the Hansen system for management of asset information. The asset management system is linked to the finance system via a software interface.

Asset managers are responsible for maintaining data pertaining to their asset area. Capital Planning are responsible for addition or deletion/expiry of new or disposed assets.

Complementing the Hansen database, geographical data is held on all assets. ArcMap software is used to display and edit geographical data.

5 LIFECYCLE MANAGEMENT PLAN

This section presents asset performance and condition information and uses the Asset Management principles and decision making presented in Section 4 to develop broad strategies and specific work programs to achieve the goals and standards outlined in Section 2 and 3.

It presents an analysis of available asset information and the life cycle management plans covering the three key work activities to manage the Urban Element assets;

- Operations and Maintenance Plan: Activities undertaken to ensure efficient operation and serviceability of the assets. This will ensure that the assets retain their service potential over the course of their useful life.

- Renewal Plan: Provides a program of progressive replacement of individual assets that have reached the end of their useful life. Deteriorating asset condition primarily drives renewal needs.

- Enhancement Plan: Provides a program of system enhancements to improve parts of the system performing below target service standards and to develop the system to meet any future demand requirements. Sub-standard asset performance primarily drives asset development needs.

5.1 Asset Information

The City of Adelaide has an Urban Elements asset base with a written down value in excess of $30 million. This figure is an estimate based on data Council has collected and will form part of the improvement process. The replacement value is also in excess of $30 million. This is made up of Public Artworks; Bus Shelters; Seats; Bin Surrounds; Butt Out Bins; Bike racks; Flag Poles; Bollards; Planter Boxes; BBQ's; Drinking Fountains; Pergolas; Rundle Mall Canopy; Signs.

5.1.1 Asset Description

The assets covered by this Infrastructure and Asset Management plan are shown in Table 5.1 below.

Table 5.1: Urban Elements Assets

Asset Type	Quantity	Replacement Value
Public Artworks	Monuments & Statues (42), Sculptures (35), Commemorative Furniture (38), Water Features-Fountains (16), Water Features-Plant (14), Water Features-Ponds (17), Plaques & Tablets (111), Commemorative Drinking Fountains (5), Artworks General (4)	$18,000,000.00
Bus Shelters	Adshel Advertising (88), Adshel Non Advertising (20), Concrete / Timber / Glass (18)	$1,700,000.00
Seats City Streets Seats Park Lands & Squares	Adelaide Suite Type 05 (220), Type 03 (1) North Terrace Type (77), Rundle Mall Type (47) Adelaide Suite Type 05 (123), Willow Branch Type 04 (518), Type 02 (1), Type 03 (324), Type 09 (73), Type 10 (7), Type 11 (2), Type 12 (26), Type 13 (2), Type 14 (10), Type 15 (4), Type 16 (10), Type 17 (3), Type 18 (6), Type 20 (1), Type 21 (2), Type 26 (6), Type 27 (9), Type 28 (1)	$4,579,608.00

Asset Type	Quantity	Replacement Value
Bin Surrounds City Streets & Squares Bin Surrounds Park Lands	Adelaide Suite (133), Rundle Mall Suite (45), Green Suite (181), Melbourne St Suite (23), O'Connell Street Suite (21) Green Suite (684)	$1,579,140.00
Butt Out Bins City Streets & Squares	Units (239)	$60,000.00
Bike Racks	Type 1 & Type 2 (165)	$81,000.00
Flag Poles	Grote Street (22) Victoria Square (2) Floral Clock King William Rd (1)	$250,000.00
Bollards	(90)	$2,479,800.00
Planter Boxes	(218)	$134,000.00
BBQ's	(36)	$150,000.00
Drinking Fountain	(17)	$227,700.00
Pergola's	(6)	$50,000.00
Rundle Mall Canopy	(1)	$1,000,000.00
Gates, Fences & Barriers	Gates (17), Fences & Barriers (68)	$950,738.00
Playgrounds & Equipment	(23)	$60,000
Signage	(179)	Data to be verified
Retaining Walls	Data to be verified	Data to be verified
	TOTAL	**$30,010,986.00**

5.1.2 Asset Condition and Remaining Life

Public Artworks

In late 1999 Adelaide City Council engaged GHD (Gutteridge Haskins & Davey Pty Ltd) and Artlab to carry out a condition assessment of all the Council's Outdoor Public Artworks. GHD carried out a visual inspection with a brief description of the artwork, provided a condition rating and estimated costs to carry

out remedial works. Artlab was engaged by GHD to carry out a 'Detailed Review of Selected Artworks'. Since this time detailed condition surveys have been undertaken on a rolling basis whereby Artlab is engaged to carry out a review of several pieces of artwork each year, due to cost and resource restraints. To date 56 items have been reviewed with conservation treatment reports, maintenance recommendations and cost estimates for the rehabilitation and the maintenance of these artworks over a 10 year period. The majority of the items were identified for early assessment based on their poor condition or relevance for upcoming events/anniversaries.

The condition assessment of the public artworks assets indicated that 35% of the assets were in "good or better" condition in 2000, shown in Figure 5.1. Since this time 31 refurbishments have been completed improving the asset base whereby 57% of assets are now in a "good or better" condition in 2007.

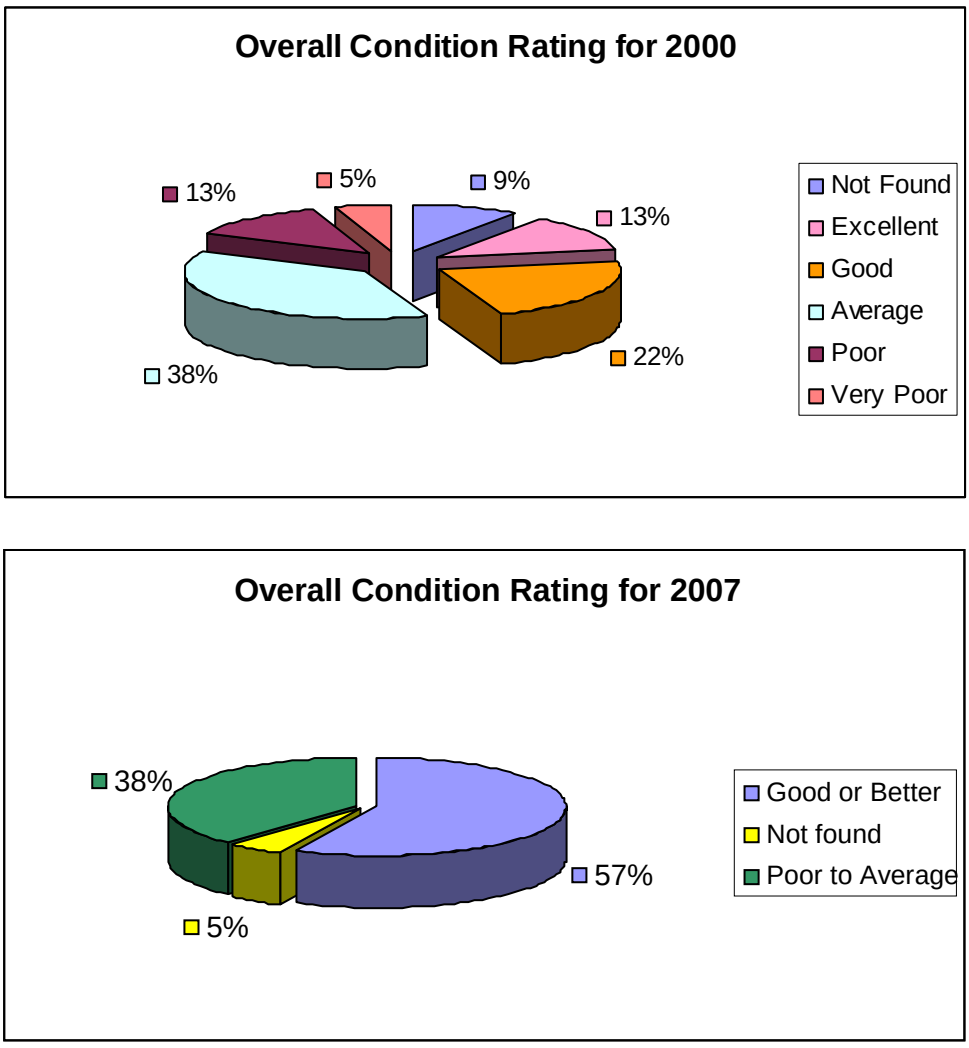

Figure 5.1: Public Art Condition 2000 and 2007

Bus Shelters

The majority of ACC Bus Shelters are "Queen Adelaide" design type (108 or 85%) and are supplied by Adshel, while the remaining 18 or 15% are supplied and managed by Council. The condition of the "Queen Adelaide" suite shelters is considered to be good while the other shelters are in a satisfactory condition.

Remaining Urban Elements

All remaining assets within the Urban Elements portfolio are managed with a rolling program of replacement on a needs basis. This is the most economical overall approach to managing assets such as

bins and seats with a large number of small valued individual items which can be replaced easily and efficiently. It is not cost effective to model the deterioration or replacement requirements of these small urban element items. Each year a rolling budget is allocated to these groups of assets either directly (seats program) or indirectly (Butt out bins are part of the overall Bins program) for their replacement on an ad hoc needs basis (Seats, Bin Surrounds, Butt Out Bins, Bike Racks, Flag Poles, Bollards, Planter Boxes, BBQ's, Drinking Fountains, Pergolas, Gates Fences & Barriers, Retaining walls, Playgrounds & Equipment).

5.2 Operations and Maintenance Plan

5.2.1 Overview

Operations and maintenance strategies optimise the day-to-day activities. Operational and maintenance activities fall into the following categories, each having distinct objectives and triggering mechanisms:

Operations: Activities designed to ensure sufficient utilisation of the asset. These are the regular tasks that are undertaken to ensure the assets achieve their service potential. Operations strategies include activities such as inspections & system monitoring.

Maintenance: Maintenance strategies are designed to enable existing assets to operate to their service potential over their useful life. There are two types of maintenance:

- Unplanned Maintenance: Work carried out in response to reported problems (i.e. repairs to damaged seat)
- Planned Maintenance: Work carried out to a pre-determined schedule (i.e. Cleaning and re-waxing of bronze statue) or programmed as a result needs identified during inspection (list of remedial works to a number of bin surrounds)

A key element of asset management planning is determining the most cost effective blend of planned and unplanned maintenance.

The operations and maintenance of the urban elements assets is undertaken by Adelaide City Council City Wide Services staff or contracted out for specialist services.

5.2.2 Operations and Maintenance Strategies

The overall operations and maintenance strategy is intended to retain the current levels of service and mitigate risk while minimising cost. Currently the majority of urban element assets maintenance is undertaken on a reactive basis only. This is a target area defined for improvement and will form part of the improvement program for the next revision of this plan.

5.2.3 Operations and Maintenance Standards and Specifications

All materials used in the maintenance and repair of the urban element assets will need to comply with all relevant technical standards. All maintenance work undertaken will be in accordance with

- Council's standard specification and construction standards for Urban Elements, to be developed.
- Appropriate Transport and Traffic Regulations.
- Adequate Occupational Health and Safety provisions.
- Maintenance work will be carried out by the staff at City Wide Services in accordance with the new specification and construction standards for Urban Elements, to be developed.

5.2.4 Operations and Maintenance Program

The Operations and Maintenance expenditure trends and forward expenditure forecasts is shown in Table 5.2.

Table 5.2: Maintenance Expenditure Trends

Year	Maintenance Budget	
	Maintenance	**Capital**
2005/06	unknown	$580,000
2006/07	$1,300,000	$969,000
2007/08	$1,031,093	$1,015,000

Maintenance expenditure levels need to be re-evaluated to ascertain if increased expenditure is required to meet required service levels. Maintenance expenditure is funded from Council's operating budget and grants where available.

Future revisions of this infrastructure and asset management plan will include linking the expected maintenance expenditures with defined required service levels to enable an analysis of the appropriateness of maintenance and operations expenditure. At this stage no increase to the maintenance budget is recommended until this review takes place. This has been included as a plan improvement item in Section 7.

5.3 Renewal Plan

5.3.1 Overview

Renewal expenditure is major work which restores, rehabilitates, replaces or renews an existing asset to its existing service potential. Work over and above restoring an asset to original service potential is considered upgrade or enhancement and is not considered within the renewal plan.

Required level of expenditure on the renewal program for urban elements will vary from year to year and will reflect:

- the age of the assets
- the condition of the assets
- the ongoing maintenance demand
- potential alignment to the renewal of other asset groups in the same location (i.e. renewal of streetscapes within a street).

5.3.2 Renewal Strategy

The general renewal strategy is to renew assets when justified by:

- Risk – When the risk of failure and associated impact justifies action (seats, bin surrounds, flag poles etc can no longer provide required service, probable damage to property/person as a result of inaction)
- Asset performance – When the asset fails to meet the required levels of service. Non-performing assets are identified by monitoring asset reliability, ability to carry out its function and efficiency during planned maintenance and inspections. Non-performing assets are broken or damaged, deterioration of the integrity of the asset etc.

- Economics – When it is no longer economically viable to continue to maintain the asset.

Assets requiring renewal are identified from records of installation and remaining life obtained from the asset register through the 'Renewal Model'. The renewal model is based on renewing assets within or at the expiration of their useful life. Remaining useful life is based on installation date and expected life in the instances where no condition data exists or may be adjusted based on available condition information. The expected lives used for calculating the replacement year is shown in Table 5.3. The renewal model follows the following principles:

- Urban Element Assets renewals are aligned where possible to streetscape works, street surface/pavement works or footpath works as appropriate. This may result in an asset being renewed slightly before or after expiration of useful life.

- Priority is assigned based on condition of the asset, location and impact on the City and its users.

Where it is proposed that an asset is renewed after the expiration of its useful life, it is inspected to verify the accuracy of remaining life estimate and to confirm that the asset requires to be renewed immediately or it can provide adequate service prior to renewal.

For valuation purposes most of the assets in this group are held at their replacement cost and are not depreciated. They are treated financially as inventory items as generally they are maintained in an as new state with breakages resulting in a new asset being installed. Individual assets are generally below the materiality threshold. Asset expected life is based on known performance of assets.

Table 5.3: Life Expectancy of Urban Elements Assets

Asset category	Expected Life	Useful Life (Valuation Purposes)
Monuments & Statues	100 – 500 Years	Not Depreciated - Deemed Value
Sculptures	50 - 100 Years	Not Depreciated - Deemed Value
Water Features, Fountains	50 - 100 Years	Not Depreciated - Deemed Value (with exception to fountain working parts)
Commemorative Drinking Fountains	50 - 100 Years	Not Depreciated - Deemed Value (with exception to fountain working parts)
Plaques & Tablets	50 – 100 Years	Not Depreciated - Deemed Value
Commemorative Furniture	10 Years	Not Depreciated - Deemed Value
Seats	10 years	Not Depreciated
Bin Surrounds	5 years	Not Depreciated
Gates & Fences & Barriers	15 years	Not Depreciated
Planter Boxes	10 years	Not Depreciated
Bollards	2 – 10 years	Not Depreciated
Bike Racks	15 – 20 years	Not Depreciated

Flag Poles	10 – 20 years	Not Depreciated
Drinking Fountains	2 years	Not Depreciated
Picnic Sets	5 years	Not Depreciated
Signs	5 – 10 years	Not Depreciated
BBQ's	18 Years	18 Years
Pergolas	10 – 20 years	10 – 20 years
Butt Out Bins	20 years	Not Depreciated
Bus Shelters	20 Years	20 Years
Rundle Mall Canopy	50 years	50 Years
Playgrounds & Equipment	15 years	15 Years

5.3.3 Impact of Deferring Renewal Works

Renewal works identified in terms of renewal strategies may be deferred if the cost (or aggregate cost) is beyond the current financial ability to fund it. This can occur when there are short term renewal profile peaks or higher priority works are required on other infrastructure asset classes.

When renewal works are deferred, the impact of the deferral on the assets ability to still provide the required level of service will be assessed. Although the deferral of some renewal works may not impact significantly on the short-term operation of the assets, repeated deferral will create a liability in the longer term.

5.3.4 Renewal standards and Specifications

The standards and specifications for renewal works will reflect the best current technologies, national standards and legislative requirements. All renewal work will be carried out in accordance with the following Standards and Specifications:

- Council's Urban Elements Catalogue (contains specifications and construction standards)
- Building Code of Australia
- Specialist Conservation Input
- Australian Standards

5.3.5 Renewal Program Expenditure

Projected average future renewal expenditures are expected to be ongoing as specified in Table 5.1. The costs are summarised in Figure 5.2, note that all costs are shown in current 2007 dollar values.

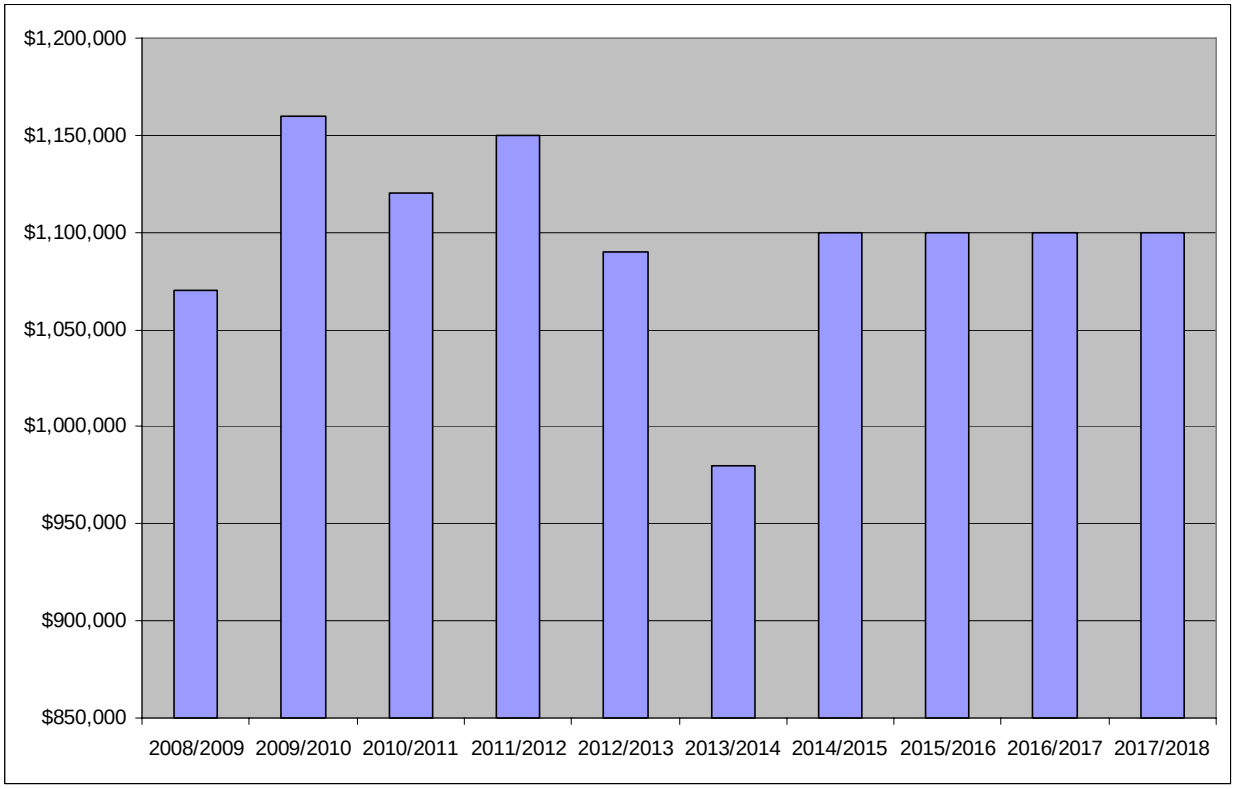

Figure 5.2: Projected Urban Elements Renewal Costs

This renewal profile is based on renewing assets at the end of their useful life. Renewals are to be funded from Council's capital works program and grants where available. This is further discussed in Section 6.3.

5.4 Enhancement Plan

5.4.1 Overview

Asset enhancement works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Enhancement projects are driven from the objectives of Council's Strategic Management Plan (see Section 2.4).

The impact on the Urban Element Assets over the next 10 years as a result of the Enhancement Program is minimal. Proposed street upgrades (such as North Terrace and Pulteney Street) will provide opportunities for associated urban element assets renewal works, such as new artworks and associated urban elements. The current enhancement program has projects which produce only minimal urban element asset improvements.

5.4.2 Standards and specifications

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.3.4.

5.5 Urban Elements Asset Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. No assets have been identified for possible decommissioning and disposal at this time.

6 FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this infrastructure and asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

6.1 Financial Statements and Projections

The financial projections are shown in Table 6.1 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). These figures are based on 2007 costings.

Table 6.1: Projected Operating and Capital Expenditure

	Renewal Works Capital Budget	Operating Budget	Maintenance Budget	Total Budget
2008/2009	$1,070,000	$189,327	$1,000,000	$2,259,327
2009/2010	$1,160,000	$189,327	$1,000,000	$2,349,327
2010/2011	$1,120,000	$189,327	$1,000,000	$2,309,327
2011/2012	$1,150,000	$189,327	$1,000,000	$2,339,327
2012/2013	$1,090,000	$189,327	$1,000,000	$2,279,327
2013/2014	$980,000	$189,327	$1,000,000	$2,169,327
2014/2015	$1,100,000	$189,327	$1,000,000	$2,289,327
2015/2016	$1,100,000	$189,327	$1,000,000	$2,289,327
2016/2017	$1,100,000	$189,327	$1,000,000	$2,289,327
2017/2018	$1,100,000	$189,327	$1,000,000	$2,289,327

6.1.1 Life Cycle Costs

Life cycle costs (or whole of life costs) are the average annual costs that are required to sustain the service levels. Life cycle costs include maintenance and asset consumption (depreciation) expense.

Over the past 3 years our capital works program has had a level of funding that adequately meets condition based renewal requirements. This practice has seen all required works carried out and there is currently no funding gap or backlog of works. This amount differs from the amount that would be required to fund depreciation, therefore the comparison of life cycle expenditure to depreciation has not be used as a measure of sustainability.

6.2 Key Assumptions

The following general assumptions have been made when preparing the expenditure forecasts:

- Urban Elements Assets will remain in Council ownership throughout the planning period.
- All expenditure is stated in dollar values as at June 2007 with no allowance made for inflation over the planning period.
- Asset renewal costs in years 1 to 3 are generally based on staff assessment of renewal needs, and from year 3 on, the costs are based on the life expectancy of the asset and the proposed alignment with other asset groups.
- Maintenance costs are based largely on historical expenditure and assume there are no significant increases in service requirements, storm events or contractor/material rates.
- The value of the assets were adopted from the 2006-07 Adelaide City Council Infrastructure Asset Revaluation figures.
- Renewal figures are based on Brown-fields Costs.
- Life cycle costs are the annual average of the projected costs for 2008 – 2018.

6.3 Funding Strategy

Projected expenditure identified in Section 6.1 is to be funded from Council's operating and capital budgets. The funding strategy is detailed in the Council's 10 year long term financial plan.

Capital renewal costs and maintenance costs are funded from general revenue. Major projects may attract external funding which is done on a case by case basis.

7 PLAN IMPROVEMENT AND MONITORING

This section outlines the improvement and monitoring program to enhance future revisions of this plan and associated AM plan strategies and financial projections.

7.1 Improvement Plan

The asset management improvement plan was generated from a gap analysis of the current situation and information available for the development of this plan. The proposed infrastructure and asset management improvement plan tasks are shown in Table 7.1.

Table 7.1: Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline 2000
1.	Update and revise plan to reflect changes in asset portfolio and business practices.	Capital Planning	Internal	Annual – part of Business Plan and Budget Process
2.	Review of urban elements maintenance practices to ensure alignment to service level requirements	Capital Planning, City Wide Services, Asset Management	Internal	Annual – part of Business Plan and Budget Process
3.	Ongoing rolling program of data collection.	Capital Planning, Asset Management	Internal, Existing Programs	Ongoing
4.	Targeted audit to verify and improve accuracy of assets data base for priority 1 assets: Artworks, Bike Racks, Drinking Fountains, BBQ's, Gates, Fences & Barriers.	Capital Planning, Asset Management	$15,000	June 2009
5.	Targeted audit to verify and improve accuracy of assets database for priority 2 assets.	Capital Planning, Asset Management	$15,000	June 2010
6.	Review service levels and commence Internal and Elected Member consultation on service level provision.	Capital Planning, Asset Management	Internal	June 2009
7..	Community consultation on service level provision.	Capital Planning, Corporate Planning and Performance	TBC	June 2010

7.2 Plan Review and Monitoring

7.2.1 Plan Review

Once adopted, this plan will form part of the formal suite of plans required under the Local Government Act. This plan will remain current until replaced by an updated plan adopted in conjunction with the

adoption of any New Strategic Management plan as required under the Local Government Act. At present this must occur within 2 years of a new Council being elected.

The Infrastructure and Asset Management Plan is a living document which is relevant and integral to the daily Asset Management activities at Council. To ensure the plan remains useful and relevant, the following process of AM plan monitoring and review activities will be undertaken:

- Formal adoption of the plan by Council in conjunction with the Strategic Management Plan (2008)
- Review and formally adopt levels of service
- Revise Plan annually to incorporate and document changes to work programs, outcomes of service level reviews and new knowledge resulting from the AM improvement program. (To be adopted as part of the Annual Business Plan and Budget Process each year)
- Quality assurance audits of AM information to ensure the integrity and cost effectiveness of data collected. (ongoing)

7.2.2 Plan Monitoring

The following indicators will be monitored to measure the effectiveness of this Plan.

- Compliance with legislative requirements – Audit of plan in comparison to Local Government Act, 1999 Requirements
- Quality of Services Delivery – Increasing or 100% compliance with service targets.
- Quality of Risk Management – No events occurring outside the risk profile.
- Benchmarking with comparable Councils – Maintain performance of Asset Management practices in comparison to other Local Government Organisations.

8 REFERENCES

DVC, 2006, 'Asset Investment Guidelines', 'Glossary', Department for Victorian Communities, Local Government Victoria, Melbourne, http://www.dvc.vic.gov.au/web20/dvclgv.nsf/allDocs/RWP1C79EC4A7225CD2FCA257170003259F6?OpenDocument

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au

9 APPENDICES

Appendix A Detailed Review of Artworks

APPENDIX A: Detailed Review of Artworks

Detailed Review 1 – Trim Ref ACC2007/7578

Detailed Review 2 – Trim Ref ACC2007/75769

Detailed Review 3 – Trim Ref ACC2007/75775

Detailed Review 4 – Trim Ref ACC2007/75779

Detailed Review 5 – Trim Ref ACC2007/75784

Detailed Review 6 – Trim Ref ACC2007/75785

Detailed Review 7 – Trim Ref ACC2007/75870

Detailed Review 7 Images – Trim Ref ACC2007/75872

Detailed Review 8 – Trim Ref ACC2007/75873

Detailed Review 8 Images – Trim Ref ACC2007/75876

Detailed Review 9 – Trim Ref ACC2007/75877

Detailed Review 9 Images – Trim Ref ACC2007/75878