



MOUNT BARKER
DISTRICT COUNCIL

2025 - 2029 Building Asset Management Plan



Acknowledgement of Country

Council acknowledges the Traditional Owners and Custodians of the lands of the Mount Barker District. We respect the First Nations people and their spiritual relationship with their country and their cultural and heritage beliefs.



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Our 2044 vision To be the most liveable region in South Australia.

Which means...

“A liveable place is somewhere that is: safe, attractive, inclusive, and environmentally sustainable; with affordable and diverse types of housing, public open space, local shops, health and community services, leisure and cultural opportunities; with opportunities for employment and education all accessible by convenient public transport, walking and cycling.”

— Australian Urban Observatory, 2024

Our five pillars to achieve this are...



Executive Summary

Mount Barker District Council provides a wide range of services to the community, in urban and rural areas. A broad suite of civil and community assets is required to deliver these services. These assets are categorised into four classes:

- Transport
- Stormwater
- Recreation and Open Space
- Buildings

It is essential that council manages these assets responsibly, to maximise the value and services they provide. For this reason, we prepare a ten-year strategic asset management plan following international best-practice through assessing the condition of our assets and determining the investment needed to operate, maintain, renew/replace, upgrade or divest as necessary to meet desired service standards and demand. This comprehensive analysis also meets our obligations under the Local Government Act 1999 Section 122 which requires Council to prepare an infrastructure and asset management plan.

This Buildings Asset Management Plan outlines council's current approach to understanding and managing our buildings assets. It defines service delivery targets and the financial provision to deliver them. Asset management is an evolving and maturing discipline and the position of this plan has greater context when all parts of the plan are referenced, including forecast reliability and improvement plan.

STRATEGIC DIRECTION

The Building Asset Management Plan has been developed after taking the long term direction of the Council's Community Plan 2044 into consideration. Councils overarching Strategic Asset Management Plan 2025 - 2035 and individual Asset Management Plans inform the Long Term Financial Plan 2025 - 2035. Maintaining an adequate level of expenditure on existing assets on an annual basis ensures the burden of costs is met equally by current and future ratepayers.

A number of objectives outlined in Council's Community Plan 2044 are relevant and are linked to the buildings asset management plan including:

1. Climate Change Adapt and build resilience to the impacts of climate change and work towards reducing emissions in line with state and federal targets.	12. Safety and Resilience Create an environment where people feel safe throughout the district and community resilience is supported and encouraged.
2. Waste and Resource Management Use resources carefully and efficiently, minimise waste and support the growth of the circular economy.	14. Open Space and Public Realm Enhance the accessibility and quality of public spaces for recreation, social interaction, wellbeing, and environmental sustainability.
8. Disability, Access and Inclusion Ensure everyone in our community is supported to reach their full potential.	16. Community Facilities Increase use of community facilities to provide safe and accessible facilities which provide opportunities for social interaction and inclusion.
10. Community Connectedness and Diversity Foster a sense of community and connectedness and celebrate diversity by promoting inclusivity, and creating opportunities for community to engage in meaningful dialogue, cultural exchanges, and activities that celebrate the richness of diversity.	17. Growth and Development Ensure sustainable and balanced growth while preserving the unique character and natural assets of the district.
11. Volunteer Support and Recognition Deliver, facilitate and support a diversity of volunteering opportunities and celebrate our volunteers for their valuable contributions.	18. Heritage Safeguard and celebrate the cultural heritage and historical significance of the district.

All asset condition and valuation information is reviewed and revised as an ongoing concern, with a complete and peer informed review of the entire class completed every four years. The current replacement cost for all building assets is \$63 million. The predicted renewal expenditure for the next 10 years is around \$423,000 per year. This is the most recent estimated expenditure required to ensure assets are renewed to current standards. Condition-driven works programming does require further improvement and maturity.

There are a number of major new and upgrade projects that require future provision to facilitate including the Summit Aquatic and Leisure Centre (not included in this plan) and the Summit Sport and Recreation Park Stage Two.

The 2024 MARKYT community scorecard results showed that for community buildings, halls and toilets, the feedback on current performance was okay but improving on 2023 results. However, in listing the areas for Council to focus on, this asset class was not considered a priority. Individually, the current library service is considered one of the top three service performers for Council.



About the Asset Management Plan

Mount Barker Caravan and Tourist Park, Mount Barker

Purpose of the Asset Management Plan

Mount Barker District Council's vision is to be the most liveable region in South Australia by 2044. The five key pillars in achieving this vision are: Economy, Environment, Leadership, People and Place.

It's forecast that Council will welcome 927 new residents per year (on average) over the next 20 years growing the population from 44,772 to 63,321. To keep pace with the population growth, eight new homes will need to be built per week. As an asset intensive organisation, this growth has its challenges; namely greater utilisation and demand of existing assets and the increase in assets gifted to Council resulting from development.

This introduction acts as a guide for starting the process of developing a comprehensive Asset Management Plan (AMP) specifically designed to meet the distinct needs, goals and vision of Mount Barker District Council. The AMP will not merely serve as a strategic document; it will function as a dynamic framework to support decision-making, resource distribution and the effective management of our infrastructure assets throughout their entire lifecycle.

The development of an Asset Management Plan for Mount Barker District Council represents a key opportunity to ensure provision of Council's assets deliver the services required to meet the needs of the community in both the short and longer term. This asset plan is one part of Council's broader strategic framework and should be read in conjunction with Council's Asset Management Policies, Annual Business Plan and Long Term Financial Plan.

The key principles in guiding successful asset management practices are:

DATA AND DECISIONS

Assumptions and implementing service delivery needs should be rationalised and transparent.

LIFECYCLE APPROACH

Decisions must also incorporate a whole of life approach to managing assets, inclusive of acquisition, operating, maintaining, replacing, upgrading and disposal.

INTEGRATION AND BALANCE

Asset management, being part of Council's broader strategic framework, must look to balance the technical, financial and community needs through the integration of Council's strategies and policies.

ACCOUNTABILITY

Understanding and assessing clear points of responsibility and custodianship for the delivery and assessment of each key performance indicator of Council assets.

SUSTAINABILITY

The long term financial sustainability of Council should guide and influence all decisions.

How This Plan Was Prepared

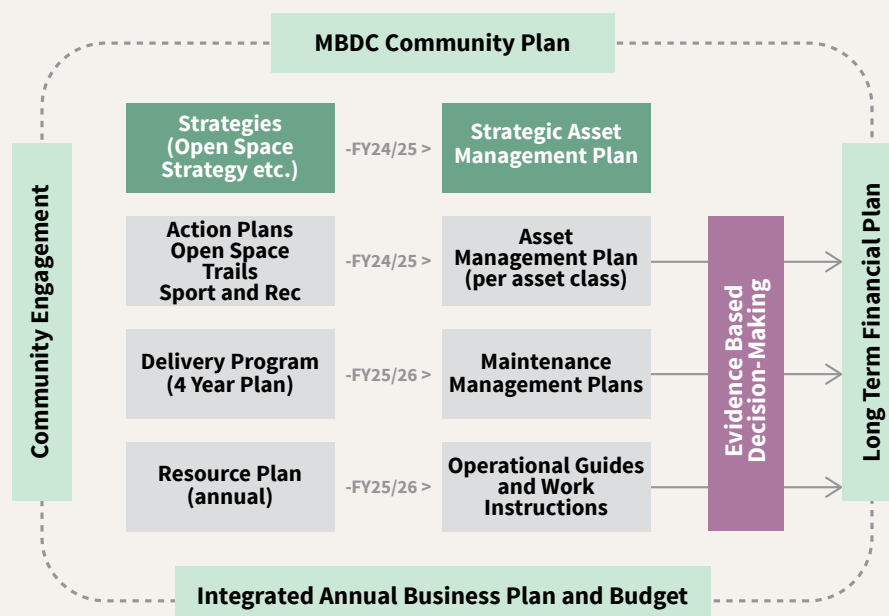
An Asset Management Plan is a tactical plan that defines the actions and required investment to acquire, operate, maintain, upgrade and dispose of company assets. Importantly, Asset Management Plans are positioned within the Corporate Strategic Framework and act as a conduit between strategy and delivery.

STRATEGIC DIRECTION

Integrated Asset Planning ensures prudent and efficient decision-making with a direct link between Council's Strategic Plan objectives and the major infrastructure projects it delivers.

To achieve fully integrated and successful Asset Management Plans and resulting recommendations, the following key references and documents are used during their development:

- Community Plan
- Strategic Plans/Action Plans/Township Plans
- Network Condition Data
- Financial
- Construction Standards
- Utilisation
- Hierarchy and Prioritisation
- Needs Analysis/Demand Forecasting
- Legislation and Compliance
- MARKYT Survey Results
- Community Engagement/Forums



Hierarchy of Documents

Council's Corporate Strategy Framework brings together key strategic management documents to ensure the vision, goals and objectives set by the Community Plan 2044 are implemented - namely through Lead Strategies, the Long Term Financial Plan, Strategic Asset Management Plan and Annual Business Plan.

COMMUNITY PLAN 2044

Forecast: 20 years

This is the overarching strategic plan for Council and reflects community issues and needs. The Community Plan 2044 contains five themes: Environment, People, Place, Economy and Leadership. These themes are central to achieving our vision to be the most liveable region in South Australia.

LEAD STRATEGIES

Forecast: 10 years

These strategies lay the foundation for delivering on the five key themes outlined the Community Plan 2044. The objective of the nine current lead strategies is to ensure Council planning aligns with growth across the district.

LONG TERM FINANCIAL PLAN

Forecast: 10 years

This plan outlines the financial impact of the Community Plan 2044 over the next 10 years. It incorporates key assumptions from the Community Plan and the Strategic Asset Management Plan. The plan is reviewed by Council annually.

STRATEGIC ASSET MANAGEMENT PLAN

Forecast: 10 years

This plan identifies the required future expenditure on infrastructure and the funding to maintain service levels for the next decade. It aligns with the Long Term Financial Plan and is updated annually.

ANNUAL BUSINESS PLAN (ONE YEAR)

Forecast: One year

This plan is prepared annually and outlines Council's anticipated actions and desired outcomes for the coming financial year. It is informed by key documents within our Corporate Strategy Framework which sets Council's medium and long term strategic directions. The plan also outlines the services, key measures of success and budget required to deliver the plan.

CORPORATE STRATEGY FRAMEWORK

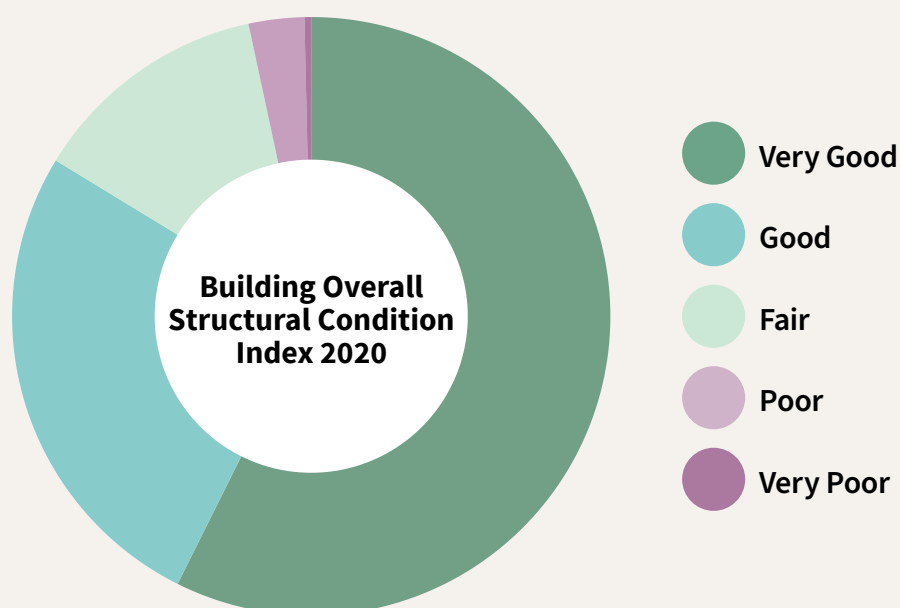


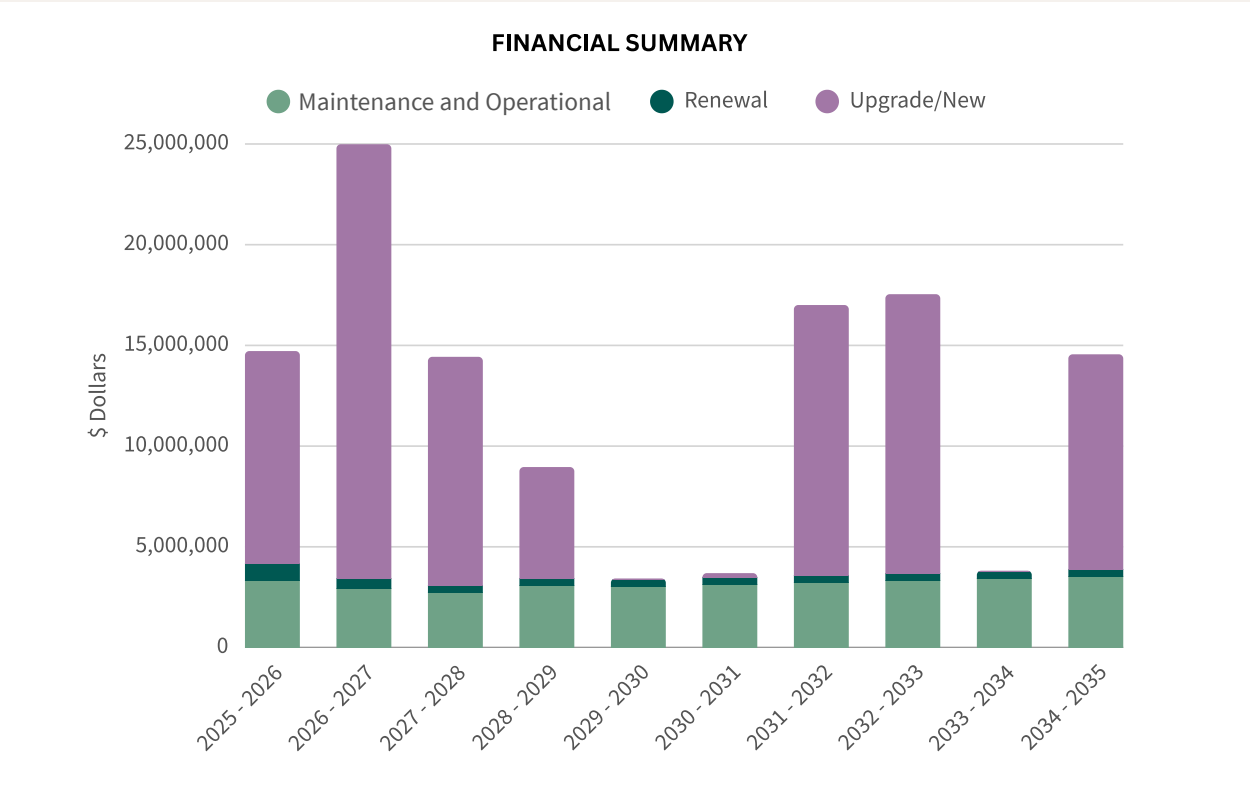


Asset Management Overview

Building Asset Summary

ASSET TYPE	QUANTITY	REPLACEMENT VALUE \$,000
Commercial	5	884
Community Services	7	2,721
Council Facilities	15	6,062
Halls and Institutes	17	17,325
Other	67	1,718
Public Conveniences	33	3,409
Sports and Recreation	123	30,311
Tourist Park	22	1,641
Total	289	64,071





Demand and Capacity

The assets included in this plan are subject to a range of demand and capacity issues that will impact the future funding necessary to maintain existing service levels, or achieve desired service levels where they are not currently being met.

The peaceful semi-rural environment, easy freeway access to Adelaide and relatively affordable housing (**refer to Mount Barker District Housing Strategy**), has resulted in the district experiencing significant population growth in recent years. The greatest rate of change occurred in 2023 when the population grew at a rate of 4.49%.

This growth is set to continue with the district population expected to exceed 64,000 by 2046; an increase of over 40% in the next 20 years. This growth means Mount Barker is now the second biggest city in South Australia.

In 2010, the Mount Barker district was rezoned through the State Government's Ministerial Development Plan Amendment (DPA). Since then, significant development has occurred and has not been staged or phased in any controlled manner. This has resulted in Council needing to build, maintain and upgrade infrastructure to keep pace with growth.

SUMMARY	2025	2031	2036	2041	2046
Population	46,277	53,154	57,827	61,004	64,810

* Source – <https://forecast.id.com.au/mount-barker>

These population changes and associated developments have significant implications for the demand for services and the assets required to deliver those services. This is why Council is planning for them now. Some of the major drivers of demand are:

- Population growth and expansion of townships will place strain on existing assets (buildings, stormwater, roads, footpaths, open space and recreation etc.) and will require new assets.
- Community expectations will influence service delivery; especially with new residents expecting similar services to metropolitan Adelaide including stormwater, all-season road access, recreation and open space facilities, footpaths; also, increasing environmental awareness in the community may result in changes in maintenance practices.
- Most population growth will be in new developments which means Council is acquiring new assets with new asset management needs.
- A changing climate is influencing how we plan and manage our assets, and develop new or upgraded assets for a resilient community. Additionally, Council needs to consider the impact that climate change will have on the useful life of existing assets and adapt renewal and maintenance accordingly.
- Higher density developments will lead to more impervious areas which may place demands on stormwater drainage infrastructure.
- There will be environmental impacts such as more sediment and other pollutants in stormwater run-off.
- There will be an increasing number of people who are remaining in our community as they age.
- New families with younger children will seek increased developmental and age-appropriate activities.

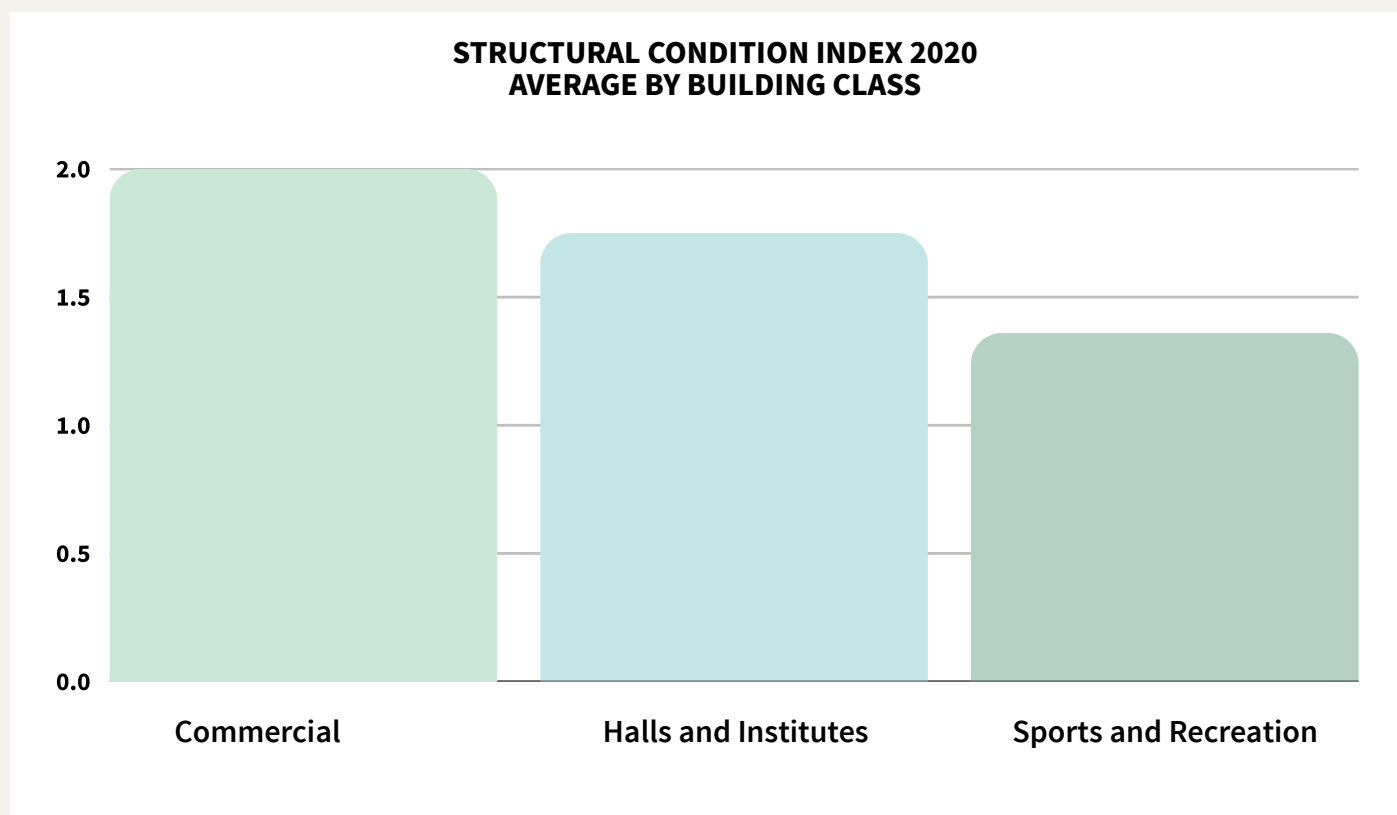
ASSET CLASS	DEMAND FACTORS	DEMAND MANAGEMENT PLAN
Buildings	Increased demand and expectations from the community through population growth, demographic changes and social expectations.	Determine drivers for current usage including the user base, function and activities. This will be a resulting output of the action plans following the adoption of the Property Lead Strategy 2025 . Undertake a comprehensive asset condition assessment to guide future investment and consider corporate accommodation facilities - expansion for staff growth.
Recreation and Open Space - Supporting building infrastructure	Increased usage of recreational infrastructure due to population growth. Include additional open space as part of new housing developments due to increased demand and need from the community.	Mount Barker Sport and Recreation Needs Analysis 2022 and Open Space Strategy 2025 (pending) has identified future need and drivers. Needs analysis may require further detail. Findings and actions to be incorporated into future asset planning.

Asset Condition and Forecast Reliability

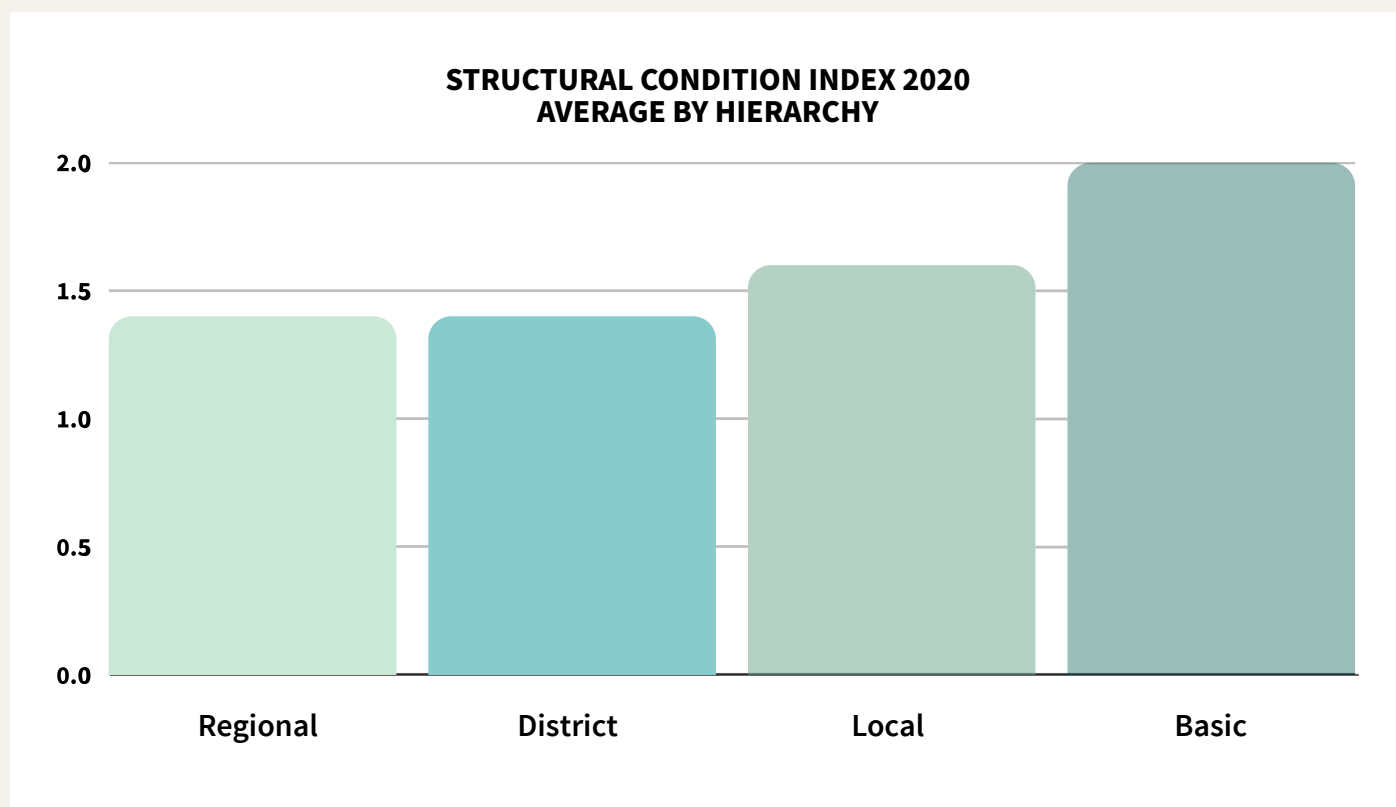
CONDITION

Condition audits are conducted through the engagement of a specialised consultant, in partnership with Council, and are performed every 4 years in line with the Asset Management Policy 2020. The updating and validity of the condition audit is frequently challenged through inspections by field staff, customer feedback and an annual review of capital works programs.

CONDITION BY TYPE



CONDITION BY HIERARCHY



FORECAST RELIABILITY

Expenditure and renewal forecasting is based on the best available data at the time. With age profile data not being complete within Council's asset register, there is a reliance on asset condition. Council's is currently reviewing its Asset Management Corporate Framework. A number of key documents relating to the reliability of forecasting currently under review include:

- Asset Custodianship Policy
- Asset Management Data Strategy

These documents are the framework's foundation piece and key to improving the management of data and analysis. Additionally, Council's last condition audit was conducted in 2020 and requires updating. This is scheduled to occur in 2025.

In light of these factors, the following chart provides a current state analysis, a target state review and a roadmap to improvement. This summary will form a key part of Council's Asset Management Maturity Assessment and Improvement Plan.

DATA CONFIDENCE GRADING

CONFIDENCE GRADE	DESCRIPTION	
A. Very High	Data based on solid provable records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$. Ongoing data quality is maintained with a clear understanding of data custodianship and required metadata.	
B. High	Data based on good records, procedures, investigations and analysis, documented properly but has minor shortcomings. For example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$. Data maintenance is conducted but clarity of ownership and/or gaps in metadata are unknown.	
C. Medium	Data based on good records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$. Data maintenance has been completed as a moment in time exercise and may be disconnected to current strategy requirements.	
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$. No data maintenance is conducted.	
E. Very Low	None or very little data held	
DATA	CONFIDENCE	COMMENT
Demand drivers	Medium	Awareness through Community Plan, Open Space Strategy and Property Lead Strategy. Some work into needs analysis done in 2022. Requires further work. Not fully integrated into asset planning.
Growth projections	Medium	As above.
Acquisition forecast	Medium	As above.
Operation forecast	Medium	Operations forecasts are based on historical trends and responding to reactive based requests.
Maintenance forecast	Medium	Maintenance forecasts are based on the analysis of trends in historical maintenance expenditure.
Renewal forecast - Asset values	Low	Asset values are based on actual replacement costs as determined by an external consultant.
- Asset useful lives	Low	Revaluation to be conducted in 2025 - 2026. Useful life to performance reviews not presently measured.
- Condition modelling	Low	Condition modelling is undertaken as part of condition audits. Condition auditing process to be expanded to support revaluation and create detailed works programming.
Disposal forecast	Medium	Disposal opportunities are identified by Council and assessed on a location basis. Not currently strategically lead.

Community Levels of Service

COMMUNITY LEVELS OF SERVICE

In 2023 and 2024, residents of Mount Barker District Council had the opportunity to provide feedback via the MARKYT Community Scorecard survey. Respondents were asked to provide feedback on a number of key performance indicators relating to services provided by Council. The performance of services raised in this questionnaire that relate to this plan include:

- Community Buildings, Halls and Toilets
- Disability Access and Inclusion
- Family, Children Services and Facilities
- Health and Community Services
- Senior Services, Facilities and Care
- Sport and Recreation Facilities

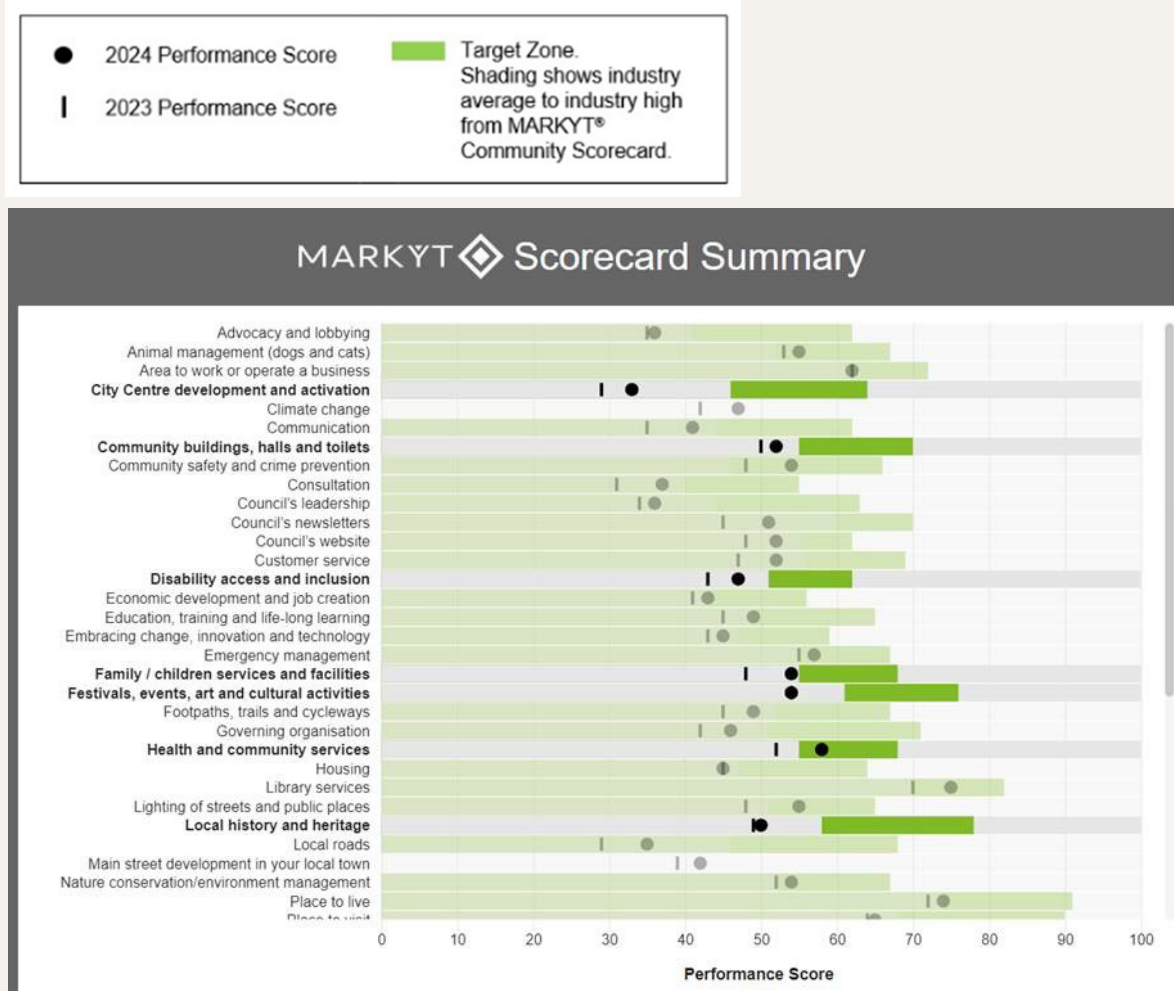


Figure 1 – Scorecard Summary Part 1 – Performance Scores Relating to Building Assets

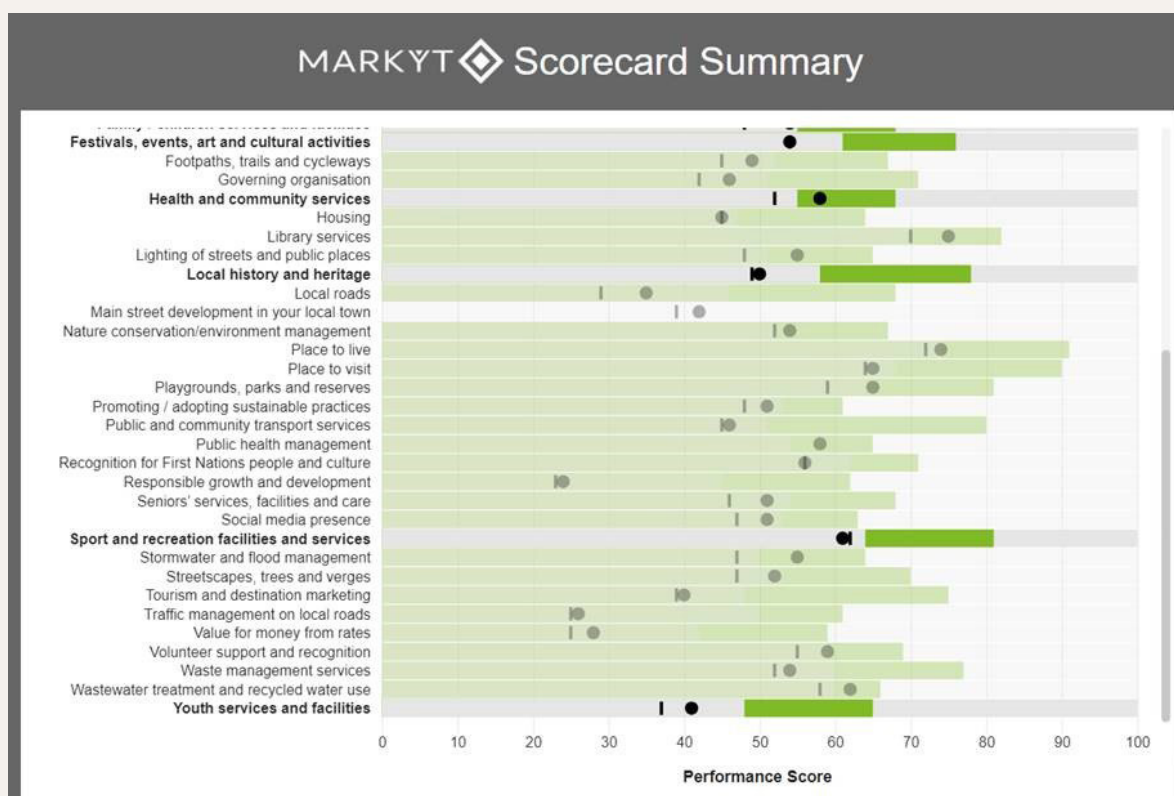
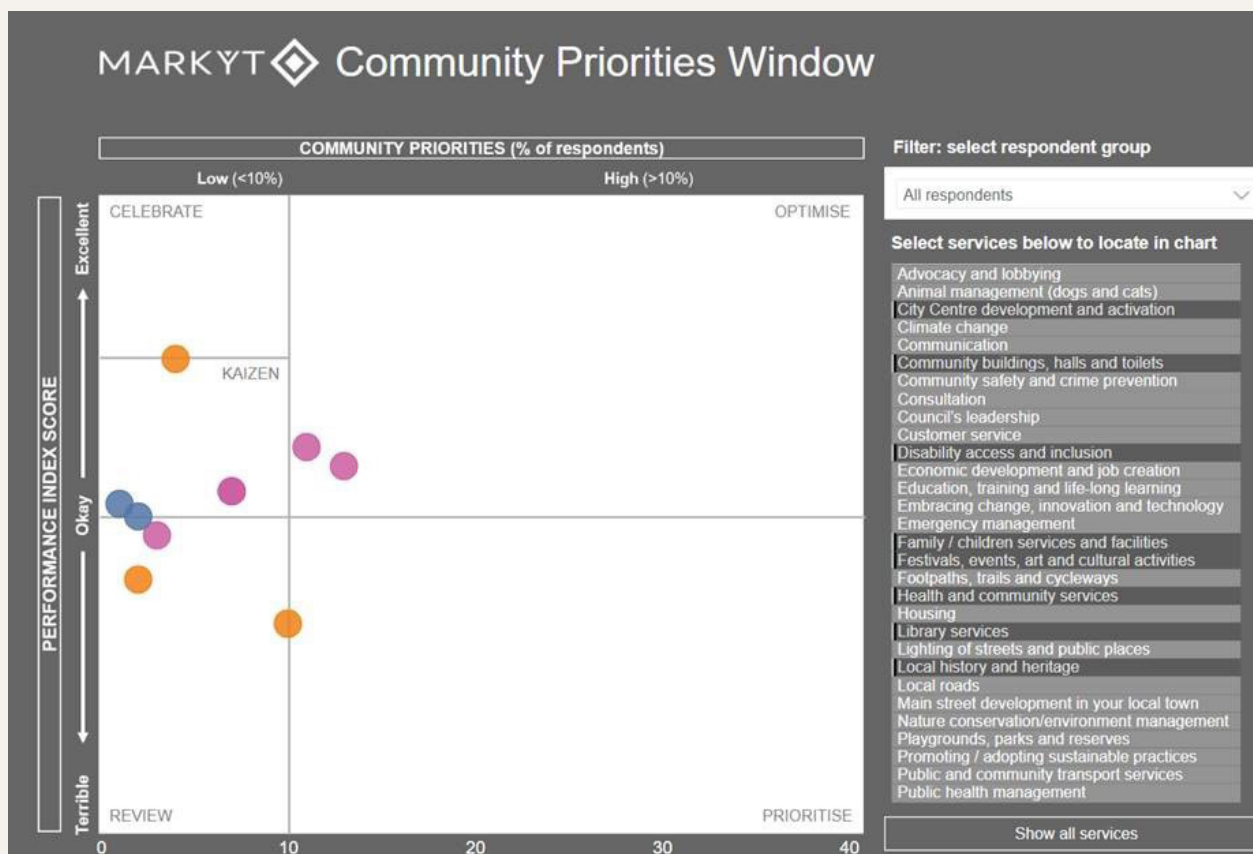


Figure 2 – Scorecard Summary Part 2 – Performance Scores Relating to Building Assets

Further to the above listed customer inputs, one of the key lead strategies that strongly informs this plan and has recently been adopted by Council is the Property Lead Strategy 2035 and related Action Plan 2029.



MARKYT Community Priorities Chart Maps	Services
CELEBRATE the Council's highest performing areas.	
KAIZEN consider ways to continuously improve services with average ratings between okay and good to strive for service excellence.	Community Buildings, Halls and Toilets; Family/ Children Services and Facilities; Festivals, Events, Art and Cultural Activities; Library Services; Local History and Heritage
REVIEW lower performing areas.	Disability Access and Inclusion; Tourism and Destination Marketing
OPTIMISE higher performing services where the community would like enhancements to better meet their needs.	City Centre Development and Activation; Health and Community Services; Sport and Recreation Facilities and Services
PRIORITISE lower performing services where the community would like the Council to focus its attention.	

Figures 3 and 4 – Community Priorities

Further to the above listed customer inputs, one of the key lead strategies that strongly informs this plan and has recently been adopted by Council is the Property Lead Strategy 2035 and related Action Plan 2029.

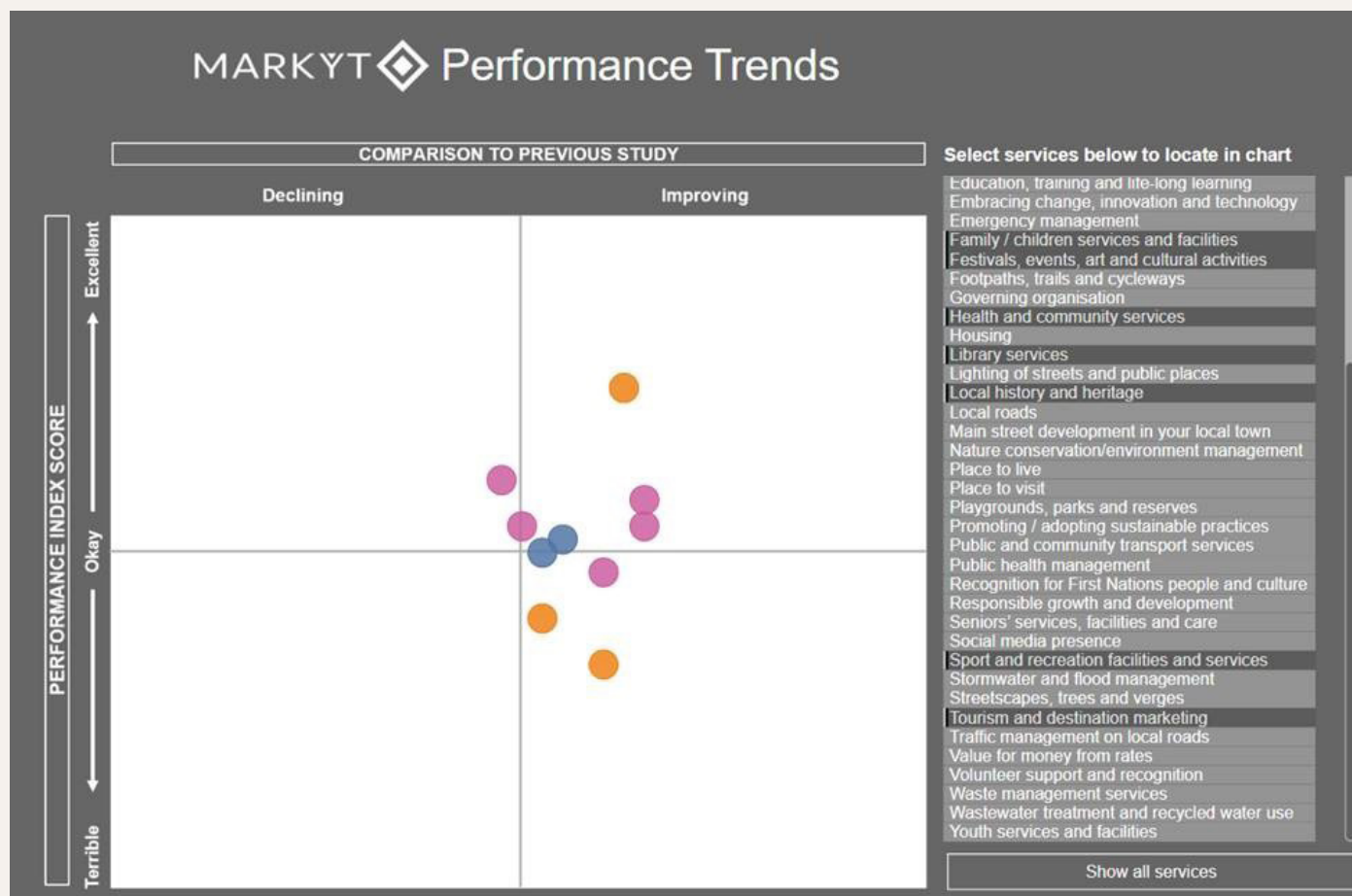


Figure 5 – Performance Trends (Sport & Rec Facilities declining)

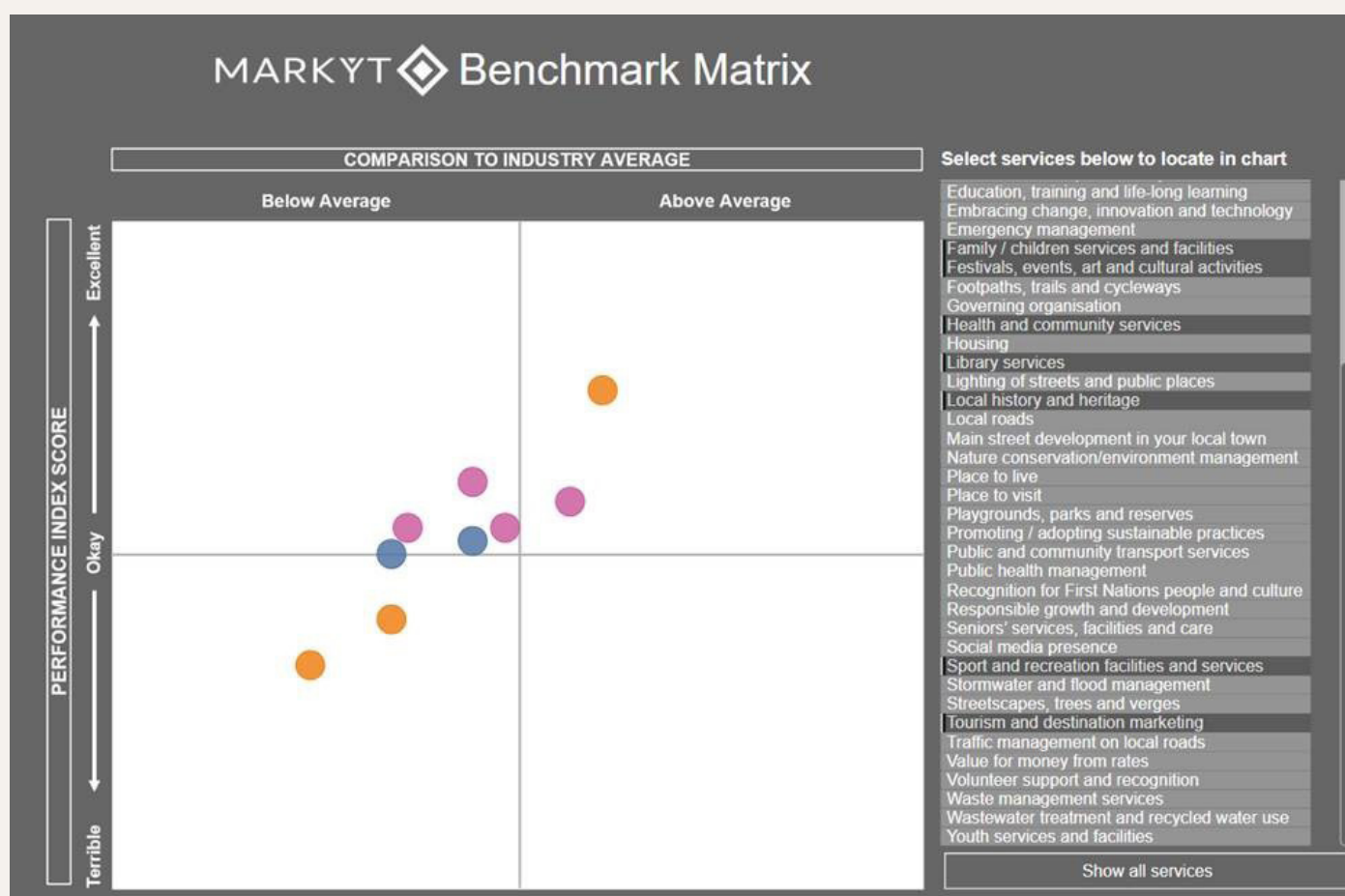


Figure 6 – Benchmarking (Tourism & City Centre Development PIS below okay)

Further to the above listed customer inputs, one of the key lead strategies that strongly informs this plan and has recently been adopted by Council is the Property Lead Strategy 2035 and related Action Plan 2029.

Community Plan 2044

The Community Plan 2044 is the overarching strategic plan for Mount Barker District Council and reflects community issues and needs.

It contains five themes: Environment, People, Place, Economy and Leadership.

These themes are central to achieving Council achieving its vision to be the most liveable region in South Australia.

The Community Plan 2044 strategic objectives that relate to Building Assets are:

- **Disability, Access and Inclusion:** Ensure everyone in our community is supported to reach their full potential.
- **Community Connectedness and Diversity:** Foster a sense of community and connectedness and celebrate diversity by promoting inclusivity, and creating opportunities for community to engage in meaningful dialogue, cultural exchanges, and activities that celebrate the richness of diversity.
- **Volunteer Support and Recognition:** Deliver, facilitate and support a diversity of volunteering opportunities and celebrate our volunteers for their valuable contributions.
- **Open Space and Public Realm:** Enhance the accessibility and quality of public spaces for recreation, social interaction, wellbeing and environmental sustainability.
- **Community Facilities:** Increase the use of community facilities to provide safe and accessible facilities which provide opportunities for social interaction and inclusion.

- **Heritage:** Safeguard and celebrate the cultural heritage and historical significance of the district.
- **Infrastructure Development:** The timely and effective delivery of critical infrastructure that supports the long-term growth and sustainability of the local economy.

Including other strategic goals such as:

- **Transparent and Inclusive Decision Making:** Promote transparent and inclusive decision-making that ensures active engagement of diverse stakeholders and fosters trust and confidence in governance outcomes.
- **Efficient Public Services:** Enhance the efficiency and effectiveness of public services provided by Council ensuring timely delivery of services that meet the evolving needs of the community and provide value for money.
- **Collaboration and Partnerships:** Foster collaboration and build strategic partnerships between Council and external stakeholders including business, non-profit organisations, and community groups, to address shared challenges and achieve common goals for the betterment of the community.

Other strategies that guide and feed into this Asset Management Plan include:

- Property Lead Strategy 2035
- Open Space Strategy (Pending)
- Mount Barker Sport and Recreation Needs Analysis 2022
- Library Needs and Options Analyses 2024
- Disability Access and Inclusion Plan 2020
- Mount Barker Showground Masterplan December 2015
- Regional Public Health Plan

LEGISLATIVE REQUIREMENTS

- Local Government Act 1999
- Australian Accounting Standards
- Local Government (Financial Management and Rating) Amendment Act 2005
- Civil Liabilities Act 1936
- Disability Discrimination Act 1992
- Public Health Act 2011

Asset Hierarchy

The following hierarchy was presented in previous versions of the Council's Asset Management Plan and remains the key method of identifying building importance. As mentioned previously, maturing the rationality of importance can be expanded through

the review of a Community Facilities Strategy. The current hierarchy describes the current level of service and investment based on the importance and function of the building.



Brukunga Community Hall, Brukunga

PERFORMANCE STANDARD	SERVICE AND FUNCTION	PERFORMANCE MEASURES
Regional	These buildings and structures are able to accommodate use and events that require high quality/high-capacity. They are often multipurpose facilities that are able to adopt to different use and purpose. The property they reside requires extensive support infrastructure (eg. Lighting, sealed parking, accessible pathways). Council will support with the highest level operating and maintenance service levels.	Buildings of the highest profile capable of professional level event hosting and capacity. Regularly attracts user's from Council wide and beyond. Has environmental, heritage or community significance.
District	These facilities suitable for several uses and requires supporting infrastructure including lighting, supporting public convenience, accessible features and defined parking. Regular level operation and maintenance service levels.	Council or township based profile for organised sport and recreation. Local level event capacity which regularly attracts users from within the Council. Adequate to demography and may have ecological, heritage or community significance.
Local	More basic facilities with limited supporting infrastructure. May have available parking but not a requirement to support. Base level operations and maintenance frequencies, aimed to retain function but not enhance.	Immediate and limited local profile. Small scale local/informal level event capacity or gathering. Regularly attracts users locally and adequate for local demography.
Basic	Building or structure can be allowed to deteriorate and marginally maintained to meet statutory requirements only. This is the lowest condition standard, and applies to assets that can reasonably be expected to operate in very basic conditions.	Little to no public profile, often a support or storage building to a larger facility.

Risk Management

An assessment of the risks associated with the service delivery and management of building infrastructure has been undertaken. The risk assessment process is in line with Council's Enterprise Risk Management Framework 2020. It identifies credible risks, the likelihood of the risk even occurring, the impact should the event occur, develops a risk rating and evaluates the risk and develops an appropriate treatment plan for non-acceptable risks.

DEFINITIONS AND CLASSIFICATIONS as per AS/NZS 4360:2004 Risk Management

QUALITATIVE MEASURES OF LIKELIHOOD

DESCRIPTOR	DESCRIPTION
Almost Certain	Is expected to occur in most circumstances
Likely	Will probably occur in most circumstances
Possible	Might or should occur at some time
Unlikely	Could occur at some time
Rare	May occur only in exceptional circumstances

QUALITATIVE MEASURES OF CONSEQUENCE OR IMPACT

DESCRIPTOR	DESCRIPTION
Insignificant	No injuries, low financial loss and disruption
Minor	First aid treatment, on site release immediately contained, medium financial loss
Moderate	Medical treatment required, on site release contained with outside assistance, moderate financial loss/political impact
Major	Extensive injuries, loss of production capability, off site release with no detrimental effects, major financial loss, long term loss of critical infrastructure
Catastrophic	Death, toxic release off site with detrimental effect, huge financial loss, permanent loss of critical infrastructure

Note: Measures used should reflect the needs and nature of the organisation and activity under study.

QUALITATIVE RISK ANALYSIS MATRIX - LEVEL OF RISK

Likelihood	CONSEQUENCES				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	H	H	E	E	E
Likely	M	H	H	E	E
Possible	L	M	H	E	E
Unlikely	L	L	M	H	E
Rare	L	L	M	H	H

E:	Extreme risk, immediate action required
H:	High risk, senior management attention needed
M:	Moderate risk, management responsibility must be specified
L:	Low risk, manage by routine procedures

Figure 1. Enterprise Risk Management Framework – Risk Matrix

The main areas for building asset risk criteria involve service provision, public health and safety, business interruption, accessibility, financial risk, event based asset damage (i.e. storms/accidents) and security and vandalism. Many of these matters are addressed through legislation, insurance and risk reviews, business continuity planning and long term financial planning.

RISK RATINGS BASED ON COUNCIL'S RISK MATRIX

RISK	RISK RATING	CONTROL/S	EFFECTIVE-NESS	RESPON-SIBILITY	DUE DATE
Unsustainable management of assets due to poor quality data within the asset management system	High Risk	Strong data governance and ownership model, consistent and repeatable independent asset valuation and condition audits, regular condition monitoring and feedback to asset management system, quantifying asset data quality and accuracy and establishing an improvement plan - this will ensure operational and safety risks are managed with greater confidence.	Requires Improvement	Assets	Ongoing
Council unable to fund required capital and maintenance expenditure due to escalating costs	High Risk	Property Lead Strategy, Asset Management Plans, Long Term Financial Plan, Annual Business Plan, proactive and reactive maintenance programs, annual unit rate analysis, following the Procurement Policy, explore innovative and cost-effective solutions	Requires Improvement	Property and Assets	Ongoing
Failure to integrate environmental sustainability and climate change issues and strategies into asset investment	High Risk	Environment Strategy 2018 - 2023	Requires Improvement	Strategy and Assets	Ongoing
Understanding and benchmarking community demand and capacity for assets	Moderate	Strategic Plans, Needs Analysis, MARKYT Surveys	Partially Effective	Strategy and Assets	Ongoing
Insufficient resources to deliver proposed capital and maintenance requirements	Moderate	Asset Management Plans, Long Term Financial Plan, Annual Business Plan, Project Management Framework	Majority Effective	Infra-structure	Ongoing
Failure to recognise trends, engage with community and implement assets and services that meet a changing community landscaped	Moderate	Community Consultation, Strategic Plans, MARKYT Survey	Effective	Strategy, Property and Assets	Ongoing

Council's Audit and Risk Committee endorsed a three-year internal audit programme with the area of asset management identified as one of Council's key risks. The action identified was to conduct an independent IIMM Asset Management Maturity Audit with the objective to improve asset management procedures and processes and provide assurance that they're in line with best practices.

The maturity assessment of Council's processes uses the GFMAM tools and ISO55001 framework. The outcome of this audit will result in a three to five-year improvement plan and inform future iterations of the Strategic Asset Management Plan and individual Asset Management Plans.

Lifecycle Management

Lifecycle management focuses on operating efficiency, assets longevity and whole-of-life costs. Without an understanding of an asset's lifecycle, there is a risk of a high rate of aging assets, high operation/maintenance costs, high renewal costs, and risk exposure. In planning and allocating resources for managing our assets, Council considers five categories of activities:



Planning/Gifted Assets/New

Assets that are part of new land developments and handed over at completion. This stage is critical for the assets team, financial teams, and operators.



Operations/Maintenance:

Regular activities to provide services such as public health, safety and amenity (e.g. cleaning, street sweeping, stormwater pit cleaning etc.). Also, regular ongoing work to keep assets operating at required service levels, including repairs when portions of an asset fail (e.g. road patching). Targeted maintenance can improve the asset performance and reliability.



Renewal/Replacement:

Major work to restore, rehabilitate, replace or renew an existing asset to its required service level; renewal does not increase an asset's design capacity.



Upgrades/New Works:

Works that create a new asset for providing services or that improve an existing asset to have greater capacity to provide services. New and upgraded assets create a new requirement for operations and maintenance that must be planned and budgeted for regardless of whether Council pays for the build or acquires it via some other means.



Decommissioning:

There are costs savings and risk exposure to plan for assets that have become surplus to customer needs or have high costs to renew compared to a new equivalent asset.

Physical Parameters

At the time of the publication of this plan, Council has 209 buildings and major structures active within the register. These range from regional buildings such as the Adelaide Hills Recreation Centre, Hahndorf Memorial Institute and Macclesfield Institute to a number of basic sheds and storage facilities.

Additionally, a number of buildings are owned but not currently under Council's care and control and, dependent on their management agreement, Council has little involvement in their operation. The conditions of occupation normally transfer the responsibility of operations but longer term capital investment remains with Council.

Asset Componentisation

Assets are componentised based on their complexity and direction for future renewal. A basic building or structure, such as a shed or public convenience, is likely to be replaced completely and is valued as a single unit. More complex assets are broken down into components that have unique useful lives and costings.

The capital investment of the building can result in the renewal of these components only which extends the life of the building without investing in the other components. This is consistent with AASB116 Property Plant and Equipment which requires each component within an asset that has a different useful life to be depreciated separately. Council's current asset componentisation level is as follows:

COMPONENT	SUB-COMPONENT	USEFUL LIFE
 Building/Structure	Nil	20 – 60 Years
 Interior	Fitouts and Fittings	15 – 80 Years
	Flooring	15 – 80 Years
 Services	Electrical	10 – 100 Years
	Mechanical	30 – 50 Years
	Fire, Safety and Security	40 Years
 Structure	Roofing, Gutters and Downpipes	20 – 100 Years
	Sub-Structure	40 – 300 Years
	Super-Structure	25 – 300 Years

The continued validity of this structure will be considered during Council's revaluation process. The aim of the review will be to ensure the best profile of both valuation and predicted future works remain relevant to the realised performance of assets and industry benchmarks.

The image shows the interior of a modern sports facility. In the foreground, there are several round tables and high-backed chairs. The room has a large window that looks out onto a green field, possibly a soccer field, with a few people playing. In the background, there is a parking lot with several cars. The sun is shining brightly from the right side of the window, creating a lens flare effect. The ceiling is dark with some track lighting.

Financial Summary

Summit Sport and Recreation Park, Mount Barker

Maintenance and Operational

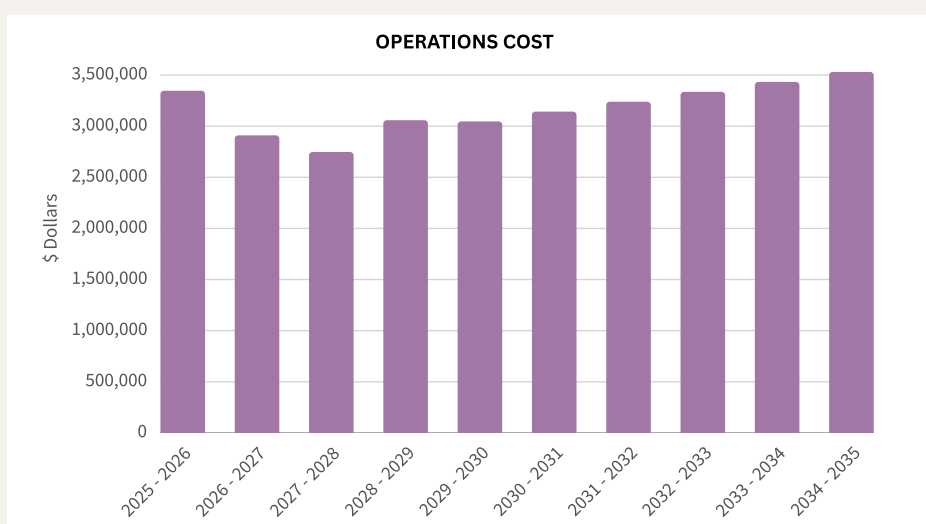
Operational expenditure is defined as the daily costs incurred in paying utilities, communication, security and insurance. This expenditure also includes network or focus area investigation and planning works, such as site masterplans, which are required to provide clearer direction for asset investment. Maintenance is defined as the minor, routine repairs to assets which can include reactive, planned and specific work activities. It is these activities that ensure continued operation and maximise the potential useful life of an asset.

Reactive maintenance is unplanned repair work carried out in response to customer requests. The aim in optimising cost and efficiency in maintenance planning is to minimise reactive maintenance and develop proactive maintenance programs. As Council implements routine maintenance programs, a reportable measure of success is the progressive reduction of reactive type requests. Agreed response times to reactive maintenance requests will be in line with agreed management plans where the building is leased and developed as part of the maintenance service level review for other buildings.

Planned or proactive maintenance relates to a works program that identifies and manages predictive intervention and demands. Activities should include inspection regimes, prioritisation based on asset hierarchy and agreed service levels that balance technical, customer and financial demands. This would result in work scheduling, actioning and reporting to establish a maintenance history and create a method in improving maintenance and service delivery performance. This is the most efficient method of maintenance works delivery that provides a fair and equitable approach without bias.

When actions are implemented as a result of the Property Lead Strategy and Open Space Strategy, future iterations of this plan will include detail of works programming. An example presently in place is the public convenience cleaning schedule which can be found on Council's website.

The graph below shows the predicted trend in operational and maintenance expenditure for the next 10 years.

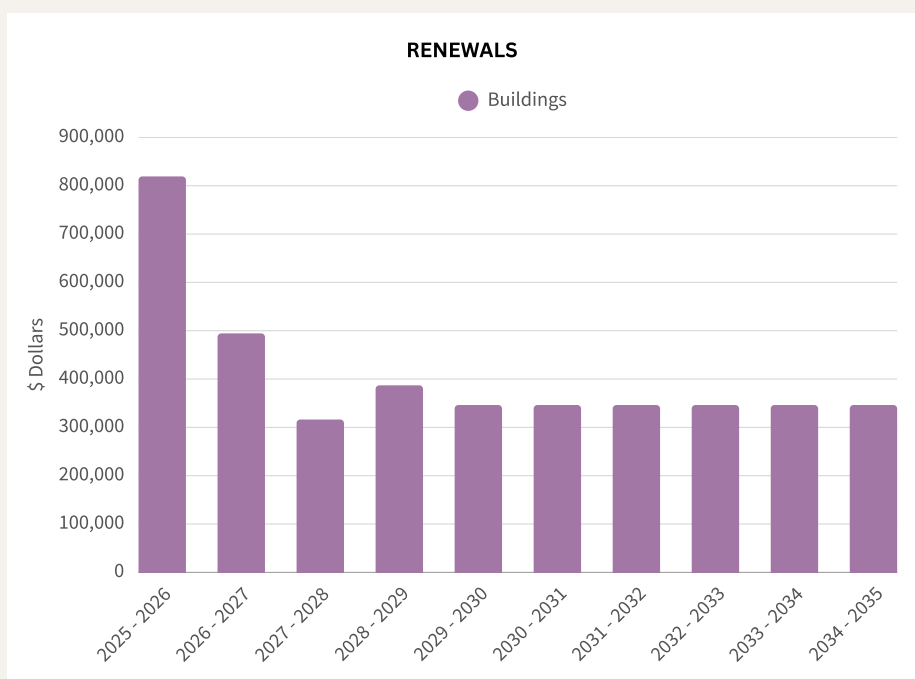


Renewal Plan

Renewal expenditure is major work which does not increase the asset's capacity or function but rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above renewing an asset to original service potential is considered an upgrade/enhancement or new works expenditure.

This principal does not apply to what is considered a modern equivalent. An example for this class may be the replacement of an air conditioner which has been superseded with new technology. Although this is different to the previous asset type and may include an upgrade in performance or capacity, it is considered a renewal as there is no validity or availability in renewing like for like.

Renewals are identified and programmed in principle by an estimation of remaining life determined by the latest Building Asset Condition Audit (2020). Prioritisation is based on a combination of condition, hierarchy and cost benefit. The renewal expenditure for the next 10 years is estimated presently estimate at \$0.4 million per year. Changes to future renewal programming will be informed by the planned network condition audit later in 2025, the implementation of Property Lead Strategy and Action Plans and a review of the Property Leasing and Licensing Policy including a review of hierarchy, prioritisation and more current condition data. The outcomes of these actions will be incorporated and influence future renewal programming.



Present renewal funding requirements are funded in the Long Term Financial Plan and renewal funding ratio is at 100%.

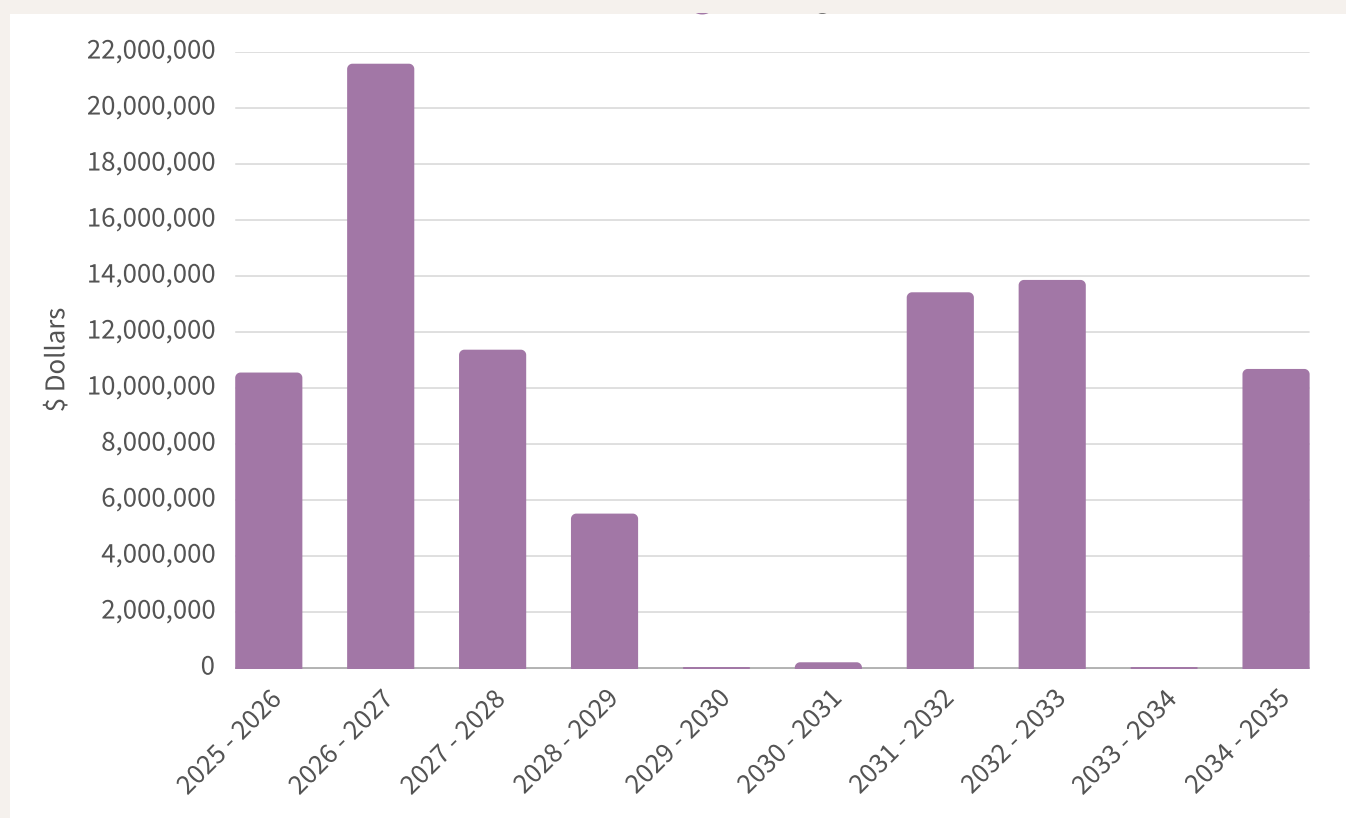
Acquisition, Upgrade and Gifted Assets

New or upgrade works are defined as either an asset that did not previously exist, or works which have improved an existing asset beyond its existing capacity. These investments may result from a number of needs and demands such as a growth in population, utilisation and a need to meet capacity, environmental impacts and technological change.

Assets may also be acquired through gifting from developers. Property and Open Space strategies will guide developer implantation of these assets in agreement with Council as these need to align to identified needs.

A number of major new and upgrade projects that are programmed for future investment include:

- Summit Aquatic Leisure Centre – A separate concise asset management plan is in development for this facility. Summary information will be included in future iterations of this plan.
- City Centre Project



Disposal Plan

Where assets are obsolete to current and future requirements, Council will plan to dispose of assets no longer meeting community needs and, by doing so, ensure Council only manages assets that are required by the community.

Council maintains a Disposal of Council Land and Other Assets Policy to ensure the process of disposal is transparent and the correct value is attained.

Due to the construction and commissioning in mid-2025 of the Summit Aquatic and Leisure Centre this will result in the disposal of the Mount Barker Mountain Pool and associated land improvements with the land to be retained by Council. There are no other assets presently planned for disposal.

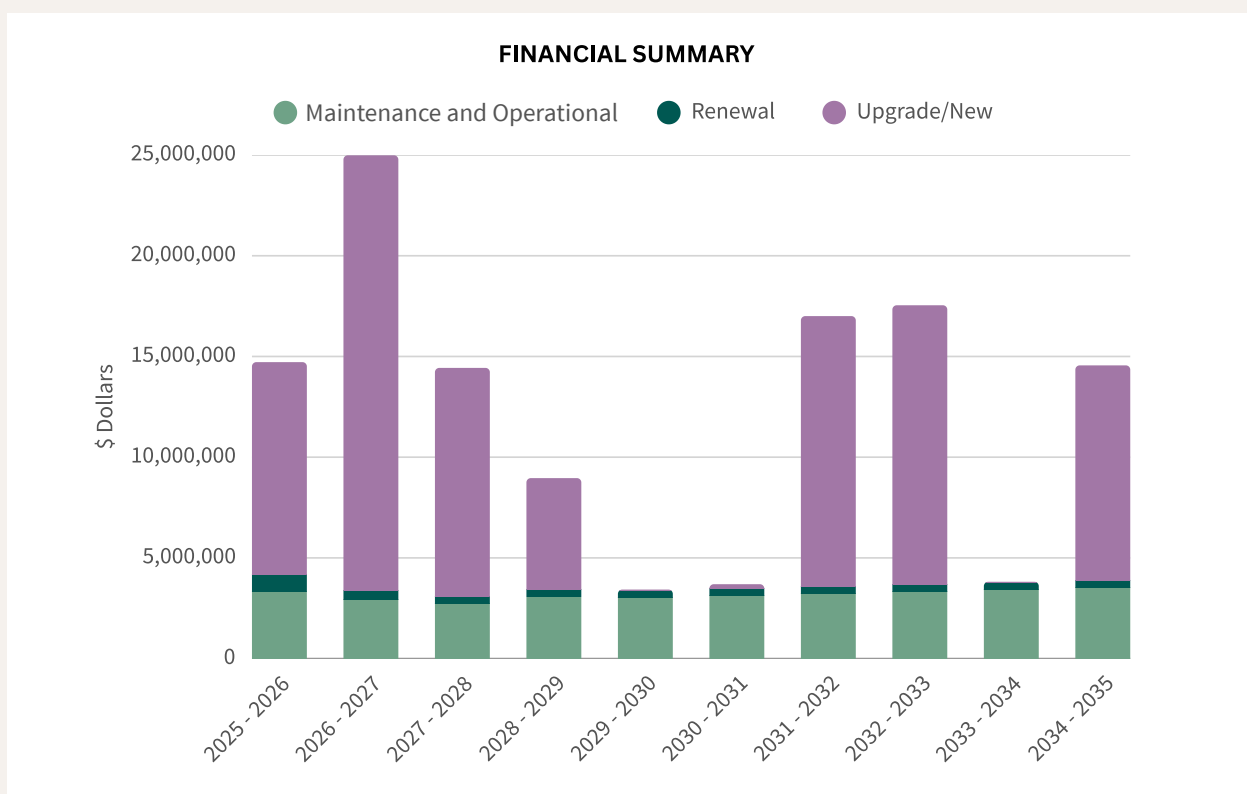


Mount Barker Mountain Pool, Mount Barker

Financial Summary

The following is an overall financial summary resulting from the previous information presented in this plan including all capital and operational projections.

The figures below shows the planned operating and capital expenditure (ie. renewal and enhancement) predicted until 2034 - 2035. These costs are net and factor in predicted external funding required to support the delivery. This expenditure is to be funded from Council's maintenance, operating and capital budgets with funding allocation detailed in Council's Long Term Financial Plan (LTFP).



KEY ASSUMPTIONS

Key assumptions made within the financial summary of this asset management plan are:

- All figures are in 2025 - 2026 values.
- The predicted and programmed renewal expenditure assumes current service levels for these assets meets community expectations.
- The renewal program is based on a condition audit conducted in 2020.
- Current capital works will be captured at cost until the next planned revaluation.



Improvement and Advancement

Future Key Milestones

The Asset Management Plan will continue to inform the Long Term Financial Plan and any annual changes will be included in an addendum to this plan to ensure currency.

The next comprehensive condition audit and revaluation will be scheduled for 2025 in line with Council's Asset Valuation Condition Assessment schedule.

For the life of this plan, if significant changes are implemented in service levels or the overall asset class condition is readdressed and any other future strategic plan is adopted, these changes will be included and noted in the addendum.



Environment Services Centre Pavillion, Mount Barker

Improvement Plan

TASK		RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE
1	Implement actions and recommendations resulting from Council's Asset Management Maturity Assessment	Governance Risk and Assets	Internal Management Staff and External Support	01/07/2028
2	Develop and implement a methodology for determining and reviewing asset useful lives internally in support with consultative advice	Assets and Property	Internal Management Staff and External Support	01/07/2026
3	Review the current building asset register, hierarchy and prioritisation to assist with the development of suitable levels of service and investment as outlined in the Property Lead Strategy action plan	Assets and Property	Internal Staff	01/07/2026
4	Conduct independent building condition audit	Assets and Finance	Internal Staff and External Support	01/07/2026

TASK		RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE
5	Develop current methods to measure and report regularly on key performance indicators including: • compliance with asset inspections • planned maintenance expenditure versus reactive maintenance expenditure • asset utilisation and capacity • customer satisfaction with the performance of building assets	Property, Assets and ICT	Internal Staff and External Support	Ongoing
6	Establish methods to determine and report on actual building and property maintenance costs in order to refine whole-of-life cost	Property, Assets, ICT and Finance	Internal Staff and External Support	1/07/2027
7	Integrate community feedback through MARKYT surveys into asset investment process and future iterations of this plan	Assets	Internal Staff	Ongoing
8	Conduct Building Fire and Safety audits as legislated in the Planning, Development and Infrastructure Act 2016	Assets and Property	Internal Staff and External Support	1/07/2026

Long Term Financial Plan

Addendums and Version Control

Council's Strategic Asset Management Plan and individual, class based Asset Management Plans are reviewed and updated annually to ensure alignment with Council's Long Term Financial Plan and Annual Business Plan review process. Amendments made will be recognised with subsequent addendums to this section of the plan. The drivers for these changes will be noted below the Long Term Financial Plan summary.

Below is the predicted expenditure in line with the annual financial review process undertaken between February and April 2025 (approved by Council - 7 July 2025).

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	TOTAL
Building Renewal	\$819,300	\$494,500	\$316,282	\$387,000	\$346,282	\$346,282	\$346,282	\$346,282	\$346,282	\$346,282	\$4,094,774
Building Upgrade/New	\$10,552,750	\$21,582,066	\$11,368,523	\$5,514,628	\$34,628	\$204,841	\$13,418,925	\$13,860,212	\$34,628	\$10,681,016	\$87,252,217
Building Maintenance and Operations	3,346,457	2,910,175	2,747,348	3,058,362	3,046,424	3,142,403	3,238,802	3,335,596	3,432,792	3,530,381	31,788,740



MOUNT BARKER
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