MOUNT BARKER
DISTRICT COUNCIL

2025 - 2029
Transport
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.



Survival Day 2025 at Laratinga Pavilion, Mount Barker

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Cover Image: Civil Works on Razorback Road, Meadows

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 Council manages these assets responsibly to maximise the value and services that 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 Transport Asset Management Plan outlines Council's approach to understanding and managing our transport assets. It defines service delivery targets and the financial provision to deliver them. Asset management is an evolving and maturing discipline. This plan 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 Transport 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 transport 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.	**17. Growth and Development** Ensure sustainable and balanced growth while preserving the unique character and natural assets of the district.
2. Waste and Resource Management Use resources carefully and efficiently, minimise waste and support the growth of the circular economy.	**24. Infrastructure Development** Ensure the timely and effective delivery of critical infrastructure that supports the long-term growth and sustainability of the local economy.
3. Greening Establish high levels of canopy cover and biodiverse areas as part of our open space network and road reserves.	**26. 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.
8. Disability, Access and Inclusion Ensure everyone in our community is supported to reach their full potential.	**27. 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.
12. Safety and Resilience Create an environment where people feel safe throughout the district and community resilience is supported and encouraged.	**29. Advocacy and Lobbying** Influence state and federal decisions which support Council's endorsed positions and increase incoming grant income.
15. Transport and Access Develop a safe, integrated and efficient transport network that takes into account the current and future needs of the region including isolated rural communities.	**30. Continuous Learning and Innovations** Develop a continuous learning and innovation within Council, fostering creativity, adaptability, and excellence in service.

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 4 years. The current replacement cost for all transport assets is $465 million. The predicted renewal expenditure for the next 10 years is around $6,350,000 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 Springs Road and Bridge Upgrade, Bollen Road Upgrade, Hartmann Road Upgrade, the continuation of the New Footpath Program and the Echunga Main Street Upgrade.

The 2024 MARKYT community scorecard results showed the issues of highest concern and priority for respondents are Traffic Management and Local Road condition. The implementation of the Integrated Transport Plan and action plans prioritising road investment will need to be a focus for Council in response to this feedback.



About the Asset Management Plan

Gawler Street, 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

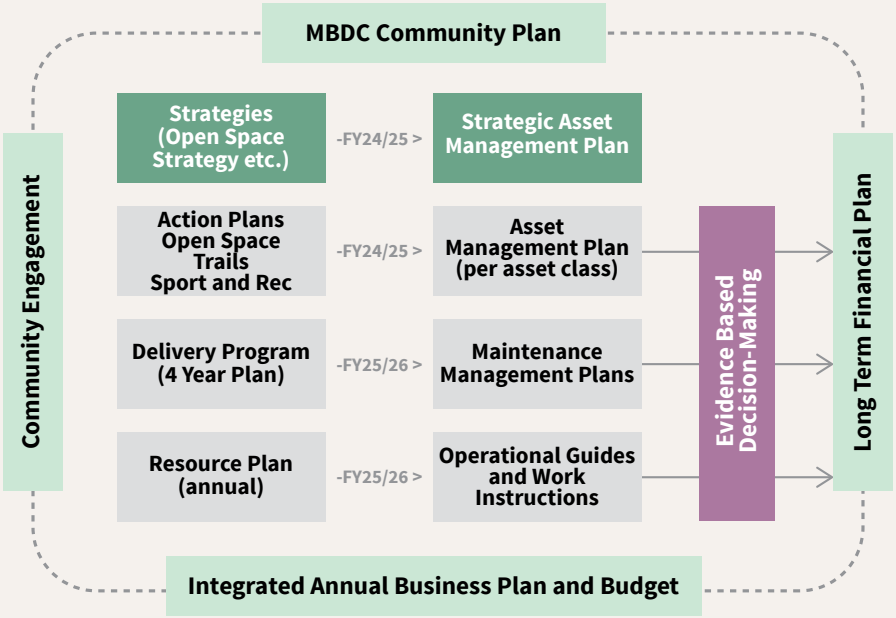
An Asset Management Plan is a tactical plan that defines the actions and required investment to acquire, operate, maintain, upgrade and dispose of company assets. Importantly, Asset Management Plans are a positioned within the Corporate Strategic Framework and act as a conduit between strategy and delivery.

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

COMMUNITY PLAN 2044
Forecast: 20 years

↓

LEAD STRATEGIES
Forecast: 10 years

ENVIRONMENT	PEOPLE	PLACE	ECONOMY	LEADERSHIP
Environment and Sustainability Wastewater	Community Development	Transport Open Space Property Housing	Economic Development	Corporate

↓

LONG TERM FINANCIAL PLAN
Forecast: 10 years

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STRATEGIC ASSET MANAGEMENT PLAN
Forecast: 10 years

↓

ANNUAL BUSINESS PLAN
Forecast: One year



Asset Management Overview

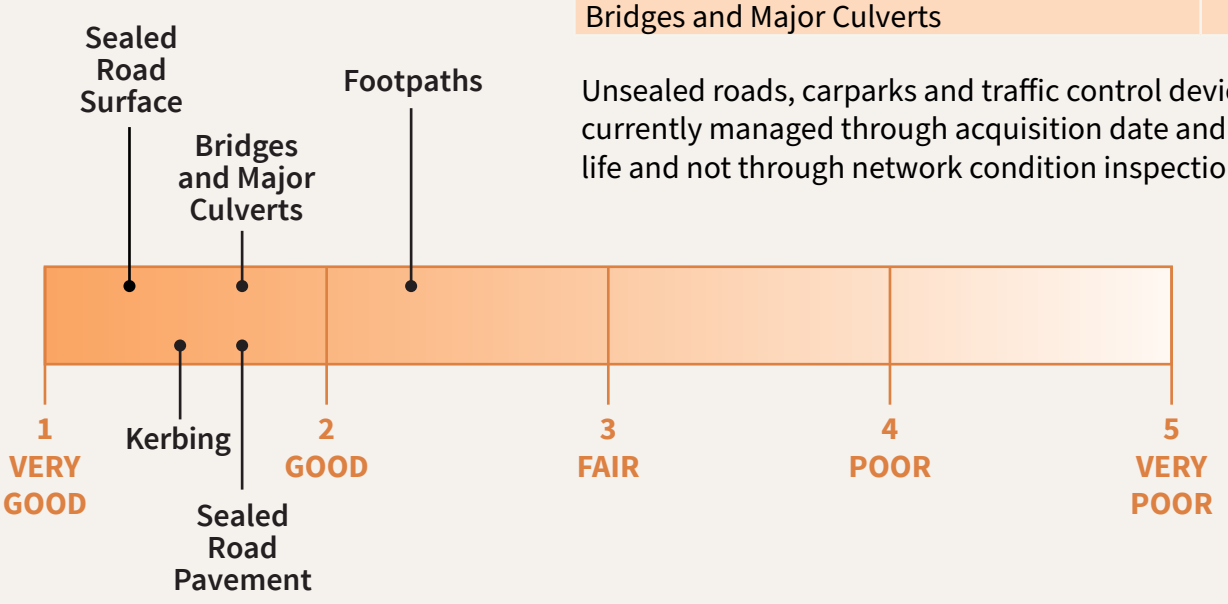
Hahndorf Main Street, Hahndorf

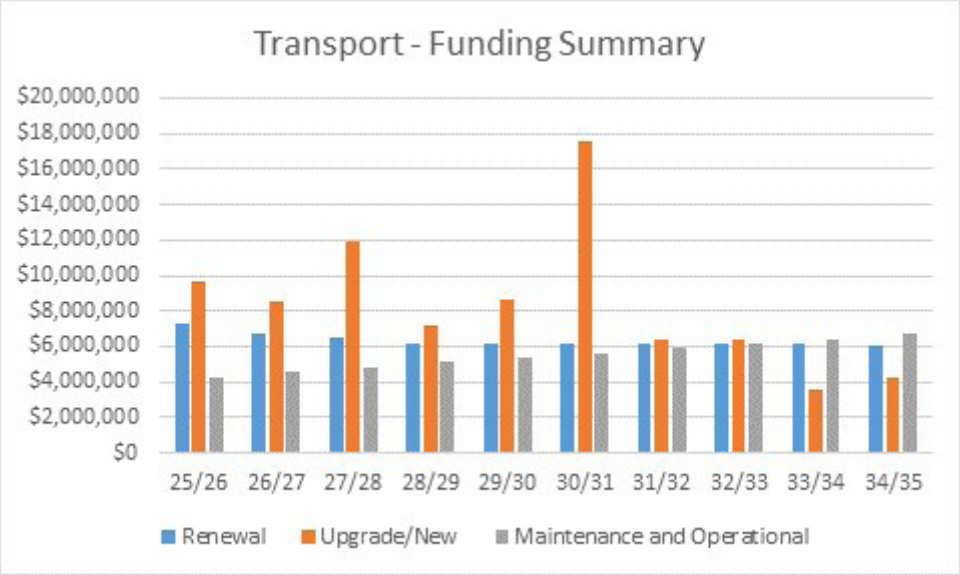
Transport
Asset Summary

ASSET TYPE	QUANTITY	REPLACEMENT VALUE $,000
Sealed Roads	432 kilometres	267,263
Unsealed Roads	409 kilometres	35,414
Footpaths	222 kilometres	58,408
Kerb and Channel	443 kilometres	68,955
Bridges, Floodways and Culverts	92	20,920
Carparks	412 m^2	8,080
Traffic Control	N/A	6,034
TOTAL		**465,074**

AVERAGE NETWORK CONDITION SCORE	
Sealed Road Surface	1.3
Sealed Road Pavement	1.7
Kerbing	1.5
Footpaths	2.3
Bridges and Major Culverts	1.7

Unsealed roads, carparks and traffic control devices are currently managed through acquisition date and remaining life and not through network condition inspections.







Battunga Road, Meadows

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.

ENVIRONMENT

This report has been drafted prior to the adoption of Council's latest Environment and Sustainability Strategy. Likely outcomes of the strategy will include the need to explore and adopt solutions that minimise waste and support the growth of a circular economy. Council already invests in reclaimed asphalt pavement solutions for road resealing. Additionally, Council has been involved in a project to understand, and aim to reduce, the greenhouse emissions in local road and footpath construction.

Demand Management Plan

INTEGRATED TRANSPORT PLAN

Council has endorsed the Transport Lead Strategy which establishes the overarching principles for transport planning and traffic management throughout the Mount Barker District in the coming years.

Six core themes are outlined in the Transport Lead Strategy namely:

Road Safety

- Identification of road safety initiatives that Council can undertake in support of state and federal strategies – towards zero together/shared responsibilities
- Identification of high risk 'blackspots' throughout the district and prioritisation of works in partnership with the state road authority
- Implementation of programs that enhance the safety afforded to the interface between roads, walking and cycling infrastructure

Active Transport

- Create a coherent, attractive and safe cycling network including safe crossing points across roads and connections to core services
- Creation of pedestrian paths linking core facilities and public transport facilities
- Incorporate cycle lanes as part of new and upgraded roads on collector roads and sub arterials across the district where possible

Technology and Innovation

- Monitor and act on emerging transport network management technology and intelligent transport systems
- Undertake road maintenance and upgrades to accommodate current and future vehicle safety technologies (e.g. quality line marking to support lane departure monitoring)

Public Transport

- Support improved public transport services through the location of park-n-ride facilities
- Connect public transport hubs to communities through best practice pedestrian design and a cohesive, attractive bicycle network

Road Network Management

- Understand future growth and network needs
- Develop a clear understanding of road hierarchy and network management addressing intra and inter-regional connectivity and freight movements
- Undertake traffic modelling to understand future growth implications in the Mount Barker CBD

Parking

- Development of a Parking Strategy and Policy for day-to-day management of both on and off street parking including consideration of 'narrow street' management
- Provision of accessible parking
- Parking for caravans and long vehicles in towns and tourist facilities

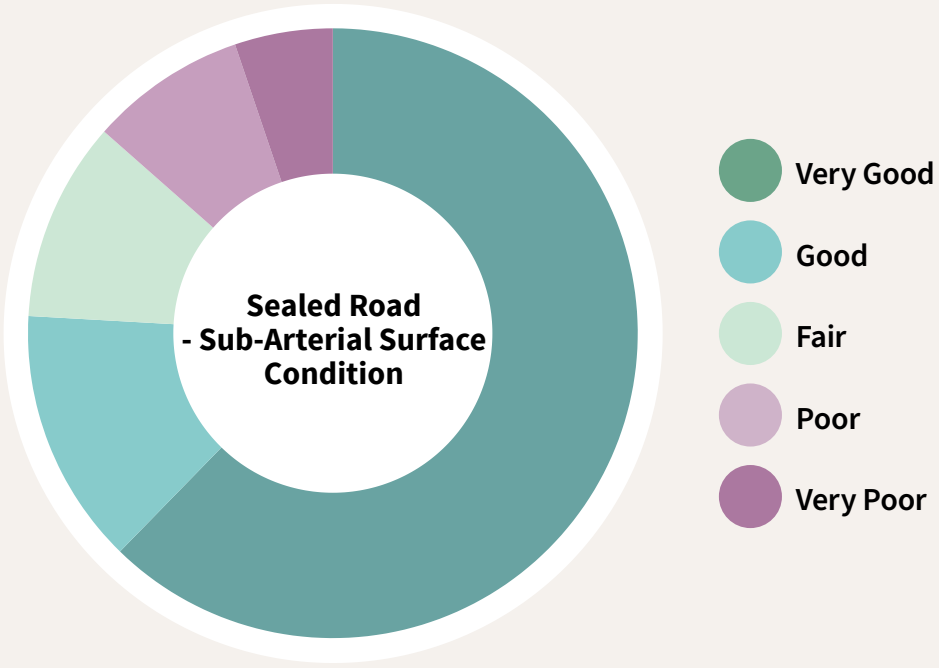
The combined suite of these six themes, together with the Lead Strategy and a consolidated Action Plan, make up the complete Integrated Transport Plan.

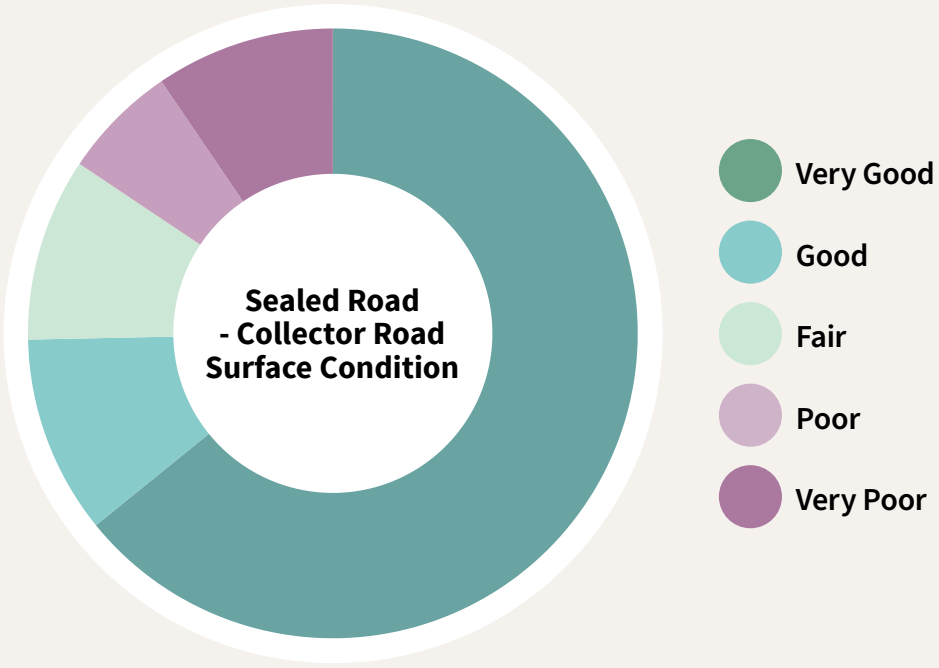
Asset Condition and Forecast Reliability

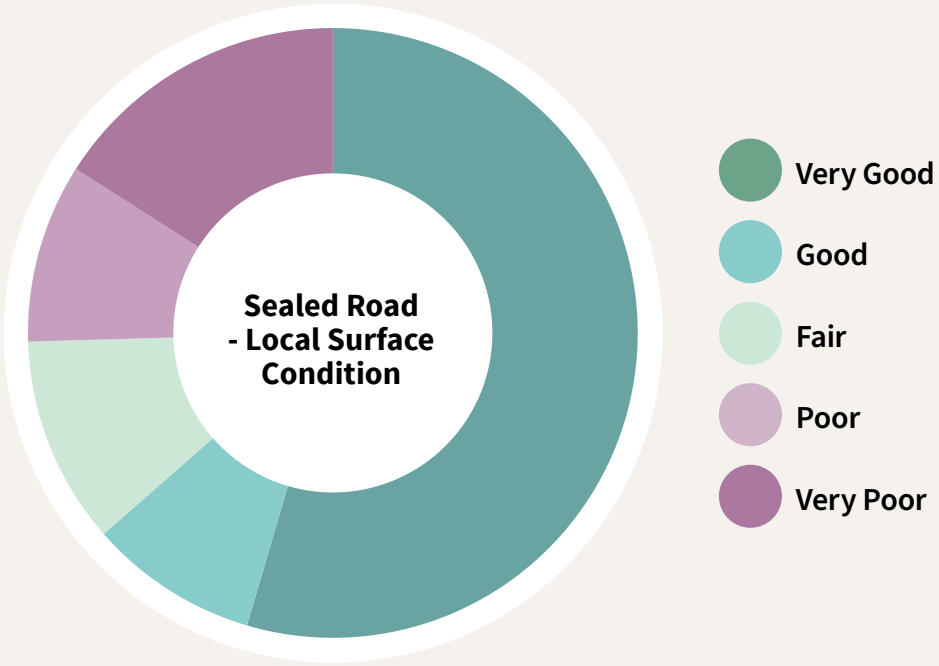
CONDITION

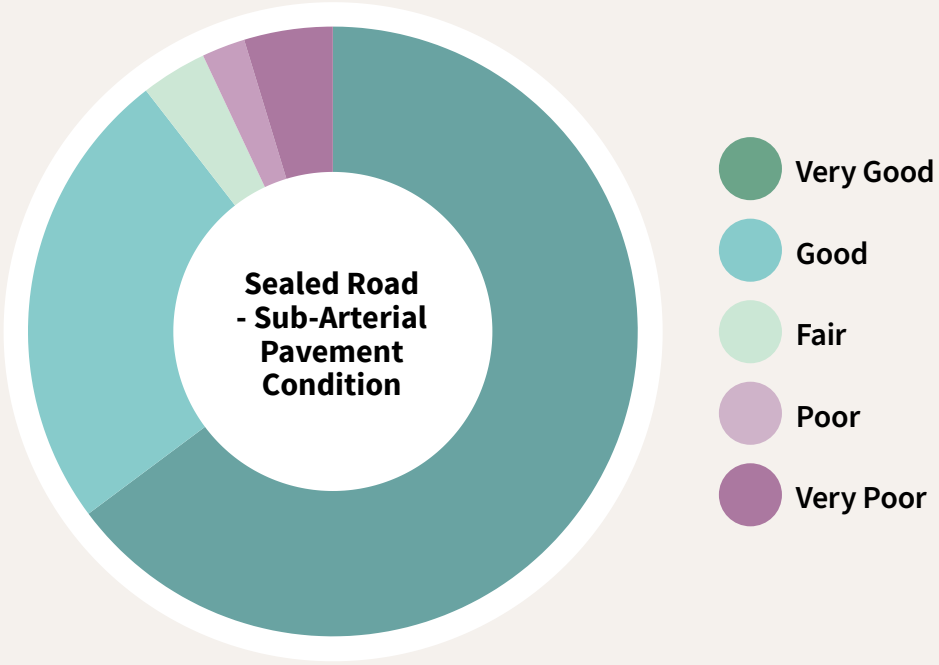
Condition audits are conducted through the engagement of a specialised consultant, in partnership with Council, and are performed every four years in line with the Asset Management Policy 2020.
The updating and validity of the condition audit is frequently challenged through inspections by field staff,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

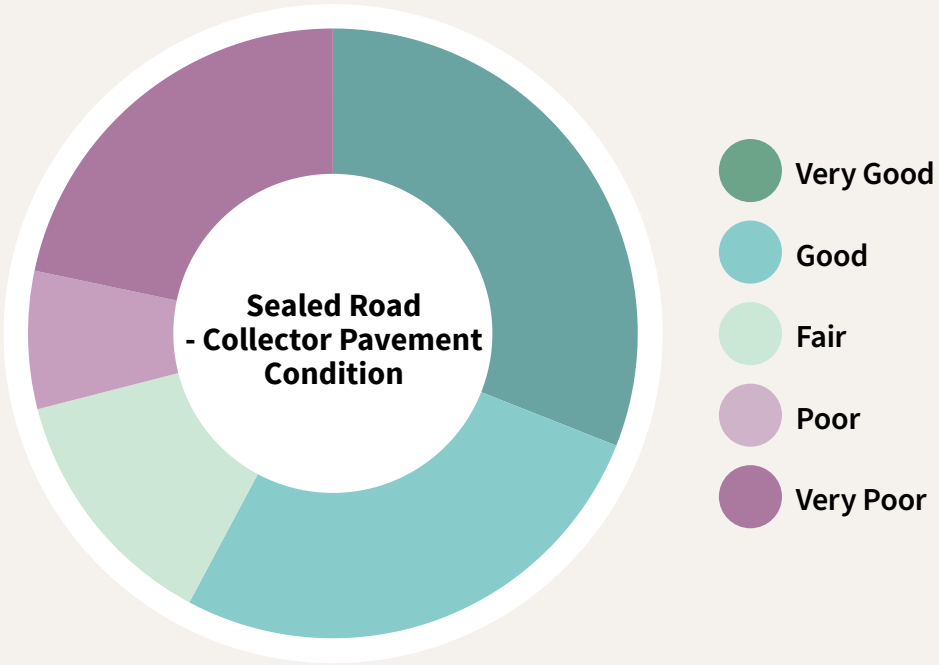
CONDITION BY TYPE

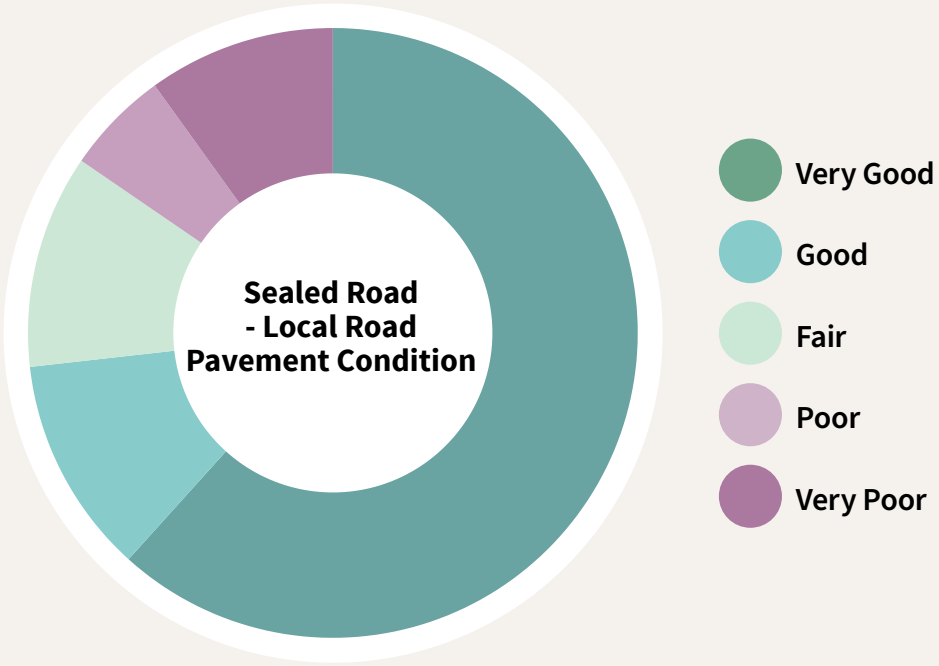


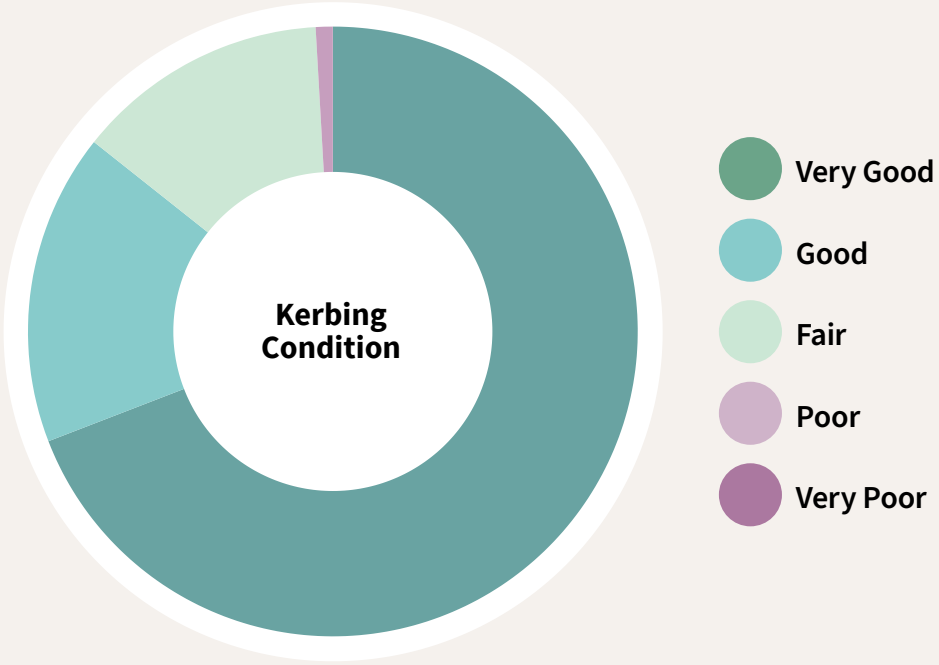

Sealed Road
- Collector Road
Surface Condition
Very Good
Good
Fair
Poor
Very Poor

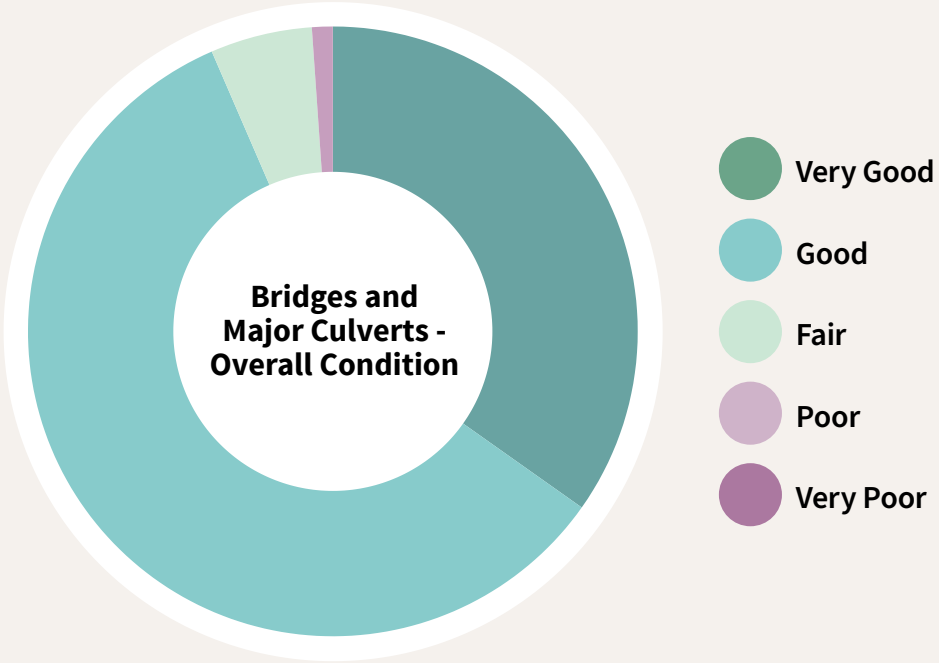

Sealed Road
- Local Surface
Condition
Very Good
Good
Fair
Poor
Very Poor


Sealed Road
- Sub-Arterial
Pavement
Condition
Very Good
Good
Fair
Poor
Very Poor


Sealed Road
- Collector Pavement
Condition
Very Good
Good
Fair
Poor
Very Poor


Sealed Road
- Local Road
Pavement Condition
Very Good
Good
Fair
Poor
Very Poor


Kerbing
Condition
Very Good
Good
Fair
Poor
Very Poor



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 pieces 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 ± 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 ± 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 ± 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 ± 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 charts below show the results for services relevant to transport assets.



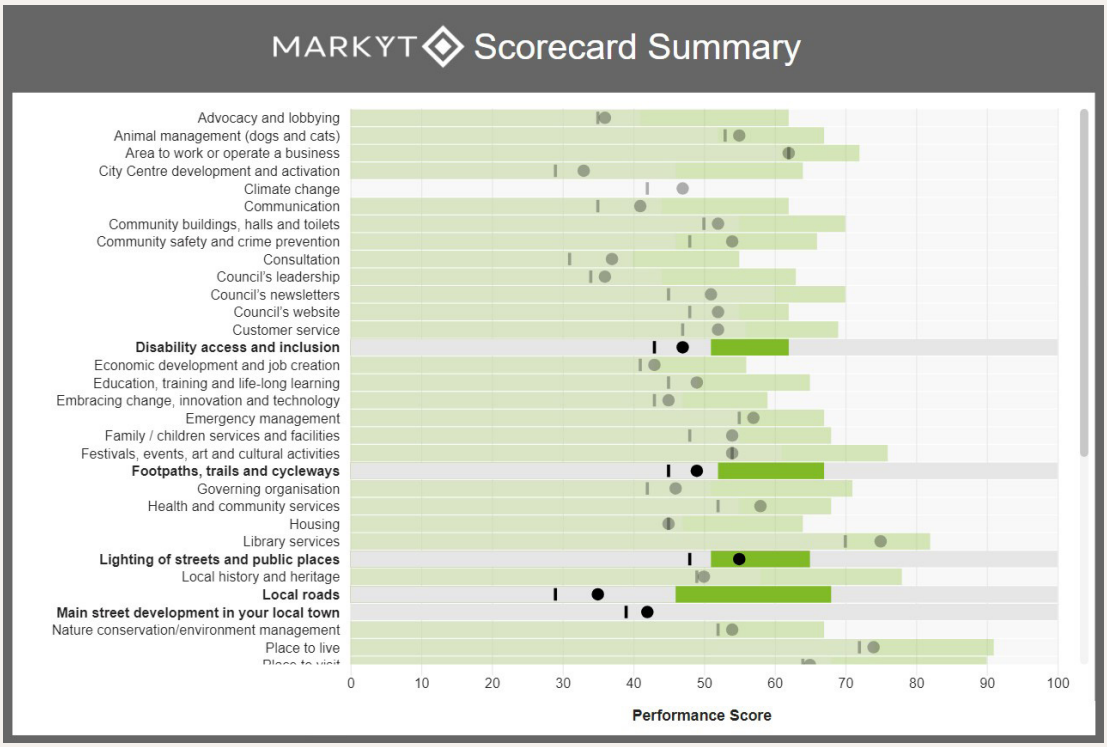


Figure 1. MARKYT Overall Performance Graph - Transport (Part One)

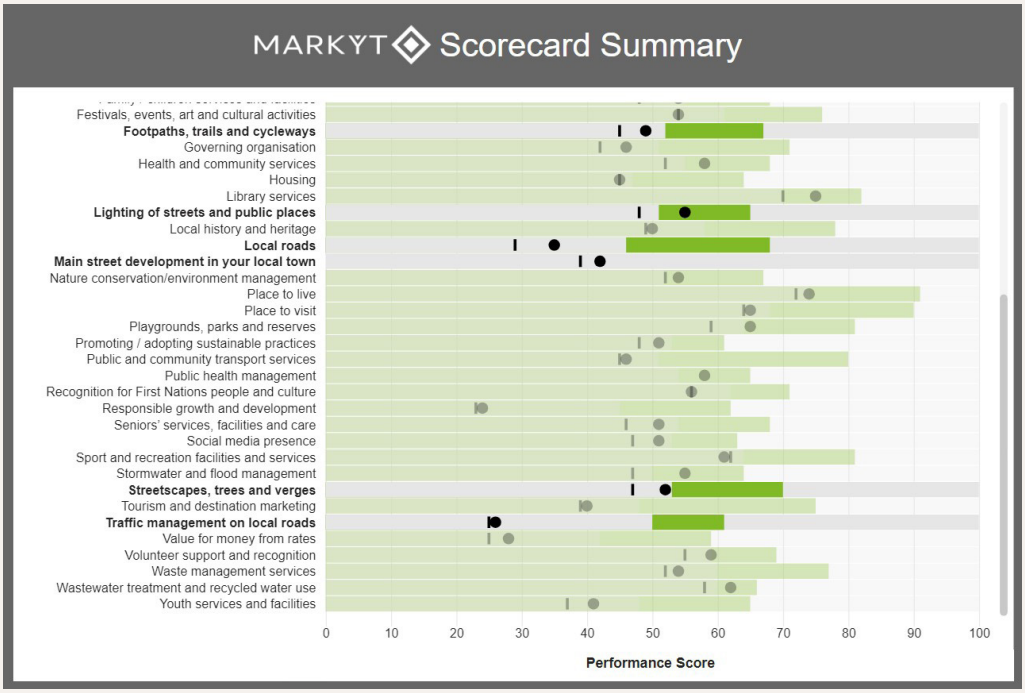
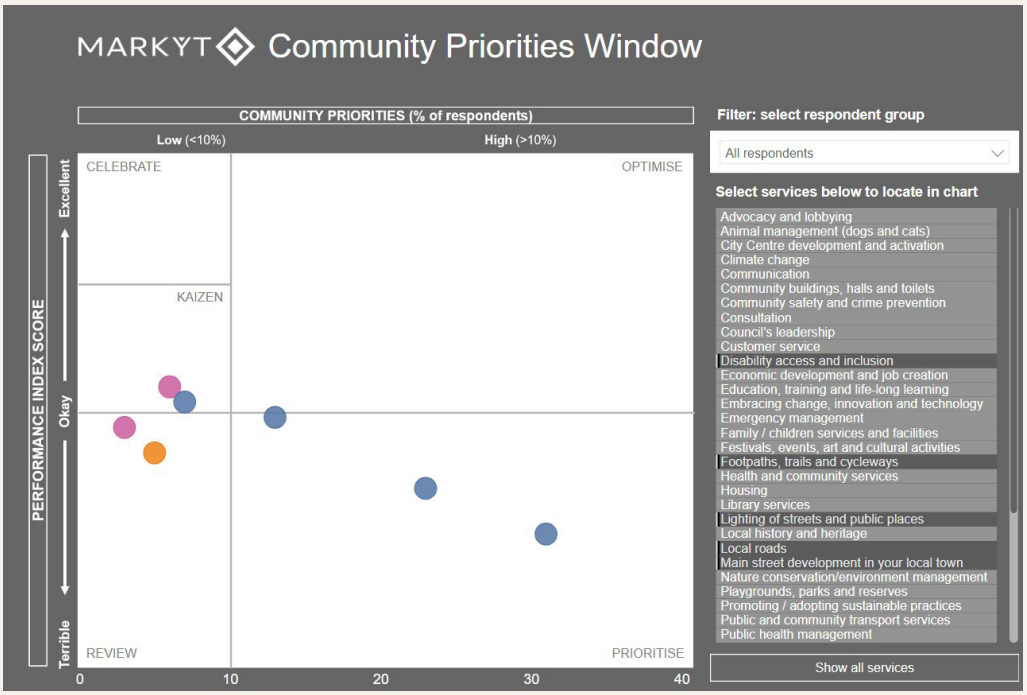
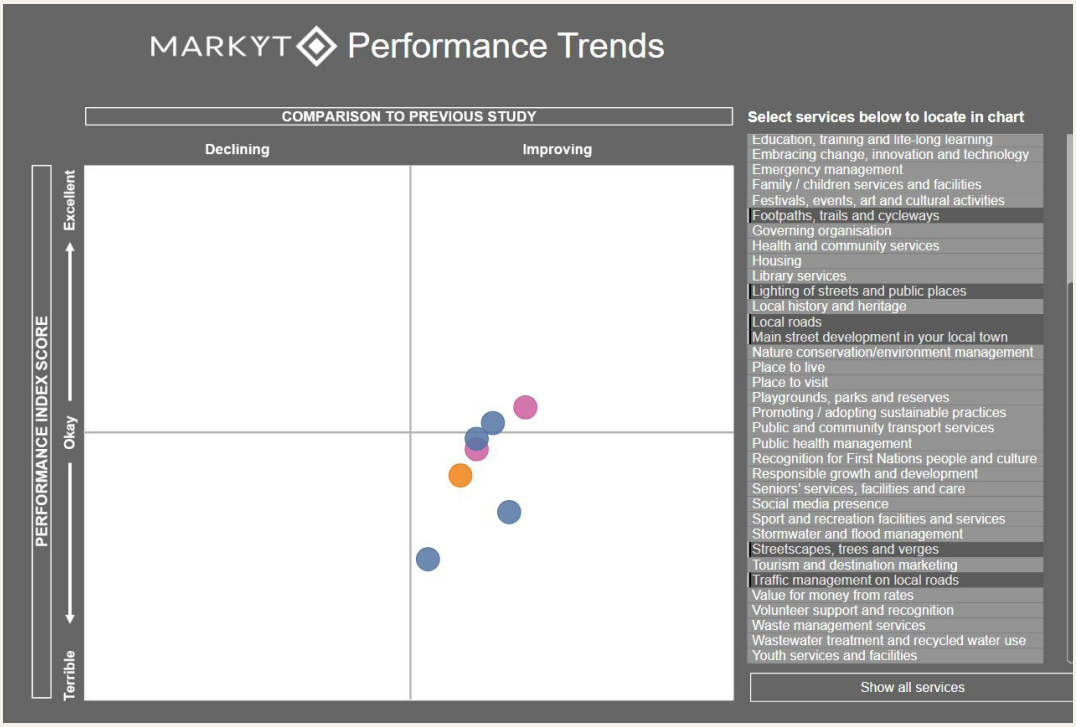


Figure 2. MARKYT Overall Performance Graph - Transport (Part Two)



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.	Lighting of Streets and Public Places; Streetscapes, Trees and Verges
REVIEW lower performing areas.	Disability Access and Inclusion; Main Street Development in Your Local Town
OPTIMISE higher performing services where the community would like enhancements to better meet their needs.	
PRIORITISE lower performing services where the community would like the Council to focus its attention.	Footpaths, Trails and Cycleways; Local Roads; Traffic Management on Local Roads

Figure 3. MARKYT Community Priorities – Transport



MEASURE	
Disability access and inclusion	4, 47
Footpaths, trails and cycleways	4, 49
Lighting of streets and public places	7, 55
Local roads	6, 35
Main street development in your local town	3,42
Streetscapes, trees and verges	5,52
Traffic management on local roads	1, 26

Figure 4. MARKYT Performance Trends – Transport

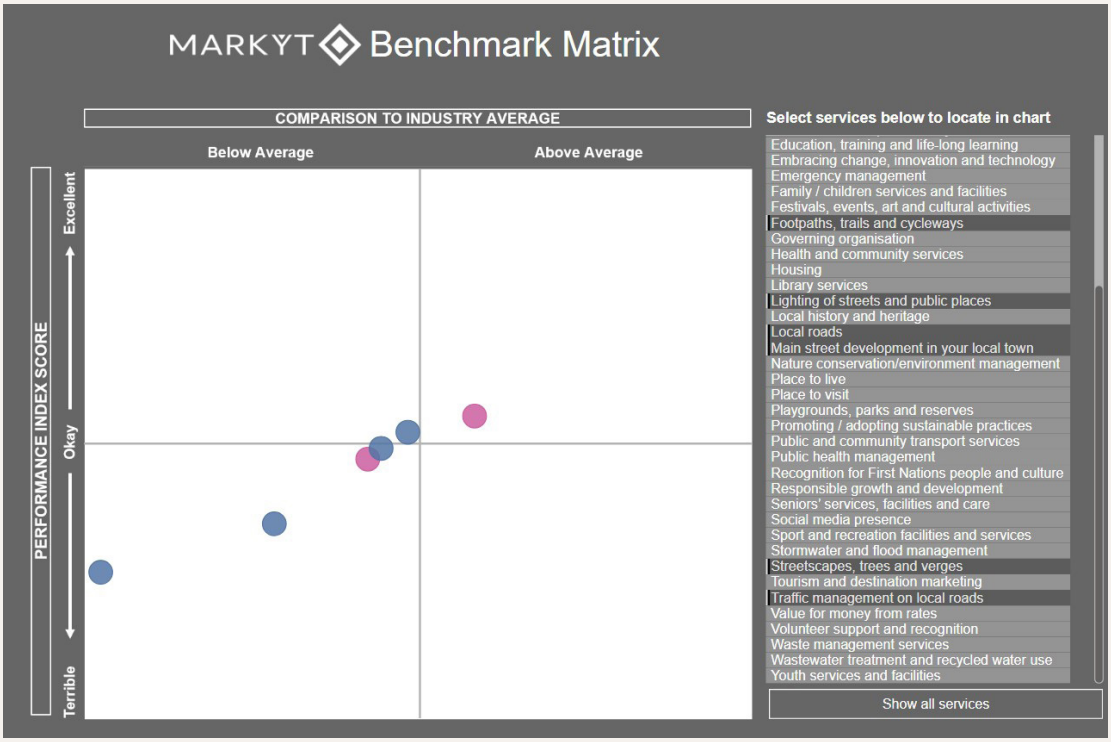


Figure 5. MARKYT Benchmark – Transport

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 Transport Assets are:

- **Disability, Access and Inclusion:** Ensure everyone in our community is supported to reach their full potential
- **Transport and Access:** Develop a safe, integrated and efficient transport network that takes into account the current and future needs of the region including isolated rural communities.
- **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:

- Integrated Transport Plan (endorsed) including six action plans.

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
- Work Health and Safety Act 2012

Transport Hierarchy

The following hierarchy was presented in the previous versions of Council's Asset Management Plan and Integrated Transport Plan, and remains the key method of identifying the importance of roads and pedestrian access within the network. The current hierarchy describes the current level of service and investment based on the importance and function of the asset.

SERVICE HIERARCHY	SERVICE LEVEL OBJECTIVE
Sub-arterial Roads	Provide safe and all-weather access. Lane width minimum 3.3 metres, edge line and 1.2 metre sealed shoulder. Traffic volumes greater than 2000 vehicles per day. Targeted road safety treatments such as barriers and signage as identified.
Sealed Roads - Collector	Provide safe and all-weather access. Low volume - Seal width minimum 5.8 metres, with an unsealed 0.5 metre shoulder. Traffic volumes up to 750 vehicles per day. Targeted road safety treatments such as barriers and signage as identified. High volume – Lane width minimum 3.2 metres, edge line and 0.3 metre sealed shoulder. Traffic volumes greater than 750 vehicles per day. Targeted road safety treatments such as barriers and signage as identified.
Sealed Roads – Local Road	Provide safe and all weather access. Lane width minimum 3 metres. Traffic volumes greater than 200 vehicles per day.
Sealed Roads - Local Access	Provide safe and all weather access. Lane width minimum 3 metres. Traffic volumes less than 200 vehicles per day.
Unsealed Roads – Local /Local Access	Provide safe and all weather access. Lane width minimum 3 metres. Traffic Volumes greater than 200 vehicles per day.
Limited Access Tracks	Dry weather access.
Footpaths - High Pedestrian Usage	Provides walking path for safe and easy access to and from the community facilities. Provides suitable surface for pedestrian access with wheel chairs and prams.
Footpaths -Local Path	Provides walking path for safe and easy access to higher hierarchy foot path. Provides suitable access for pedestrian movements locally within the surrounding area.

SERVICE HIERARCHY	SERVICE LEVEL OBJECTIVE
Footpaths - Reserve	Provides walking path for safe and easy access to the reserve and facility within.
Trails - Shared Path Primary and Secondary	Provides walking path and cycling for safe and easy access to higher hierarchy footpath and recreational use. Provides suitable access for pedestrian movements locally within the surrounding area.
Trails – Shared Path Tertiary	Provides walking path safe and easy access to higher hierarchy trails.

Although an asset hierarchy is in place and generally supports the basis of decision-making for maintenance and capital investment, further work is required to define the specifics for service levels and construction standards relevant to each level of hierarchy including the development of proactive works programming.

UTILISATION

Understanding traffic utilisation and movement is essential for creating an efficient and safe road and pedestrian network. This information informs road, footpath and trail design and standards maintenance schedules. Traffic volume information is an important indicator of how the network is used and where demand may be greater than the current infrastructure can manage. Council collects this information through the temporary installation of road sensors that measures vehicle type, speed and direction. Data is progressively being captured over the network, and on roads of interest, to capture a greater understanding of network demand.



Civil works on Morris Road, Meadows

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 transport asset risk criteria involve service provision, public health and safety, business interruption, accessibility, financial risk and event based asset damage (i.e. storms/accidents). 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	RESPONSIBILITY	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	Integrated Transport Plan, 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	Maintenance and Operations 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	Infrastructure	Ongoing
Failure to recognise trends, engage with community and implement assets and services that meet a changing community	Moderate	Community Consultation, Strategic Plans, MARKYT Survey	Effective	Strategy, Infrastructure Planning 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.

These stages are further detailed later in this plan.

Physical Parameters

At the time of the publication of this plan, Council has 9121 assets active within the register. These range from carparks, various types of kerbing, sealed and unsealed roads in both rural and townships, footpaths, flood-ways, major culverts, bridges, traffic devices and safety barriers.



Battunga Road, Meadows

Asset Componentisation

Assets are componentised based on their complexity and direction for future renewal. Roads, for example, consist of several components such as the sub-base, pavement and surface. Each have different lives and are renewed accordingly. Other assets like culverts consist of a single material, such as concrete, and are treated as a single component. Council's current asset componentisation level is as follows:

COMPONENT	SUB-COMPONENT	USEFUL LIFE
Sealed Roads	Surface - Sprayseal	20 years
	Surface - Asphalt	30 years
	Pavement	90 years
	Sub-base	270 years
Unsealed Roads	Surface	10 years
	Pavement	60 years
Footpaths	Asphalt	10 – 100 years
	Concrete	30 – 50 years
	Gravel	15 years
	Pavers	40 years
Bridges	Concrete / Steel	100 years
	Wooden	50 years
Culverts	Concrete	100 years
Kerb and Gutter	Concrete	100 years
Carparks	Gravel	10 years
	Asphalt	30 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 useful lives are relevant in relation to managing this class.



Financial Summary

Old Princes Highway, Nairne

Maintenance and Operational

Operational and maintenance expenditure is defined as the minor, routine repairs to assets which can include reactive, planned and specific work activities. It is these activities that ensure the continued operation and maximise the potential useful life of an asset. Such activities that occur on the transport network include street sweeping, patching, pothole repair, crack sealing and barrier repairs.

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, agreed service 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.

Increases in operational expenditure required to continue to maintain gifted assets to present service levels is currently managed through applying predicted growth rates to current budgets. With an improved understanding of whole of life of assets, the aim will be to transition to a method based on a predicted increase in asset class totals and applying the required operational costs to maintain at present service level standards. The graph below shows the predicted trend in operational and maintenance expenditure for the next 10 years.

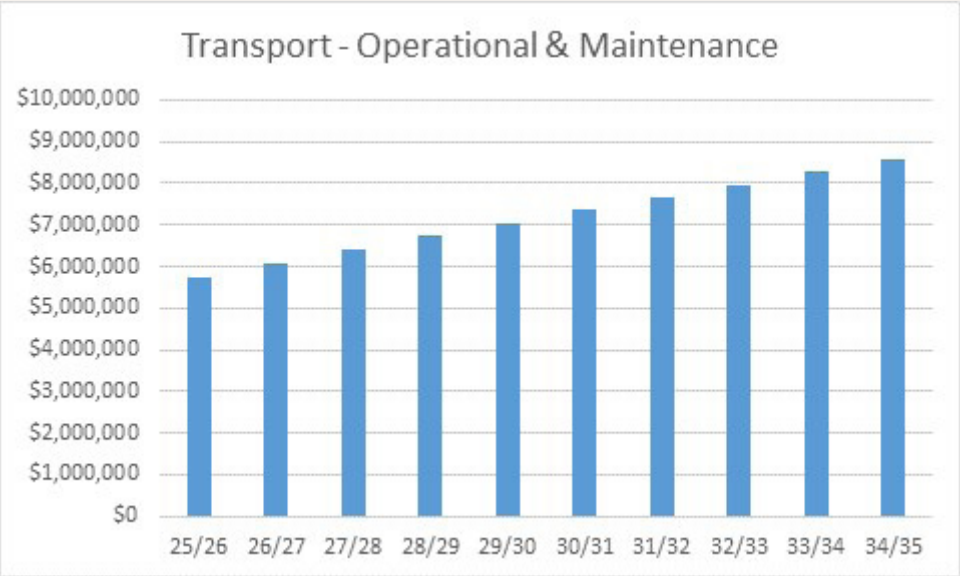


Renewal Plan

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 renewal of a footpath with a previously constructed, non-standard type (e.g. stenciled concrete) with today's equivalent standard.

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 $6.35 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%.

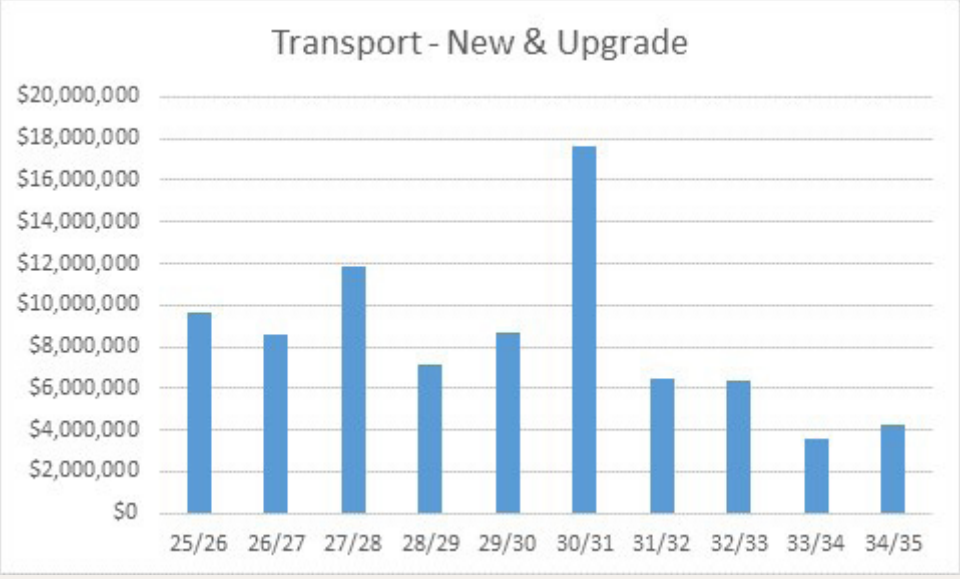
Acquisition, Upgrade and Gifted Assets

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. The Integrated Transport Plan in conjunction with the Development Plan will guide developer implantation of these assets in agreement with Council as these need to align to identify needs.

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

- Springs Road – Road and Bridge Upgrade
- Bollen Road Upgrade
- Hartmann Road Upgrade
- Annual New Footpath Program
- Echunga Main Street Upgrade



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.

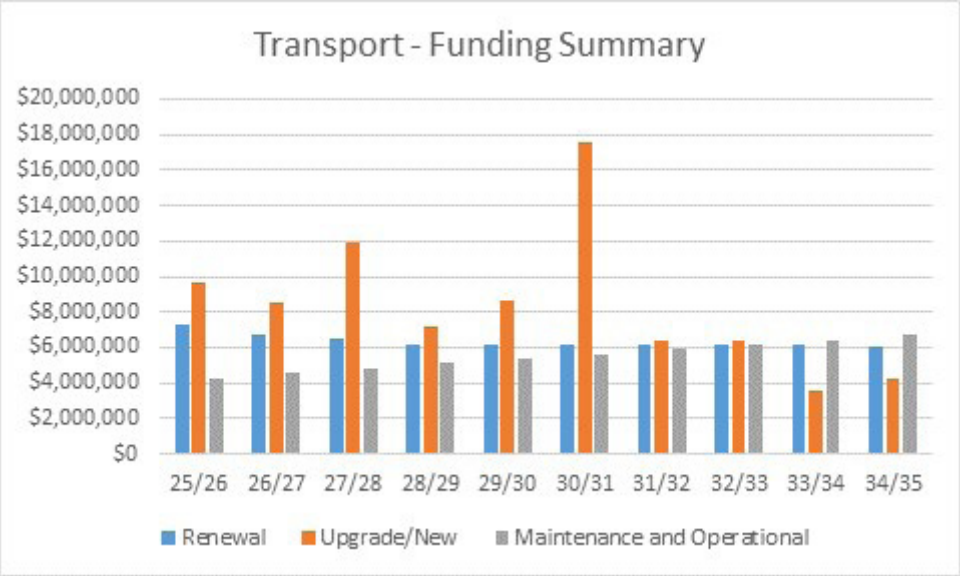
Council maintains a Disposal of Council Land and Other Assets Policy to ensure the process of disposal is transparent and the correct value is attained.

There are no transport assets presently planned for disposal.

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

Old Princes Highway, Kanmantoo

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.



Civil works on Razorback Road, Meadows

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	Internal Management Staff and External Support	01/07/2026
3	Review the current road asset register, hierarchy and prioritisation to assist with the development of suitable levels of service and investment as outlined in the Integrated Transport Plan	Assets	Internal Staff	01/07/2026
4	Develop a Road Management Plan in partnership with Task 3	Assets and Engineering	Internal Management Support	01/07/2026
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 • develop a greater understanding of required functionality relating to asset demand • customer satisfaction with the performance of building assets	Assets and ICT	Internal Staff and External Support	Ongoing

	TASK	RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE
6	Integrate community feedback through MARKYT surveys into asset investment process and future iterations of this plan	Assets	Internal Staff	Ongoing
7	Develop a pedestrian network and hierarchy plan	Strategy, Engineering and Assets	Internal Staff and External Support	01/07/2027



Hahndorf Main Street, Hahndorf

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	2033/35	TOTAL
Bridges Renewal	$337,250	$572,825	$338,202	$277,025	$277,025	$277,025	$277,025	$277,025	$277,025	$277,025	$3,187,452
Carpark Renewal	$62,250	$185,011	$156,413	$10,469	$150,055	$150,055	$150,055	$150,055	$150,055	$150,055	$1,314,473
Carpark Upgrade/New	$0	$0	$0	$139,586	$0	$0	$0	$0	$0	$0	$139,586
Footpaths Renewal	$912,524	$1,061,379	$1,044,154	$1,086,769	$1,115,027	$1,115,027	$1,115,027	$1,115,027	$1,115,027	$1,066,277	$10,746,238
Footpaths Upgrade/New	$4,998,232	$1,434,060	$2,720,760	$2,837,400	$0	$1,050,000	$0	$0	$0	$0	$13,040,452
Kerbing Renewal	$189,300	$0	$0	$0	$0	$0	$0	$0	$0	$0	$189,300
Sealed Roads Renewal	$3,919,092	$3,693,323	$3,693,323	$3,693,323	$3,358,931	$3,358,931	$3,358,391	$3,358,391	$3,358,391	$3,358,391	$35,150,487
Sealed Roads Upgrade/New	$4,636,042	$7,146,281	$9,146,281	$4,166,667	$8,650,000	$16,537,848	$6,433,333	$6,359,544	$3,526,244	$4,237,857	$70,840,097
Unsealed Roads Renewal	$1,875,154	$1,238,934	$1,258,112	$1,095,409	$1,250,461	$1,250,461	$1,250,461	$1,250,461	$1,250,461	$1,250,461	$12,970,375
Bridges Maintenance and Operational	$80,143	$85,523	$90,580	$96,277	$101,174	$106,113	$111,091	$116,110	$121,166	$126,263	$1,034,440
Footpaths Maintenance and Operational	$419,999	$448,191	$474,690	$504,550	$530,210	$556,087	$582,177	$608,477	$634,980	$661,688	$5,421,049
Street Lighting Operational	$870,758	$929,207	$984,144	$1,046,050	$1,099,251	$1,152,899	$1,206,990	$1,261,513	$1,316,463	$1,371,832	$11,239,107
Sealed Roads Maintenance and Operational	$1,180,103	$1,259,319	$1,333,774	$1,417,673	$1,489,773	$1,562,482	$1,635,786	$1,709,681	$1,784,153	$1,859,194	$15,231,938
Unsealed Roads Maintenance and Operational	$1,709,389	$1,824,131	$1,931,981	$2,053,506	$2,157,944	$2,263,264	$2,369,447	$2,476,483	$2,584,354	$2,693,054	$22,063,553



MOUNT BARKER
DISTRICT COUNCIL