

DISTRICT COUNCIL OF ELLISTON

INFRASTRUCTURE AND ASSET MANAGEMENT PLAN

2026-2036

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1 EXECUTIVE SUMMARY

This Infrastructure and Asset Management Plan (**IAMP**) outlines how District Council of Elliston (**Council**) will manage its infrastructure assets over the 2026–2036 period to deliver services in a financially sustainable manner.

Council's infrastructure assets support a wide range of services to the community, including transport, buildings, stormwater, recreation and public amenities. These assets are critical to supporting community wellbeing, economic activity and service delivery across the district.

The IAMP is based on current service levels and available funding. It identifies the ongoing costs associated with maintaining, renewing and upgrading assets, and confirms that projected expenditure is aligned with the Long Term Financial Plan (**LTFP**) over the planning period.

Council's asset management practices are appropriate to its size and resources and provide a sound basis for planning and decision making. This IAMP adopts a lifecycle approach to asset management, ensuring that assets are maintained and renewed at the appropriate time to manage risk and optimise long term value.

Council recognises the challenges associated with managing a large and diverse infrastructure portfolio across a regional and geographically dispersed district, with a relatively small ratepayer base. As a result, infrastructure planning and renewal investment are undertaken using a risk, condition, and service-level-based approach to ensure that limited financial resources are directed toward assets providing the greatest community, economic, and operational benefit.

The renewal forecasts and capital programs contained within the IAMP have been aligned with Council's LTFP to support the ongoing delivery of services in a financially sustainable manner while balancing affordability, asset condition, risk, and community expectations.

Council currently manages infrastructure assets with a gross replacement value, as at 30 June 2025, of approximately \$84.4 million and a written down value of \$64.5 million. The Asset Renewal Funding Ratio is projected to remain at 100%, indicating that sufficient funding has been identified to meet forecast renewal requirements and maintain agreed service levels.

Key risks to service delivery include funding constraints and the impacts of climate and environmental conditions. These risks are managed through ongoing financial planning, asset renewal programs and operational practices.

This IAMP will be reviewed at least annually and updated to reflect changes in asset condition, service levels and financial capacity.

1.1 Levels of Service

This IAMP has been prepared on the assumption that current service standards are adequate to meet the expectations of the community. Service level scenario analysis has been undertaken on transport assets, and will be undertaken for each additional asset class as each asset class is revalued.

Future iterations of this IAMP intend to comprehensively record the range and levels of both operating services as well as asset services. This then provides Council with solid decision-making data to analyse the impact of various scenarios on Councils long term financial position where services are increased or decreased should the need arise at a future time.

Service levels are defined in two terms:

1.1.1 Community Levels of Service

Relate to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.

Community levels of service measures used in the asset management plan are:

- Quality - How good is the service?
- Function - Does it meet our users' needs?
- Safety - Is the service safe?

1.1.2 Technical Levels of Service

Supporting the community service levels are also technical measures of performance. These technical measures relate to the allocation of resources to service activities that the council undertakes to best achieve the desired community outcomes.

Technical service measures are linked to annual budgets covering:

- Operations – the regular activities to provide services such as opening hours, cleansing frequency, mowing frequency, etc
- Maintenance – the activities necessary to retain an asset as near as practicable to its original condition (eg road patching, unsealed road grading, building and structure repairs)
- Renewal – the activities that return the service capability of an asset up to that which it had originally (eg frequency and cost of road resurfacing and pavement reconstruction, pipeline replacement and building component replacement)
- Upgrade – the activities to provide a higher level of service (eg widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (eg a new gymnasium)

1.2 Future Demand

Factors affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, consumer preferences and expectations, economic factors, agricultural practices, environmental awareness, etc.

The view taken in the preparation of this IAMP as well as the LTFP is that there will be minimal shifts either upwards or downwards in current population levels. Should this change over time then both the IAMP & LTFP will need to be updated.

Tourism is experiencing increased visitation in our area and is supported by the Community and Visitor Information Centre located in Elliston. Improvements to campgrounds and caravan and tourism parks will be required to cater to the growing needs of travellers visiting our area. Council now operates the Lock Caravan Park which also provide short-term workers accommodation as well as the Venus Bay Beachfront Tourist Park. These assets are strengthening the financial sustainability of Council while meeting tourist and worker needs.

Council has also identified the need for Aged Care Homes in Elliston. This IAMP incorporates the preliminary design work for the Aged Care project.

Demand management practices also include non-asset solutions, insuring against risks and managing failures.

1.3 Lifecycle Management Plan

What does it Cost?

The projected outlays necessary to provide the services covered by this IAMP includes renewal and upgrade of existing assets over the 10-year planning period is \$15.0M or \$1.5M on average per year.

1.4 Financial Summary

What we will do

Estimated available funding for this period is \$17.1M or \$1.7M on average per year as per the LTFP or budget forecast. This is 100% of the cost to sustain the current level of service at the lowest lifecycle cost (noting that these numbers have been adjusted for inflation).

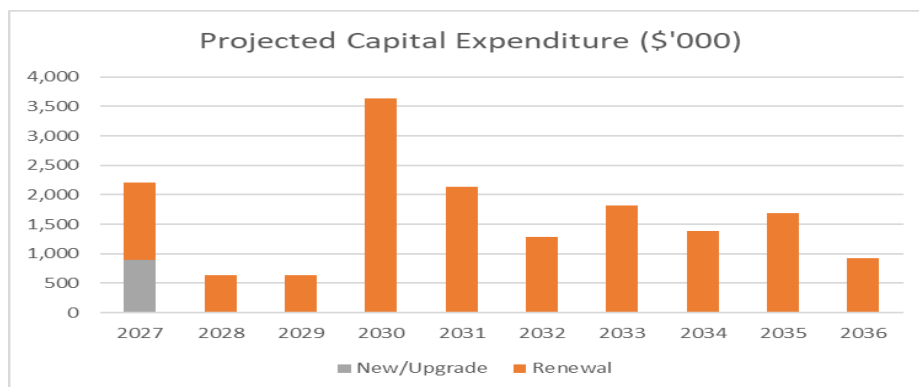
The infrastructure reality is that only what is funded in the LTFP can be provided. The emphasis of the IAMP is to communicate the consequences that this will have on the service provided and risks, so that decision making is “informed”.

The allocated funding fully accommodates on average per year the projected expenditure required to provide services in the IAMP compared with planned expenditure currently included in the LTFP. This is shown in the 1 below.

Table 1 – Assets Covered by this IAMP

Current Valuation \$'K	Current Valuation	Total Accumulated Depreciation	Written Down Value	Asset Consumption Ratio
Transport	63,130	12,692	50,438	80%
Buildings and Structures	14,289	4,532	9,756	68%
Community Waste Water Scheme	1,436	718	718	50%
Stormwater	2,247	322	1,925	86%
Plant and Equipment	2,535	1,443	1,092	43%
Other	759	154	605	80%
Total	84,395	19,861	64,534	76%

Figure 1 : Projected Capital Expenditure



Values are in current (real) dollars.

We plan to provide services for the following:

- Operation, maintenance, renewal and upgrade of all asset classes to meet service levels set through annual budgets.
- Undertake the following major expenditure within the 10-year planning period.
 - Locks Well Staircase Replacement Year 3 (\$2.0M)
 - Grader replacement Year 7 (\$0.45M)

Managing the Risks

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

The main risk consequences are:

- Funding will be inadequate to operate, maintain and renew assets to provide required services.
- Climate change events will render our assets ineffective.

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

- Preparing and updating the LTFP, IAMP and annual budget with asset management costs and agreed service levels
- Maintain adequate insurances and ensure design of assets incorporates the ability to withstand climate events

1.5 Asset Management Practices

Our systems to manage assets include:

- SynergySoft financial software
- Esri ArcGIS Pro

Council is currently upgrading its core financial system to ReadyTech Community. This will replace SynergySoft over the coming year, and will provide more efficient financial management.

Assets requiring renewal/replacement are identified using the Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year and reviewed by knowledgeable Council staff to develop plans that incorporate Council's resourcing capabilities.

1.6 Monitoring and Improvement Program

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

- Scheduling of asset revaluation program, including condition assessments
- Reassessment of customer and technical levels of service
- Development of renewal program based on predictor modelling
- Inclusion of actions from the Strategic Plan 2024-2028
- Development of risk management profile including determination of critical assets.

2 INTRODUCTION

2.1 Background

This asset management plan communicates the actions required for the responsive management of assets (and services provided from assets), compliance with regulatory requirements, and funding needed to provide the required levels of service over a 10-year planning period.

The IAMP is to be read with the following associated planning documents:

- District Council of Elliston Strategic Management Plan 2024-2028
- District Council of Elliston Long Term Financial Plan 2026-2036
- District Council of Elliston Annual Business Plan & Budget 2026-2027

The infrastructure assets covered by this IAMP are shown in Table 2. These assets are used to provide the following council services:

- | | | |
|------------------------|------------------------------------|------------------------|
| - Roads | - Dog and Cat Management | - Kerbing |
| - Aerodrome Management | - Recreational/Sporting Facilities | - Street Lighting |
| - Coastal Management | - Footpaths | - Car Parks |
| - Community Safety | - Parks and Gardens | - Libraries |
| - Stormwater Drainage | - Toilets | - Community Wastewater |
| - Street Sweeping | - Waste Management | - Camping Grounds |
| - Public Cemeteries | - Planning Controls | - Playground Equipment |
| - Seating | - Tourism | - Parking Controls |
| - Environmental Health | | - Tree Planting |
| | | - Water Supply. |

Table 2 : Infrastructure Assets Covered by IAMP

Current Valuation \$'K	Current Valuation	Total Accumulated Depreciation	Written Down Value	Asset Consumption Ratio
Transport	63,130	12,692	50,438	80%
Buildings and Structures	14,289	4,532	9,756	68%
Community Waste Water Scheme	1,436	718	718	50%
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Other	759	154	605	80%
Total	84,395	19,861	64,534	76%

2.2 Goals and Objectives of Asset Ownership

Council's objective in managing infrastructure assets is to deliver agreed levels of service to the community in a financially sustainable manner. This is achieved through:

- providing and monitoring defined levels of service
- managing assets over their lifecycle to optimise value and performance
- identifying and managing risks associated with asset failure
- aligning asset management decisions with the LTFP

Council's asset management approach also seeks to support broader strategic outcomes including economic development, tourism growth, community resilience, emergency management capability, environmental sustainability, accessibility, and regional liveability.

2.3 Core and Advanced Asset Management

This IAMP has been prepared as a core asset management plan over a 10-year planning period. It adopts a network level approach to managing assets, supporting the delivery of services in alignment with Council's LTFP.

Council's asset management practices are appropriate to its size and resources and provide a sound basis for planning, decision making and financial sustainability.

Asset information used in this IAMP is based on established asset registers, financial data and operational knowledge, providing a reliable foundation for forecasting maintenance, renewal and capital investment requirements.

Council will continue to refine asset data and practices over time, with improvements incorporated into future updates of this IAMP.

3 LEVELS OF SERVICE

Service levels define the standard to which Council's infrastructure assets are provided and maintained. They reflect community expectations for quality, function and safety, balanced against available funding.

Service levels are supported by technical measures that guide how assets are operated, maintained, renewed and upgraded through Council's annual budget and LTFP.

3.1 Customer Research and Expectations

This IAMP has been prepared based on current service levels and available information. Levels of service have been updated for our road assets during the preparation of this iteration of the IAMP.

Council recognises the importance of understanding community expectations and will incorporate further engagement in future updates of this IAMP to better understand required levels of service. This will support informed decision making, including balancing service levels, risks and the community's capacity to pay.

3.2 Strategic and Corporate Goals

Council's infrastructure assets support the delivery of its Strategic Plan 2024–2028.

The priorities and actions identified within the Strategic Plan have been considered in the development of this IAMP, ensuring that asset management planning aligns with Council's strategic direction and supports the delivery of key community outcomes.

Table 3: Goals and how these are addressed in this IAMP

Strategic Objective	How this IAMP responds
Support independence and quality of life for older people	Design phase for Elliston Aged Care Homes
Improve access and inclusion for people with a disability	Incorporated in annual building maintenance and renewal costs
Provide attractive and sustainable parks, playgrounds and reserves	Playground upgrade program
Improve road safety, connectivity and traffic flow	Road renewal program
Maintain sound financial management, including robust long-term modelling	Development and update of LTFP and IAMP

3.3 Legislative Requirements

Council manages its infrastructure assets in accordance with relevant legislation, Australian Standards and recognised asset management practices, including guidance provided by IPWEA.

Key legislation applicable to the management of Council's infrastructure assets includes:

- Local Government Act 1999
- Work Health and Safety Act and associated regulations
- Environmental and planning legislation

3.4 Customer Levels of Service

Customer levels of service describe how the community experiences Council services and whether those services meet expectations.

They are defined across the following areas:

- Quality - the condition and standard of the service provided
- Function - whether the service meets its intended purpose
- Capacity - whether the service is appropriately sized to meet demand

Customer service levels for each asset class are detailed in the relevant sections of this IAMP and reflect current service provision within available funding.

Council's customer levels of service are progressively being refined and formalised across major infrastructure asset classes to improve transparency, consistency, and alignment between community expectations, operational delivery, and long-term financial planning.

Indicative customer and technical service measures currently include:

Table 4: Indicative Levels of Service Framework

Asset Class	Customer Outcome	Technical Measure
Transport	Safe and accessible road network	Defect inspections and programmed maintenance
Buildings & Structures	Safe and functional public facilities	Scheduled inspections and reactive maintenance

Asset Class	Customer Outcome	Technical Measure
Stormwater	Effective drainage and reduced flooding impacts	Inspection and maintenance of drainage infrastructure
CWMS	Reliable wastewater services	Operational monitoring and maintenance response
Water Supply	Reliable water availability	Routine inspections and system maintenance

These service levels will continue to be refined and expanded as part of Council's ongoing asset management improvement program.

3.5 Technical Levels of Service

Technical levels of service support the delivery of customer outcomes by defining how assets are managed and resourced.

They are delivered through the following activities:

- Operations - day-to-day activities required to provide services
- Maintenance - activities to retain assets in an appropriate condition
- Renewal - works to restore assets to their required service level
- Upgrade/New - works to improve existing assets or provide new services

These activities are planned and delivered through Council's annual budgets and LTFP.

Service levels are monitored over time and will be reviewed as part of future updates to ensure an appropriate balance between service, risk and cost.

4 FUTURE DEMAND

Demand for Council's infrastructure assets is influenced by population trends, tourism, economic activity and community expectations. This section outlines the key demand drivers and how Council plans to respond over the planning period.

4.1 Demand Drivers

Demand for infrastructure within the Council area is expected to remain relatively stable over the planning period, reflecting minimal long-term population growth. However, seasonal population increases driven by tourism continue to place additional pressure on key infrastructure, particularly transport networks, coastal areas, recreational facilities, camping areas, public amenities, and waste services across the district.

Future demand may also be influenced by changing community expectations, economic conditions, and environmental factors. In addition, an ageing population is expected to increase the need for accessible infrastructure, community facilities, and suitable housing options. This is likely to result in a greater focus on maintaining and upgrading infrastructure to support accessibility, safety, and social connection within the community.

The combined impacts of tourism growth, seasonal population fluctuations, and changing demographic needs may lead to increased maintenance requirements, accelerated asset deterioration, and additional capital investment across key community and visitor infrastructure.

4.2 Demand Management Plan

Council will manage demand for infrastructure through a combination of maintaining existing assets, targeted upgrades and, where required, the provision of new assets.

Demand management also includes non-asset approaches such as reviewing service levels, improving operational efficiency and managing risk. This ensures that infrastructure investment is aligned with actual demand while remaining within Council's financial capacity.

4.3 Asset Programs to meet Demand

The current planning approach assumes no significant long term population growth. Should this change, both this IAMP and the LTFP will be reviewed and updated accordingly.

Tourism continues to be a key driver of demand across the district, with increased visitation placing pressure on transport infrastructure, coastal assets and public amenities. This will be managed through a combination of maintaining existing assets, targeted upgrades and strategic investment where required. Planning is underway for aged care accommodation in Elliston to support future community needs.

The importance of sporting and recreation infrastructure is recognised within Council's Strategic Plan, with a current community-led fundraising initiative underway to support future improvements in Elliston. Any future infrastructure will be subject to further planning, funding and Council consideration.

Future demand will continue to be monitored, with asset planning adjusted as required to respond to changes in usage, community needs and external factors.

5 LIFECYCLE MANAGEMENT PLAN

Council manages infrastructure assets over their lifecycle to deliver agreed service levels in a financially sustainable manner. This includes maintenance, renewal, upgrade and disposal activities aligned with the LTFP.

5.1 Background Data

The assets covered by this IAMP are detailed within the relevant asset class sections and supporting appendices. Asset information is based on Council's asset registers, financial systems and operational knowledge, providing a reliable foundation for planning and decision making.

Asset condition is informed through periodic revaluations and operational inspections. This supports an overall understanding of asset performance and informs renewal planning.

Further refinement of asset data and condition assessment practices will be undertaken over time as part of ongoing asset management improvements.

5.2 Maintenance Plan

Maintenance includes all activities required to retain assets in an appropriate condition and ensure they continue to provide the required level of service.

Maintenance is undertaken across all asset classes and includes both planned and reactive works such as inspections, repairs and servicing.

Maintenance activities are prioritised based on risk, asset condition and service requirements, with available resources directed to areas of greatest need.

Maintenance activities are currently managed through a combination of programmed operational works, reactive maintenance activities, inspections, contractor services, and annual budget allocations.

Maintenance priorities are determined based on asset condition, operational criticality, risk, available resources, and service requirements. Council will continue to progressively formalise asset-specific maintenance planning frameworks as part of ongoing asset management maturity improvements.

5.3 Renewal/Replacement Plan

Renewal and replacement works are undertaken to restore assets to their required level of service and ensure continued reliability and safety.

Assets requiring renewal are identified using asset register data, useful life assumptions and operational knowledge. Renewal priorities are determined based on factors including condition, risk, usage and the potential impact of asset failure.

Renewal expenditure has been aligned with Council's LTFP to support the ongoing delivery of services in a financially sustainable manner.

Projected renewal expenditure over the planning period is summarised below.

Figure 2: Projected Capital Renewal and Replacement Expenditure

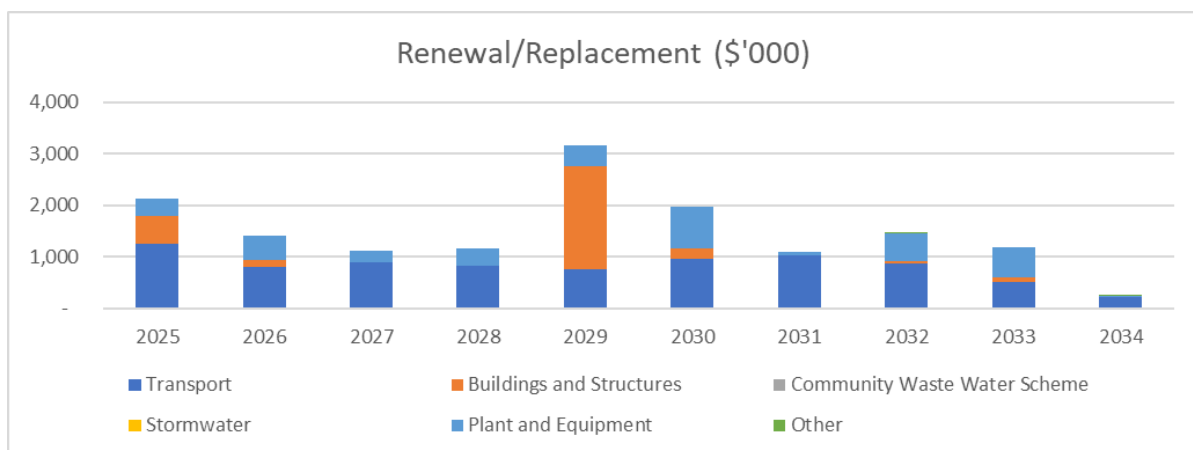


Figure Values are in current (real) dollars.

Renewal planning is reviewed regularly to ensure it remains aligned with asset performance, risk and available funding. Council's renewal planning approach is progressively transitioning toward a more structure lifecycle and risk-based methodology, incorporating condition assessments, remaining useful life modelling, service levels, asset criticality, and operational risk considerations.

This approach supports improved long-term forecasting and enables renewal investment to be prioritised toward assets with the highest consequence of failure or greatest impact on service delivery.

5.4 Creation/Acquisition/Upgrade Plan

New, upgraded or acquired assets are provided to meet changes in demand, improve service levels or address identified gaps in infrastructure.

Projects are identified through strategic planning, community input and operational requirements, and are assessed and prioritised based on need, risk and available funding.

All proposed projects are subject to Council approval and are incorporated into the capital works program where appropriate.

The financial implications of new and upgraded assets, including ongoing operational, maintenance and renewal costs, are considered as part of Council's LTFP. This ensures that asset investment is sustainable and aligned with Council's long term financial capacity.

5.5 Disposal Plan

Asset disposal includes the removal, sale or decommissioning of assets that are no longer required or have reached the end of their useful life.

At this stage, no significant infrastructure assets have been identified for disposal over the planning period.

Future asset disposal decisions will be assessed having regard to ongoing operational costs, asset condition, utilisation, service requirements, risk exposure, and long-term financial sustainability.

6 RISK MANAGEMENT PLAN

Council applies a structured approach to identifying, assessing and managing risks associated with infrastructure assets and the services they support.

Risks are evaluated based on likelihood and consequence, with mitigation measures implemented to reduce the potential impact on service delivery.

Council recognises that certain infrastructure assets are considered critical to the delivery of essential community services and operational functions. These critical assets may include transport links, water supply infrastructure, CWMS assets, stormwater systems, coastal infrastructure, and key community facilities.

Failure or significant disruption of these assets may result in impacts including:

- Public health and safety risks
- Restricted emergency access
- Environmental harm
- Service delivery interruptions
- Economic and tourism impacts
- Increased operational and renewal costs

Key risks associated with Council's infrastructure assets include:

- Asset condition and ageing – deterioration of assets impacting service levels
- Funding constraints – insufficient funding impacting the ability to maintain and renew assets
- Demand changes – increased pressure from tourism or changing community expectations
- Environmental factors – impacts from weather events and climate conditions

Council also recognises the increasing impact of climate and environmental risks on infrastructure assets, particularly within coastal environments. Climate-related risks including coastal erosion, storm surge, extreme weather events, flooding, and accelerated asset deterioration may increase maintenance and renewal requirements over time.

These risks will continue to be considered as part of future asset planning, renewal programming, and infrastructure design processes and are managed through ongoing maintenance and renewal programs, financial planning and operational practices.

Risk management is reviewed regularly to ensure it remains aligned with asset performance, service requirements and Council's financial capacity.

7 FINANCIAL SUMMARY

Council's infrastructure assets represent a significant investment and require ongoing funding to maintain service levels and ensure long term sustainability.

This section summarises the projected expenditure required to maintain, renew and upgrade Council's assets over the planning period, aligned with the LTFP.

7.1 Financial Statements and Projections

8.1.1 Asset valuations

The best available estimate of the value of assets included in the IAMP are shown below. Assets are valued at the fair value at cost to replace service capacity.

Gross Replacement Cost	\$84.4 M
Depreciated Replacement Cost	\$64.5 M

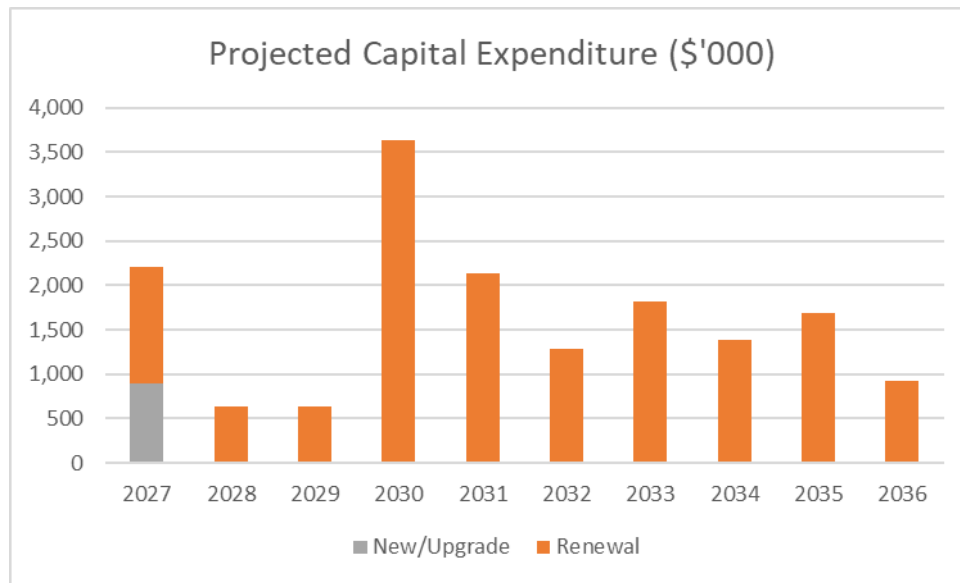
The value and composition of Council's infrastructure assets are summarised below.

Table 5: Assets covered by this IAMP

Current Valuation \$'K	Current Valuation	Total Accumulated Depreciation	Written Down Value	Asset Consumption Ratio
Transport	63,130	12,692	50,438	80%
Buildings and Structures	14,289	4,532	9,756	68%
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Plant and Equipment	2,535	1,443	1,092	43%
Other	759	154	605	80%
Total	84,395	19,861	64,534	76%

Projected capital expenditure over the planning period is summarised below.

Figure 3: Projected Capital Expenditure



Sustainability of service delivery

Council's asset management and financial planning processes aim to ensure that infrastructure services are delivered in a financially sustainable manner over the long term.

Two key indicators considered in assessing sustainability of service delivery are:

- asset renewal funding ratio
- medium term budgeted expenditure compared with projected expenditure over the 10-year planning period

Asset Renewal Funding Ratio

100%

The Asset Renewal Funding Ratio indicates that, over the 10-year planning period, Council has provided for the renewal and replacement of assets in line with the projected requirements of this IAMP.

Medium term – 10-year financial planning period

This IAMP identifies the capital renewal expenditure required to provide agreed service levels to the community over a 10-year period. These projections inform Council's LTFP and support the delivery of services in a financially sustainable manner.

The projected capital renewal expenditure required over the 10-year planning period is \$14.1 million, or \$1.4 million on average per year. This excludes upgrade and new asset expenditure.

Providing services from infrastructure in a sustainable manner requires service levels, risks, projected expenditure and available funding to be considered together over the life of the Long Term Financial Plan.

7.1.2 Projected expenditures for LTFP

Projected expenditure over the 10-year planning period is summarised below.

Expenditure projections are in current dollar values.

Table 6: Projected Expenditures for Long Term Financial IAMP (Unindexed)

Year	Projected Capital Renewal (\$000)	Capital Upgrade/ New (\$000)	Total (\$000)
2027	1,322	889	2,210
2028	595	-	595
2029	3,285	-	3,285
2030	1,890	-	1,890
2031	1,117	-	1,117
2032	1,543	-	1,543
2033	1,152	-	1,152
2034	1,380	-	1,380
2035	742	-	742
2036	1,092	-	1,092

7.2 Funding Strategy

Funding for infrastructure assets is provided through Council's Annual Business Plan and Budget (ABP) and LTFP.

The LTFP establishes the overall funding framework for the delivery, maintenance, renewal and upgrade of Council's infrastructure assets. This IAMP identifies the expenditure required to support agreed service levels, manage asset risks and maintain infrastructure in a financially sustainable manner.

Funding levels will continue to be reviewed annually through Council's budget development process to ensure they remain aligned with asset condition, service requirements, risk profiles and Council's long term financial capacity.

Council acknowledges that future infrastructure delivery may be impacted by external factors including inflation, construction cost escalation, fuel and bitumen pricing, contractor availability, supply chain constraints and the availability of external grant funding.

Given the size of Council's rate base and the cost of delivering infrastructure across a large and geographically dispersed district, external grant funding remains an important component of Council's long term infrastructure strategy. A number of projects identified within this IAMP are expected to rely, either wholly or in part, on external funding opportunities. Where grant funding is not secured, projects may need to be reprioritised, deferred, scaled or funded through alternative arrangements.

Council will continue to actively pursue grant funding opportunities and advocate for investment in regional infrastructure to support the delivery of priority projects and maintain service levels for the community.

These factors will continue to be monitored and considered through future reviews of both the IAMP and LTFP to ensure infrastructure investment remains affordable, sustainable and aligned with community needs.

7.3 Forecast Reliability and Confidence

The expenditure and valuation projections in this IAMP are based on the best available information at the time of preparation. The reliability of this information influences the level of confidence that can be placed in projected outcomes.

Data confidence is assessed in accordance with the grading system set out below.

Table 7: Data Confidence Grading System

Confidence Grade	Description
A Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E Unknown	None or very little data held.

The reliability and confidence of asset data varies between infrastructure asset classes and generally reflects the maturity of condition assessment practices, historical asset records, and recent revaluation activities.

Table 8: Asset Data Confidence Levels

Asset Class	Indicative Confidence Level
Transport	A - Highly Reliable
Buildings and Structures	B - Reliable
Stormwater	A - Highly Reliable
CWMS	B - Reliable

Council's ongoing improvement program aims to progressively improve data quality, condition information, lifecycle monitoring, and renewal forecasting across all asset classes over future revaluation cycles.

8 PLAN IMPROVEMENT AND MONITORING

Council is committed to the ongoing improvement of its asset management practices to support informed decision making, long term financial sustainability, and the delivery of appropriate service levels to the community.

This IAMP establishes a structured framework for the progressive improvement of asset data, condition assessment methodologies, renewal forecasting, lifecycle planning, and risk management across all infrastructure asset classes.

Council has recently completed a comprehensive review and update of its Transport Asset Management framework, including condition assessment methodologies, asset revaluation, service level development, renewal modelling, prioritisation frameworks, and long-term capital planning. This process has significantly improved the maturity, transparency, and reliability of transport asset planning and provides a structured foundation for future asset management improvements across other asset classes.

Future improvement activities will progressively apply a similar structured methodology across Council's remaining major infrastructure asset classes. This approach will ensure that asset management practices continue to mature in alignment with:

- Asset revaluation cycles
- Updated condition assessments
- LTFP requirements
- Service level reviews
- Risk and criticality assessments
- Legislative and audit requirements
- IPWEA and ISO 55000 asset management principles

This staged approach recognises Council's resourcing capacity while ensuring continual improvement in the quality, consistency, and reliability of asset management data and decision-making processes.

8.1 Status of Asset Management Practices

Council currently manages infrastructure assets through a combination of financial systems, asset registers, operational knowledge, condition inspections, and long-term financial planning processes.

Key systems and practices currently supporting asset management include:

- SynergySoft financial management system
- GIS spatial mapping systems
- Asset registers and valuation data
- Operational inspections and maintenance programs
- LTFP integration
- Annual capital works programming
- Strategic and operational risk management processes

Council has substantially improved the maturity of its transport asset management framework through the completion of:

- Updated transport asset revaluation
- Formalised condition assessment methodologies
- Development of Levels of Service frameworks
- Road Priority Index (RPI) development
- Renewal and depreciation modelling
- Long-term transport capital works programming
- Integration with the LTFP

These improvements provide a strong foundation for progressively implementing similar asset management frameworks across other infrastructure asset classes over future revaluation cycles.

8.2 Improvement Plan

Council has adopted a staged and progressive improvement program for infrastructure asset management. The improvement program is aligned to Council's asset revaluation schedule, with major asset management framework reviews and data improvements to occur in the financial year immediately following each revaluation process.

This approach allows updated valuation data, condition information, useful lives, and replacement costs to be incorporated into improved lifecycle planning, renewal forecasting, and long-term financial modelling.

Future improvement activities will generally include:

- Review and refinement of asset registers
- Updated condition assessment methodologies
- Review of useful lives and remaining useful life modelling
- Development of asset-specific Levels of Service
- Improvement of renewal forecasting and lifecycle modelling
- Identification of critical assets and risk profiles
- Improved integration between operational planning, capital works programs, and the LTFP
- Development of long-term renewal and maintenance programs
- Alignment with IPWEA and ISO 55000 principles

Table 9: Improvement IAMP



8.3 Monitoring and Review Procedures

This Plan will be reviewed annually in conjunction with Council's budget development process and LTFP review.

Reviews will consider:

- Changes in asset condition
- Updated valuation and financial data
- Capital works delivery
- Service level performance
- Emerging risks and operational issues
- Changes in community expectations
- Legislative or audit requirements

A full review of this IAMP will be undertaken following major revaluation cycles or where significant changes occur to Council's asset base, service delivery requirements, or financial position.

Future updates will progressively incorporate improved asset data, condition information, renewal modelling, and service level frameworks as asset management maturity continues to develop across all infrastructure asset classes.

8.4 Performance Measures

The effectiveness of this Plan and Council's asset management improvement program will be measured through:

- Alignment between the IAMP and LTFP
- Delivery of planned capital renewal programs
- Improvement in asset data quality and confidence levels
- Progression of asset management maturity across asset classes
- Integration of condition, risk, and lifecycle modelling into decision making
- Maintenance of sustainable Asset Renewal Funding Ratios
- Completion of scheduled revaluations and improvement actions
- Improved transparency and auditability of asset management processes

9 RISK

Council recognises that effective risk management is a fundamental component of responsible and sustainable asset management. Risks associated with infrastructure and asset management arise from uncertainty and changing operational, environmental and financial conditions. While it is not possible to eliminate all risks, Council is committed to managing risk through appropriate mitigation strategies, including avoiding, reducing, transferring or accepting risks where appropriate.

The objectives of Council's risk management approach are to:

- Establish a consistent framework for identifying, assessing and managing risks associated with Council's assets and infrastructure;
- Ensure operational, financial, environmental and organisational risks are identified and evaluated in a structured and consistent manner; and
- Prioritise risks to support informed decision-making and enable Council to focus resources on addressing the highest priority risks over the short, medium and long term.

10 REFERENCES

- Local Government Act 1999
- Work Health and Safety Act and associated regulations
- Planning and Design Code
- Australian Accounting Standards
- International Infrastructure Management Manual (IPWEA)
- ISO 55000 Asset Management Standards
- Council Strategic Plan 2024–2028
- Council Long Term Financial Plan
- Council Annual Business Plan

Document Control		Infrastructure and Asset Management IAMP			
					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1	1/5/2024	New IAMP	LGiQ		
2	10/7/2024	Adjusted for revised 10 year road IAMP	LGiQ		
3	18/06/2026	Reviewed	LGiQ	N Biddell	N Becker