

2026 - 2036

Southern Mallee District Council

Road Infrastructure Asset Management Plan



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Document Control

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1. Background

1.1 Introduction

Council's road infrastructure network is one of its most critical and valuable assets, underpinning economic activity, community connectivity, and access to essential services across the district. The Roads Infrastructure Asset Management Plan provides a clear and disciplined framework to manage this network responsibly, ensuring that investment decisions are evidence-based, financially sustainable, and aligned with Council's long-term strategic objectives.

This Plan responds to increasing pressures facing regional councils, including rising construction and maintenance costs, ageing infrastructure, changing patterns of use, and constrained revenue growth. It recognises that maintaining the status quo is no longer sufficient. Instead, a proactive and prioritised approach is required—one that balances levels of service, risk, and affordability while maximising the life and performance of existing assets.

Through improved asset data, lifecycle planning, and integration with Council's Long Term Financial Plan, this document sets out how Council will transition from reactive maintenance to a more strategic, planned approach to road management. It establishes clear service standards, identifies funding requirements, and outlines the actions needed to ensure the road network remains safe, functional, and fit for purpose now and into the future.

Ultimately, this Plan reinforces Council's commitment to responsible stewardship of public infrastructure, delivering value for money for the community, and ensuring that today's decisions do not compromise the needs of future generations.

The asset management plan is to be read with the following associated planning documents:

- The Southern Mallee District Council Strategic Management Plan 2025-30
- The Southern Mallee District Long Term Financial Plan
- The Southern Mallee District Annual Business Plan & Budget

The SMDC is progressing towards a robust asset management process and the full integration of strategic plans, asset plans and long-term financial plan. The development of this Roads AMP and the corresponding plans for CWMS, Stormwater and Buildings will further strengthen Councils asset management practices and support ongoing continuous improvement.

1.2 Asset Description

The transport assets covered by this asset management plan are as follows:

Description	Replacement Value
Sealed Road Pavement	\$27,789,628
Sealed Road Surface	\$8,038,065
Unsealed Sheeted Roads	\$51,286,237
Unsealed Formed Roads	\$0
Total	\$87,113,930

1.3 Plan Framework

This Road Infrastructure asset management plan (AMP) is based on the fundamental structure of the IPWEA NAMS Asset Management for small, rural or remote Communities template and has been simplified to tailor the content to suit The Southern Mallee District Council.

Council provides services for the community in part through the provision of Transport Infrastructure assets.

The goal in managing transport assets is to meet the required level of service in the most cost effective manner for present and future consumers.

The key elements of infrastructure asset management are:

- Taking a life cycle approach.
- Developing cost-effective management strategies for the long term.
- Providing a defined level of service and monitoring performance.
- Managing risks associated with asset failures.
- Sustainable use of physical resources.

Key elements of the plan are:

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

Key Stakeholders

Key Stakeholders and their role in the preparation and implementation of this AMP are shown below:

Mayor and Elected Members:

- Represent needs of community.
- Allocate resources to meet the Council's objectives in providing services while managing risks.
- Ensure Council is financially sustainable.
- Adopting AMP, annual infrastructure budget approvals, support Council staff with plan implementation.

Chief Executive Officer:

- Endorse the development of asset management plans and provide the resources required to complete this task.
- Set high level priorities for asset management development and raise the awareness of this function among staff and contractors. Support the implementation of actions resulting from this plan and lead improvements to asset management strategies and service delivery.
- Support for an asset management driven budget and LTFP.

Director Infrastructure Services

- Lead the development of Asset Management Plans.
- Deliver the annual Capital, Operational and Maintenance works plans.
- Coordination of works team and external contractors.
- Manage Technical Levels of Service.
- Project delivery, implementation of annual renewal and upgrade programs.

Manager Corporate Services

- Consolidation of the asset register and ensuring the asset valuations are accurate.
- Development of supporting financial policies such as capitalisation and depreciation.
- Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards.

Community (residents, businesses, property owners), Visitors

- End users of the Assets, provide feedback on Levels of Service.
- Reporting defects and deficiencies in Councils service request system.

Insurers

- Local Government Mutual Liability Scheme

Federal & State Government

- Liaise for funding opportunities through various Government Agencies

1.4 Importance of accurate asset management data to long term financial sustainability

Financial asset data has two types of use. Firstly, it is used to calculate depreciation in the Statement of Comprehensive Income (Operating Statement) as well as the fair value of Property, Plant & Equipment in the Statement of Financial Position (Balance Sheet). The second use for financial asset data is to determine how much an asset will cost to replace and which year it is likely to need to be replaced. In summary, the financial statements use the financial data to report current consumption of assets and current values and also use the data from a future perspective when preparing asset management renewal programs.

Depreciation is one of the largest numbers in the operating statement with fair value of Property, Plant & Equipment being the largest value in the balance sheet. Additionally, the capital renewal expenditure (as contained in the asset management capital renewal programs) are usually the most material cash outflows contained in the LTFP. There is an obvious connection between these items and long-term financial sustainability.

If the asset data that underpins the depreciation charge, fair value and the asset renewal expenditure is inaccurate, then Council will also have an inaccurate assessment of its future likely levels of financial sustainability. Up to date data is essential as situations change over time, hence, the need to update the asset management renewal programs on a timely basis and at least on an annual basis as part of the legislatively required review of the LTFP.

1.5 Community Consultation

This plan has been developed based on general feedback from the community, collected through Council's various consultation processes over recent years, as well as the feedback received through community requests and comments.

The maturity of asset management will continue to develop and as part of the improvement plan, it is proposed for Council to undertake further community consultation as future transport asset plans are developed to ensure alignment between community needs and Council's delivery.

2. Levels of Service

Transport Assets are one of the major services Council delivers on behalf of the community, and our asset management plans are about making sure our assets perform for our community now and into the future.

The SMDC community expects assets that will work for them, and we want to ensure we aim to meet the needs of the wider community by delivering the right levels of service and functionality within responsible fiscal management. To achieve this Council gives weighted consideration to its limited resources, and to ensure that these are spent wisely through prudent and appropriate asset expenditure, whilst managing any risk to the community.

2.1 Strategic and Corporate Goals

This Asset Management Plan has been prepared to align with the goals as set out in Council's Strategic Management Plan 2025-2030.

Council's vision:

Southern Mallee is a connected, resilient, and welcoming region with strong communities, sustainable infrastructure, and a vibrant local economy. We are proud custodians of our land, delivering smart services and creating opportunities for all who call our district home.

Council's values are:

- Active Listening
- Excellence
- Strategic Thinking
- Relationships
- Sense of Place

The summary below highlights Council's priority strategies and actions that relate to this Asset Management Plan. These strategic goals link directly to Council's Strategic Management Plan 2025-2030 and can be found on Council's website.

Key Result Area 3. Our Infrastructure	
Strategy	Action
3.1 Improve the strategic and technical asset management capability and practices with a focus on planning to manage assets at the most optimal whole of life cost	3.1.1 Detailed asset plans (condition, quantity, valuation) across Council's asset portfolio to inform Long Term Financial Plan, including: • Roads, • Buildings, • Stormwater, • CWMS

3.1.2 Create integrated 10-year capital works plan, to:

- Make projects more stageable,
- Increase budget contingencies,
- Scale the program to organisation capacity

Key Result Area 4. Our Organisation

Strategy	Action
4.1 Monitor the financial capacity of the Council to ensure future sustainability	4.1.7 Review Council's depreciation schedule and useful lives of assets. Ensure correct capitalisation of internal expenses on capital projects
	4.1.8 Review Council's Long Term Financial Plan ensuring asset valuations are indexed annually
4.2 Ensure robust, efficient, and effective operation of Council's corporate systems	4.2.4 Ensure independent Asset Revaluations for all infrastructure assets

2.2 Legislative Requirements

There are many legislative requirements relating to the management of assets.

Legislative requirements that impact the delivery of the Transport Network service are outlined below.

Legislation	Requirement
Australian Accounting Standards AASB 13	Sets out the financial reporting standards for the Fair Value Measurement of Assets
Local Government Act 1999	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
Work Health & Safety Act 2012	An Act to provide for the health, safety and welfare of persons at work; and for other purposes

Legislation	Requirement
Disability Inclusion Act 2018 (SA)	The Act is a key piece of legislation in South Australia aimed at promoting the full inclusion of people with disability in the community. It provides a legal framework to support equal access and inclusion for people living with disability in various community activities and services, including recreation, education, health, and public transport.
Disability Discrimination Act 1992 and other relevant disability legislation	Sets the standards for accessibility to eliminate as far as possible, discrimination against persons on the grounds of disability
Environment Protection Act 1993 & Environment Protection Regulations 2023	The Environment Protection Act 1993 provides the regulatory framework to protect South Australia's environment, including land, air and water.
Landscape South Australia Act 2019	An Act to promote sustainable and integrated management of the State's landscapes, to make provision for the protection of the State's natural resources, and for other purposes (previously NRM Act 2004 now ceased)
Native Vegetation Act 1991	An Act to provide incentives and assistance to landowners in relation to the preservation and enhancement of native vegetation; to control the clearance of native vegetation; and for other purposes. The Act and Regulations apply to the management of native vegetation on Council land, roadsides and road reserves.
Australian Road Rules	The Australian Road Rules are model laws that have no legal effect. They form the basis of road rules of each Australian state and territory. For the most part, each state and territory has copied the Rules into their own laws, however, not every provision of the Rules has been copied exactly in each state and territory. Also, there are a number of provisions in the Rules that specifically leave certain matters to state and territory governments to determine.
Dangerous Substances (Dangerous Goods Transport) Regulations 2023	Provides the regulatory framework for the packaging and transportation of dangerous goods by road and rail.
Heavy Vehicle National Law and Regulations (HVNL)	The National Heavy Vehicle Regulator (NHVR) administers one set of laws for heavy vehicles over 4.5 tonnes gross vehicle mass. This set of laws consists of the Heavy Vehicle National Law (HVNL)* and five sets of regulations.

Legislation	Requirement
Highways Act 1926	Set out the Legislative framework for drainage of roads and road authorities in SA
Roads (Opening & Closing) Act 1991	An Act to provide for the formal processes around the opening and closing of gazetted roads
Disability Discrimination Act 1992 and other relevant disability legislation	Sets the standards for accessibility to eliminate as far as possible, discrimination against persons on the grounds of disability
Environment Protection Act 1993 & Environment Protection Regulations 2023	The Environment Protection Act 1993 provides the regulatory framework to protect South Australia's environment, including land, air and water.
Landscape South Australia Act 2019	An Act to promote sustainable and integrated management of the State's landscapes, to make provision for the protection of the State's natural resources, and for other purposes (previously NRM Act 2004 now ceased)
National Road Safety Strategy 2021-30	Australia has a 10-year strategy to improve safety on our roads
Road Traffic Act 1961	An Act to prescribe the duties of road users; to provide for nationally consistent road rules; to provide for vehicle standards, mass and loading requirements and other safety measures in relation to light vehicles; to regulate the identification of vehicles; to provide for the installation, use and maintenance of traffic control devices; to provide for the closing of roads for traffic management and other purposes

2.3 Community Levels of Service

The Community Levels of Service relates to the service outcomes that the community expects in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance. Community levels of service measures used in the AMP are:

Condition: How good is the condition of the transport asset?

Function: Does it meet users' needs?

Capacity/Use : Is the service over or under used?

Council's current and desired community and technical service levels are detailed below

Level of Service Objective	Performance Objective	Current Level of Service	Target Level of Service
Condition			
Sealed Roads – rideability and potholes, rutting, cracking, edge condition	Service requests, elected member and staff inspections/ feedback Local Business inputs and feedback	Some negative community feedback on quality of road network Ad-hoc inspections during other works to prioritise actions Reactive response to customer service requests Focus on higher use and known problematic roads during wet weather periods	Opportunities for future improvement through additional proactive maintenance inspections with logging and actioning of defects. Use of condition inspection data to develop targeted treatments. Less than 5 service requests per month
Unsealed Roads – rideability / corrugations, potholes, loose surfaces, dust, washouts, vegetation clearance.	Service requests, elected member and staff inspections/ feedback Rural sector (farming community) feedback	Some negative community feedback on quality of road network Ad-hoc inspections during other works to prioritise actions. Reactive response to customer service requests Focus on higher use and known problematic roads during wet weather periods All Category 4-5A roads are graded at least once per season/year	Opportunities for future improvement through additional proactive maintenance inspections with logging and actioning of defects. Use of condition inspection data to develop targeted treatments. Less than 5 service requests per month Grading methodologies will continue to be reviewed and updated to balance effectiveness, efficiency and sheeting longevity. Less than 5 service requests per month

Level of Service Objective	Performance Objective	Current Level of Service	Target Level of Service
Function			
Roads are fit for purpose and suitable for expected vehicle usage – freight, community access, farm machinery, and tourist routes	Community feedback and staff assessment	No major issues from an access / function perspective. Some challenges with large vehicle configurations Deal with issues on an as needs basis – e.g. flood/weather impact Customer service requests	Continue to respond to requests in accordance with defined Council policies and timeframes and respond on an as needs basis No increase in customer service requests
Capacity/Use			
Regional road network meets demand	Traffic counts and NHVR permits	Meets demand – some challenges during peak agriculture times	No change anticipated unless significant demand is driven by district or surrounding districts development or Council strategic direction

2.4 Technical Levels of Service

Technical levels of service support the community service levels and are operational or 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 the activities and annual budgets covering:

Upgrade – the activities to provide a higher level of service (e.g. sealing an unsealed road) or a new service that did not exist previously.

Operations – the regular activities to provide services (e.g. road sweeping, linemarking, cross drain clearing, verge and street tree management, inspections, etc.)

Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading),

Renewal – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing, pavement)

Level of Service Objective	Performance Measure Process	Current Level of Service	Target Level of Service
Operations			
Efficiently utilise assets which will consume resources such as manpower, energy and materials	Community feedback, Budget tracking, team meetings	Priorities driven by management and supervisors. Reactive to community requests	12 month rolling plan for all operations activities A more proactive operations schedule linked to reinspection program and asset hierarchy
Maintenance			
Retain assets as near as practicable to its original condition but excluding rehabilitation or renewal (capital)	Community feedback, Budget tracking, team meetings Seasonal schedule of works – e.g. patrol grading during wet periods	Patrol grading program developed and managed Priorities driven by management and supervisors Reactive to community requests	12 month rolling plan for all maintenance activities utilising asset data and GIS (or equivalent) allowing for tracking of defects and assignment of actions/treatments A proactive maintenance schedule linked to inspection program and asset hierarchy with targeted works plans
Renewal			
Restore, rehabilitate or replace existing assets with assets of equivalent capacity or performance capability at the optimum point in an asset's lifecycle	Re-sheet and Renewal program, annual capital works plan for all other assets. Project delivery tracking, monthly reporting to Council, quarterly budget/project reviews	Renewal generally in line with annual budget program, some recent challenges with delivery road renewal projects with resource constraints	Development of 10 year renewal plan with sustainable approach to renewal treatments and practices Development of shovel ready projects for grant applications – e.g. Special Local Roads program

Level of Service Objective	Performance Measure Process	Current Level of Service	Target Level of Service
Upgrade			
Upgrades are cost effective, meet end user's needs, are affordable and are in line with council policies	Budget and Audit Review	Limited upgrade in road network	Develop a 10 year agreed upgrade plan with consideration for whole of lifecycle costings that will inform the LTFP

2.5 Construction and Renewal Standards for Roads

This plan has been developed based on assumptions related to the construction and renewal standards set out in the following sections for the sealed and unsealed road network.

Sealed Roads

Sealed Roads Hierarchy

Council has categorised its sealed road network into two categories based on location:

- **Rural Sealed Roads** – generally Council's rural roads carry higher traffic volumes.
- **Township Sealed Roads** – those streets that have been sealed for convenience of ratepayers to reduce dust and improve stormwater drainage. Many will have kerb and gutter, but it is not always an essential element.

Service Standards for Rural Sealed Roads

Construction Standard – Township Sealed Roads	
Construction Method	
Seal width	7.2 metres
Seal Type	Local roads to be constructed with two coat spray seal
Pavement Width	Pavement width is to lip of kerb or minimum 1 metre either side of seal width
Pavement Depth	Pavement depth is assumed to be 300mm for heavy use roads and 200mm for normal use roads Existing pavements for township sealed roads to utilise existing material with a rework and top up to depth as per the above

Construction Standard – Township Sealed Roads

Renewal Method

Reseal	Standard renewal of township sealed roads to be a 2-coat spray seal, with future consideration for a combination of 1-coat and 2-coat spray seal depending on road usage.
Pavement	Existing pavements for township sealed roads to utilise existing material with a rework and top up to depth as per the above (allowance for up to 150mm within renewal expenditure estimates)
Seal Life	Rural Spray Seal (Standard & Non-Standard) – 18 years
Pavement Life	Rural Sealed Road Pavement (Standard & Non-Standard) – 70 years

Maintenance Method

- Minor works such as pothole and spray seal repairs on an as need basis
- Roadside weed spraying
- Gravel shoulder top-ups as required

Construction Standard – Rural Sealed Roads

Construction Method

Seal width	New construction of Rural Sealed Networks will be constructed in accordance with LGA Infrastructure Guidelines with minimum seal width of: • Collector: 7.2m min • Local Use: 6.2m min
Seal Type	2-Coat Spray Seal
Pavement Width	Minimum 1m either side of seal
Pavement Depth	250mm (min) for arterial and collector roads, 200mm for local use (pavement base and sub-base)
Renewal Method	
Reseal	Single coat spray seal (spray seal 7 or 10mm) with an ongoing reseal pattern of 1-coat/2-coat. 2-coats is 14/7mm or 10/5mm dependent on road usage.

Construction Standard – Rural Sealed Roads

Renewal Method

Pavement	Existing pavements for rural sealed roads to utilise existing material with a rework and top up to depth as per the above (allowance for up to 150mm within renewal expenditure estimates)
Seal Life	Rural Spray Seal (Standard & Non-Standard) – 18 years
Pavement Life	Rural Sealed Road Pavement (Standard & Non-Standard) – 70 years

Maintenance Method

- Minor works such as pothole repairs on as per need basis
- Roadside weed spraying
- Gravel shoulder top-ups as required

Size of the sealed road network

Rural Sealed Roads	115.7 kms
Township Streets	17.6 kms
Total	133.7 kms

Unsealed Roads

Unsealed Road Hierarchy

Class 4A – Local Distributor Roads

Council owns and maintains a Local Distributor Road network totaling approximately 325.7kms. These roads generally carry traffic through the Council area and generally connect with DIT (Department of Infrastructure Transport) arterial roads. The roads have a higher standard alignment, reasonable sight distance and formation width to allow heavy vehicles to pass. Typically, these are gazetted freight routes.

Class 4B – Local Collector Roads

Council owns and maintains a Local Collector Road network totaling approximately 421.7kms. These are major roads for local and tourist traffic. These roads often form part of the school bus routes and have regular truck movements, formally known as commodity routes. Typically, these are heavy vehicle permitted commodity routes.

Class 5A – Local Roads

Council owns and maintains a 5A - Local Roads network totalling approximately 136.9kms. Local Roads are formed and sheeted and provide all weather access. These roads have been identified as having a higher freight, tourism and social importance than other local roads.

Class 5B – Formed Road

Council owns and maintains a rural formed graded road network totalling approximately 222 km. Formed graded roads are low use roads only. Formed graded roads require no road base material to provide a surface.

These roads are not renewed by capital works; however, they do undergo maintenance activities as required.

Service Standards for Unsealed Roads

Council have agreed to use the following specifications when constructing or resheeting unsealed roads. These are known as service levels. The higher the category of road then the higher the service level applied.

The following service levels / construction levels have been identified by Council staff as 'typical dimensions' roads in these categories are built to.

4A Local Distributor Roads	
4A - Construction Method	
Sheeting width	7.2 metres
Sheeting Depth	150mm when newly constructed or immediately after a resheet.
Formation Width	Edge of shoulder to edge of shoulder, additional 2 metres each side of sheeting. 12m minimum width. Note shoulder may or may not have rubble
4A - Renewal Method	
Resheet	Supply, place and compact crushed material to restore the sheeted wearing surface including minor reshaping of existing formation to 150mm
Condition at End of Life	Assume 50mm rubble left prior to resheeting with minor (<2%) subgrade break through.
Useful Life	20 Years
Formation	The lower base and earthworks will typically be reworked as part of the resheeting activity, where appropriate to retain integrity of drainage and cross fall.

4A Local Distributor Roads

4A - Maintenance Method

- Patrol Grading four times per year, subject to favourable moisture conditions
- Minor pothole and patching work as required

4B Local Collector Roads

4B - Construction Method

Sheeting width	7.2 metres
Sheeting Depth	125mm when newly constructed or immediately after a resheet.
Formation Width	Edge of shoulder to edge of shoulder, additional 2 metres each side of sheeting. 11m minimum width. Note shoulder may or may not have rubble

4B - Renewal Method

Resheet	Supply, place and compact crushed material to restore the sheeted wearing surface including minor reshaping of existing formation to 125mm
Condition at End of Life	Assume 50mm rubble left prior to resheeting with minor (2% to 5%) subgrade break through.
Useful Life	20 Years
Formation	The lower base and earthworks will typically be reworked as part of the resheeting activity, where appropriate to retain integrity of drainage and cross fall.

4B – Maintenance Method

- Patrol Grading four times per year, subject to favourable moisture conditions
- Minor pothole and patching work as required

5A Local Sheeted Roads

5A - Construction Method

Sheeting width	6 metres
Sheeting Depth	100mm when newly constructed or immediately after a resheet.
Formation Width	Edge of shoulder to edge of shoulder, additional 1.5m each side of sheeting. 9m minimum width. Note shoulder may or may not have rubble

5A - Renewal Method

Resheet	Supply, place and compact crushed material to restore the sheeted wearing surface including minor reshaping of existing formation to 125mm
Condition at End of Life	Assume 50mm rubble left prior to resheeting with minor (5% to 15%) subgrade break through.
Useful Life	35 Years
Formation	Assume that reforming of road cross fall and drainage will be required during resheeting of the road surface.

5A – Maintenance Method

- Patrol Grading twice per year, subject to favourable moisture conditions
- Minor pothole and patching work as required

5B Formed Roads

Valuation Assumption	The asset is not valued
Renewal Method	The asset is not valued, maintained by grading when required
Maintenance Method	Grade as required Assumed 1 grade every 1-2 years

3. Future Demand

3.1 Demand Forecast

Factors affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, consumer preferences and expectations, economic factors, agricultural practices, environmental awareness, etc. Demand factor trends and impacts on service delivery are summarized below.

Demand Driver	Current Position	Demand Impact (Projection)	Impact on Services
Population increase	2021 Census (ABS) 2,028 with total growth rate over 20 years predicted at 1.1%	It is projected to grow by 22 persons to a population of 2,050 by 2041	The Council's stable population forecast will likely result in minimal impacts on existing infrastructure service provision.
Demand for wider vehicles and over-dimensional heavy vehicles for farm and commodity movement.	Meeting demand on approved routes.	Demand for upgrade of road network to meet expanding user requirements. Changes to distribution of Heavy traffic across the Council district.	Increased construction and maintenance costs. Potential road safety impacts. Reduction in life of assets and increase in maintenance costs. Potential for re-classification of some roads.
Climate Change	Increasing rainfall events and intensity. Higher peak temperatures with extended hot periods	Expected to continue	Increased demand on road maintenance, renewal and grading services.
Regulations	Council is complying with regulations	No change expected	Regulatory changes may increase required service levels/costs

3.2 Demand Management Plan

Demand for **new** services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Opportunities identified for demand management are shown below. Further opportunities will be developed in future revisions of this AMP.

Service Activity	Demand Management Plan
Rural Roads	Review the road hierarchy to provide optimal patrol grading and resheeting programming Increased inspections and targeted proactive maintenance.
Heavy Freight Vehicles	Prioritise preferred heavy freight traffic routes because Council cannot fund the maintenance of all roads in the district to a level required for heavy vehicles carting primary produce. Seek grant funding for upgrade of key areas. Work with the farming community to identify key challenge areas and develop prioritised plans.
Climate Change	Optimise work schedules for patrol grading and review renewal methodologies for suitability Improved proactive road patching and minor repair programs. Be prepared to be responsive to assess damage in extreme events and post process to lodge claims for funding support to public infrastructure damage through state and federal funds
Population	Monitor population growth for trends and future subdivision expansions.

4. Life Cycle Management

The life cycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in Section 2) while optimising life cycle costs.

4.1 Background Data

The assets covered by this asset management plan are shown in the table below:

Asset Category	Length	Replacement Value
Sealed Roads		
Sealed Road Surface	133.7 km	\$8,038,065
Sealed Road Pavement	133.7 km	\$27,789,628
Unsealed Roads		
Unsealed Sheeted Surface	822.1 km	\$51,286,237
Total Network		\$87,113,930

4.2 Asset Condition

The condition of Council's road network has been assessed in 2025 by the National Transport Research Organisation (NTRO) through a structured, network-wide methodology involving both automated data collection and visual inspections. Using specialised survey technology and desktop validation, key condition indicators such as roughness, rutting, cracking, and surface defects have been captured and analysed to provide a consistent and objective assessment of asset performance as at November 2025.

A standard condition grading system has been applied across the network, using a 1–5 scale (1 = very good, 5 = very poor), supported by defined levels of service ranging from very good, good, fair, poor to very poor. Each grade is aligned to measurable condition thresholds—for example, sealed roads are assessed based on roughness (IRI), rutting depth, and extent of cracking, with defined ranges determining the condition category. Similarly, unsealed roads are assessed against criteria such as roughness, rutting, crown shape, and material loss, with increasing severity corresponding to higher (worse) condition ratings.

NTRO's Pavement Condition Index (PCI) and Surface Condition Index (SCI) composition and calculation method were as follows.

Pavement Condition Index (PCI)

Condition Rating		Wide/ Cracking (%)	Roughness (NAASRA Count)	Rutting (mm)
1	Very Good	<5	<70	<2
2	Good	5-10	70-90	2-8
3	Fair	10-15	90-120	8-15
4	Poor	15-35	120-160	15-30
5	Very Poor	>35	>160	>30

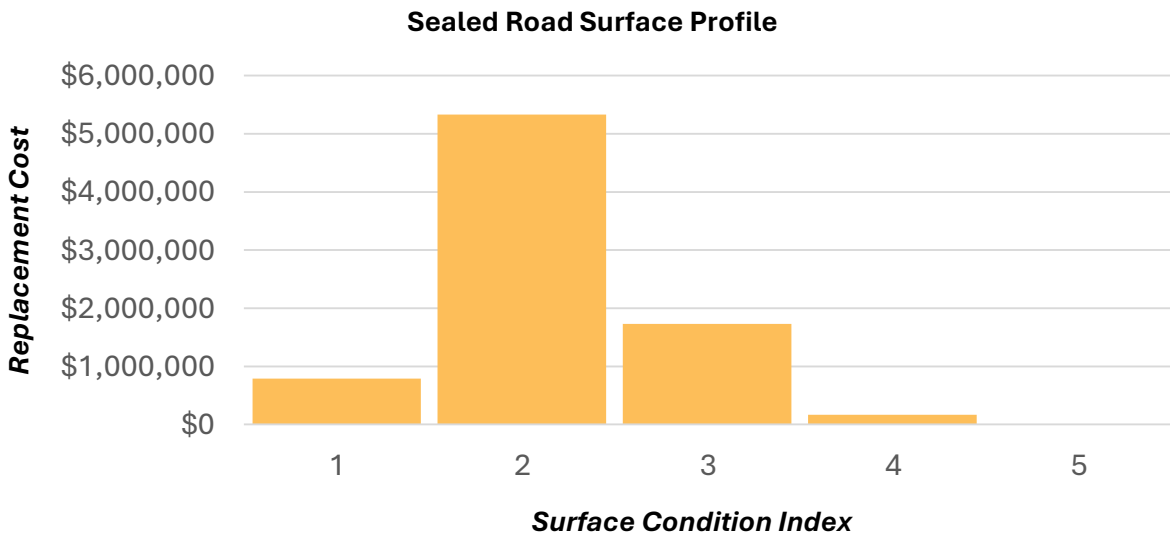
Surface Condition Index (SCI)

Condition Rating		All Cracking (%)	Ravelling or Stripping (%)	Potholes (%)	Texture Depth (mm)	Patching or Shoving (%)
1	Very Good	<5	<2	<2	>1.2	<2
2	Good	5-10	2-10	2-5	0.8-1.2	2-10
3	Fair	10-15	10-20	5-10	0.4-0.8	10-20
4	Poor	15-35	20-30	10-15	0.2-0.4	20-30
5	Very Poor	>35	>30	>15	<0.2	>30

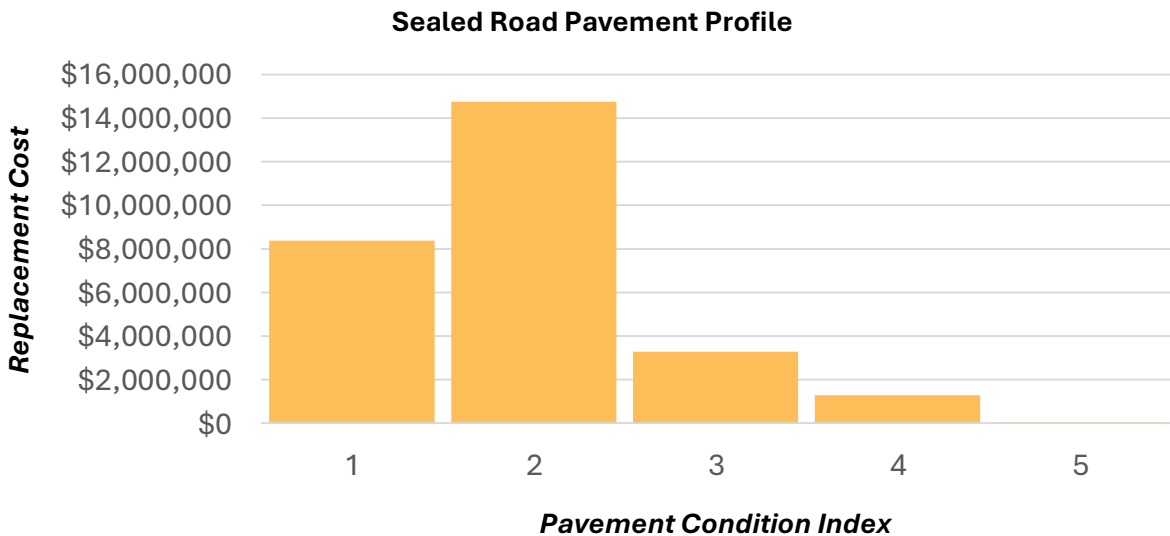
PCI/SCI Score Range	Condition
0 to 1	1 – Very Good
1 to 2	2 – Good
2 to 3	3 – Fair
3 to 4	4 – Poor
4 to 5	5 – Very Poor

4.3 Sealed Road Condition Profile

The graphs below illustrate the distribution of sealed road surface and pavement condition ratings.



For sealed road surfaces, the largest proportion of area is rated Condition 2, followed by Condition 3, reflecting a network that is generally serviceable but increasingly reliant on resealing programs to maintain ride quality and waterproofing. Only a relatively small proportion of surface area is rated Condition 4 or 5, suggesting that critical failures are currently limited but require close monitoring and prioritisation.



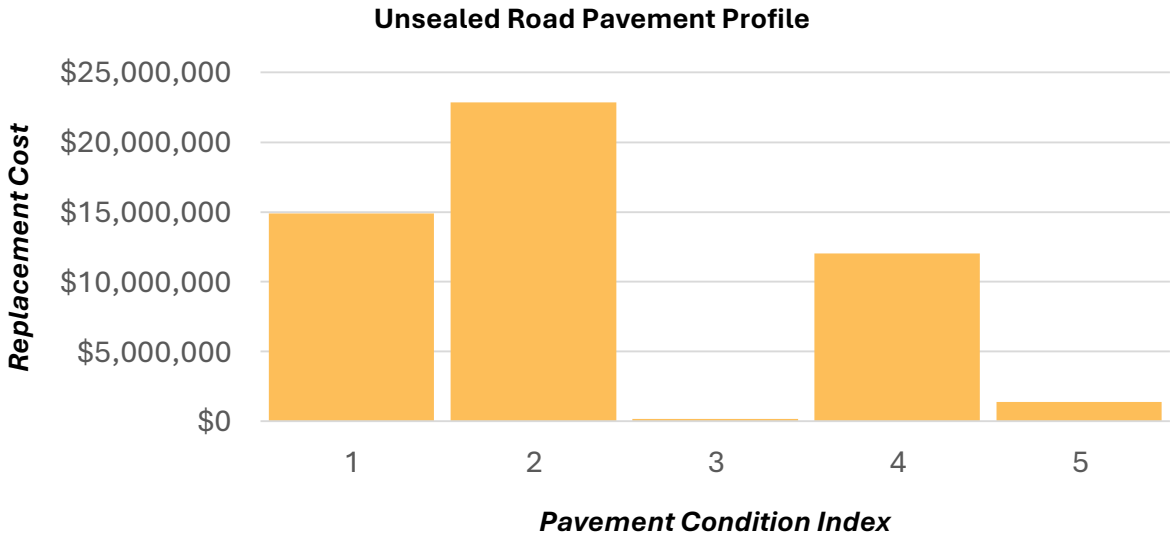
For sealed road pavements, a higher proportion of the network remains in Condition 1 and 2, reflecting the longer useful life of pavement structures compared to surfacing layers. However, the presence of pavement area in Condition 3 and above highlights emerging structural fatigue in parts of the network, reinforcing the importance of integrating pavement rehabilitation into longer-term renewal planning rather than relying solely on surface treatments.

Consistent with the condition framework described on the previous page, these profiles confirm the need for a proactive, lifecycle-based approach to renewal. Targeted resealing and pavement rehabilitation at the optimal point in the asset lifecycle will be critical to managing risk, controlling whole-of-life costs, and sustaining agreed levels of service across the sealed road network.

Overall, the graphs show that the majority of Council’s sealed road network is performing well, with most of the asset area falling within Condition 2 (Good) and Condition 3 (Fair) categories. This indicates that, while many roads are still providing an acceptable level of service, a significant proportion are moving beyond early-life condition and will require planned and timely renewal treatments to prevent accelerated deterioration.

4.4 Unsealed Road Condition Profile

The graphs below illustrate the distribution of sealed road surface and pavement condition ratings.



The results indicate that a large proportion of the unsealed road network is currently rated in Condition 1 and Condition 2, reflecting roads that are generally performing well and providing an acceptable level of service under normal operating conditions. However, the graph also shows a material proportion of the network in Condition 4 and Condition 5, with comparatively less area in Condition 3. In line with the condition framework outlined previously, this suggests that

deterioration in unsealed roads can occur rapidly once defects begin to emerge, particularly where traffic loading, moisture variability, or material loss accelerates wear. Roads in the poorer condition categories typically require more intensive maintenance effort or resheeting to restore serviceability.

The limited proportion of the network falling within mid-range (Condition 3) further reinforces the need for early intervention and proactive inspection regimes, as timely grading and targeted resheeting can prevent assets transitioning quickly from fair to poor condition.

Overall, the unsealed road condition profile highlights the importance of prioritising maintenance and renewal based on road hierarchy, usage, and risk, as set out in the previous page's condition definitions. A structured, lifecycle-based maintenance and resheeting program will be essential to stabilise network performance, manage costs, and maintain agreed levels of service across Council's extensive unsealed road network.

5. Risk Management Planning

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’.

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences.

Risks are identified in accordance with Council’s Risk Management Policy and utilising Council’s Risk Matrix. Council maintains an online Corporate Risk Register, which is regularly reviewed by staff, ELT, and the Audit and Risk Committee. The Audit and Risk Committee is comprised of Elected Members, Council staff, and suitably qualified independent community members. The risks that are assessed to have a residual risk of High or Extreme will be carried up and incorporated into Council’s Corporate Risk Register.

5.1 Risks and Treatment Plans

Service or Asset at Risk	What Can Happen	Risk Rating	Risk Treatment Plan	Residual Risk
Renewal Funding	Council is heavily dependent on grant funding for renewal and operations of its Roads and Civil assets Current funding levels may not be guaranteed in the long term	H	Continue lobbying for ongoing and increased funding commitments Develop shovel ready projects when new funding opportunities become available	M

Service or Asset at Risk	What Can Happen	Risk Rating	Risk Treatment Plan	Residual Risk
Asset Maintenance and Renewal	Increasing cost of contract services leading to reduced capacity of Council to complete maintenance and renewal	E	Further develop asset hierarchies, customer and technical service levels to ensure only sustainable renewal and maintenance activities are required Develop long term renewal plans to allow for adequate planning and project delivery efficiencies Develop shovel ready projects for grant funding opportunities	M
Loss of Key Staff	Inability to deliver budgeted works and unable to complete within required timeframe due to low staff numbers/ resources Key experienced staff have the technical skills and local knowledge to support the maintenance and renewal of the Roads	E	Investigate alternative sources of staff, upskill existing staff Adopt new technology as it becomes available/viable Implement a corporate process to best engage key staff and update the documentation of current work practices.	M

Service or Asset at Risk	What Can Happen	Risk Rating	Risk Treatment Plan	Residual Risk
Lack of information and data	Infrastructure management decision making could be compromised Asset Failure	H	Regular proactive inspections to provide ongoing condition information between valuations Ensure there is data integrity across Infrastructure, finance and operations. Conditional Assessment and Asset Management plans complete and up to date	M
Environmental Factors	Increasing peak temperatures and rainfall event frequency and intensity leading to road erosion and premature renewal works.	H	Ensure verge, drain and stormwater infrastructure are inspected and renewed frequently Annual pre-winter inspections and clear outs of vegetation Proactive pothole, cracking and patching schedule.	L

For the above Risks, the council need to ensure that ongoing costs are included in the operations budget.

5.2 Service and Risk Trade Offs

The decisions made in adopting this AMP are based on the objective to achieve the optimum benefits from the available resources.

What We Cannot Do

There are some operational and maintenance activities and capital projects that are unable to be undertaken within the next 10 years, including:

- Projects where Council budget is not sufficient to cover the full project cost and therefore external funding is required for the project to proceed; if external funding is not approved, the projects are not undertaken but deferred until a time where suitable funds are available.
- Where large capital new/upgrade projects are identified in this AMP, which are discretionary in nature, will be considered individually each financial year and as such the future capital expenditure profile documented in this AMP will change.
- Maintain 100% of the unsealed road network each year to the expected community levels of service due to variations in weather conditions that significantly impact on both the condition and also the ability to undertake maintenance effectively.
- Upgrade the entire network of unsealed roads to sealed roads or to provide dust suppression works to all areas.
- Provide new Stormwater, kerbing or footpaths to all residential properties on a sealed road.

Service Trade-off

If there is forecast work (operations, maintenance, renewal, acquisition, or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users.

Risk Trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- Asset condition deterioration resulting in decreased levels of service and community satisfaction.
- The Council's financial capacity to achieve the identified maintenance and renewal program over the 10-year period in line with adopted budgets.

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

- Routine inspections and maintenance including undertaking regular external condition assessments and revaluations on a four-year cycle. This will develop and inform a detailed works program for renewal and new / upgrade.
- Timely response to customer requests and complaints.
- Prioritisation of renewals and upgrades.

These actions and expenditures are considered and included in the forecast costs.

6. Financial Summary

Required Expenditure

This Asset Management Plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10-year term financial planning period. This provides input into 10-year financial and funding plans aimed at providing the required services in a sustainable manner.

6.1 Operations and Maintenance Plan

Routine maintenance comprises a mix of planned and reactive activities to ensure Council's infrastructure remains safe and functional. This includes patrol grading, programmed tree trimming, and responsive works such as patching and localised repairs across sealed and unsealed roads, footpaths, and traffic control assets.

The unsealed road network experiences varying rates of deterioration influenced by factors such as original construction standards, localised weather events, changes in traffic volumes and usage, and historical construction performance. Deterioration often occurs in isolated sections and does not always require full re-sheeting. In many cases, roads can be effectively rejuvenated through targeted treatments and reworking of existing materials, extending their service life before major intervention is required.

To manage this, Council undertakes a structured maintenance program. Patrol grading is carried out year-round, with Category 4A and 4B roads graded four times annually based on inspection, and Category 5 roads included on alternate grading cycles. Category 5 roads are maintained at selected times to support acceptable service levels for local users. This approach prioritises higher-use roads while maintaining an appropriate standard across the broader network.

Sheeted roads may also deteriorate due to usage and moisture variations, resulting in defects such as potholes and corrugations. Where appropriate, "rip and reform" or scarifying treatments are used to rejuvenate existing sheeting material where sufficient depth is available, restoring a near-new surface and maintaining the intended asset life. Where this treatment is not suitable, targeted patch re-sheeting is undertaken, involving the addition of new material to failed sections while retaining the integrity of the surrounding road. These interventions maintain or extend asset life and improve safety outcomes for road users.

In addition to unsealed road maintenance, Council allocates resources to vegetation management to maintain clearance envelopes, as well as ongoing maintenance of sealed roads, including edge repairs, crack sealing, pothole repairs, and pavement patching.

Council's future roads maintenance forecasts are based on the costs provided for previous years which takes into account recent materials and labour inflation and optimised maintenance schedules.

Annual Operations and Maintenance Expenditure

	2023/24	2024/25	2025/26 (Budget)	26/27 (Year 1)
Total Operations & Maintenance Expenses	\$849,108	\$857,730	\$1,066,036	\$1,064,000

Maintenance is funded from the operating budget and grants where available.

Assessment and prioritisation of reactive maintenance is undertaken by operational staff using experience and judgement. Continued development includes GIS Mapping for all infrastructure so that use of mobile technology in the future will be possible for field staff to identify, track, schedule, and record maintenance.

It is assumed for the purposes of this plan that current maintenance expenditure levels are adequate to meet current service levels.

Projected Operations and Maintenance Expenditure

When Council is giving consideration to its Annual Business Plan and Annual budget allocations, the below table should be referred to and considered as a minimum budget allocation per function. If Council chooses not to align the annual budgets to the maintenance forecasts as shown above, it is likely that service levels for these functions will fall below the current service levels, as the Year 1 budget has been based on Council's actual historical spend information.

Projected Operations and Maintenance Expenditure

All figures are shown in current day dollars

Year	Operations & Maintenance
2026/27	\$1,064,000
2027/28	\$1,064,000
2028/29	\$1,064,000
2029/30	\$1,064,000
2030/31	\$1,064,000
2031/32	\$1,064,000
2032/33	\$1,064,000
2033/34	\$1,064,000
2034/35	\$1,064,000
2035/36	\$1,064,000
Total	\$10,640,000

6.2 Capital Renewal Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered upgrade expenditure.

The Capital Renewal Plan for Council's road network has been developed in accordance with the condition assessment and work programming framework developed through the condition assessment project with NTRO. This approach ensures that renewal and maintenance activities are driven by asset condition, service levels, and available funding.

Renewal planning is based on the application of defined treatment triggers aligned to road hierarchy and level of service. Condition data, including roughness and material loss (subgrade exposure), is assessed at a granular level and aggregated to road segments. These condition thresholds determine when intervention is required, ensuring that works are undertaken at the optimal time to maximise asset life and value.

The development of the 10-year renewal program follows a structured process:

- Establishing treatment triggers appropriate to each road classification;
- Applying condition thresholds across the network to identify renewal needs;
- Assigning unit rates to determine the cost of required treatments;
- Prioritising works based on condition, risk, and available annual budgets; and
- Programming works over a 10-year period to balance network performance and financial sustainability.

In the initial years, the program is heavily informed by current condition data, enabling Council to address known defects and areas of deterioration. Beyond this period, the program transitions to a more cyclical approach, incorporating planned grading and resheeting frequencies based on road hierarchy, usage, and material performance.

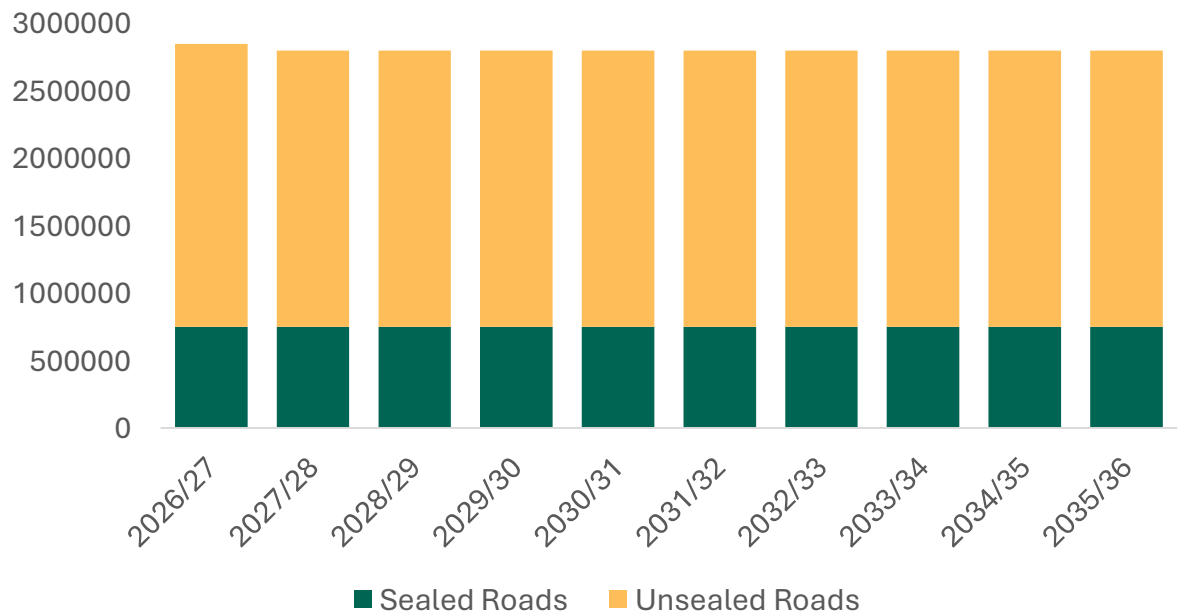
This evidence-based approach provides Council with a clear and prioritised renewal pathway, ensuring limited resources are directed to areas of greatest need while maintaining agreed service levels across the network. It also supports improved long-term financial planning by linking asset condition directly to renewal demand and funding requirements.

Projected Capital Renewal Budget Forecasts

All figures are shown in current day dollars

Year	Sealed Roads	Unsealed Roads	Total
2026/27	\$750,000	\$2,100,000	\$2,850,000
2027/28	\$750,000	\$2,050,000	\$2,800,000
2028/29	\$750,000	\$2,050,000	\$2,800,000
2029/30	\$750,000	\$2,050,000	\$2,800,000
2030/31	\$750,000	\$2,050,000	\$2,800,000
2031/32	\$750,000	\$2,050,000	\$2,800,000
2032/33	\$750,000	\$2,050,000	\$2,800,000
2033/34	\$750,000	\$2,050,000	\$2,800,000
2034/35	\$750,000	\$2,050,000	\$2,800,000
2035/36	\$750,000	\$2,050,000	\$2,800,000
Total	\$7,500,000	\$20,050,000	28,050,000

Projected Capital Renewal Budget Forecasts



6.3 Capital New/Upgrade and Acquisition

The focus of the Asset Management Plan is to maintain and improve the existing transport asset stock through targeted planned renewal. As renewal funding requirements reduce, new or upgrade projects could be scoped and funded whilst remaining sustainable. During the annual budget process requests for capital upgrade will be reviewed in line with Council policies, annual budget capacity and any long-term financial impact of the proposed upgrade such as increases in depreciation, maintenance and renewal cost impacts to the Long-Term Financial Plan.

6.4 Disposal

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. In general the cost of disposal of an asset or component is included within planned renewal and upgrade projects.

There are no planned asset disposals within the 10-year planning period.

6.5 Summary of Asset Forecast Costs

This section contains the financial requirements resulting from all the information presented in the previous sections of this AMP.

The financial projections are shown in the table and graph below for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets), net disposal expenditure and estimated budget funding.

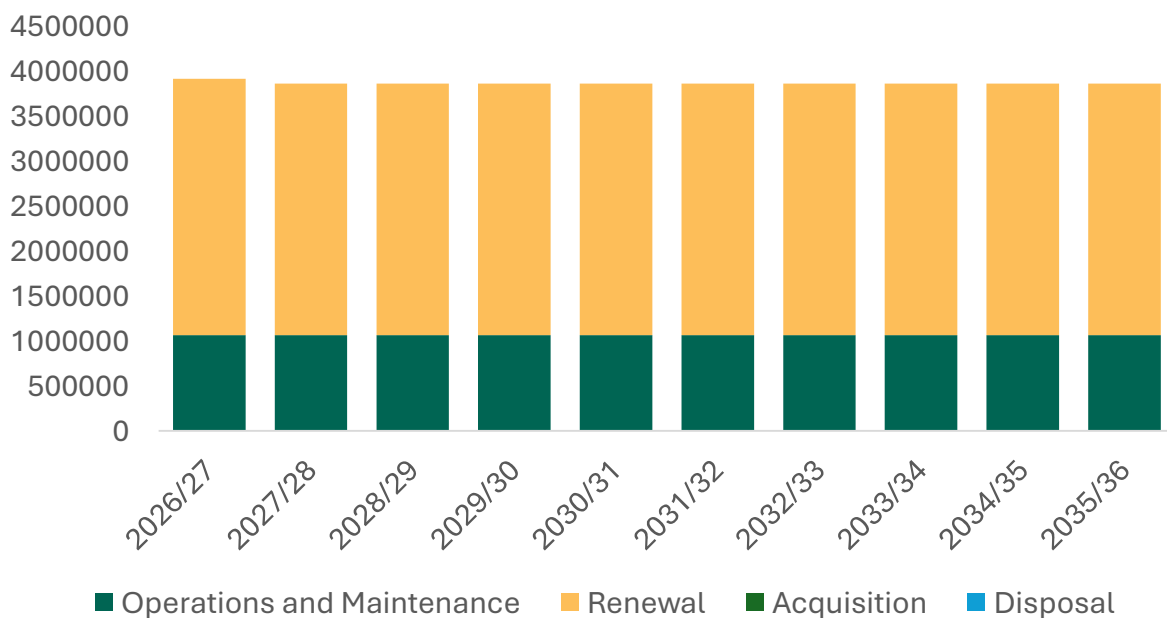
The average annual forecast maintenance & operations, renewal, upgrade & acquisition and disposal expenditure required over the 10-year planning period is \$3,869,000. (see below)

It is intended that the Forecast Lifecycle costs will be considered as part of Council's LTTP development process and reviewed annually during the annual budget review.

The proposed annual budget, when developed will indicate the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Summary of Asset Forecast Costs

Year	Operations & Maintenance	Renewal	Acquisition	Disposal	Total
2026/27	\$1,064,000	\$2,850,000	\$0	\$0	\$3,914,000
2027/28	\$1,064,000	\$2,800,000	\$0	\$0	\$3,864,000
2028/29	\$1,064,000	\$2,800,000	\$0	\$0	\$3,864,000
2029/30	\$1,064,000	\$2,800,000	\$0	\$0	\$3,864,000
2030/31	\$1,064,000	\$2,800,000	\$0	\$0	\$3,864,000
2031/32	\$1,064,000	\$2,800,000	\$0	\$0	\$3,864,000
2032/33	\$1,064,000	\$2,800,000	\$0	\$0	\$3,864,000
2033/34	\$1,064,000	\$2,800,000	\$0	\$0	\$3,864,000
2034/35	\$1,064,000	\$2,800,000	\$0	\$0	\$3,864,000
2035/36	\$1,064,000	\$2,800,000	\$0	\$0	\$3,864,000
Total	\$10,640,000	\$28,050,000	\$0	\$0	\$38,690,000



6.6 Asset Valuations

The value of the road infrastructure assets covered by this Asset Management Plan as at 30 November 2025 is shown below.

Valuation	Amount
At Fair Value	\$87,113,930
Accumulated Depreciation	\$31,975,953
Carrying Amount (Written Down Value)	\$55,109,410
Annual Depreciation Forecast	\$2,833,310

6.7 Key assumptions made in Financial Forecasts

In compiling this AMP, it was necessary to make some assumptions. This section details the key assumptions made in the development of this plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this plan are that Council:

- Will review its Long Term Financial Plan (LTFP) in the short term
- Will endorse and implement the actions as recommended in the Improvement Plan
- Will use the forecasts from this AMP as the basis to make informed decisions for its Annual Business Plan and Budget process

6.8 Funding Strategy

Funding for assets is outlined in the Council's Annual Budget and Long-Term Financial Plan.

Council's financial strategy determines how funding will be provided, whereas the AMP communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

There are three main sources of funding for renewals and maintenance of the road, kerb, and footpath assets:

- General rates revenue,
- Loan borrowings, and
- External grants from State Government and/or the LGA.

6.9 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AMP are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale in accordance with the below:

A – Very High: 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 – High: 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 – Medium: 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 – Low: Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$

E – Very Low: None or very little data held

Data Confidence Assessment for Data used in Asset Management Plan

Data	Confidence Assessment	Comment
Demand Drivers	High	Based on staff knowledge and input
Growth Projections	Medium	Based on 2021 Census data
Acquisition Forecast	High	Minimal acquisitions expected
Operation Forecast	High	Extrapolated from previous years
Maintenance Forecast	High	Extrapolated from previous years
Renewal Forecast	High	Asset Values: Based on recommendations from qualified valuers - Valuation completed in 2025
	High	Useful Lives: Based on recommendations from qualified engineering advice together with Council staff input - Condition assessment completed in 2025
	High	Condition Modelling: Condition assessment completed in 2025
Disposal Forecast	N/A	No disposals identified in the AMP

7. Plan Improvement and Monitoring

7.1 Asset and Financial Data Sources

This AMP utilises accounting and financial data. The source of the data is Council's Annual Business Plan and Budget 2025-2026 and information provided by the administration. The source of the data is Council's financial and records software system, Synergy.

7.2 Improvement Plan

The following tasks have been identifying for improving future revisions of the plan. Council should assign responsibilities and resources to these tasks as part of the endorsement of the plan.

No.	Task	Responsibility
1	Council to update its Long-Term Financial Plan once all of the AMPs have been finalised to ensure a consistent 10-year planning period is reflected in Council's Strategic planning documents	CEO and Senior Management
2	Council to endorse the renewal, operations and maintenance budget forecasts as recommended by this plan to ensure that infrastructure service levels do not fall below the current as a minimum	CEO and Senior Management
3	Review budgets and capacity to fund forecast renewal	CEO and Senior Management
4	Review road categories for unsealed roads	CEO and Senior Management
5	Improve asset register (including GIS modelling) to enable better prioritisation and planning of renewals before asset failure occurs	Director Infrastructure
6	Ensure relevant strategic documents are regularly updated and are in alignment	CEO and Senior Management
7	Clearly document processes and methodologies	Director of Infrastructure
8	Ensure the asset revaluation program, including condition assessments is budgeted and undertaken at the appropriate schedule	

7.3 Monitoring and Review Procedures

This AMP will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AMP will be updated annually to ensure it represents the current service level, asset values, projected maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

The AMP has a life of 4 years and is due for complete revision and updating within 2 years of each general council election as per legislative requirements.

7.4 Performance Measures

The effectiveness of this AMP can be measured in the following ways:

- The degree to which the required forecast costs identified in this AMP are incorporated into the Long-Term Financial Plan.
- The degree to which the detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AMP.
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the strategic planning documents and associated plans.
- The Asset Renewal Funding Ratio achieving the Organisational target (90%-110%)



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