



Southern Mallee District Council

Stormwater Infrastructure

ASSET MANAGMENT PLAN

WGA252013

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1 INTRODUCTION

1.1 General

This Stormwater (SW) Asset Management Plan (AMP) has been prepared by Wallbridge Gilbert Aztec (WGA) on behalf of Southern Mallee District Council (Council). This plan has been prepared in line with the Institute of Public Works Engineering Australia (IPWEA) NAMS.Plus Asset Management Template.

1.2 The Purpose of the Plan

This SW AMP provides a framework for the sustainable management of Council's stormwater infrastructure. It contains information about the assets, with key actions required to provide and maintain an agreed level of service in the most cost-effective manner while outlining associated risks.

It defines the target level of service, and an expenditure forecast for the FY26 to FY35 planning period. These expenditure forecasts can then be used to inform Council's Long-Term Financial Plan (LTFP).

1.3 Background

This SW AMP outlines the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The SW AMP is to be read in conjunction with Council's Asset Management Policy and Asset Management Strategy, along with other key planning documents:

- Strategic Plan
- Annual Business Plan
- Long Term Financial Plan.

The infrastructure assets covered by this AMP include the stormwater drains (pipe and box culverts), pits (side entry pits, junction boxes, grated inlet pits), headwalls, pumping stations and rising mains, storage basins, wetlands and lakes.

The AMP covers stormwater assets within the two townships of Pinnaroo and Lameroo.

A condition assessment of stormwater assets in both townships was completed in 2025. The condition assessment was based on the following sources of information:

- CCTV footage of stormwater drains (where available);
- Site Inspections;
- Historical condition data from previous assessment (previous assessment was completed in 2018); and;
- Anecdotal evidence provided by Council.

The infrastructure assets included in this plan have a total replacement value of \$10,620,000 (nearest \$1,000).

1.4 Goals and Objectives of Asset Ownership

Council's goal for managing the infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future consumers. The key elements of infrastructure management are:

- Providing a defined level of service and monitoring performance;

- Managing the impact of growth through demand management and infrastructure investment;
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service;
- Identifying, assessing and appropriately controlling risks; and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the asset management planning framework are:

- Levels of service – specifies the services and levels of service to be provided.
- Risk Management.
- Future demand – a prediction of changes to demand over time, how this will impact on future service delivery and how this is to be met.
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service.
- Financial summary – what funds are required to provide the defined services.
- Asset management practices – how Council manage provision of the services.
- Monitoring – how the plan will be monitored to ensure objectives are met.
- Asset management improvement plan – how Council increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management:

- International Infrastructure Management Manual 2015, Sec 2.1.3, p 2.13.
- AS ISO 55000:2024 Overview, principles and terminology.

The key stages in the preparation of an AMP are summarised in Figure 1-1.

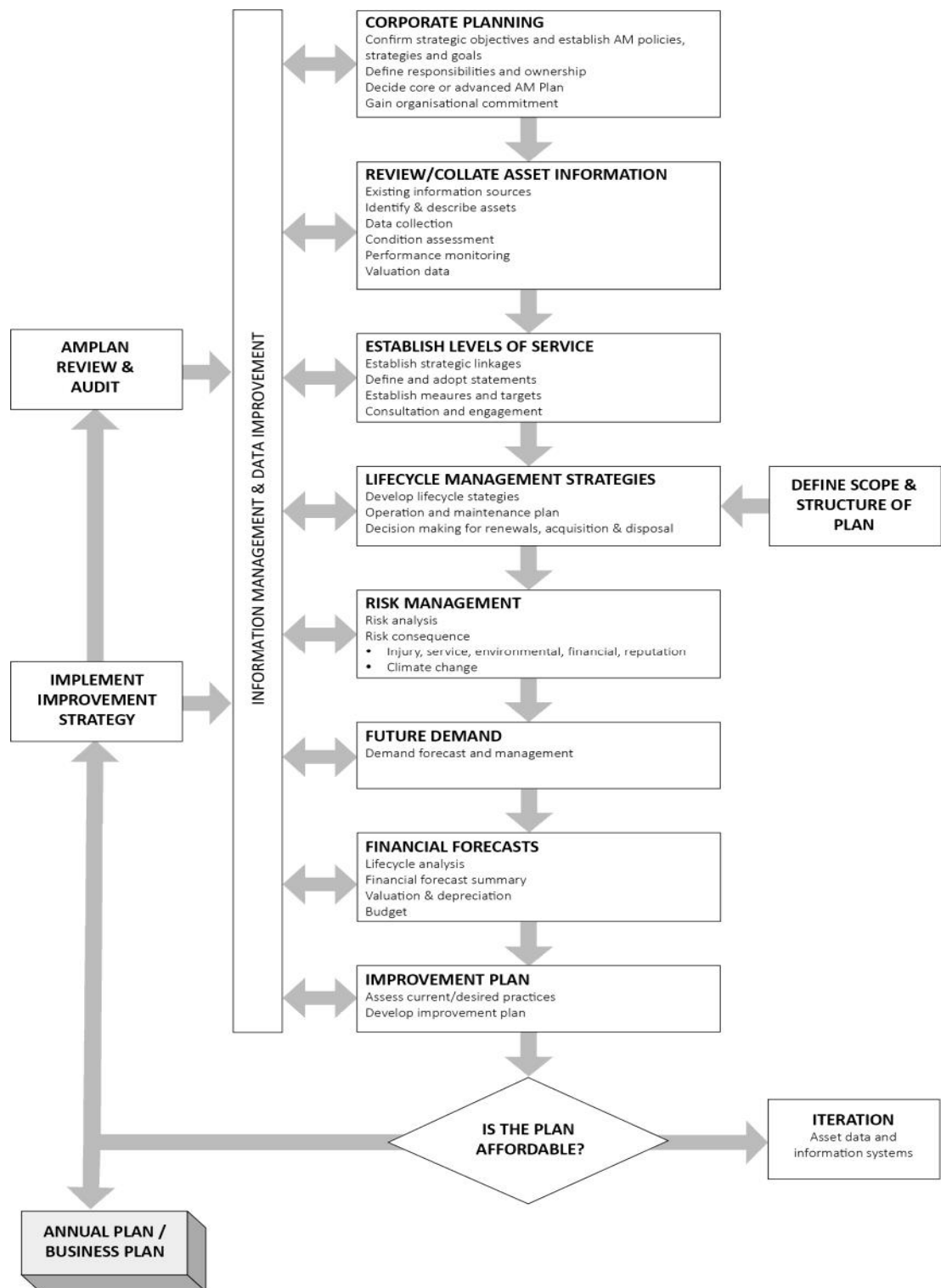


Figure 1-1: AMP Road Map (IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11).

1.5 Key Stakeholders

A range of stakeholders have been consulted in the development of this AMP. The key stakeholders in the preparation and implementation are identified in Table 1-1.

Table 1-1: Key Stakeholders in the AMP

KEY STAKEHOLDER	ROLE IN ASSET MANAGEMENT PLAN
SOUTHERN MALLEE DISTRICT COUNCIL	- To act as custodians of community assets - Represent needs of community - To set Asset Management Policy and vision - Allocate resources to meet planning objectives in providing services while managing risks
EXECUTIVE MANAGEMENT TEAM	- Responsible for the development, management and review of an Asset Management Strategy, associated plans, practices and reporting on the status and effectiveness of Council's asset management - To monitor and review the performance of employees in achieving the asset management strategy, plans and practices - To ensure sufficient resources are applied to manage the assets to legislative requirements; and - Accountable for the management of assets within their areas of responsibility
ASSET MANAGER AND STAFF	- To lead the development of the Asset Management Plans - To develop and implement maintenance, renewal and capital works programs in accordance with the Asset Management Policy, Strategy, Plans, as well as budget allocations - Develop Specific Management Plans (upgrade, renewal, maintenance, operations, disposal) - To deliver levels of service to agreed risk and cost standards and expectations - To report asset related risk and damage - To establish and monitor asset compliance and risk inspection regimes - To manage asset condition assessments - To provide technical expertise to the Executive Management Team
COMMUNITY (RESIDENTS, RATEPAYERS AND VISITORS)	- Ultimate beneficiaries of the AMP process - Provide feedback of level of service and the implications on revenue and budget expenditure - Reporting of any asset defects or deficiencies
INSURERS	Local Government Mutual Liability Scheme
FEDERAL AND STATE GOVERNMENT	- Environment Protection Authority - Liaise for funding opportunities through various Government Agencies

2 LEVELS OF SERVICE

The community generally expects that Council will have the necessary infrastructure and operation and maintenance practices in place to manage Council's stormwater.

Levels of service relate to both the community levels of service, and technical levels of service. They are developed in line with Council's strategic and corporate goals and legislative requirements.

2.1 Strategic Level of Service

This AMP is prepared under the direction of Southern Mallee District Council's vision, mission, goals and objectives.

Council's vision is:

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.

Strategic goals have been set by Council. The relevant strategies and objectives are summarised in Table 2-1. These strategic goals link directly to Council's Strategic Management Plan (2025-2030) and can be found on Council's website.

Table 2-1: Southern Mallee District Council Strategic Goals

STRATEGY	OBJECTIVES
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 Management Plans (condition, quality, valuation) across Council's asset portfolio to inform Long Term Financial Plan, including: - Roads, - Buildings - Stormwater - CWMS 3.1.2 Create an integrated 10-year capital works plan, to: - Make projects more stageable - Increase budget contingencies - Scale the program to organisation capacity 3.1.3 Assess Council's unit rates and useful lives to ensure appropriate asset value and depreciation calculations. 3.1.4 Define current and ideal levels of service and performance measures for each asset management plan. 3.1.5 Maintain and improve our road network, footpaths, CWMS and stormwater in accordance with our Asset Management Plans developed in 3.1.1.
Utilise infrastructure and asset management to support growth and prosperity.	- Ensure the Long-Term Financial Plan supports the infrastructure and asset management and investment needs of the community. - Review, refresh and continue to implement the asset management plans for Buildings and Structures, Infrastructure and Plant and Equipment

STRATEGY	OBJECTIVES
Continue to maintain and upgrade community assets to meet the social and economic needs of the community.	Undertake regular and comprehensive condition assessments of Council's building assets and road and road related assets including footpaths and drainage.
Effectively deliver a suite of municipal services in response to community needs.	Deliver an annual program of local road and road related assets maintenance based on annual budget allocation.

2.2 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the Stormwater service are summarised in Table 2-2.

Table 2-2: Legislative Requirements

LEGISLATION	REQUIREMENT
Local Government Act	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 and Safety Act & Regulations	Set out roles and responsibilities to secure the health, safety and welfare of persons at work.
Environment Protection Act	Enables administration of the regulatory framework for control of stormwater quality and pollution.
Environment Protection (Water Quality) Policy	Regulatory tools and function.
Essential Services Commission Act	The Essential Services Commission of South Australia (ESCOSA) provides advice to local councils regarding their long-term financial and infrastructure and asset management plans.

2.3 Customer Expectations

The community generally expect that Council will have the necessary infrastructure and operation and maintenance practices in place to control the stormwater in such a way that the impacts associated with minor and major flooding are reasonable and are balanced against the costs to install and maintain a drainage system network.

2.4 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

- **Condition** How good is the service ... what is the condition or quality of the service?
- **Function** Is it suitable for its intended purpose Is it the right service?
- **Capacity/Use** Is the service over or under used ... do we need more or less of these assets?

In Table 2-3 under each of the service measure types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 2-3: Customer Levels of Service

KEY PERFORMANCE MEASURE	LEVEL OF SERVICE	PERFORMANCE MEASURE	CURRENT PERFORMAMNCE	EXPECTED TREND BASED ON PLANNED BUDGET
CUSTOMER (COMMUNITY) LEVEL OF SERVICE				
CONDITION	Stormwater pipes and pits are clear and not causing ponding.	Service requests, elected member and staff feedback.	Reactive maintenance with limited proactive intervention. Infrequent complaints.	Expected to improve with forecast renewal works
	Stormwater pits, grates, pump stations and other above ground assets are in good and safe condition.	Service requests, elected member and staff feedback.	Most pits in fair to good condition, noting some pits are considered to be poor. Reactive maintenance with limited proactive intervention. Limited issues with safety incidents.	Expected to improve with forecast renewal works. Assets not included in forecast renewal works will continue to deteriorate.
	Satisfactory response times to blockages and outages.	Time taken to respond to customer requests during and after office hours.	Contact details are available on Councils website, weather warning advice issued, Council resources are prepared to respond	No change
FUNCTION / CAPACITY	Stormwater infrastructure is 'fit for purpose' – suitable to handle rainfall events with negligible impact to public property or Council infrastructure for average rainfall events	Community feedback and staff assessment	Minor issues identified	Expected to improve with forecast renewal works

2.5 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 Council undertakes to best achieve the desired community outcomes.

Technical service measures are linked to the activities and annual budgets covering:

- Acquisition – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

- Operation – the regular activities to provide services (e.g. opening hours, cleansing, weed spraying, mowing grass, energy usage, 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, stormwater pit lid repairs, 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 provided (e.g. road resurfacing and pavement reconstruction, stormwater pipeline replacement and building component replacement).

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.

Table 2-4 shows the activities expected to be provided under the current 10-year planned budget allocation, and the forecast activity requirements being recommended in this AMP.

Table 2-4: Technical Levels of Service

LIFECYCLE ACTIVITY	PURPOSE OF ACTIVITY	ACTIVITY MEASURE	CURRENT PERFORMANCE *	RECOMMENDED PERFORMANCE **
TECHNICAL LEVEL OF SERVICE				
ACQUISITION	Undertake planning to identify new infrastructure required	Future works program	Nil	As required
	Provide infrastructure to meet the target Capacity/use Level of Service	Prioritised works budget program provided to Council for endorsement as funds allow	Nil	As required
OPERATIONS & MAINTENANCE	Routine inspection and all stormwaters assets every 5 years	Number of assessments falling within the prescribed period	One (1) assessment falling within the 10-year period. Reactive inspection and cleaning as required.	One (1) assessment falling within the 10-year period. Reactive inspection and cleaning as required.
	Maintain pump in a good working order to ensure function in a rain event	All pumps to be maintained within manufacturer's specifications	Routine maintenance	Routine maintenance
	Clear stormwater drains (open and underground)	Number of times drains are cleared	As required	As required
	Routine maintenance to basin / wetland / lake assets	Number of times assets are maintained	Routine maintenance	Routine maintenance

LIFECYCLE ACTIVITY	PURPOSE OF ACTIVITY	ACTIVITY MEASURE	CURRENT PERFORMANCE *	RECOMMENDED PERFORMANCE **
RENEWAL	Ensure pumps, basins, and related infrastructure functions as required	Renew pumps prior to end of useable life	As required, reactive renewal based on inspection and performance	Renewal program based on asset condition assessment
	Ensure pit and pipe infrastructure functions as required	Inspect and replace critical assets as required	As required, reactive renewal based on inspection and performance	Renewal program based on asset condition assessment
DISPOSAL	Dispose of assets no longer in service	Dispose of all assets at end of economic life	Nil	As required

**Current activities related to planned budget.*

***Expected performance related to forecast lifecycle costs.*

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

3 FUTURE DEMAND

Political, economic, social, technological, legal and environmental factors may impact future service delivery and use of assets.

The impact of these trends needs to be regularly examined and demand management strategies are recommended as a technique to modify demand without compromising customer expectation.

3.1 Demand Forecast

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

3.2 Demand Impact and Demand Management Plan

The impact of future trends that may affect future service delivery and use of assets are shown in Table 3-1.

Based on discussions with Council and anticipated population increase detailed below, the demand for new services is expected to be minimal.

Table 3-1: Demand Factors, Projections and Impact on Services

DEMAND DRIVER	CURRENT POSITION	DEMAND IMPACT (PROJECTION)	IMPACT ON SERVICES	DEMAND MANAGEMENT PLAN
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.	Monitor population growth for trends and future
Heavy Vehicle Traffic	Increasing demand for heavy vehicle movements on local road network increasing risk to existing cross drain structures.	Expected to continue	Potential for cross drain damage leading to stormwater management and localised flooding issues	Monitor for emerging issues. Further/ongoing investigation to be undertaken on assets within heavy vehicle routes to assess asset fatigue

DEMAND DRIVER	CURRENT POSITION	DEMAND IMPACT (PROJECTION)	IMPACT ON SERVICES	DEMAND MANAGEMENT PLAN
Climate Change	Increasing rainfall events and intensity.	Expected to continue	Increased demand on stormwater infrastructure.	Monitor for emerging issues. Identify known local problem areas, complete local area stormwater network surveys and drainage modelling. Develop costed concepts for consideration in future upgrade plans.

3.3 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 4.6.

Acquiring new assets will commit the Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required.

3.4 Climate Change Adaption

The impacts of climate change may have a significant impact on the assets Council manages and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which Council responds and manages those impacts.

As a minimum Council should consider how to manage their existing assets given potential climate change impacts for the region. Risk and opportunities identified to date are shown in Table 4.2.

Table 3-2: Managing the Impact of Climate Change on Assets and Services

CLIMATE CHANGE DESCRIPTION	PROJECTED CHANGE	POTENTIAL IMPACT ON ASSETS AND SERVICES	MANAGEMENT
Rainfall and flooding	Increased frequency and magnitude of rainfall events	Inability of stormwater system to meet capacity requirements to prevent localised flooding in low lying areas Potential for minor property inundation and Council transport asset damage	Increased renewal where required, evaluate flooded areas to determine if stormwater management solutions can be implemented to mitigate future issues.

Additionally, the way in which new assets are designed and constructed should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change.

- Services can be sustained.
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Table 3-3 summarises potential asset climate change resilience opportunities.

Table 3-3: Building Asset Resilience to Climate Change

NEW ASSET DESCRIPTION	CLIMATE CHANGE IMPACT THESE ASSETS?	BUILD RESILIENCE IN NEW WORKS
Inlet/outlet structures	Increased opportunity for scour and washout.	Design for increased flow and scour protection.
Drain network	Increased rainfall intensities and flowrates.	Assess and implement increased flow capacity for new drain construction including consideration of Council's generally flat terrain impacts.
Pump station storage	Increased rainfall intensities and flowrates.	New pump station sump assets to be constructed to meet increasing pump and storage capacity requirements.

The impact of climate change on assets is an evolving discussion and further opportunities should be considered in future revisions of this AMP.

4 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

4.1 Background Data

4.1.1 Physical Parameters

Southern Mallee District Council's Stormwater assets are located in the two townships of Pinnaroo and Lamerook, and comprise the following:

- Stormwater Drains:
 - Reinforced Concrete Pipe (4.7 km)
 - Reinforced Concrete Box Culverts (0.35 km)
 - PVC Pipe (0.3 km)
- Stormwater Pits:
 - Side Entry Pits (82)
 - Junction Boxes (20)
 - Grated Inlet Pits (20)
- Headwalls (13)
- Pumping Stations (2)
- Rising Main (1 km)
- Storage Basins, Wetlands, Lakes (5)

The assets and replacement value covered in this AMP are summarised in Table 4-1.

It should be noted there is limited information available on asset age, and the assessments underpinning this report have therefore been based on condition assessments.

Table 4-1: Assets Covered by this AMP

ASSET	REPLACEMENT VALUE		
	PINNAROO	LAMEROOK	TOTAL
REINFORCE CONCRETE PIPE	\$358,320	\$2,877,122	\$3,235,442
REINFORCED CONCRETE BOX CULVERT	\$155,719	\$86,796	\$242,515
PE / PVC PIPE	\$113,197	\$776,272	\$889,469
STORMWATER PITS / HEADWALLS	\$265,341	\$799,158	\$1,064,499
PUMP STATIONS	\$-	\$407,640	\$407,640
BASINS / WETLANDS / LAKES	\$1,291,977	\$3,488,075	\$4,780,052
TOTAL	\$2,184,555	\$8,435,062	\$10,619,617

4.2 Asset Capacity and Performance

Council's services are generally designed to meet design standards where these are available.

Several service deficiencies were identified through the asset condition assessment and based on input provided by Council. The locations where deficiencies in service performance are known are detailed in Table 4-2.

Table 4-2: Known Service Deficiencies

ASSETS	SERVICE DEFICIENCY
Underground Pipe/Pit System	Various asset condition issue locations throughout both Pinnaroo and Lameroo
Underground Pipe/Pit System	Numerous pipe assets less than typical Council minimum size of 375mm.
Lameroo Stormwater Storage Lagoons	Seepage from lagoon wall.

4.3 Asset Condition

A condition assessment of stormwater assets in both townships was completed in 2025. The condition assessment was based on the following sources of information:

- CCTV footage of stormwater drains (where available);
- Site Inspections;
- Historical condition data from previous assessment (previous assessment was completed in 2018); and;
- Anecdotal evidence provided by Council.

The CCTV footage did not cover the full stormwater network, with historical data utilised where necessary.

Condition is measured using a 1 – 5 grading system as detailed in Table 4-3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AMP results are translated to a 1 – 5 grading scale for ease of communication.

The age profile of assets was determined based on the asset condition score, where an asset 'Residual Life' range was applied in line with the IPWEA Stormwater Drainage Condition Assessment and Asset Performance Guidelines: Practice Note 5 (V2, 2015).

Table 4-3: Condition Grading System

CONDITION GRADING	DESCRIPTION OF CONDITION	TYPICAL REMAINING LIFE RANGE	ASSUMED RESIDUAL LIFE
1	Very Good: free of defects, only planned and/or routine maintenance required	60% to 100% residual life	80%
2	Good: minor defects, increasing maintenance required plus planned maintenance	35% to 60% residual life	40%
3	Fair: defects requiring regular and/or significant maintenance to reinstate service	20 to 35% residual life	20%
4	Poor: significant defects, higher order cost intervention likely	10% to 20% residual life	10%
5	Very Poor: physically unsound and/or beyond rehabilitation, immediate action required	0 to 10% residual life	5%

The condition profile of Council assets is shown in Figure 4-1.

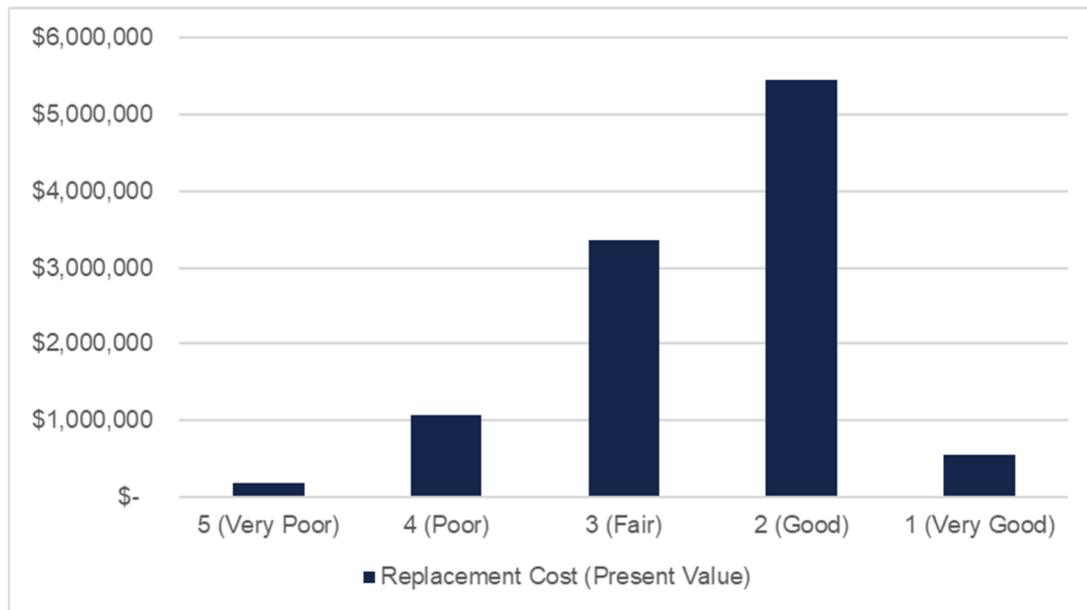


Figure 4-1: Asset Condition Profile

4.4 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include pit and pipe cleaning, spraying weeds in open drains, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, pit lid replacement and equipment repairs.

The historic operational and maintenance budgets, as provided by Council, are shown in Table 4-4.

It is noted that fluctuations in costs/budget will occur due to periodic flushing and CCTV of the stormwater network for condition assessment and revaluation.

Table 4-4: Operational and Maintenance Budget Trends

YEAR	OPERATIONAL & MAINTENANCE BUDGET (\$)
2020 - 2021	\$11,081
2021 - 2022	\$14,430
2022 - 2023	\$22,107
2023 - 2024	\$21,682
2024 - 2025	\$12,792
2025 – 2026 (to end of Jan 26)	\$95,731

Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement with consideration of technical service levels. Insufficient maintenance budgets may impact levels of service provided by the infrastructure.

4.4.1 Summary of Forecast Operations and Maintenance Costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase.

If assets are disposed of, the forecast operation and maintenance costs are expected to decrease. Figure 4-2 shows the forecast operations and maintenance costs relative based on analysis of the historical spend. A detailed summary of the forecast renewal costs is shown in Appendix A.

All figure values are shown in 2025 dollars.

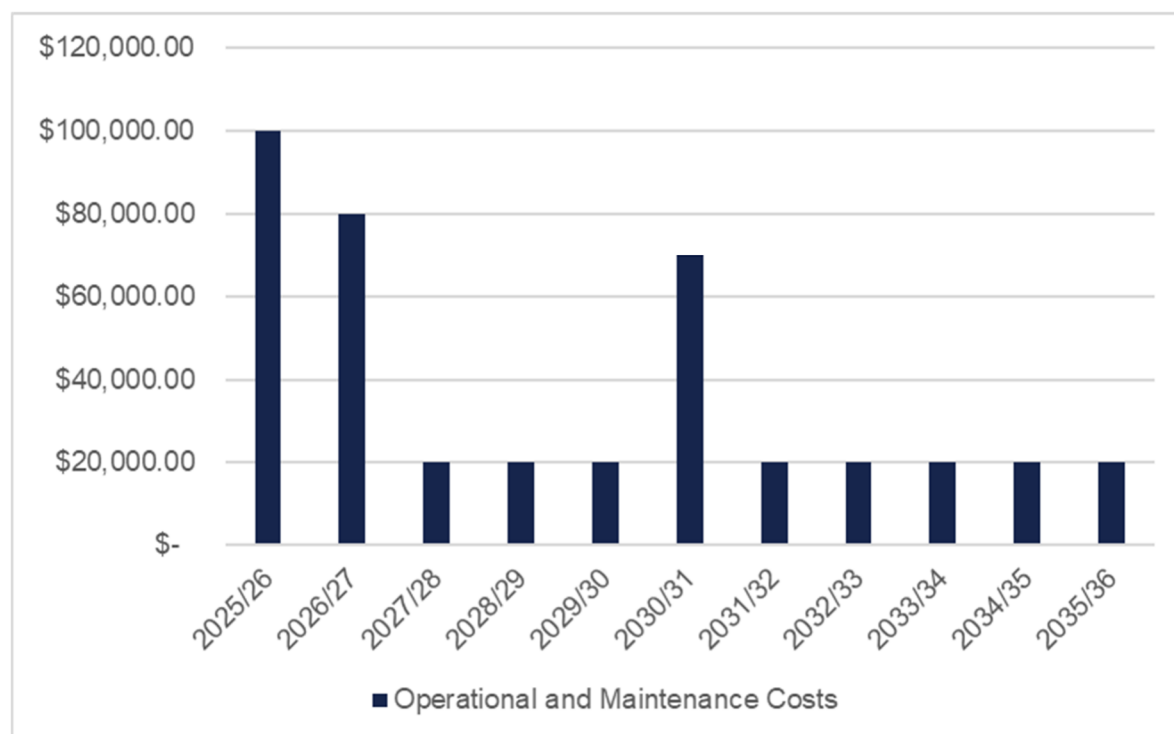


Figure 4-2: Operations and Maintenance Summary

Based on the above, the operational and maintenance spend requirements are forecast to be approximately \$20,000 per year, with an additional \$50,000 allowance in 2030/31 for drain flushing and CCTV.

4.5 Renewal Plan

Renewal is capital work which does not significantly alter the original (design) functional or the Capacity/Use service provided by the asset, but restores, rehabilitates, replaces an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition or upgrade and may result in additional future operations and maintenance costs.

Assets requiring renewal are typically identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the annual required renewal works based on acquisition date and useful life.
- The second method estimates the timing of renewal using condition modelling, staff judgement, average network renewals, or another professional estimating method.

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed in 2025.

Table 4-5: Useful Lives of Assets

ASSET	STANDARD USEFUL LIFE
Pipes (Concrete)	100 years
Pipes (PVC Underground)	100 years
Box Culverts	100 years
Pump Stations – Civil Components	50 years
Pump Stations – Electrical Components	15 Years
Pump Stations – Mechanical Infrastructure	25 years
Side Entry Pits, Junction Boxes, Grated Inlet Pits	100 years
Headwalls	100 years
Basins, Wetlands, Lakes	N/A

For this AMP, given there is limited available information on asset construction/installation dates, the estimates for renewal are based on asset condition.

4.5.1 Renewal Ranking Criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a pump which has nearly reached the end of its effective life and has become unreliable), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. a leaking lagoon lining).

Given it is not possible to renew all assets in any given planning timeframe, it is recommended that Council develop a targeted program which prioritises renewals by identifying assets or asset groups that:

- Have a high consequence of failure;
- Have high use and subsequent impact on users would be significant;
- Have higher than expected operational or maintenance costs; and;
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.

The proposed priority ranking criteria is detailed in Table 4-6.

Table 4-6: Renewal Ranking Priority Criteria

CRITERIA	WEIGHTING
Safety and Compliance	25
Risks – Residual Risk High or Extreme	25
Asset Condition 4 or 5	50
TOTAL	100%

4.5.2 Summary of Future Renewal Costs

Financial modelling was undertaken to develop a prioritised program of asset renewals based on condition assessment. It considered renewal of all assets with condition concerns within the 10-year planning timeframe, as well as additional renewals advised by Council.

The forecast costs associated with renewals are shown in Figure 4-3. A budget of between \$200k and \$400k would be required to deliver the works. A detailed summary of the forecast renewal costs is shown in Appendix B.

All figure values are shown in 2025 dollars.

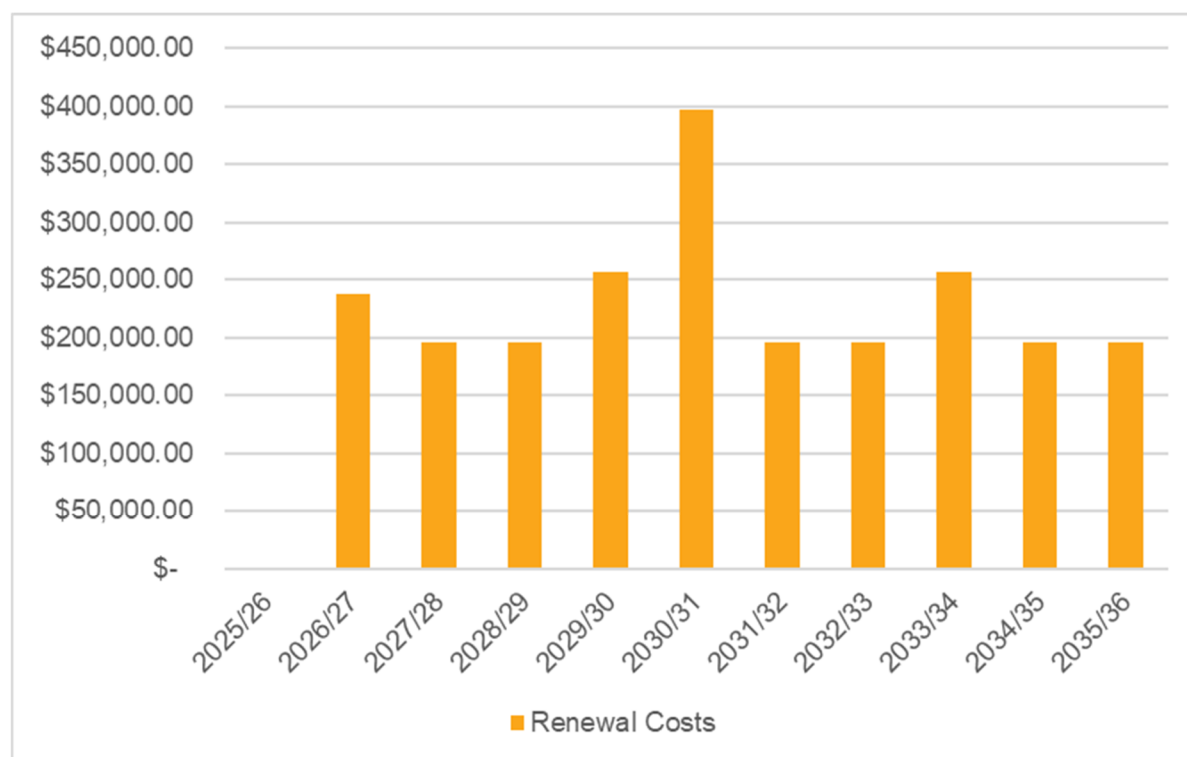


Figure 4-3: Forecast Renewal Costs

4.6 Acquisition Plan

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated or gifted to Council.

4.6.1 Selection Criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others.

Potential upgrade and new works should be reviewed to verify that they are essential to Council's needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds, then scheduled in future works programmes. The priority ranking criteria is detailed in Table 4-7.

Table 4-7: Acquired (New) Assets Priority Ranking Criteria

CRITERIA	WEIGHTING
Safety and Compliance	20
Risks – Residual Risk High or Extreme	20
Demand	60
TOTAL	100%

4.6.2 Summary of Future Asset Acquisition Costs

When Council commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by Council.

As discussed in Section 3, there is minimal expected population growth in the region with minimum associated asset costs.

Council has advised that the only known future development is a small workers accommodation development on the corner of Chandos Terrace and Mick Traeger Road, for 6 new allotments. The proposed development will have an internal pump station (owned and operated by landholders), with Council to acquire approx. 600m of stormwater rising main, from the site to the Lameroo stormwater storage lagoon.

The infrastructure is expected to be gifted to Council. Therefore, no acquisition costs have been applied.

No other asset acquisitions are expected over the next 10-year period.

4.7 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Any costs or revenue gained from asset disposals is included in the LTFP.

For this AMP there are no forecast standalone disposal projects. All renewal forecasts include an allowance for disposal of the previously expired assets.

4.8 Summary of Asset Forecast Costs

The financial projections from this asset plan are shown in Figure 4-4. These projections include forecast costs for acquisition (none within the period), operation, maintenance, renewal, and disposal (none within the period). These forecast costs are shown relative to the proposed budget.

All figure values are shown in 2025 dollars.

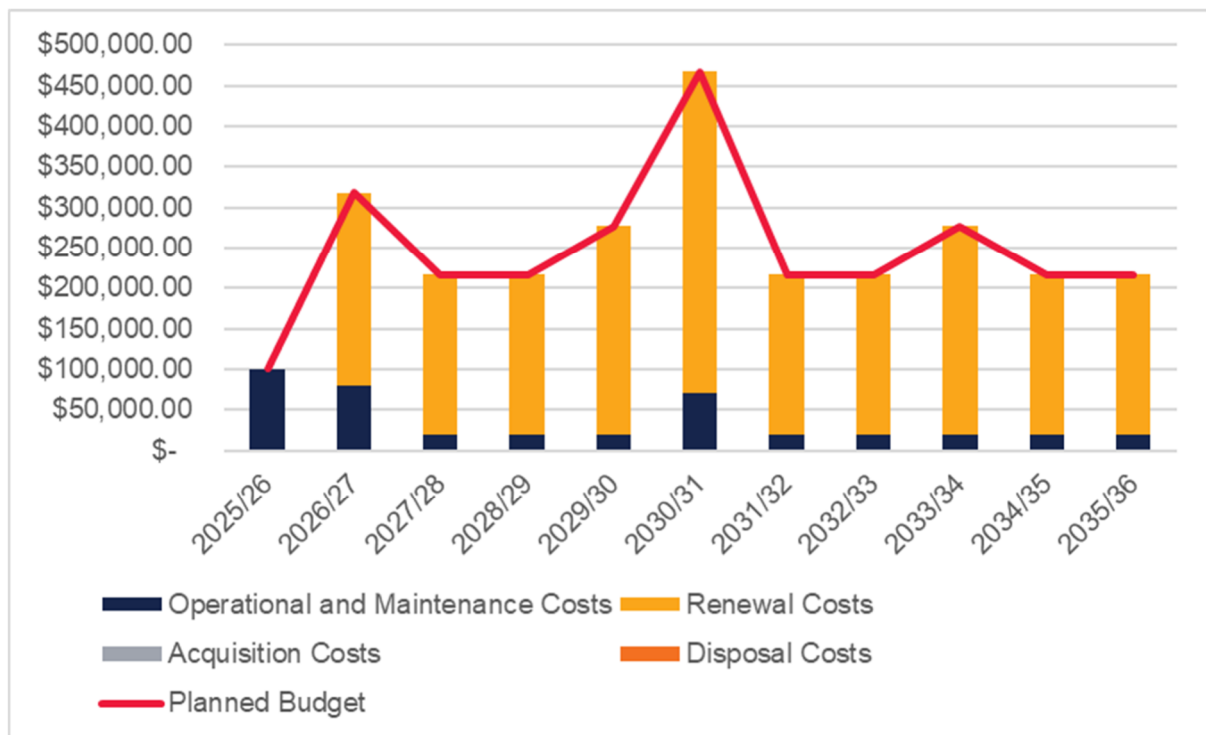


Figure 4-4: Lifecycle Summary

In general, the LTFP budget aligns with the required renewal for the 10 years of the planning period. Future updates of the LTFP will be informed by these renewal and upgrade programs.

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”.

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.

5.1 Critical Assets

Critical assets are those which have a high consequence of failure causing significant loss or reduction of service. The critical assets which have been identified are summarised in Table 5-1.

Table 5-1: Critical Assets

Critical Asset(s)	Failure Mode	Impact
Pump Stations	Breakdowns	Possible Overflows
Storage Lagoons	Over Topping	Possible Overflows

Identification of critical assets is important as it allows for targeted investigative activities, condition inspection programs, maintenance and capital expenditure plans.

5.2 Risk Assessment

The risk assessment process used is shown in Figure 5-1. It is based on the fundamentals of International Standard ISO 31000:2018.

The process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of 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.

Critical risks are those assessed with ‘Very High’ (requiring immediate corrective action) and ‘High’ (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan.

A draft Risk Assessment and Treatment Plan has been developed for this AMP. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 5-2. It is essential that these critical risks and costs are reported to management and Council.

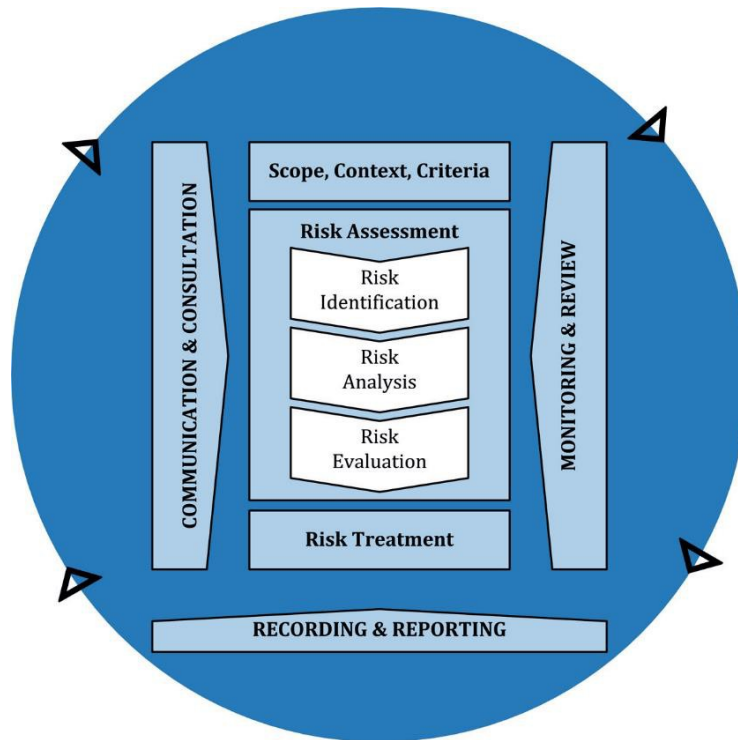


Figure 5-1: Risk Management Process (ISO 31000:2018, Figure 1, p9)

Table 5-2: Draft Risk Assessment and Treatment Plan

SERVICE OR ASSET AT RISK	WHAT CAN HAPPEN	RISK RATING (VH, H)	RISK TREATMENT PLAN	RESIDUAL RISK*	TREATMENT COSTS
STORMWATER NETWORK	Unknown condition of underground assets could lead to failure	High	Camera survey of selection of underground pits and pipes to ground truth data	Low	\$50,000
ASSETS UNDER HEAVY VEHICLE TRAFFIC ROUTES	Unknown condition of underground assets and/or increased fatigue of asset could lead to failure	Very High	Camera survey of selection of underground pits and pipes to ground truth data	Low	
STORMWATER NETWORK	Stormwater pump station failure – localised flooding	High	Regular maintenance and contingency plans	Low	No change

SERVICE OR ASSET AT RISK	WHAT CAN HAPPEN	RISK RATING (VH, H)	RISK TREATMENT PLAN	RESIDUAL RISK*	TREATMENT COSTS
INCREASING CONTRACT AND MATERIAL COSTS	Increasing external costs for contract and materials continues to increase at a high rate leading to additional funding requirements.	High	Further develop asset hierarchies, customer and technical service levels to ensure only sustainable renewal and maintenance activities are required.	Medium	Staff time commitments managed within existing budgets.

**The residual risk is the risk remaining after the selected risk treatment plan is implemented.*

5.3 Infrastructure Resilience Approach

The resilience of Council's critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions, Council need to understand their capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Council do not currently measure their resilience in service delivery. This will be included in future iterations of the AMP.

5.4 Service Risks and Trade-Offs

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

5.4.1 What Council Can Do

The infrastructure reality is that only what is funded in the long-term financial plan can be delivered. Informed decision making depends on the AMP emphasising the consequences of planned budgets on the service levels provided and risks.

Council should plan to provide stormwater services for the following:

- Operation, maintenance, renewal and acquisition of the stormwater asset network to meet service levels set by Council in annual budgets; and;
- A comprehensive and targeted renewal plan within the 10-year planning period.

5.4.2 What Council Cannot Do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Increase asset capacity.
- Increased network assets should there be future demand.
- Forecast renewal projects in excess of the LTFP budgets.

5.4.3 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. These service consequences include:

- Potential for some assets to not be renewed at the optimum times leading to condition deterioration beyond agreed service levels.
- Sub optimal stormwater asset condition e.g. blockages, collapsed pipes.

5.4.4 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:

- Dissatisfaction with stormwater network condition and extent.
- Localised flooding and property inundation.
- Potential for injury or property damage.
- Damage to cross drains due to overloading from heavy vehicles on local roads.

These actions and expenditures are considered and included in the forecast costs, and where developed, the Risk Management Plan.

6 FINANCIAL SUMMARY

This section summarises the financial projections resulting from the information presented in the previous sections of this AMP.

The financial projections should be considered preliminary only and will be improved as the discussion on desired levels of service and asset performance matures.

6.1 Financial Sustainability and Projections

There are two key indicators of sustainable service delivery that are considered in this Plan. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years); and;
- medium term forecast costs/proposed budget (over 10 years of the planning period).

6.1.1 Asset Renewal Funding Ratio

The asset renewal funding ratio for stormwater assets has been calculated at 100%.

This indicates that over the next 10 years Council expects to have 100% of the funds required for the optimal renewal of assets.

The forecast renewal works along with the proposed renewal budget is illustrated in Appendix B.

6.1.2 Medium Term – 10-Year Financial Planning Period

This AMP identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$263.6k on average per year.

The proposed (budget) operations, maintenance and renewal funding is \$263.6k on average per year. This indicates that 100.0% of the forecast costs needed to provide the services documented in this AMP are accommodated in the proposed budget. Note, these calculations exclude depreciation and the acquisition of new and upgrade of existing assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 100% for the first years of the AMP and ideally over the 10 year life of the LTFP.

6.1.3 Forecast Costs (outlays) for the LTFP

Table 6-1 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

All figure values are shown in 2025 dollars.

Table 6-1: Forecast Costs (Outlays) for the LTFP

YEAR	ACQUISITION	OPERATION AND MAINTENANCE	RENEWAL	DISPOSAL
2025/26	\$0	\$100,000.00	\$0	\$0
2026/27	\$0	\$80,000.00	\$238,134.67	\$0
2027/28	\$0	\$20,000.00	\$196,134.67	\$0
2028/29	\$0	\$20,000.00	\$196,134.67	\$0
2029/30	\$0	\$20,000.00	\$256,699.86	\$0
2030/31	\$0	\$70,000.00	\$397,482.67	\$0
2031/32	\$0	\$20,000.00	\$196,134.67	\$0
2032/33	\$0	\$20,000.00	\$196,134.67	\$0
2033/34	\$0	\$20,000.00	\$256,699.86	\$0
2034/35	\$0	\$20,000.00	\$196,134.67	\$0
2035/36	\$0	\$20,000.00	\$196,134.67	\$0

6.2 Funding Strategy

The proposed funding for assets should be outlined in Council's budget and LTFP.

The financial strategy of Council 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.

6.3 Valuation Forecasts

6.3.1 Asset Valuations

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

- Replacement Cost (Current/Gross) \$10.620M
- Depreciated Replacement Cost \$7.200M
- Annual Depreciation \$215.4k

6.3.2 Valuation Forecast

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future operations, maintenance and renewal. Any additional assets will also add to future depreciation forecasts.

6.4 Key Assumptions Made in Financial Forecasts

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

Key assumptions made in this AMP are:

- Present values (2025 costs) are applied to all valuation and forecast costs
- Current maintenance costs is a predictor of future maintenance costs.

- Forecast costs for renewals have developed through Council advice, third-party quantity surveyor estimates (for current asset values) and recent industry pricing data (where available) and may not reflect the true costs driven by the ongoing demand in the construction industry
- Consumption of stormwater assets is directly related to current condition and expected asset residual life.

6.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AMP are based on the best available data including data provided by Council and third-party quantity surveyor estimates.

For effective asset and financial management, it is critical that the information is current and accurate. A summary of the data confidence, classified on an A - E level scale in accordance with Table 6-2 is provided in Table 6-3.

Table 6-2: Data Confidence Grading System

CONFIDENCE GRADE	DESCRIPTION
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 estimated at $\pm 40\%$.
E. Very Low	None or very little data held.

Table 6-3: Data Confidence Assessment for Data used in AMP

DATA	CONFIDENCE ASSESSMENT	COMMENT
Demand drivers	High	Demand drivers are based on historic trends
Growth projections	Medium	Based on 2021 census data
Acquisition forecast	High	Minimal acquisitions expected.
Operations and Maintenance forecast	High	Extrapolated from previous years.
Renewal forecast - Asset values	High	Valuation completed in 2025
- Asset useful lives	Low	Based on expected residual life from condition assessment. Actual age of most assets unknown

DATA	CONFIDENCE ASSESSMENT	COMMENT
- Condition modelling	Medium	Condition assessment completed in 2025, but did not cover all assets
Disposal forecast	N/A	No disposal forecast

7 AMP PLAN IMPROVEMENT AND MONITORING

7.1 Status of Asset Management Practices

7.1.1 Accounting and Financial Data Sources

This AMP utilises accounting and financial data provided by Council.

7.2 Improvement Plan

It is important that Council recognise areas of their AMP and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AMP is shown in Table 7-1.

Table 7-1: Improvement Plan

TASK	DESCRIPTION	RESPONSIBILITY	TIMELINE
1	Annually review 10 year capital works program, renewals and new	Council Administration	October/November each year
2	Continue scheduled and programmed maintenance requirements	Council Administration / O&M Officer	Ongoing
3	Review service levels	Council Administration	As required
4	Long Term Financial Plan and Asset Management Plan align	Council Administration	As required
5	Review & Document Asset Management Plan Risks	Council Administration	Ongoing

7.3 Monitoring and Review Procedures

This AMP will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AMP will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the LTFP or will be incorporated into the updated LTFP once completed.

The AMP has a maximum life of 4 years and is due for complete revision and updating within 24 months of each Council election.

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 LTFFP.
- The degree to which the 1-5 year 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 Council's target (this target is often 90 – 100%).

8 REFERENCES

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10. ISO, 2014, ISO 55000:2014, Overview, principles and terminology
11. ISO, 2018, ISO 31000:2018, Risk management – Guidelines
12. Southern Mallee District Council Strategic Plan 2021 - 2025
13. Southern Mallee District Council Annual Plan and Budget
14. North Projects Stormwater Asset Condition Assessment Report 2025

APPENDIX A

MAINTENANCE & OPERATION FORECAST



O&M PROGRAM

FINANCIAL YEAR	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
General Operation & Maintenance	\$ 100,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Desludging, Flushing and CCTV		\$ -	\$ -	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
Additional CCTV	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Storage Lagoon Liner Investigation	\$ -	\$ 10,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 100,000.00	\$ 80,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 70,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00

APPENDIX B

RENEWAL FORECAST



RENEWAL PROGRAM

		1	2	3	4	5	6	7	8	9	10
FINANCIAL YEAR	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
General Asset Renewal	\$ -	\$ 77,096.19	\$ 125,096.19	\$ 125,096.19	\$ 125,096.19	\$ 125,096.19	\$ 125,096.19	\$ 125,096.19	\$ 125,096.19	\$ 125,096.19	\$ 125,096.19
Lameroo Lagoon Pump Replacment	\$ -	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Swale Upgrades and Formalisation	\$ -	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Chandos Terrace PS Pump Upgrade	\$ -	\$ 48,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lameroo Storage Lagoon	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater Pump Basin (Lake Roberts) PS Upgrade	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 143,820.00	\$ -	\$ -	\$ -	\$ -	\$ -
Pinnaroo Pit Upgrades	\$ -	\$ -	\$ -	\$ -	\$ 43,260.85	\$ -	\$ -	\$ -	\$ 43,260.85	\$ -	\$ -
Small Pipe Upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ 238,134.67	\$ 196,134.67	\$ 196,134.67	\$ 256,699.86	\$ 397,482.67	\$ 196,134.67	\$ 196,134.67	\$ 256,699.86	\$ 196,134.67	\$ 196,134.67