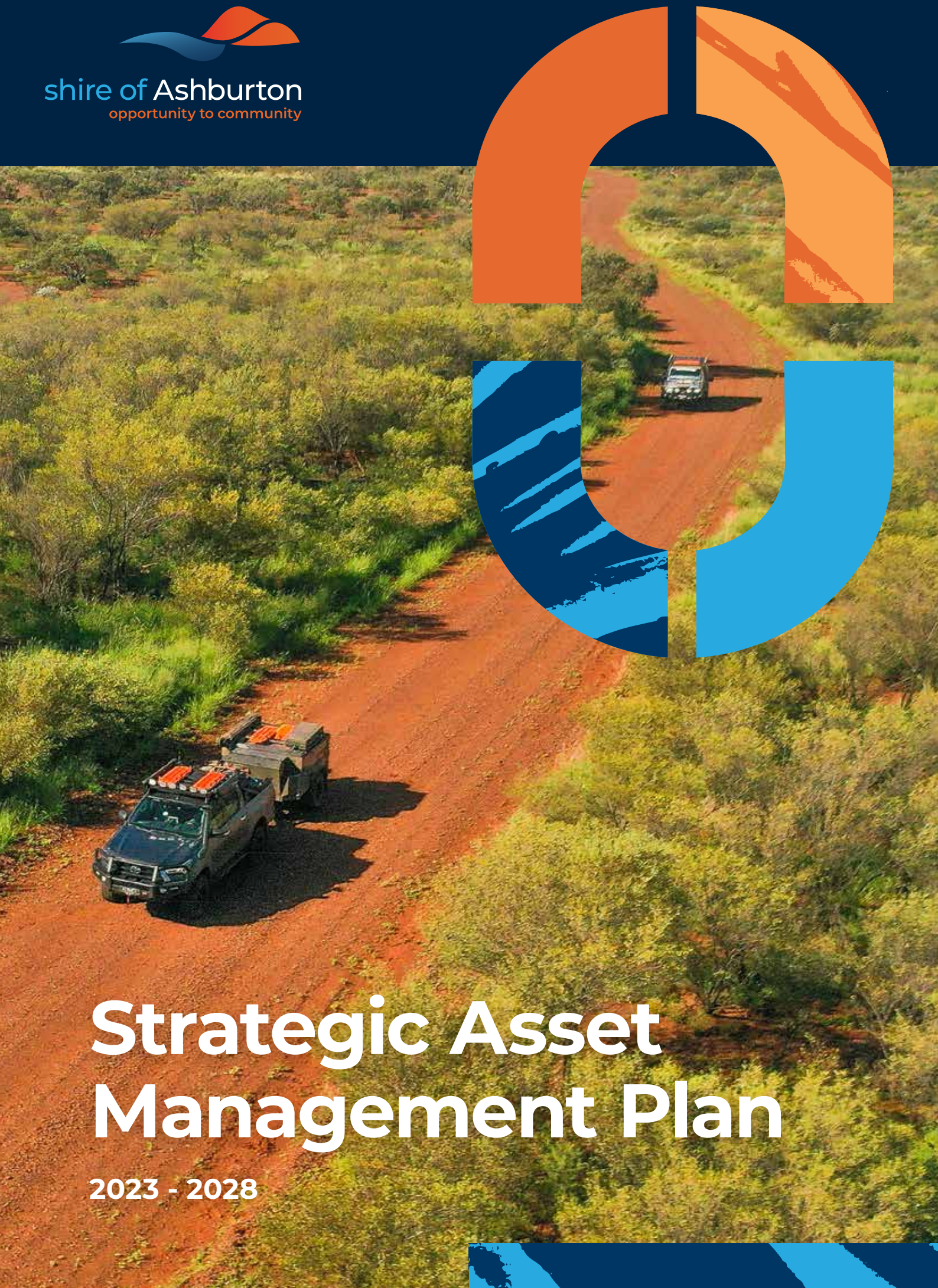
shire of Ashburton
opportunity to community



Strategic Asset Management Plan

2023 - 2028

Disclaimer

This document has been prepared by the Shire of Ashburton in consultation with Assetivity.

This plan contains quantitative and qualitative statements, including projections, estimates, opinions, and forecasts concerning the anticipated future performance of the Shire of Ashburton, based on information available at the time of writing the plan.

This plan is supplied in good faith for public information purposes and the Shire accepts no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the plan.

Review

The asset management strategy and asset management plans are living documents which are reviewed and updated to align with the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan, dynamic community requirements and events. The plans are developed based on the available information and funding at the time.

Document Management

Revision	Date	Author	Notes	Council Decision #
0	13/06/2023	L. Aitken	Initial release	107/2023

Contents

Glossary

Term	Definition
SCP	Strategic Community Plan
CBP	Corporate Business Plan
LTFP	Long Term Financial Plan
AM	Asset Management
AMP	Asset Management Plan
IIMM	International Infrastructure Management Manual
IPWEA	Institute of Public Works Engineering Australia
ISO	International Organization for Standardization
ELT	Executive Leadership Team
MMG	Middle Management Group
AMWG	Asset Management Working Group

Table 1. Acronyms and definitions used in this document.

Message from the CEO

One of the most integral parts of a local government's functions is the maintenance of its assets both for community amenity, safety, and financial accountability.

This is enshrined in legislative requirements as well as good business practices for every local government.

With assets representing hundreds of millions of dollars across the organisation, significantly the local government's long-term financial planning, I submit this strategy to the community and Council for its consideration and investment.

The Strategic Asset Management Plan is an informing document that guides Council in its investment in asset renewal and the service levels the Council wishes to determine for the organisation.

I acknowledge the work undertaken by the Shire's staff and external support in preparing this plan and its place in achieving the liveability and sustainability of assets for the community.

Kenn Donohoe
Shire of Ashburton CEO

Executive Summary

This document includes both the Shire of Ashburton's Asset Management Strategy and Asset Management Plans (Asset Class Summaries) for Buildings, Open Spaces, Pathways, Roads, and Stormwater assets. These summaries are the activities, processes and renewal costs required to manage the Shire's assets used to support and achieve the desired levels of service.

The Asset Management Strategy and AMPs align with and receive support from the Strategic Community Plan, Corporate Business Plan, and contribute to the formulation of the Long Term Financial Plan. Through detailed asset class level information, the AMPs outline the strategies and guidelines that enable the organisation to effectively deliver assets that align with its objectives. As a tactical document, the SAMP serves to forecast and oversee forthcoming projects and renewals for the coming decade.

These plans are based on currently available information and are intended to evolve as updated information becomes available, improvement actions are accomplished, and as new systems and processes are developed and implemented. Considered as a 'Live' document, contents are intended to be updated with each budget cycle and reviewed every five years. In 2023 a Valuation and Condition Assessment of Infrastructure Assets has been conducted that will provide improved data for Replacement Values, Condition and Remaining Life, making available data that will enable updated calculations for more definitive Renewals Forecasts.

Asset classes not covered in this plan are Onslow Airport, Pilbara Regional Waste Management Facility (PRWMF) and Waste. Onslow Airport is considered a separate business unit and has a current AMP published in 2020. The Waste AMP (2017) is expected to be updated and published next Financial Year in conjunction with the PRWMF. It is anticipated that once complete, a summary of each of these Plans can be incorporated into this SAMP. Asset types not included in this plan for Renewal Forecast calculations include Land, IT Minor Assets, furniture and equipment.

The assets described in these plans have a total replacement value estimated, as of 30 June 2021, of $544,690,374.

Based on the LTFP, the Shire is expected to have available renewals funding of $202 million over the next 20 years. The calculated Renewal Forecast during the same period amounts to $146 million.

Most asset classes covered in the AMPs are, on average, in good health, with the exception being the Buildings asset class, which requires greater attention in the short term. This class has a renewals funding gap of $11 million over the next 20 years, that could possibly be addressed by the review of strategies within their asset lifecycle management.

Recommended improvement actions within this Strategic Asset Management Plan that have been identified to improve asset management practices include:

- Develop an asset management audit process.
- Develop asset inspection program and condition audit for each class.
- Develop and implement programs for compliance and scheduled maintenance activities.
- Develop programs for asset renewals.
- Determine performance measures and targets for all levels of service.
- Develop a community satisfaction survey.
- Review operations and maintenance budgets.

This document serves as a communication channel with all stakeholders who have an interest in the asset management systems of the Shire. It provides a focus within the Shire for the development and maintenance of good asset management practices.

Part A

Asset Management Strategy

1. Introduction

Asset Management is a comprehensive, structured approach to the long-term management of assets to ensure the efficient and effective delivery of community benefits. The Shire of Ashburton's asset management intent is ensuring assets are operated and maintained on a day-to-day basis and well planned for in the longer term to serve the community's needs now and in the future.

Two concepts can summarise the purpose and scope of Asset Management:

1. The objective of asset management is to meet the required level of service, in the most cost-effective manner, through the management of Assets for present and future customers. As highlighted by ISO 55000, good asset management is about achieving the best value through the right balance between cost, risk and performance.
2. Lifecycle asset management encompasses all practices associated with considering management strategies as part of the entire life of the asset. The objective is to look at the lowest long-term cost (rather than short-term savings) when making decisions.

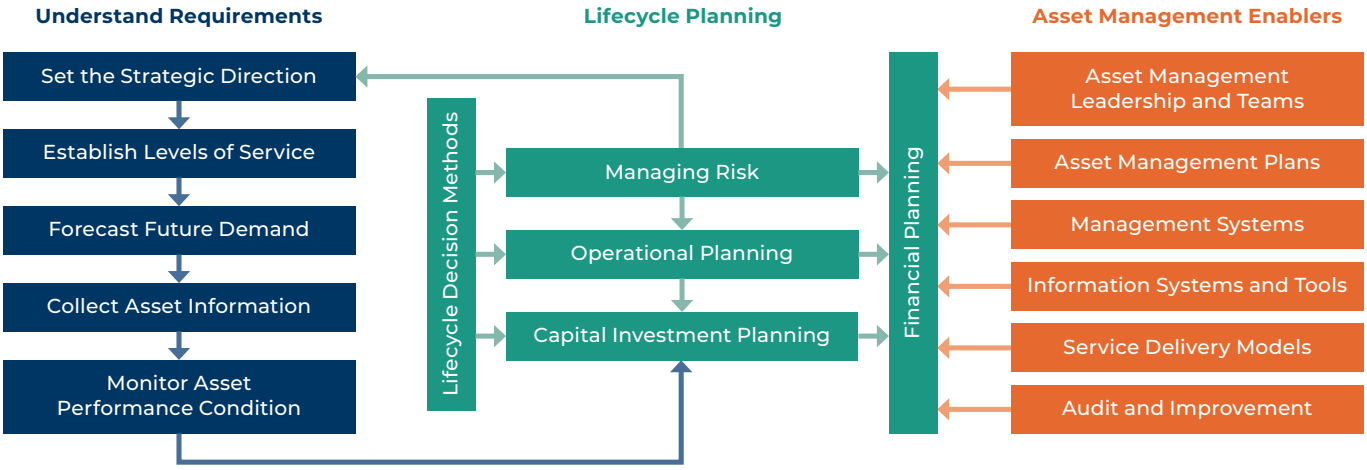


Figure 1. IIMM Asset Management Process (Source: "International Infrastructure Management Manual" IPWEA 2015)

The Shire of Ashburton has recognised asset planning as an important organisational responsibility to achieve strategic priorities and has therefore embarked on developing asset management systems and processes. The Shire has a dedicated Assets & Programming department that directs, coordinates, and informs the asset management activities within the organisation. The function of this system is to establish the policy, asset management objectives and the processes needed to achieve the objectives and provide a means for coordinating interactions between Shire departments/ business units. The Asset Management System includes the following tools to ensure asset management activities can be delivered:

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans
- Asset Management business processes
- Asset Information Systems

Figure 2. Plans in the AM System. (Source: IIMM IPWEA 2015).

The Organisational Strategic Plan in the Shire of Ashburton's case is the 10-Year Strategic Community Plan (SCP) and the Corporate Business Plan (CBP).

In the context of the overall Asset Management System, the Asset Management Strategy (also called the SAMP) is used to:

- Translate our Shire's Strategic Objectives from the SCP into asset management objectives,
- Implement the framework as set out in our Asset Management Policy and explain how the various planning, operational and financial documents are linked,
- Provide direction for the individual AMPs and programs of work to achieve the asset management objectives,
- Define the Level of Service to be provided to the community by each asset class,
- Define the roles and responsibilities for asset management,
- Inform what asset management Information Systems and processes are used by the Shire, and
- Highlight financial constraints the Shire must take into consideration when managing assets.

This document incorporates the asset management strategy or SAMP, and the asset class AMPs into a single document.

2. About Our Shire

Located in the spectacular and ancient Pilbara region of Western Australia, the Shire of Ashburton is one of the world's largest Local Governments by land area.

Comprising 105,647 km2 from the oceans and reef system of the Mackerel Islands to the gorges and range of the Karijini National Park, the Shire is almost half the size of the State of Victoria.

The main population centres are the administrative centres of Tom Price and Onslow, and the towns of Pannawonica and Paraburdoo.

The Shire also encompasses the Aboriginal communities of Bindi Bindi, Wakathuni, Bellary, Youngaleena and Ngurawaana.

The Shire of Ashburton has an estimated resident population in 2021 of 13,500, which is an increase from an estimated population in 2015 of 11,000.

Our towns and communities are comprised of:

Tom Price

- Town established in 1966,
- Iron ore mining and tourism are the main industries,
- Estimated population of 3,100 residents.

Onslow

- Town gazetted in 1885,
- Gas extraction, salt processing, and tourism are the main industries,
- Estimated population of 900 residents.

Pannawonica

- Town established in 1972, and is considered a closed town for mining purposes,
- Iron ore mining is the main industry,
- Estimated population of 750 residents.

Paraburdoo

- Town established in 1970,
- Iron ore mining is the main industry,
- Estimated population of 1,450 residents.

Other Areas

- No actual towns exist (the population resides in mining camps, Aboriginal communities and on pastoral stations),
- Pastoral activities, iron ore mining, and mineral mining are the main industries,
- Estimated population of 7,300 residents.

The Shire provides a range of services for residents, businesses and visitors that are dependent on well-maintained assets. The major asset classes the Shire manages, along with asset types and the services provided, are discussed further in this document.

opportunity to community

Vision

We will be a welcoming, sustainable, and socially active district, offering a variety of opportunities to the community.

Values

The Corporate Values that guide our organisation are:

Respect
We will acknowledge and listen to the diverse opinions and cultures of our community.

Openness
We will be honest, accountable, and transparent in how we do things.

Teamwork
We will focus on coordinating the effective and efficient delivery of services and projects.

Leadership
We will remain positive and find opportunities to thrive, in all situations.

Excellence
We will be empowered to deliver achievable excellence in everything we do.

Health and Wellbeing
We will champion the health and well-being of our fellow employees and community members.

3. Asset Classes

The following asset classes are managed through this asset management strategy and the relevant AMPs. AMPs exist for Onslow Airport and Waste; these are due for review in 2024.

Buildings

Open Spaces

Pathways

Roads

Stormwater

4. Integrated Planning and Reporting

Strategic planning involves identifying the community needs and expectations and incorporating them into the 10-year SCP (2022-2032).

A 4-Year CBP is then developed to describe how we intend to deliver the Shire's vision, goals, and objectives.

4.1 How Asset Management Planning fits in with Integrated Planning

Asset management is the systematic process of purchasing/creating/developing/upgrading, operating, maintaining and disposal of assets. This involves combining effective planning, engineering principles, sound business practice and economic rationale.

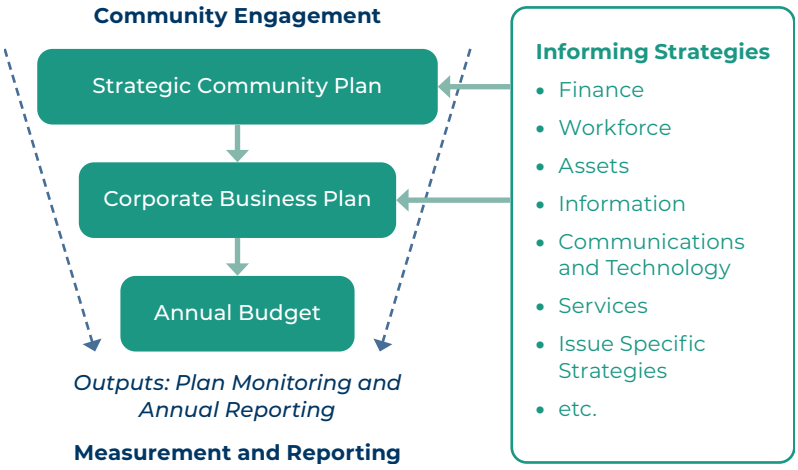


Figure 3. Shire of Ashburton planning process.

An asset management framework provides the processes and tools to facilitate an organised and flexible approach to making decisions necessary to achieve the public's expectations.

The Council is responsible for making these decisions by approval of the Asset Management Policy, Strategy and Plans. This framework also addresses the priorities for asset funding, considering the interests of the community.

Asset infrastructure networks need to be resilient and provide sustainable and economic services. These are critical to the Shire as they provide:

- A platform for economic development, the distribution of services and enabling economic growth,
- Social and recreational needs of the community,
- Public health and safety,
- Support for sustainable societies, protecting the environment and managing scarce resources.

Asset infrastructure networks are interrelated; the failure of one network may adversely affect services provided for the community.

Improved asset management provides the following benefits:

- Strong governance and accountability for the delivery of efficient and effective services,
- More sustainable decisions through consideration of all options and recognition of long-term life cycle costs,
- Improved understanding of customer requirements and alignment of asset performance to customer expectations,
- Effective risk management by applying a consistent framework to prioritise and manage risk.

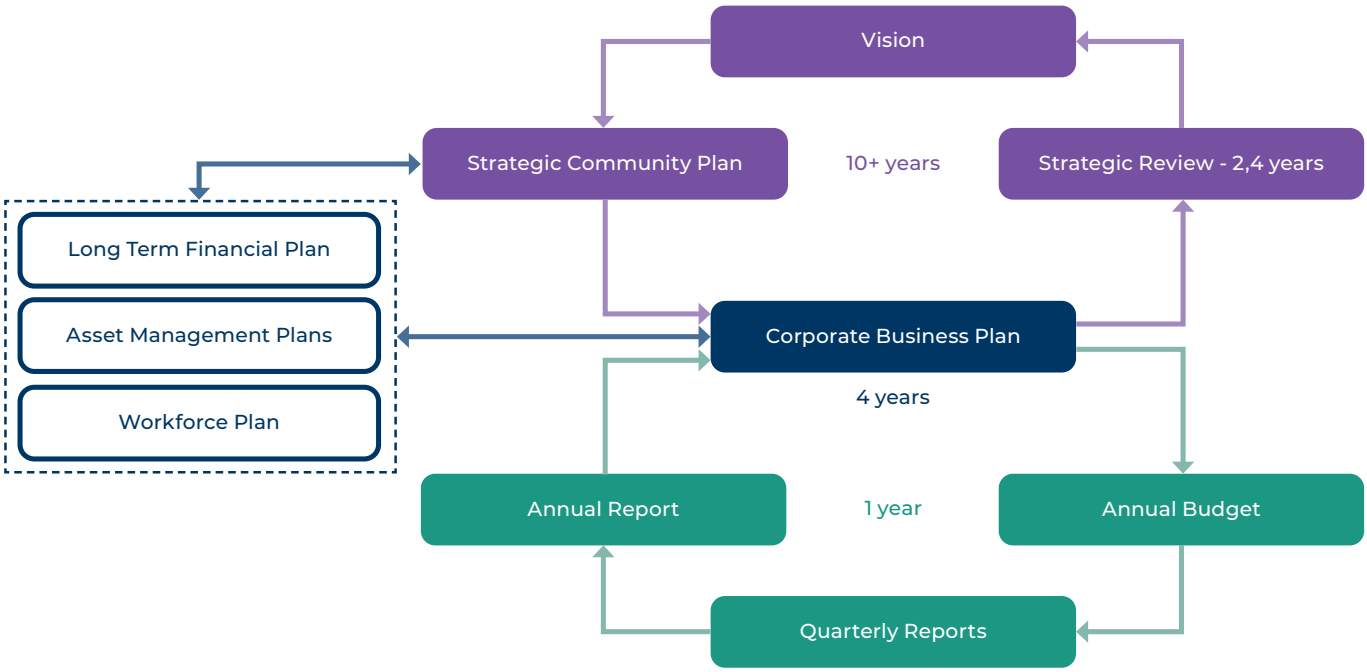


Figure 4. Shire of Ashburton integrated planning cycle.

5. Organisational Context

5.1 Demographics

The Shire population was 13,500, as determined by the 2021 Census, with the population remaining steady over the previous planning cycle.

Future mining developments in the Shire will need to be considered regarding the likely increase in heavy vehicle traffic and the resultant increase in road maintenance and renewals.

5.2 Demand Drivers

Demand drivers for the use of Shire assets can be considered in the following categories:

5.2.1 Increased Population

Population growth will likely lead to an increased demand for Shire assets. The increased demand is expected to be slow but will lead to an increase in the degradation of assets.

5.2.2 Increased Tourism

Trends should be monitored regarding both increases and decreases in tourists to the region. Tourists are likely to place greater demand on playgrounds and public amenities, increasing the need for cleaning, inspections, and potential repairs.

5.2.3 New Mining Developments

New mining developments will likely increase demand rapidly and significantly impact roads servicing the developments. Proposed mining developments should be monitored closely to analyse the demand changes.

5.2.4 Weather Patterns

Changing weather patterns could increase the frequency and intensity of storms and severe weather events in the region. Large rainfall can potentially affect the condition of the Shire's road network, particularly unsealed roads subject to flood damage. This may also lead to an increase in drainage infrastructure requirements to protect assets from damage. E.g., improved drainage to protect buildings.

5.2.5 Improved Infrastructure

Improvements in Shire infrastructure are likely to increase the use of the facilities.

5.2.6 Technology Changes

The Shire continuously monitors new asset treatments or changes within the industry that may increase the life of its assets, improve the quality of assets, or reduce the costs of maintaining the assets.

5.2.7 Demand Impact

Increased demand for assets has an impact on maintenance and operational activities. The following have been identified as areas that would be impacted:

- **Inspection regimes** – Inspection regimes will need to be reviewed, and an increase in inspections may be required.
- **Maintenance activities** – Increased asset usage and subsequent wear and tear may increase the maintenance activities required to meet an acceptable Level of Service.
- **Shire employees** – additional employees may be required to support inspections and maintenance activities.

5.3 Constraints

The amount of capital works, either for new assets or renewal of assets, is limited to the amount of Shire revenue, rates and funding obtained from companies within the Shire, WA State Government and Australian Federal Government. The community's desired levels of service may not always be achievable with the funds available.

Shire services should be ranked in priority of importance considering community expectations, safety, environment, financial and reputation risk factors.

The Shire's ability to attract skilled resources to the area limits the ability to populate the organisational chart fully. The Workforce Plan addresses the human resourcing requirements of the SCP and the CBP.

5.4 Legislative, Regulatory and Other Requirements

The Shire intends to manage its assets and use its resources optimally to achieve the desired levels of service for the community while adhering to the relevant legislation and standards shown in Table 2.

Legislation	**Requirements**
Local Government Act 1995	Sets out the role, purpose, responsibilities, and powers of local governments, including preparing a long-term financial plan supported by asset management plans for sustainable service delivery.
Land Administration Act 1997	The main statute governing the administration of state land.
Environmental Protection Act 1986	Legislation for the protection of the natural environment.
Work Health and Safety Act 2020	Legislation for providing safe work practices and safe work sites.
Heritage Act 2018	The state register provides official recognition of a place's cultural heritage significance to WA and assists the Heritage Council in identifying, providing for, and encouraging the conservation of heritage places.
Aboriginal Heritage Act 1972	Legislation governing Aboriginal Heritage issues.
Native Title (State Provisions) Act 1999	Legislation governing native title issues.
Disability Services Act 1993	Legislation governing principles of access and inclusion for all and requires local government to create. Implements and reviews access and inclusion Plans.

Legislation	Requirements
AS 1428.1 Design for access and mobility	Disability access and inclusion requirements.
Planning and Development Act 2005	Regulates land use, planning, and development in Western Australia, by setting the process for creating town planning schemes and requirements for development approvals and covers issues such as heritage protection and environmental assessment.
Conservation And Land Management Act 1984	Legislation providing for the better use, protection and management of public lands and waters and the flora and fauna thereof.
Main Roads Act 1930	Sets out the government's responsibilities and powers for managing and developing the road network in Western Australia, including funding, planning, design, safety, and traffic control.
Road Traffic Act 1974	Regulates road traffic in Western Australia by setting rules for driver licensing, vehicle registration, and road use. It also establishes penalties for traffic offences and covers vehicle inspections and enforcement of laws.
Building Act 2011	Regulates the building industry in Western Australia by setting requirements for permits, inspections, and certifications, establishing regulatory bodies, and outlining penalties for non-compliance.
AASB108, AASB116, AASB136, AASB1031, AASB1048, AASB1051.	Standards guiding Shire's responsibility for accounting practices and financial reporting.
Liveable neighbourhoods	State planning guidelines for urban development requirements.
Roads 2040	Regional strategies for significant local government roads.
Pilbara 2050 Cycling Strategy	State planning guidelines for local cycling infrastructure.

Table 2. Relevant legislation and planning guidelines.

5.5 Roles and Responsibilities

Council should review the ongoing and future asset management requirements to ensure the organisation is adequately resourced to achieve the asset management objectives.

Asset Management leaders have a vital role in the success of Asset Management. They establish the appropriate direction of asset management and communicate this through the establishment of an Asset Management Policy, Asset Management Strategy and Asset Management Objectives.

Leaders must also ensure that the organisation is structured and resourced to deliver asset management objectives. The organisational structure and asset management roles need to be clearly defined and specifically allocated to people and teams to ensure that the required tasks are being completed.

Furthermore, asset management teams need to have the required levels of competencies and capabilities to deliver asset management roles effectively.

(IIMM IPWEA 2005)

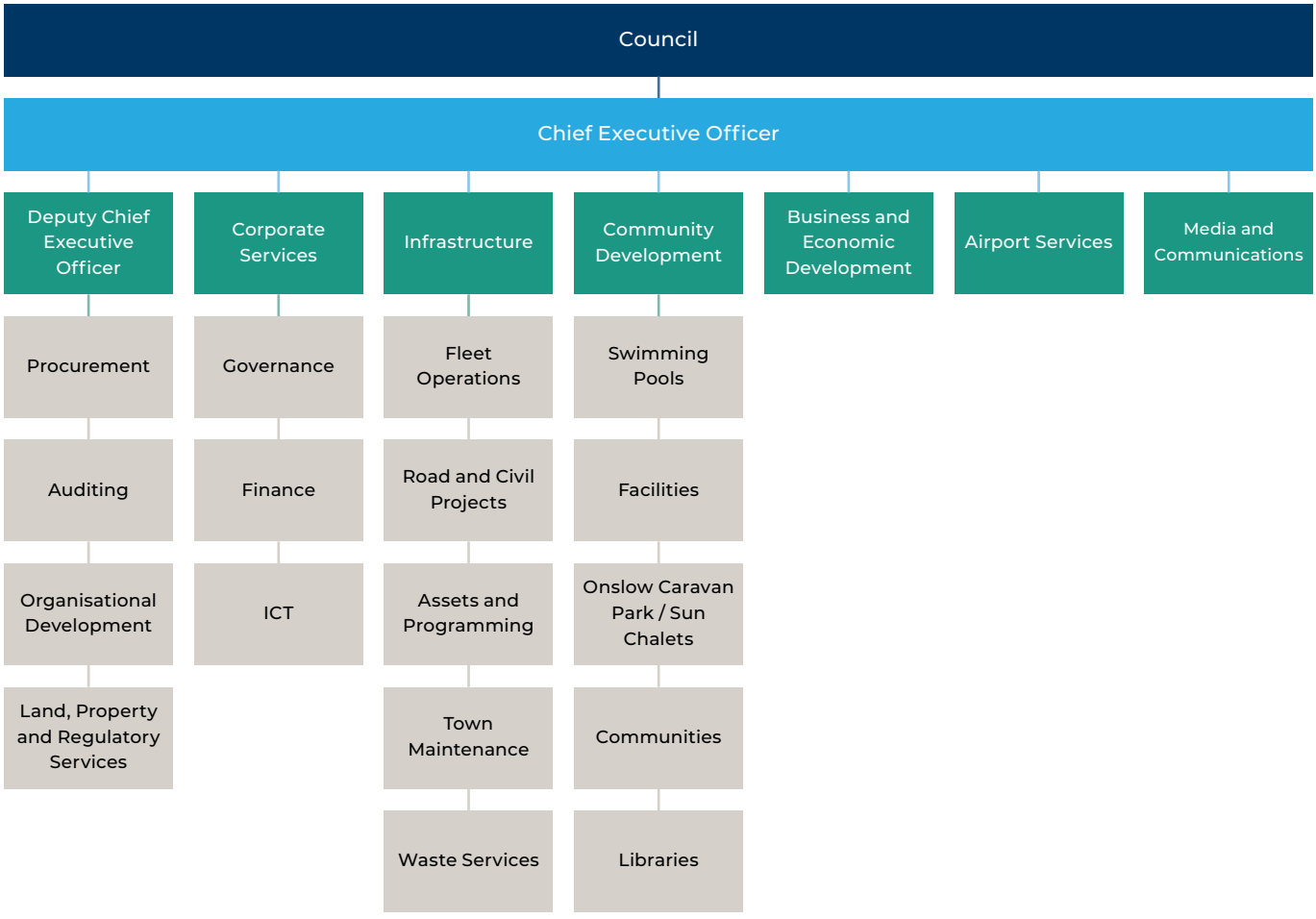


Figure 5. Shire of Ashburton organisational structure.

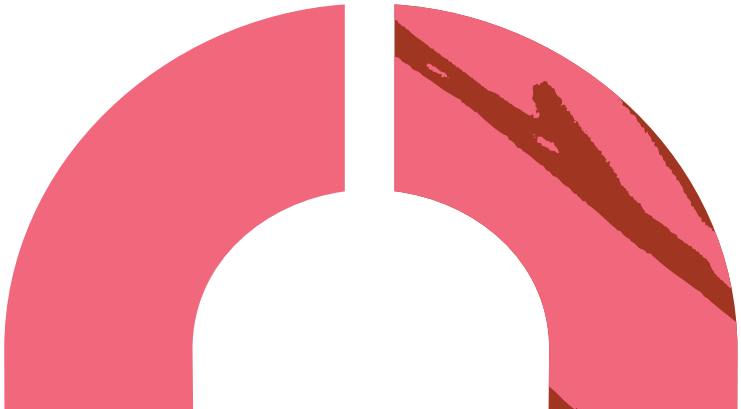
All Shire personnel have a role in the responsible management of Shire assets to provide the level of services expected by the community at a reasonable cost and acceptable risk. The specific asset management responsibilities are detailed in Table 3.

Role	Responsibility
Council	Ensuring (upon recommendation of the CEO) that resources are allocated to achieve the objectives of the SCP. In adopting asset management plans, Council also determines the Level of Service for each asset class. Council is responsible for considering whole-of-life costs when prioritising new initiatives.
Chief Executive Officer (CEO)	Ensuring that systems are in place to ensure that Councils' Asset Management Policy and AMPs are prepared and kept up to date, reviewed at least annually and that recommendations are put to Council (at least annually) about appropriate resource allocation to fulfil the objectives of the above documents. The CEO reports to the Council on all matters relating to asset management.
Executive Leadership Team	Monitoring the implementation of asset management across the organisation. The ELT will ensure that strategies are implemented to remove barriers to the successful implementation of asset management. The ELT reports to the CEO on all matters relating to asset management.
Middle Management Group	Resource allocation (from Council approved resources) associated with achieving Council's asset management plans. The MMG reports to the ELT in relation to asset management resource allocation.
Employees with management or supervisory responsibilities	Management of assets within the area of responsibility as determined under asset management plans. Employees are Responsible for the timely completion of the activities contained within those plans.
Asset Management Working Group	Provides operational assistance and professional input into the management of assets that Council owns or is the custodian.

Table 3. Asset Management Roles and Responsibilities

The Asset Management Working Group (AMWG) includes representation from all levels in the Shire that have a direct relationship with assets and service delivery. All Shire directorates have a role in the management of assets and are actively involved in the AMWG.

The AMWG also provides an integrated corporate approach to asset management problem solving, resource sharing, understanding of financial asset terms and overall ownership of the AMP outputs.



6. Objectives

The objectives for this asset management strategy and associated AMPs are derived from the SCP. The key objective theme is:

> ***2. Place - We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community.***

The subsequent objectives and their relevance to the AMPs within are shown in Table 4.

Objectives	Outcomes	Strategies	Applicable AMPs	Buildings	Open Spaces	Pathways	Roads	Stormwater
2. Place We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community.	2.1 Coordinated delivery of natural and built environment services and projects for the community	1 Develop and maintain key natural and built environment services partnerships, both internally and externally, to support Council's vision.		✓	✓	✓	✓	✓
	2.2 Appropriate, inviting, and diverse employee accommodation and land management opportunities	2 Provide diversity for residential employee accommodation.		✓				
	2.3 Attractive and sustainable townscapes offering opportunities for all communities	1 Provide attractive, well-maintained streetscapes, verges, parks, and reserves.			✓			
		2 Ensure parks, gardens, and open spaces are appropriately managed according to their need and use.			✓			
		3 Maintain town centres for the enjoyment of locals and visitors, which the community can take pride in.			✓			
	2.7 Quality, well-maintained, and purposeful community facilities	1 Provide high-standard sport and recreation facilities across the Shire.		✓	✓			
	2.8 Safe and interconnected transport networks for the community.	2 Manage roads, pathways, and other transport infrastructure according to need and use.				✓	✓	✓

Table 4. SCP objectives and their applicability to various asset management plans,

6.1 Levels of Service Framework

Levels of Service are the link between higher-level corporate objectives (SCP and CBP), asset management objectives and the more detailed operational objectives, as shown in Figure 6.

Figure 6. Hierarchy of Objectives. (Source: IIMM IPWEA 2015)

7. Information Systems

The variety of assets and their diverse requirements warrants the need for multiple systems. The table below shows the management systems and their functions.

System	Function
myData	Asset management system
IntraMaps	Spatial mapping of assets
SynergySoft	Financial asset register
Metrocount	Traffic count management
RACAS	Road asset condition assessment system

Table 5. Asset management systems used in the Shire of Ashburton.

The asset management system the Shire uses is myData, which holds inventory details, condition information, and valuation data with built-in reporting. This system is integrated with IntraMaps for spatial representation.

8. Lifecycle Management

Lifecycle management encompasses all practices associated with considering management strategies as part of the asset lifecycle. The objective is to look at the lowest long-term cost (rather than short-term savings) when making decisions. Stages of the lifecycles are described in Table 6.

Term	Definition
New	Involves the planning, design, and construction of new infrastructure assets. This includes the identification of needs, development of project plans, procurement of resources and construction materials, and the actual construction of the asset.
Renew	Involves the replacement or refurbishment of existing infrastructure assets that have reached the end of their useful life or are no longer functioning effectively. This stage includes activities such as asset inspection, condition assessment, prioritisation of renewal works, and the procurement and construction of the renewed asset.
Upgrade	Involves the modification or enhancement of existing infrastructure assets to improve their functionality, safety, or capacity. This stage includes activities such as assessing the need for upgrades, identifying upgrade options, developing project plans, and procuring and implementing the upgrades.
Operation	Involves the day-to-day management and operation of infrastructure assets to ensure that they continue to provide the required level of service. This includes activities such as asset monitoring, maintenance, repairs, and replacement of parts or components as needed.
Maintenance	Involves the ongoing care and upkeep of infrastructure assets to prevent failures, extend their useful life, and ensure that they continue to provide the required level of service. This includes activities such as routine inspections, preventive maintenance, corrective maintenance, and emergency repairs.
Revaluations	Involves the periodic revaluation of infrastructure assets to determine their current condition and value. This is typically done for accounting and financial reporting purposes and helps to ensure that assets are accurately valued on the balance sheet.
Disposal	The process of removing an asset from service and disposing of it in a safe and environmentally responsible manner. This includes sale, recycling, or repurposing assets.
Long-term financial planning	Involves the development of a financial strategy to support the ongoing management, maintenance, renewal, and upgrading of infrastructure assets over the long term. This includes activities such as assessing funding requirements, identifying potential sources of funding, and developing financial plans and budgets.
Funding	Involves securing the necessary financial resources to support the ongoing management, maintenance, renewal, and upgrading of infrastructure assets. This can include a range of sources such as government funding, user fees, grants, and loans, among others.

Table 6. Definitions for lifecycle stages.

8.1 Risk

The Shire's Risk Management Policy states the Shire's intention to identify potential risks before they occur so that opportunities can be realised and impacts can be minimised to ensure the Shire achieves its strategic and corporate objectives efficiently, effectively and within good corporate governance principles.

The Shire has quantified its broad risk appetite through the shire's Risk Assessment and Acceptance Criteria. All asset management risks are to be assessed according to the Shires criteria to allow consistency and informed decision making.

Consequence / Likelihood		Insignificant	Minor	Moderate	Major	Extreme
		1	2	3	4	5
Almost Certain	**5**	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	**4**	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	**3**	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	**2**	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	**1**	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

Table 7. Shire of Ashburton Risk Matrix.

Risk Rank	Description	Criteria	Responsibility
Low (1-4)	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring.	Operational Manager
Medium (5-9)	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring.	Operational Manager
High (10-16)	Urgent Attention Required	Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring.	ELT
Extreme (17-25)	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring.	CEO & Council

Table 8. Shire of Ashburton Risk acceptance criteria.

8.2 Condition Audits

Asset condition is a critical component of an effective asset management strategy, as it provides important information about the assets' current state and performance.

Asset condition audits will be recorded by an external resource every two years. This supports financial revaluations that occur every five years. Based on the dates of the last condition audits and fair valuations, a suggested audit and valuation schedule is presented in Table 9 below.

	Audit Information Held			Future Audits and Reports (I=Inspection, C=Condition Audit, V=Valuation, A=Asset Management Plan, R=Renewals)									
Plan	Condition	Valuation	AMP	2023			2024	2025	2026	2027	2028	2029	2030
Buildings	2020	2020	2017	A	-	-	C	V	C	C	C	A	V
Open Space	2018	2018	2017	A	C	V	I	C	I	C	V	A	C
Pathways	2018	2018	2017	A	C	V	I	C	I	C	V	A	I
Roads	2023	2018	2018	A	-	V	I	C	I	C	V	A	C
Stormwater	2018	2018	2017	A	C	V	R	C	R	C	V	A	C

Table 9. Condition audit and fair valuation forecast.

Knowledge of asset condition assists the Shire in:

- Mitigating the risk of asset failure,
- Avoiding unplanned outages,
- Allowing for pre-emptive remediation, which is often more cost-effective than reactive maintenance,
- Predicting renewal and replacement expenditure requirements, and
- Providing opportunities to extend the asset life through effective proactive management.

The Shire has adopted a 1-5 Condition Scoring Scale, per Table 10 below.

Condition Scoring Scale						
0	**1**	**2**	**3**	**4**	**5**	**6**
Brand New Asset	**Very good condition** Routine maintenance	**Good condition** Preventive maintenance	**Moderate condition** Rehabilitation trigger	**Poor condition** Renewal trigger	**Very poor condition** Asset unserviceable; Requires full renewal	**End of Life**

Table 10. Shire of Ashburton condition scale.

When assessing the condition of all components of an asset, as well as the physical condition, the following aspects should be considered as a weighting to give an overall condition score:

- Appearance
- Functionality
- Capacity
- Safety

Appropriate risk assessments must be carried out to identify the high-risk assets and priorities. Assets with a condition rating of 5 and presenting a high risk to the community should be addressed in the yearly budget preceding the audit. Assets with a condition rating of 4 should also be assessed as priority works to either renew, decommission, or transfer the asset as soon as feasible, preferably in the current planning cycle.

8.3 Operation and Maintenance

Operations and maintenance of Shire assets require processes and activities that are programmed in a planned and systematic manner to deliver the required level of service while minimising the risk of asset failure or downtime.

Operational activities are often repeated, multiplying the importance of efficiency and consistency.

Maintenance activities are considered on a risk-based approach, providing employees with the knowledge and skills required to carry out these activities effectively and adhering to best practices and industry standards.

- Preventive maintenance carries out tasks to prevent faults and disruption from faults and enhances the asset life.
- Reactive maintenance reinstates the asset to the required level of service after a fault or failure.

Maintenance records provide information for identifying reoccurring issues with assets, the amount of maintenance activities, budget review, reporting and resource allocation.

Other sources of information include Customer requests, Project closeouts, Condition audits and attribute collection processes.

Customer requests are created when asset users or other stakeholders identify a fault. This may be notified to the Shire by several different methods, including telephone, SMS, email, and online.

It is then assigned to a Shire officer to evaluate the fault, identify impacted assets, and prepare a response plan.

8.4 Renewal Planning

The Shire's asset management process is illustrated in Figure 7 below. This is an annual cycle that includes a review of the LTFP. Works programs are prepared yearly to inform the annual budget. Asset data is updated with the receipt of completed projects from the Project Closeout process.

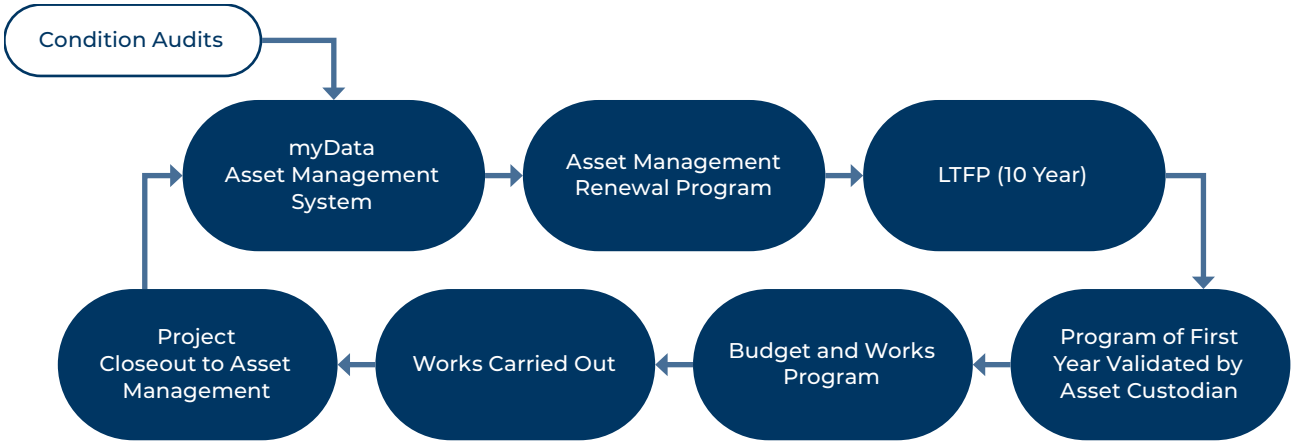


Figure 7. Asset management process

The Shire will plan capital renewal and replacement projects to meet Level of Service objectives and minimise infrastructure service risks by:

- Monitoring assets condition deterioration at regular intervals,
- Developing knowledge and skills in conducting asset condition audits in-house,
- Monitoring replacement costs and available resources annually and identifying the risks that may spike cost projections,
- Planning and scheduling renewal projects in each town to reach economies of scale,
- Keeping the asset register up to date with condition and attribute information of assets.

8.5 Disposal

Disposal includes any activity associated with the disposal of an asset, including sale, demolition, or relocation.

Disposal of assets can occur when:

- Approved by the council due to resident's requests,
- Handed back to another party of authority,
- Where it has been deemed that the asset has insufficient use, is no longer meeting its Level of Service, and its existence is no longer justifiable.

Costs may be incurred which are associated with the removal of the asset and rehabilitation once it has been removed.

The council is bound by section 3.58 of the *Local Government Act 1995, 'Disposing of Property'*.

9. Measuring Our Progress

Table 11 provides an overview of the various levels of performance measuring undertaken by the Shire.

Plan	What is Measured	Reporting Method
Strategic Community Plan		
Strategic Indicators	**Outcomes** – progress towards achieving target outcomes.	Community progress report
Corporate Business Plan		
Programme Indicators	**Outcomes** – progress towards achieving strategic indicators. **Performance** – delivery of programme activities and implementation of priorities.	Annual Report Periodic reporting to Council
Asset Management Plans		
Asset Class performance measures	**Outcomes** – progress towards achieving Asset Management objectives. **Performance** – delivery of asset class programme activities against Level of Service targets.	Periodic reporting to CEO and Council
Operational Plans		
Service Indicators	**Performance** – delivery of identified services and projects for each programme.	Periodic reporting to Asset Manager, CEO and Council

Table 11. Performance measurement overview.

9.1 Asset Ratios

The asset consumption ratio highlights the aged condition of a local government's assets. A ratio below 0.50 indicates rapid deterioration and under-investment, and a ratio greater than 0.75 is considered to be over-investment in renewals.

The asset renewal funding ratio is the Net Present Value (NPV) of planned renewal expenditure divided by the NPV of required renewal expenditure. It is a measure of the ability of the local government to fund its predicted asset renewals in the future.

The asset sustainability ratio indicates whether the Shire is spending adequately on asset renewals to match the depreciation to ensure the long-term sustainability of infrastructure assets. The asset sustainability ratio is capital renewal expenditure on existing assets divided by the depreciation expense.

Indicator	2021	Target	
Asset Consumption Ratio	0.81	0.50 – 0.75	✗
Asset Renewal Funding Ratio	1.18	0.95 – 1.25	✓
Asset Sustainability Ratio	2.40	0.90 – 1.10	✗

Table 12. Asset ratios from Shire of Ashburton Annual Report 2020/21.

10. Continual Improvement

Improvement Action		Responsible Officer
1	Develop an Asset Management Audit Process	Manager Assets and Programming
2	Develop Asset Inspection Program and Condition Audit for Buildings	AMWG
3	Develop Asset Inspection Program and Condition Audit for Open Spaces	AMWG
4	Develop Asset Inspection Program and Condition Audit for Pathways	AMWG
5	Develop Asset Inspection Program and Condition Audit for Roads	AMWG
6	Develop Asset Inspection Program and Condition Audit for Stormwater (including CCTV analysis)	AMWG
7	Conduct Programmed Condition Audit	Manager Assets and Programming
8	Develop Programs for compliance and scheduled maintenance activities	All Managers
9	Implement Program for compliance and scheduled maintenance activities	All Managers
10	Develop Programs for asset renewal	All Managers
11	Develop process to review asset types, useful life and unit rates used in Valuations	Manager Assets and Programming
12	Implement process that reviews Valuations that includes correct application of asset type, useful life, unit rates	Manager Assets and Programming
13	Determine performance measures and targets for all Levels of Service	AMWG
14	Develop Program to capture and report performance measures against targets	Manager Assets and Programming
15	Implement program to capture and report performance measures against targets	Manager Assets and Programming

Improvement Action		Responsible Officer
16	Develop a Program for review of asset related items on Risk Register	Manager Assets and Programming
17	Review asset related risks on Risk Register	All Managers
18	Develop a Community Satisfaction Survey	Manager Communities
19	Review Operational and Maintenance Budget	All Managers
20	Develop Master Data standard	Manager Assets and Programming
21	Implement Master Data standard	Manager Assets and Programming
22	Review Asset IDs methodology to align with Master Data standard	Manager Assets and Programming
23	Develop Program that captures and reports Road Closures	Manager Assets and Programming
24	Implement Program that captures and reports Road Closures	Manager Assets and Programming
25	Review and improve the asset spatial data	Manager Assets and Programming
26	Review scope of Asset Register and identify additional asset types to be included	Manager Assets and Programming
27	Improve data attributes for Kerbs, Culverts, Floodways, Grids and Causeways	Manager Assets and Programming
28	Include Footbridges in Asset Register	Manager Assets and Programming
29	Include hard and soft landscaping in asset register	Manager Assets and Programming
30	Review Pedestrian Ramps in Asset Register	Manager Assets and Programming

Table 13. Improvement Actions.

Part B

Asset Management Plans (Asset Class Summaries)

The following asset class summaries contain the complimentary elements of an asset lifecycle planning, that when read in conjunction with Part A Asset Management Strategy produce an asset management plan.

These have been prepared in collaboration with stakeholders from the relevant asset management working groups.

These plans provide a framework for the Shire to meet its statutory obligations with respect to the Integrated Planning and Reporting Framework and the guidelines introduced in Western Australia as part of the State Government's Local Government Reform Program.

These plans link to the vision, objectives and mission set out in the SCP and the CBP.

Developing an AMP is crucial for the Shire to manage its assets cost-effectively. These AMPs are long-term plans that outline the actions required to maintain assets in a condition that meets the required levels of service.

The condition data and replacement value data presented in this document have been sourced from Buildings (2020) and Infrastructure (2018) valuations.

11. Buildings

To maintain safe, healthy, and aesthetically pleasant facilities where residents, visitors and employees can properly function and accomplish their sense of being part of a community.

11.1 Class Information

Buildings

Community
Halls, libraries, sports clubs, public amenities, Shire offices and workshops

Residential
Shire owned housing for employees, aged care

Other Accommodation
Caravan park buildings, motel accommodation buildings, worker camps

Figure 8. Buildings asset classes.

11.2 Inventory

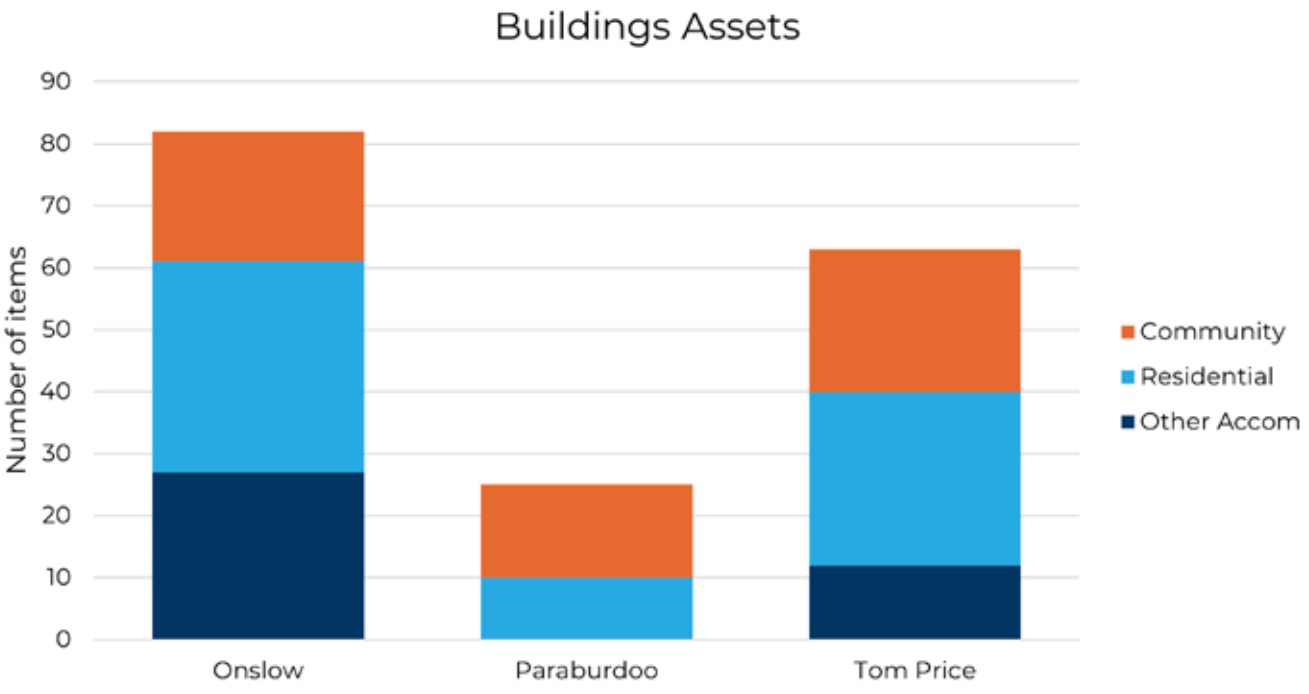
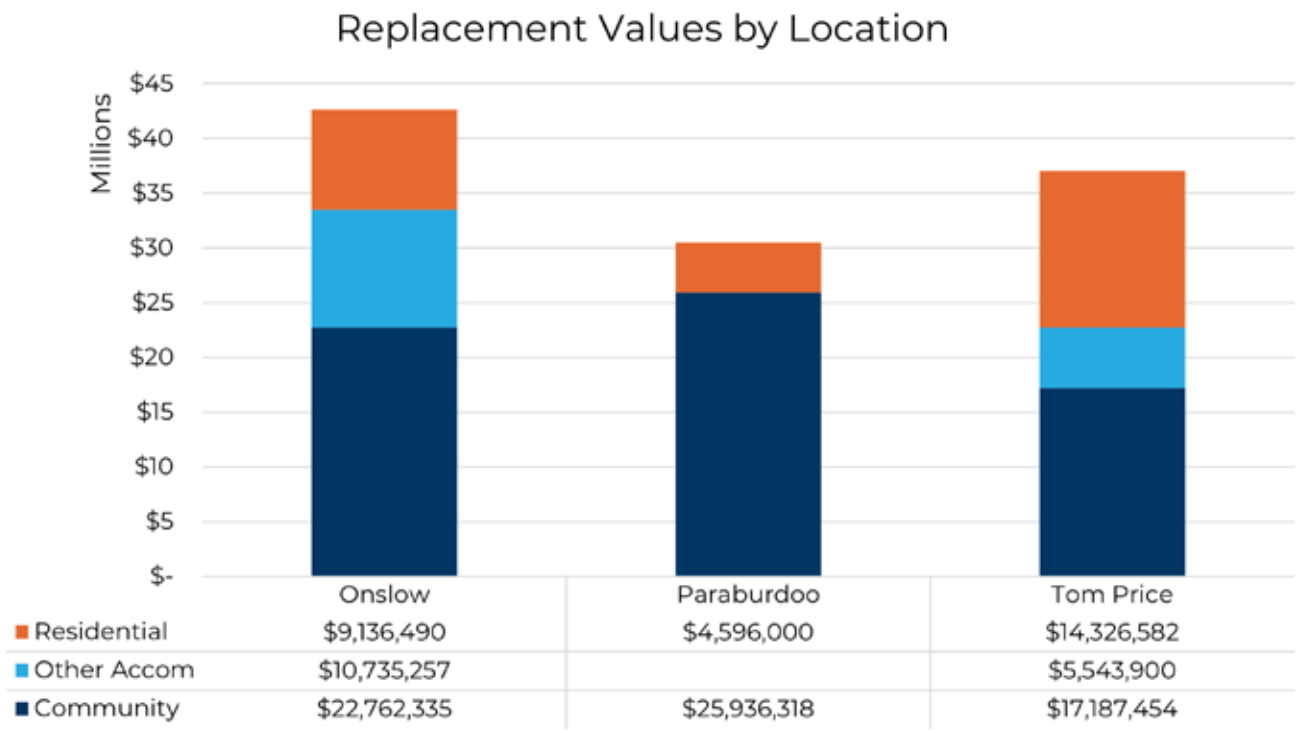


Figure 9. Buildings assets by town.

11.3 Replacement Value



	Onslow	Paraburdoo	Tom Price
Residential	$9,136,490	$4,596,000	$14,326,582
Other Accom	$10,735,257		$5,543,900
Community	$22,762,335	$25,936,318	$17,187,454

Figure 10. Buildings asset replacement values.

11.4 Condition

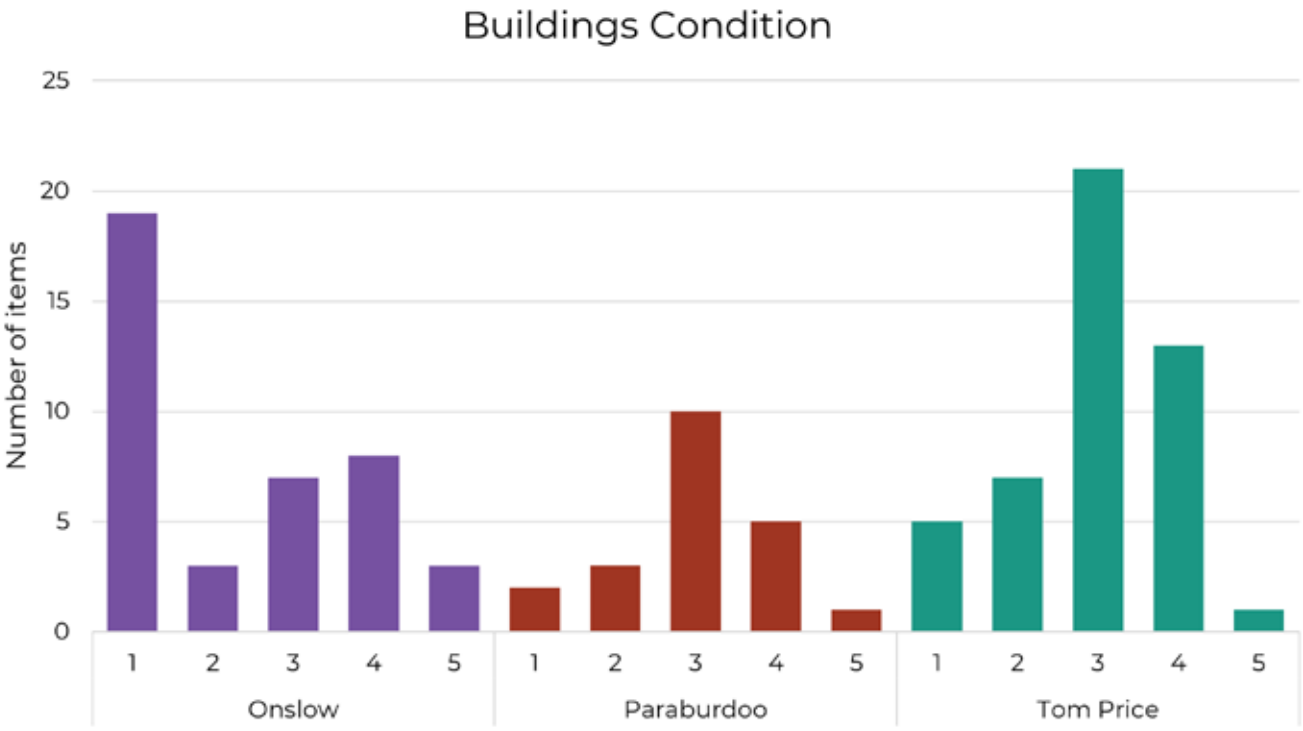


Figure 11. Building condition by town.

11.5 Asset Useful Lives

Building Component	Description	Useful Life (Years)
Roof	Roof tiles, sheeting, frame etc.	40 years
Sub-Structure	Footings, slab & building foundation.	100 years
Super-Structure	Building frame, walls – internal & external, stairs	45 years
Fitouts – Floor Coverings	Floor covering; carpet, tiles, floorboards.	15 years
Fitouts & Fittings	Kitchen fitouts, benches, bathrooms, light fittings etc	20 years
Services (Fire)	Fire extinguishers and smoke alarms present & in working order	5-40 years
Services (Mechanical)	Air-conditioning – Ducted	20 years
	Air-conditioning – Split System	10 years
Other Structures	Fencing	40 years
	Hard stands	60 years
	Shade Sails	5-10 years
	Lighting	25 years
	Shade Structures	30 years

Table 14. Buildings asset useful lives

11.6 Risk Assessment

Description of Risk	Risk Causes	Risk Controls	Risk Acceptance Ranking
Failure or reduction in service of Buildings.	Lack of/Inadequate maintenance programs. Lack of resources: employees and funding. Inadequate design.	Implement a proactive and scheduled maintenance program. Ensure budget allocations and employee resources are in place. Ensure Asset design standards are created by appropriately qualified employees. Lifecycle asset management planning of assets.	Moderate: To be monitored by Manager Facilities.
Failure to manage Day to day operations of Buildings.	Lack of/or inadequate Maintenance programs. Lack of procedures in place. Lack of resources: employees and funding.	Ensure adequate Maintenance regime is in place. Ensure procedures are in place to manage all Buildings. Ensure all appropriately trained resources are in place.	Moderate: To be monitored by Manager Facilities.

Table 15. Buildings risk assessment.

11.7 Level of Service Objectives

Objectives	Outcomes	Strategies
2. Place We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community.	2.1 Coordinated delivery of natural and built environment services and projects for the community.	1 Develop and maintain key natural and built environment services partnerships, both internally and externally, to support Council's vision.
	2.2 Appropriate, inviting, and diverse employee accommodation and land management opportunities.	2 Provide diversity for residential employee accommodation.
	2.7 Quality, well-maintained, and purposeful community facilities.	1 Provide high-standard sport and recreation facilities across the Shire.

Table 16. Buildings objectives.

11.8 Performance Measures

Performance measure	Target
Asset Inspection and Condition Audit	>80% of inventory
Regulatory compliance and safety inspections	100%
Scheduled maintenance	>90% of tasks
Availability	>90% of year
Number of Customer complaints per year	<2 per building
Number of safety incidents reported per year	0

Table 17. Buildings performance measures.

11.9 Maintenance Activities

Activity type	Activity	Provider
Inspection	Condition Audit	Internal / External
	Property Inspections	Internal
Compliance	Electrical Test and Tag	External
	Fire and Emergency - Extinguishers	External
	Pest Control	External
	Roof Access Point Inspection	External
	Servicing of Air Conditioners	External
	Water Softener Maintenance	External
Maintenance	Car Park Maintenance	Internal
	Gardens Maintenance	Internal
	General Maintenance	Internal / External
Operational	Cleaning	External

Table 18. Buildings typical operations and maintenance activities.

11.10 Renewal Forecast

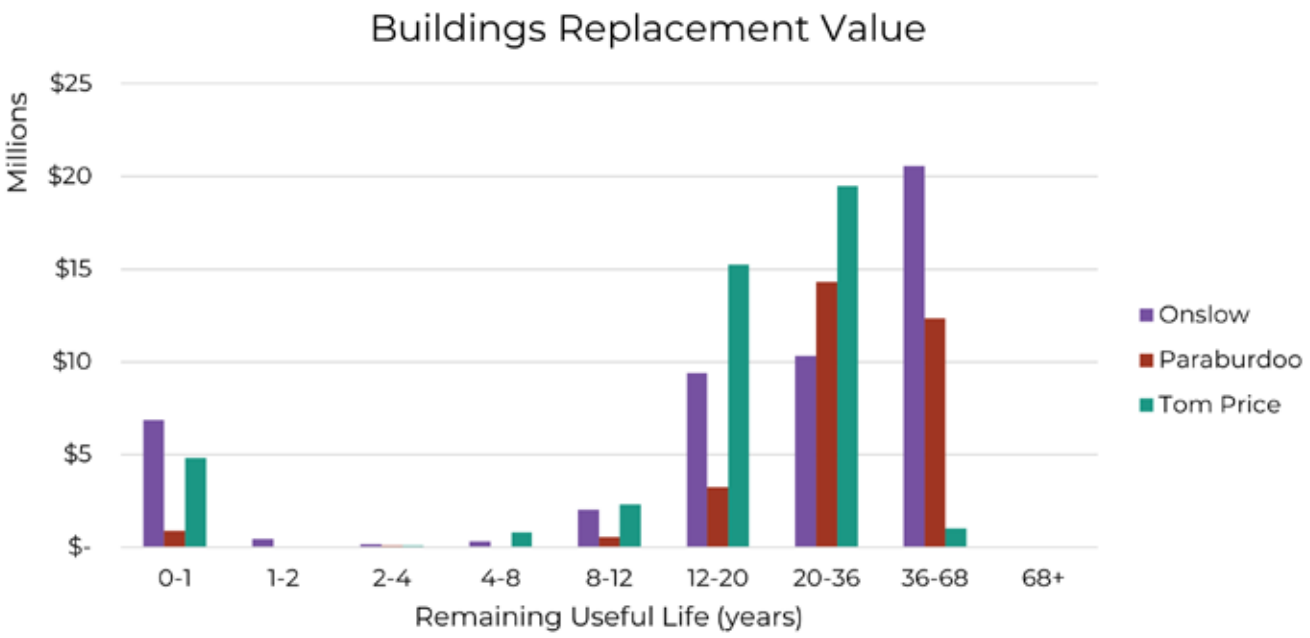


Figure 12. Replacement value of Buildings assets grouped by remaining useful life.

11.11 Long Term Financial Plan

	2023	2024	2025	2026	2027	2028
Buildings - Renewal	$15,000	$1,250,000	$750,000	$750,000	$1,300,000	$2,300,000

Table 19. Buildings CAPEX forecast (Shire of Ashburton Long Term Financial Plan, July 2022).

11.12 Renewal Gap

Current data indicates an estimated renewal forecast of approximately $47M over the next 20 years. The LTFP provides $36M renewal funding over the next 20 years.

Renewal funding currently provided in the LTFP falls short of the Renewal Forecast.

12. Open Spaces

To maintain safe, healthy, and aesthetically pleasant facilities where residents, visitors and employees can properly function and accomplish their sense of being part of a community.

12.1 Class Information

Open Spaces

Park
Parks, reserves and gardens

Playground
Sites including equipment and softfall

Sporting Field
Ovals and rugby fields

Hard Court
Basketball, netball and tennis courts

Swimming Pool
Facilities including pool structures and associated infrastructure

Skate Park
Sites including associated infrastructure

Special Purpose
Bowling greens, golf courses and associated infrastructure

Cemetery
Sites including associated infrastructure

Coastal
Boat ramps, jetties and seawalls

Town Centre
Carparks, awnings, artwork, fountains, street furniture and landscaping

Figure 13. Open Spaces asset classes

12.2 Inventory

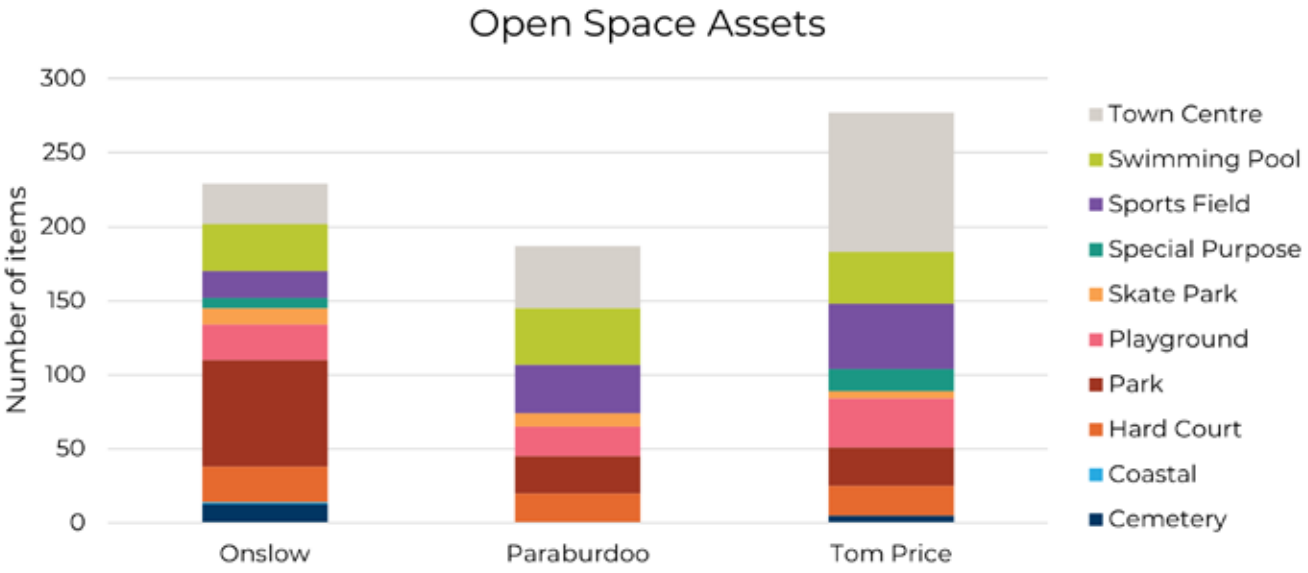
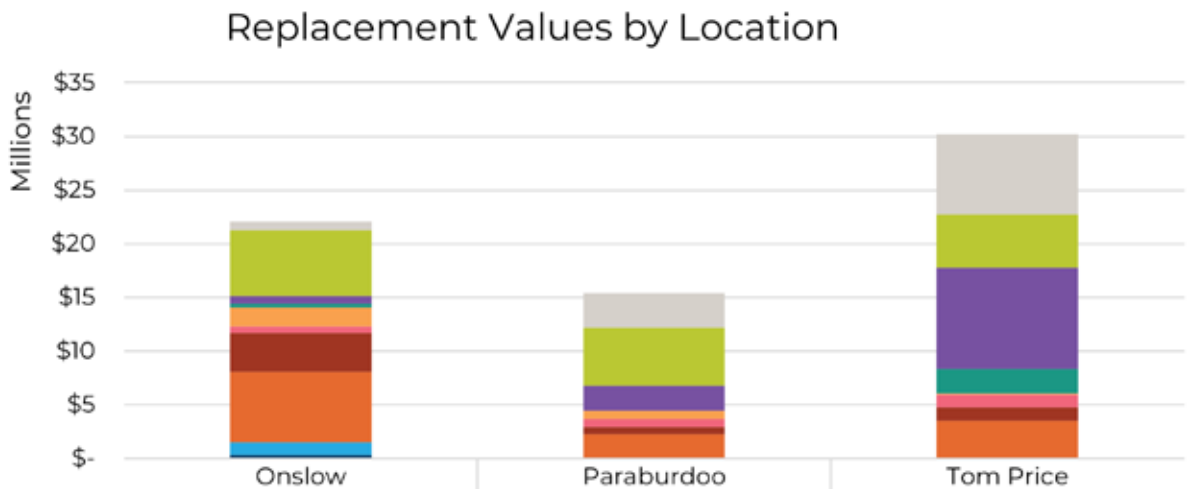


Figure 14. Open Spaces assets by town.

12.3 Replacement Value



	Onslow	Paraburdoo	Tom Price
Town Centre	$832,132	$3,191,479	$7,478,933
Swimming Pool	$6,137,784	$5,444,555	$4,962,451
Sports Field	$681,378	$2,346,416	$9,462,740
Special Purpose	$414,527		$2,274,177
Skate Park	$1,702,134	$709,748	$84,730
Playground	$624,817	$788,222	$1,214,118
Park	$3,616,500	$630,742	$1,236,135
Hard Court	$6,560,547	$2,294,978	$3,483,057
Coastal	$1,176,120		
Cemetery	$349,174		$40,159

Figure 15. Open Spaces asset replacement values.

12.4 Condition

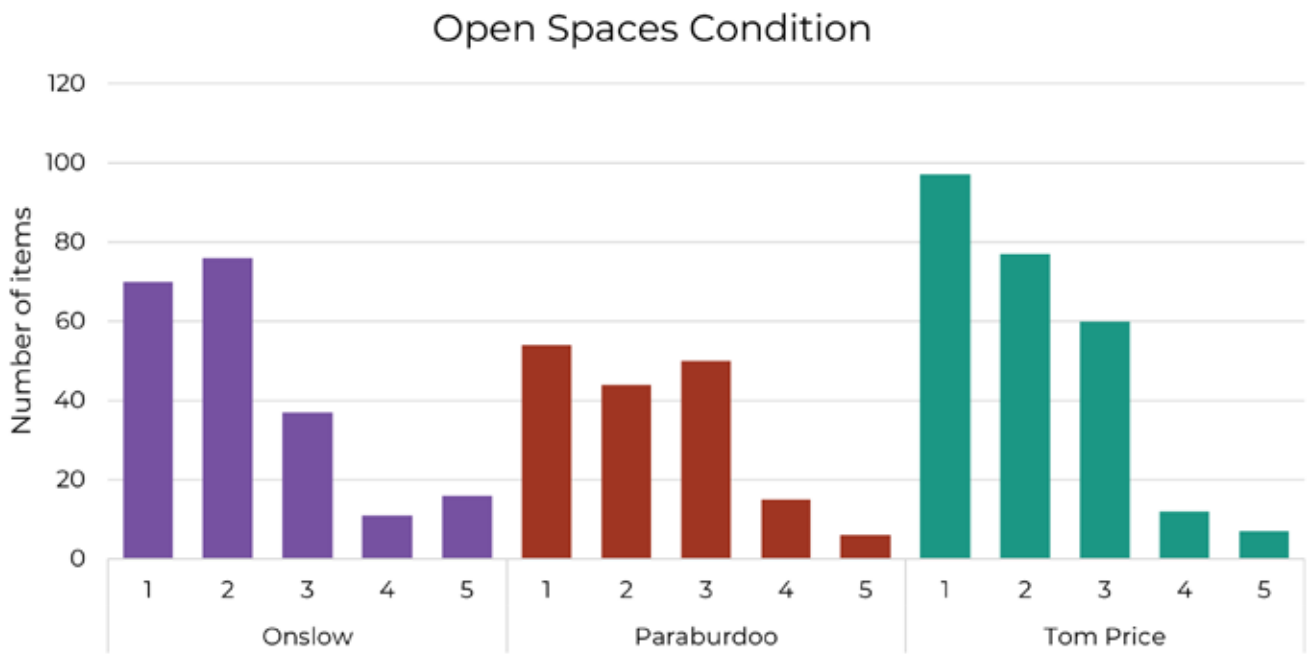


Figure 16. Open Spaces asset condition ratings

12.5 Asset Useful Lives

Asset Type	Useful Life
BBQs	10 years
Cricket Nets	30 years
Decking	20 years
Drinking Fountain	10 years
Fencing	30 years
Goal Posts	15 years
Lighting	30 years
Active grassed areas	15 years
Passive grassed areas	35 years
Shade shelters	30 years
Park Benches	15 years
Play Equipment	15 years

Playing surfaces	10 years
Playground softfall	10 years
Reticulation	25 years
Electronic scoreboard	20 years
Concrete walls	75 years
Car Park lighting	14 years
Car park shade structure	40-60 years
Concrete pathways	70 years
Decking	40 years
Awnings	100 years
Retaining walls	80 years
Concrete surrounds	70 years
CCTV security	25 years
Signage	20 years
Street furniture	20-50 years
Water fountains	25 years
Wheel stops	10 years
Landscaping (trees, irrigation systems)	20-80 years

Table 20. Open Spaces asset useful lives.

12.6 Risk Assessment

Description of Risk	Risk Causes	Risk Controls	Risk Acceptance Ranking
Failure or reduction in service of infrastructure.	Lack of/Inadequate maintenance programs. Lack of resources: employees and funding. Inadequate design.	Implement a proactive and scheduled maintenance program. Ensure budget allocations and employee resources are in place. Ensure Asset design standards are created by appropriately qualified employees. Lifecycle asset management planning of assets.	Moderate: To be monitored by Manager Facilities.
Failure to manage day-to-day day operations of park and recreation facilities.	Lack of/or inadequate Maintenance programs. Lack of procedures in place. Lack of resources: employees and funding.	Ensure adequate Maintenance regime is in place. Ensure procedures are in place to manage all Open Spaces. Ensure all appropriately trained resources are in place.	Moderate: To be monitored by Manager Facilities.

Table 21. Open Spaces risk assessment.

12.7 Level of Service Objectives

Objectives	Outcomes	Strategies
2. Place We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community.	2.1 Coordinated delivery of natural and built environment services and projects for the community.	1 Develop and maintain key natural and built environment services partnerships, both internally and externally, to support Council's vision.
	2.3 Attractive and sustainable townscapes offering opportunities for all communities.	1 Provide attractive, well-maintained streetscapes, verges, parks, and reserves.
		2 Ensure parks, gardens, and open spaces are appropriately managed according to their need and use.
		3 Maintain town centres for the enjoyment of locals and visitors, which the community can take pride in.
	2.7 Quality, well-maintained, and purposeful community facilities.	1 Provide high-standard sport and recreation facilities across the Shire.

Table 22. Open spaces objectives.

12.8 Performance Measures

Performance measure	Target
Asset Inspection and Condition Audit	>80% of inventory
Regulatory compliance and safety inspections	100%
Scheduled maintenance	>90% of tasks
Availability	>90% of year
Number of Customer complaints per year	<2 per open space
Number of safety incidents reported per year	0

Table 23. Open spaces performance measures.

12.9 Maintenance Activities

Activity type	Activity	Provider
Inspection	Condition Audit	Internal / External
	Property Inspections	Internal
	Technical Inspections	External
Maintenance	Car Park Maintenance	Internal
	Cemetery Maintenance	Internal
	Gardens Maintenance	Internal
	General Maintenance	Internal
	Playgrounds Maintenance	Internal
	Reticulation Maintenance	Internal
	Swimming Pool Maintenance	Internal
	Tree Pruning and Removal	Internal
Operational	Fertilising	Internal
	Mowing	Internal
	Mulching	Internal
	Planting	Internal
	Pruning	Internal
	Seeding	Internal
	Slashing	Internal
	Spraying	Internal
	Storm Damage Clean-up	Internal

Table 24. Open Spaces typical operations and maintenance activities.

12.10 Renewals Forecast

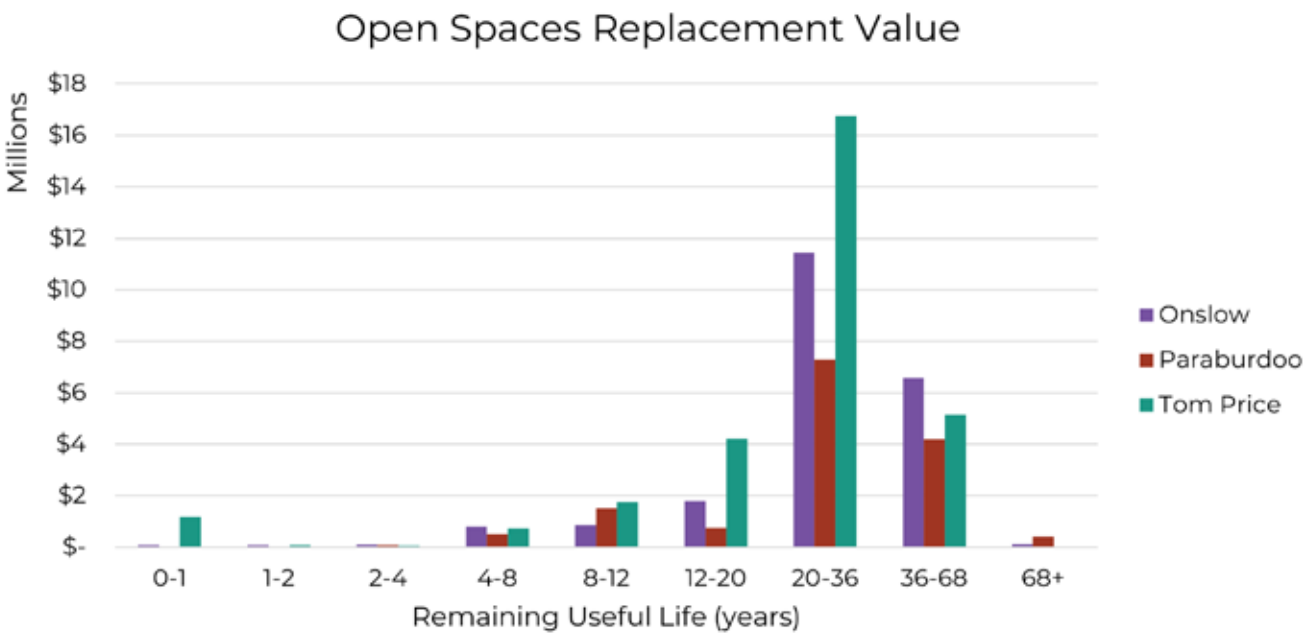


Figure 17. Replacement value of Open Spaces assets grouped by remaining useful life.

12.11 Long Term Financial Plan

	2023	2024	2025	2026	2027	2028
Parks and Recreation - Renewal	$2,170,000	$800,000	$800,000	$800,000	$800,000	$800,000
Town Infrastructure - Renewal	$40,000	$300,000	$300,000	$300,000	$300,000	$300,000

Table 25. Open Spaces CAPEX forecast (Shire of Ashburton Long Term Financial Plan, July 2022).

12.12 Renewal Gap

Current data indicates an estimated renewal forecast of approximately $16M over the next 20 years. The LTFP provides $22M renewal funding over the next 20 years.

Renewal funding currently provided in the LTFP exceeds the Renewal Forecast.

13. Pathways

To guide investment in the pathway network and provide connectivity to town centres, schools, and other community facilities.

13.1 Class Information

Pathways

On Road
Alongside road carriageways

Off Road
Within parks, facilities and land parcels

Figure 18. Pathways asset classes.

13.2 Inventory

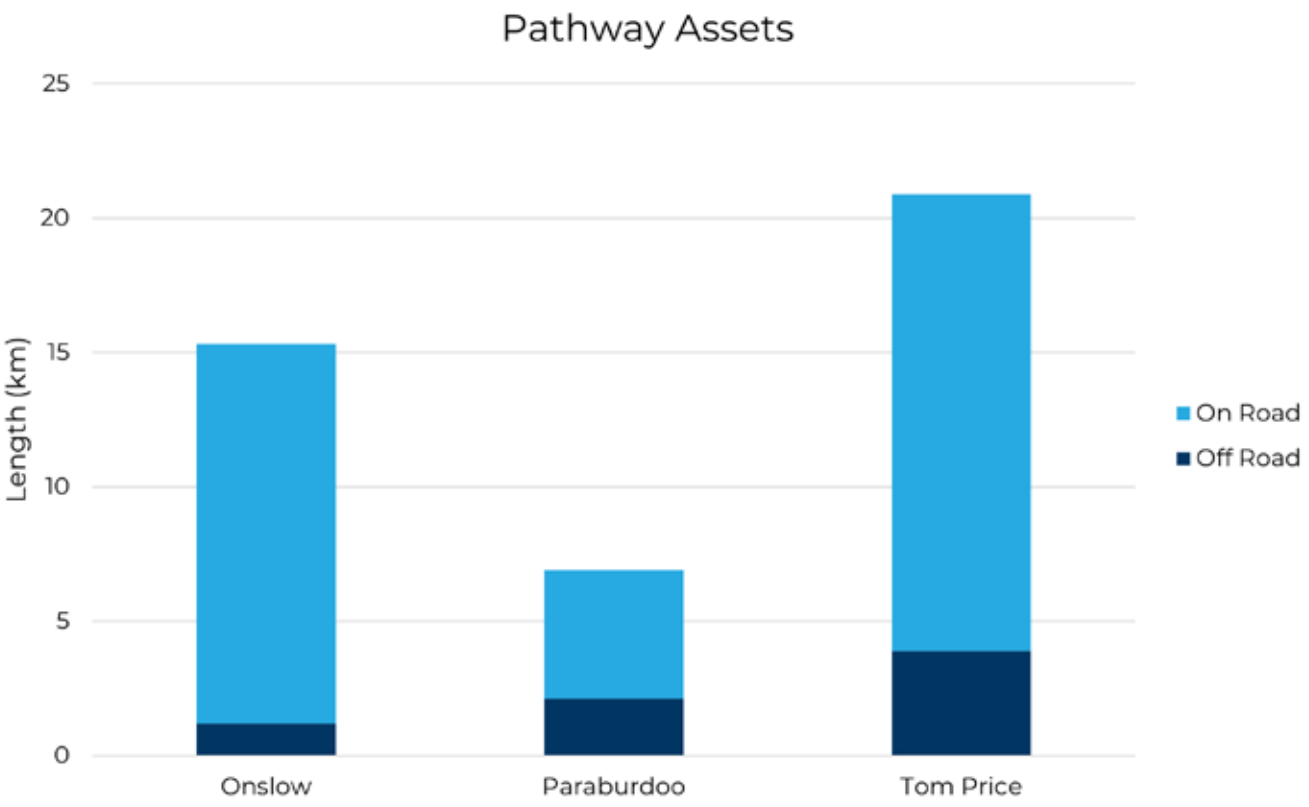
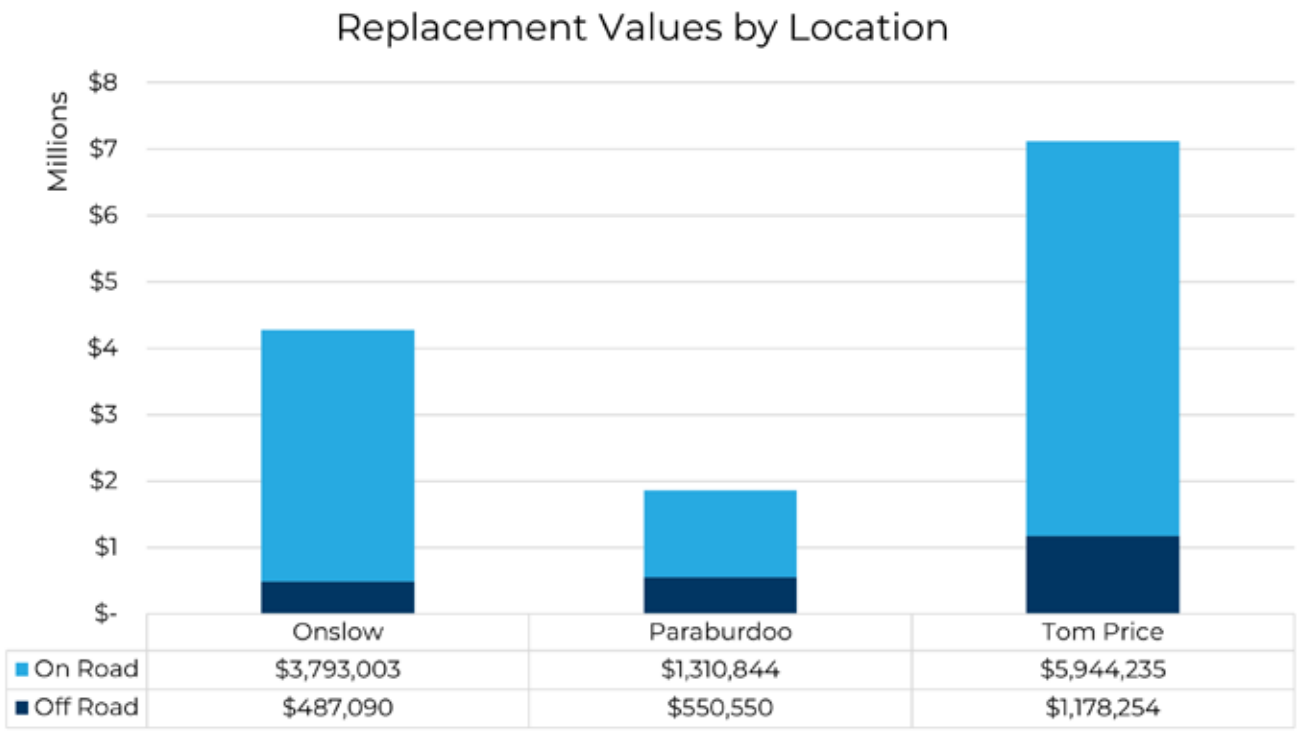


Figure 19. Pathway length by town.

13.3 Replacement Value



	Onslow	Paraburdoo	Tom Price
On Road	$3,793,003	$1,310,844	$5,944,235
Off Road	$487,090	$550,550	$1,178,254

Figure 20. Pathways asset replacement values.

13.4 Condition

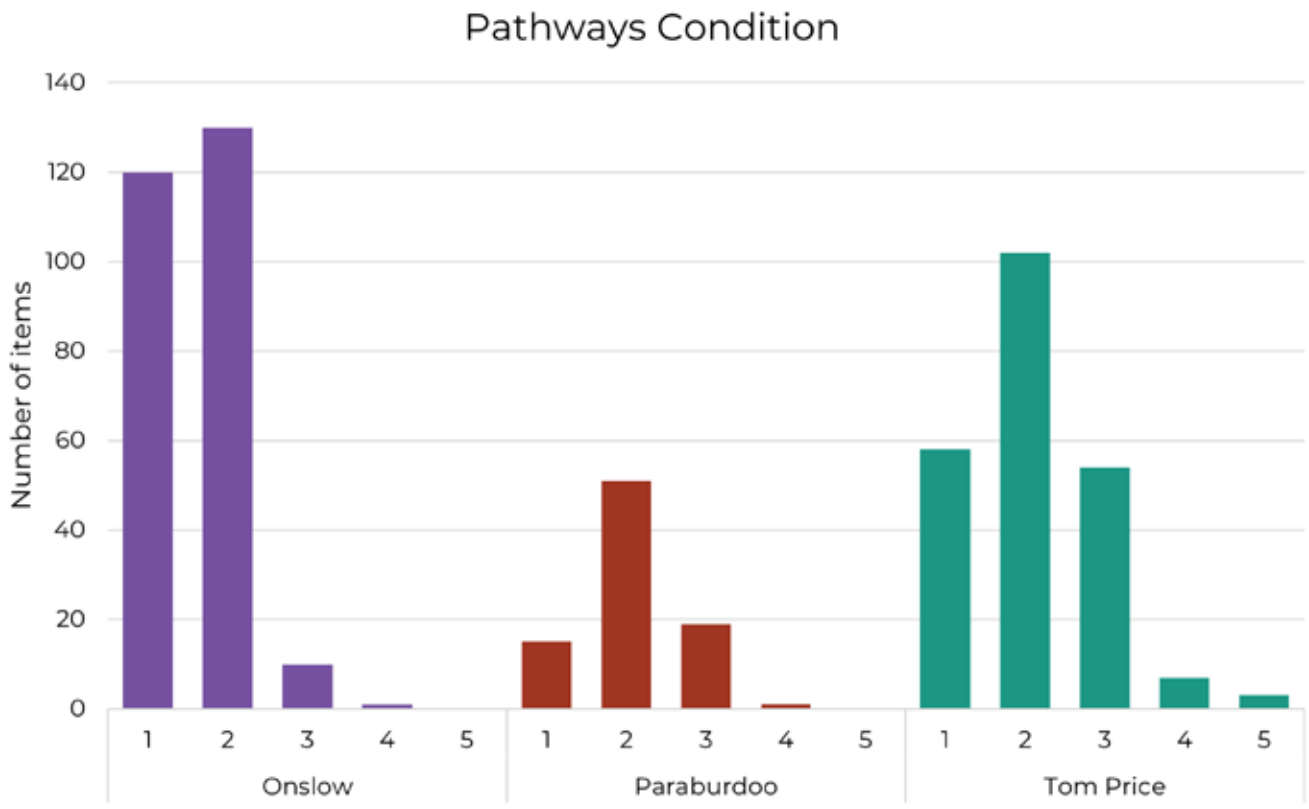


Figure 21. Pathways condition by town.

13.5 Asset Useful Lives

Asset Type	Useful life
Concrete footpath	30-50 years
Brick pave	20-30 years

Table 26. Pathways asset useful lives.

13.6 Risk Assessment

Description of Risk	Risk Causes	Risk Controls	Risk Acceptance Ranking
Footpath user slip, trip or fall resulting in injury and potential liability claim and damage.	Uneven footpaths. Cracking, encroachment, deterioration of surface texture.	Regular footpath inspections. Proactive maintenance programs (to be implemented). Condition Audits.	Moderate: To be monitored by Manager Town Maintenance.
Footpath deterioration due to lack of maintenance, repair, and renewal.	Lack of maintenance programs. Lack of resources, employees & budgets.	Implement a proactive and scheduled maintenance program. Ensure budget allocations and employee resources can maintain.	Moderate: To be monitored by Manager Town Maintenance.
Population Increase and increased demand on Footpath assets.	Population increase also resulting in the construction of new facilities/schools where footpaths are desired to create transport linkages.	Monitoring and long-term planning tracking demand in the communities. Customer Satisfaction surveys.	Low: Acceptable and managed by annual monitoring.

Table 27. Pathways risk assessment.

13.7 Level of Service Objectives

Objectives	Outcomes	Strategies
2. Place We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community.	2.1 Coordinated delivery of natural and built environment services and projects for the community.	1 Develop and maintain key natural and built environment services partnerships, both internally and externally, to support Council's vision.
	2.8 Safe and interconnected transport networks for the community.	2 Manage roads, pathways, and other transport infrastructure according to need and use.

Table 28. Pathways objectives.

13.8 Performance Measures

Performance measure	Target
Asset Inspection and Condition Audit	>80% of inventory
Regulatory compliance and safety inspections	100%
Scheduled maintenance	>90% of tasks
Availability	>90% of year
Number of Customer complaints per year	<5 per town
Number of safety incidents reported per year	0

Table 29. Pathways performance measures.

13.9 Maintenance Activities

Activity type	Activity	Provider
Inspection	Condition Audit	Internal / External
	Property Inspections	Internal / External
Maintenance	Footpath Maintenance	Internal / External
	General Maintenance	Internal / External
Operational	Weed Management	Internal / External

Table 30. Pathways typical operations and maintenance activities.

13.10 Renewal Forecast

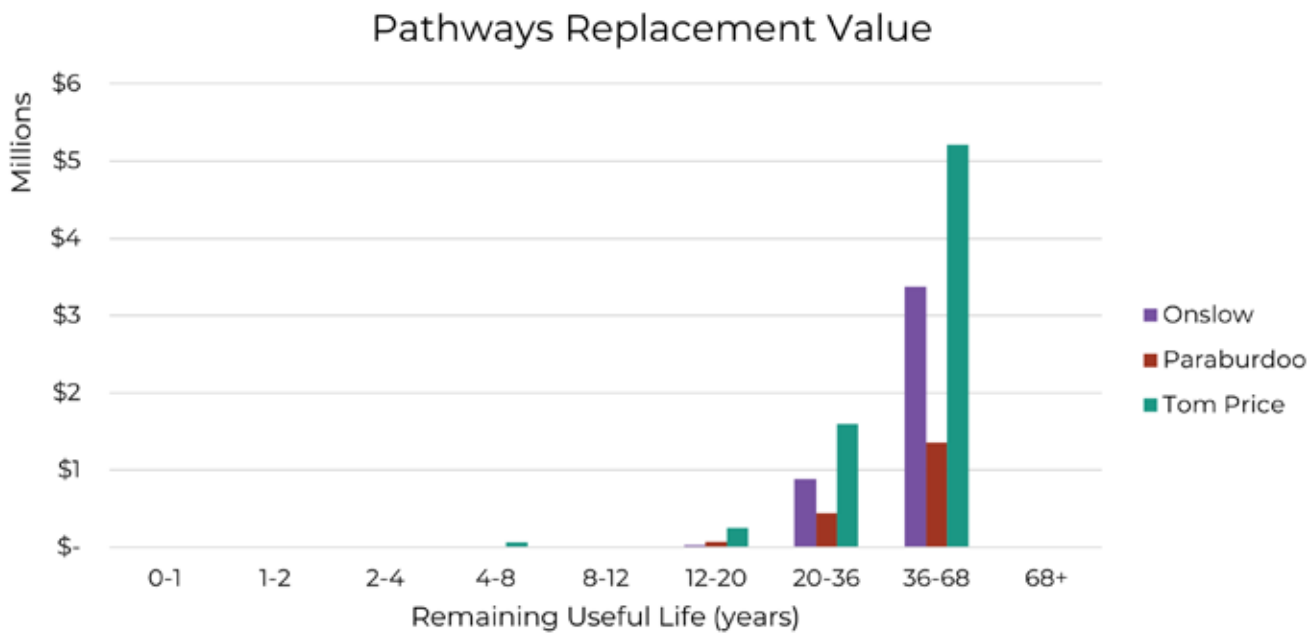


Figure 22. Replacement value of Pathways assets grouped by remaining useful life.

13.11 Long Term Financial Plan

	2023	2024	2025	2026	2027	2028
Pathways - Renewal	-	$300,000	$300,000	$300,000	$300,000	$300,000

Table 31. Pathways CAPEX forecast (Shire of Ashburton Long Term Financial Plan, July 2022).

13.12 Renewal Gap

Current data indicates an estimated renewal forecast of approximately $0.4M over the next 20 years. The LTFP provides $6M renewal funding over the next 20 years.

Renewal funding currently provided in the LTFP exceeds the Renewal Forecast.

14. Roads

To provide access to businesses, health, employment and tourism, all of which stimulate the Local, State and Federal economies.

14.1 Class Information

Roads

Urban

Urban roads and rural roads - sealed with asphalt or spray seal

Rural

Rural roads and limited urban roads - unsealed gravel roads or tracks

Figure 23. Roads asset classes.

14.2 Inventory

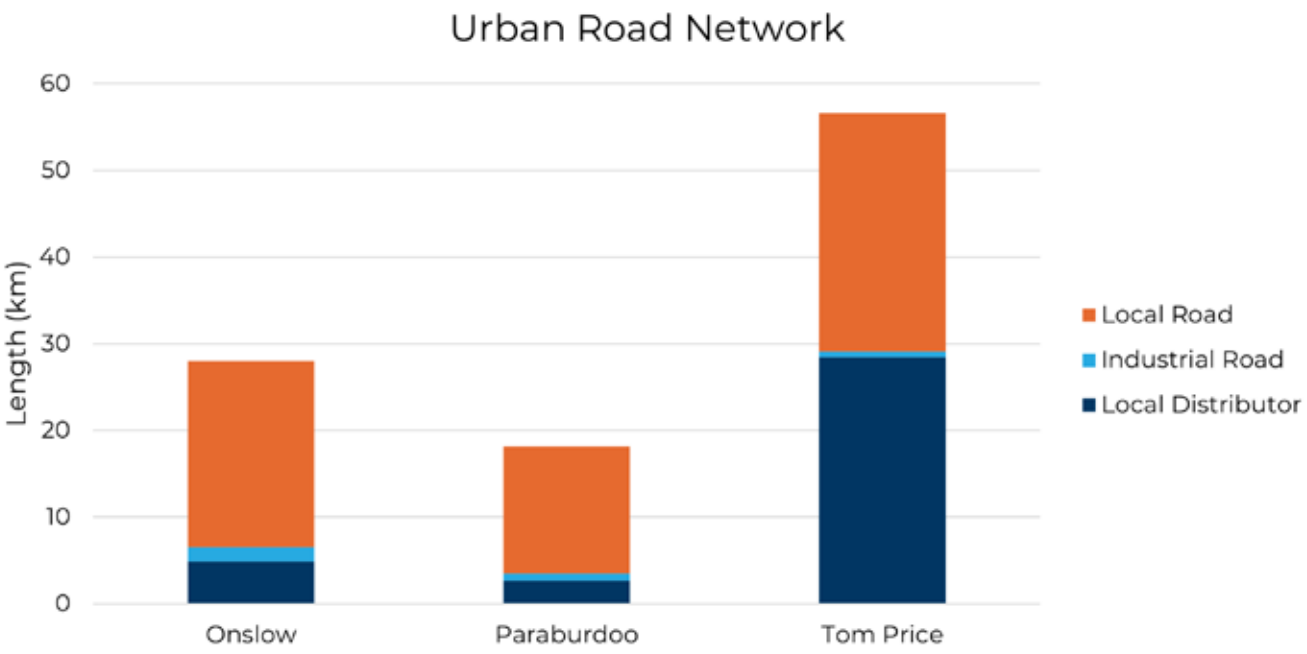


Figure 24. Urban roads network length by type.

Tom Price's local distributors include Mine Rd and Nameless Valley Dr (22 km).

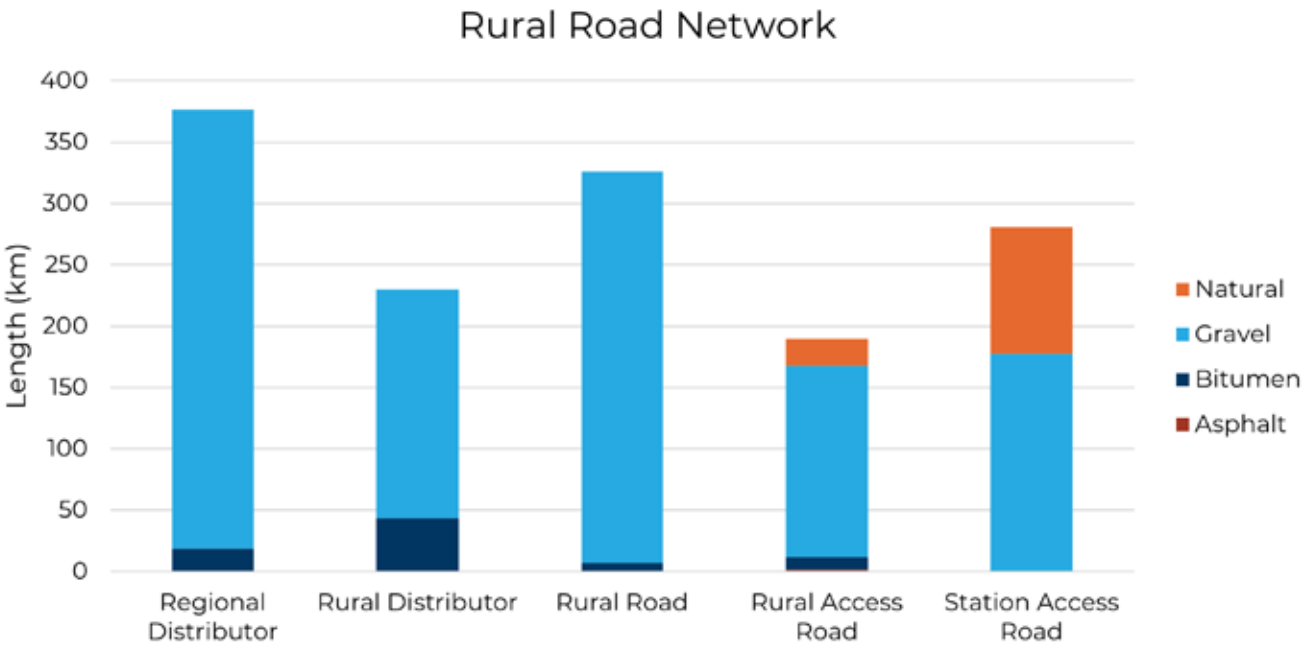


Figure 25. Rural roads network length by surface.

Additional Roads assets include:

- Stock Grids (67, $15M replacement value)
- Causeways (2)
- Vehicular Bridge (across Ashburton River)
- Pedestrian Bridge (under Killawarra Drive)
- Kerb (100km)
- Culverts (88) refer Table 32

Material	Number of culverts
Helicore	57
RCBC	3
RCP	10
HDPE	4
Ribloc	14
Total	**88**

Table 32. Culverts by material.

14.3 Replacement Value

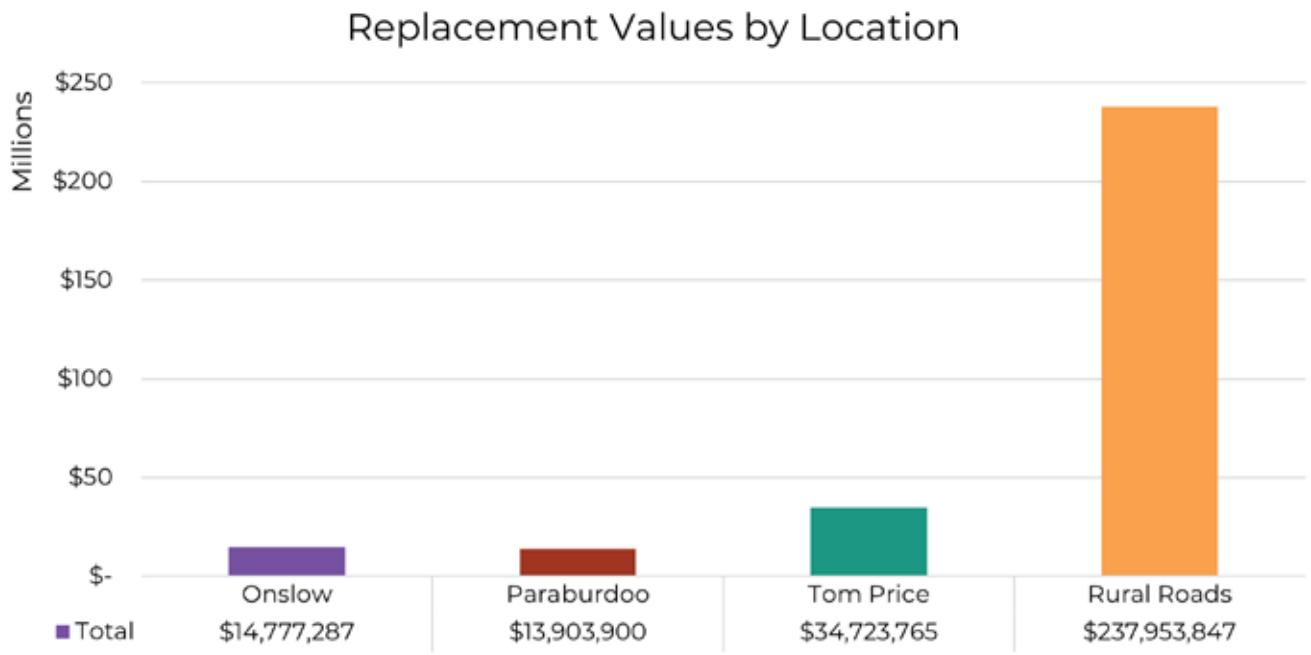


Figure 26. Roads asset replacement values.

14.4 Condition

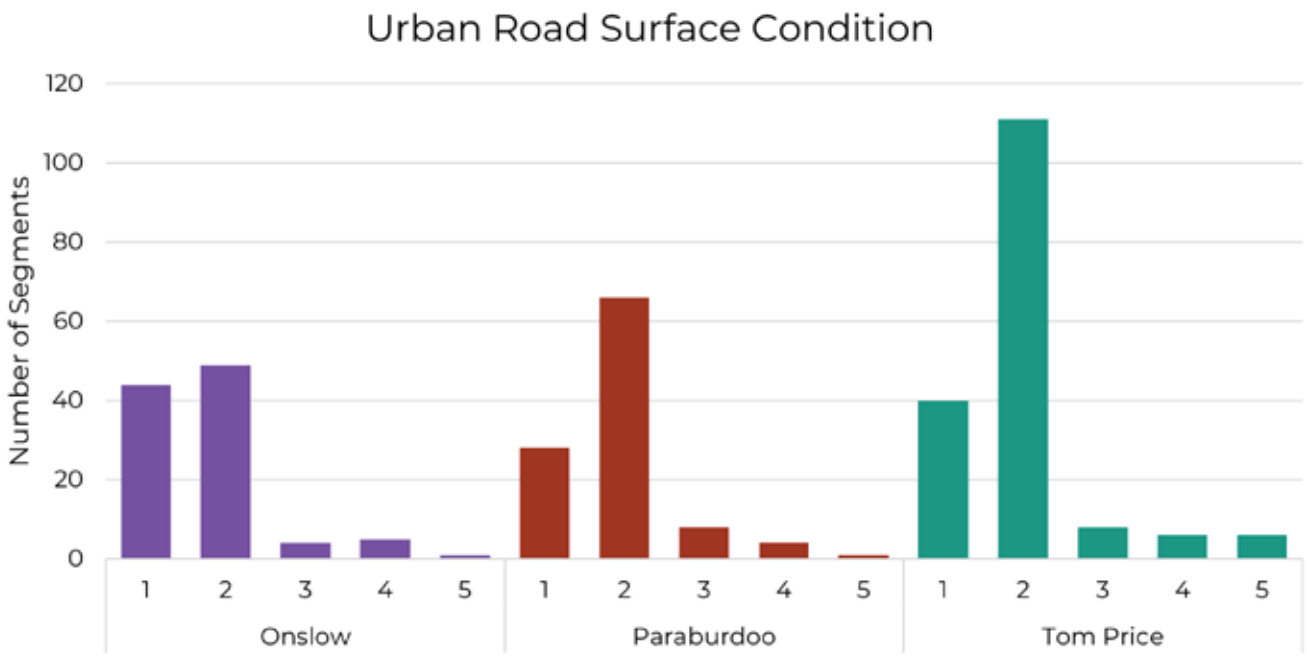


Figure 27. Urban roads surface condition score by segment.

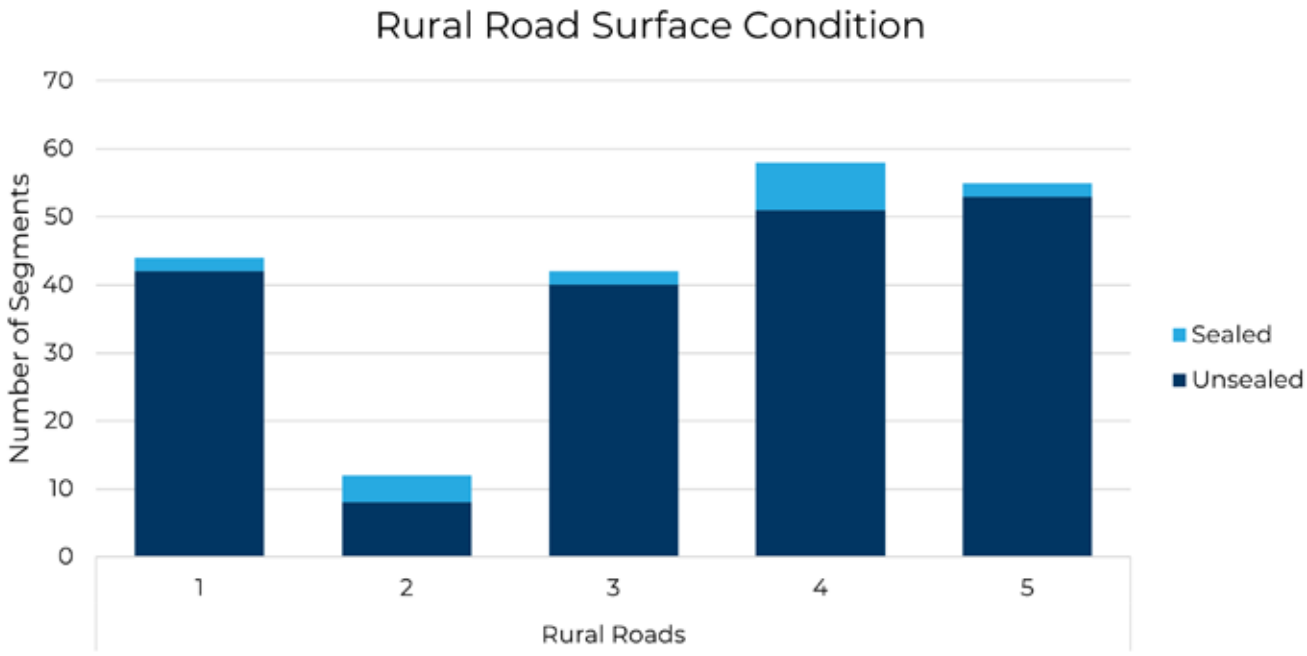


Figure 28. Rural roads surface condition score by segment.

14.5 Asset Useful Lives

Road Component	Component	Surface Type	Useful Life (Years)
Sealed Roads	Surface	Asphalt	30
		Spray Seal	14
	Pavement		80
	Formation		100
Unsealed Roads	Pavement Base		12
	Pavement Sub-base		80
	Formation		100
Kerbs	Main Component		100
Grids	Main Component		40
Culverts	Main Component		80

Table 33. Roads asset useful lives.

14.6 Risk Assessment

Description of Risk	Risk Causes	Risk Controls	Risk Acceptance Ranking
Road deterioration due to lack of maintenance, repair, or renewal.	Lack of maintenance programs. Lack of Inspections. Lack of resources: employees and funding.	Implement a proactive and scheduled maintenance program. Ensure budget allocations and employee resources are available.	Moderate: To be monitored by Manager Town Maintenance (Urban) and Manager Roads & Civil Projects (Rural).
Road deterioration due to heavy rain and flooding.	Adverse weather conditions. Blocked or ineffectual culverts and drains. Floodways not maintained or damaged.	Ensure adequate Inspections and Preventive Maintenance is in place before and after adverse weather conditions.	Moderate: To be monitored by Manager Town Maintenance (Urban) and Manager Roads & Civil Projects (Rural).
Road deterioration due to increased traffic.	Population increase. New Infrastructure for transport linkages.	Monitoring and long-term tracking of any potential changes to population, traffic, and infrastructure. Customer satisfaction surveys.	Low: Acceptable and managed by annual monitoring.

Table 34. Roads risk assessment.

14.7 Level of Service Objectives

Objectives	Outcomes	Strategies
2. Place We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community.	2.1 Coordinated delivery of natural and built environment services and projects for the community.	1 Develop and maintain key natural and built environment services partnerships, both internally and externally, to support Council's vision.
	2.8 Safe and interconnected transport networks for the community.	2 Manage roads, pathways, and other transport infrastructure according to need and use.

Table 35. Roads objectives.

14.8 Performance Measures

Performance measure	Target
Asset Inspection and Condition Audit	>80% of inventory
Regulatory compliance and safety inspections	100%
Scheduled maintenance	>90% of tasks
Availability (excluding weather events)	>90% of year
Number of Customer complaints per year	<2 per road
Number of safety incidents reported per year	0

Table 36. Roads performance measures.

14.9 Maintenance Activities

Activity type	Activity	Provider
Inspection	Condition Audit	Internal / External
	Road Data Collection	External / External
	Road Inspections	Internal / External
	Traffic Counter Placement	Internal
Maintenance	Bridge Maintenance	External / External
	Car Park Maintenance	Internal / External
	Flood Damage Maintenance	Internal / External
	Guideposts and Delineators	Internal / External
	Kerb Maintenance	Internal / External
	Line Marking	External / External
	Maintenance Grading	Internal / External
	Road Formation Grading	Internal
	Road Grid Maintenance	Internal / External
	Rural Culvert Maintenance	Internal / External
	Seal Repairs and Potholes	Internal / External
	Shoulder Maintenance	Internal / External
	Slashing	Internal / External
	Storm Damage Clean-up	Internal / External
	Street Sweeping	Internal
	Verge Maintenance	Internal / External

Table 37. Roads typical operations and maintenance activities.

14.10 Renewal Forecast

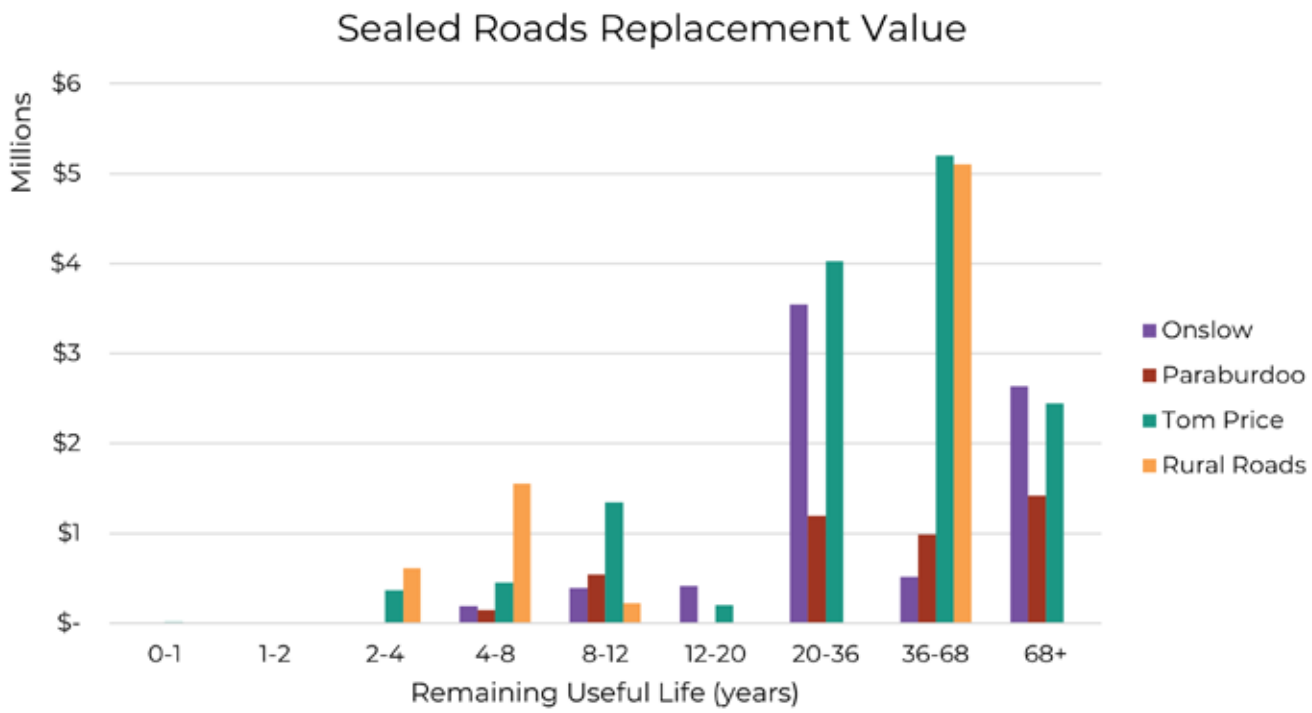


Figure 29. Replacement value of sealed road segments grouped by remaining useful life.

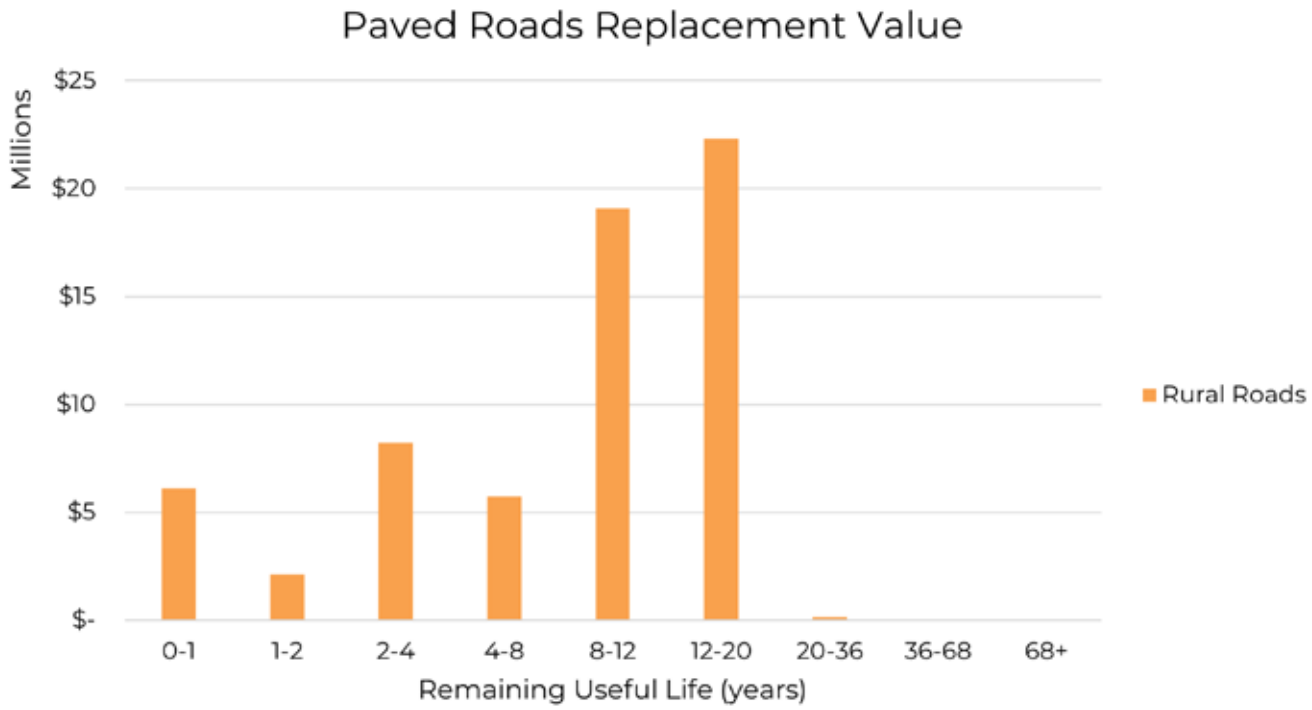


Figure 30. Replacement value of paved road segments grouped by remaining useful life.

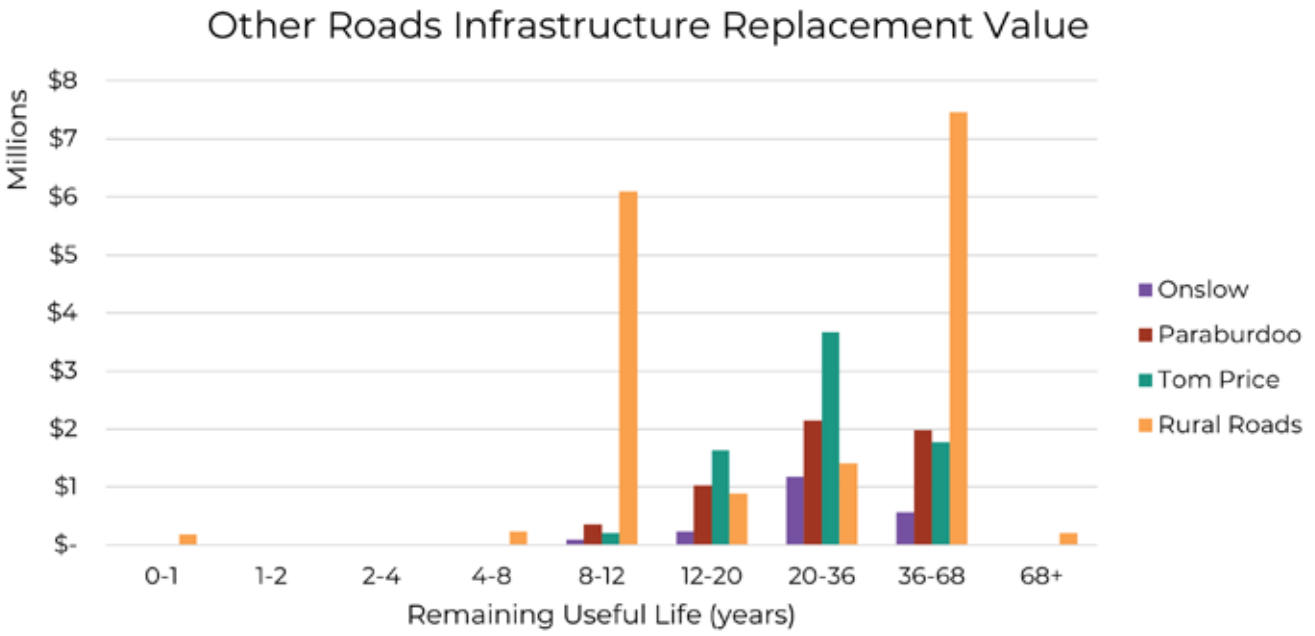


Figure 31. Replacement value of other roads infrastructure assets grouped by remaining useful life.

14.11 Long Term Financial Plan

	2023	2024	2025	2026	2027	2028
Roads - Renewal	$5,029,500	$6,000,000	$6,000,000	$6,000,000	$6,500,000	$6,500,000

Table 38. Roads CAPEX forecast (Shire of Ashburton Long Term Financial Plan, July 2022).

14.12 Renewal Gap

Current data indicates an estimated renewal forecast of approximately $81M over the next 20 years. The LTFP provides $130M renewal funding over the next 20 years.

Renewal funding currently provided in the LTFP exceeds the Renewal Forecast.

15. Stormwater

To mitigate risks associated with flooding and to protect the private property and personal safety of our residents.

15.1 Class Information

Stormwater

Pipes
Stormwater pipes and open drains

Structures
Basins, headwalls and pits

Figure 32. Stormwater asset classes.

15.2 Inventory

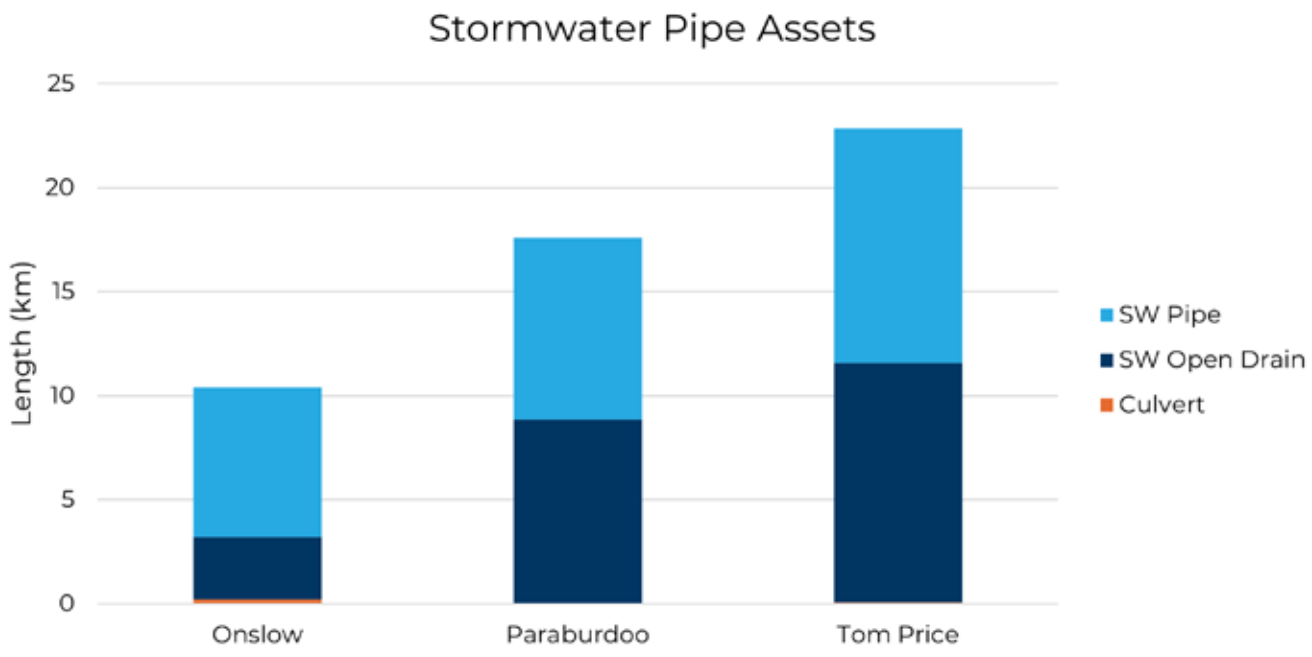


Figure 33. Stormwater linear assets by town.

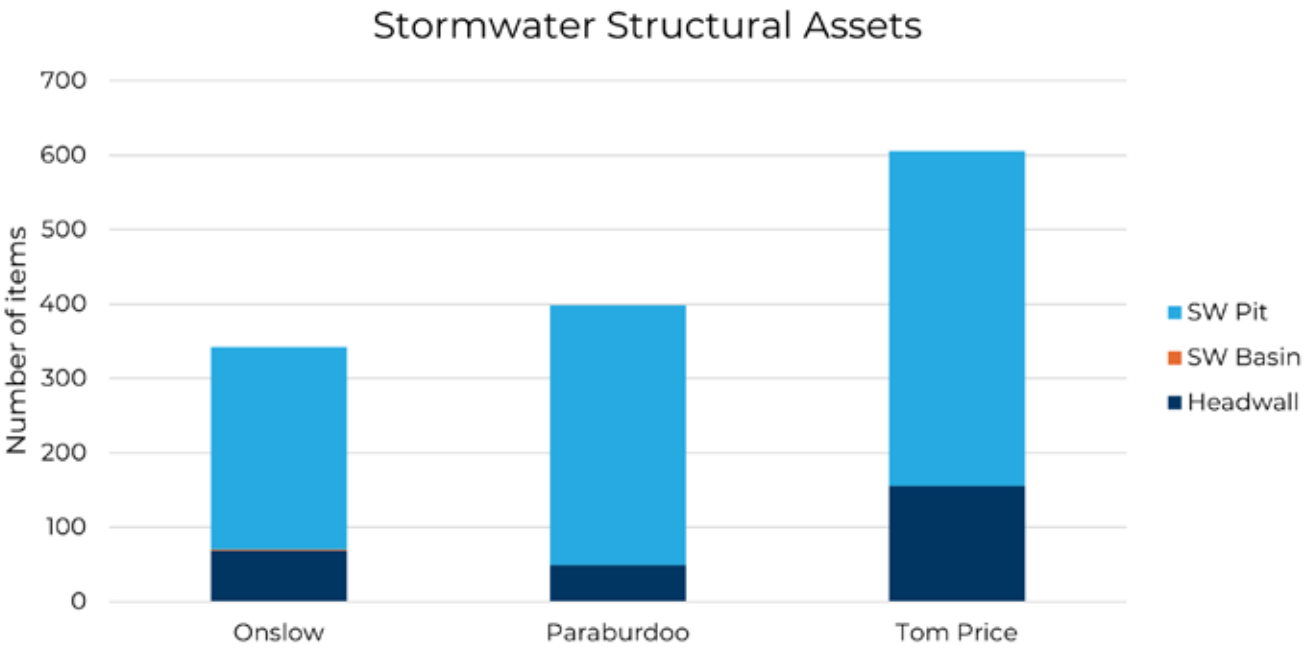


Figure 34. Stormwater structural assets by town.

15.3 Replacement Value

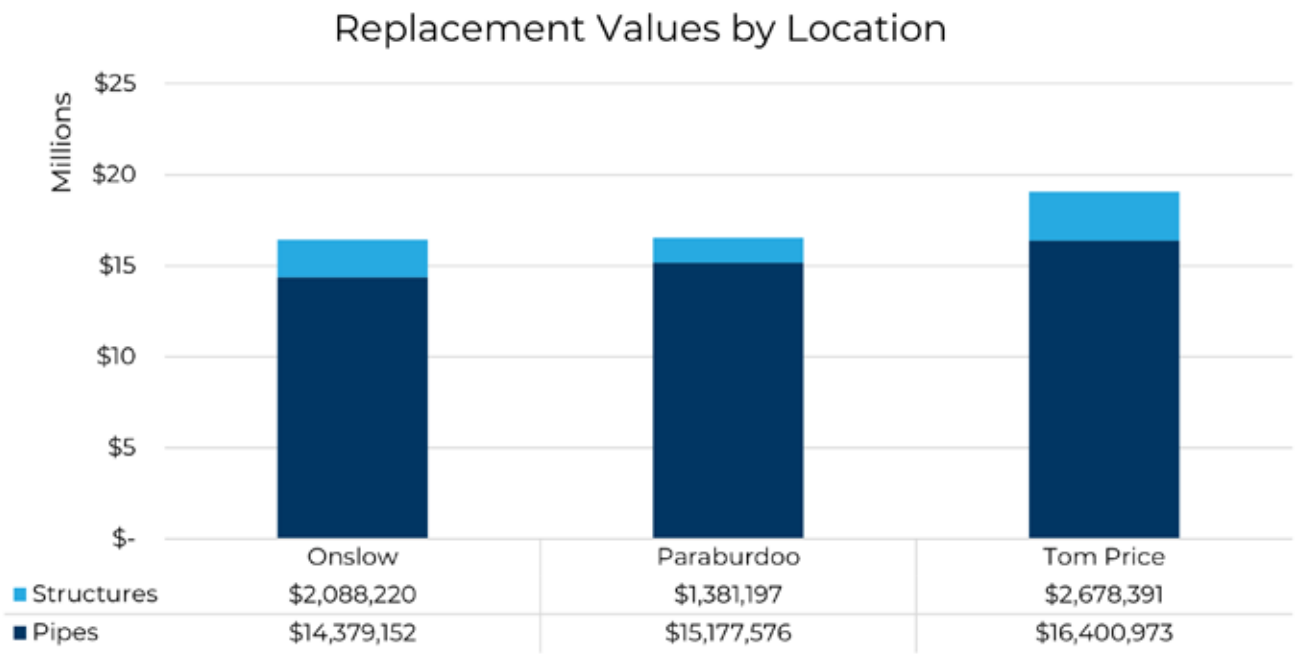


Figure 35. Stormwater asset replacement values.

15.4 Condition

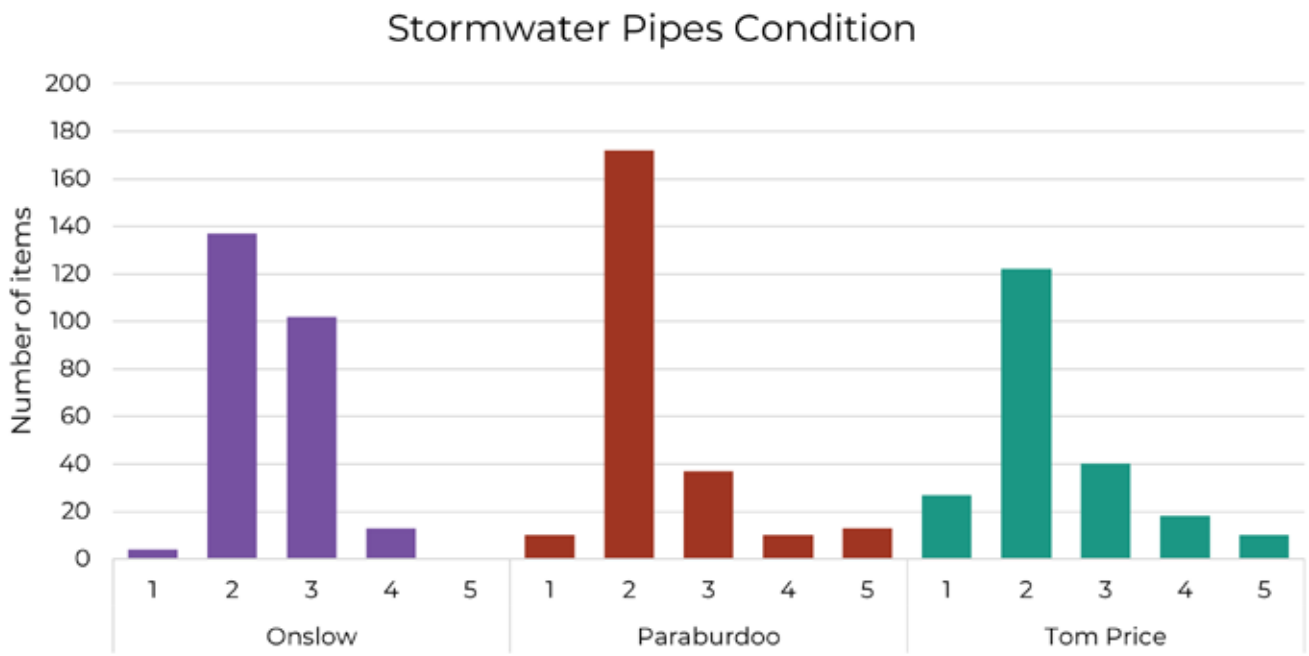


Figure 36. Stormwater pipe and drain condition scores.

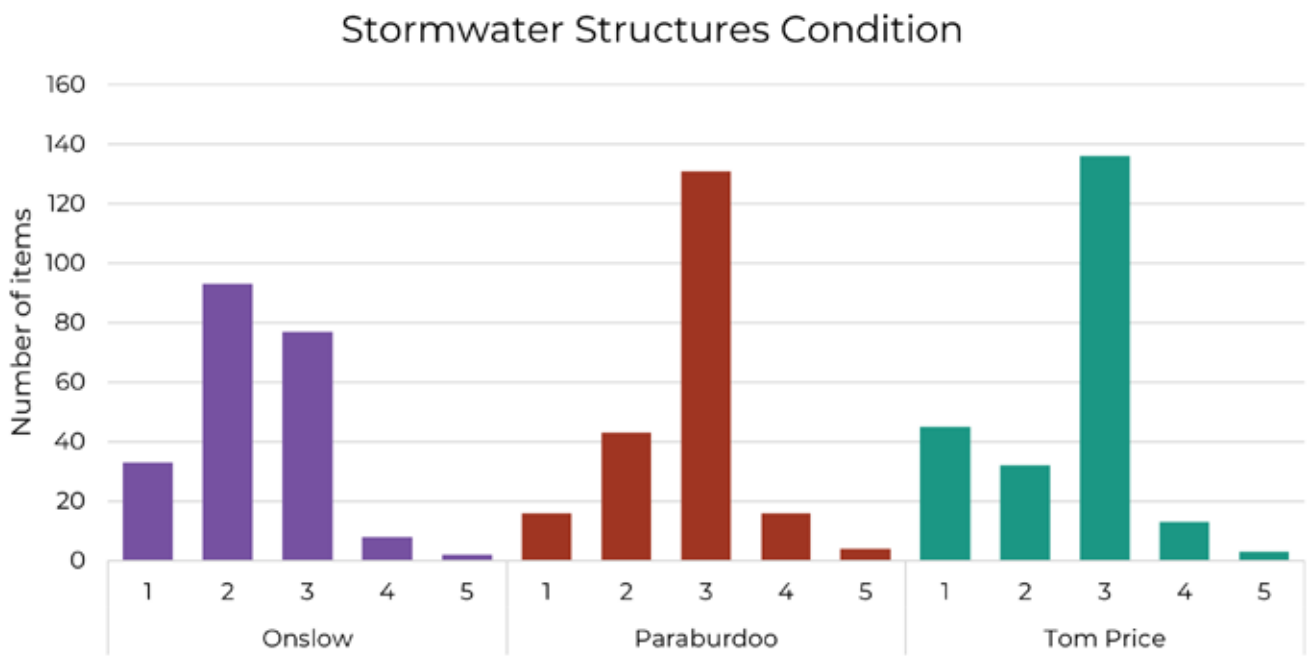


Figure 37. Stormwater structures condition scores.

15.5 Asset Useful Lives

Asset Type	Useful Life
Pipe	80-100 years
Pit	60-80 years
Culvert	80-100 years

Table 39. Stormwater asset useful lives.

15.6 Risk Assessment

Description of Risk	Risk Causes	Risk Controls	Risk Acceptance Ranking
Drainage deterioration due to lack of maintenance, repair, or renewal.	Lack of maintenance programs. Lack of resources: employees & budgets.	Implement a proactive and scheduled maintenance program. Ensure budget allocations and employee resources can maintain the network.	Moderate: To be monitored by Manager Town Maintenance.
Increased rainfall or downpours.	Lack of drainage maintenance. Blocked drains. Damaged pipes.	Ensure an adequate maintenance regime is in place. Ensure drainage inspection programs are in place with appropriate resourcing.	Moderate: To be monitored by Manager Roads & Civil Projects.

Table 40. Stormwater risk assessment.

15.7 Level of Service Objectives

Objectives	Outcomes	Strategies
2. Place We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community.	2.1 Coordinated delivery of natural and built environment services and projects for the community.	1 Develop and maintain key natural and built environment services partnerships, both internally and externally, to support Council's vision.
	2.8 Safe and interconnected transport networks for the community.	2 Manage roads, pathways, and other transport infrastructure according to need and use.

Table 41. Pathways objectives.

15.8 Performance Measures

Performance measure	Target
Asset Inspection and Condition Audit	>25% of inventory per year
Regulatory compliance and safety inspections	100%
Scheduled maintenance	>90% of tasks
Blockages	<10% of network
Number of Customer complaints per year	<5 per town
Number of safety incidents reported per year	0

Table 42. Stormwater performance measures.

15.9 Maintenance Activities

Activity type	Activity	Provider
Inspection	Condition Audit	External
	Technical Inspections	External
Maintenance	Storm Damage Clean-up	Internal / External
	Urban Stormwater Maintenance	Internal / External

Table 43. Stormwater typical operations and maintenance activities.

15.10 Renewal Forecast

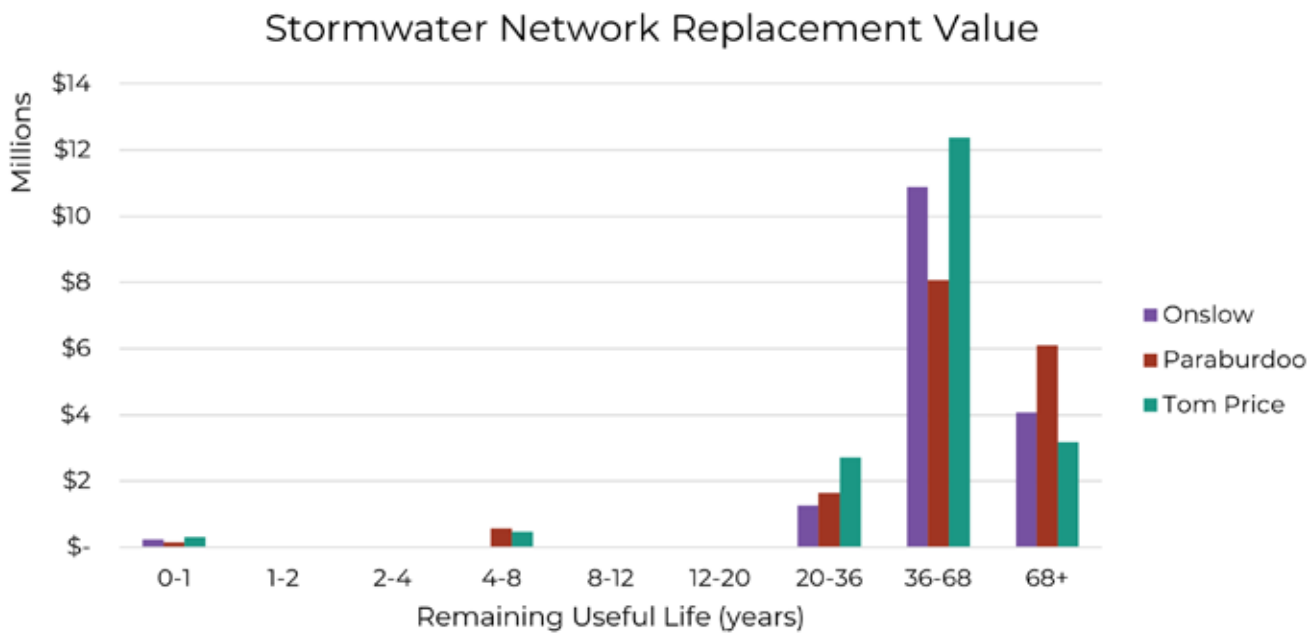


Figure 38. Replacement value of Stormwater assets grouped by remaining useful life.

15.11 Long Term Financial Plan

	2023	2024	2025	2026	2027	2028
Drainage - Renewal	$200,000	$400,000	$400,000	$400,000	$400,000	$400,000

Table 44. Stormwater CAPEX forecast (Shire of Ashburton Long Term Financial Plan, July 2022).

15.12 Renewal Gap

Current data indicates an estimated renewal forecast of approximately $1.8M over the next 20 years. The LTFP provides $8M renewal funding over the next 20 years.

Renewal funding currently provided in the LTFP exceeds the Renewal Forecast.

shire of Ashburton
opportunity to community

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