

His Worship the Mayor
Councillors
City of Marion

Notice of Finance, Risk and Audit Committee

Council Chamber, Council Administration Centre
245 Sturt Road, Sturt

Tuesday, 8 October 2024 at 2.00 pm

The CEO hereby gives Notice pursuant to the provisions under Section 83 of the *Local Government Act 1999* that a Finance, Risk and Audit Committee will be held.

A copy of the Agenda for this meeting is attached in accordance with Section 83 of the Act.

Meetings of the Council are open to the public and interested members of this community are welcome to attend. Access to the Council Chamber is via the main entrance to the Administration Centre on Sturt Road, Sturt.



Tony Harrison
Chief Executive Officer

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1 Open Meeting

2 Kurna Acknowledgement

We acknowledge the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.

3 Elected Member Declaration of Interest (if any)

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Finance, Risk and Audit Committee Meeting held on 13 August 2024

Report Reference	FRAC241008R4.1
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the Chief Executive – Kate McKenzie
General Manager	Chief Executive Officer – Tony Harrison

RECOMMENDATION

That the minutes of the Finance, Risk and Audit Committee Meeting held on 13 August 2024 be taken as read and confirmed.

ATTACHMENTS

1. FRA C 240813 - Final Public Minutes [4.1.1 - 13 pages]



**Minutes of the Finance, Risk and Audit Committee
held on Tuesday, 13 August 2024 at 3.00 pm
Council Chamber, Council Administration Centre
245 Sturt Road, Sturt**

**PRESENT**

Ms Emma Hinchey (Chair)
Ms Nicolle Rantanen
Councillor Jason Veliskou
Councillor Luke Naismith

In Attendance

Chief Executive Officer - Tony Harrison
General Manager City Services - Angela Allison
General Manager Corporate Services - Tony Lines
Manager Office of the CEO - Kate McKenzie
Unit Manager Governance and Council Support - Victoria Moritz
Acting Chief Financial Officer - Heath Harding
Unit Manager Strategy and Risk - Maddie Frew
Unit Manager Asset Solutions – Brendon Lyons
Manager Land and Property - Mark Hubbard
Unit Manager Property Strategy & Delivery – Geoff Norris
Ms Heather Martens – KPMG
Mr Navya Gunawardena - KPMG
Mr Juliano Freitas - Galpins

1 Open Meeting

The Chair opened the meeting at 3.01pm.

2 Kurna Acknowledgement

We acknowledge the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.

3 Elected Member Declaration of Interest (if any)

The Chair asked if any member wished to disclose an interest in relation to any item being considered at the meeting

- Nil interests were disclosed.



4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Finance, Risk and Audit Committee Meeting held on 4 June 2024

Report Reference FRAC240813R4.1

Moved Ms Rantanen

Seconded Councillor Veliskou

That the minutes of the Finance, Risk and Audit Committee Meeting held on 4 June 2024 be taken as read and confirmed.

Carried Unanimously

5 Business Arising

5.1 Business Arising Statement - Action Items

Report Reference FRAC240813R5.1

Moved Councillor Veliskou

Seconded Ms Rantanen

That the Finance, Risk and Audit Committee:

1. Notes the business arising statement, meeting schedule and upcoming items.

Carried Unanimously

Order of Agenda Items

The Chair sought and was granted leave of the meeting to vary the order of the agenda and consider the following items next in the meeting:

- 7.1 Internal Audit Plan 2023-2025
- 7.2 Internal Audit Program – Implementation of Recommendations

7.1 Internal Audit Plan 2023-2025

Report Reference FRAC240813R7.1

Manager Office of the CEO introduced the item commenting that the 2023/24 Internal Audit Projects are now complete with the final report received for Data Governance. Work has commenced on the 2024/2025 financial year, commencing with the scope of the Cloud Vendor / Third Party Cyber Risk audit.

Data Governance Final Report

Ms Martens from KPMG provided a brief overview of the final report, noting the objective of the internal audit was to consider the current state of data governance at the City of Marion, including the management of data, system landscape and supportive operating model. The KPMG Data Governance Framework was leveraged to ensure coverage of data governance across the organisation. Ms Martens highlighted several positive observations from the organisation's approach

FRAC240813 - Finance, Risk and Audit Committee - 13 August 2024



to data governance, including the Implementation of Data Governance and Management Framework, Established Data Governance Committee, Development of Key Data Governance Controls within CoM Business Units, Collaborative and Positive Operating Culture.

Mr Gunawardena from KPMG summarised the key findings relating to:

- The absence of a formal identification process for sensitive datasets without comprehensive oversight or regular reviews of user rights and activities.
- Data quality management which has been emphasised at an organisation-level, there is a lack of implementation of data quality management at a business-unit level.
- The current data catalogue in SharePoint which documents relevant systems across the organisation, noting the data catalogue is incomplete with data fields (e.g. Data Owners, Suppliers and Status) empty for certain systems; it also appears, based on stakeholder meetings, the data catalogue does not include all data currently within third-party managed systems.

The Committee provided the following feedback:

- The final report was comprehensive, covering all necessary aspects. There was discussion on whether items considered out of scope in this audit will be included in future audits, particularly regarding actual testing and end of life for systems.
- Management commented that the current internal audit plan is scoped only until the end of this financial year. Any out-of-scope elements can be considered following the finalisation of a new plan once the internal audit tender process is complete.
- The Committee raised concerns around the privacy policy review, noting there is a risk that frequent policy reviews, may become routine without adding real value. KMPG commented that stringent process is needed to ensure that changes, especially those related to legislation and organisational adjustments, are properly integrated.
- There is a need to assess whether all collected data is necessary and how to manage sensitive assets effectively.
- The need for ongoing training and role clarity within business units, particularly regarding data responsibilities was highlighted, as the organisation moves towards embedding data governance practices. Management confirmed that a change manager is involved in assessing organisational needs to ensure the right skills are in place.
- The Committee sought clarification on the Data Governance Committee with management confirming this is a newly formed Committee which has so far met once to review audit findings. The committee comprises of diverse representatives from across the organisation and will focus on scoping work roles and responsibilities and report back to the Finance, Risk, and Audit Committee (FRAC).
- The Committee queried the risks relating to data captured in the risk register for the organisation and whether KMPG were content with these. KMPG noted the improvements in how data risks are captured in the risk register, especially the controls in place and wording of risks at a corporate level. It is important to look at how the risk is articulated and whether any intent has been lost. Management noted that key stakeholders have been engaged to review this risk.
- The Committee discussed the ongoing work to ensure data changes, such as new input fields, are properly understood and managed for accurate reporting.
- Overall, the committee recognised significant progress in data governance, with good recommendations and actions taken to date.

Cloud Vendor / Third Party Cyber Risk Scope

- The Committee queried the sample of high-risk vendors and their security practices in the context of business continuity, how these are understood and reported back to the organisation.
- The Committee discussed whether understanding vendor reporting should be included in the audit scope and if it would be valuable to know how vendors would advise the organisation.

FRAC240813 - Finance, Risk and Audit Committee - 13 August 2024



KPMG confirmed that this is part of the audit scope and will further consult with Subject Matter Experts (SMEs) to ensure this aspect is adequately addressed in the audit delivery.

Moved Ms Rantanen

Seconded Councillor Veliskou

That the Finance, Risk and Audit Committee considers and provides feedback on the:

- Data Governance Final report; and
- Cloud Vendor/Third Party Cyber Risk scope.

Carried Unanimously

7.2 Internal Audit Program - Implementation of Recommendations

Report Reference FRAC240813R7.2

Manager Office of the CEO provided a summary of the status of implementation of recommendations, commenting this is the first report generated from the new risk and audit system (Pulse).

The Committee provided the following comments:

- Overall, the report was well-presented.
- Suggested reviewing the format and frequency of reporting, possible considering a full detailed report every six months and an interim summary quarterly indicating any changes including the associated risks and the potential for further delays, which recommendations are off track, on track, or completed. In addition, it was noted the bar graph was difficult to read.
- The Committee raised concerns about recommendations due by 30th September, noting that some showed no progress. Additionally, some recommendations lacked a forecast completion date, acknowledging this may be a new system issue and will be addressed in due course .
- The Committee acknowledged that many recommendations had been closed out successfully and praised the efforts made.
- Actions relating to the Collaborative Model Health Check were discussed, the Committee noting although it appeared simple, management had clarified that it involves a separate comprehensive action plan with substantial work still to be done.

Action: Staff to review the reporting format and frequency of reporting, taking into consideration feedback from the Committee.

Moved Councillor Veliskou

Seconded Councillor Naismith

That the Finance, Risk and Audit Committee:

1. Reviews and provides feedback on the Internal Audit Program (Attachment 1).

Carried Unanimously



6 Confidential Items

6.1 Cover Report - Oracle Data Breach

Report Reference FRAC240813F6.1

Moved Councillor Veliskou

Seconded Councillor Naismith

Pursuant to Section 90(2) and (3)(e) of the *Local Government Act 1999*, the Council orders that the public be excluded from attendance at that part of this meeting relating to Agenda Item Oracle Data Breach except the following persons: Chief Executive Officer, General Manager City Development, General Manager Corporate Services, General Manager City Services, Manager Office of the CEO, Chief Financial Officer, Unit Manager Governance and Council Support, Governance Officer, Manager IT Operations to enable the Council to consider the Item in confidence on the basis the Council considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to the Item: information the disclosure of which could reasonably be expected to diminish the safety of and cyber security measures within 3rd party suppliers and City of Marion IT Systems

Determines, on this basis, the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep consideration of the information or matter confidential.

Carried Unanimously

3.33pm the meeting went into confidence

Moved Ms Rantanen

Seconded Councillor Naismith

1. Pursuant to section 91(7) of the *Local Government Act 1999*, orders that the following document(s) relating to Agenda Item Oracle Data Breach GC240813F6.1 shall be kept confidential, being document(s) relating to a matter dealt with by the Council on a confidential basis under sections 90(2) and 90(3)(e) of the Act:
 - Report - Oracle Data Breach
 - Minutes

on the grounds that the document(s) relates to information the disclosure of which could reasonably be expected to diminish the safety of and cyber security measures within 3rd party suppliers and City of Marion IT Systems.

2. Determines this order shall operate until it is revoked and will be reviewed every 12 months

3. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, delegates to the Chief Executive Officer the power to revoke this order in whole or part.

Carried Unanimously

3.54pm the meeting came out of confidence



6.2 Cover Report - Fraud and Corruption Annual Questionnaire

Report Reference

FRAC240813F6.2

Moved Councillor Veliskou

Seconded Councillor Naismith

Pursuant to Section 90(2) and (3)(e) of the *Local Government Act 1999*, the Council orders that the public be excluded from attendance at that part of this meeting relating to Agenda Item Fraud and Corruption Annual Questionnaire FRAC240813F6.2 except the following persons: Chief Executive Officer, General Manager City Development, General Manager City Services, General Manager Corporate Services, Manager – Office of the Chief Executive, Unit Manager – Strategy and Risk, Risk Business Advisors and Unit Manager Governance and Council Support to enable the Council to consider the Item in confidence on the basis the Council considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to the Item:- information the disclosure of which could reasonably be expected to affect the security of the council, members or employees of the council, or council property, or the safety of any person

Determines, on this basis, the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep consideration of the information or matter confidential.

Carried Unanimously

3.54pm the meeting went into confidence

Moved Councillor Naismith

Seconded Ms Rantanen

That the Finance, Risk and Audit Committee

1. Pursuant to section 91(7) of the *Local Government Act 1999*, orders that the following document(s) relating to Agenda Item *Fraud and Corruption Annual Questionnaire FRAC240813F6.2* shall be kept confidential, being document(s) relating to a matter dealt with by the Council on a confidential basis under sections 90(2) and 90(3)(e) of the Act:

- Report
- Attachment 1
- Minutes

on the grounds that the document(s) relates to information the disclosure of which could reasonably be expected to affect the security of the council, members or employees of the council, or council property, or the safety of any person.

2. Determines this order shall operate for a period of 5 years and will be reviewed every 12 months.
3. Pursuant to section 91(9)(c) of the *Local Government Act 1999*, delegates to the Chief Executive Officer or Manager, Office of the CEO the power to revoke this order in whole or part.

Carried Unanimously

4.07pm the meeting came out of confidence



7 Reports for Discussion

7.3 External Audit 2023-2024 - Interim Management Report

Report Reference FRAC240813R7.3

Mr Juliano Freitas from Galpins introduced the item and provided a summary of the External Audit 2023-2024 Interim Management Report:

- Mr Freitas commented overall, Council demonstrated a high level of compliance with the implementation of an internal control framework consistent with the principles within the Better Practice Model. During their interim visit they found that the majority of key internal controls reviewed were in place and were operating effectively (95 out of 100 core controls reviewed), an improvement from 91 out of 100 in 2022-2023.
- There has been a significant increase in the number of effective controls over the last three years, attributed to the full implementation of a new financial system. The main improvements were in asset management, with enhanced data systems, centralized data management, and the introduction of an electronic asset handover form.
- A desktop review suggests that a clear controls opinion is likely to be issued.

The Committee provided the following comments:

- Concerns were raised regarding the revaluation of assets, which was not completed by the 30th of June 2023 deadline. Best practice suggests revaluation every 3-5 years, with the last being due in June 2023. Management confirmed that the valuation will be complete and included in the final figures for FY24. The external auditor will follow up on this during the final visit, with anticipation of this being complete.
- The Committee questioned why two older findings related to IT users had not been addressed appropriately. It was explained that these issues are linked to a change in systems, with the council still working on how to generate the necessary reports in the new system.

Moved Ms Rantanen

Seconded Councillor Veliskou

That the Finance, Risk and Audit Committee:

1. Receives and notes the Interim External Audit Report for 2023-2024.

Carried Unanimously

7.4 2024 Asset Management Plans - Tranche 3

Report Reference FRAC240813R7.4

Unit Manager Asset Solutions introduced the item commenting the Draft Buildings and Structures AMP currently forms Tranche 3 of Council's AMP updates for 2024. This AMP is expected to be presented in draft to Council on 24 September 2024 for endorsement to proceed to public consultation before final endorsement by Council on 26 November 2024.

The committee considered the draft AMP's and provided the following feedback:

- The Committee discussed the timing of the remaining AMP's Draft Water Treatment & Resources and Transport, noting this would be prioritised for the October Committee meeting.
- The replacement costs were discussed in regard to who determines these and on what basis, staff commenting this was through an external consultant.
- Clarification was sought on assets having a useful life of 200 years. Staff clarified that heritage assets and buildings contribute to this figure and will look to include an explanatory comment in the executive summary.



- The Committee discussed the lifecycle management and in particular figure 2 showing the Summary 10-year expenditure chart for Building and Structures AMP, expressing concern with the dip in expenditure shown in the middle.
- Management commented this is consistent with all the Asset Management Plans explaining the 10-year long-term financial plan is guided by the CoMBAS and council resolutions, with capital expenditure determined by major projects and grant funding. The plan involves borrowing and repaying debt before taking on new projects.
- The Committee queried the uncertainty in project delivery towards the end of the plan and whether smaller projects could keep teams engaged. Staff confirmed there are ongoing renewals throughout the plan and that additional project managers would be engaged during peaks to deal with loads.
- The Committee suggested reviewing table 8 *Customer survey results for Building and Structure assets* to consider re-ordering the list based on level of importance. The Committee also commented on the importance of ensuring that the data is a representative sample from all asset classes to ensure there is no bias in the results.
- The Committee also questioned the Service Level Agreement (SLA) for public toilet maintenance, which is currently set at 5 days. Staff noted the comments and will review the SLA, considering daily triage and priority-based responses.
- The Committee noted inconsistencies in the categorisation of asset performance (section 4.3) and suggested a review to ensure accurate recording. Staff acknowledged this as an improvement opportunity.
- There was a discussion about the costing of capital works and the need to ensure that costs for internal staff working on capital projects are recognised, as this impacts forecasts. Management noted that work is ongoing to extend this internally, with plans to address it within the next six months.
- The Committee suggested providing clarity in regard the impact of expenditure on the LTFP and impact on the AMP. Management commented that this will be covered in the council report rather than the AMP itself.
- Concerns were raised about the poor condition of many roofs regarding the Capital Works Renewal and Improvements Program with questions about how many are in poor condition and what is being done to improve them. Staff explained that a preventative maintenance program, including annual inspections and recent Building Code of Australia (BCA) data, is addressing these issues, with funding allocated based on recent condition audits.

Moved Councillor Veliskou

Seconded Ms Rantanen

That the Finance, Risk and Audit Committee:

1. Reviews and provides feedback on the Draft Buildings and Structures Asset Management Plan.

Carried Unanimously



7.5 Q4 Corporate Risk Report

Report Reference FRAC240813R7.5

The Committee noted the Q4 Corporate Risk Report and provided the following feedback:

- The Committee highlighted and discussed the risk of the council taking on projects it cannot deliver, influenced by funding opportunities rather than strategic alignment. This could lead to accepting funding for projects that don't align with the strategic plan.
- The Committee also discussed the potential reputational risk of not accepting funding if community and clubs were affected. There is also the potential of missed future funding opportunities if such projects are turned down.
- It was acknowledged a robust process for determining funding acceptance was recommended to mitigate these risks.
- Management noted the council has several projects prepared for funding as initiatives and highlighted the importance of maintaining good relationships with stakeholders and focusing on priority projects.
- The Committee suggested reviewing the wording of the amended risk relating to CR0053 to ensure a successful objective is defined. There was also a suggestion to review the end dates on the "Plan to a Page" document for clarity and accuracy.

Moved Councillor Veliskou

Seconded Ms Rantanen

That the Finance, Risk and Audit Committee:

1. Reviews the Corporate Risk Report and provides any feedback.
2. Considers the high risks in Attachment 1 and provides any feedback.

Carried Unanimously

7.6 Business Continuity Annual report

Report Reference FRAC240813R7.6

Moved Councillor Veliskou

Seconded Ms Rantanen

Pursuant to Section 90(2) and (3)(e) of the *Local Government Act 1999*, the Committee orders that the public be excluded from attendance at that part of this meeting relating to Agenda Item 7.6 – Business Continuity Annual Report except the following persons: Chief Executive Officer, General Manager City Development, General Manager Corporate Services, General Manager City Services, Manager Office of the CEO, Chief Financial Officer, Unit Manager Governance and Council Support, Governance Officer, Manager IT Operations to enable the Council to consider the Item in confidence on the basis the Council considers it necessary and appropriate to act in a meeting closed to the public (excepting those persons listed above) in order to receive, discuss or consider in confidence the following information or matter relating to the Item: information the disclosure of which could reasonably be expected to diminish the safety of and cyber security measures within 3rd party suppliers and City of Marion IT Systems

Determines, on this basis, the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep consideration of the information or matter confidential.

Carried Unanimously



5.00pm the meeting went into confidence

5.01pm Ms Rantanen left the meeting and did not return

Manager Office of the CEO introduced the item and provided a summary of the Business Continuity Exercise held on 12 June 2024 which provided an opportunity to practice and validate the IMT's Incident response maturity. The exercise provided an opportunity to assess response maturity through various activities, with key observations and recommendations provided in a summary report by the facilitator.

The Committee provided the following comments and discussion:

- Noted the number of key focus areas and queried the associated level of risk and how they will be prioritised. Management commented the action plan for completing recommendations was determined on timeframes and the consideration of some actions depending on the completion of others, however, will consider applying a risk assessment to determine priorities.
- The implementation of recommendations will be worked into the work area plans and improvements brought through to the next iteration of the exercise.
- The Committee discussed business continuity in relation to storm activity and critical response versus routine responses will depend on severity of the incident and will determine whether IMT will be activated.
- Overall, the Committee noted there were some good findings with the organisation in a good position to response to an incident. The Committee also commented the business continuity response is matured over recent years.

Moved Councillor Naismith

Seconded Councillor Veliskou

That the Finance, Risk and Audit Committee:

1. Notes the feedback and recommendations from the facilitator "Battleground" in their report Attachment 3.
2. Notes the recommended actions from the event in Attachment 4

Carried Unanimously

Moved Councillor Veliskou

Seconded Councillor Naismith

That the Finance, Risk and Audit Committee

1. Pursuant to section 91(7) of the Local Government Act 1999, orders that the following document(s) relating to Agenda Item *Business Continuity Annual Report FRAC240813R7.6* shall be kept confidential, being document(s) relating to a matter dealt with by the Council on a confidential basis under sections 90(2) and 90(3)(e) of the Act:
 - Attachment 2
 - Attachment 3
 - Attachment 4
 on the grounds that the document(s) relates to information the disclosure of which could reasonably be expected to affect the security of the council, members or employees of the council, or council property, or the safety of any person.



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2. Determines this order shall operate for a period of 5 years and will be reviewed every 12 months.
3. Pursuant to section 91(9)(c) of the Local Government Act 1999, delegates to the Chief Executive Officer or Manager, Office of the CEO the power to revoke this order in whole or part.

Carried Unanimously**5.06pm the meeting came out of confidence****7.7 Finance and Audit Committee Annual Report to Council 2023-2024****Report Reference** FRAC240813R7.7**Moved Councillor Veliskou****Seconded Councillor Naismith**

That the Finance, Risk and Audit Committee:

1. Request that the following be included in the draft Finance and Audit Committee Annual Report to Council to be considered at its meeting in October 2024
 - *Financial Reporting*
 - *Risk Management*
 - *Audit*
 - *Asset Management Plans*
 - *Committee Membership and Attendance*

Carried Unanimously**8 Reports for Noting****8.1 Council Member Report****Report Reference** FRAC240813R8.1

The Committee noted the report seeking clarification on the Section 270 item. Management advised this was in relation to the removal of two trees at 262 Sturt road with the applicant claiming the decision was in contravention of the tree Asset Management Plan and the Community Land Management Plan. It was noted the review has been outsourced to an external investigator.

Moved Councillor Naismith**Seconded Councillor Veliskou**

That the Finance, Risk and Audit Committee:

1. Notes this report.

Carried Unanimously



8.2 Annual Insurance and Claims report

Report Reference FRAC240813R8.2

The Committee received and noted the Annual Insurance and Claims report. The following discussion was noted:

- The Committee noted an increase in footpath claims and queried whether every incident is reviewed for potential improvements and prevention. Management commented that staff actively investigate all reported incidents, and if necessary, undertake remedial works.
- It was noted that trees and footpaths continue to be the highest sources of claims, tracking slightly higher than the previous year. Staff commented that there has been a peak in claims across all local governments. However, the City of Marion is tracking lower than other councils in terms of the number of claims.
- The Committee highlighted the benefits of the Local Government Association (LGA) insurance scheme, noting their strong performance in providing full coverage at good prices.
- Overall, the outcomes were praised as being well-managed.

Moved Councillor Naismith

Seconded Councillor Veliskou

That the Finance, Risk and Audit Committee:

1. Notes the report.

Carried Unanimously

8.3 Q4 Incidents and Claims Report

Report Reference FRAC240813R8.3

The Committee noted the Q4 Incidents and Claims report querying whether drivers of fleet vehicles are required to reverse into parking spaces making it easier to exit the spaces, noting there appear to be a lot of reversing-related accidents. Management confirmed there is currently no requirement for this and may consider this in the future. The Committee also recommended reviewing the information in the report to ensure that the data is de-identified and privacy is protected.

Moved Veliskou

Seconded Naismith

That the Finance, Risk and Audit Committee:

1. Notes the Incidents and Claims Report for Quarter 4 2023-2024.

Carried Unanimously

9 Workshop / Presentation Items - Nil

10 Other Business - Nil

11 Meeting Closure

The meeting was declared closed at 5.19pm

CONFIRMED THIS 8 DAY OF OCTOBER 2024

CHAIRPERSON

FRAC240813 - Finance, Risk and Audit Committee - 13 August 2024

5 Business Arising

5.1 Business Arising Statement - Action Items

Report Reference	FRAC241008R5.1
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the Chief Executive – Kate McKenzie
General Manager	Chief Executive Officer – Tony Harrison

REPORT OBJECTIVE

The purpose of this report is to review the business arising from previous meetings of the Finance, Risk and Audit Committee meetings, the meeting schedule and upcoming items.

RECOMMENDATION

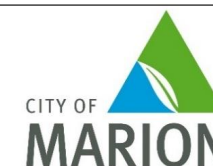
That the Finance, Risk and Audit Committee:

- 1. Notes the business arising statement, meeting schedule and upcoming items.**

ATTACHMENTS

1. Business Arising Statement October 2024 [5.1.1 - 6 pages]

CITY OF MARION
BUSINESS ARISING FROM FINANCE AND AUDIT COMMITTEE MEETINGS
AS AT OCTOBER 2024



	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
1.	16 April 2024 FRAC240416SR7.7	<p>Draft Annual Business Plan 2024-25 and Long-Term Financial update</p> <p>Action:</p> <ol style="list-style-type: none"> 1. Provide an assessment of all current projects to determine if we are forecasting them to come in over or under budget including any potential carryovers to be presented in Budget Review 3. 2. When considering the meeting schedule for 2025, ensure the timing of the meetings allows for the FRAC to review the final draft of the ABP before it is presented to Council for endorsement for Consultation. 	<p>Chief Finance Officer</p> <p>Chief Finance Officer / Manager Office CEO</p>	<p>4 June 2024</p> <p>Dec 2024</p>	<p>Budget review 3 - appendix 3 details specific projects noted for retiming and carryover to 2024-25. Having assessed current projects and program spend we are forecasting to come in within existing budget for 2023-24.</p> <p>This will be actioned at the end of the year when the meeting schedule is prepared for 2025</p>	Completed
2.	16 April 2024 FRAC240416R7.4	<p>Internal Audit Plan 2023-2025</p> <p>Action:</p> <ol style="list-style-type: none"> 1. Include the date of the audit report on the tracking report to ensure visibility on how long a report is open for. 	Manager Office CEO / BSO Governance & Council Support	August 2024	This will be addressed at the August meeting with the IA Implementation of recommendations Report is presented	Complete

City of Marion
Finance Risk & Audit Committee Action Arising Statement and Work Program - 2024

	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
3.	13 August 2024 FRAC240813R7.2	Internal Audit Program – Implementation of Recommendations Action: Staff to review the reporting format and frequency of reporting, taking into consideration feedback from the Committee	Manager Office CEO / BSO Governance & Council Support	October 2024	Committee to receive full document with all details of findings per audit in Q1 only. Remaining reviews throughout the financial year will be presented without the finding details, just the quarterly update.	Completed
4.	13 August 2024 FRAC240813F6.2	Fraud and Corruption Annual Questionnaire Action: Actions and recommendations to be added and tracked through Pulse	Manager Office CEO / Unit Manager Strategy & Risk	October 2024	All actions have been added to Pulse and sent to action owners. Actions are being tracked and will be reported back through FRAC.	Completed

* Completed items to be removed are shaded

City of Marion
Finance Risk & Audit Committee Action Arising Statement and Work Program - 2024

SCHEDULE OF MEETINGS 2024

Day	Date	Time	Venue
Tuesday	20 February 2024	2pm – 5pm	Administration Centre
Tuesday	16 April 2024	2 pm – 5pm	Administration Centre
Tuesday	4 June 2024	2 pm – 5pm	Administration Centre
Tuesday	13 August 2024	3.00 – 6.00 pm Followed by 6.30 – 8.30 pm (Joint workshop with Council)	Administration Centre
Tuesday	8 October 2024	2 pm – 5pm	Administration Centre
Monday	11 November 2024	5 pm - 6.30 pm	Administration Centre
Tuesday	3 December 2024	2 pm – 5pm	Administration Centre

INDICATIVE COMMITTEE WORK PROGRAM – 2024

Tuesday 20 February 2.00pm – 5.00pm

Topic	Description	Staff Responsible
Risk Management Plan, Framework and Strategic Plan review and update	Review & Feedback	S Tebyanian
Tranche AMP 1	* Stormwater * Plant, Fleet and Equipment * Art, Culture and Heritage Committee to provide feedback	M Allen A Allison C Hughes
Council Member Report	Communication Report	T Moritz
Internal Audit - Implementation of Recommendations Q2	Review & Feedback	C Mitchell
Internal Audit Program – scopes and reports	Review & Feedback	K McKenzie
Draft Annual Business Plan 2024-25 and LTFP	Review & Feedback	R Barnwell A Doyle
Corporate Risk Report Q2	Review & Feedback	S Tebyanian
Strategic Risk Register Annual Review	Review & Feedback	S Tebyanian

City of Marion
Finance Risk & Audit Committee Action Arising Statement and Work Program - 2024

Tuesday 16 April 2.00pm – 5.00pm

Topic	Description	Staff Responsible
Council Member Report	Communication Report	T Moritz
Internal Audit - Implementation of Recommendations Q3	Review & Feedback	C Mitchell
Draft Annual Business Plan 2024-25 & LTFP Update	Review & Feedback	R Barnwell A Doyle
Budget Review 2 - 2023-24	Noting	Ray Barnwell
Internal Audit Program – scopes and reports		K McKenzie
IS Strategy Update Annual Report		A Allison

Tuesday 4 June 2.00pm – 5.00pm

Topic	Description	Staff Responsible
Council Member Report	Communication Report	T Moritz
Draft Annual Business Plan 2024-25 - Public Consultation Feedback	Review & Feedback	R Barnwell A Doyle
Tranche AMP 2	* Water Treatment & Resources * Open Space * Coastal Walkway Committee to provide feedback	M Allen C Hughes M Allen
Budget Review 3 – 2023-24	Noting	R Barnwell A Doyle
Annual Report on Business Continuity	Noting – Moved to August meeting	K McKenzie
Corporate Risk Report Q3	Review & Feedback	S Tebyanian
Fraud risk register bi-annual report	Review & Feedback – Moved to August meeting	S Tebyanian

Tuesday 13 August 3.00pm – 6.00pm

Topic		Staff Responsible
Council Member Report	Communication Report	T Moritz
FRAC Annual Report to Council 2023-24	Feedback and consideration of elements for inclusion	T Moritz
Internal Audit - Implementation of Recommendations Q4	Review & Feedback	C Mitchell
Tranche 3 AMP	* Buildings and Structures * Transport Committee to provide feedback	M Hubbard M Allen
Annual Insurance and Claims report	Review & Feedback	S Tebyanian M Frew
Corporate Risk Manager Q4	Review & Feedback	S Tebyanian M Frew

City of Marion
Finance Risk & Audit Committee Action Arising Statement and Work Program - 2024

External Audit 2023-24 – Interim Management report	Review & Feedback	R Barnwell
Annual Report on Business Continuity	Noting	K McKenzie
Fraud risk register bi-annual report		S Tebyanian
Internal Audit Program 2024/25	Review & Feedback	K McKenzie
Internal Audit Program – scopes and reports	Review & Feedback	K McKenzie
Joint Workshop with Council (6.30pm onwards)		

Tuesday 8 October 2.00pm – 5.00pm

Topic	Description	Staff Responsible
Council Member Report	Communication Report	T Moritz
FRAC Annual Report to Council 2023-24	Review and Recommendation to Council	T Moritz
Independence of Council's Auditor for the year end 30 June 2024	Review and Recommendation to Council	A Doyle R Barnwell
Audited Annual Financial Statements for the year end 30 June 2024	Review and Recommendation to Council	A Doyle R Barnwell
Investment Performance 2023-24		J Stewart R Barnwell
Debtors Report		M Virgin R Barnwell
CoM State of our Assets - annual progress reporting against Asset Management Strategy KPIs		C Johnson B Lyons
2024 Asset Management Plan Tranche 3(b)		B Lyons M Allen

Special Meeting - Monday 11 October 2.00pm – 5.00pm

Topic	Description	Staff Responsible
Independence of Council's Auditor for the year end 30 June 2024	Review and Recommendation to Council	A Doyle R Barnwell
Audited Annual Financial Statements for the year end 30 June 2024	Review and Recommendation to Council	A Doyle R Barnwell
Investment Performance 2023-24		J Stewart R Barnwell
Debtors Report		M Virgin R Barnwell

Tuesday 3 December 2.00pm – 5.00pm

City of Marion
Finance Risk & Audit Committee Action Arising Statement and Work Program - 2024

Topic	Description	Staff Responsible
Council Member Report	Communications Report	T Moritz
Work Program and Meeting Schedule 2025	Review and Feedback	T Moritz
Ombudsman Annual Report	For Noting	A Johnson T Moritz
Internal Audit - Implementation of Recommendations Q1	Review & Feedback	C Mitchell
Framework and Key Assumptions for the preparation of the 2025-26 ABP and LTTP	Review and Feedback	R Barnwell
Budget Review 1 – 2024-25	For Noting	R Barnwell
Corporate Risk report Q1	Review & Feedback	S Tebyanian M Frew

6 Confidential Items - Nil**7 Reports for Discussion****7.1 Finance, Risk and Audit Committee Annual Report to Council 2023-2024**

Report Reference	FRAC241008R7.1
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

The purpose of this report is to seek feedback and endorsement from the Finance, Risk and Audit Committee (the Committee) on the attached draft annual report on the operations of the Committee for 2023-2024.

EXECUTIVE SUMMARY

The draft report is prepared in accordance with the Committee terms of reference which provides that the Committee shall report annually to the Council on its operation and activities during the previous financial year. This report provides an important communication tool with Council in addition to the minutes received after each meeting.

Following the recent Local Government Reform, with effect from 30 November 2023 and pursuant to section 126(9) of the Local Government Act, a council must ensure that the annual report of its audit and risk committee is included in its annual report. Following final endorsement, the Finance, Risk and Audit Committee Annual Report will be included in the City of Marion Annual Report, to be adopted by Council on 26 November 2024.

RECOMMENDATION

That the Finance, Risk and Audit Committee:

- 1. Endorse the Finance, Risk and Audit Committee Annual Report for 2023-2024 (Attachment 1 to this report) to be presented to Council at its meeting on 26 November 2024, subject to amendments as required.**

ATTACHMENTS

1. FRAC 2023 24 Annual Report to Council DRAFT 20 09 24 [7.1.1 - 7 pages]

Annual Report to the City of Marion on the operations of the Finance, Risk and Audit Committee for 2023-2024

INTRODUCTION

This report provides an overview of the City of Marion Finance, Risk and Audit Committee (the Committee) operations for the 2023-2024 financial year. Clause 4.21 of the Committee's Terms of Reference provides that the Committee shall report annually to the Council summarising the activities of the Committee during the previous year.

During the financial year ending June 30, 2024, the Committee met on six (6) occasions, to consider a range of matters within the functions of the Committee's Terms of Reference.

This report includes a summary on the following matters considered by the Committee:

- Financial Reporting
- Risk Management
- External Audit
- Internal Audit
- Asset Management Plans
- Committee Membership and Attendance

FINANCIAL REPORTING

End of Financial Year Reporting

The Committee received the Annual Financial Statements for the year ended 30 June 2023 in accordance with applicable Australian Accounting Standards and the Local Government Regulations. The Annual Financial Statements demonstrate Council's financial performance, providing a basis for achieving the long-term objectives set out in the Strategic Plan.

In summary, Council reports an operating deficit for the 2022-23 year of \$0.314m compared to an operating surplus of \$0.542m for 2021-22. The key factors contributing to the movement in operating result were provided to the Committee in an Analytical Review comparing the actual performance against the Adopted Budget.

Budget Reviews

The Committee reviewed the Quarterly Budget Review documents prepared by management and recommended them to Council for adoption. Some of the key points noted below were raised by the Committee:

- Considerations in relation to capital grants and the plan to deliver projects, with a focus on transparency in reporting in relation to identifying projects being carried forward into the next year and ensuring there is clarity in the reporting.
- Considerations in relation to budget statements and cash flow, highlighting the management of loans received and the need to borrow only when necessary.

Annual Report to the City of Marion on the operations of the Finance, Risk and Audit Committee for 2023-2024

- Discussion around the increase in rates revenue from fines compared to the previous year, seeking a breakdown, noting the increases resulted from a higher interest rate applying to overdue rates.
- Considerations and discussions on forecast borrowings including amount forecast for the end of the reporting period, with Management to review the presentation of this in future reporting.

Annual Business Plan and Long-Term Financial Plan

The Committee reviewed the Draft Annual Business Plan and Budget 2024-2025 and Draft Long Term Financial Plan in February 2024, April 2024 and again after public consultation in June 2024, prior to final adoption. The Committee provided feedback on the reasonableness, fairness and equity of the potential rating approaches for 2024-2025, including in the context of Council's LTFP and on-going financial sustainability. In addition, the Committee reviewed the framework and key assumptions in December 2023 including a review of financial parameters and key budget assumptions. The Committee highlighted the importance in considering the inflation rate and impact on budgeting and aligning this with Council's strategic goals, along with the importance of community consultation.

Feedback was provided on the draft Annual Business Plan and Long-Term Financial plan, emphasising the need for a thorough and realistic assessment of financial impacts, focussing on interest rate sensitivity, timing of borrowings and revenue projections to ensure sustainable financial planning.

The Committee reviewed and considered outcomes of the Essential Services Commission for South Australia (ESCOSA) review. The Local Government Advisory Scheme is established to ensure ratepayers have confidence in the rates set by their councils. ESCOSA reviewed the City of Marion's financial performance for 2023-24 and assessed it as being at the higher end of sustainable for past, current, and future projections. The Committee also noted the Commission recommends regularly reviewing inflation forecasts, improving clarity in long-term financial assumptions, reporting cost savings to demonstrate efficiency, conducting asset revaluations every four years, and providing detailed annual rate changes and revenue estimates to enhance transparency for ratepayers.

Following public consultation, the Committee were presented the outcomes prior to Council adopting the final ABP and LTFP. The Committee's feedback highlighted cost-of-living concerns, property rate increases, and a need for simplified communication about council spending and rate calculations. It stressed the importance of transparent financial information, especially regarding projected loan funding increases and maintaining fiscal responsibility. The Committee noted the significant increase in community response compared to previous years, and commended staff for the work that had gone into the consultation process.

Annual Report to the City of Marion on the operations of the Finance, Risk and Audit Committee for 2023-2024

RISK MANAGEMENT

The Council's risk management program continues to be aligned to the ISO31000 Risk Management Standards. The Council continues to commit to further embedding the risk management processes across the Council.

Risk Reports

The Committee received quarterly Corporate Risk review reports. The Corporate Risk review is an internal process undertaken by engaging with the Senior Leadership Team. The review also includes an environmental scan outlining issues that are topical from a risk and opportunity perspective. The organisation's high risks remained static across the year with 4 reported each quarter. A key change to the Corporate Risks included the re-rating from high to medium of a risk relating to the council not being able to deliver its services due to a lack of effective ICT systems. The City of Marion has undergone a transformative program relating to its ICT systems. With many systems and processes now in place. Similarly, due to the same program of work in the ICT space, another high risk was re-rated to medium relating to cyber security. The Committee acknowledged the considerable work in these spaces and agreed to re-rate both risk to medium.

The Committee also received the bi-annual report on the Strategic Risk Register and annual report on the Fraud Risk Register. All risks have had reasonable updates provided at each review, although the risk ratings have had little movement over 2023-2024.

Business Continuity Program

The Committee noted the Business Continuity Program Annual Report 2022-23 and provided feedback on the program. There was movement in the Business Continuity Program throughout 2022-2023, following a few years with less movement due to the ongoing pandemic. In 2022-2023, incident training was provided to all Incident Management Team members and a real-life Business Continuity Exercise was run to test the readiness of the Council. It was noted that the Council performed well, albeit there were some recommendations made, including updates to the Business Continuity Plan.

Incidents and Claims

The Committee received an annual report on incidents and claims arising from 2022-2023. Some trends were observed, particularly with relation to property incidents, with two properties targeted by vandalism and/or break-ins within proximity throughout the year. Additional measures, such as adding CCTV at the sites were discussed and measures taken as approved. The highest proportion of public liability incidents/claims related to trees and/or footpaths, which is consistent across other years and across other Council area. It was noted that the risk team coordinate with Council's tree maintenance and civil teams to ensure all hazards are mitigated and that these areas are proactively monitored.

Annual Report to the City of Marion on the operations of the Finance, Risk and Audit Committee for 2023-2024

AUDIT

External Audit

The Committee met with the External Auditors without management present and discussed the audit process. The Auditors noted there was a good relationship and collaboration between the Auditors and Management. There was a potential risk noted in relation to unrecorded overtime and managing the risk of overwork, however it was noted there are processes in place to help mitigate this.

The Committee also received the interim external audit for year ending 30 June 2023. Overall, the external auditors found that Council demonstrated a high level of compliance with the implementation of an internal control framework consistent with the principles within the Better Practice Model. During their interim visit they found that the majority of key internal controls reviewed were in place and were operating effectively (91 out of 100 core controls reviewed). The principles underpinning the Better Practice Model were used by the Council in the identification of its business cycles, the establishment of its internal controls and the implementation of its financial risk management processes. The key findings and management responses to those findings were presented to the Committee. The results were pleasing particularly with the complexity of implementing a new Financial System and progressing the implementation of a new Asset Management Information System during the 2022-23 year.

Internal Audit

The Committee endorsed the Internal Audit Plan for 2023-2025 at the May 2023 meeting which is based on current global risk exposures, industry trends, the Council's assurance map and the current corporate risk registers. There were four (4) projects identified for the 2023-2024 financial year including:

- Contract Value for Money (Collaborative)
- Community Safety
- Tendering Management (Process and Control) (Collaborative)
- Data Governance (Collaborative)

All four audits were completed during the financial year with the Committee monitoring the progress of the implementation of agreed management actions.

An additional four (4) projects are identified for the 2024-2025 financial year including:

- Cloud Vendor / Third Party Cyber Risk Assessment (Collaborative)
- Project Management Framework Post Implementation Review
- Financial Controls (Collaborative)
- Assurance Mapping

Annual Report to the City of Marion on the operations of the Finance, Risk and Audit Committee for 2023-2024

ASSET MANAGEMENT PLANS

The Committee reviewed and provided feedback on a suite of Asset Management Plans (AMPs). The purpose of the AMPs is to improve Council's long-term strategic management of assets under Council's control to meet the required levels of service.

The plans define the current state of the assets and consider any future requirements whilst optimising the balance between performance, cost, and risk. They outline an optimum lifecycle management approach and provide the forecast expenditure needed to deliver the services. The AMPs are aligned with council's strategic documentation and Long-Term Financial Plan (LTFP) and fulfill the requirements of Section 122 of the *Local Government Act 1999*. AMPs are produced on a four-year cycle with an annual update of the 10-year expenditure projections. Year 1 of this projection aligns to the Annual Business Plan and Budget with the remaining funding projections informing the preparation of the LTFP.

The following AMPs were reviewed by the Committee during 2023-2024. The Committee were provided the opportunity to give feedback for consideration on the following:

- Draft Stormwater
- Draft Artworks, Culture & Heritage
- Draft Fleet, Plant & Equipment
- Draft Coastal Walkway
- Draft Open Space

The remaining three AMP's will be reviewed by the Committee in 2024-2025

- Building & Structures AMP
- Water Treatment & Resources
- Transport

OTHER ITEMS CONSIDERED BY THE COMMITTEE:

- *Asset Management Strategy 2023-2033*
- *Aged Care Quality Standards*
- *Insurance Market Review Update*
- *Annual Ombudsman Report 2022-2023*
- *Implementation of Internal Audit Recommendations*
- *Independence of Council's Auditor*
- *Information Services Strategy and Cybersecurity activities*
- *Fraud Risk Update*

Annual Report to the City of Marion on the operations of the Finance, Risk and Audit Committee for 2023-2024

COMMITTEE MEMBERSHIP AND ATTENDANCE

The committee comprises of three independent members, two Council Member Representatives and a Council Member Proxy. The Council Member representation on the Committee changes in November each year. The Membership is outlined below:

The table below identifies the term of appointment for each member and the number of meetings attended during 2023-2024

Meeting Date	Emma Hinchey (Chair) 1 Jan 2017 – 30 Nov 2024	Nicolle Rantanen 1 Dec 2020 – 30 Nov 2026	Mr Josh Hubbard 1 Dec 2022 – 30 Nov 2025	Councillor Jason Veliskou 30 Nov 2022 – 30 Nov 2023 1 Dec 2023 – Nov 2024	Councillor Luke Naismith 24 Jan 2024 – 30 Nov 2024	Councillor Jayne Hoffmann Member 13 Dec 2022 – 30 Nov 2023 Proxy 12 Dec 2023 – 30 Nov 2024
15 Aug 2023	✓	✓	✓	✓	N/A	*
9 Nov 2023	✓	*	✓	✓	N/A	✓
12 Dec 2023	✓	✓	✓	✓	N/A	N/A
20 Feb 2024	✓	✓	✓	✓	*	N/A
16 Apr 2024	✓	✓	✓	✓	✓	N/A
4 Jun 2024	✓	✓	*	✓	✓	N/A

In conclusion, this report demonstrates that the Committee has fulfilled its primary functions as outlined in Section 126(4) of the *Local Government Act 1999*, which include:

- Reviewing annual financial statements to ensure they accurately represent the Council's state of affairs
- Proposing and providing information pertinent to a review of the Council's strategic management plans and annual business plan
- Liaising with the Council's internal and external auditors
- Reviewing risk management systems and processes across the Council

The Committee's body of work is progressing, and efforts are ongoing to ensure its contributions align with the City of Marion's strategic objectives.

Annual Report to the City of Marion on the operations of the Finance, Risk and Audit Committee for 2023-2024

The Committee extends its gratitude to members and management for their valuable contributions during this period. The Council is invited to offer any comments or feedback to support the ongoing development of the Committees operations.

Emma Hinchey
Chair
City of Marion Finance, Risk and Audit Committee

7.2 State Of Our Assets - KPI Performance Scorecard

Report Reference	FRAC241008R7.2
Originating Officer	Unit Manager Asset Solutions – Brendon Lyons
Corporate Manager	Manager Engineering, Assets and Environment - Mathew Allen
General Manager	General Manager City Services - Angela Allison

REPORT OBJECTIVE

The purpose of this report is to provide a summary of the City of Marion's 2024 Asset Management progress results.

EXECUTIVE SUMMARY

Progress reporting to council and the community is a key focus of the City of Marion's asset management transformation. An annual performance scorecard has established a baseline, monitoring delivery against the Asset Management Strategy key performance indicator (KPI) targets. The 2024 National State of the Assets Report provides a wider context.

RECOMMENDATION

That the Finance, Risk and Audit Committee:

- 1. Review and provides feedback on the 2024 State of our Assets Report for the City of Marion.**
- 2. Notes the 2024 National State of the Assets summary report and key findings**

DISCUSSION

Background

The City of Marion (council) owns and manages a large and diverse asset portfolio with a current value of over \$1.3 billion. These assets represent built and green infrastructure that enables the provision of services to the community. Assets are vital for the operation of council's business, sustaining the local economy and providing a high quality of life for our residents.

Asset management defines how assets are 'looked after', both on a day-to-day basis (operation, monitoring, and maintenance) and in the medium-to-long term (planning, creation, renewal, and disposal).

Councils are asset intensive organisations in which assets exist to provide services to the community. It is our duty to manage and maintain these assets in a fiscally responsible manner that reduces risk and maximises the level of service provided by the asset over its lifecycle.

Council's Asset Management vision is: To maintain the City of Marion's assets to agreed levels of service, which maximise community value throughout an asset's life.

Asset Management Strategy KPIs

The Asset Management Strategy 2023-2033 was endorsed by Council on 28 November 2023 following community consultation. It sets a clear direction to meet the evolving service delivery

needs of the local community. Ten key performance indicators (KPIs) determined by the Assets Steering Committee enable Council to track delivery of the Asset Management Strategy.

Since 2017, the City of Marion has embarked on a mission to enhance its asset management practices. Throughout this endeavour, Council has prioritised four fundamental elements: Skilled People, Accurate Data, Improved Process and Intelligent Systems.

The strategy includes the following 'Accurate Data' outcome: AD7 - Council's State of the Assets report is established. 2024's State of our Assets Report (Attachment 1) establishes a baseline for the Asset Management Strategy KPI performance. The launch of Assetic - council's asset management information system has enabled live dashboard reporting against asset condition, with asset function and capacity being populated over the next year.

Gaps and opportunities in KPI data and methodologies have been identified, allocated funding and added to the asset management improvement plans published within the 2024-2034 Asset Management Plans.

KPI performance trends will be reported from 2025 onwards for each asset category and the whole asset portfolio.

2024 National State of the Assets Report: 'Future proofing our communities'

Using industry standard measures (where available) enables council to compare our performance. This includes submitting data to the National State of the Assets (NSoA) benchmarking project commissioned by the Australian Local Government Association. The underpinning methodology for the report uses a series of infrastructure investment, planning and performance indicators that answer the question: Is local government infrastructure getting better, worse or staying the same?

The [2024 NSoA full technical report](#) was peer reviewed by Brendon Lyons, Unit Manager Asset Solutions and Catrin Johnson, Asset Strategy Officer during drafting, in addition to other leading asset management practitioners.

Key findings include:

- The average proportion of responding councils who said they had asset management plans adopted has plateaued at 70% since 2017.
- 88% of responding councils say they had adopted a long-term financial plan, an increase from 72% in 2013.
- Of the 70% of councils who said they had asset management plans in place, two thirds (67%) included the expenditure forecasts in the LTFP.
- Councils in urban areas indicate higher compliance with the legislated asset management and financial planning and reporting requirements compared with the lower populated councils in rural areas.
- Improvement is needed to ensure councils meet their asset management and financial planning and reporting obligations. Without intervention, future performance will likely lead to a diminishing ability to forecast and finance future infrastructure needs effectively.
- Since 2010, progress has been made in implementing asset management and financial planning and reporting frameworks but there is a need for an ongoing process of continuous improvement in the local government sector for the foreseeable future.

The 2024 NSoA summary report (Attachment 2) highlights:

- Within existing resources and capacity constraints the condition, function and capacity of local government assets has improved slightly since 2021.
- The importance of reliable and credible data to support decision-making and the critical role of asset management planning and long-term financial plans in every council.

- Many councils expressed higher confidence in their condition assessment data compared to function and capacity data.
- The need for continued capacity building within the sector to develop, strengthen and implement credible, reliable and up to date asset management and long-term financial plans.
- While there is variation between asset categories, each require attention and additional investment beyond current levels if the condition, function and capacity of these assets are to improve.
- While not all poor and fair infrastructure needs immediate replacement, it is important each item of infrastructure be regularly assessed to fully understand the risks and implications of not maintaining assets in fair and poor condition, function and capacity.

NSoA reporting is based on survey data provided in December 2023 by 458 councils (approximately 85% of all councils) across eight community infrastructure asset categories. It is important to note that ALGA's asset categorisation is narrower, and differently scoped to the City of Marion's asset portfolio, so direct comparisons are not yet possible.

The next NSoA data collection is expected to commence in October 2025. Standardised Assetic queries will be created to automate consistent condition, function and capacity reporting against ALGA's asset categorisation. Open sharing of City of Marion information supplied during the NSoA data collection will commence to promote and enable NSoA benchmarking across neighbouring councils.

CONCLUSION

It is important to recognise that the journey of asset management is one that never ends. Organisations must maintain a focus on all aspects of asset management to ensure optimised outcomes and to provide reassurance to the community of fiscal responsibility.

ATTACHMENTS

1. Asset Management KPI performance scorecard 2024 [7.2.1 - 7 pages]
2. ALGA National State of the Assets Summary Report 2024 [7.2.2 - 16 pages]

THE STATE OF OUR ASSETS – LATEST PERFORMANCE

The Asset Management Strategy 2023-2033 includes the following 'Accurate Data' outcome:

AD7 - Council's State of the Assets report is established.

This annual progress report to Finance, Risk and Audit Committee from October 2024 will establish a baseline for the Asset Management Strategy KPI performance scorecard.

Progress reporting to Assets Steering Committee, Council and the community is a key focus of the City of Marion's asset management transformation. This KPI performance scorecard will be published online at [Asset management | City of Marion](#) - viewable by community members.

Measures and targets are determined by the Assets Steering Committee. Using industry standard measures (where available) enables Council to compare our performance. This includes submitting data to the National State of the Assets (NSoA) benchmarking project commissioned by the Australian Local Government Association.

ASSET MANAGEMENT STRATEGY KEY PERFORMANCE INDICATORS				ANNUAL SUMMARY: AUGUST 2024
#	KPI	Target	Result	Comments
1	Asset Condition	90% of assessed assets in very good to fair condition	97.0% – Overall	Live dashboards created to enable data validation and reporting.
2	Asset Function	100% of assessed assets in very good to fair function	Rating levels reviewed and documented by asset category during the 4-yearly comprehensive review of Asset Management Plans (AMPs). Dashboards being created to enable data population and reporting during 2024/25	
3	Asset Capacity	90% of assessed assets in very good to fair capacity		
4	Climate Resilience	Assessment methodology is being developed by multi-council Resilient Asset Management Project during 2024/25		
5	Customer Satisfaction	75% rated as ‘Somewhat satisfied’ or above.	Ranges from 67% to 95%	Gaps and opportunities have been identified and added to the asset management improvement plan.
6	Technical Levels of Service	100% of assets with defined technical levels of service.	100% in Asset Management Plans (AMPs)	Will be operationalised through Business Process Manuals developed to support and deliver each AMP.
7	Asset Renewal Funding Ratio (ARFR)	Between 90% and 110%	82% in 2022/23	Council’s Long Term Financial Plan (LTFP) is budgeted to achieve an average ARFR of 100% over the next three years and over the 10 year term of the LTFP.
8	Asset Expenditure Profiles	100% of 10-Year Asset Expenditure Profiles included within the Long Term Financial Plan.	100%	Building organisational capacity in financial analysis to support robust zero-based annual business planning and budgeting.
9	Asset Management Maturity	Level 3 – Core Maturity, measured across all 11 competencies	4.3 – Overall All 11 competencies have reached or exceed Core Maturity.	Ongoing future improvements towards advanced asset maturity will be prioritised against return on investment.
10	Asset Data Confidence	Level B – Reliable	Ranges from Level A: Highly Reliable to Level E: Unknown	Gaps and opportunities have been identified, allocated funding and added to the asset management improvement plan.

KPI 1: Asset Condition										
How we measure it				Target and Tolerances						
<p>Asset Condition Rating*</p> <p>1 = 'Very Good'</p> <p>2 = 'Good'</p> <p>3 = 'Fair'</p> <p>4 = 'Poor'</p> <p>5 = 'Very Poor'</p> <p>Data Sources: Assetic asset register, Fleet, Plant and Equipment and Trees Asset Management Plans 2024-34</p> <p>Measurement Level: Asset Category.</p> <p>Data Confidence: High</p>				<p>90% of assessed assets in very good to fair condition.</p> <p>On track - 90% to 100%</p> <p>Monitor - 70% to 89.9%</p> <p>Off track - 0% to 69.9%</p>						
Latest Performance										
Asset Management Plan	# Assets	# Assessed Assets	% Assessed Assets	1: Very Good	2: Good	3: Fair	4: Poor	5: Very Poor	Not Defined	% Assessed Assets in Very Good to Fair Condition
Artworks, Culture & Heritage	360	354	98.3%	211	105	35	2	1	6	99.2%
Buildings and Structures	2521	1248	49.5%	302	493	383	50	20	1273	94.4%
Coastal Walkway	246	223	90.7%	30	105	70	14	4	23	91.9%
Fleet, Plant and Equipment	167	167	100.0%	150	17	0	0	0	0	100.0%
Open Space	5942	5235	88.1%	984	1607	1987	494	163	707	87.4%
Transport	44796	44152	98.6%	5676	19850	16423	1811	392	644	95.0%
Trees	61139	57532	94.1%	45549	9293	2079	611	0	3607	98.9%
Stormwater	17840	11386	63.8%	4534	6212	591	49	0	6454	99.6%
Water Treatment and Resources	429	91	21.2%	27	32	22	9	1	338	89.0%
OVERALL	133440	120388	78.3%	57463	37714	21590	3040	581	13052	97.0%

Asset condition measures the health of an asset, assessed via a visual inspection. It is used to predict how long it will be before an asset needs to be repaired or renewed. Condition inspections generate an asset's Overall Condition Index (OCI) based on a weighted average of detailed component ratings.

Asset Management Plan reviews have highlighted the need to obtain and update condition data for all assets. The City of Marion Asset Inspection Procedure defines the owners, scope and frequency of condition inspections for each asset category.

Assessment gaps have been identified and added to the asset management improvement plan. A detailed Building Condition Audit undertaken in 2024 will provide updated condition ratings to most Building and Structures assets. Age profiling conducted during the review of the Stormwater and Water Treatment and Resources Asset Management Plans has supplemented condition data in renewal programming.

Funding for condition inspections is included within the Monitoring phase of the asset management lifecycle. Live dashboards have been created to enable data validation and reporting. The OCI calculation methodologies for each asset category will be documented within Business Process Manuals.

* Adapted from International Infrastructure Management Manual (IIMM) Institute of Public Works Engineering Australasia (IPWEA)

KPI 2: Asset Function	
How we measure it	Target and Tolerances
Asset Function Rating* 1 = 'Very Good' 2 = 'Good' 3 = 'Fair' 4 = 'Poor' 5 = 'Very Poor' Data Source: Assetic asset register Measurement Level: Asset Category Data Confidence: N/A	100% of assessed assets in very good to fair function. On track - 100% Monitor - 70% to 99.9% Off track - 0% to 69.9%
Latest Performance	
Asset function is a measure of how an asset meets program/service delivery needs in an efficient and effective manner. It is used in asset planning, creation, renewal and disposal. Rating levels were reviewed and documented by asset category during the 4-yearly comprehensive review of Asset Management Plans (AMPs). Dashboards are being created to enable data population and reporting during 2024/25 following a pilot using Stormwater asset data.	

* Adapted from International Infrastructure Management Manual (IIMM) Institute of Public Works Engineering Australasia (IPWEA) industry standard

KPI 3: Asset Capacity	
How we measure it	Target and Tolerances
Asset Capacity Rating* 1 = 'Very Good' 2 = 'Good' 3 = 'Fair' 4 = 'Poor' 5 = 'Very Poor' Data Source: Assetic asset register Measurement Level: Asset Category Data Confidence: N/A	90% of assessed assets very good to fair capacity. On track - 90% to 100% Monitor - 70% to 89.9% Off track - 0% to 69.9%
Latest Performance	
Asset capacity is a measure of how an asset caters for current demand and maximises utilisation. It is used in asset planning, creation, renewal and disposal. Rating levels were reviewed and documented by asset category during the 4-yearly comprehensive review of Asset Management Plans (AMPs). Dashboards are being created to enable data population and reporting during 2024/25 following a pilot using Stormwater asset data.	

* Adapted from International Infrastructure Management Manual (IIMM) Institute of Public Works Engineering Australasia (IPWEA)

KPI 4: Climate Resilience	
How we measure it	Target and Tolerances
Council's asset management plans address climate resilience by including actions that support a transition to a low-carbon, energy efficient future and planning for physical climate and nature related risks and opportunities whilst ensuring it is cost effective. An assessment methodology is being developed by multi-council Resilient Asset Management Project during 2024/25	

KPI 5: Customer Satisfaction		
How we measure it		Target and Tolerances
Customer Satisfaction Rating 1 = 'Very satisfied' 2 = 'Somewhat satisfied' 3 = 'Low Satisfaction' 4 = 'Not satisfied' 5 = 'Not applicable to me' Data Source: Community Satisfaction Survey Measurement Level: Asset Category Data Confidence: Medium (sample) size		Greater than or equal to 75% rated as 'Somewhat satisfied' or above. On track - 75% to 100% Monitor - 50% to 74.9% Off track - 0% to 49.9%
Latest Performance		
Asset Management Plan	Asset Category	Satisfaction
Artworks, Culture & Heritage	Artworks, Culture & Heritage	85%
Buildings and Structures	Libraries	95%
	Neighbourhood Centres	85%
	Outdoor Pool	90%
	Sporting and Recreation Facilities	87%
Coastal Walkway	Coastal Walkway	88%
Fleet, Plant and Equipment	No questions in Community Satisfaction Surveys	
Open Space	Playground Equipment	85%
	Lighting in Reserves	70%
Transport	Roads	71%
	Footpaths and Kerbs	67%
	Lighting in Streets	79%
Trees	Community Trees	71%
Stormwater / Water Treatment and Resources	Stormwater Harvesting, Treatment and Reuse Network	86%
<p>2022 customer satisfaction survey results informed the 4-yearly comprehensive review of Asset Management Plans. Gaps and opportunities have been identified and added to the asset management improvement plan.</p> <p>The 2024 customer satisfaction survey will be undertaken externally using online and computer assisted telephonic interviews. Results will be available in September.</p>		

KPI 6: Technical Levels of Service	
How we measure it	Target and Tolerances
% of assets with defined technical levels of service. Data Source: Asset Management Plans Measurement Level: Asset Category Data Confidence: High	Track against Business Process Manuals development project plan. On track - 100% Monitor - 90% to 99.9 Off track - 0% to 89.9%
Latest Performance	
Technical Levels of Service detail what we do to deliver services. Council manages whole of lifecycle costs to ensure the best value for resources used. 100% of technical levels of service were reviewed and documented during the 4-yearly comprehensive review of Asset Management Plans (AMPs). They will be operationalised through Business Process Manuals developed to support and deliver each AMP.	

KPI 7: Asset Renewal Funding Ratio	
How we measure it	Target and Tolerances
Actual capital expenditure on asset renewal and replacement of assets compared to 10-Year Expenditure Profiles within Asset Management Plans.	Between 90% and 110% as per Council's Asset Management Policy
Data Source: Finance Information System Measurement Level: Organisation Data Confidence: Medium	On track - 90% to 110% Monitor - 80% to 89.9%, or 110.1% to 120% Off track - less than 80% or greater than 120%
Latest Performance	
<p>Net asset renewal expenditure is defined as net capital expenditures on the renewal and replacement of existing assets and excludes new/upgrade capital expenditure on the acquisition of additional assets. It is calculated by dividing net asset renewal figures by planned asset renewal expenditure.</p> <p>This ratio indicates whether the council is renewing or replacing existing assets at the rate of consumption. Annual fluctuations result due to the mix of asset renewal and new/upgrade capital expenditure.</p> <p>The ratio of 82% achieved in 2022/23, while below the target of 90%, reflects deferred expenditure on the vehicle replacement program due to supply constraints and savings achieved against planned expenditure in some capital programs which did not impact the physical renewal targets.</p> <p>Council's Long Term Financial Plan (LTFP) is budgeted to achieve an average Asset Renewal Funding Ratio of 100% over the next three years and over the 10 year term of the LTFP.</p>	

KPI 8: Asset Expenditure Profiles	
How we measure it	Target and Tolerances
% of 10-Year Asset Expenditure Profiles included within the Long Term Financial Plan	On Track - 100% Monitor - 90% to 99.9% Off Track - 0% to 89.9%
Data Source: Finance Information System Measurement Level: Asset Management Plan Data Confidence: Medium Data Source: Long Term Financial Plan	
Latest Performance	
<p>100% of 10-Year Asset Expenditure Profiles were included within the 2024-33 Long Term Financial Plan.</p> <p>Integration of Asset Management Information System and Finance Information System and development of 2024 - 2034 Asset Management Plans has refined asset lifecycle funding categorisation, improving data confidence.</p> <p>A Lean Six Sigma Project is currently evaluating how the annual business planning and budgeting process drives asset management planning and budgeting to meet endorsed levels of service.</p> <p>Council continues to build organisational capacity in financial analysis to support robust zero-based annual business planning and budgeting. Delivery will be addressed through the implementation of the Asset Management Roadmap, monitored quarterly by Assets Steering Committee.</p>	

KPI 9: Asset Management Maturity	
How we measure it	Target and Tolerances
<p>Asset Management Maturity Assessment Rating</p> <p>1 = 'Aware'</p> <p>3 = 'Core Maturity'</p> <p>5 = 'Advanced Maturity'</p> <p>Data Source: NAMAF Assessment</p> <p>Measurement Level: Organisation</p> <p>Data Confidence: High</p>	<p>To maintain core maturity across all competencies as business as usual at the City of Marion.</p> <p>Ongoing future improvements towards advanced asset maturity will be prioritised against return on investment.</p>
Latest Performance	
 <p>The charts show that in 2024, the City of Marion achieved a high overall maturity score of 4.3, which is well above the Core Maturity target score of 3.0 and 86% of the Advanced Maturity score of 5.0. All 11 competencies have reached or exceeded Core Maturity.</p>	
<p>A guided self-assessment of current financial and asset planning, management and reporting processes was undertaken conservatively and measured against a nationally consistent framework, comparing results with assessments undertaken in 2017 and 2022. Findings were analysed, identifying opportunities to achieve and maintain core asset management maturity.</p> <p>The National Asset Management Assessment Framework (NAMAF) assesses asset management maturity through eleven individual and separate competencies. A council's maturity is determined by the score for each individual competency.</p> <p>In 2024, council has recorded a high overall maturity score of 4.3, averaged across the assessment competencies. This is well above our Core Maturity target score of 3, and 86% of the Advanced Maturity score of 5. All 11 competencies have reached or exceed Core Maturity.</p> <p>Asset Management Policy, Annual Budget, and Annual Report are our strongest performance areas reaching Advanced Maturity. These results highlight a consolidation in asset management understanding and capability across the organisation.</p> <p>Although the overall 2022 and 2024 maturity ratings are equal, variances have occurred within individual competencies. Maturity has maintained or improved against seven of the 11 competencies. Targeted improvements have been identified to address dips in Evaluation, Governance, Skill and Processes and Defining Levels of Service</p> <p>Ongoing future improvements towards advanced asset maturity will be prioritised against return on investment. Asset management maturity will be addressed through the implementation of the Asset Management Roadmap, monitored quarterly by Assets Steering Committee.</p> <p>The next Asset Management Maturity assessment is due to be conducted in 2026.</p>	

KPI 10: Asset Data Confidence									
How we measure it						Target and Tolerances			
<p>Data Confidence Grade*</p> <p>A = 'Highly Reliable'</p> <p>B = 'Reliable'</p> <p>C = 'Uncertain'</p> <p>D = 'Very Uncertain'</p> <p>E = 'Unknown'</p> <p>Data Source: 2024-2034 Asset Management Plans</p> <p>Measurement Level: Asset Category</p> <p>Data Confidence: High</p>						<p>Level B - Reliable, measured against IPWEA Data Confidence ratings</p> <p>On track - all data is rated 'Level B - Reliable' or higher</p> <p>Monitor - some data is rated 'Level C - Uncertain'</p> <p>Off track - some data is rated lower than 'Level C - Uncertain'</p>			
Latest Performance									
	Artworks, Culture & Heritage	Buildings & Structures	Coastal Walkway	Fleet, Plant & Equipment	Open Space	Transport	Trees	Stormwater	Water Treatment & Resources
Asset Condition	B	C	B	B	C	B	Street Trees B	Kerb & Channel A	Water Treatment B
							Reserve C	Conduits C	Rivers and Creeks D
								Components C	Marion Water B
Asset Function	C	C	A	C	C	D	B	A	A
Asset Capacity	E	C	C	B	C	D	C	C	A
Asset Age Profile	A	D	C	A	D	D	C	B	C
Replacement Value	C	B	C	B	B	B	B	B	C
Service Levels	B	B	C	B	B	A	B	A	B
Demand Drivers	C	B	B	C	B	B	C	B	B
Asset Creation and Renewal Forecasts	C	B	C	B	B	C	B	B	C
Operating and Maintenance Forecasts	C	B	C	B	B	D	B	B	C
<p>A thorough assessment of data confidence has been conducted during the 4-yearly comprehensive review of Asset Management plans. Data confidence ranges from Level A: Highly Reliable to Level E: Unknown across the elements.</p> <p>Gaps and opportunities have been identified, allocated funding and added to the asset management improvement plan.</p>									

* Adapted from International Infrastructure Management Manual (IIMM) Institute of Public Works Engineering Australasia (IPWEA)



AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION

2024 NATIONAL STATE OF THE ASSETS REPORT

Future proofing our communities

JULY 2024



2024 NATIONAL STATE OF THE ASSETS REPORT

Future proofing our communities

The cycling paths, roads, bridges, libraries, airports and recreation centres that create healthy, sustainable, productive and liveable communities are built and managed by local governments.

We create jobs, build social cohesion, support lifelong learning, improve local amenity, and support every aspect of Australians' lives.

Together, we do this on only around three per cent of the nation's taxes.

This National State of the Assets Report (NSoA) is the latest in a series of reports we have commissioned to monitor and assess how councils are addressing the challenges of maintaining council infrastructure.

The key finding in this year's report is that eight per cent of local government infrastructure assets are in poor condition, with significant defects needing intervention and repair.

Encouragingly, this is an improvement on the previous report from 2021, which identified that 10 per cent of local government infrastructure was in poor condition.

This improvement can be attributed to a significant increase in federal funding for local community infrastructure and services from both Coalition and Labor Governments over the past three years.

This increased funding has been welcomed by councils and communities and is delivering tangible benefits across the country.

It is vital that we continue to invest in our communities, so the costs of infrastructure renewal aren't passed on to future generations.

Often the infrastructure funding councils receive is limited to delivering new projects and doesn't include support for ongoing maintenance.

It is untied funding – including through federal Financial Assistance Grants – that allows us to sustainably manage our local community infrastructure and services.

With you, ALGA continues to advocate for Financial Assistance Grants to be restored to at least one per cent of Commonwealth taxation revenue, so we can maintain, refresh and revitalise the local facilities and services that Australians use every day.



Cr Linda Scott
ALGA President

Summary

ALGA commissioned the NSoA Report to help councils and our communities understand whether the state of local government infrastructure is improving, getting worse or staying the same.

The 2024 NSoA Report shows within existing resources and capacity constraints the condition, function and capacity of local government assets has improved slightly since the 2021 report.

This report shows while overall 65 to 71% of local government infrastructure assets are in good condition, function, and capacity around 20 to 30% are in fair condition, function, capacity, and less than 10% are reported poor to very poor.

It is estimated the replacement cost of all poor to very poor assets is between \$50 to \$55bn.

The estimated replacement cost of assets in fair condition, function, capacity is estimated to be in the order of \$143bn - \$179bn.

Analysis of each infrastructure category show that while there is variation between categories, each require attention and additional investment beyond current levels if the condition, function and capacity of these assets are to improve.

While not all poor and fair rated infrastructure needs immediate replacement, it is important that each infrastructure asset is assessed to fully understand the implications including the risks associated with each asset when it exceeds its design life.

Of note is the need to monitor and communicate the trade-offs on performance, cost and risk associated with balancing needs, expectations with the financial realities of what can be afforded in the short, medium and long term.

This is particularly important in growing and declining population centres.

The task of monitoring the performance of local government assets in all categories is resource intensive, requiring skilled professionals to make careful judgements on the remaining life of a vast array of materials.

This report highlights the importance of reliable and credible data to support decision-making and the critical role of asset management planning and long-term financial plans in every council.

When surveyed for this year's report, many councils expressed higher confidence in their condition assessment data compared to function and capacity data.

This highlights the need for continued capacity building within the sector to develop, strengthen and implement credible, reliable and up to date asset management and long-term financial plans.



Background

The Australian Local Government Association (ALGA) is the national voice of local government, representing 537 councils.

Local government employs 208,800 people in almost 400 occupations, which is nearly 10% of the total public sector.¹

Collectively, local government is responsible for one-third of all Australia's public infrastructure assets.²

Around 75% of local councils are in regional, rural, and remote areas compared to 25% located in urban metropolitan areas.

Effective stewardship of community infrastructure assets ensures that they are available and functional for current and future generations, promoting a high quality of life and supporting economic stability and growth.

This publication is based on the findings of the 2024 NSoA Technical Report prepared by the Institute of Public Works Engineering Australasia (IPWEA) in partnership with ALGA.

The 2024 NSoA Report is the sixth in a series of comprehensive reports commissioned by ALGA with the aim to better understand the scope and magnitude of local governments role in managing its non-financial assets.

NSoA reporting is based on survey data provided by 458 councils (approximately 85% of all councils) across eight community infrastructure asset categories.

¹ ABS Public sector employment and earnings September 2023

² ABS 2024, GFS Cat. N° 5512.0, 2022-23



📍 8 Geils Court, Deakin, ACT, 2600

☎ (02) 6122 9400

✉ alga@alga.asn.au

🌐 www.alga.asn.au

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full Technical Report.

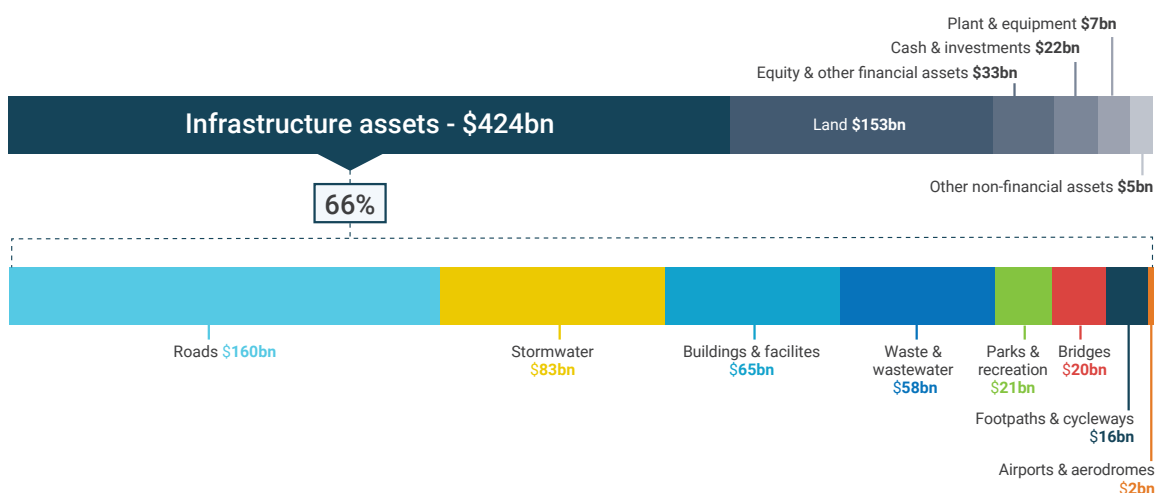


Local government is asset intensive

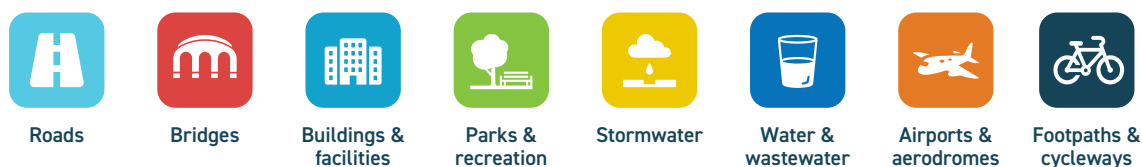
Of the three levels of government in Australia, local government is by far the most asset intensive. With around \$60bn of total revenue in 2022-23, this number is dwarfed by the \$643bn value in total assets under its control.

Infrastructure assets that provide services to our communities account for \$424bn (66%) or approximately two-thirds of the total asset portfolio.³

Figure 1: Comparison of financial and infrastructure assets controlled by local government.



Asset Categories include:



NSoA collects data on three core indicators: condition, function and capacity measured as a proportion of the total replacement cost in each asset category.

- 🕒 **Condition** - Quality - *How good is the service?*
- 🕒 **Function** - Suitability - *Is it the right service?*
- 🕒 **Capacity** - Utilisation - *Do we need more or less of these services?*

They are assessed as: ■ **Good** ■ **Fair** ■ **Poor**

³ ABS, 2024 GFS Cat. N° 5512.0, 2022-23

Headline findings

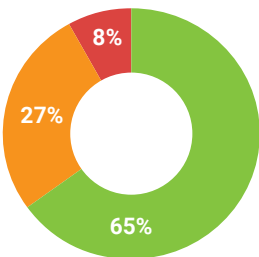
Condition

On average:

8% of local government infrastructure assets are in **poor condition** with significant defects requiring higher order cost and interventions.

27% of local government infrastructure assets are in **fair condition** with defects requiring regular and/or significant maintenance to reinstate the service.

65% of local government infrastructure assets are in **good condition** infrastructure has minor defects but will require increasing planned maintenance.



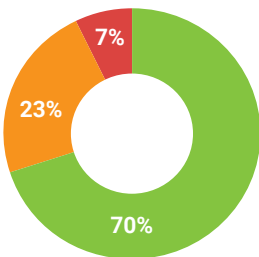
Function

On average:

7% of local government infrastructure assets have **poor function** and have limited ability to meet a program/service needs.

23% of local government infrastructure assets have **fair function** with most meeting program/service needs with some inefficiencies and ineffectiveness.

70% of local government infrastructure assets have **good function** satisfying program/service delivery needs in an acceptable manner.



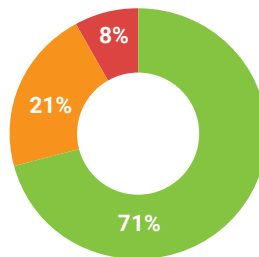
Capacity

On average:

8% of local government infrastructure assets have **poor capacity** with demand exceeding or well below design capacity displaying significant operational issues.

21% of local government infrastructure assets have **fair capacity** with demand approaching design capacity and operational problems occurring.

71% of local government infrastructure assets have **good capacity** with utilisation within design capacity and occasional operational problems experienced.



Good Fair Poor

Commentary

These results demonstrate that approximately 65% to 70% of local government assets are in relatively good condition, function reasonably well and are utilised within their original design capacity.

However, around 20% to 30% are in fair condition, function, capacity, and less than 10% are poor to very poor.

This is a small improvement on the 2021 results in part due to the increased funding for local government over this period.

Despite increased investment, the estimated replacement cost of all infrastructure assets in poor condition, function, and capacity is estimated to be in the order of \$50 to \$55 billion, close to the \$60 billion received in total annual revenue for the 2022-23 financial year.

The estimated replacement cost of assets in fair condition, function, capacity is estimated to be in the order of \$143bn - \$179bn.

While not all poor and fair infrastructure needs immediate replacement, it is important each item of infrastructure be regularly assessed to fully understand the risks and implications of not maintaining assets in fair and poor condition, function and capacity.



Roads

Local roads make up approximately 38% of total local government infrastructure assets representing 77% of the national road network by length.

These roads are vital for supporting Australians to travel to their jobs, schools, social gatherings and health services, and supporting businesses to transport their goods to market.

Sealed and unsealed roads have a replacement cost of \$250bn. Despite ongoing investment from councils, the 2024 NSoA Report shows \$23.1bn are in poor condition, \$18.7bn have poor function and \$17.0bn have poor capacity.

The local roads network is comprised of 39% sealed road (length 265,000 km), and 61% (length 413,000 km) unsealed roads.

These results indicate that 9% of sealed roads are in poor condition. This is one percentage higher than reported in 2021.

13% of unsealed roads are in poor condition. This is one percentage lower than reported in 2021.

The replacement cost of sealed roads in poor condition is \$19.2bn.

The replacement cost of unsealed roads in poor condition, many of which are in the regional, rural, and remote areas, is \$3.9bn.

The replacement cost of sealed roads in poor condition is much higher due to the higher costs of replacing them compared to unsealed roads.

Poor to very poor roads can have significant social, safety and productivity implications at a local level as well as at a national level. For example, a poor section of road resulting in delays on an important freight route can have a significant negative impact on local, regional, state and ultimately national productivity.

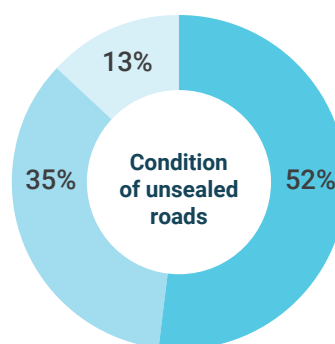
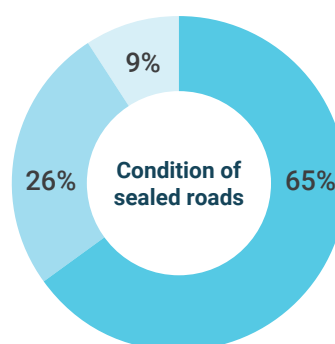
At a community and business level poor roads compromise access to goods and services, create bottlenecks for freight and increase risk to road safety generally.



38% of total local government infrastructure

\$250bn replacement cost

\$23.1bn are in **poor condition**
\$18.7bn have **poor function**
\$17.0bn have **poor capacity**



Good Fair Poor

Bridges

Bridges are an important part of the road transport network. They come in many forms from multi-lane concrete road bridges and major culverts to single-lane timber structures located in many rural areas.

These assets are high-cost investments and have a high consequence of failure if not maintained properly.

Load restrictions or bridge failure can have major safety, social and economic implications.

Local councils have responsibility for more than 22,000 bridge structures. Many timber bridges are old and do not meet the requirements of the modern transport fleet.

Bridges make up 5% of total local government infrastructure and have a replacement cost of \$31bn.

The 2024 NSoA Report shows the value of bridges totalling \$2.1bn are in poor condition, \$2.0bn have poor function and \$2.1bn have poor capacity.

Results show 6% of concrete bridges are in poor condition, a one percentage point increase from 2021.

The replacement cost of concrete bridges in poor condition is \$1.7bn.

18% of timber bridges are in poor condition, the same amount reported in 2021.

The replacement cost of timber bridges in poor condition is \$365M.

For more than 70 years, road authorities including local governments have invested in timber bridge maintenance and construction. These investments have been essential in keeping these bridges safe and open to traffic. Yet, despite this investment, many bridges remain beyond their original design life and are not fit for purpose.

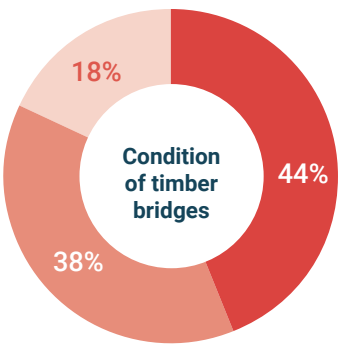
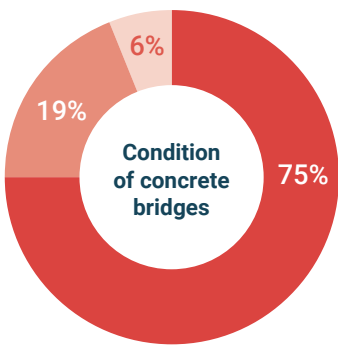
In part, this is because grant funding appears to be allocated to structures on 'high order' roads while many local government timber bridges are located on 'low order' roads having many 'first and last mile' implications if left in a poor state of repair.



5% of total local government infrastructure

\$31bn replacement cost

\$2.1bn are in poor condition
\$2.0bn have poor function
\$2.1bn have poor capacity



Good Fair Poor

Buildings & facilities

There are many buildings and facilities managed by local government.

Compared to most other local government assets, council buildings and facilities serve a multitude of functions. For a typical local government, these functions can include:

- ▶ **Administration**
Building permits | Information and records | Town planning
- ▶ **Community services**
Art galleries | Cultural centres | Libraries | Recreation | Young and aged care
- ▶ **Public meetings**
Council Chambers | Community halls
- ▶ **Public works**
Offices | Depots

Buildings and facilities make up 15% of total local government infrastructure and have a replacement cost of \$102bn.

The 2024 NSoA Report shows in total \$8.3bn are in poor condition, \$7.2bn have poor function and \$8.3bn have poor capacity.

Results show that 8% of buildings and facilities are in poor condition, a two-percentage point improvement from the 10% reported in 2021. This can be attributed to an increase in community infrastructure funding for councils since the last report was published.

Buildings are complex assets with many material components lasting anywhere between two and 80+ years. In addition, changing standards and expectations add to the complexity of managing these assets. The demand for greater energy efficient systems in council buildings is one example.

While some council buildings are under the direct management of local government, many are managed on a day-to-day basis by other entities such as sporting clubs, community groups or other such parties that may have built on council land under a lease arrangement. Ultimately, ownership resides with the council and remains on the balance sheet.

Understanding the remaining life of critical components helps determine the timing of future outlay requirements ensuring the asset provides the services the community expect. It is therefore critical that data and information systems are configured to support this objective.



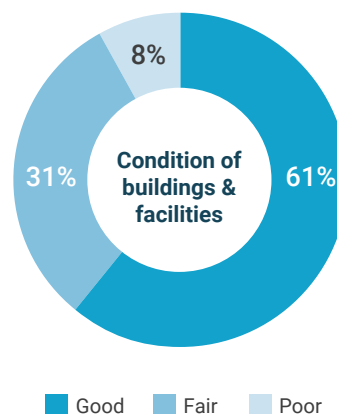
15% of total local government infrastructure

\$102bn replacement cost

\$8.3bn are in poor condition

\$7.2bn have poor function

\$8.3bn have poor capacity



Parks & recreation

Australians spend a lot of time visiting local parks and recreational facilities.

A typical park includes a variety of features and amenities designed to provide recreational, social, and environmental benefits to the community. While the specific offerings can vary based on the park’s size, location, and the community’s needs, common elements found in many local parks include:

- ▶ Green spaces and landscaping
- ▶ Playgrounds
- ▶ Sporting facilities
- ▶ Restrooms
- ▶ Picnic and BBQ areas
- ▶ Lighting and safety features
- ▶ Parking areas

Parks and recreation assets make up 5% of total local government infrastructure and have a replacement cost of \$32bn.

The 2024 NSoA Reports shows \$2.9bn are in poor condition, \$1.9bn have poor function and \$2.1bn have poor capacity.

Results show 9% of parks and recreation assets are in poor condition, a one percentage point increase from the 8% reported in 2021.

The task of monitoring the performance of parks and recreation assets is highly resource intensive.

Park assets have a higher operating cost ratio compared to any other asset category considered in this report. For example, regular mowing, inspection of equipment and vegetation requires a skilled workforce, and high usage can lead to significant wear and tear on facilities, necessitating frequent repairs and replacements.

With limited space in urban areas many councils are required to be more creative by building park projects that provide mutual benefits, such as public access spaces that also serve as flood control.

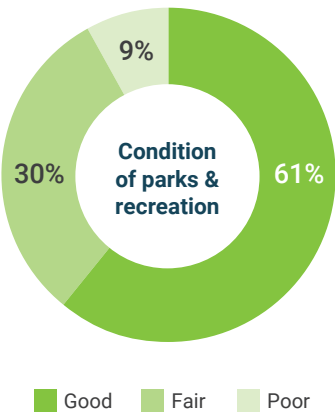
Councils must navigate these challenges to provide high-quality, accessible, and sustainable parks for their communities.



5% of total local government infrastructure

\$32bn replacement cost

\$2.9bn are in poor condition
\$1.9bn have poor function
\$2.1bn have poor capacity



Stormwater

Stormwater systems range from large open channel storm drains and flood detention basins to water sensitive urban designs and natural riverine systems.

While stormwater management is the responsibility of both state and local governments, local government manages stormwater infrastructure assets valued at approximately \$83bn.

Stormwater assets make up 20% of total local government infrastructure and have a replacement cost of \$130bn.

The 2024 NSoA Report shows \$7.9bn are in poor condition, \$13.4bn have poor function and \$15.2bn have poor capacity.

Results show 6% of stormwater assets are in poor condition, the same amount reported in 2021.

As our cities, towns and suburbs expand the increased run off due to the greater number of impervious surfaces, (ie more concrete, paved roads and roofing) increases. Coupled with increasing intense rainfall events, there is potential to overwhelm the existing stormwater infrastructure networks, which were designed for lower levels of rainfall intensity and runoff.

Most stormwater assets in Australian urban areas are made of concrete and generally have a design life between 100 and 150 years. In many towns and cities most of their drainage infrastructure is decades old and designed to meet standards which are no longer appropriate.

Many of the country's legacy urban stormwater systems are struggling with the high cost of retrofits needed to address urban flooding and climate change. Upgrading large networks of aging systems underneath densely populated areas carries significant costs and engineering challenges.

Rural areas serviced by open channel drains are not typically designed to achieve urban drainage outcomes.

Consequently, rural drains will need to be upgraded or replaced with ones that are more appropriate when urban areas expand into these locations.

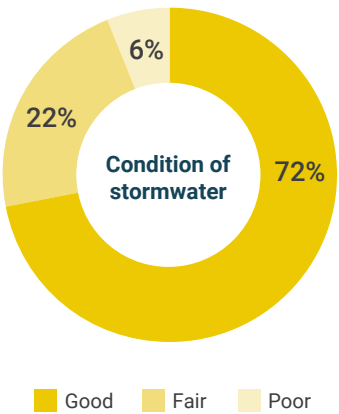
With few dedicated funding sources, multi governance and ownership structures, expansive networks of aging assets, increasingly stringent water quality regulations, and concerning climate change projections, the expected performance of stormwater systems is likely to decline without sufficient and effective intervention.



20% of total local government infrastructure

\$130bn replacement cost

\$7.9bn are in poor condition
\$13.4bn have poor function
\$15.2bn have poor capacity



Water & wastewater

Water and wastewater infrastructure directly affects our public health. When it's working properly, it provides us with safe drinking water and limits the pollution of our local rivers and streams.

Local government, primarily in regional and rural parts of New South Wales and Queensland are responsible for the pipes, pumps and treatment facilities that bring clean water to our homes, and collect, and treat wastewater, all of which is essential to the day-to-day functioning of our communities.

Around 50 South Australian councils currently operate more than 175 Community Wastewater Management Systems (CWMS) throughout that state.

Water and wastewater assets make up 14% of total local government infrastructure and have a replacement cost of \$91bn.

The 2024 NSoA Report shows \$9.5bn are in poor condition, \$4.4bn have poor function and \$5.5bn have poor capacity.

Results show that 10% are in poor condition, a six percentage point improvement from that reported in 2021.

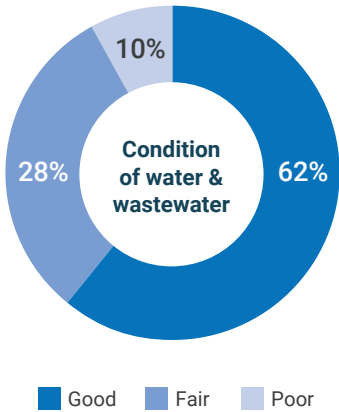
For regional towns, water utilities often rely on a single supply source, with no physical link to an alternative bulk water supply. The lack of supply diversification creates further water security risks for these communities.



14% of total local government infrastructure

\$91bn replacement cost

\$9.5bn are in **poor** condition
\$4.4bn have **poor** function
\$5.5bn have **poor** capacity



Airports & aerodromes

In Australia, there are around 340 airports certified or registered by the Civil Aviation Safety Authority as having significant regular passenger transport services and about 2,000 much smaller aerodromes, airfields, and landing strips across the country.

Except for several defence and private airfields, most of the remaining airports are owned and operated by approximately 200 local government entities in the regional, rural, and remote areas of the country, each having a fundamental role in serving both their local communities and the Australian economy more broadly.

In the 1950s, ownership of many Australian Government owned airports was transferred to local governments and between 1989 and 1993 they were given full management and financial responsibility for them.

Under the transfer deeds, councils are obliged to continue owning and operating these aerodrome facilities unless they receive federal government permission to close or privatise.

These local government-controlled airports and aerodromes provide essential services for the local community including passenger transport, tourism, postal services, air ambulances, emergency services, crop dusting, surveying, and flight training. In some cases, the airport is the only means of passenger access to and from the local community.

The composition of these airports typically include land, runways, taxiways, aprons, control tower, general aviation storage and maintenance facilities, terminal and administration buildings, parking, roads, drainage, water and wastewater systems, power supply and associated operating assets that provide essential services to a range of customers.

Airport and aerodrome assets make up less than 1% of the total infrastructure and have a replacement cost of \$3.6bn.

It is estimated \$437M are in poor condition, \$504M have poor function and \$513M have poor capacity.

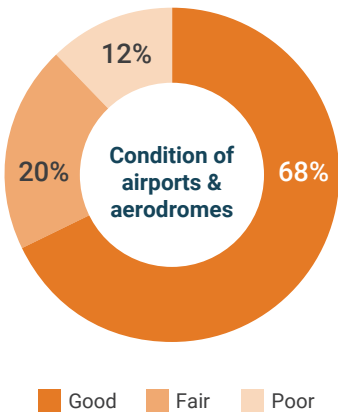
Many regional airports in Australia operate at a loss each year and are heavily dependent upon cross-subsidisation from other local government functions that face multiple and competing demands on their limited financial resources.



1% of total local government infrastructure

\$3.6bn replacement cost

\$437M are in **poor condition**
\$504M have **poor function**
\$513M have **poor capacity**



Footpaths & cycleways

Footpaths and cycleways are integral components of the country's transportation infrastructure, promoting active travel, reducing traffic congestion, and encouraging healthier lifestyles.

Each footpath and cycleway is designed to cater to specific user needs and environmental contexts, promoting safety, accessibility, and enjoyment for all users.

Footpaths common in cities and towns, provide safe walkways for pedestrians along streets and through neighbourhoods.

Footpaths in some circumstances can be shared by pedestrians and cyclists and are typically wider to accommodate both types of users.

Cycleways can be separated off-road facilities that physically separate cyclists from motor vehicle traffic. On-road cycleways are typically marked on the road on the outer edge of the carriageway.

Footpaths and cycleways make up 4% of total local government infrastructure and have a replacement cost of \$25bn.

The 2024 NSoA Report shows \$1.4bn are in poor condition, \$1.5bn have poor function and \$1.6bn have poor capacity.

Results show 6% are in poor condition.

With the advent of e-scooters, and other off-road mobility devices, councils are having to contend with increasing conflict between users.

Careful planning and community engagement that considers innovative solutions can work towards overcoming these obstacles and promote active transportation in a safe and accessible way.



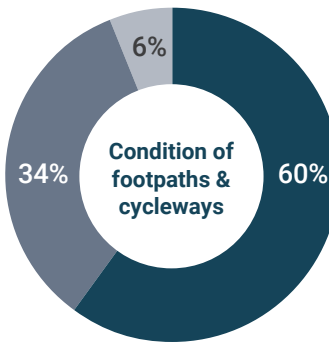
4% of total local government infrastructure

\$25bn replacement cost

\$1.4bn are in poor condition

\$1.5bn have poor function

\$1.6bn have poor capacity



Good Fair Poor





📍 8 Geils Court, Deakin, ACT, 2600
☎ (02) 6122 9400
✉ alga@alga.asn.au
🌐 www.alga.asn.au

7.3 2024 Asset Management Plan Tranche 3(b)

Report Reference	FRAC241008R7.3
Originating Officer	Unit Manager Asset Solutions – Brendon Lyons
Corporate Manager	Manager Engineering, Assets and Environment - Mathew Allen
General Manager	General Manager City Services - Angela Allison

REPORT HISTORY

List any relevant report references - optional field, remove table and heading if not required

Report Reference	Report Title
FRAC240220R7.1	2024 Asset Management Plans – Tranche 1
FRAC240604R7.1	2024 Asset Management Plans – Tranche 2
FRAC240813R7.4	2024 Asset Management Plans – Tranche 3(a)

REPORT OBJECTIVE

The purpose of this report is to enable the Finance, Risk and Audit Committee (FRAC) to review and provide feedback on the following Asset Management Plans (AMPs):

- Draft Water Treatment and Resources AMP
- Draft Transport AMP

EXECUTIVE SUMMARY

The Draft Water Treatment and Resources AMP and Draft Transport AMP are the last of Council's AMPs and form Tranche 3(b) of Council's AMP updates for 2024.

The purpose of Asset Management Plans is to improve Council's long-term strategic management of assets under Council's control to meet the required levels of service. The AMPs are aligned with Council's strategic documentation and inform the Long-Term Financial Plan (LTFP).

AMPs form part of Council's *strategic management plans* as referred to in Section 122 of the Local Government Act. These plans are required to be reviewed annually, with a *comprehensive review* required within two years of each general election of Council. The AMPs in this report represent the output of the comprehensive review.

These AMPs are expected to be presented in draft to Council on 22 October 2024 for endorsement to proceed to public consultation before final endorsement by Council on 26 November 2024. Two-page community facing AMP snapshots will be designed to aid community engagement.

RECOMMENDATION

That the Finance, Risk and Audit Committee:

1. Notes and provides feedback on the:

- **Draft Water Treatment and Resources Asset Management Plan, and the**
- **Draft Transport Asset Management Plan.**

DISCUSSION

The AMPs are produced as a collaboration between the City of Marion's (CoM) Asset Owners and their subject matter experts with the Asset Solutions Team providing a business partnering function. Asset Owners are responsible for the assets for which they plan, create, operate, monitor, maintain, renew, and dispose (through the asset management lifecycle).

AMPs define the current state of the assets and consider any future requirements whilst balancing performance, cost, and risk. They outline an optimum lifecycle management approach and provide the forecast expenditure needed to deliver the services.

Councils are legislatively required to have AMPs endorsed within 2 years of a Council election (i.e. November 2024) which includes the requirement for 21 days community consultation.

The draft AMPs have been provided to FRAC in three tranches:

- Tranche 1 – February 2024 (Artworks; Culture & Heritage; Stormwater; Fleet, Plant & Equipment)
- Tranche 2 - June 2024 (Open Space; Coastal Walkway)
- Tranche 3(a) – August 2024 (Buildings & Structures)
- Tranche 2(b) – (Water Treatment & Resources; Transport)
- The Trees AMP was produced prior to Tranche 1 and was fully endorsed by General Council in March 2024.

The Artworks, Culture & Heritage; Stormwater; Fleet, Plant & Equipment AMPs were endorsed by General Council in July 2024.

The Open Space and Coastal Walkway AMPs were endorsed for Community Consultation by General Council in July 2024 and are scheduled for full endorsement in October 2024.

All AMPs are similarly structured with the contents including:

Executive Summary

1. Introduction - background information, planning documents and stakeholders.
2. Levels of Service - customer and technical as well as applicable legislation.
3. Future Demand - impacts which will influence the service including climate change.
4. Lifecycle Management Plan - background information on assets, OpEx (Operational Expenditure) and CapEx (Capital Expenditure) considerations.
5. Risk Management - the process of risk management; only high or above level risks noted.
6. Financial Summary - outlays, valuations, assumptions.
7. Improvement Plan - improvement initiatives discovered as part of AMP preparation.

The main reports are supplemented by AMP snapshots. At the time of publication, they are not yet complete but will be by the time the AMPs are presented to Council.

The funding requirement for the Water Resources AMP is within the current provisioned ABP and LTFP.

For the Transport AMP, the 2024-25 approved Budget is consistent with this AMP, however the current approved LTFP (2025-26 and onwards) is insufficient.

The footpath renewal budget, Year 1 (2024-25) of the 10-Year expenditure forecast within the Transport AMPs aligns with the Annual Business Plan and Budget. Based on the analysis of known asset condition there is insufficient provision in the LTFP from 2025-26 onwards.

On 9 April 2024 a report was presented to the Infrastructure and Environment Committee relating to the footpath program (IEC240409R7.2). Committee members supported the reduction of the Footpath renewal program from \$730k p.a. to \$375k from 25/26 onwards. The decision to reduce the budget was prior to the footpath condition audit data which was received by staff in June 2024. The audit has identified over 50 footpath segments requiring renewal over the next 4 years. The 4-year footpath renewal program will require \$730k in 25/26 and \$625k p.a. for 3 years to 2029-30. this higher amount has been provisioned up until the end of the proposed AMP given the age of the asset are likely to require a similar investment. This represents an increase of \$355k in 2025/26, and \$250k annually from 2026/27 onwards in the Long-Term Financial Plan to support the footpath renewal program.

In addition, a recent bridge audit found 2 bridges requiring balustrade upgrades to meet current standards. These upgrades have been targeted for 2025/26 & 2026/27 at \$100k per year which needs to be included in the LTFP.

The above additional requirements are offset by reductions in the road asset sub-class (crack sealing and rejuvenation treatments).

The Transport AMP Capital Expenditure is projected to be **\$1.769m** (1.6% of the total cost of the AMP) above the 2024/25 to 2033/34 period in the current Long-Term Financial Plan.

The Transport AMP Operational expenditure is project to be **\$1.819m** (1.7% of the total cost of the AMP) higher than the current Long-Term Financial Plan over the 10-year period made up of the below:

- \$800k for monitoring / defect inspections
- \$540k for proactive and reactive maintenance
- other various items like audits and condition assessments allocated over the life of the plan.

Where the proposed AMP requires additional funding or change of timing compared to the adopted LTFP, that additional/change of timing of funding will be disclosed and approval sought as part of the Council paper seeking approval to go to public consultation. Any consultation feedback that would warrant additional funding to implement will then be considered by Council as part of the final approval of the AMP.

ATTACHMENTS

1. Draft Transport Asset Management Plan Version 0 3 1 (1) [7.3.1 - 57 pages]
2. Draft Water Treatment and Resources Asset Management Plan 0.3 [7.3.2 - 49 pages]



DRAFT ASSET MANAGEMENT PLAN 2024 - 2034

CITY OF MARION

Transport

DOCUMENT CONTROL		Asset Management Plan 2024 – Transport			
PLAN OWNER:		Manager Engineering, Assets & Environment			
DOCUMENT ID :		AMP_TR_2024			
Rev No	Date	Revision Details	Author	Reviewer	Approver
0.1	May 2024	Draft Asset Management Plan (For Civil/Finance Review)	CL	BL/MV/H H	MA
0.2	August 2024	Draft Asset Management Plan (For Asset Steering Committee Review)	CL	ASC	MA
0.3	September 2024	Draft Asset Management Plan (For FRAC Review)	CL	FRAC	MA

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Acknowledgement of Traditional Owners

The City of Marion respectfully acknowledges the Traditional Owners of the land, Kurna people and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.

Executive summary

Purpose of the plan

The purpose of the Transport Asset Management Plan is to improve council's long-term strategic management of the transport assets to ensure the current and future Levels of Service are sustained. The plan defines the state of the transport assets and considers future requirements and risks together to inform the optimum lifecycle management and costs for the next 10 years. The Transport Asset Management Plan is aligned with the Council's Strategic Plan and Long-Term Financial Plan. Data used in this Asset Management Plan is current as of July 2024 with the Plan monitored annually with changes in costs informing the annual cycle of the Long Term Financial Plan (LTFP). This plan is formally reviewed and republished every four years.

State of councils' transport assets

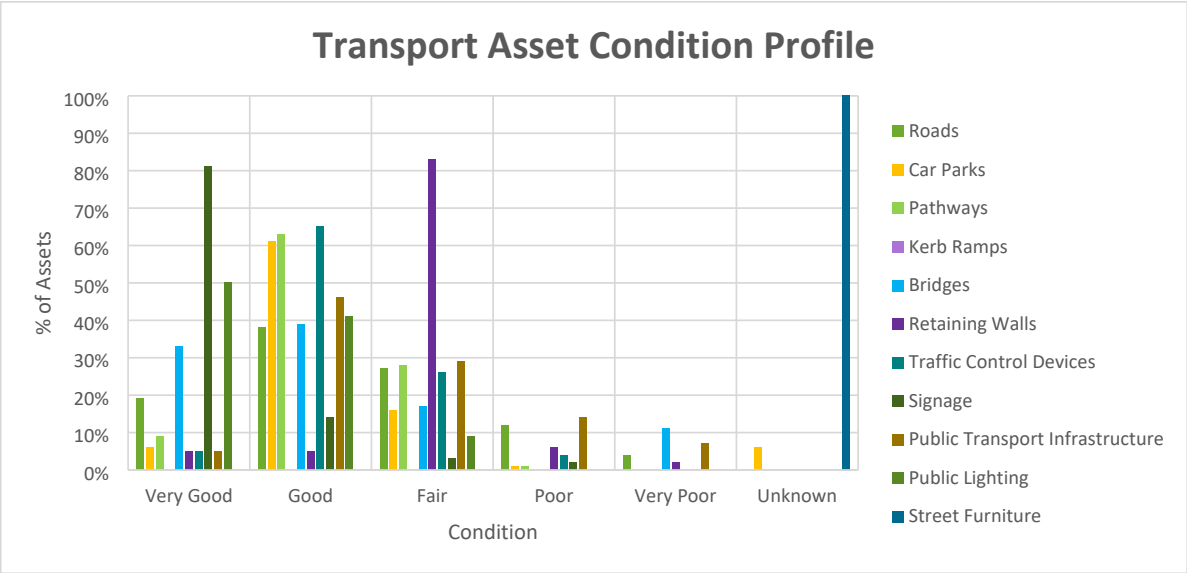
The City of Marion has a vast network of transport assets which can be seen in **Error! Reference source not found.** which shows the quantity and financial replacement value for the different types of asset classes.

Table 1: Asset parameters including quantities and replacement value

Asset class	Asset sub-class	Quantity	Replacement value
Roads	Sealed	493 km	\$ 322,944,316
Car Parks	On-Street	77,514 m ²	\$5,577,952
	Off-Street	144,428 m ²	\$5,467,017
	Sensors	500	\$36,918
Pathways	Shared Use Paths	32 km	\$7,106,475
	Footpaths	811 km	\$161,111,145
	Steps	TBC	TBC
Bridges & Structures	Road Bridge	3	\$5,553,632
	Shared Use Path Bridge	9	\$1,567,053
	Pedestrian Bridge	10	\$1,342,989
	Boardwalk/Deck	12	\$794,746
Traffic Control Devices	Roundabouts	80	\$3,171,864
	Traffic Barriers	3,881 m	\$1,594,674
	Traffic Lights	1	\$444,814
	Driveway Links	14	\$546,980
	Speed Humps	84	\$424,583
	Threshold Treatments	3	\$60,192
	Slow Points	23	\$257,279
	Pedestrian Crossing	32	\$1,463,978
	Concrete Island	40,236 m ²	\$8,943,276
Kerb Ramps	Invert	3871	\$15,606,865
	Ramp	3589	
Signage	Guide	6,137	\$32,761
	Regulatory	5,738	
	Warning	1,788	
	Hazard	TBC	
Public Transport Infrastructure	Bus Shelter	272	\$3,320,500
	Bus Stop/Pads	492	\$4,209,700
Public Lighting	Street Lighting	9468	N/A
	Shared Path Lighting	457	\$2,709,000
	Car Park Lighting	63	\$1,235,800
Retaining Walls	Retaining Wall	6,222 m	\$9,009,612
Street Furniture	Fencing	399 m	\$47,040
	Gates	8 m	TBC
	Benches	28	TBC
	Bins	22	TBC
	Bike Racks	41	TBC
TOTAL			\$399,223,398

Figure 2 shows the condition profile of the transport assets. Transport asset condition assessment has been collected on a 4 year frequency with street furniture still requiring a condition audit and a number of on-street car parks without condition scores (this has been identified within the improvement plan).

Figure 1 Transport assets Condition Profile



Service levels

The customer levels of service are considered in terms of the quality of the asset (condition); whether it is providing the intended service (function); and whether it is over/under utilised (capacity). **Error! Reference source not found.** shows the customer service requirements and how we plan to deliver on that requirement.

Table 2: Customer requirements and service activities

Level of Service Measure	Customer Service Requirement	Activities funded to sustain the service requirement
Condition	The City of Marion's transport network operates safely and at a high quality.	Assets are managed and maintained to best practice industry standards and legislation requirements. All transport assets will be regularly condition assessed, including defect identification, to drive maintenance and renewal programs. All service requests responded to within suitable timeframes.
Function	The City of Marion's transport network is planned, designed, constructed and maintained to best industry practice.	Undertake network and asset analysis to determine where or if a service is required or disposal of ineffective infrastructure.
Capacity	The City of Marion's transport network operates effectively and efficiently.	Assess the asset utilisation and determine if asset requires upgrade.
Resilience	The City of Marion's transport network is planned, designed and constructed considering current and future demands.	Environmental performance is assessed when selecting asset materials and products, using recycled materials and permeable materials where possible.

Error! Reference source not found. shows the performance of the asset category in relation to its condition, function and capacity. Transport assets are currently meeting most of the targets. Based on this asset management plan, performance will be improved over the duration of this plan. It is noted that there are a number of asset classes that require more data and assessment to determine their status against the Function and Capacity measures.

Table 3: Performance of asset against condition, function, and capacity

Measure	Current Performance											Expected Trend Based on the Budget
	Roads	Car Parks	Pathways	Kerb Ramps	Bridges	Retaining Walls	Traffic Control Devices	Signage	Public Transport Infrastructure	Public Lighting	Street Furniture	
Condition	On track	On track	On track	On track	On track	On track	On track	On track	On track	On track	On track	90% of assessed assets in very good to fair condition.
Function	On track	TBD	On track	On track	On track	On track	On track	On track	On track	TBD	TBD	90% of assessed assets in very good to fair function.
Capacity	On track	TBD	On track	Off Track	On track	TBD	TBD	TBD	On track	TBD	TBD	90% of assessed assets in very good to fair capacity.

On track

Monitor

Off Track

Future demand

Some of the key factors expected to influence future demand and the impact this will have on the transport network and assets are shown in Table 4 and have been accounted for in this Asset Management Plan.

Table 4: Demand factors and impact management

Demand Impact	Demand Impact Management
Urban infill resulting in more housing and increase the transport network demand.	Ensure new developments conform to City of Marion's Developer Guidelines, Technical Specifications and Standards.
Planning and design code changes resulting in reduced open space, reduced verge widths and an increase to impermeable 'hard' surfaces.	Work with developers in major sub-divisions to achieve outcomes that can improve the transport network and supporting assets.
Community and Council Member requests.	Development of Transport Plan, Parking Management, Public Lighting, Streetscape, Walking & Cycling Guidelines and plans. Service Level Agreement based on risk for operational and maintenance activities.

Lifecycle management

What it will cost

The forecast lifecycle costs necessary to provide the services covered by this Asset Management Plan include the activities of planning, creation, monitoring, operation, maintenance, renewal, and disposal of assets.

The forecast expenditure of this plan is used to inform the Long-Term Financial Plan – see **Error! Reference source not found.** and **Error! Reference source not found.** for details. It should be noted that this plan also includes the internal wages to manage planning, design and construction activities and provide specialist development advice to for internal departments and/or external developers/residents.

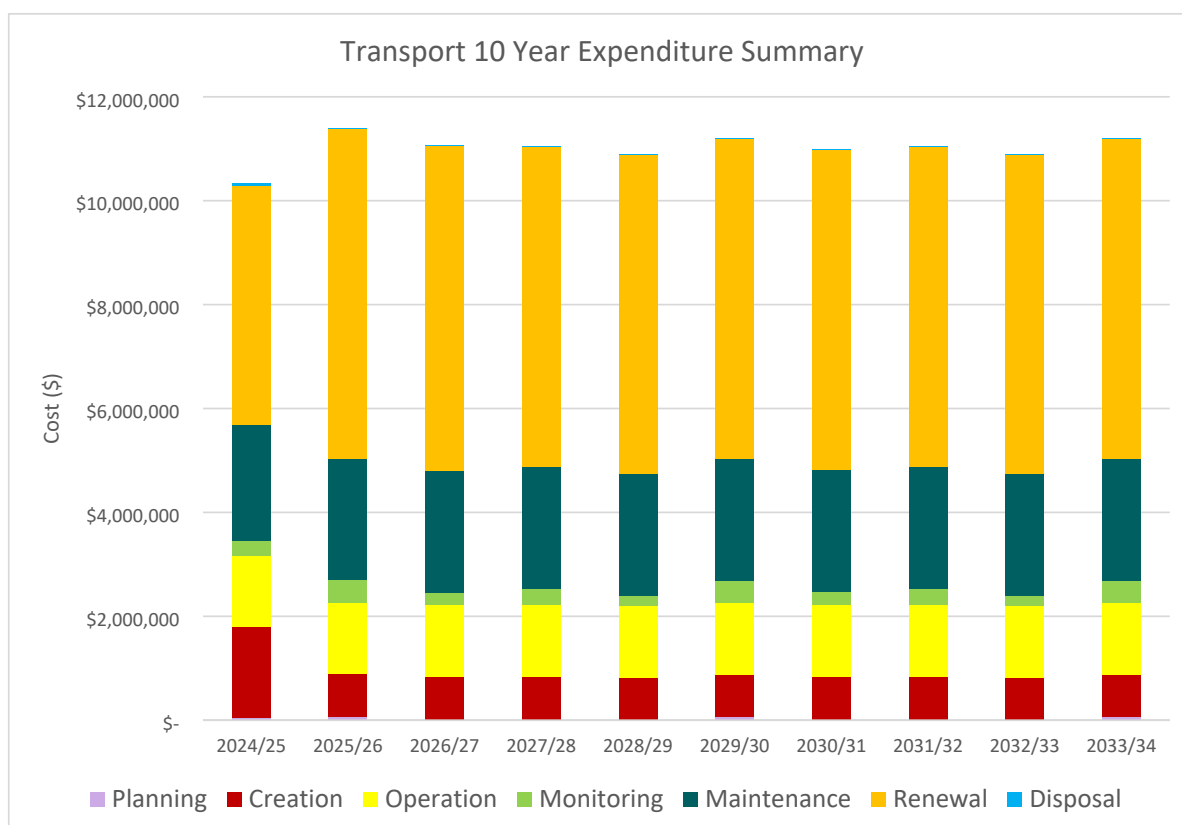


Figure 2: Expenditure profile by asset life category for 10 years

Table 5: Transport assets forecast 10-year expenditure for each asset lifecycle phase from 2024/25 to 2034/35

Year	Planning	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast Total
2024/25	\$50,000	\$1,753,000	\$1,372,500	\$277,500	\$2,236,562	\$4,606,694	\$40,000	\$10,336,256
2025/26	\$70,000	\$825,000	\$1,372,500	\$430,500	\$2,342,562	\$6,353,000	\$10,000	\$11,403,562
2026/27	\$15,000	\$825,000	\$1,372,500	\$245,000	\$2,342,562	\$6,250,000	\$10,000	\$11,060,062
2027/28	\$15,000	\$825,000	\$1,372,500	\$325,500	\$2,342,562	\$6,153,000	\$10,000	\$11,043,562
2028/29	\$-	\$825,000	\$1,372,500	\$195,500	\$2,342,562	\$6,154,000	\$10,000	\$10,899,562
2029/30	\$60,000	\$825,000	\$1,372,500	\$430,500	\$2,342,562	\$6,154,000	\$10,000	\$11,194,562
2030/31	\$15,000	\$825,000	\$1,372,500	\$266,000	\$2,342,562	\$6,154,000	\$10,000	\$10,985,062
2031/32	\$15,000	\$825,000	\$1,372,500	\$325,500	\$2,342,562	\$6,154,000	\$10,000	\$11,044,562
2032/33	\$-	\$825,000	\$1,372,500	\$195,500	\$2,342,562	\$6,154,000	\$10,000	\$10,899,562
2033/34	\$60,000	\$825,000	\$1,372,500	\$430,500	\$2,342,562	\$6,154,000	\$10,000	\$11,194,562
Total	\$300,000	\$9,178,000	\$13,725,000	\$3,122,000	\$23,319,620	\$60,286,694	\$130,000	\$110,061,314

Operational expenditure (OpEx) are activities that are of an operational/maintenance nature, such as sweeping, cleaning, inspections, planning and providing specialist advice. Capital expenditure (CapEx) are activities that affect the asset, such as renewing, creating and disposing of the piece of infrastructure. The financial funding for the life of this plan is summarised in **Error! Reference source not found.**

Table 6: Summarised Funding allocation

Funding Allocation	10 Year	Average Annual Cost
Operational Cost (OpEx)	\$40,466,620	\$4,046,662
Capital Cost (CapEx)	\$69,594,694	\$6,959,469
TOTAL COST OF THE PLAN	\$110,061,314	\$11,006,131

Forecast funding required \$110,061,314

Average annual forecast funding required \$11,006,131

Managing the risk

Risks are managed in accordance with Council's Risk Management Policy and Framework. There are no high-level risks that have been identified for transport assets.

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. For transport, critical assets include:

- Road, Shared Use Path, Pedestrian Bridges
- Retaining Walls greater than 2m
- Cove Road, Hallett Cove Embankment (Between Westcliff Court & Pindee Street)
- Traffic Signals

The forecasted budget in this asset management plan allows us to achieve all our service delivery objectives and to monitor and manage the risks accordingly.

Improvement

The Improvement Plan sets forward future activities that are required to ensure the asset management of transport assets are maturing. These initiatives have been included in the forecast budget and include:

- Collecting Condition, Function & Capacity Data for Transport assets and 4 year renewal programs
- Developing a business process manual for Transport assets
- Updating Standard Drawings and Technical Specifications

1. Introduction

1.1 Background

The Transport Asset Management Plan provides information on the state of the transport assets and their capability to meet the levels of service and demand requirements in a safe, cost effective and sustainable manner for the following 10 years. In delivering the service, risks are identified and managed so that a balance is achieved between the desired performance of the asset, against the cost of providing the service.

This Asset Management Plan complies with the requirements of Section 122 of the Local Government Act 1999; and is an input for the City of Marion’s Long-Term Financial Plan. Information contained in this plan is current as of September 2024.

The assets under management of the Transport Asset Management Plan are shown in **Error! Reference source not found..**

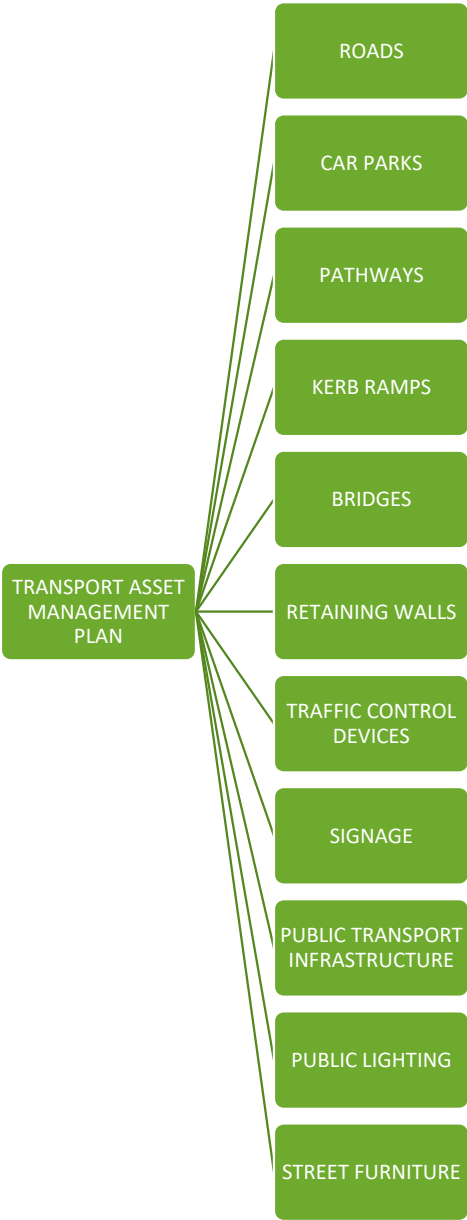


Figure 3: Transport Asset Hierarchy

Transport assets are constructed to support the safe movement and access for the community. The transport assets included in this plan have a total replacement value of \$399,223,398.



1.2 Planning documents

Documents from the City of Marion's Strategic Management Framework together with other asset specific strategic documents were used in the development of this Asset Management Plan and are shown below.



City of Marion policies	State Government documents
<ul style="list-style-type: none"> Environment Policy Climate Change Policy Open Space Policy Tree Management Policy Streetscape Policy Equality, Access & Social Inclusion Policy 	<ul style="list-style-type: none"> Road Safety Strategy Walking & Cycling Strategy The 30-Year Plan for Greater Adelaide (Plan SA) DIT Operational Instruction 20.1
City of Marion plans, guidelines, frameworks	Other documents
<ul style="list-style-type: none"> Transport Plan 2021 - 2026 Streetscape Guidelines Parking Management Guidelines Walking and Cycling Guidelines Public Lighting Guidelines Verge Development Guidelines Road Hierarchy Plan Carbon Neutral Plan Smart CoM Strategic Plan Energy efficiency and Renewal Energy Plan Disability Access and Inclusion Plan Open Space Framework/Plan WSUD Inspection & Maintenance Guidelines 	<ul style="list-style-type: none"> Local Government Association Mutual Liability Scheme IPWEA NAMS+ & AMP template IPWEA Practise Notes International Infrastructure Management Manual 2015 (ISO 55000) DIT Line Marking Manual Australian Standards Austroroads Design Guidelines

1.3 Key stakeholders

Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in **Error! Reference source not found..**

Table 7: Key Stakeholders

Key stakeholder	Role in asset management planning
City of Marion Council Members	<ul style="list-style-type: none"> Represent community needs and endorse levels of service and Asset Management Plans.
City of Marion Executive Leadership Team (ELT)	<ul style="list-style-type: none"> Allocate resources to ensure the service is sustainable. Ensure risks are managed while meeting objectives of the plan.
City of Marion Engineering, Assets, Environment Division	<p>Asset Owner</p> <ul style="list-style-type: none"> Provide subject matter expertise advice and guidance regarding best practice. Ensures the delivery of services to the agreed level. Ensures the improvement plan is followed and actioned. Manages and reviews risks and future demands. Manages the asset data and asset management system.
City of Marion Operations Division	<ul style="list-style-type: none"> Provides maintenance activities and resources required to complete the works to achieve the desired performance.
City of Marion Finance Division	<ul style="list-style-type: none"> Provides advice on budget and cost allocations. Allocate budgets according to forecasts and ensure alignment with the Long-Term Financial Plan (LTFP).
City of Marion Risk and Strategy Division	<ul style="list-style-type: none"> Provides strategic advice and guidance. Risk management and future demand advice.
Community	<ul style="list-style-type: none"> Provide feedback on level of service and offer a source of funding through rates.
State Government	<ul style="list-style-type: none"> Provide strategic direction through State endorsed plans and strategies. Can be a source of funding to projects and plans within endorsed Plans.

2. Levels of service

Levels of service ensure we meet customer expectations by describing what we deliver. The primary reason assets exist is to deliver services to the community.

Levels of service underpin asset management decisions. Defining and measuring levels of service is a key activity in developing Asset Management Plans. When levels of service are considered collectively, they provide clarity and assist with meeting council's strategic objectives.

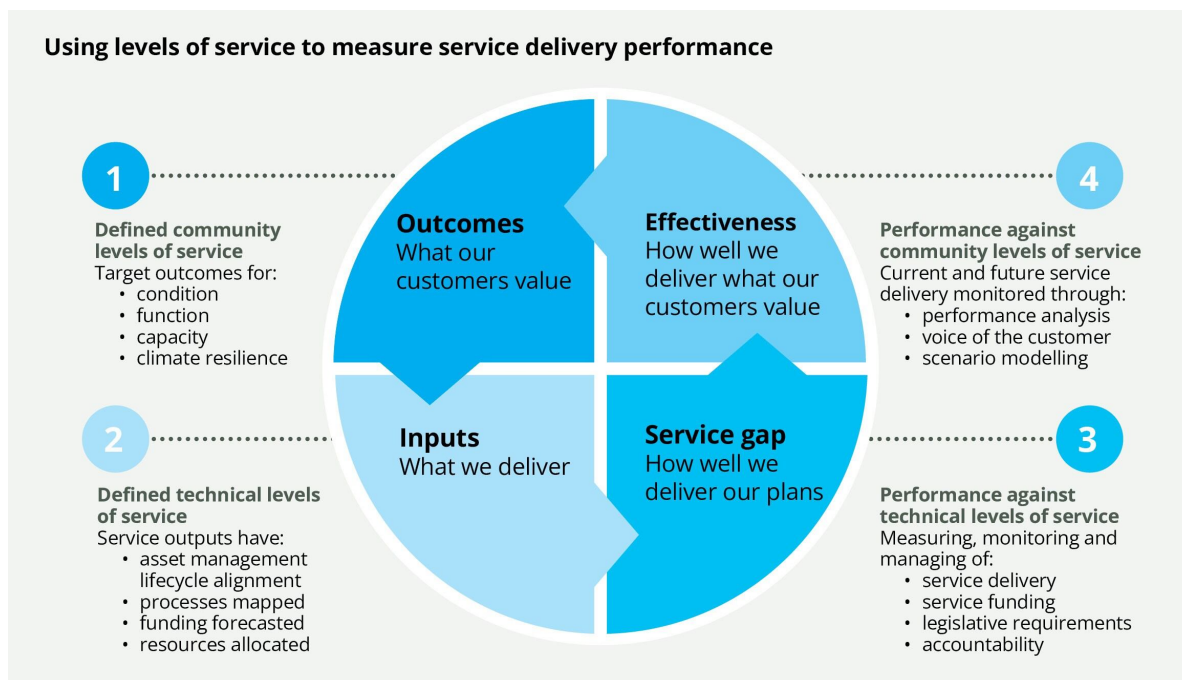


Figure 4: The relationship between Service outcomes, inputs, gaps, and effectiveness

When defining levels of service, council takes into consideration:

- the external context, including legislative requirements which may impose minimum standards.
- the internal context including strategic objectives, the availability of resources and financial constraints.
- customer expectations of the quality of service, balanced against the price they are willing and able to pay for that service.

These drivers influence council's decisions about the range, quality and quantity of services provided.

2.1 Strategic and corporate goals

This Asset Management Plan is prepared under the direction of the community vision, goals and objectives.

Our Purpose

To improve our resident's quality of life; continuously, smartly, and efficiently.

Our Community Vision

A community that is (L) Liveable, (VN) Valuing Nature, (E) Engaged, (P) Prosperous, (I) Innovative, and (C) Connected.

Transport Assets Aim:

To create a safe and efficient transport network by improving conditions for all road users. Striving to achieve the right balance for accommodating priority users, while also addressing the need for accessibility and movability.

Table 8 Relation between council strategic objectives and the objectives of the AMP

	Council Strategic Objective	How the objectives are addressed in the plan
L3	We will create a series of streetscaped avenues to improve the amenity of our neighbourhoods	<ul style="list-style-type: none"> The renewal, upgrade or construction of new pathway's, kerb ramps, pedestrian crossings, intersections and roads to enhance the street to manage traffic, improve safety and provide environmental benefits.
VN2	We will build community resilience to the impacts of climate change.	<ul style="list-style-type: none"> Design of transport infrastructure to consider the change in climate in terms of rainfall events, sea level rise and the impacts of flooding by developing maps and at-risk areas.
C2	We will encourage, where economically feasible, the provision of the daily needs of residents within a short walk or bike ride	<ul style="list-style-type: none"> Provide and maintain walking and cycling infrastructure and promote active travel options.
I1	We will use the best technology possible to improve efficiency of our operations and delivery of our services.	<ul style="list-style-type: none"> Data is collected within the transport network (vehicles, pedestrians and patronage of public transport services) to understand how the transport assets are functioning.
I2	We will use data to provide evidence for resource allocation relating to our services.	<ul style="list-style-type: none"> Data is collected on condition and defects of transport assets in the most efficient and effective way that will be used for best practice decision making on how to allocate resources.

2.2 Legislation

The Legislation and industry Standards used in the preparation of this Asset Management Plan are found in **Error! Reference source not found..**

Table 9: Key Legislation

Legislation	Relevance to transport assets
Australian Accounting Standards	Sets out the financial reporting standards relating to the (re)valuation and depreciation of infrastructure assets.
Coastal Protection Act 1972	Establishes Council's responsibility for the day-to-day maintenance of beach and coastal facilities.
Environment Protection Act 1993 (Marine and Water Quality)	Provides guidelines for protection of the environment, related areas and legal obligations relating to stormwater pollution protection.
Highways Act 1926	Sets out the legislative framework for road authorities in SA.
Local Government Act (1999)	Provision of Long-Term Financial Plans and Asset Management Plans for sustainable service delivery.
Natural Resources Management Act 2004	Establishes the Stormwater Management Authority which facilitates and coordinates stormwater management planning in councils.
Planning and Design Code	Informs on suburban infill development and subsequent transport and stormwater impact.
Planning, Development, and Infrastructure Act (2016)	Provides a framework for development approval requirements.
Relevant Australian Standards	Defines the requirements to manage transport assets and designs.
Work Health and Safety Act 2012 (SA)	Informs of obligations on parties to provide and maintain safe workplaces.

2.3 What our customers value

Community feedback

A key objective of asset management planning is matching the levels of service council delivers with the levels of service expectations of our community. Council uses a range of activities to engage with the community and stakeholders such as social media, website content, community workshops and meetings, education services and via Council Members. This ensures that levels of service, funding and management practices proposed for our assets are appropriate.

A community satisfaction survey was conducted by the City of Marion in 2022. A range of channels was used to reach out to all groups in the City of Marion community, including letterbox drop, social media, email, and face-to-face approaches to ensure a wide demographic spread of survey responses. Questions relating to age, gender, and relationship to the City of Marion and suburb were also included to confirm the views were representative of a more balanced demographic spread. The measure calculation methodology remains unchanged from previous years to ensure accurate trend measurement.

The 2022 City of Marion survey shows our residents believe roads, footpaths, kerbs and public lighting are of a high importance and moderately satisfied with the services provided, see **Error! Reference source not found..**

Table 10: Community satisfaction survey levels

Performance Measure	Satisfied	Importance
Roads	71%	97%
Footpath and Kerbs	67%	98%
Lighting in Streets	79%	97%

The main issues identified and currently under investigation are:

- Roads - Amount of street parking, causing congestion and traffic hazards
- Footpaths and kerbs - Unkempt greenery obstructing footpaths, uneven surfaces

The relative gap between the two measures of ‘Importance’ and ‘Satisfaction’ informs Council of the need to improve our management of transport assets. This Asset Management Plan sets out a plan to ensure the community satisfaction of transport assets is maintained or improved from the current state.



2.4 Community levels of service

Community levels of service detail what is important to our community and how they receive and experience our services.

Building on the National State of the Assets reporting and emerging industry good practice, council considers the following service parameters:

Condition	Does the asset provide a safe and quality service?
Function	Is the asset fit for purpose?
Capacity	Is the service over or under used?
Resilience	Is the asset's design resilient against projected stressors

By listening and understanding what is important to our community, we have developed Community Levels of Service. These factual measures provide a balance in comparison to the customer perception (importance and satisfaction) that may be more subjective. Performance is monitored against targets, using 1-5 rating scales.

Using industry standard measures enables Council to compare our performance. This includes submitting data to the National State of the Assets benchmarking project commissioned by the Australian Local Government Association. A summary of these parameters is shown in **Error! Reference source not found..**

Table 11: Summary of performance parameters and service level trends

Parameter	Community level of service	Achieved by	Predicted trend
Condition	The City of Marion's transport network operates safely and at a high quality.	Assets are managed and maintained to best practice industry standards and legislation requirements. All transport assets will be regularly condition assessed, including defect identification, to drive maintenance and renewal programs. All service requests responded to within suitable timeframes.	Maintain
Function	The City of Marion's transport network is planned, designed, constructed and maintained to best industry practice.	Undertake network and asset analysis to determine where or if a service is required.	Maintain
Capacity	The City of Marion's transport network operates effectively and efficiently.	Assess the asset utilisation and determine if asset requires upgrade or disposal.	Maintain
Resilience	The City of Marion's transport network is planned, designed and constructed considering current and future demands.	Environmental performance is assessed when selecting asset materials and products, using recycled materials where possible.	Maintain

Council and the community is a key focus of the City of Marion's asset management transformation. Measures and targets are determined by the Assets Steering Committee. The performance of the transport assets against these community parameters is shown in **Error! Reference source not found. Error! Reference source not found..**

2.5 Technical levels of service

Technical Levels of Services detail what we do to deliver our services. Council manages and operates assets at the agreed levels of service while managing whole-of-life costs to ensure best value. It is important to monitor the levels of service 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.

Technical service measures are linked to the activities and annual budgets as shown in **Error! Reference source not found.** and details of each are shown in **Error! Reference source not found.**.

Asset management lifecycle



Figure 5: Asset Management Lifecycle

Table 12: Technical Levels of Service

Lifecycle activity	Description of the activity
Planning	<p>The management and planning for Transport assets has multiple elements, these include:</p> <ul style="list-style-type: none"> - Transport Plan/Strategy - Walking & Cycling Guidelines & Plan - Streetscape Guidelines & Plan - Public Lighting Guidelines & Plan - Parking Management Guidelines - Traffic Management Guidelines (To be developed) - Local Area Traffic Management Plans <p>The planning of Transport assets ensures that decisions for investments into the transport network is done on a prioritised basis.</p> <p>The development and the review of City of Marion standards, technical specifications and guidelines are undertaken to ensure a consistent approach to Transport Assets by developers and the City of Marion.</p>
Creation	<p>The creation of Transport Assets are identified through endorsed council plans (Walking and Cycling, Streetscape, Transport and Public Lighting Plan) or on agreed service levels or strategies within the Transport Asset Management Plan.</p> <p>Other projects that are identified outside of these plans are placed in the Transport Prioritisation Matrix which assesses projects on a number of criteria and ranked. These projects are typically identified through:</p> <ul style="list-style-type: none"> - Areas within the transport network that have show an increase in crash statistics, change in function/utilisation or a need for a proactive treatment to ensure the network operates safely and efficiently. - Requests made by the public, council member or staff on an issue will be placed on the Transport Prioritisation Matrix and assessed against other projects. <p>In addition, Transport assets are also donated to Council by developers of major sub-division or State Government major projects that include transport infrastructure in the local or state own roads. These donated assets must meet City of Marion Standards and Technical Specifications before it can be accepted into the City of Marion asset register.</p>

Operation	<p>Operation is defined as the day-to-day activities undertaken to provide service delivery to the community. The operations activity in relation to Transport Assets are:</p> <ul style="list-style-type: none"> - Line Marking (Roads, Car Parks, Shared Use Paths & Pedestrian Crossings) - Service cost for Traffic Signals - Public Lighting tariffs and electrical costs - Public Transport shelter cleaning - Graffiti Removal on Transport Assets
Monitoring	<p>Monitoring of Transport assets include:</p> <ul style="list-style-type: none"> - Defect Inspections 'Find and Fix' - Condition Audits - Structural Bridge Audits - Traffic Data Collection - Car Park Sensors - Pedestrian and Cyclist utilisation survey/collection
Maintenance	<p>Maintenance is split into 2 types, Reactive and Proactive Maintenance.</p> <p>Reactive Maintenance is unscheduled activities in a response to community notifications or following inspections after severe weather events. The types of reactive work activities are:</p> <ul style="list-style-type: none"> - Road and Car Park Defects (Potholes, Cracking) - Pathway Defects (Potholes, Trip Steps, Vegetation Obstructions) - Signage Repairs (post and signs) - Bridges & Bus Shelter Repairs - Public Lighting repairs (luminaire & posts) <p>Proactive Maintenance involves the regular scheduled activities including proactive repairs and improvements. The types of proactive work activities are:</p> <ul style="list-style-type: none"> - Road, Car Park & Shared Use path crack sealing - Road, Car Park & Shared Use Path rejuvenation - Proactive Bridge Maintenance (deck oiling)
Renewal	<p>Renewal is defined as replacing the existing transport assets to the modern-day equivalent. Typically, this occurs when the condition of the asset is at or beyond the intervention level for renewal. The criteria for renewal is:</p> <ul style="list-style-type: none"> - When 40% of the asset segment has defects (requires full renewal) - When the condition of the asset is poor (IPWEA rating of 4 for transport assets) or above - Streetscape Projects that may require renewing of transport assets before the intervention levels to allow for redesign and network improvements/enhancements (Tree Planting, WSUD and Art Work).
Disposal	<p>Disposal is required when an asset is no longer is required and has become redundant. These assets are removed from the network. The current list of programs that define disposal:</p> <ul style="list-style-type: none"> - Footpath Disposal Program <ul style="list-style-type: none"> o When a footpath reaches end of life (condition 4 or above) consideration of the asset to determine if a renewal or disposal is required. o If there is already a footpath on the opposite side of the street and has no impacts for connectivity or impacts pedestrian and cyclist safety. o Requires consultation with the impacted community.

2.5.1 Service standards

Customer events system

The City of Marion City Services Department is committed to providing the highest level of customer service possible and aims to be the benchmark in Engineering, Civil Maintenance and Operations in Local Government.

City of Marion captures requests from the community through its Customer Event System (Salesforce) and has the current structure of requests as listed including service level agreement in **Error! Reference source not found..**

Table 13: Customer Event System Request and Service Level Agreements

Category	Request Reason	Service Level Agreement*
Bus Shelter	Bus shelter damage	30 Days
	Bus Stop location	30 Days
	General Enquiry	30 Days
	Non-Council owned shelter	30 Days
Graffiti	Graffiti	10 Days
Incident	Footpaths	60 Days
	Road Management	60 Days
Lighting	Bikeways / Bicycle tracks / Shared Path	30 Days
	Street lighting	30 Days
Pathways	Bikeways / Bicycle tracks / Shared path	40 Days
	Footpath	30 Days
	Kerb / Pram Ramps	30 Days
	Stormwater from private property	30 Days
	Street furniture maintenance	30 Days
Roads	Construction	5 Days
	Construction complaints	30 Days
	General repairs	15 Days
	Line marking	20 Days
	Road Enquiry	60 Days
	Rumble bars	15 Days
	Safety hazard	10 Days
	Traffic control devices	30 Days
	Traffic island / roundabout	10 Days
	Traffic signal maintenance	45 Days
Signs	Election signage	5 Days
	Parking	10 Days
	Road traffic	10 Days
	School traffic	20 Days
	Shared path / bicycle track / shared path	20 Days
	Signage	5 Days
	Stop / Give way	5 Days
	Street Signs	10 Days

* Service level agreement is the time to complete all actions associated with the request. In cases that the request identifies a safety risk to the community immediate action is taken to isolate and make safe.

Customer events trends

It is important to capture customer request information to determine how our customers are interacting with the City of Marion and to track information regarding volumes, seasonal variations and the types of requests to understand how to best allocate resources. Data needs to be understood and analysed to identify services that can be more proactive and action items before they are reported to the City of Marion.

Data from our customer event system and the monthly request for services is shown below.

Event Category	Common Customer events
Pathways	<ul style="list-style-type: none">• Absence of path or inadequate width of existing path.• Debris from trees (gum nuts) and request for sweeping.• Uneven paths and section displacements.• Construction works disruption.• Encroachment of vegetation and litter on path.
Roads	<ul style="list-style-type: none">• Potholes and localised road surface defects.• Localised pooling of water and kerb damage.• Inadequate Line marking.• Damage to road barriers and roundabouts.• Construction works disruption.
Signs	<ul style="list-style-type: none">• Damage to signs, graffiti on signs.• Election signage not removed.
Lighting	<ul style="list-style-type: none">• Streetlights not working.• Inadequate lighting on pathways.• Street lighting inadequate.• Too much light spill into houses, pathway light blocked by trees.
Bus Stops	<ul style="list-style-type: none">• Bus shelter vandalism causing damage.• Dissatisfaction with bus stop location/ relocation.• Graffiti to shelter and seating, overall cleanliness.



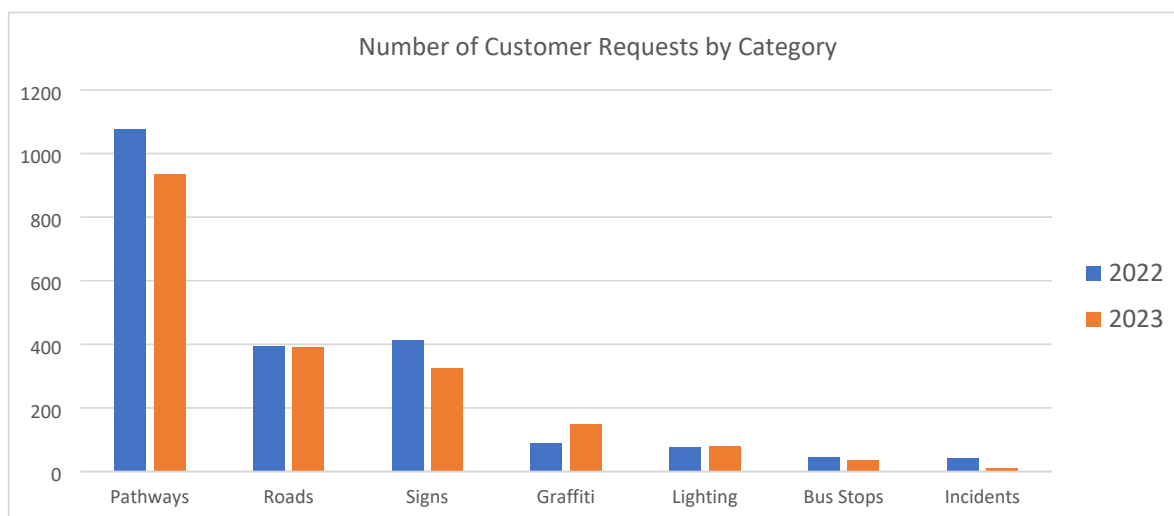


Figure 6: Transport assets customer requests for 2022 and 2023

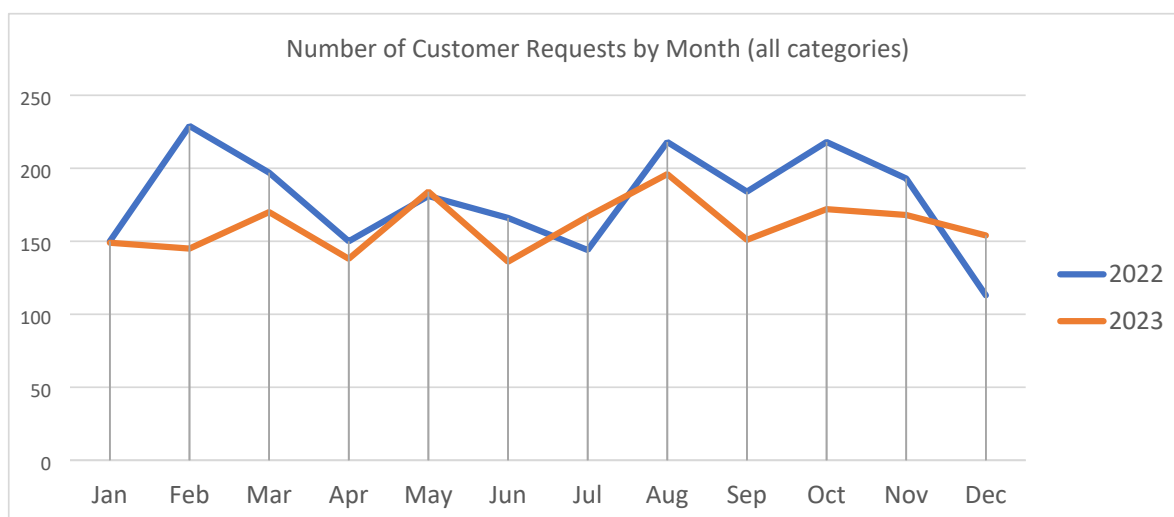


Figure 7: Transport asset customer requests per month for 2022 and 2023

The number and type of customer requests is one source used to provide with information for reviewing our maintenance and renewal activities on transport assets.

The trends show a uniform distribution of customer interactions throughout the year with some seasonal effects as trees drop litter on pathways and in the wetter months the presence of potholes on road surfaces predominating. Damage to council's transport assets due to vandalism and graffiti and the perception of safety remains a challenge.

3. Future demand

Demand drivers are those factors which have the potential to impact the transportation function and services into the future.

Demand drivers include population, urban in-fill, planning and design code changes, political and community expectations, economic, and environmental factors.

3.1 Demand management plan

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

The impact of demand drivers that may affect future service delivery and use of assets including the opportunities identified to date for demand management are shown in **Error! Reference source not found.**. Further opportunities will be developed in future revisions of this Asset Management Plan.

Table 14: Demand drivers, impacts and demand management

Demand driver group	Driver and projection	Impact on services	Demand management plan
Community requests	Community requests.	Expectations to respond to reactive service delivery requests leads to inefficient resource planning additional cost and asset failure.	<ul style="list-style-type: none"> Development of Transport Plan, Parking Management, Public Lighting, Streetscape, Walking & Cycling Guidelines and plans. Service Level Agreement based on risk for operational and maintenance activities. Gathering defect data to develop planned maintenance programs.
Land use	Planning and design code changes resulting in increases to urban infill.	Increase to vehicles volumes and parking demand from new developments on to City of Marion's road network	<ul style="list-style-type: none"> Ensure new developments conform to City of Marion's Developer Guidelines, Technical Specifications and Standards. Work with developers in major subdivisions to achieve outcomes that can improve the transport network within the immediate area.
Economic	Transport network delays due to inefficient network or asset failures	Increase in travel time and carbon emissions. Increase in 'rat running' and traffic diversions to roads that aren't designed for increased volumes.	<ul style="list-style-type: none"> Monitor network and model transport movement to determine at risk areas. Advocate for alternative modes of transport (walking & cycling, public transport, car share and e-scooters etc.)
Social	Increased population density.	Increased risk of exposure to transport asset hazards within the City of Marion.	<ul style="list-style-type: none"> City of Marion to identify and resolve risk locations.
Technological	Smart Cities, Sensors, GIS, remote sensing, Artificial Intelligence, LiDAR mapping.	Data collection and accuracy is improved assisting with decision making and reporting.	<ul style="list-style-type: none"> Continue to collect and maintain transport asset data, aerial imagery and utilisation data to help inform future decisions.

3.2 Climate change adaptation

Climate change is likely to affect transport asset life and functionality, and this is already being experienced through increase in more intense heavy rainfall events and heat waves. This has had the effect of deteriorating transport assets and increasing defects within the network.

The Department of Environment and Water produced “*Guide to Climate Projections for Risk Assessment and Planning in South Australia, 2022*”. This document outlines the trends, and these along with how City of Marion will manage resilience is shown in **Error! Reference source not found..**

Table 15: Climate adaptation trends, impacts and resilience management

Parameter	Projected trend	Impact on asset and services	Resilience management
Temperature	<ul style="list-style-type: none"> Maximum, minimum, and average temperatures will increase. Warmer spring temperatures. Hotter and more frequent hot days. 	<ul style="list-style-type: none"> Increased water stress to trees. Will cause trees to drop more debris on the road and footpath increasing the risk of a slip, trip or fall. Higher temperature ranges and more sustained upper temperatures may also increase material degradation. 	<ul style="list-style-type: none"> Review defect inspection frequency and SLA's Use sustainable products that can resist high temperatures. Consider footpath sweepers to help reduce debris getting into the stormwater network
Rainfall	<ul style="list-style-type: none"> Declining rainfall, lower spring rainfall More drought. 	<ul style="list-style-type: none"> Long periods of dry weather can affect the soil conditions causing transport assets to reactive to shrinking soil. 	<ul style="list-style-type: none"> Use sustainable and flexible products that can react to environmental condition.
Storms	<ul style="list-style-type: none"> More intense heavy rainfall events and which carry intensified winds. 	<ul style="list-style-type: none"> Increase likelihood of branch failures and whole tree failures that will lead to closures in the Transport network. Reactive responses increased frequency. Capacity issues. Budget impacts. 	<ul style="list-style-type: none"> Pre/post-storm event operational activities to ensure the transport network is operating efficiently.
Evaporation	<ul style="list-style-type: none"> Evapotranspiration increases across all seasons. 	<ul style="list-style-type: none"> Increased water stress to trees may cause tree roots to rise to the surface and lift road and footpath infrastructure. 	<ul style="list-style-type: none"> Increase funding for monitoring/maintenance programs.

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience will have the following benefits:

- Assets will withstand the impacts of climate change
- Services can be sustained
- Assets that can endure and may potentially lower the lifecycle cost and reduce their carbon footprint
- Recycled content within the infrastructure asset that will reduce the carbon footprint.

4. Lifecycle management

4.1 Preliminary information

City of Marion's road network is split into 5 road classifications outlined in the City of Marion Road Hierarchy Plan. The typical characteristics are defined below:

Road Classification	Typical Traffic Volumes	Typical Speed Limits	Characteristics
Arterial (Road owned by Department for Infrastructure and Transport)	< 80,000	60 to 80km/h	Cater for a significant number of vehicles moving between regions and are maintained by the State Road Authority, being the Department for Infrastructure and Transport (DIT). These roads are of a high demand design, often with a number of lanes separated by a wide median. Parking is generally restricted and or limited in these roads, especially during am/pm peak times (clearway) with cycle lanes often provided during these peak times. Bus routes utilise these roads in most instances as they provide access to nearby amenities.
Sub-Arterial	< 10,000	50 to 60km/h	Reasonably high volumes of traffic use these roads to travel between regions. Normally one lane in each direction, although the travel lane can commonly be separated from the parking and or cycling lane (either by road width or a dedicated parking lane/cycle lane). Like arterial roads, the bus network generally utilises these streets due to amenities, for example, community facilities which are often adjacent or nearby.
Distributor	< 6,000	40 to 60km/h	Assist to disperse traffic into or within a local area. Generally consisting of one lane in each direction of travel, free of parking and provides direct access to residential properties.
Collector	< 3,000	40 to 60km/h	Provides a link between either arterial/sub-arterial, distributor and local streets. Catering for the movement of traffic, they have one lane in each direction, allow parking and provide direct access to residential properties.
Local	<1,000	40 to 50km/h	Caters for lower traffic volumes and parking is generally allowed on both sides of the street (road width dependent). Providing access to properties and a safe environment for the community. Essential to note, local streets provide a safe connection for various cycle routes and pedestrian movements within the council area and assist to promote the use of alternative means of transport.

Roads

City of Marion road hierarchy

Key routes include:

Arterial

Arterial roads provide important regional transport corridors that carry through traffic as well as distribute traffic locally.

Sub-arterial

Sub-arterial roads connect arterial roads to areas of development, and carry traffic directly from one local area to another.

Distributor

Distributor roads disperse traffic into or within a local area. These roads consist of one lane in each direction and provide access to residential properties, local centres, schools and open space.

Collector

Collector roads cater for low-moderate volumes of local traffic providing access to private residences and local centres.

Local

Local roads are largely the neighbourhood street system. These roads are relatively free of through traffic and mostly handle local traffic providing access to residential allotments.



4.1.1 Physical parameters

The assets covered by this Asset Management Plan are shown in **Error! Reference source not found.** including the expected useful life and replacement cost. **Error! Reference source not found.** shows how the data is stored and represented in a Geographical Information System (GIS).

Table 16: Asset parameters including quantities, useful life and replacement value

Asset class	Asset sub-class	Quantity	Useful life	Replacement value
Roads	Sealed	493 km	25 Years (Seal) 85 years (Pavement)	\$ 322,944,316
Car Parks	On-Street	77,514 m ²	25 years	\$5,577,952
	Off-Street	144,428 m ²	25 years	\$5,467,017
	Sensors	500	8 Years	\$36,918
Pathways	Shared Use Paths	32 km	30 years	\$7,106,475
	Footpaths	811 km	50 - 70 years	\$161,111,145
	Steps	TBC	30 - 70 years	TBC
Bridges & Structures	Road Bridge	3	150 years	\$5,553,632
	Shared Use Path Bridge	9	150 years	\$1,567,053
	Pedestrian Bridge	10	150 years	\$1,342,989
	Boardwalk/Deck	12	150 years	\$794,746
Traffic Control Devices	Roundabouts	80	75 years	\$3,171,864
	Traffic Barriers	3,881 m	50 years	\$1,594,674
	Traffic Lights	1	56 years	\$444,814
	Driveway Links	14	75 years	\$546,980
	Speed Humps	84	30 years	\$424,583
	Threshold Treatments	3	30 years	\$60,192
	Slow Points	23	75 years	\$257,279
	Pedestrian Crossing	32	30 years	\$1,463,978
	Concrete Island	40,236 m ²	75 years	\$8,943,276
Kerb Ramps	Invert	3871	75 Years	\$15,606,865
	Ramp	3589	75 Years	
Signage	Guide	6,137	18 years	\$32,761

	Regulatory	5,738	18 years	
	Warning	1,788	18 years	
	Hazard	TBC	18 years	
Public Transport Infrastructure	Bus Shelter	272	30 years	\$3,320,500
	Bus Stop/Pads	492	50 - 70 years	\$4,209,700
Public Lighting	Street Lighting	9468	N/A	N/A
	Shared Path Lighting	457	30 years	\$2,709,000
	Car Park Lighting	63	30 years	\$1,235,800
Retaining Walls	Retaining Wall	6,222 m	100 years	\$9,009,612
Street Furniture	Fencing	399 m	30 years	\$47,040
	Gates	8 m	30 years	TBC
	Benches	28	30 years	TBC
	Bins	22	30 years	TBC
	Bike Racks	41	30 years	TBC
TOTAL				\$399,223,398



4.2 Asset performance

4.2.1 Asset condition

The service level that the community is willing to accept for condition of its Transport Assets is described **Error! Reference source not found..**

Table 17: Asset condition performance description

Community level of service	Achieved by	Target	Tolerance range
The City of Marion's transport network operates safely and at a high quality.	<p>Assets are managed and maintained to best practice industry standards and legislation requirements.</p> <p>All transport assets will be condition assessed, including defect identification, to drive maintenance and renewal programs. All service requests responded to within suitable timeframes.</p>	90% of assessed assets in very good to fair condition.	<p>On track - 90% to 100%</p> <p>Monitor - 70% to 89.9%</p> <p>Off track - 0% to 69.9%</p>

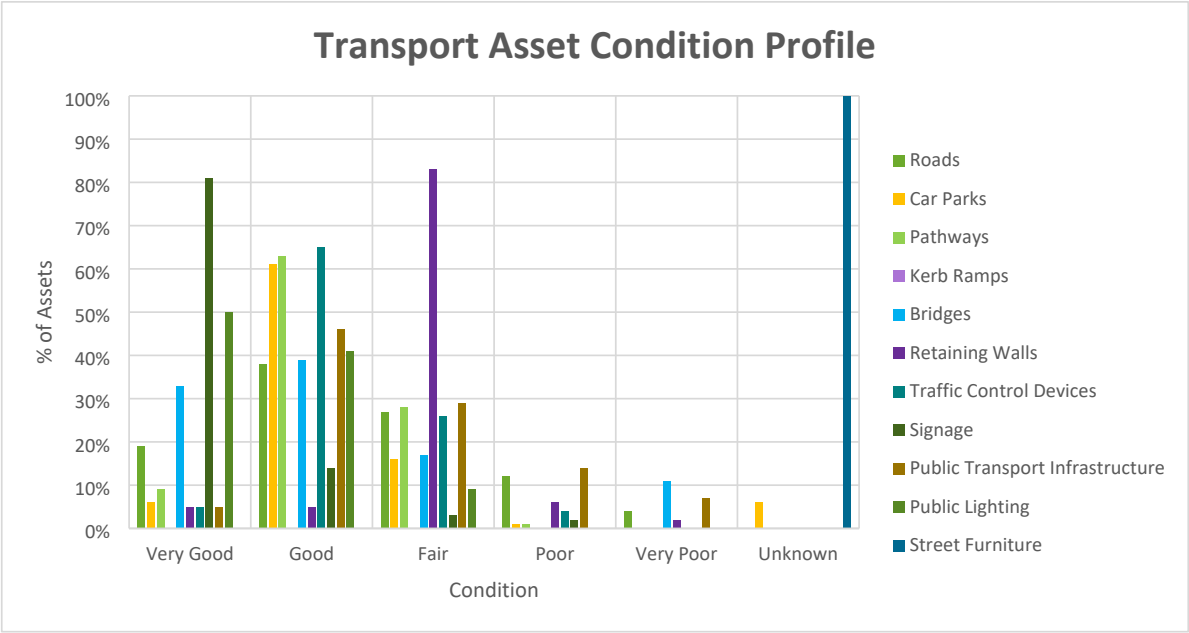
4.2.1.1 Transport asset condition

Transport condition is rated using the descriptions outlined IPWEA Practice Notes and a summary outlined in **Error! Reference source not found..** A list of condition audits for transport asset are below.

Asset Class	Condition Assessment Date	Next Condition Assessment	Assessment Methodology
Roads	2022	2026	IPWEA Practice Note 9
Car Park	2022	2026	IPWEA Practice Note 9
Pathway	2024	2028	IPWEA Practice Note 1
Kerb Ramps	2024	2028	IPWEA Practice Note 1
Bridges	2022	2026	DIT Road Structure Inspection Manual
Retaining Walls	2019	2025	DIT Road Structure Inspection Manual
Traffic Control Devices	2023	2026	IPWEA Practice Note 2
Signage	2023	2027	Internal Documentation
Public Transport Infrastructure	2024	2025	IPWEA Practice Note 1
Public Lighting – Shared Path Lighting	2021	2025	AS 1158
Public Lighting – Street Lighting	2024 (Currently being undertaken)	2024	AS 1158
Street Furniture	N/A	TBC	Internal Documentation

Table 18: Transport condition rating

Transport Asset Condition Rating		Roads	Car Parks	Pathways	Kerb Ramps	Bridges	Retaining Walls	Traffic Control Devices	Signage	Public Transport Infrastructure	Public Lighting	Street Furniture
1	Very Good Sound physical condition (Considered a 'New' asset). Insignificant deterioration. Asset likely to perform adequately without major work.	19%	6%	9%	50%	33%	5%	5%	81%	5%	50%	TBD
2	Good Acceptable physical condition. Minor deterioration / minor defects evident. Negligible short-term failure but potential for deterioration in long-term.	38%	61%	63%	-	39%	5%	65%	14%	46%	41%	TBD
3	Fair Moderate to significant deterioration evident. Minor components or isolated sections of the asset need replacement or repair now but not affecting short term structural integrity. Failure unlikely in the medium term within 10 to 20 years.	27%	16%	28%	50%	17%	83%	26%	3%	29%	9%	TBD
4	Poor Serious deterioration and significant defects evident affecting structural integrity. Failure likely in short to medium term. Likely need to replace most of all of asset within the next 4 years.	12%	1%	1%	-	0%	6%	4%	2%	14%	0%	TBD
5	Very Poor Failure imminent. Immediate need to replace most or all of the asset (less than 12 months).	4%	0%	0%	0%	11%	2%	0%	0%	7%	0%	TBD
Unknown	Unknown Condition or Construction Date	0%	6%	0%	0%	0%	0%	0%	0%	0%	0%	TBD



The data shows that 90% of Car Parks, Pathways, Kerb Ramps, Retaining Walls, Traffic Control Devices, Signage and Public Lighting assets are rated Very Good, Good or Fair which is considered **‘On Track’**. The Roads, Bridges and Public Transport Infrastructure are listed as **‘Monitor’** due to 70% to 90% of assets are within the Very Good, Good and Fair condition rating.



Figure 8: Retaining Wall – Perry Barr Road, Hallett Cove

4.2.2 Asset function

The service level that the community is willing to accept for function of its Transport Assets is described in **Error! Reference source not found.**

Table 19: Asset function performance description

Community level of service	Achieved by	Target	Tolerance range
The City of Marion's transport network is planned, designed, constructed and maintained to best industry practice.	<ul style="list-style-type: none"> - Undertake network and asset analysis to determine where or if a service is required or disposal of ineffective infrastructure. - Updating Transport & Streetscape Prioritisation Matrix list for future new Transport Projects. 	90% of assessed assets are functioning 'very good', 'good' and 'fair'	On track - 90% to 100% Monitor - 70% to 89.9% Off track - 0% to 69.9%

The function of the Transport assets can be measured using a scale of 1 (Very Good) meaning that assets have been constructed and are fit for purpose and 5 (Very Poor) with the need/desire to construct new assets. Assets that fit in the 'Very Poor' rating will be placed within a Transport Prioritization matrix and primarily funded through the creation activities. See Table 23 for details on the function rating.

Table 20: Asset function performance outcome

Asset Class	Level of Service	Function Scoring	Function Rating	Assessed assets
Roads	Provide a road network that provides effective access & movement	1	Very Good Road assets have been constructed to a best practice standard and a well-planned network. Working with developers of sub-divisions to build new roads that are effective.	100%
		5	Very Poor Road assets have not been constructed effectively and/or not functioning as intended.	0%
Car Parks	Provide car parking infrastructure for key locations in the City of Marion	1	Very Good Car parks have been constructed and maintained to the appropriate standard. New Car Parks have been built to facilitate a community demand/need.	TBD
		5	Very Poor Car parks have not been constructed and maintained to the appropriate standard.	TBD
Pathways	Provide at least 1 footpath per street (subject to local community consultation)	1	Very Good Every street has a minimum of 1 footpath (subject to community consultation).	100%
		5	Very Poor Missing links within the footpath network or local streets without a footpath.	0%
Kerb Ramps	Provide Kerb Ramps where required within the footpath and cycling network	1	Very Good Kerb ramps have been constructed in desired locations for the network to operate effectively.	99%
		5	Very Poor Missing kerb ramps within the network.	1%
Bridges	Provide fit for purpose bridges where the network requires	1	Very Good Bridges have been constructed in desired locations for the network to operate effectively.	100%
		5	Very Poor Missing/desired bridges within the network.	0%

Retaining Walls	Provide retaining walls where required	1	Very Good Retaining Walls have been constructed in desired locations for the network to operate effectively and embankment safety.	95%
		5	Very Poor Missing/desired retaining walls assets to be constructed.	5%
Traffic Control Devices	Provide effective traffic control treatments where required	1	Very Good Traffic Control Devices have been constructed to a best practice standard and a well-planned network.	95%
		5	Very Poor Traffic Control Devices have not been constructed to a best practice standard and a well-planned network. Or the need/desire to construct new assets to ensure network is fit for purpose and functioning as designed.	5%
Signage	Provide effective signage where required	1	Very Good Signage is in the correct location and the correct purpose.	90%
		5	Very Poor Signage is not in the correct location and/or redundant.	10%
Public Transport Infrastructure	Provide Bus Shelters where a demand is identified.	1	Very Good Bus shelters installed at locations that have 7 patrons per day (weekday average).	100%
		5	Very Poor Bus shelters not installed at locations that have 7 patrons per day (weekday average).	0%
Public Lighting	Provide lighting where required within the transport network	1	Very Good Public Lighting is in the correct location and the correct purpose.	TBD
		5	Very Poor Public Lighting is in the correct location and the correct purpose.	TBD
Street Furniture	Provide street furniture where demand is high	1	Very Good Street Furniture is in the correct location and the correct purpose.	TBD
		5	Very Poor Street Furniture is not in the correct location and the correct purpose.	TBD

The analysis shows that Transport asset is within 90% to 100% 'Very Good' function score. This represents that the network performance is 'On Track' and within the target range. It should be noted that the asset class of Car Parks, Public Lighting and Street Furniture requires further review on if assets are needed and serving the correct purpose within the Transport Network.



This review will be undertaken in the next review of the Asset Management Plan and included in the Improvement Plan

4.2.3 Asset capacity

The service level that the community is willing to accept for capacity of its Transport Assets is described in **Error! Reference source not found.**

Table 21: Asset capacity performance description

Community level of service	Achieved by	Target	Tolerance range
The City of Marion's transport network operates effectively and efficiently.	<ul style="list-style-type: none"> - Assess the asset utilisation and determine if asset requires upgrade. - Updating Transport & Streetscape Prioritisation Matrix list for future upgrading Transport Projects. 	90% of assessed assets are 'very good' and 'fair' capacity.	On track - 90% to 100% Monitor - 70% to 89.9% Off track - 0% to 69.9%

The capacity of the transport assets can be measured using a scale of 1 (Very Good) and 5 (Very Poor) and answering a statement of 'does the existing asset have the capacity to operate effectively' or is it 'complaint with standards. This will determine if assets may need to be upgraded to meet the service level of capacity. See Table 25 for details on the capacity rating.

Table 22: Asset capacity performance outcome

Asset Class	Level of Service	Capacity Scoring	Capacity Rating	
Roads	Provide an efficient road network in line with the Road Classification	1	Very Good Road assets operating within service level thresholds. Road widths and characteristics align with road classifications.	90%
		5	Very Poor Road assets not operating within service level thresholds. Road widths and characteristics do not align with road classifications.	10%
Car Parks	Car Parking infrastructure is adequate	1	Very Good Car parks have been constructed to the correct level of parking demand.	TBD
		5	Very Poor Car parks have not been constructed to the correct level of parking demand.	TBD
Pathways	Provide a footpath network that meets the requirements for pedestrians and cyclists (DDA Requirements)	1	Very Good Footpaths are a minimum of 1.2m wide.	97.5%
		5	Very Poor Footpaths are not a minimum of 1.2m wide.	2.5%
Kerb Ramps	Provide DDA compliant kerb ramps	1	Very Good Kerb ramps have been constructed to DDA Requirements.	60%
		5	Very Poor Kerb ramps have not been constructed to DDA Requirements.	40%
Bridges	Provide bridges that are adequate to their intended use (widths and load capacity) and compliant to Australian Standards	1	Very Good Bridges are compliant to Australian Standard	95%
		5	Very Poor Bridges are not compliant to Australian Standard	5%

Retaining Walls	Retaining walls are compliant to Australian Standard	1	Very Good Retaining Walls are compliant to Australian Standard	TBD
		5	Very Poor Retaining Walls are not compliant to Australian Standard.	TBD
Traffic Control Devices	Provide traffic control devices that are to current standards and operate efficiently	1	Very Good Traffic Control Devices are compliant to Australian Standards.	TBD
		5	Very Poor Traffic Control Devices are not compliant to Australian Standards.	TBD
Signage	Provide signage that are to current standards	1	Very Good Signage is compliant to Australian Standards.	TBD
		5	Very Poor Signage is not compliant to Australian Standards.	TBD
Public Transport Infrastructure	Provide DDA compliant Bus Pads and Shelters.	1	Very Good Bus Shelters and Pads are DDA compliant.	100%
		5	Very Poor Bus Shelters and Pads are not DDA compliant.	0%
Public Lighting	Provide lighting to the adequate lighting category	1	Very Good Public Lighting is complaint to the specified lighting category	TBD
		5	Very Poor Public Lighting is complaint to the specified lighting category	TBD
Street Furniture	Provide street furniture consistent with the City of Marion Design Guidelines and to Australian Standards	1	Very Good Street Furniture is in line with City of Marion guidelines and Australian Standards	TBD
		5	Very Poor Street Furniture is not in line with City of Marion guidelines and Australian Standards	TBD

The data shows that Roads, Pathways, Bridges, Public Transport Infrastructure assets are rated 90% or above as 'Very Good' representing the asset classes 'On Track'. Kerb Ramp are listed as 60% of the asset class is 'Very Good' representing the asset class as 'Off Track', this is due to the implementation of AS1428 and the DDA Act in the early 1990's, which changed the way kerb ramps needed to be constructed. It is noted that approx. 40% of kerb ramps within the network were built before the DDA Act which would deem them non-complaint today. Car Parks, Retaining Walls, Traffic Control Devices, Signage, Public Lighting and Street Furniture require further inspection and analysis to determine their capacity rating. This will be reviewed in the next iteration of the Transport Asset Management Plan.



4.2.4 Resilience

The service level that the community is willing to accept for resilience of its Transport Assets is described in **Error! Reference source not found..**

Table 23: Resilience performance description

Community level of service	Achieved by	Target	Tolerance range
The City of Marion’s transport network is planned, designed and constructed considering current and future demands.	<div><div></div><div>Maintaining City of Marion Standards Drawings, Technical Specifications and Guidelines.</div><div></div><div>Seek partnerships and trials for new methods, products and techniques in design and construction.</div><div></div><div>Install LED’s where appropriate</div><div></div><div>Use recycled/reclaimed materials such as asphalt, concrete and base materials where appropriate.</div></div>	Not established	Not established

No targets have been set for the service level of resilience. This will need further consideration and assessment in future Asset Management Plans.



Figure 9: Rain Garden Streetscape in Finniss Street, Marion

4.3 Operational Expenditure (OpEx)

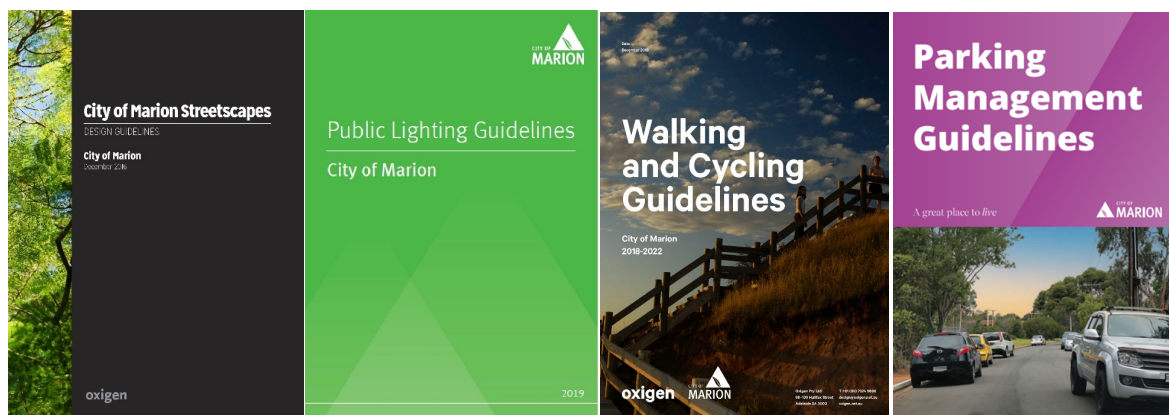
4.3.1 Planning

The activities, initiatives, plans and strategies required to plan the transport assets infrastructure over the 10 years is listed in Table 27.

Table 24: Planning 10 Year Expenditure (all figures are in ,000 format)

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Walking & Cycling Guidelines & Plan				\$15				\$15		
Streetscape Guidelines & Plan		\$15				\$15				\$15
Public Lighting Modelling, Guidelines and Plan	\$50	\$15				\$15				\$15
Traffic Management Guidelines		\$25				\$15				\$15
Parking Management Guidelines			\$15				\$15			
Transport Plan/Strategy		\$15				\$15				\$15
TOTAL	\$50	\$70	\$15	\$15	-	\$60	\$15	\$15	-	\$60

Figure 10: City of Marion's Transport related guidelines



4.3.2 Operations

The activities, initiatives and wages required to operate the transport assets infrastructure over the 10 years is listed in **Error! Reference source not found..**

Table 25: Operations 10 Year Expenditure (all figures are in ,000 format)

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Road Line Marking										
- Service Level = 2 year frequency every street	\$260	\$260	\$260	\$260	\$260	\$260	\$260	\$260	\$260	\$260
Car Park Line Marking										
- Service Level = 4 year frequency	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6	\$6
Shared Path Line Marking										
- Service Level = 4 year frequency	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15
Car Park Sensors										
- Annual Subscription/ Licenses	\$11.5	\$11.5	\$11.5	\$11.5	\$11.5	\$11.5	\$11.5	\$11.5	\$11.5	\$11.5
Public Lighting Tariffs and Electricity										
- Street Lighting	\$1080	\$1080	\$1080	\$1080	\$1080	\$1080	\$1080	\$1080	\$1080	\$1080
- Contribution to DIT										
TOTAL	\$1,372.5	\$1,372.5	\$1,372.5	\$1,372.5	\$1,372.5	\$1,372.5	\$1,372.5	\$1,372.5	\$1,372.5	\$1,372.5



4.3.3 Maintenance

The activities and wages required to maintain the transport assets infrastructure over the 10 years is listed in **Error! Reference source not found.**

Table 26: Maintenance 10 Year Expenditure (all figures are in ,000 format)

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Road Maintenance										
- Defects include Pot Holes, rutting, heavy cracking etc.	\$1,353	\$1,353	\$1,353	\$1,353	\$1,353	\$1,353	\$1,353	\$1,353	\$1,353	\$1,353
- Rejuvenation Program										
- Crack Sealing										
Car Park Maintenance										
- Defects include Pot Holes, rutting, heavy cracking etc.	\$25	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45
- Rejuvenation Program										
- Crack Sealing program										
Footpath Maintenance										
- Defect include trip steps (>20mm)	\$659	\$659	\$659	\$659	\$659	\$659	\$659	\$659	\$659	\$659
- Crack Sealing program (Shared Use Paths)										
Traffic Control Device Maintenance										
- Traffic Signal Maintenance and annual fee	\$30	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
- Traffic Control Device defects include damaged kerb, median, roundabout etc.										
Bridge Maintenance										
- Proactive maintenance program include deck oiling, corrosion protection, painting etc.	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
- Reactive maintenance deck and balustrade repair etc.										
Retaining Wall Maintenance										
- Repair defects	-	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15
Signage Maintenance	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50

- Repair and reinstate signposts										
Public Transport Infrastructure Maintenance										
- Bus Shelter defect repairs and cleaning	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13
Public Lighting Maintenance										
- Shared Use Path lighting repairs	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55	\$55
- Adjustments to fixtures on streetlighting										
Street Furniture Maintenance										
- Defects on benches, fencing, bins and bike racks etc.	\$2	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
TOTAL	\$2,237	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343	\$2,343



4.3.4 Monitoring

The activities and wages required to monitor the transport assets infrastructure over the 10 years is listed in **Error! Reference source not found.**

Table 27: Monitoring 10 Year Expenditure (all figures are in ,000 format)

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Road Condition Assessment		\$100				\$100				\$100
Road Traffic Data Program	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Car Park Condition Assessment		\$40				\$40				\$40
Pathway Condition Assessment				\$130				\$130		
Pathway Pedestrian/Cyclist data Program	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
Kerb Ramp Condition Assessment	\$50			\$50				\$50		
Bridge Condition Assessment	\$7		\$60				\$81			
Public Lighting Condition Assessment		\$50				\$50				\$50
Retaining Wall Condition Assessment	\$50				\$50				\$50	
Traffic Control Device Assessment	\$25		\$50				\$50			
Signage Condition Audit			\$50				\$50			
Street Furniture Condition Audit		\$20				\$20				\$20
Transport Asset Defect Inspections										
- Transport Asset Defect Inspections 24 months city wide frequency	\$91	\$91	\$91	\$91	\$91	\$91	\$91	\$91	\$91	\$91
TOTAL	\$278	\$431	\$245	\$326	\$196	\$431	\$266	\$326	\$196	\$431

4.3.5 Operations expenditure summary

Cost Elements: The Planning, Operations, Maintenance and Monitoring costs comprise the direct costs of providing the service including council labour, contractor services, plant and equipment hire and specialist contractors for monitoring and planning activities. The chart below shows the cost per year for each category of operational expenditure.

The Operational Expenditure budget levels of this plan are sufficient to meet the current service levels.

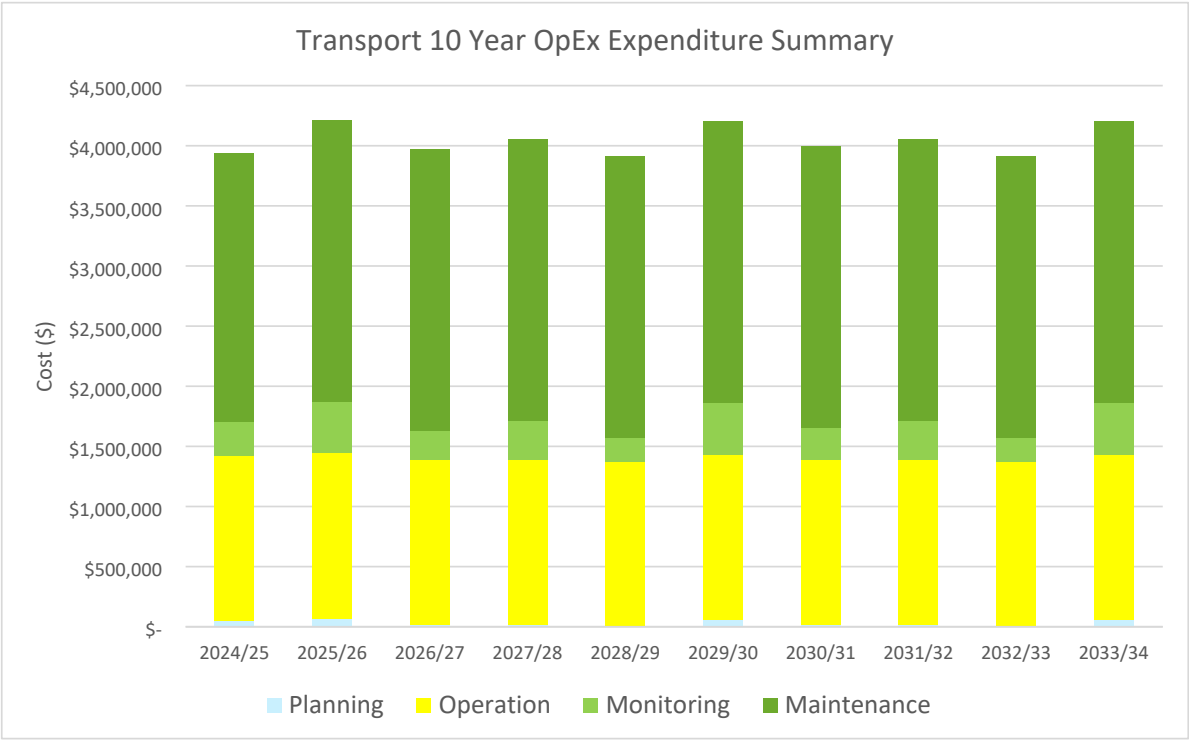


Figure 11: Planning, Operations, Maintenance and Monitoring forecast costs for the 10-year Asset Management Plan

4.4 Capital Expenditure (CapEx)

4.4.1 Renewal

The activities, contributions, management and wages required to renew the Transport assets infrastructure over the 10 years is listed in **Error! Reference source not found.**

Table 28: Renewal 10 Year Expenditure (all figures are in ,000 format)

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Road Renewal Program										
- Road Reseal Program										
- Road Reconstruction Program	\$3,132	\$3,640	\$3,640	\$3,640	\$3,640	\$3,640	\$3,640	\$3,640	\$3,640	\$3,640
- Road Deep Lift Program										
- Road Investigations & Design										
Car Park Renewal Program										
- Car Park Reseal Program										
- Car Park Regrading Program										
- Car Park Reconstruction Program	-	\$308	\$310	\$313	\$314	\$314	\$314	\$314	\$314	\$314
- Car Park Sensor Renewal Program										
- Car Park Investigations & Design										
Pathway Renewal Program										
- Footpath Renewal	\$730	\$730	\$625	\$625	\$625	\$625	\$625	\$625	\$625	\$625
- Shared Path Renewal										
Kerb Ramp Renewal Program										
- Kerb Ramp renewals will be funded from Kerb & Channel Renewal, Pathway Renewal and Streetscape projects/budget.	-	-	-	-	-	-	-	-	-	-
Traffic Control Device Renewal Program										
- Traffic Signal, Roundabout, Pedestrian Crossing, Concrete Island, Speed Humps, Traffic Barrier, Driveway Links and Slow Point Renewal Program	\$400	\$290	\$290	\$290	\$290	\$290	\$290	\$290	\$290	\$290
Bridge Renewal Program	\$160	\$100	\$100	-	-	-	-	-	-	-

<ul style="list-style-type: none"> - Bridge Renewal Program - Deck/Balustrade Renewal Program 										
Retaining Wall Renewal Program										
<ul style="list-style-type: none"> - Condition data to be reviewed and program developed in 2024/25 	-	-	-	-	-	-	-	-	-	-
Signage Renewal Program										
<ul style="list-style-type: none"> - Transport signage renewal program 	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Public Transport Infrastructure Renewal Program										
<ul style="list-style-type: none"> - Bus Shelter Renewal Program - Bus Pad Renewal Program 	\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$85
Public Lighting Renewal Program										
<ul style="list-style-type: none"> - Street lighting data to be reviewed and program developed in 2024/25 - Shared Use Path lighting to be reviewed and program developed in 2025/26 	-	-	-	-	-	-	-	-	-	-
Streetscape Program Contribution										
<ul style="list-style-type: none"> - Assumed 30% of streetscape projects include Footpath Renewals - Assumed 20% of streetscape projects include Traffic Control Device Renewals 	-	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100
TOTAL	\$4,607	\$6,353	\$6,250	\$6,153	\$6,154	\$6,154	\$6,154	\$6,154	\$6,154	\$6,154

Renewal is defined as replacing the existing transport assets to the modern-day equivalent. Typically this occurs when the condition of the asset is at or beyond the intervention level for renewal. The criteria for renewal is:

- When 40% of the asset segment has defects (full renewal)
- When the condition of the asset is 4 (Using IPWEA practise notes, DIT Manuals and City of Marion Business Process Manuals) or above
- Streetscape Projects that may require footpath or traffic control device renewal before 'end of life' to meet a compliance or environmental improvements to the street.

4.4.2 Creation

The activities, construction, management and wages required to create transport assets infrastructure over the 10 years is listed in **Error! Reference source not found.**

Table 29: Creation 10 Year Expenditure (all figures are in ,000 format)

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Car Park Creation Program										
- Creation or significant service level upgrade of existing car park	\$248	-	-	-	-	-	-	-	-	-
- Future Year Program to be developed										
Footpath Creation Program										
- Walking and Cycling Plan implementation										
- Missing Links program	\$1,200	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
- 24/25 Flinders Greenway Project (\$1.1M)										
Kerb Ramp Creation Program										
- Request from community, council members	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Traffic Control Devices Creation Program										
- Projects identified through Blackspot, Request from other road authorities or services, Council members, community	\$130	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Signage Creation Program										
- Identified through Traffic and Parking Investigations	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Public Lighting Creation Program										
- Identified through lighting investigations	\$105	\$105	\$105	\$105	\$105	\$105	\$105	\$105	\$105	\$105
- Lighting Design Costs										
Donated Assets from Developers & State Government*	-	-	-	-	-	-	-	-	-	-
TOTAL	\$1,753	\$825	\$825	\$825	\$825	\$825	\$825	\$825	\$825	\$825

* Donated assets from developers through major sub-divisions or State Government through major projects are undertaken on an ad-hoc basis and difficult to project value of assets City of Marion will receive. It should be noted that City of Marion doesn't need to pay capital for transport infrastructure associated with developments or major projects.

The creation of Transport Assets is determined using the Walking and Cycling Plan and the Transport Prioritisation Matrix which assess projects on a number of criteria and ranked.

Projects are identified through Traffic, Parking and Lighting investigations which uses observations, data and modelling to determine what infrastructure is required to meet the current service levels.

In addition, transport assets are also donated to Council by developers of major sub-division or State Government major projects that include transport infrastructure in the local or state own roads. These donated assets must meet City of Marion Standards and Technical Specifications before City of Marion can accepted into its asset register.

4.4.3 Disposal

The activities, construction, management and wages required to dispose transport assets infrastructure over the 10 years is listed in **Error! Reference source not found.**.

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Bridge Disposal Program										
- Disposal of the Hugh Johnson Reserve Bridges	\$40	-	-	-	-	-	-	-	-	-
Signage Disposal Program										
- Identifying redundant signage across the City of Marion and disposing	-	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Pathway Disposal Program										
- Streets with two footpaths and determined to be over servicing may be subjected to community consultation to seek a footpath disposal.	-	-	-	-	-	-	-	-	-	-
TOTAL	\$40	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10

4.4.4 Capital expenditure summary

Cost Elements: The renewal, creation and disposal comprise the direct costs of Council labour, Plant and Equipment Hire and Contractor services. The chart below shows the cost per year for Renewal, Creation and Disposal categories of expenditure.

The Renewal and Creation budgets levels of this plan are sufficient to meet the service levels.

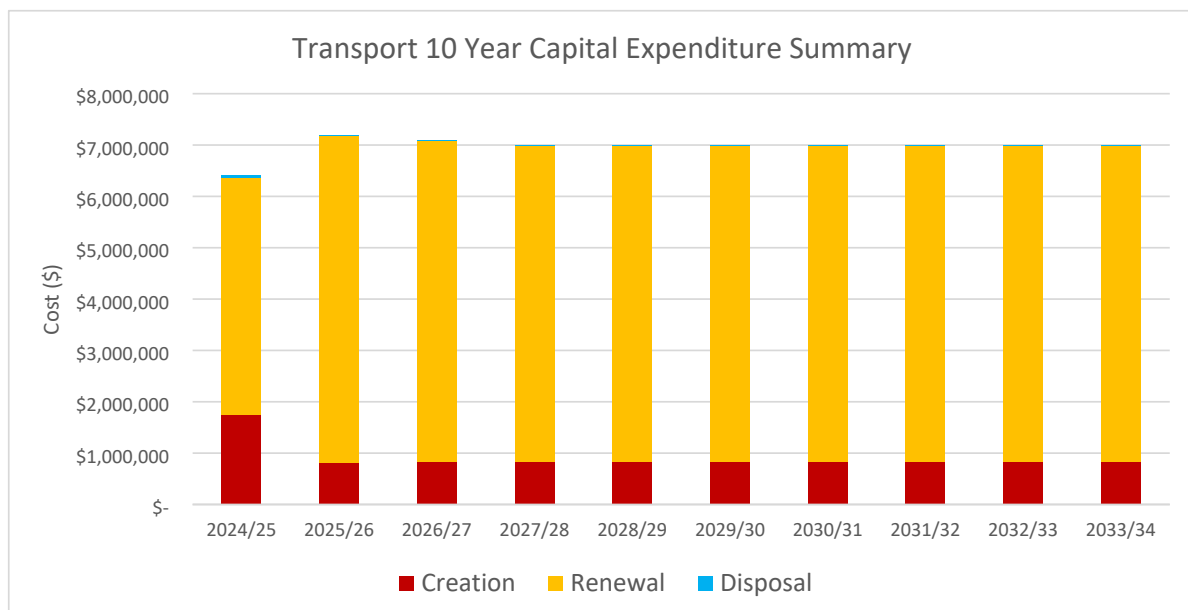


Figure 12: Asset renewal, creation & disposal cost forecast for the 10-year AMP

5. Risk management

Council's Risk Management Policy sets the overall framework for addressing risk within the framework of ISO31000.

The elements of this framework are:

- Risk Management Context: Establishes the objectives, stakeholders, key issues, and criteria against which risks will be evaluated.
- Identify the Risk: Identifies what risk events are likely to impact on assets and services.
- Analyse the Risk: Reviews the existing controls and then analyses the likelihood of an event occurring and the consequence of the event to determine the level of risk.
- Evaluate the Risk: Assesses and ranks the identified risks in a Risk Register.
- Treat the Risks: Identifies actions to reduce/control the risk.

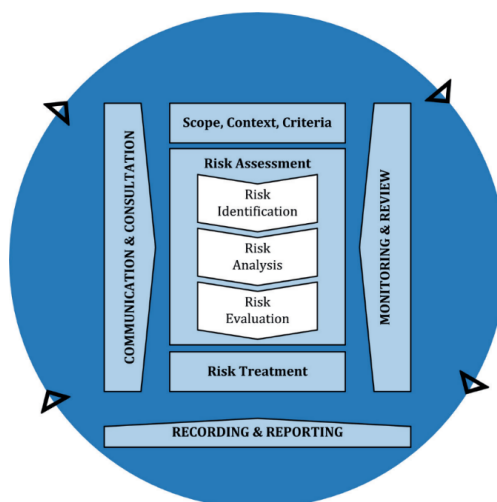


Figure 13: Risk Management Process from ISO 31000:2018

Council manages its transport assets in line with the Local Government Act, specifically Section 244 Liability for injury, damage or loss on community land. There are currently no high risk issues identified within the transport asset network.

5.1 Critical assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. For transport, critical assets include:

- Road, Shared Use Path, Pedestrian Bridges
- Retaining Walls greater than 2m
- Cove Road, Hallett Cove Embankment (Between Westcliff Court & Pindee Street)
- Traffic Signals

5.2 What we cannot do

The forecast budget is matched to the planned budget which enables the outcomes of this Asset Management Plan to be achieved.

6. Financial summary

6.1 Financial sustainability

Sustainability of service delivery

Two key indicators of sustainable service delivery are considered in the Transport Asset Management Plan:

1. The forecast renewals are funded over the life of this plan to ensure the continuity of function that the asset provides. Assets are scheduled for renewal based on an estimated end of useful economic life.
2. OpEx is funded to ensure the day to day management and integrity of the asset to ensure the required levels of service are met.

This AMP is used to inform the LTFP, through an iterative process balancing cost, performance, and risk. As a part of its Annual Business Planning process, CoM undertakes a review of forecast asset management expenditures. This revised forecast annual funding requirements is incorporated into Council's currently adopted Annual Business Plan and Long-Term Financial Plan.

10-year financial planning period

This Asset Management Plan identifies the forecast OpEx and CapEx costs required to provide an agreed level of service to the community over a 10-year period.

6.2 Forecast outlays for the Long Term Financial Plan

Table 30: Funding Allocation for the Long Term Financial Plan

Funding Allocation	10 Year	Average Annual Cost
Operational Cost (OpEx)	\$40,466,620	\$4,046,662
Capital Cost (CapEx)	\$69,594,694	\$6,959,469
TOTAL COST OF THE PLAN	\$110,061,314	\$11,006,131

Table 31: Transport assets forecast 10-year expenditure for each asset lifecycle phase from 2024/25 to 2034/35

Year	Planning	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast Total
2024/25	\$50,000	\$1,753,000	\$1,372,500	\$277,500	\$2,236,562	\$4,606,694	\$40,000	\$10,336,256
2025/26	\$70,000	\$825,000	\$1,372,500	\$430,500	\$2,342,562	\$6,353,000	\$10,000	\$11,403,562
2026/27	\$15,000	\$825,000	\$1,372,500	\$245,000	\$2,342,562	\$6,250,000	\$10,000	\$11,060,062
2027/28	\$15,000	\$825,000	\$1,372,500	\$325,500	\$2,342,562	\$6,153,000	\$10,000	\$11,043,562
2028/29	\$-	\$825,000	\$1,372,500	\$195,500	\$2,342,562	\$6,154,000	\$10,000	\$10,899,562
2029/30	\$60,000	\$825,000	\$1,372,500	\$430,500	\$2,342,562	\$6,154,000	\$10,000	\$11,194,562
2030/31	\$15,000	\$825,000	\$1,372,500	\$266,000	\$2,342,562	\$6,154,000	\$10,000	\$10,985,062
2031/32	\$15,000	\$825,000	\$1,372,500	\$325,500	\$2,342,562	\$6,154,000	\$10,000	\$11,044,562
2032/33	\$-	\$825,000	\$1,372,500	\$195,500	\$2,342,562	\$6,154,000	\$10,000	\$10,899,562
2033/34	\$60,000	\$825,000	\$1,372,500	\$430,500	\$2,342,562	\$6,154,000	\$10,000	\$11,194,562
Total	\$300,000	\$9,178,000	\$13,725,000	\$3,122,000	\$23,319,620	\$60,286,694	\$130,000	\$110,061,314

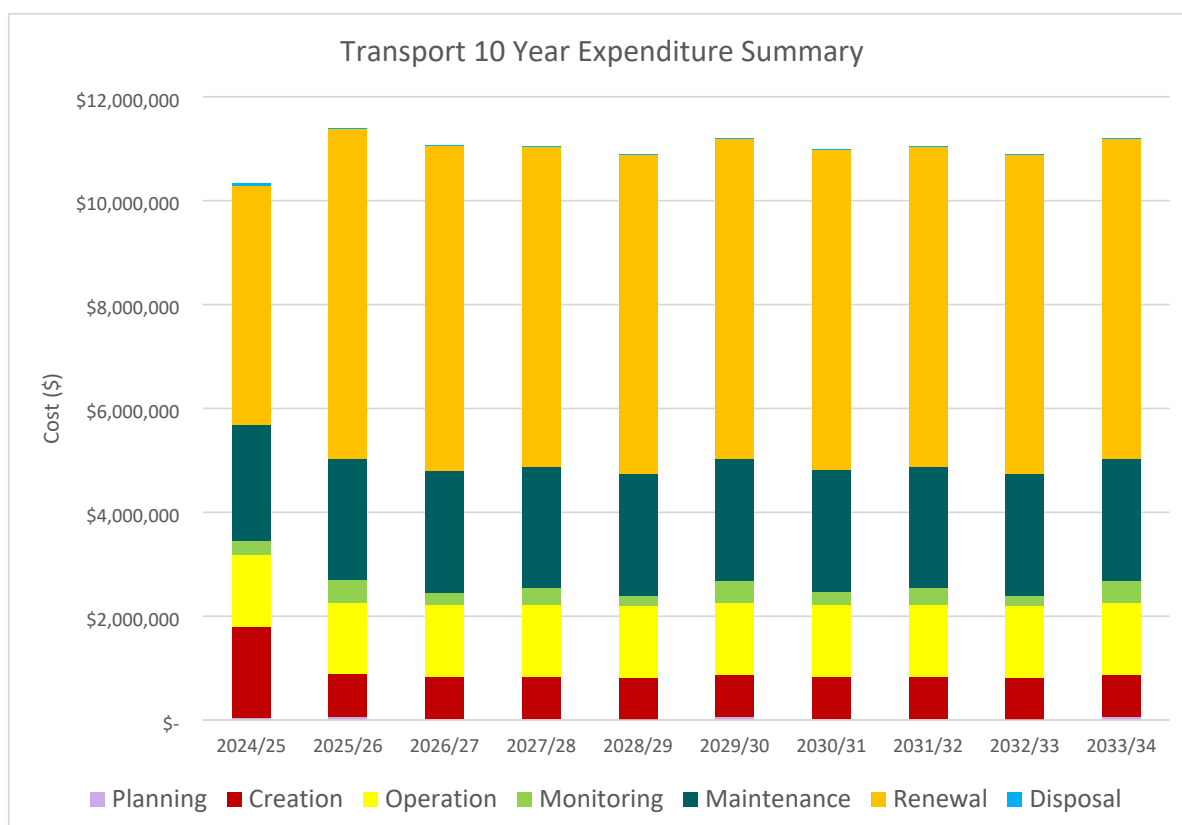


Figure 14: 10-year expenditure profile for transport for each lifecycle phase

6.3 Valuation forecasts

The best available information of the value of assets included in this Asset Management Plan are shown below. The assets are valued at a fair value at cost to replace service capacity and construction costs.

Replacement Cost (Current/Gross) - \$399,223,398

Accumulated Depreciation - \$240,635.971

Depreciated Replacement Cost - \$323,861,081

Annual Depreciation - \$9,342,756

6.4 Key assumptions in financial forecasts

- All data used in this Asset Management Plan is current as of September 2024
- The forecast 10-year expenditure profile is provided in 2024 dollars.
- Long-Term Financial Plan will be adjusted annually to account for cost index increases and utility cost anomalies.
- Historical trends in storm events are reliable forecast for future budget planning.
- Climate Risk Assessments are used as a guide to inform budget planning.
- Community and technical levels of service expectations remain consistent.
- Uses currently endorsed Council plans
- Changes in legislation do not impact the service levels.
- Resources availability is not impacted because of pandemic, or other State Emergencies.

6.5 Forecast reliability and data confidence

The forecast costs, proposed budgets, and valuation projections in this Asset Management Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified in accordance with **Error! Reference source not found.**

Table 32: Data confidence grades description

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 $\pm 40\%$.
E. Very low	None or very little data held.

The Transport Asset Management Plan has a level of confidence for each dataset, see **Error! Reference source not found.** for details.

Table 33: Data confidence assessment for different sections of the Asset Management Plan

Data	Confidence Assessment
Asset Condition	B
Asset Function	D
Asset Capacity	D
Asset Age Profile	D
Replacement Value	B
Service Levels	A
Demand drivers	B
Asset Creation and Renewal Forecasts	C
Operating and Maintenance Forecast	D

6.6 Monitoring and review

This Asset Management Plan 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.

Cost changes will be reviewed annually, and any changes needed to the forecasts outlay for the Long Term Financial Plan (**Error! Reference source not found.** on page 50) will be published separately to this plan.

The Asset Management Plan will be reviewed and updated every four years to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, creation and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

7. Improvement plan

The following improvement initiatives were identified as part of the development of this Asset Management Plan and show alignment with the overall Council Strategy.

Table 34: Improvement activities identified during the development of the Asset Management Plan aligned to the Council Strategy

Alignment	Task	Resource	Completion
I1	Update Standard Drawings and Technical Specifications relating to Transport Assets and construction methodology	Coordinator Survey & Design	June 2026
I1	Reallocate Coastal Walkway assets relating to Pathways, Bridges, Kerb Ramps and Signage from the Coastal Walkway Asset Management Plan to the Transport Asset Management Plan	Unit Manager Asset Solutions	Next Asset Management Plan Cycle (2028/29)
I1	Update Asset Management Information System (Assetic) to align with new Transport Data Structure and terminology	Unit Manager Asset Solutions	June 2026
I2	Develop and implement a 4-year plan to collect and analyse asset condition data for all Transport Assets	Infrastructure Engineer	June 2028
I2	Develop 4-year renewal programs for all Transport asset classes	Infrastructure Engineer	On-going
I2	Develop Business Process Manuals for Transport Assets	Unit Manager Engineering	June 2025
I2	Review and revise chart of accounts to facilitate consistent and accurate cost allocation for all asset expenditure aligned with the Asset Management Lifecycle.	Unit Manager Engineering	June 2025
I2	Implement a process to update this Asset Management Plan during annual budget planning processes to show any material changes in service levels and/or resources.	Unit Manager Engineering	June 2025
E4	Create, review and update strategic, planning and guidelines documentation relating to Transport Assets	Unit Manager Engineering	June 2025



DRAFT ASSET MANAGEMENT PLAN 2024

CITY OF MARION

WATER TREATMENT & RESOURCES

DOCUMENT CONTROL		Asset Management Plan 2024 – Water Treatment and Resources			
PLAN OWNER:		Manager Engineering, Assets & Environment			
DOCUMENT ID :		AMP_WT_2024			
Rev No	Date	Revision Details	Author	Reviewer	Approver
0.1	August 2024	Draft Asset Management Plan (For Internal Review)	CL	HH/MV/GR	MA
0.2	August 2024	Draft Asset Management Plan (For ASC Review)	CL	BL	MA
0.3	October 2024	Draft Asset Management Plan (For FRAC Review)	CL	ASC	MA
0.4	October 2024	Draft Asset Management Plan (For GC Review)	CL	FRAC	MA
0.5	November 2024	Draft Asset Management Plan (For GC Endorsement)	CL	Community	MA

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Acknowledgement of Traditional Owners

The City of Marion respectfully acknowledges the Traditional Owners of the land, Kurna people and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.

Executive Summary

Purpose of the Plan

The purpose of the Water Treatment and Resources Asset Management Plan is to improve council's long-term strategic management of our constructed and natural water resource assets to ensure the current and future Levels of Service are sustained.

The plan defines the state of the assets and considers future requirements and risks together to inform the optimum lifecycle management and costs for the next 10 years. The Water Treatment and Resources Asset Management Plan is aligned with the Council's Strategic Plan and Long-Term Financial Plan. Data used in this Asset Management Plan is current as of August 2024 with the Plan monitored annually to make any necessary cost adjustments and is reviewed 4-yearly.

State of Councils' Water Treatment & Resources Assets

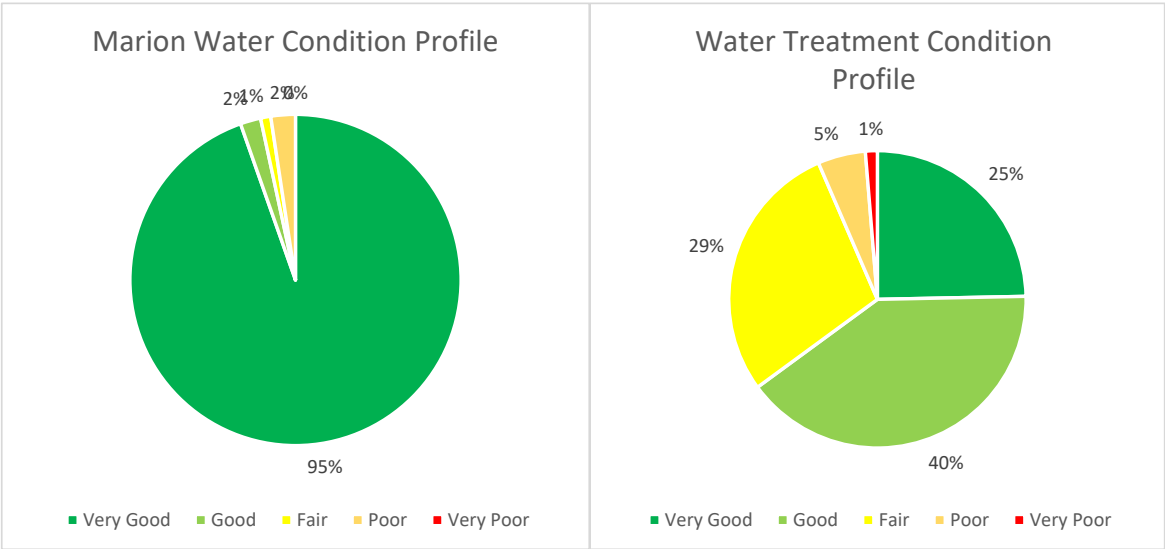
There are 3 asset classes under the Water Treatments and Resources Asset Management Plan: Marion Water, Water Treatment and Natural Assets. Marion Water operates a Stormwater Treatment and Re-use scheme, including the Managed Aquifer Recharge (MAR) system at Oaklands Wetland, which provides recycled water for irrigation and generates revenue for maintenance and expansion. Water Treatment Assets, such as wetlands and rain gardens, support the stormwater network and enhance water quality. Natural Assets, including rivers and creeks, are essential components of the network, requiring careful management to ensure environmental sustainability and service efficiency. **Error! Reference source not found.** shows the quantity, useful life and financial replacement value for these asset classes.

Table 1: Asset parameters including quantities, useful life, and replacement value

Asset Class	Asset Type	Quantity	Useful Life	Replacement Value
Marion Water	Oaklands Wetland	1	Various	\$18,335,800
	Marion Water Pipes	28km	80	
	Values & Meters	240	5-20 years	
	Headworks	38	20 years	
	Pump Stations	5	10-15 years	
	Tanks	4	20 years	
	ASR Wells	5	Various	
	Bore Wells	12	Various	
	Bore Water pipes	3.8km	80 years	
Water Treatment	Wetlands	7	Various	\$21,641,903
	Detention Basins	21	30 years	
	Swales	26	30 years	
	Rain Gardens	39	Various	
	Treenet Inlets	300	20 years	
Natural Assets	Rivers & Creeks	14km	N/A	TBD
TOTAL				\$39,977,703

Error! Reference source not found. shows the condition profile of the water treatment and resource assets. Note that condition data for underground pipes for Marion Water is estimated by using the age of the asset and not a physical inspection.

Table 2: Water Treatment & Resources Assets Condition Profile



Service Levels

The customer levels of service are considered in terms of the quality of the asset (condition); whether it is providing the intended service (function); and whether it is over/under utilised (capacity). **Error! Reference source not found.** shows the customer service requirements and how we plan to deliver on that requirement.

Table 3: Customer requirements and service activities

MARION WATER			
Parameter	Community Level of Service	Achieved by	Predicted Trend
Condition	The Marion Water network operates efficiently, safely and provides treated stormwater to a set quality.	The City of Marion distribution network is properly designed and constructed, regularly monitored, and maintained to enable infrastructure to be functional as per it's intended use.	Maintain
Function	Marion Water's distribution network is planned, designed, and constructed to minimise operating and capital costing, whilst providing maximum opportunities for greening and cooling.	Function is measured using the current network vs what is left to build, while also applying timeframes on when it needs to be built tracked against program and expected timeframes.	Maintain
Capacity	Marion Water distribution network operates to a defined pressure and flow and has a fixed peak instantaneous flow demand.	Strategies to address the impacts of ongoing capacity pressure, flow and water quality are regularly, inspected, tested, reviewed and benchmarked. Detailed hydraulic modelling is used to determine optimum capital spend against the long-term operating and maintenance costs	Maintain
Resilience	Marion Water network is planned, designed and constructed considering current and future demands as a result of the impacts of climate change.	Maintaining City of Marion pressure and flow to our irrigation demands is important. Hydraulic modelling is undertaken to inform any network augmentation.	Maintain

WATER TREATMENT & NATURAL RESOURCES			
Parameter	Community Level of Service	Achieved by	Predicted Trend
Condition	The City of Marion's Wetlands and WSUD devices operates safely and treats stormwater to a set quality.	The City of Marion's Wetlands and WSUD devices is properly designed and constructed, regularly monitored, and maintained to enable infrastructure to be functional as per it's intended use.	Maintain
Function	The City of Marion's Wetlands and WSUD devices are planned, designed, and constructed to treat stormwater.	Function is measured using the current network vs what is left to build, while also applying timeframes on when it needs to be built. This is tracked against program priorities matrix and expected timeframes.	Maintain
Capacity	The City of Marion's Wetlands and WSUD devices operates effectively during rainfall events.	Strategies to address the impacts of ongoing capacity pressure as a result of infill development, land division and change in climate are captured in stormwater management plans.	Maintain
Resilience	The City of Marion's Wetlands and WSUD devices are planned, designed and constructed considering current and future demands as a result of the impacts of climate change.	Maintaining City of Marion Standards Drawings and Stormwater Guidelines for developers. Partnerships and trials for new methods, products and techniques in Stormwater design and construction.	Maintain

Error! Reference source not found. shows the performance of the asset category in relation to its condition, function and capacity. Water treatment & resources assets are currently meeting the targets and based on this, the asset management plan will be maintained.

Table 4: Performance of asset against condition, function, and capacity

Measure	Current Performance	Expected Trend Based on the Budget
Condition	On track	90% of assessed assets in very good to fair condition. This will be maintained in this Asset Management Plan.
Function	On track	90% of assessed assets in very good to fair function. This will be maintained in this Asset Management Plan.
Capacity	On track	90% of assessed assets in very good to fair capacity. This will be maintained in this Asset Management Plan.

Future demand

Some of the key factors expected to influence future demand and the impact this will have on the water treatment & resources network and assets are shown in **Error! Reference source not found.** and have been accounted for in this Asset Management Plan.

Table 5: Demand factors and impact management

Demand Impact	Demand Impact Management
Urban infill resulting in more housing and increase to impermeable 'hard' surfaces and decreasing water quality.	Ensure new developments conform to City of Marion's Developer Guidelines, Technical Specifications and Standards.
Planning and design code changes resulting in reduced open space, reduced verge widths and an increase to impermeable 'hard' surfaces.	Work with developers in major sub-divisions to achieve outcomes that can improve the stormwater quality and WSUD opportunities in the catchment.
Community and Council Member requests.	Approved Prioritisation Matrix and Marion Water Plan informing the ongoing review of the Asset Management Plan.

Service Level Agreement based on risk for operational and maintenance activities.

Lifecycle Management

What it will cost

The forecast lifecycle costs necessary to provide the services covered by this Asset Management Plan include the activities of planning, creation, monitoring, operation, maintenance, renewal, and disposal of assets.

The forecast expenditure of this plan is used to inform the Long-Term Financial Plan – see **Error! Reference source not found.** and **Error! Reference source not found.** for details. It should be noted that this plan also includes the internal wages to manage planning, design and construction activities and provide specialist development advice to for internal departments and/or external developers/residents.

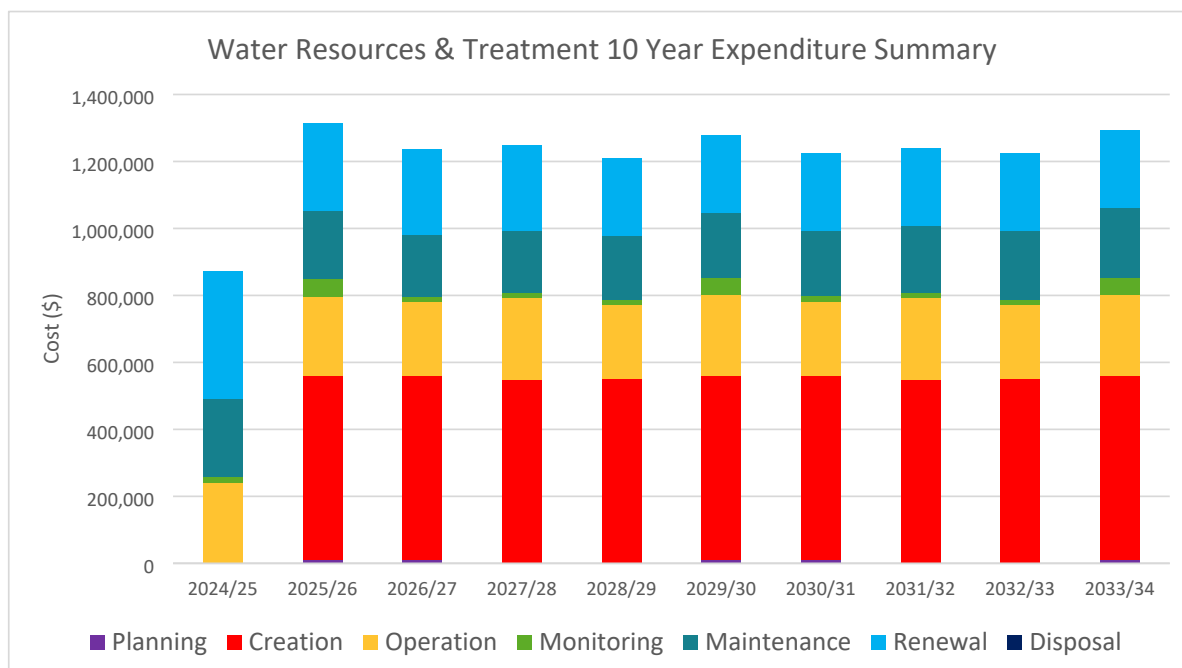


Figure 2: Expenditure profile by asset life category for 10 years

Table 6: Water Treatment & Resources assets forecast 10-year expenditure for each asset lifecycle phase from 2024/25 to 2033/34

Year	Planning	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast Total
2024/25	0	0	242,000	16,000	234,000	381,000	0	\$873,000
2025/26	10,000	550,000	237,000	51,000	205,500	260,000	0	\$1,313,500
2026/27	10,000	550,000	222,000	16,000	182,500	255,000	0	\$1,235,500
2027/28	0	550,000	242,000	16,000	185,500	255,000	0	\$1,248,500
2028/29	0	550,000	222,000	16,000	189,500	230,000	0	\$1,207,500
2029/30	10,000	550,000	242,000	51,000	193,500	230,000	0	\$1,276,500
2030/31	10,000	550,000	222,000	16,000	196,500	230,000	0	\$1,224,500
2031/32	0	550,000	242,000	16,000	200,500	230,000	0	\$1,238,500
2032/33	0	550,000	222,000	16,000	205,500	230,000	0	\$1,223,500
2033/34	10,000	550,000	242,000	51,000	209,500	230,000	0	\$1,292,500

Total	\$50,000	\$4,950,000	\$2,335,000	\$265,000	\$2,002,500	\$2,531,000	\$0	\$12,133,500
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Operational expenditure (OpEx) are activities that are of an operational/maintenance nature, cleaning, inspections, planning and providing specialist advice. Capital expenditure (CapEx) are activities that affect the asset, such as renewing, creating and disposing of the piece of infrastructure. The financial funding for the life of this plan is summarised in **Error! Reference source not found..**

Table 7: Summarised Funding allocation

Funding Allocation	10 Year	Average Annual Cost
Operational Cost (OpEx)	\$4,652,500	\$465,250
Capital Cost (CapEx)	\$7,481,000	\$748,100
TOTAL COST OF THE PLAN	\$12,133,500	\$1,213,350

Forecast funding required \$ 12,133,500

Average annual forecast funding required \$ 1,213,350

Managing the Risk

Risks are managed in accordance with Council's Risk Management Policy and Framework. There are no high-level risks that have been identified for Water Treatment and Resource Assets.

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. For Marion Water, critical assets include all pump stations and the Oaklands Wetland. The water treatment, critical assets include Glade Crescent Wetland, Lucretia Way Wetland and Warriparinga Wetland.

The forecasted budget in this asset management plan allows us to achieve all our service delivery objectives and to monitor and manage the risks accordingly.

Improvement

The Improvement Plan sets forward future activities that are required to ensure the asset management of water treatment and resources assets are maturing. These initiatives have been included in the forecast budget and include:

- Collecting Condition Data for Rivers and Creeks
- Developing Stormwater Management Plans on the remaining catchments in City of Marion
- Updating Standard Drawings and Technical Specifications

1. Introduction

1.1 Background

The Asset Management Plan provides information on the state of the water treatment and resources assets and their capability to meet the levels of service and demand requirements in a safe, cost effective and sustainable manner for the following 10 years. In delivering the service, risks are identified and managed so that a balance is achieved between achieving the desired performance of the asset, against the cost of providing the service.

This Asset Management Plan complies with the requirements of Section 122 of the Local Government Act 1999; and is an input for the City of Marion’s Long-Term Financial Plan. Information contained in this plan is current as of August 2024.

The assets under management of the Water Treatment & Resources Asset Management Plan are shown in **Error! Reference source not found..**



Figure 3: Water Treatment and Resources Asset Structure

Marion Water:

Marion Water is a business Council owns and operates, it includes a Stormwater Treatment and Re-use scheme, operated under the Conditions of a Minor Retail Licence issued by the Essential Services Commission of South Australia (ESCOSA). The City of Marion operates a Managed Aquifer Recharge (MAR) scheme at Oaklands Wetland that captures and treats stormwater before distributing through our own pipes and pumps for irrigating parks, gardens and sporting fields. (collectively ‘the Recycled Water Scheme’ known as Marion Water).

The MAR wetlands at Oaklands are maintained to a very high standard that actively improves the aesthetics of the local environment and provides recreational and amenity opportunities for the community. Marion Water not only provides a buffer against climate change, but also supplies recycled water to internal and external customers at a lower cost than if purchasing water from SA Water. The scheme not only benefits customers and the environment, but also generates revenue that can be put directly back into extending and maintaining the scheme and infrastructure. The scheme operates under a full cost recovery model, including cost of renewal.

Water Treatment Assets:

Include Wetlands, Rain Gardens, Swales, Detention Basins and other Water Sensitive Urban Design infrastructure that supports the stormwater network and helps improve water quality.

Natural Assets;

These include our rivers and creeks within the City of Marion. Although historically not treated as assets, these important channels form part of the stormwater network and requires activities to ensure they operate to a specific service level to function effectively, safely and are environmentally sustainable.

Decisions made to maintain, operate, renewal and construct new assets are based on strategic operational planning/ performance and through Water Treatment and Resource Asset Management Plans.

The Water Treatment and Resource assets included in this plan have a total replacement value of \$37,911,900.



Figure X - Berrima Road, Sheidow Park – Stormwater project

1.2 Planning Documents

Documents from the City of Marion's Strategic Management Framework together with other asset specific strategic documents were used in the development of this Asset Management Plan and are shown below.



City of Marion Policies	State Government Documents
<ul style="list-style-type: none"> - Environment Policy - Climate Change Policy - Open Space Policy - Tree Management Policy - Streetscape Policy 	<ul style="list-style-type: none"> - Environment Protection (Water Quality) Policy 2003 - The 30-Year Plan for Greater Adelaide (Plan SA) - Urban Greening Strategy - Water for Good - Stormwater Management Authority's Strategic Plan (2015-2025)
City of Marion Plans, Guidelines, Frameworks	Other Documents
<ul style="list-style-type: none"> - Coastal Catchment Stormwater Management Plan - Hallett Cove Creeks Stormwater Management Plan - Open Space Framework/Plan - Streetscape Guideline/Plan 	<ul style="list-style-type: none"> - Local Government Association Mutual Liability Scheme - IPWEA NAMS+ & AMP template - IPWEA Practise Notes - International Infrastructure Management Manual 2015 (ISO 55000) - Australian Standards

1.3 Key Stakeholders

Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in **Error! Reference source not found.**

Table 8: Key Stakeholders

Key Stakeholder	Role in Asset Management Planning
City of Marion Council Members	<ul style="list-style-type: none"> - Represent community needs and endorse levels of service and Asset Management Plans.
City of Marion Executive Leadership Team (ELT)	<ul style="list-style-type: none"> - Allocate resources to ensure the service is sustainable. - Ensure risks are managed while meeting objectives of the plan.
Marion Water Steering Committee	<ul style="list-style-type: none"> - Provides direction for the Marion Water Business - Ensure risks are managed while meeting objectives of the plan.
City of Marion Engineering, Assets, Environment Division	<p>Asset Owner</p> <ul style="list-style-type: none"> - Provide subject matter expertise advice and guidance regarding best practice. - Ensures the delivery of services to the agreed level. - Ensures the improvement plan is followed and actioned. - Manages and reviews risks and future demands. - Manages the asset data and asset management system.
City of Marion Operations Division	<ul style="list-style-type: none"> - Provides feedback on maintenance activities and resources required to complete the works to achieve the desired performance.
City of Marion Finance Division	<ul style="list-style-type: none"> - Provides advice on budget and cost allocations. - Allocate budgets according to forecasts and ensure alignment with the Long-Term Financial Plan (LTFP).
City of Marion Risk and Strategy Division	<ul style="list-style-type: none"> - Provides strategic advice and guidance. - Risk management and future demand advice.
Community	<ul style="list-style-type: none"> - Provide feedback on level of service and offer a source of funding through rates.
State & Federal Government	<ul style="list-style-type: none"> - Provide strategic direction through State and Federal endorsed plans, strategies and departments. - Can be a source of funding to projects and plans within the Asset Management Plans.

2. Levels of Service

Levels of service ensure we meet customer expectations by describing what we deliver. The primary reason assets exist is to deliver services.

Levels of service underpin asset management decisions. Defining and measuring levels of service is a key activity in developing Asset Management Plans. When levels of service are considered collectively, they provide clarity and assist with meeting council's strategic objectives.

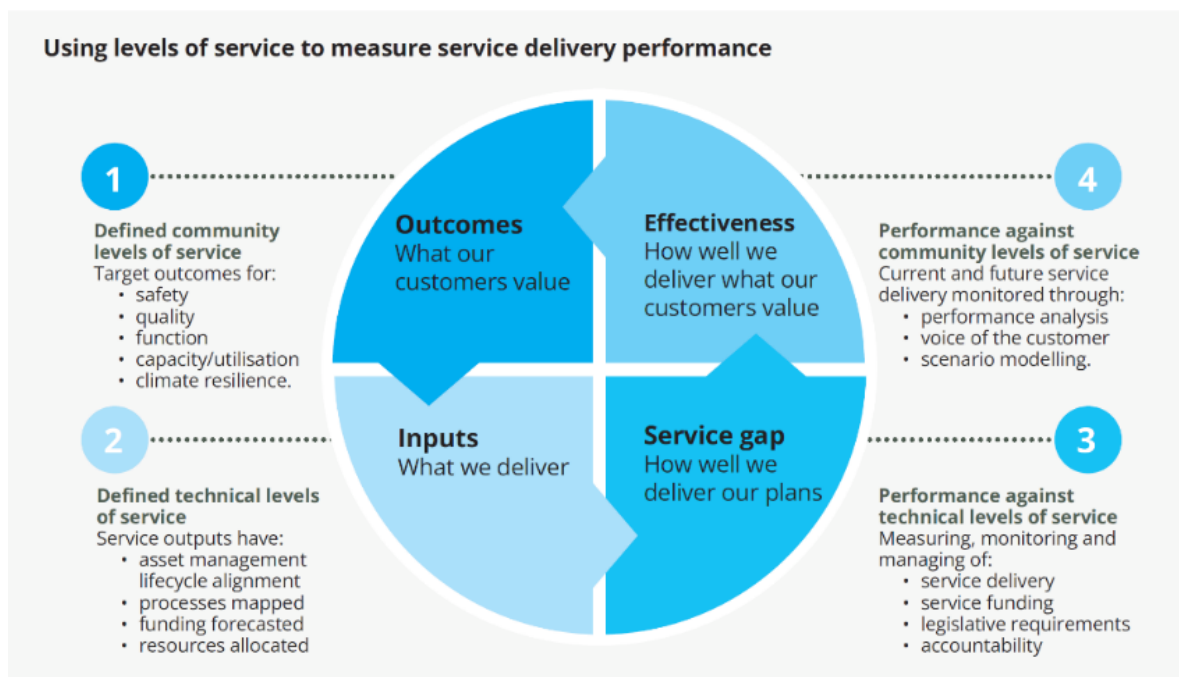


Figure 4: The relationship between Service outcomes, inputs, gaps, and effectiveness

When defining levels of service, council takes into consideration:

- the external context, including legislative requirements which may impose minimum standards.
- the internal context including strategic objectives, the availability of resources and financial constraints.
- customer expectations of the quality of service, balanced against the price they are willing and able to pay for that service.

These drivers influence council's decisions about the range, quality and quantity of services provided.

2.1 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of the community vision, goals and objectives.

Our Purpose

To improve our resident's quality of life; continuously, smartly, and efficiently.

Our Community Vision

A community that is (L) Liveable, (VN) Valuing Nature, (E) Engaged, (P) Prosperous, (I) Innovative, and (C) Connected.

Water Treatment & Natural Assets Aim:

To minimize the impacts of flooding to the community and to capture and treat stormwater to improve water quality for the enhancement of the environment.

Table 9: Relation between council strategic objectives and the objectives of the AMP

Water Treatment & Resources		
	Council Strategic Objective	How the objectives are addressed in the plan
L3	We will create a series of streetscaped avenues to improve the amenity of our neighbourhoods	<ul style="list-style-type: none"> - The construction of Water Sensitive Urban Design such as Tree Inlet pits to capture stormwater and treat stormwater within the verge space.
VN1	We will plan for and respond to extreme weather events through our services and urban form, managing infrastructure issues associated with flooding and stormwater.	<ul style="list-style-type: none"> - Investigate and plan for Stormwater Infrastructure (including Natural Water Courses) that addresses areas that are flooding or the potential of future flooding through Stormwater Management Plans.
VN2	We will build community resilience to the impacts of climate change.	<ul style="list-style-type: none"> - Stormwater Management Plans use projections of climate change in terms of rainfall events, sea level rise and the impacts of flooding by developing maps and at-risk areas. - The construction and management of the Marion Water business to harvest, store and supply the City of Marion with treated stormwater.
VN3	We will operate more efficiently and sustainably in terms of energy and water use, using the best technologies and methods to be as self-sufficient as possible	<ul style="list-style-type: none"> - Review areas that can be utilised for Water Sensitive Urban Design devices and techniques to reduce stormwater volumes within the stormwater network/system. - The construction and management of the Marion Water business to harvest, store and supply the City of Marion with treated stormwater.
VN6	We will encourage our community to be careful in their energy and water consumption	<ul style="list-style-type: none"> - Encourage new developments to use rainwater tanks and water sensitive urban designs and other treatments to reduce stormwater run-off.
I1	We will use the best technology possible to improve efficiency of our operations and delivery of our services.	<ul style="list-style-type: none"> - Data is collected within the catchment areas and Marion Water business to understand how the Water Treatment & Resources Assets are functioning and what condition they are in.
I2	We will use data to provide evidence for resource allocation relating to our services.	<ul style="list-style-type: none"> - Operational data is measured to ensure maintenance service levels are met.

Marion Water Asset Aim:

To develop the Marion Water business into a self sustaining, full cost recovery, non-subsidised business, that delivers environmental, financial, social and recreational benefits to the community.

Table 10: Marion Water objectives identified in the Marion Water Plan and the objectives of the Asset Management Plan

Marion Water		
	Objective	How the objectives are addressed in the plan
1	Deliver social and environmental benefit to the community	<ul style="list-style-type: none"> - Prudent Accounting Practices, with business expansions assessed via Business Cases or Section 48 Prudential Reports.
2	Drive the economic performance of the business.	<ul style="list-style-type: none"> - Construct and commission extensions of network into Mitcham and the City of Holdfast Bay. This is completed and the extension is now operational.
3	Pursue sustainable business growth	<ul style="list-style-type: none"> - Internal and external audits to apply Trust and Verify model via ESCOSA.
4	Maintain sound risk management and governance	<ul style="list-style-type: none"> - Legal assessment of obligations and technical assessments of costs and benefits using technology, whilst assessing financial and political risks.
5	Seek to deliver innovative solutions	<ul style="list-style-type: none"> - Regularly review the Marion Water 4 Year Strategic Plan

2.2 Legislation

The Legislation and industry Standards used in the preparation of this Asset Management Plan are found in **Error! Reference source not found..** The City of Marion complies with or exceeds the requirements of all applicable legislation.

Table 11: Key Legislation

Legislation	Impact
Australian Accounting Standards	Set out the financial reporting standards relating to the (re)valuation and depreciation of infrastructure assets
Commonwealth Environment Protection and Biodiversity Conservation Act (1999)	Provides a legal framework to protect and manage unique plants, animals, habitats and places
Development Act	Regulates development in the State; to regulate the use and management of land and buildings, and the design and construction of buildings; to make provision for the maintenance and conservation of land and buildings where appropriate; and for other purposes
Disability Discrimination Act 1992, Disability Inclusion Act 2018 and other relevant disability legislation	Sets the standard for accessibility to eliminate, as far as possible, discrimination against persons on the grounds of disability.
Environment Protection Act 1993 (Marine and Water Quality)	Provides guidelines for protection of the environment, related areas and legal obligations relating to stormwater pollution protection
Environment Protection (Water Quality) Policy 2018	Provides the structure for regulation and management of water quality in South Australian inland surface waters, marine waters and groundwaters
Heritage Places Act (1993)	Provides guidelines to encourage the sustainable use and adaptation of heritage places in a manner consistent with high standards of conservation practice, the retention of their heritage significance
Fair Trading Act 1987	This Act provides some additional protections for consumers, codes for specific industries and sets out the role and functions of the Commissioner for Consumer Affairs.
Landscape South Australia Act 2019	Defines the natural resource management requirement including provisions of Landscape boards
Landscape South Australia (General) Regulations 2020	Sets the Regulations to control pest animals and plants, watercourse restoration, coastal management etc.
Local Government Act 1999	Sets out the role, purpose, responsibilities and powers of local governments including the preparation of a Long Term Financial Plan supported by infrastructure and asset management plans for sustainable service delivery
Local Government (Stormwater Management) Amendment Act 2007	Establishes the Stormwater Management Authority which facilitates and coordinates stormwater management planning in councils
Native Vegetation Act	Provides incentives and assistance to landowners in relation to the preservation and enhancement of native vegetation; to control the clearance of native vegetation; and for other purposes
SafeWork SA Codes of Practice	Provides practical guidance for people who have work health and safety duty of care
Sewerage Act (1929)	Sets out requirements to identify tree species classification and relevant set back from sewer infrastructure.
Summary Offences Act 1953	Provides provisions for road closure to motor vehicles in accordance with Section 59
Water Industry Act 2012	An Act to facilitate planning in connection with water demand and supply; to regulate the water industry, including by providing for the establishment of a licensing regime and providing for the regulation of prices, customer service standards, technical standards for water and sewerage infrastructure and installations and plumbing, and by providing performance monitoring of the water industry; to provide for other measures relevant to the use and management of water; and for other purposes.

2.2.1 Approvals and Licences

The City of Marion has valid approvals and licences to operate Marion Water from the relevant regulatory authority as listed in the below table.

Table 11 Existing regulatory approvals

Organisation	Approval Number	Descriptions
Environmental Protection Agency	42482	Licence to inject treated stormwater EPA 42482
Department of Environment & Water	428531	Water Licence to extract up to 70M/L p/a (new Water Allocation Plan)
Department for Infrastructure and Transport	100/V009/12	Change of land use to allow for wetland development and ASR Scheme
Essential Services Commission of South Australia		Water Retail Licence

2.3 What our Customers Value

Community Feedback

A key objective of asset management planning is matching the levels of service council delivers with the levels of service expectations of our community. Council uses a range of activities to engage with the community and stakeholders such as social media and website, community workshops and meetings, education services and via Council Members. This ensures that levels of service, funding and management practices proposed for our assets are appropriate.

A community satisfaction survey was conducted by the City of Marion in 2022. A range of channels was used to reach out to all groups in the City of Marion community, including letterbox drop, social media, email, and face-to-face approaches to ensure a wide demographic spread of survey responses. Questions relating to age, gender, and relationship to the City of Marion and suburb were also included to confirm the views were representative of a more balanced demographic spread. The measure calculation methodology remains unchanged from previous years to ensure accurate trend measurement.

The 2022 City of Marion survey shows our residents believe that providing and maintaining water treatment & resources assets are of a high importance, see **Error! Reference source not found..**

Table 12: Community Satisfaction Survey Levels

Performance Measure	Satisfied	Importance
Stormwater Harvesting, Treatment and Reuse Network	86%	95%

The relative gap between the two measures of ‘Importance’ and ‘Satisfaction’ informs Council of the need to improve our management of water treatment & resources assets. This Asset Management Plan sets out a plan to ensure the community satisfaction of water treatment & resources assets is maintained or improved from the current state.

2.4 Community Levels of Service

Community levels of service detail what is important to our community and how they receive and experience our services.

Building on the National State of the Assets reporting and emerging industry good practice, council considers the following service parameters:

Condition	Does the asset provide a safe and quality service?
Function	Is the asset fit for purpose?
Capacity	Is the service over or under used?
Resilience	Is the asset’s design resilient against projected stressors

By listening and understanding what is important to our community, we have developed Community Levels of Service. These factual measures provide a balance in comparison to the customer perception (importance and satisfaction) that may be more subjective. Performance is monitored against targets, using 1-5 rating scales.

Using industry standard measures (where available) enables Council to compare our performance. This includes submitting data to the National State of the Assets benchmarking project commissioned by the Australian Local Government Association. A summary of these parameters is shown in **Error! Reference source not found..**

Table 13: Summary of performance parameters and service level trends for Marion Water

MARION WATER			
Parameter	Community Level of Service	Achieved by	Predicted Trend
Condition	The Marion Water network operates efficiently, safely and provides treated stormwater to a set quality.	The City of Marion distribution network is properly designed and constructed, regularly monitored, and maintained to enable infrastructure to be functional as per it's intended use.	Maintain
Function	Marion Water's distribution network is planned, designed, and constructed to minimize operating and capital costing, whilst providing maximum opportunities for greening and cooling	Function is measured using the current network vs what is left to build, while also applying timeframes on when it needs to be built tracked against program priorities matrix and expected timeframes.	Maintain
Capacity	Marion Water stormwater network operates to a defined pressure and flow and has a fixed peak instantaneous flow demand	Strategies to address the impacts of ongoing capacity pressure, flow and water quality are regularly, inspected, tested, reviewed and benchmarked.	Maintain
Resilience	Marion Water network is planned, designed and constructed considering current and future demands.	Maintaining City of Marion pressure and flow to our irrigation demands is important. Hydraulic modelling is undertaken to inform any network augmentation.	Maintain

WATER TREATMENT & NATURAL ASSETS			
Parameter	Community Level of Service	Achieved by	Predicted Trend
Condition	The City of Marion's Wetlands and WSUD devices operates safely and treats stormwater to a set quality.	The City of Marion's Wetlands and WSUD devices is are properly designed and constructed, regularly monitored, and maintained to enable infrastructure to be functional as per it's intended use.	Maintain
Function	The City of Marion's Wetlands and WSUD devices are planned, designed, and constructed to treat stormwater.	Function is measured using the current network vs what is left to build, while also applying timeframes on when it needs to be built. Tracked against program priorities matrix and expected timeframes.	Maintain
Capacity	The City of Marion's Wetlands and WSUD devices operates effectively during rainfall events.	Strategies to address the impacts of ongoing capacity pressure as a result of infill development, land division and change in climate are captured in stormwater management plans.	Maintain
Resilience	The City of Marion's Wetlands and WSUD devices are planned, designed and constructed considering current and future demands.	Maintaining City of Marion Standards Drawings and Stormwater Guidelines for developers. Partnerships and trials for new methods, products and techniques in Stormwater design and construction.	Maintain

Council and the community is a key focus of the City of Marion's asset management transformation. Measures and targets are determined by the Assets Steering Committee (including the Marion Water Steering Group) and the performance of the water treatment & resources assets against these community parameters is shown in **Error! Reference source not found.** section.

2.5 Technical Levels of Service

Technical Levels of Services detail what we do to deliver our services. Council manages and operates assets at the agreed levels of service while managing whole-of-life costs to ensure the best value for resources used. It is important to monitor the levels of service 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.

Technical service measures are linked to the activities and annual budgets as shown in the below **Error! Reference source not found.** and details of each are shown in **Error! Reference source not found.**

Asset management lifecycle



Figure 5: Asset Management Lifecycle

Table 14: Technical Levels of Service

Lifecycle Activity	Description of the Activity
PLANNING	<p>The management and planning for Water Treatment & Resources has multiple elements, these include:</p> <ul style="list-style-type: none"> - Marion Water Plan - WSUD Maintenance Guidelines - Water Treatment Technical Specifications and Standard Drawings <p>The planning of Marion Water and water treatment assets ensures that decisions for investments into the network is done on a priority's basis. Including the development and review of City of Marion standards, technical specifications and guidelines to ensure a consistent approach to Stormwater & WSUD Assets by developers and the City of Marion.</p>
CREATION	<p>The creation of Water Treatment & Resources Assets is determined and identified through the:</p> <ul style="list-style-type: none"> - Marion Water Plan - Streetscape Plan - Stormwater Management Plans which use catchment modelling of current and future scenarios to determine what infrastructure is required to meet the current service levels. - Requests made by the public or staff on an issue or opportunity (not identified within the Stormwater Management, Marion Water or Streetscape Plan) will be placed on the Prioritisation Matrix and assess against other projects. <p>In addition, water treatment & resources assets are also donated to Council by developers of major subdivision or State Government major projects that include WSUD infrastructure in the local or state own roads. These donated assets must meet City of Marion Standards and Technical Specifications before it can be accepted into the City of Marion asset register.</p>
OPERATIONS	<p>Operations are defined as the day-to-day activities undertaken to provide service delivery to the community. The operations activities in relation to Marion Water:</p> <ul style="list-style-type: none"> - Electricity - Licenses & Subscriptions - Fish & Pest Management - Insurances & Legal Fees - Wages - Property Management (Security & Communications)

MONITORING	<p>Monitoring of Water Treatment & Resource assets include:</p> <p>Marion Water:</p> <ul style="list-style-type: none"> - Water Testing (Every 75ML of injection, 3 Month extraction testing) - Condition and defect assessment <p>Water Treatment & Natural Assets:</p> <ul style="list-style-type: none"> - Condition and defect assessment - Wetland Water Testing (6 Monthly)
MAINTENANCE	<p>Maintenance is split into 2 types, Reactive and Proactive Maintenance.</p> <p>Reactive Maintenance is unscheduled activities in a response to community notifications or following inspections after severe weather events. The types of reactive work activities are:</p> <ul style="list-style-type: none"> - Unforeseen defects <p>Proactive Maintenance involves the regular scheduled activities including proactive repairs and improvements. The types of proactive work activities are:</p> <ul style="list-style-type: none"> - Desilting Wetland - Electrical and mechanical scheduled maintenance - Revegetation of plantings - Servicing equipment
RENEWAL	<p>Renewal is defined as replacing the existing asset to the modern-day equivalent. Typically, this occurs when the condition of the asset is at or beyond the intervention level for renewal. The criteria for renewal is:</p> <ul style="list-style-type: none"> - When 40% of the asset segment has defects (requires full renewal) or where the renewal cost is similar to the maintenance cost. - When the condition of the asset is poor (rating of 4) or above
DISPOSAL	<p>Disposal is required when an asset is no longer is required and has become redundant. These assets are removed or capped and buried.</p> <p>Complies with legislative requirements including Disposal of Land and Assets Policy.</p>

2.5.1 Service Standards

Customer Events System

The City of Marion City Services Department is committed to providing the highest level of customer service possible and aims to be the benchmark in Engineering, Civil Maintenance and Operations in Local Government.

City of Marion captures requests from the community through its Customer Event System (Salesforce), there are currently no specific categories created for Marion Water or Water Treatment enquiries. Request of a Stormwater related issues or enquiries will be raised through the Stormwater category (refer to the Stormwater Asset Management Plan). All requests that are raised are triaged based on risk and action accordingly.

If customers from the Marion Water Business are experiencing a fault on the network, direct communication with the Council's Water Resources Coordinator is provided. The customer information page on the City of Marion website includes the Marion Water customer charter.



Figure 6: Flinders University student undertaking water quality testing at Oaklands Wetland (Source: Flinders University)

3. Future Demand

Demand drivers are those factors which have the potential to impact water treatment and resource's function and service into the future.

Demand drivers include population, urban in-fill, planning and design code changes, political and community expectations, economic, and environmental factors.

3.1 Demand Management Plan

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

The impact of demand drivers that may affect future service delivery and use of assets including the opportunities identified to date for demand management are shown in **Error! Reference source not found..** Further opportunities will be developed in future revisions of this Asset Management Plan.

Table 15: Demand Drivers, Impacts and Demand Management

Demand Driver Group	Driver and Projection	Impact on Services	Demand Management Plan
Community/Customer Requests	Community/Customer requests.	Expectations to respond to reactive service delivery requests leads to inefficient resource planning.	<ul style="list-style-type: none"> - Approved Prioritisation Matrix and Marion Water Plan and ongoing review of the Asset Management Plan. - Service Level Agreement based on risk for operational and maintenance activities.
Land Use	Planning and design code changes resulting in reduced open space, reduced verge widths and an increase to impermeable 'hard' surfaces.	Increase in stormwater volume discharge from new major developments on to City of Marion's Stormwater network	<ul style="list-style-type: none"> - Ensure new developments conform to City of Marion's Developer Guidelines, Technical Specifications and Standards. - Work with developers in major sub-divisions to achieve outcomes that can improve the stormwater quality and network in the catchment.
Land Use	Urban infill resulting in more housing and increase to impermeable 'hard' surfaces.	Increase in stormwater volume discharge from new minor developments on to City of Marion's Stormwater network	<ul style="list-style-type: none"> - Ensure new developments conform to City of Marion's Developer Guidelines, Technical Specifications and Standards.
Economic	Property damage caused by Natural disasters	Increase in public liability claims. Increase emergency call outs.	<ul style="list-style-type: none"> - Monitor network and model catchment hydrology to determine at risk areas.
Social	Increased population density.	Increased risk of exposure to flood hazards within the City of Marion.	<ul style="list-style-type: none"> - Operations division to identify and resolve risk locations. - Use WSUD best practise principles.
Technological	Smart Cities, Scada, remote, Sensors, GIS, remote sensing,	Data collection and accuracy is improved assisting with	<ul style="list-style-type: none"> - Continue to collect and maintain water treatment and resource asset

	Artificial Intelligence, LiDAR mapping.	decision making and reporting.	data, aerial imagery and hydraulic data to help inform future decisions.
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3.2 Climate Change Adaptation

Climate change is likely to affect water treatment and resources asset life and functionality, and this is already being experienced through increase in more intense heavy rainfall events. This has had the effect of putting the stormwater system at maximum capacity and the potential of stormwater entering private property.

The Department of Environment and Water produced “*Guide to Climate Projections for Risk Assessment and Planning in South Australia, 2022*”. This document outlines the trends, and these along with how City of Marion will manage resilience is shown in **Error! Reference source not found..**

Table 16: Climate Adaptation Trends, Impacts and Resilience Management

Parameter	Projected Trend	Impact on Asset and Services	Resilience Management
Temperature	<ul style="list-style-type: none"> - Maximum, minimum, and average temperatures will increase. - Warmer spring temperatures. - Hotter and more frequent hot days. 	<ul style="list-style-type: none"> - Increased stress on water sensitive urban design areas leading to possible irrigation need during dry periods. - Lower retention basin levels for periods of time reducing available water for recycle and reuse. 	<ul style="list-style-type: none"> - Banking water injected into the Aquifer for any future drought - Drought tolerant planting species in rain gardens
Rainfall	<ul style="list-style-type: none"> - Declining rainfall, lower spring rainfall - More drought. 	<ul style="list-style-type: none"> - Increase in demand for water from the recycle system to maintain tree and reserve health - Possible inability to supply customers with desired water quantities from recycled plant - Possible pressure on maintaining aquifer levels 	
Storms	<ul style="list-style-type: none"> - More intense heavy rainfall events and which carry intensified winds. 	<ul style="list-style-type: none"> - Surge water entering retention basins containing greater amount of debris. - Possible pressure on existing retention capacity during surge events. - Budget allowances for clean-up may be affected. 	<ul style="list-style-type: none"> - Pre-storm event operational activities to ensure the stormwater and water treatment assets are operating efficiently. i.e. street sweeping, rain garden cleaning and GPT cleaning.
Evaporation	<ul style="list-style-type: none"> - Evapotranspiration increases across all seasons. 	<ul style="list-style-type: none"> - Greater draw of water from trees causing greater demand for water 	<ul style="list-style-type: none"> - Increase funding for monitoring/maintenance programs.

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience will have benefits:

Assets will withstand the impacts of climate change

Services can be sustained

Assets that can endure and may potentially lower the lifecycle cost and reduce their carbon footprint

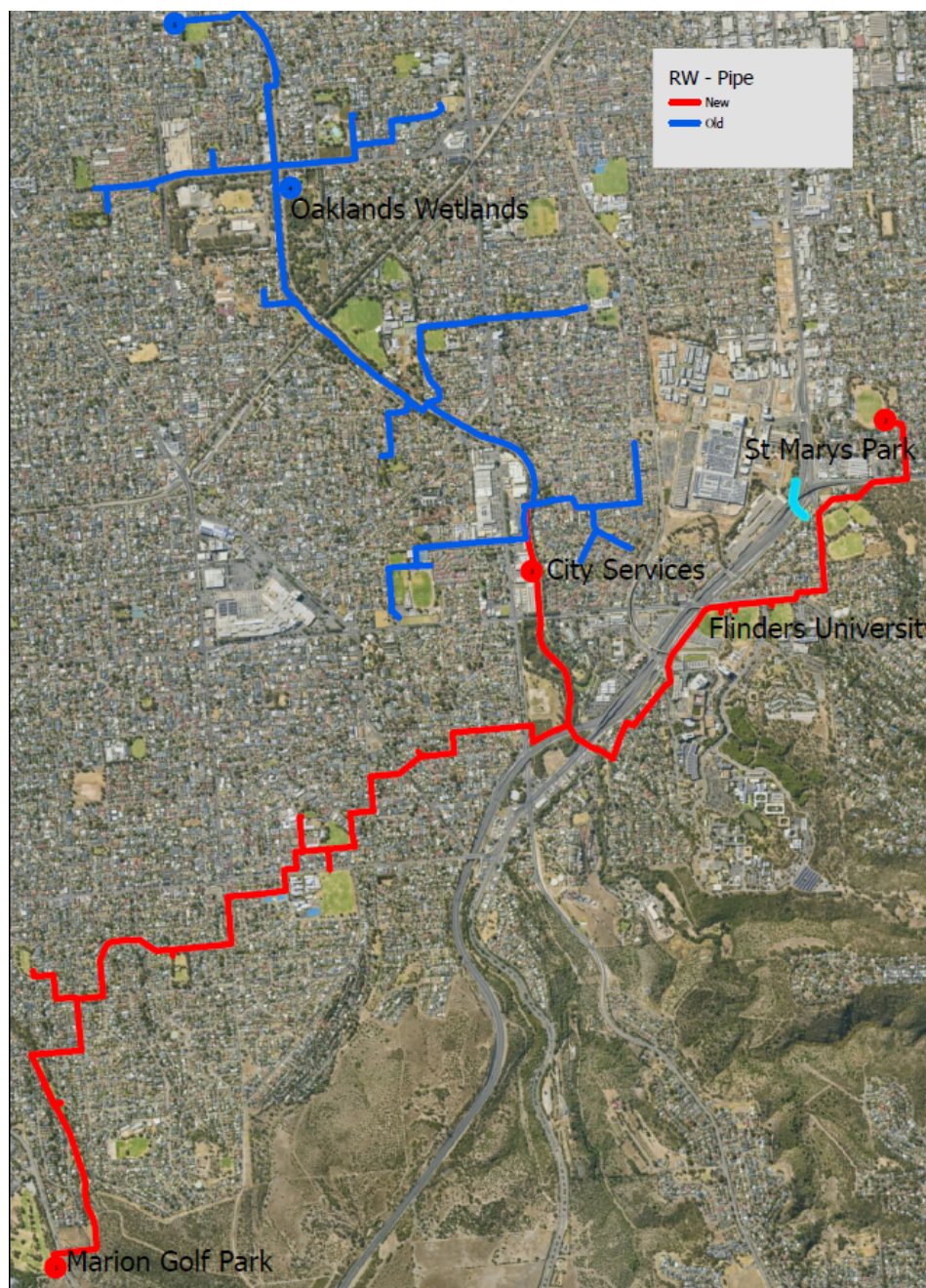
Recycled content within the infrastructure asset or backfill that will reduce the carbon footprint.

4. Lifecycle Management

4.1 Background Information

Marion Water

City of Marion owns and operates a stormwater reuse system which is centered around the Oaklands Wetland. The distribution network connects into 48 reserves and ovals within the City of Marion and supplies other customers such as the Tonsley Development, Flinders University, City of Mitcham and City of Holdfast Bay Council, Department of Education and Office of Sport and Racing. Marion Water is projected to provide over 250ML p.a. in treated stormwater to irrigate these locations during 2025/26.



Water Treatment

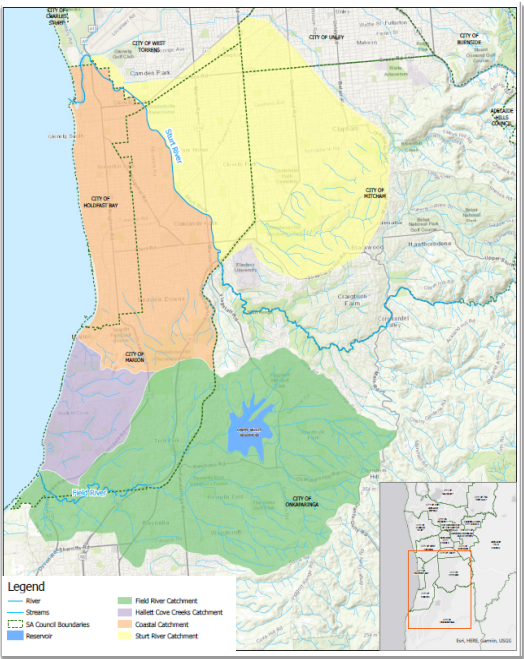
City of Marion uses a number of Water Sensitive Urban Design elements to help improve water quality and to mitigate flooding of stormwater. These include Wetlands, Detention/Retention basins, Rain Gardens, Swales and Treenet Inlets. City of Marion seeks to increase the number of these elements within Stormwater asset creation project (identified through the Stormwater Management Plans) and Streetscape projects.



Figure 7: Edwardstown Rain Garden

Natural Assets

There are 4 major stormwater catchments within the City of Marion, The Sturt River Catchment, Coastal Catchment, Hallett Cove Creeks Catchment and the Field River Catchment. These catchments have natural and urbanization channels to direct stormwater to the ocean. City of Marion has several natural creek lines that require active management to ensure the stormwater network operates efficiently and effectively. These include the Field River, Waterfall Creek, Sturt River (between the Southern Expressway & Sturt Road) and several small creeks.



4.1.1 Physical Parameters

The assets covered by this Asset Management Plan are shown in **Error! Reference source not found.**18 including the expected useful life and replacement cost. **Error! Reference source not found.** shows how the data is stored and represented in a Geographical Information System (GIS).

Table 17: Asset parameters including quantities, useful life and replacement value

Asset Class	Asset Type	Quantity	Useful Life	Replacement Value
Marion Water	Oaklands Wetland	1	Various	\$18,335,800
	Marion Water Pipes	28km	80	
	Values & Meters	240	5-20 years	
	Headworks	38	20 years	
	Pump Stations	5	10-15 years	
	Tanks	4	20 years	
	ASR Wells	5	Various	
	Bore Wells	12	Various	
	Bore Water pipes	3.8km	80 years	
Water Treatment	Wetlands	7	Various	\$21,641,903
	Detention Basins	21	30 years	
	Swales	26	30 years	
	Rain Gardens	39	Various	
	Treenet Inlets	300	20 years	
Natural Assets	Rivers & Creeks	14km	N/A	TBD
TOTAL				\$39,977,703

4.1.2 Age Profile

Age profiles are used to understand how the life of an asset is progressing, it could be used as an indicator of when large peaks of assets may reach an end of life over the long term, although condition data is more appropriate driver of renewal programs. See the below **Error! Reference source not found.** for age profiles for Marion Water & Water Treatment assets.

Figure 8: Age profiles of Marion Water and Water Treatment Assets

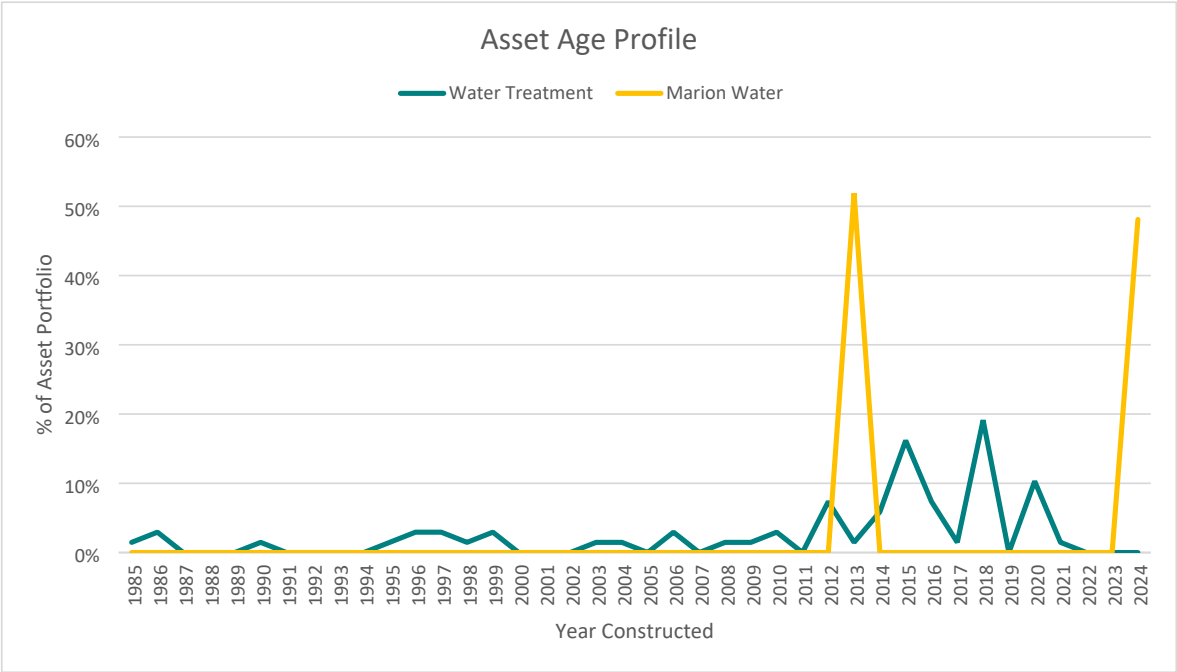


Figure 9: Pumps at the Oaklands Wetland Pump Station No 3

4.2 Asset Performance

4.2.1 Asset Condition

The service level that the community is willing to accept for condition of its water treatment and resources assets is described **Error! Reference source not found..**

Table 18: Asset condition performance description

Community Level of Service	Achieved by	Target	Tolerance Range
The Marion Water network, Wetlands and WSUD operates efficiently, safely and provides treated stormwater to a set quality.	<ul style="list-style-type: none"> Frequently monitoring the network for Defects and undertaking Condition assessments Maintaining and renewing assets at or before condition intervention point 	90% of assessed assets in very good to fair condition.	On track - 90% to 100% Monitor - 70% to 89.9% Off track - 0% to 69.9%

4.2.1.1 Marion Water Asset Condition

Marion Water asset condition is rated using industry best practice and City of Marion descriptions and a summary outlined in **Error! Reference source not found..** Pipeline asset and bore/well condition is assessed by age profile rather than physical inspections due to not been economically feasible and due to the pipeline been built in the past 10 years.

Table 19: Kerb & Channel Condition Rating

Marion Water Asset Condition Rating		%
1	Very Good Sound physical condition. Insignificant deterioration. Asset likely to perform adequately without major work for 25 years or more.	95%
2	Good Acceptable physical condition. Minor deterioration / minor defects evident. Negligible short term failure but potential for deterioration in long-term (20 year or more)	2%
3	Fair Moderate to significant deterioration evident. Minor components or isolated sections of the asset need replacement or repair now but not affecting short term structural integrity. Failure unlikely within the next 4 years but further deterioration likely and major replacement likely within the next 10-20 years	1%
4	Poor Serious deterioration and significant defects evident affecting structural integrity. Failure likely in short to medium term. Likely need to replace most of all of asset within the next 4 years.	2%
5	Very Poor Failed or Failure imminent (less than 12 months). Immediate need to replace most or all of the asset. Major work or replacement required urgently.	0%
Unknown	Unknown Condition or Construction Date	0%

4.2.1.2 Water Treatment Asset Condition

Water Treatment asset condition is rated using industry best practice and City of Marion descriptions and a summary outlined in **Error! Reference source not found..** Wetland and WSUD condition audit was undertaken in 2023.

Table 20: Kerb & Channel Condition Rating

Water Treatment Asset Condition Rating		%
1	Very Good Sound physical condition. Insignificant deterioration. Asset likely to perform adequately without major work for 25 years or more.	25%
2	Good Acceptable physical condition. Minor deterioration / minor defects evident. Negligible short term failure but potential for deterioration in long-term (20 year or more)	40%
3	Fair Moderate to significant deterioration evident. Minor components or isolated sections of the asset need replacement or repair now but not affecting short term structural integrity. Failure unlikely within the next 4 years but further deterioration likely and major replacement likely within the next 10-20 years	29%
4	Poor Serious deterioration and significant defects evident affecting structural integrity. Failure likely in short to medium term. Likely need to replace most of all of asset within the next 4 years.	5%
5	Very Poor Failed or Failure imminent (less than 12 months). Immediate need to replace most or all of the asset. Major work or replacement required urgently.	1%
Unknown	Unknown Condition or Construction Date	0%

4.2.1.3 Natural Assets Condition

No condition audit has been undertaken on the rivers and creek network, this has been identified in the improvement plan and the data to be included in the next iteration of the Asset Management Plan.

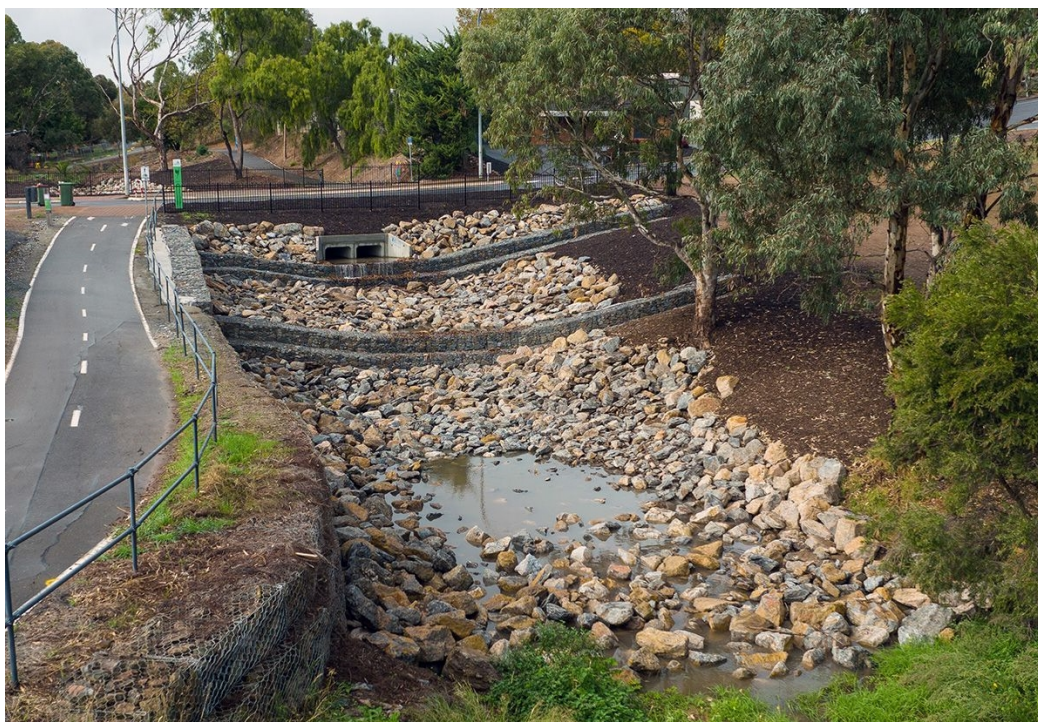


Figure 10: Berrima Road Project and Field River (Source: Beltrame)

The data shows that both Marion Water and Water Treatment assets are over **90%** of assets are either rated Very Good, Good or Fair. This represents that the water treatment and resources asset performance is **'On Track'** and within the target range.

4.2.2 Asset Function

The service level that the community is willing to accept for function of its water treatment and resource assets is described in **Error! Reference source not found..**

Table 21: Asset function performance description

Community Level of Service	Achieved by	Target	Tolerance Range
<p>Marion Water's distribution network is planned, designed, and constructed to minimize operating and capital costing, whilst providing maximum opportunities for greening and cooling.</p> <p>The City of Marion's Wetlands and WSUD devices are planned, designed, and constructed to treat stormwater.</p>	<ul style="list-style-type: none"> - Updating and reviewing the Marion Water Plan and ensure the goals and objectives are met within the timeframes. - Development of Stormwater Management Plans to identify where new water treatment assets are required. - Updating a Prioritisation Matrix list for future new Water Treatment & Resources Projects. 	90% of assessed assets are functioning 'very good'.	<p>On track - 90% to 100%</p> <p>Monitor - 70% to 89.9%</p> <p>Off track - 0% to 69.9%</p>

The function of the water treatment and resources assets can be measured using a scale of 1 (Very Good) and 5 (Very Poor) and answering a statement of 'has the asset been constructed within the timeframes as outlined in the Stormwater Management Plans/Marion Water Plan/Prioritisation Matrix'. This is to identify how City of Marion to tracking against other plans and strategies and is within the acceptable range. See **Error! Reference source not found.** for details on the function rating.

Table 22: Asset function performance outcome

Water Treatment and Resource Assets Function Rating		Assessed Assets
1	Very Good Asset constructed within the timeframes listed within the Stormwater Management Plans/Marion Water Plan/Prioritisation Matrix	100%
2	N/A	N/A
3	N/A	N/A
4	N/A	N/A
5	Very Poor Asset not constructed within the timeframes listed within the Stormwater Management Plans/Marion Water Plan/Prioritisation Matrix	0%

The data shows that **100%** of assets are rated Very Good. This represents that the network performance is '**On Track**' and within the target range.

4.2.3 Asset Capacity

The service level that the community is willing to accept for capacity of its water treatment and resource assets is described in **Error! Reference source not found.**

Table 23: Asset capacity performance description

Community Level of Service	Achieved by	Target	Tolerance range
<p>Marion Water network operates to a defined pressure and flow and has a fixed peak instantaneous flow demand.</p> <p>The City of Marion's Wetlands, WSUD devices and Rivers & Creeks operates effectively during rainfall events.</p>	<ul style="list-style-type: none"> - Updating and reviewing the Marion Water Plan to review areas of under capacity and the need to upgrade. - Systems and redundancies to address the impacts of ongoing capacity pressure, flow and water quality are regularly, inspected, tested, reviewed and benchmarked. - Maintaining and updating flood modelling/mapping for the 100 year ARI (1% AEP) for both current and future states. - Undertake data collection and monitoring for stormwater catchments and pipe flow rates/volumes. - Updating prioritisation matrix list for future new/upgrade water treatment and resources projects to increase capacity/reduce strain on the current network. 	90% of assessed assets are rated 'very good' for capacity.	<p>On track - 90% to 100%</p> <p>Monitor - 70% to 89.9%</p> <p>Off track - 0% to 69.9%</p>

The capacity of the water treatment and resource assets can be measured using a scale of 1 (Very Good) and 5 (Very Poor) and answering a statement of 'does the existing asset have the capacity to operate effectively'. This will determine if assets may need to be upgraded to meet the service level of capacity. See Table 25 for details on the capacity rating.

Table 24: Asset capacity performance outcome

Water Treatment and Resource Assets Capacity Description		Asset capacity
1	Very Good No capacity concerns.	100%
2	N/A	N/A
3	N/A	N/A
4	N/A	N/A
5	Very Poor Over capacity issues, network or asset not properly functioning.	0%

The data shows that **100%** of assets are rated Very Good. This represents that the network performance is **'On Track'** and within the target range.

4.2.4 Resilience

The service level that the community is willing to accept for resilience of its water treatment & resources assets is described in **Error! Reference source not found..**

Table 25: Resilience performance description

Community level of service	Achieved by	Target	Tolerance range
Marion Water network, Wetlands and WSUD is planned, designed and constructed considering current and future demands.	<ul style="list-style-type: none">- Maintaining pressure and flow for our irrigation demands. Hydraulic modelling is undertaken to inform any network augmentation.- Maintaining City of Marion Standards Drawings, Technical Specifications and WSUD Maintenance Guidelines.- Seek partnerships and trials for new methods, products and techniques in water treatment design and construction.- Implementing Water Sensitive Urban Design techniques.	Not established	Not established

No targets have been set for the service level of resilience. This will need further consideration and assessment in future Asset Management Plans.



Figure 11: Rain Garden Streetscape in Finniss Street, Marion

4.3 Operational Expenditure (OpEx)

4.3.1 Planning

The activities, initiatives, plans, strategies and wages required to plan the water treatment & resources assets infrastructure over the 10 years is listed in **Error! Reference source not found.**.

Table 26: Planning 10 Year Expenditure (all figures are in ,000 format)

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Marion Water Strategy/Plan	-	\$10	-	-	-	\$10	-	-	-	\$10
Water Sensitive Urban Design Guidelines	-	-	\$10	-	-	-	\$10	-	-	-
TOTAL	-	\$10	\$10	-	-	\$10	\$10	-	-	\$10

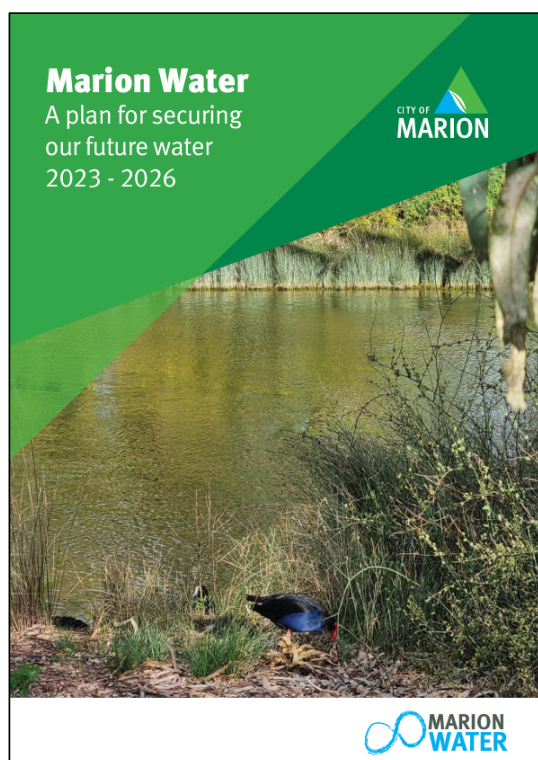


Figure 12: City of Marion's Plans and Guidelines

4.3.2 Operations

The activities, initiatives and wages required to operate the Marion Water assets infrastructure over the 10 years is listed in **Error! Reference source not found..**

Table 27: Operations 10 Year Expenditure (all figures are in ,000 format)

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Electricity										
- Electricity for Bores	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110
- Electricity for Marion Water Distribution network										
Administrational Activities										
- Licenses	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37	\$37
- Reporting										
- Insurances										
- Legal Fees										
- Cleaning and Security costs										
Oaklands Wetland										
- Fish management and Pest removal every 2 years	\$20	\$15	-	\$20	-	\$20	-	\$20	-	\$20
Wages										
- 0.5 FTE to manage the Marion Water business	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75
TOTAL	\$242	\$237	\$222	\$242	\$222	\$242	\$222	\$242	\$222	\$242



Figure 13: Rare Southern Purple Spotted Gudgeon in the Oaklands Wetlands

4.3.3 Maintenance

The activities and wages required to maintain the water treatment & resources assets infrastructure over the 10 years is listed in **Error! Reference source not found..**

Table 28: Maintenance 10 Year Expenditure (all figures are in ,000 format)

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Wetland Maintenance										
- Lucretia Way, Glade Crescent, Warriparinga & Tonsley Wetland Maintenance and desilting	\$48	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
WSUD Maintenance										
- Annual maintenance frequency										
- 5% increase in maintenance budget each year due to increase WSUD's within the network	\$45	\$63	\$66	\$69	\$73	\$77	\$80	\$84	\$89	\$93
Rivers & Creek Maintenance										
- Debris and sediment build up effecting natural water courses	-	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Bore Maintenance										
- Pump rotation and servicing	\$7	\$7	\$7	\$7	\$7	\$7	\$7	\$7	\$7	\$7
Oaklands Wetland Maintenance										
- Oaklands Wetland Maintenance and desilting	\$74	\$45.5	\$19.5	\$19.5	\$19.5	\$19.5	\$19.5	\$19.5	\$19.5	\$19.5
Marion Water Maintenance										
- Distribution network maintenance	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60
- Servicing and plant maintenance										
TOTAL	\$234	\$205.5	\$182.5	\$185.5	\$189.5	\$193.5	\$196.5	\$200.5	\$205.5	\$209.5

4.3.4 Monitoring

The activities and wages required to monitor the water treatment & resources assets infrastructure over the 10 years is listed in **Error! Reference source not found..**

Table 29: Monitoring 10 Year Expenditure (all figures are in ,000 format)

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Wetland Water Quality Testing										
- 6 month frequency	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2
Wetland Condition Audit										
- 4 year frequency	-	\$10	-	-	-	\$10	-	-	-	\$10
WSUD Condition and Defect Inspections										
- Annual frequency	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
Rivers & Creeks Condition & Defect Inspections										
- 4 year frequency	-	\$25	-	-	-	\$25	-	-	-	\$25
Bore Water Quality Testing										
- Testing	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Marion Water - Water Quality Testing										
- Every 75ML of injection testing	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
- 3 monthly frequency extraction testing										
Marion Water Condition and Defect Inspection										
- Annual frequency	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3
TOTAL	\$16	\$51	\$16	\$16	\$16	\$51	\$16	\$16	\$16	\$51

4.3.5 Operations Expenditure Summary

Cost Elements: The Planning, Operations, Maintenance and Monitoring costs comprise the direct costs of providing the service including Council labour, Contractor services, Plant and Equipment Hire and Specialist Contractors for monitoring and planning activities. The chart below shows the cost per year for each category of operational expenditure.

The Operational Expenditure budget levels of this plan are sufficient to meet the current service levels.

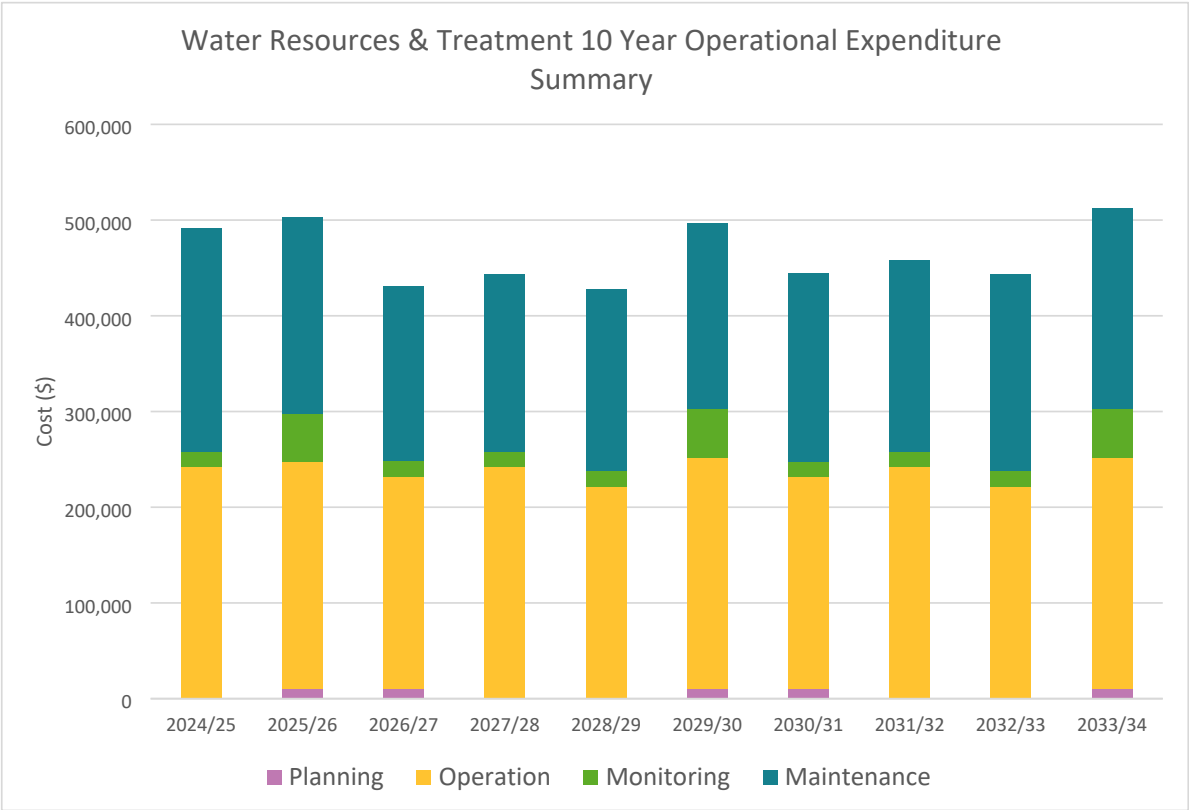


Figure 14: Planning, Operations, Maintenance and Monitoring forecast costs for the 10-year Asset Management Plan

4.4 Capital Expenditure (CapEx)

4.4.1 Renewal

The activities, contributions, management and wages required to renew the water treatment & resources assets infrastructure over the 10 years is listed in **Error! Reference source not found.**.

Table 30: Renewal 10 Year Expenditure (all figures are in ,000 format)

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
WSUD Renewal Program										
- Full renewal, reconstruction of WSUD assets.	\$151	\$140	\$140	\$140	\$140	\$140	\$140	\$140	\$140	\$140
Rivers & Creek Renewal Program										
- Renewal, Relining of Rivers and Creeks.	\$105	-	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90
Bore Renewal Program										
- Full renewal of well and/or pumps	-	\$120	-	-	-	-	-	-	-	-
Marion Water Renewal Program										
- Renewal of distribution network, plant, equipment and controls	\$125	-	\$25	\$25	-	-	-	-	-	-
TOTAL	\$381	\$260	\$255	\$255	\$230	\$230	\$230	\$230	\$230	\$230

Renewal is defined as replacing the existing water treatment & resources asset to the modern-day equivalent. Typically this occurs when the condition of the asset is at or beyond the intervention level for renewal. The criteria for renewal is:

- When 40% of the asset segment has defects or the maintenance cost is similar to full renewal cost (full renewal)
- When the condition of the asset is 4 (based on physical inspection or age) or above

4.4.2 Creation

The activities, construction, management and wages required to create water treatment & resources assets infrastructure over the 10 years is listed in **Error! Reference source not found.**.

Table 31: Creation 10 Year Expenditure (all figures are in ,000 format)

Activity	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
WSUD Streetscape Contribution										
- Assumes 25% of the overall Streetscape Program budget comprises of WSUD creation.	-	\$550	\$550	\$550	\$550	\$550	\$550	\$550	\$550	\$550
Marion Water Plan										
- Projects listed in the Marion Water Plan will need Council endorsement on individual projects.	-	-	-	-	-	-	-	-	-	-
Donated Assets from Developers & State Government*	-	-	-	-	-	-	-	-	-	-
TOTAL	-	\$550	\$550	\$550	\$550	\$550	\$550	\$550	\$550	\$550

* Donated assets from developers through major sub-divisions or State Government through major projects are undertaken on an ad-hoc basis and difficult to project value of assets City of Marion will receive. It should be noted that City of Marion doesn't pay for the construction of WSUD infrastructure associated with major developments or projects.

The creation of Water Treatment Assets is determined using the Prioritisation Matrix which assess projects on a number of criteria and ranked.

Projects are identified through:

- Stormwater Management Plans which uses modelling of current and future scenarios to determine what infrastructure is required to met the current service levels.
- Requests made by the public or staff on an issue (not identified through modelling through the Stormwater Management Plan) will be placed on the Stormwater Prioritisation Matrix and assess against other projects.

In addition, stormwater & WSUD assets are also donated to Council by developers of major sub-division or State Government major projects. These donated assets must meet City of Marion Standards and Technical Specifications before City of Marion can accepted into its asset register.

4.4.3 Capital Expenditure Summary

Cost Elements: The renewal and creation comprise the direct costs of Council labour, Plant and Equipment Hire and Contractor services. The chart below shows the cost per year for Renewal and Creation categories of expenditure.

The Renewal and Creation budgets levels of this plan are sufficient to meet the service levels.

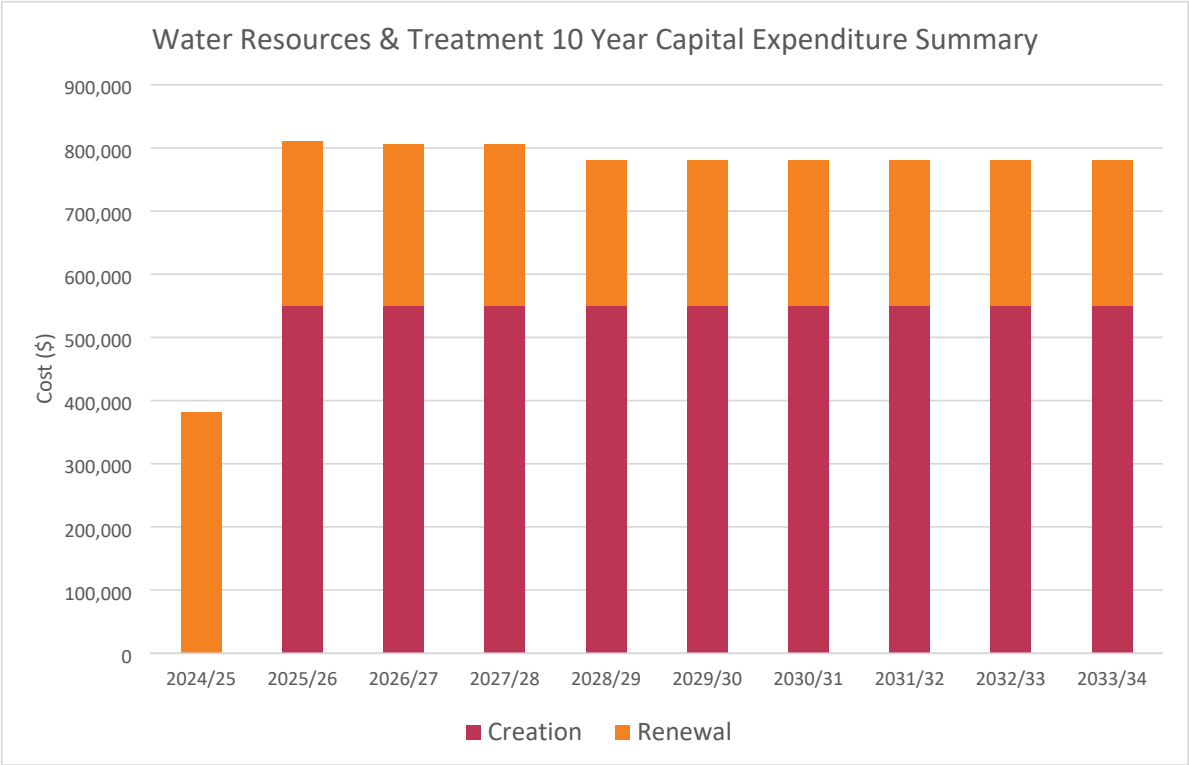


Figure 16: Asset renewal and creation cost forecast for the 10-year AMP

5. Risk Management

Council's Risk Management Policy sets the overall framework for addressing risk within the framework of ISO31000.

The elements of this framework are:

Risk Management Context: Establishes the objectives, stakeholders, key issues, and criteria against which risks will be evaluated.

Identify the Risk: Identifies what risk events are likely to impact on assets and services.

Analyse the Risk: Reviews the existing controls and then analyses the likelihood of an event occurring and the consequence of the event to determine the level of risk.

Evaluate the Risk: Assesses and ranks the identified risks in a Risk Register.

Treat the Risks: Identifies actions to reduce/control the risk.

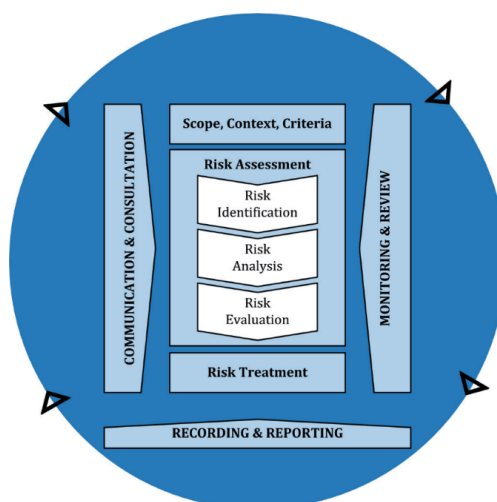


Figure 17: Risk Management Process from ISO 31000:2018

Council manages its water treatment & resources assets in line with the Local Government Act, specifically Section 244 Liability for injury, damage or loss on community land.

5.1 Critical assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. For Marion Water, critical assets include all pumps and the Oakland Wetland. The water treatment, critical assets include Glade Crescent Wetland, Lucretia Way Wetland and Warriparinga Wetland.

5.2 What we cannot do

The forecast budget is matched to the planned budget which enables the outcomes of this Asset Management Plan to be achieved.

Marion Water cannot be expanded without a full business case presented for review and approval by Council. To present a quantitative business case to Council it must first be assessed against strategic aims and objectives.

6. Financial summary

6.1 Financial sustainability

Sustainability of service delivery

Two key indicators of sustainable service delivery are considered in the Water Treatment & Resources Asset Management Plan:

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

This Asset Management Plan is used to inform the Long-Term Financial Plan, through an iterative process balancing cost, performance and risk. As a part of the Annual Business Planning process, City of Marion undertakes a review of forecast asset management expenditures. This revised forecast annual funding requirement is incorporated into Council's currently adopted Annual Business Plan and Long-Term Financial Plan.

10-year financial planning period

This Asset Management Plan 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.

6.2 Forecast outlays for the Long Term Financial Plan

Table 32: Funding Allocation for the Long Term Financial Plan

Funding Allocation	10 Year	Average Annual Cost
Operational Cost (OpEx)	\$4,652,500	\$465,250
Capital Cost (CapEx)	\$7,481,000	\$748,100
TOTAL COST OF THE PLAN	\$12,133,500	\$1,213,350

Table 33: Water Treatment & Resources assets forecast 10-year expenditure for each asset lifecycle phase from 2024/25 to 2033/34

Year	Planning	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast Total
2024/25	0	0	242,000	16,000	234,000	381,000	0	\$872,033
2025/26	10,000	550,000	237,000	51,000	205,500	260,000	0	\$1,313,500
2026/27	10,000	550,000	222,000	16,000	182,500	255,000	0	\$1,235,500
2027/28	0	550,000	242,000	16,000	185,500	255,000	0	\$1,248,500
2028/29	0	550,000	222,000	16,000	189,500	230,000	0	\$1,207,500
2029/30	10,000	550,000	242,000	51,000	193,500	230,000	0	\$1,276,500
2030/31	10,000	550,000	222,000	16,000	196,500	230,000	0	\$1,224,500
2031/32	0	550,000	242,000	16,000	200,500	230,000	0	\$1,238,500
2032/33	0	550,000	222,000	16,000	205,500	230,000	0	\$1,223,500
2033/34	10,000	550,000	242,000	51,000	209,500	230,000	0	\$1,292,500
Total	\$50,000	\$4,950,000	\$2,335,000	\$265,000	\$2,002,500	\$2,531,000	\$0	\$12,133,500

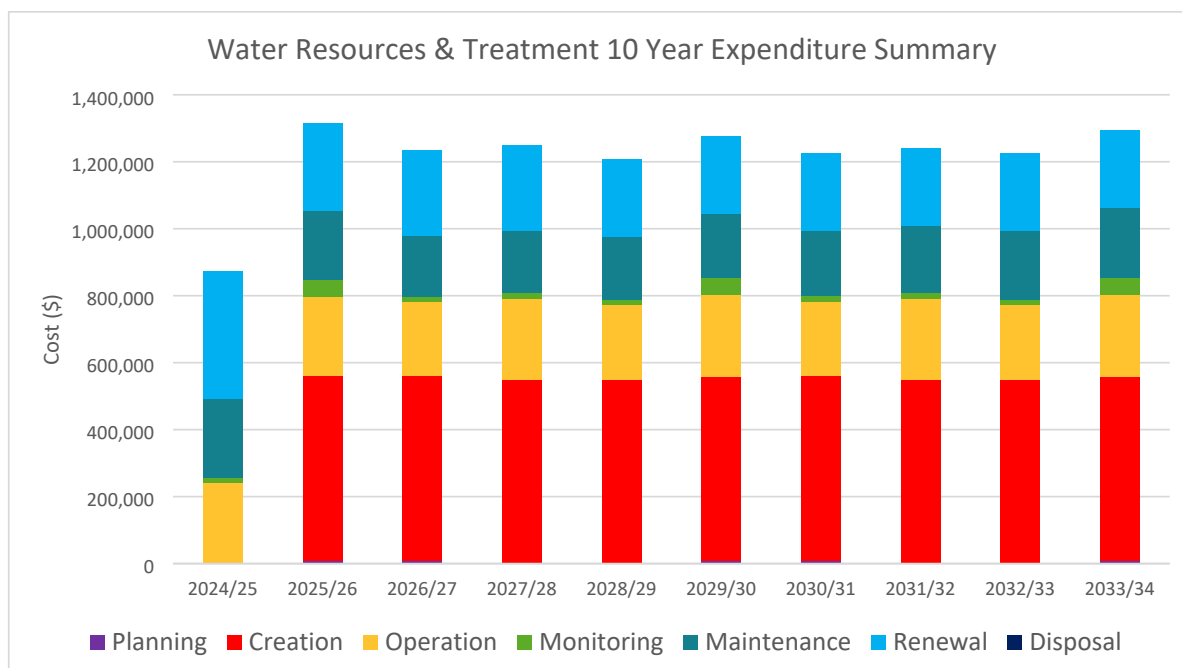


Figure 18: 10-year expenditure profile for Water Treatment & Resources for each lifecycle phase

6.3 Valuation forecasts

The best available estimate of the value of assets included in this Asset Management Plan are shown below. The assets are valued at a fair value at cost to replace service capacity and construction costs.

Replacement Cost (Current/Gross)	\$39,977,703
Accumulated Depreciation	\$7,523,420
Depreciated Replacement Cost	\$32,438,748
Depreciation	\$615,776

6.4 Key assumptions in financial forecasts

- All data used in this Asset Management Plan is current as of August 2024
- The forecast 10-year expenditure profile is provided in 2024 dollars.
- Long-Term Financial Plan will be adjusted annually to account for cost index increases and utility cost anomalies.
- Some of Marion Water assets estimated renewal dates are driven by useful life and not condition
- Any creation of new assets for Marion Water will impact Operational costs which have not been included in this plan
- Historical trends in storm events are reliable forecast for future budget planning.
- Climate Risk Assessments are used as a guide to inform budget planning.
- Community levels of service expectations remain consistent.
- Changes in legislation do not impact the service levels.
- Resources availability is not impacted because of pandemic, or other State Emergencies.

6.5 Forecast Reliability and Data Confidence

The forecast costs, proposed budgets, and valuation projections in this Asset Management Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified in accordance with **Error! Reference source not found.**

Table 34: Data confidence grades description

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 $\pm 40\%$.
E. Very low	None or very little data held.

The Water Treatment & Resources Asset Management Plan has a level of confidence for each dataset, see **Error! Reference source not found.** for details.

Table 35: Data confidence assessment for different sections of the Asset Management Plan

Data	Confidence Assessment
Asset Condition Water Treatment	B
Asset Condition Rivers & Creeks	D
Asset Condition Marion Water	B
Asset Function	A
Asset Capacity	A
Asset Age Profile	C
Replacement Value	C
Service Levels	B
Demand drivers	B
Asset Creation and Renewal Forecasts	C
Operating and Maintenance Forecast	C

6.6 Monitoring and review

This Asset Management Plan 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.

Cost changes will be reviewed annually, and any changes needed to the forecasts outlay for the Long Term Financial Plan (**Error! Reference source not found.** on page) will be published separately to this plan.

The Asset Management Plan will be reviewed and updated every four years to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, creation and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

7. Improvement Plan

The following improvement initiatives were identified as part of the development of this Asset Management Plan and show alignment with the overall Council Strategy.

Table 36: Improvement activities identified during the development of the Asset Management Plan aligned to the council strategy

Alignment	Task	Resource	Completion
I2	Collect Condition Data for Rivers and Creeks	Coordinator Water Resources	June 2026
I2	Review the Marion Water Plan/Strategy	Coordinator Water Resources	June 2026
I2	Update Standard Drawings and Technical Specifications relating to WSUD Assets and construction methodology	Coordinator Water Resources & Coordinator Survey & Design	June 2025
I2	Sturt River Stormwater Management Plan Endorsement	Unit Manger Engineering	June 2025
I2	Field River Stormwater Management Plan Endorsement	Unit Manger Engineering	June 2027
I2	Reallocate Wetlands and Water Sensitive Urban Design (WSUD) from Water Resources & Treatment Asset Management Plan to the Stormwater Asset Management Plan	Unit Manger Engineering	November 2028
I2	Create a new Asset Management Plan called Marion Water Asset Management Plan	Unit Manger Engineering	November 2028
I2	Update Asset Management System (Assetic) to align with new Data Structure and terminology	Asset Solutions Unit	June 2026

8 Reports for Noting

8.1 Council Member Report

Report Reference	FRAC241008R8.1
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

Section 3.5 of the Finance, Risk and Audit Committee (FRAC) Terms of Reference states “*where the Council makes a decision relevant to the Finance and Audit Committees Terms of Reference, the Council Member Representative will report the decision to the Finance, Risk and Audit Committee at the next Committee meeting and provide relevant context*”.

RECOMMENDATION

That the Finance, Risk and Audit Committee:

1. **Notes this report.**

DISCUSSION

Council Member Representative – Councillor Jason Veliskou and Councillor Luke Naismith

Since the last Council Member report was presented to the FRAC meeting, the Council has held two General Council Meetings. At these meetings, the Council made the following decisions that relate to the FRAC Terms of Reference in chronological order. If the FRAC wishes to discuss any of the items considered in confidence in further detail, the Committee will be required to move into confidence.

[General Council Meeting – 27 August 2024](#)

Privacy Policy

Report Reference: GC240827R11.9

Council reviewed and endorsed the revised Privacy Policy. It was noted that the Policy was identified for review as part of Council's annual Public and Legislative Policies assessment. The revisions made to the Privacy Policy incorporate Council's legal obligations, relevant best practise standards and recent experience with Privacy Matters.

Monthly Work Health and Safety Report

Report Reference: GC240827R12.2

Council Received and noted the monthly WHS Report noting the current financial year LTIFR for the City of Marion is 0; tracking below the annual target of 2.34.

Finance, Risk and Audit Committee – Independent Member and Chair (*confidential until acceptance of vacant position*)

Council resolved to appoint current Independent Member Mr Josh Hubbard to Chair of the Finance, Risk and Audit Committee for a term commencing 1 December 2024 to 30 November 2025.

[General Council Meeting – 24 September 2024](#)

Draft Strategic Plan 2024-2034 Community Consultation Outcomes

Report Reference: GC240924R12.1

Council endorsed the City of Marion Strategic Plan 2024-2034 and the community engagement report for release to the community for viewing. It was noted that overall, 98% of respondents support the Plan, indicating that the Plan aligns to the community's aspirations and expectations for the priorities council has set for the next 10 years.

Council Member Training and Development Request

Report Reference: GC240924R12.10

Council Supported the request for Councillors Mates, Lama, Naismith and Luscombe to attend and complete the Australian Institute of Company Directors (AICD) course by June 2025 and will reimburse 50% of the costs per member.

Asset Management Plans – endorsement for public consultation

Report Reference: GC240924R12.11

Council endorsed the Draft City of Marion Buildings and Structures AMP (and respective snapshot) for public consultation. The endorsed version incorporates feedback provided by the Finance, Risk and Audit Committee at its meeting of 13 August 2024. Final versions of the AMP will be presented to Council for endorsement on 26 November 2024.

ATTACHMENTS

Nil

9 Workshop / Presentation Items - Nil**10 Other Business****11 Meeting Closure**

The meeting shall conclude on or before 5.00pm unless there is a specific motion adopted at the meeting to continue beyond that time.