City of Playford

Strategic Asset Management Plan

2026/27

CITY OF Playford

Acknowledgement of Country

The City of Playford acknowledges that we are situated on the traditional land of the Kaurna people and that we respect their spiritual relationship with their country.

The City of Playford would also like to pay respects to Elders past, present and emerging.

Recognition of Forebears

The City of Playford also acknowledges the people, our forebears, that have contributed to building and defending our great nation and way of life.

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Introduction

About This Document

What is a Strategic Asset Management Plan?

The City of Playford Strategic Asset Management Plan (SAMP) ensures Council can deliver services, maintain assets, and achieve its strategic objectives in a financially sustainable manner in the short, medium and long term.

It provides staff, Elected Members, and our community with an overview of our assets, including what assets we are responsible for and their replacement value, the current condition of our assets and how they are performing, the service levels we provide, our asset goals and objectives, and our financial position.

The SAMP also describes the asset-based activities that Council proposes to undertake over the medium to long term in delivering its strategic objectives and providing services to the community through its assets.

This SAMP includes 10 years of asset renewal projections, in alignment with Council's Long Term Financial Plan (LTFP).

The SAMP also presents the current state of Council's Asset Management Framework, data, and systems, highlighting identified gaps and continuous improvement activities.

Why Do We Have a SAMP?

Section 122 of the *Local Government Act 1999*, states that a council must develop and adopt plans for the management of its area, to be called collectively the strategic management plans. A SAMP (or equivalent) is one of the key documents demonstrating Council's compliance with this requirement.

Whilst Council is required under legislation to produce a SAMP, it is more than just a compliance document. Council uses the SAMP as the linkage between our high-level strategy and objectives, and our tactical asset management implementation, as described by the Asset Management Plans (AMPs) for each asset portfolio. The SAMP is also a key document for communicating with our stakeholders about our approach to asset management.

The SAMP (and the individual AMPs) also assist the City of Playford in meeting a wide variety of other legislative requirements, covering matters such as safety and risk management, building and development standards, equitable access, and accounting standards.

Introduction

From the CEO

The City of Playford adopts a holistic and proactive approach to asset management. The management of our existing asset base, levels of service delivered by these assets, and predicted asset growth are integrated into our strategic planning, renewal planning and long-term financial plans as well as the day-to-day activities of the organisation.

Council owns and manages approximately $3.5 billion worth of assets, ranging from roads, buildings and land, to park furniture and office equipment. These assets are a significant investment, and Council needs to make sure they are managed appropriately for our existing community as well as for future generations.

This Strategic Asset Management Plan (SAMP) ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner in the short, medium and long term.

Day-to-day asset management includes the routine inspection and maintenance of council assets such as buildings, vehicles, footpaths, roads and playground equipment to ensure safety.

Medium to longer-term activities include the monitoring, planning, renewal, creation and disposal of assets. Ageing assets can require significant ongoing maintenance, and this must be balanced against the need to provide new assets and services for our rapidly growing community.

It is important that when we plan for new infrastructure, we not only consider the initial capital expenditure but ensure we also plan for the ongoing operational, maintenance and future replacement costs.

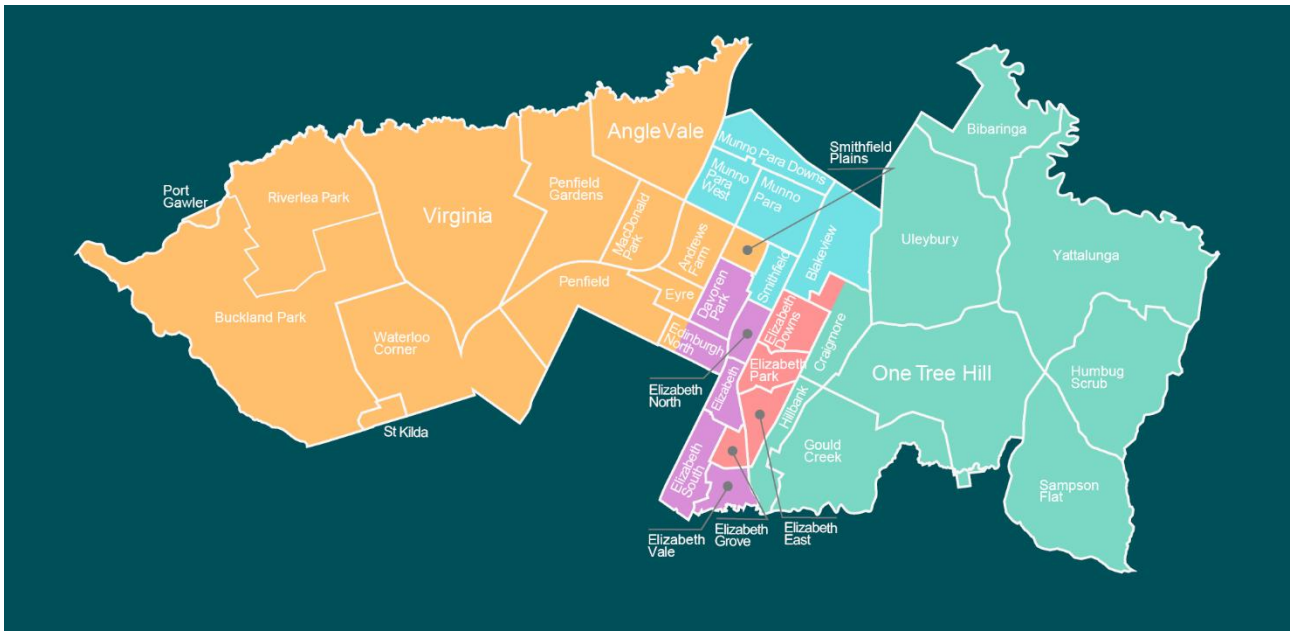
Ultimately, the SAMP provides a framework for the effective management and control of our infrastructure assets to achieve the desired balance of cost, risk and performance in community service delivery. It ensures we continue to provide safe spaces and places for our community to enjoy, as well as contributing to the appearance of our city and meeting the objectives of our Strategic Plan 2025-2028.

In February 2024 the Essential Services Commission of South Australia (ESCOSA) issued the final report of their review of Council's revenue sources, Long Term Financial Plan and Strategic Asset Management Plan, identifying both risks and areas of good practice for Council to consider. The review found the City of Playford's current and projected financial performance to be sustainable, which is the intended outcome of our Asset Management activities.

Our City

The City of Playford is the third largest South Australian metropolitan council, covering 345 square kilometres and with a population of around 115,790* people, which is anticipated to grow significantly over the next 10 years.

The city is diverse in nature, bounded on the west by the South Australian coastline (Gulf St. Vincent) which incorporates the Adelaide International Bird Sanctuary and remnant samphire vegetation, and bounded to the east by the Mt Lofty Ranges comprising hilly terrain containing rural living, native vegetation, and farming. At the western and northern end of the Council is one of South Australia's leading horticultural zones, the Virginia Triangle, and at the southern end is an industrial zone. The city also boasts a health precinct containing the Lyell McEwin Hospital and allied services, and a growing sports precinct.



Council is responsible for an asset portfolio with a replacement value of over $3.5 billion, comprising Transport, Bridges, Stormwater, Streetscapes, Parks and Sportsfields, Water Capture and Delivery, Buildings, Technology and Office, Fleet and Minor Plant, and Land.

With the exception of Land, which is not included in this SAMP, Council manages its physical assets through the development and implementation of Asset Management Plans (AMPs), which detail information on Council assets and the actions required to deliver the agreed level of service in a fiscally responsible and sustainable manner and in accordance with Council's Strategic Plan 2025-2028. These actions are a combination of maintaining and managing existing assets, providing new assets to meet forecast demand, and the renewal and upgrade of existing assets when they reach end of life or the optimum time in their lifecycle to intervene.

*Population as of June 30 2025, forecast.id.com.au/playford.

Strategic Planning Framework

Our Strategic Plan sits at the centre of our Strategic Planning Framework. It outlines Council's four-year goals for the city and provides direction for decision-making and how we prioritise the allocation of resources.

Barry Warren Reserve, Elizabeth Downs.

Strategic Planning Framework

The three phases of our Strategic Planning Framework

Our high-level plans guide our investment. **The Playford Community Vision 2043*** was developed in 2013 based on extensive community engagement and reflects the longer-term aspirations of the community, organised under the goals of Prosperity, Liveability and Happiness.

Our **City-wide Strategies** focus on a particular area such as open space or transport and help prioritise projects across the city. Our **Masterplans** outline our vision across a particular precinct or project area such as the Playford Health and Wellbeing Precinct and the Virginia, Angle Vale and One Tree Hill Townships.

We continue to invest in our growing community by undertaking new projects and delivering new services. The **Long Term Financial Plan*** ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner.

The **Annual Business Plan and Budget*** is the 12-month plan to deliver the Strategic Plan and secure funding.

We are constantly reviewing our investment. **The Strategic Asset Management Plan*** ensures effective and comprehensive management of our asset portfolios. We complete a range of different **analyses and planning activities** such as the Public Health Plan and Disability Access and Inclusion Plan that continue to guide our investment in our existing services.

**These plans meet our obligations under Section 122 of the Local Government Act 1999, which states that a council must develop and adopt plans for the management of its area, to be called collectively the strategic management plans.*

Strategic Plan 2025-2028 Alignment

Asset Management planning is implemented in line with the decision-making filters in our Strategic Plan to ensure that we plan strategically for the future and:

- work with other levels of Government to ensure we maximise opportunities to leverage external funding
- meet our legislative requirements and legal obligations
- stick to our Finance Strategy to achieve long-term financial sustainability while still delivering planned services, responsibly managing debt and promoting the growth of the city
- finish what we have started in terms of our longer-term projects that the community is expecting us to deliver
- pace the delivery of new projects and services in line with resource availability

The AMPs align to the following Strategic Plan Community Themes:

- Transport, Parks, and Streetscape renewals ensure our city remains safe, accessible, and easy to get around.
- Stormwater assets are inspected and renewed when necessary to mitigate flooding risk.
- Technology, Fleet and Plant assets are renewed at the optimum time to ensure the continuity of delivery of maintenance and community services.

- The condition of Transport, Parks, and Streetscape assets contribute significantly to the look and feel of an area. Although asset renewals are not primarily driven by visual amenity, they do contribute to this outcome.
- Irrigation of our reserves (using our environmentally sustainable recycled water network where available) uplifts their appearance and useability.

- Many Council services are delivered from Council-owned buildings. Regular maintenance and renewal ensure the continuing appeal and accessibility of these services, and our community's use of those facilities.
- Where building renewals are undertaken, works will meet current standards and accessibility requirements, and provide gender appropriate facilities.

- Creating and maintaining spaces where people can come together, both formally and informally, with a focus on ensuring these spaces are practical, accessible, and fit for purpose.
- Providing easier access to Council venues for community events and activities.
- Ownership and management of infrastructure and other assets, including community facilities such as the Grenville Hub, John McVeity Centre, Elizabeth Rise Community Centre, Northern Sound System and The Precinct.

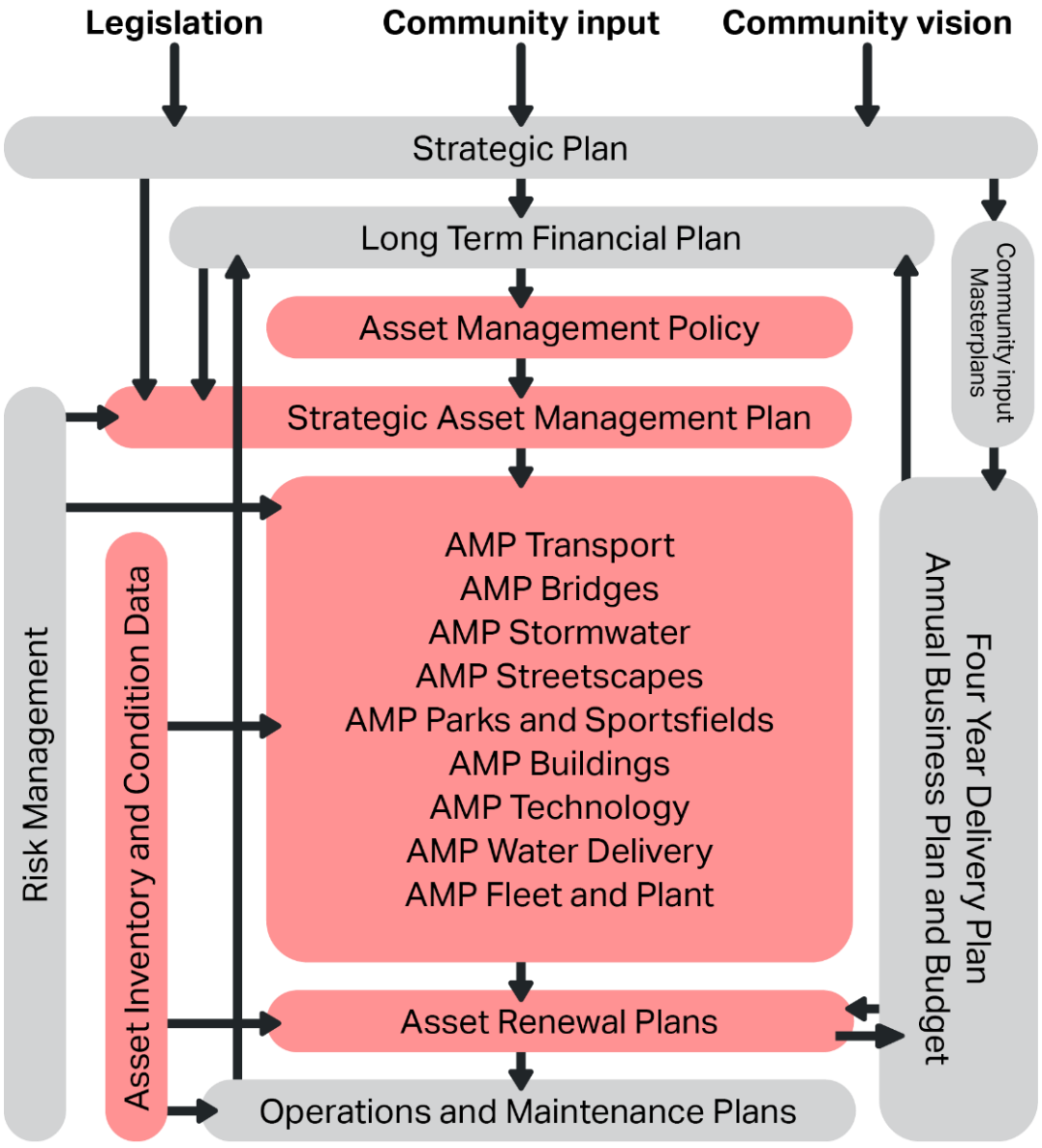
Organisational Context

As well as the Strategic Planning Framework, Council operates in accordance with external legislation and industry practice, and multiple internal policies, procedures and organisational management frameworks. These influence our Asset Management operational activities and decision making.

Fremont Park, Elizabeth

Asset Management Framework

The figure below shows how the SAMP, AMPs and other infrastructure and asset management documents fit into the broader strategic planning framework. Whilst asset management planning is primarily concerned with the review phase of the Strategic Planning Framework, it is an integral part of the framework, receiving and providing input to all three phases.



SAMP review

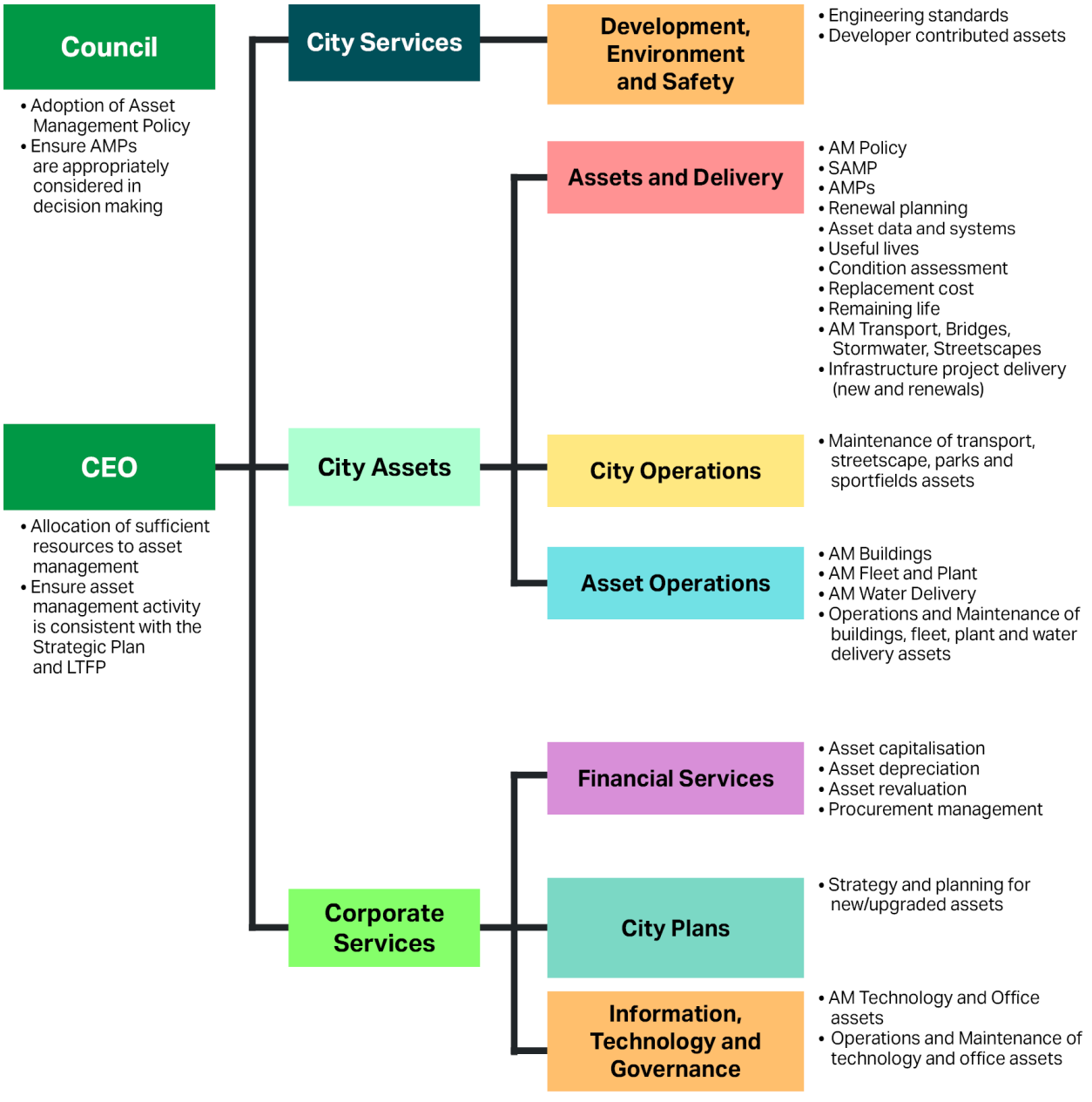
Although the SAMP is a medium to long-term document, it will be reviewed each year along with the LTFP and Annual Business Plan and Budget (ABP) to ensure that it contains current asset portfolio and condition data, risks and mitigations are current, continuous improvement initiatives are up to date, and to provide a rolling 10-year financial forecast of infrastructure and asset management investment requirements.

Asset Management Roles and Responsibilities

Council's Asset Management team sits within the Assets and Delivery department, which is responsible for the custodianship of Council's infrastructure assets and the delivery of renewal works and new capital infrastructure projects. This team is responsible for the Asset Management Policy, Asset Management Framework, SAMP, asset data, and renewal planning in consultation with other teams.

The tactical and operational asset management activities for buildings, technology and office, fleet and plant, and water delivery assets, and the management and acceptance of contributed assets from developers, sit within other areas of Council. These areas are supported by the core Asset Management team who provide the centre of asset management expertise.

This relationship and the responsibilities of Council staff and Elected Members as they relate to asset management activities and decision making is shown below.



Levels of Service

The purpose of asset management is to realise value from assets and achieve the desired balance of cost, risk and performance in community service delivery. This manifests in agreed levels of service which are described from both a high-level community outcome perspective, and a technical perspective.

Customer Levels of Service

Council has developed Service Standards to ensure that levels of service are accurately defined, measured, and reported on to enable staff and Elected Members to provide a consistent and quality level of service to the community. Council's 25 Service Standard Statements cover all aspects of Council's service delivery.

The Service Standards that relate to Council's infrastructure and assets are shown below.

Asset Class	Service Standard Statement
All	Financially efficient service provision
Parks and Reserves	Attractive and sustainable Open Space
	Fit for purpose sportsfields
Sportsfield Maintenance	Vibrant and liveable parks and reserves
	Vibrant and liveable sportsfields
Stormwater Network	Fit for purpose stormwater network
	Manage risk of flooding to properties
Urban Streetscapes*	Provide safe and suitable urban and rural streetscapes
Rural Streetscapes*	Fit for purpose urban and rural streetscapes

**In the context of Council's Finance systems and Service Standards, 'Streetscape' includes the whole road corridor, and therefore both the Transport and Streetscape asset classes.*

For operations and maintenance, Service Standards have specific measures and targets including response times (e.g. 'make safe within 24 hours'), cost of the service per rateable property, and the proportion of maintenance activities that are planned versus reactive maintenance (e.g. 'percentage of work orders generated from a customer request').

For asset renewal, the Service Standards influence the investment and renewal strategies for each asset class.

In both cases the Service Standards lead to development of Technical Levels of Service.

Technical Levels of Service

Our asset Technical Levels of Service are captured through Intervention Levels and Performance Standards.

Intervention Levels are the point at which Council undertakes activities to intervene with the assets. We aim to describe Intervention Levels in the maintenance plans and AMPs for each asset class. An example of intervention levels in the context of concrete footpaths may be to renew a footpath at a certain condition rating, or to undertake maintenance grinding when lipping reaches a certain point (currently 5mm-40mm).

Performance Standards are the standards and specifications that these intervention works must meet when they are undertaken (e.g. when grinding is undertaken, achieve lipping of less than 1mm; for renewal, construct in accordance with a defined specification).

In addition to legal compliance, we aim to meet industry guidelines from organisations such as the Institute of Public Works Engineering Australasia, Austroads and Engineers Australia, as well as relevant Australian Standards and the requirements of State Government agencies.

Community Input

Other general guidance for performance against our asset management levels of service comes from community sentiment; both through analysis of customer contact data, and from the results of more formal community surveys.

The Playford Community Survey captures sentiment, perception and performance of Council's delivery against the strategic objectives outlined on our Strategic Plan 2025-2028. The August 2025 survey saw more than 1500 members of the Playford community sharing their thoughts and experiences.

The figure below shows the average rating out of five for each Theme as well as the average community sentiment, which is a combination of trust, confidence and overall satisfaction with Council over the past 12 months.

Risk Management

Council uses a risk-based approach to managing business, project and operational activities and decisions. The Integrated Risk Management Framework (IRMF) is the means through which these are coordinated.

Council's IRMF includes commentary on its risk appetite, acknowledging that risk-based decision-making to support the achievement of strategic objectives should be tailored to each major risk type. The Risk Appetite ratings are provided below and influence our asset management decision making.

Risk appetite ratings

The City of Playford has rated its risk appetite across the six major risk types set out below

Risk Type	Willingness to accept risk			
	CONTROLLED (Zero tolerance)	**CAUTIOUS** (Low)	**ACCEPTING** (Medium)	**OPEN** (High)
Service delivery				
Financial sustainability				
Reputation				
Environmental impact				
Regulatory compliance				
Work health & safety				

The IRMF also establishes eight 'Fundamental Principles'. Three of these are considered as overarching guiding principles for asset management:

- Fundamental Principle 1: All risk management activities will be undertaken in alignment with the International Standard, ISO 31000:2018 Risk Management – Guidelines.
- Fundamental Principle 2: Risk management will be embedded in all planning and activities undertaken across Council.
- Fundamental Principle 3: The City of Playford will adopt and embed a risk-based approach to all activities and adhere to Council's Foundation Principles of Full Disclosure, Do No Harm and Attend to the Needs of Others.

The IRMF further provides Risk Governance arrangements and a Risk Toolkit.

Council's Risk Toolkit includes Camms Risk Software. Camms includes three registers: one each for Strategic Risk, Operational Risk and Project Risk. Asset management risks are managed within the Operational Risk register.

A table of our asset management risks, and the relevant management approaches for each, is provided in Appendix 1.

The controlled risk rating for each of the asset management risks identified is 'medium'.

Our Assets

The City of Playford owns and manages a diverse asset portfolio, worth over $3.5 billion. Council assets are divided into groups that comprise Transport, Bridges, Stormwater, Streetscapes, Parks and Sportsfields, Water Delivery, Land, Buildings, Technology and Office, Fleet and Minor Plant.

Stebonheath and Dalkeith Road Roundabout construction.

Our Assets

Asset Portfolio Summary

The replacement value of commissioned assets covered by this SAMP as of March 2026 is shown below. (Note this is different from the 'Fair Value' reported in the LTFP and annual financial statements as required by accounting standards).

It should be noted that this is correct at the time of writing this version of the SAMP and varies with each revaluation and every time a new asset (whether developer contributed or constructed by Council) is commissioned into the Asset Register.

Asset Class	Replacement Value $M
Transport	1,327
Roads, kerbs, car parks, traffic islands etc	
Streetscape	283
Footpaths, bus pads, pram ramps, signage etc	
Stormwater	556
Pits, pipes, culverts, headwalls, earthworks	
Parks and Sportsfields	95
Playgrounds, irrigation, park furniture, fencing etc	
Buildings	214
Electrical, mechanical, hydraulic, structure, lifts etc	
Water Delivery	33
Bores, pipes, pumps, tanks, controllers, filters etc	
Bridges	60
Road bridge, pedestrian bridge, major culverts etc	
Fleet and Minor Plant	18
Light vehicles, trailers, heavy plant etc.	
Gardening and other small mechanical plant items.	
Technology and Office	7
Computers, printers, audio-visual equipment, library collections etc	
TOTAL	**2,593**

Land is not included in the above list and is valued at approximately $0.9 billion giving an overall City of Playford asset portfolio of approximately $3.5 billion.

A further breakdown of the assets within each asset class and their renewal value is provided in the individual AMP for that asset class.

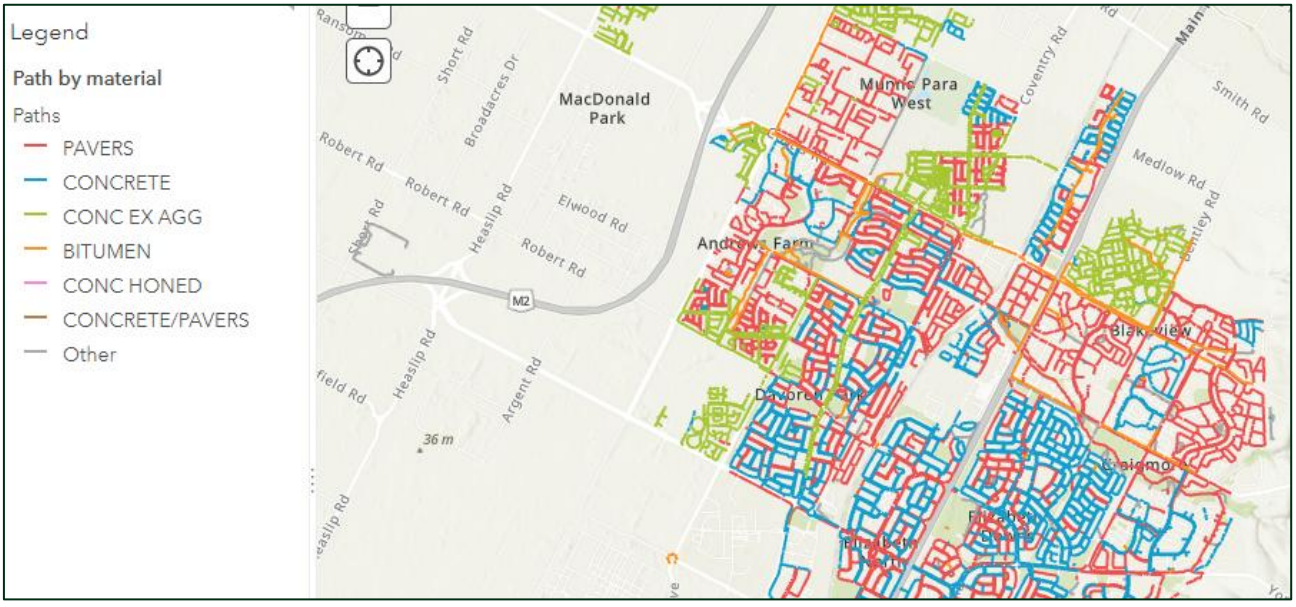
Asset Data

Council collects, maintains and analyses a large amount of information across its asset portfolios.

Council's asset data is stored, managed, and maintained in an Asset Register within Technology One's enterprise information system. This provides a single interface that streamlines business operations and integrates information across the whole Council, as well as helping to manage the complexity of asset data management and planning.

The Asset Register records information for the asset class, condition, value, size, age, and the remaining life of individual assets. Our Asset Register currently contains over 112,566 asset components.

Council's enterprise Geographic Information System (GIS) is also utilised in conjunction with the Asset Register. GIS enables mapping, visualisation, spatial analysis and querying of asset data. An example (footpath material) of GIS based asset visualisation is shown below:



This information is used in multiple asset management decision-making and reporting areas including the development of renewal programs, long-term forecasting, asset valuation and depreciation, and local government wide legislated reporting.

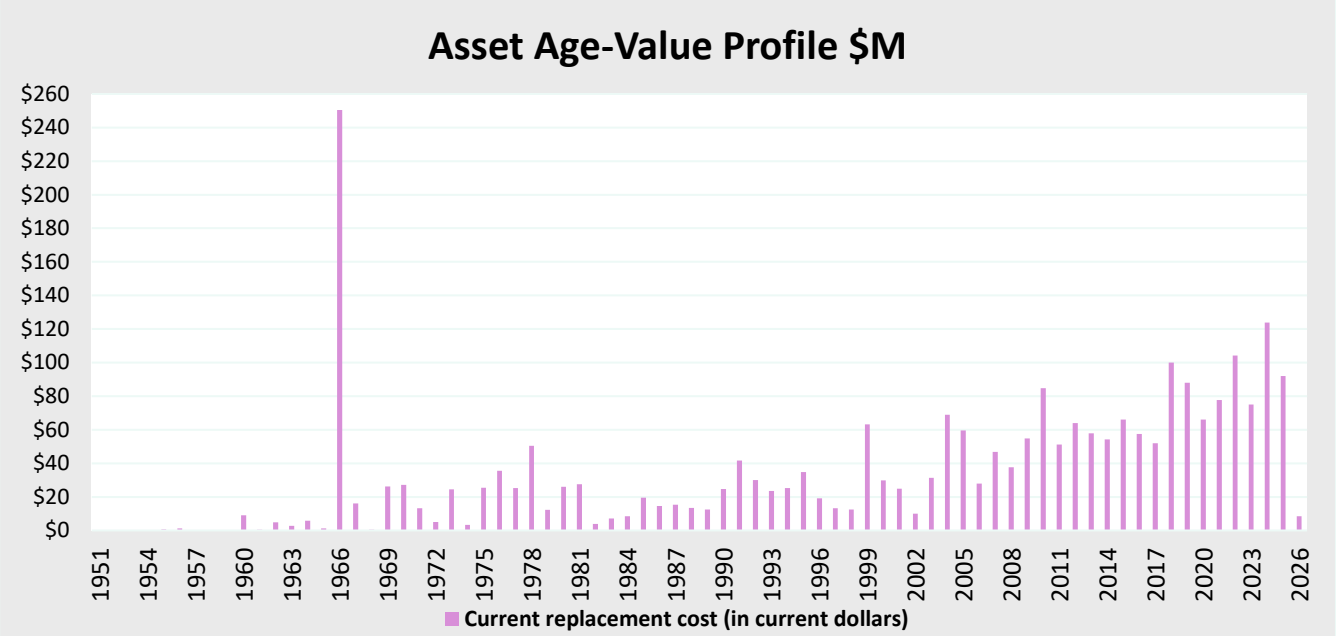
Our asset management decision-making is a combination of 'top down' inputs from the Strategic Plan, various city-wide strategies and the Asset Management Policy, and a 'bottom up' approach that largely consists of an analysis of available asset and condition data, forecasting and predictive modelling.

Asset Profiles

Age-Value Profile

The age profile of our assets is shown below. This shows a spike in asset construction in the mid-1960s and steadily increasing construction to the present day, due to land being released for development in a progressive manner. Our Asset Register tells us that the average asset age is 22 years. Compared to many Councils, this is a young infrastructure portfolio. This age profile indicates that annual asset renewal requirements should be at a steady rate for now but would be expected to climb steadily (with occasional spikes) into the future.

The accuracy of the age data is good overall; nevertheless, we can see evidence of some inaccuracies. For example, it is unlikely that $250M of assets were all commissioned in 1966 but were an accumulation from the early to mid-1960s. We also know that we have a small number of heritage assets constructed a good deal earlier than 1951. Council amalgamations and incorrect data transfer in 1997 could be an example of another source of error. We will prioritise and fix these errors over time as we complete asset inspections and acquire more accurate data.



A further breakdown of the assets within each asset class and their age-value profile is provided in the individual AMP for that asset class.

Expected Useful Lives

Each asset is assigned an Asset Type, that has an associated expected useful life and a unit rate (that reflects its current replacement value). There are currently over 532 Asset Types in the Asset Register. The remaining useful-life data can be used to forecast when the asset will be due for renewal, and the unit rates can assist in providing budget estimates for renewal programs and the overall value of our asset base. Together they allow us to calculate the written-down value of Council's assets using straight line depreciation.

A high-level summary of the expected useful lives of our assets is described below and in more detail in the individual AMPs.

Asset Type	Useful Life (years)
Buildings and Structures	10-100
Infrastructure – Stormwater	10-120
Infrastructure – Streetscape	10-100
Infrastructure – Parks and Reserves	10-100
Plant and Equipment	2-15
Office Furniture and Equipment	2-15
Land	Infinite
Infrastructure – Formation / earthworks / swales	Infinite

Asset Condition Assessment

Condition Rating

Condition of our assets is monitored periodically: proactively, based on asset criticality, efficiency, and opportunity; and reactively, based on service level or operational concerns.

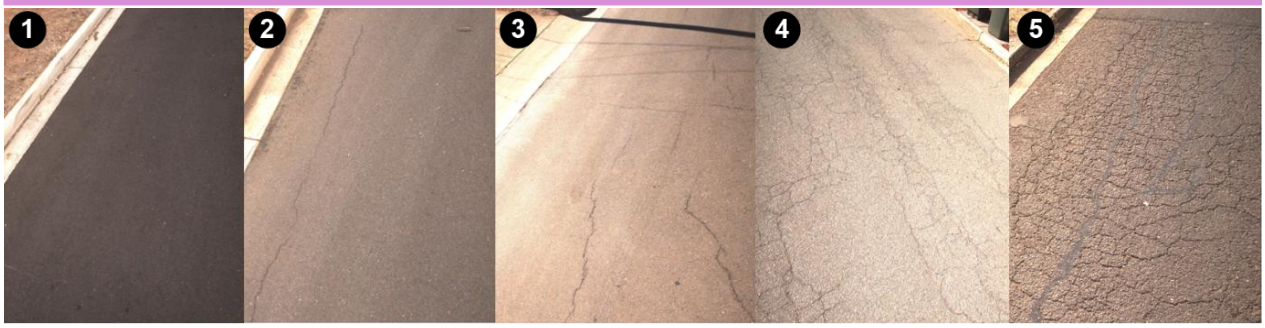
As a result of condition monitoring, and where relevant, assets are assigned a condition rating.

Asset condition is assessed using a 1-5 rating system as detailed in the table below.

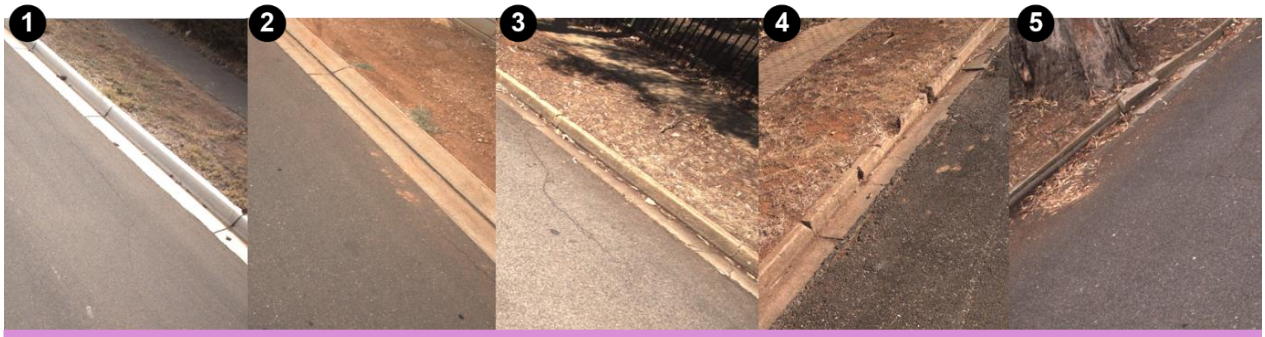
Condition Rating	Description of Condition
1	**Very good / As new**: only planned inspection and maintenance required.
2	**Good**: only planned inspection and maintenance and/or some additional minor maintenance required.
3	**Fair**: some maintenance beyond planned inspection and maintenance required.
4	**Poor**: significant maintenance effort required; renewal/rehabilitation will likely be required in the short term.
5	**End of life:** physically unsound and/or beyond rehabilitation and maintenance. Renewal / disposal required.
0	**Not rated**

Examples of what this condition rating looks like for road, kerb and footpath assets is shown in the photographs of actual Council assets below.

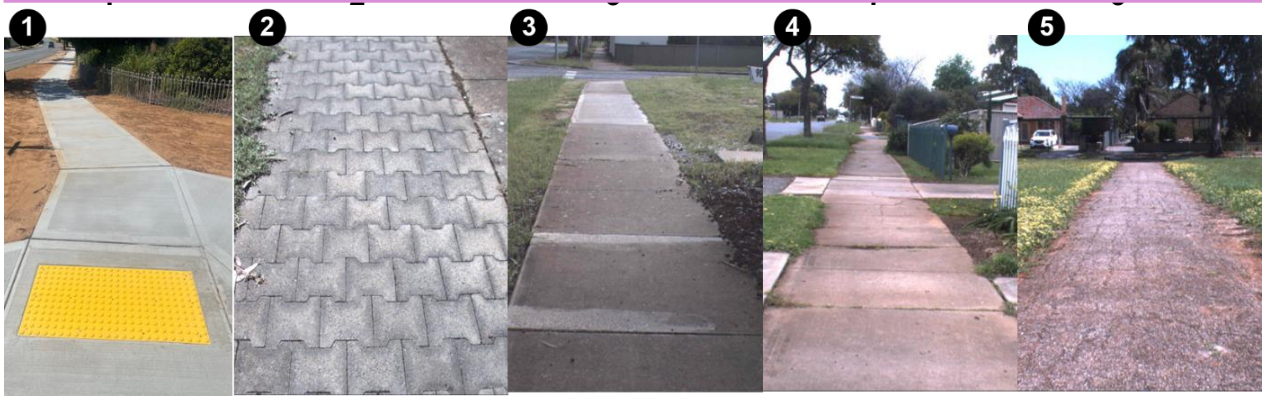
Road: Condition rating



Kerb: Condition rating



Footpath: Condition rating



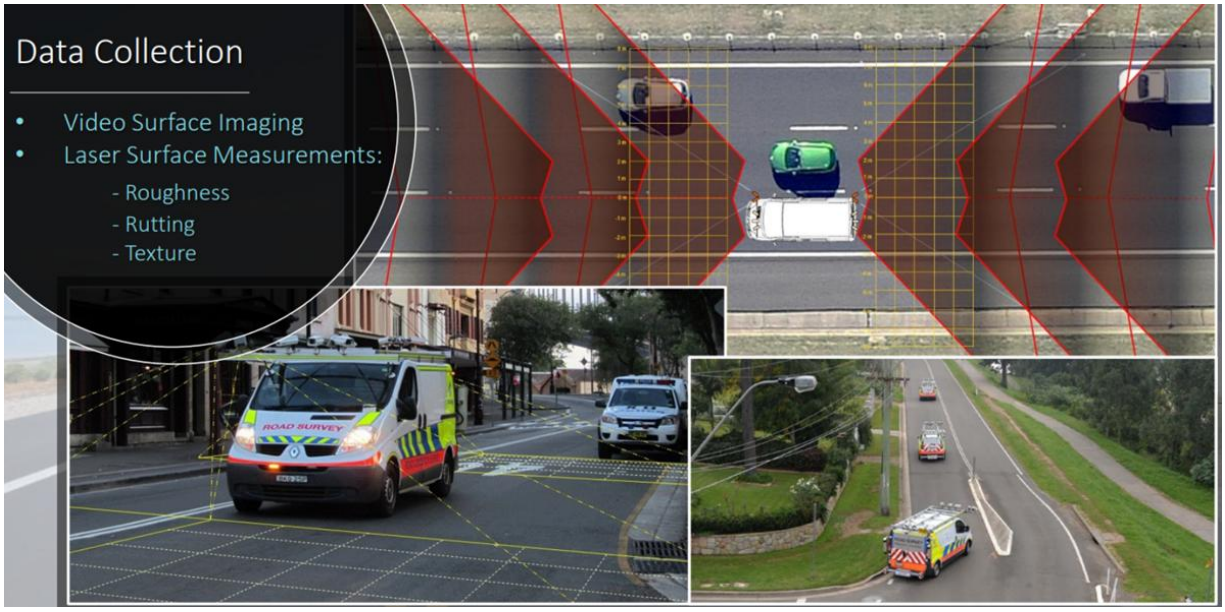
Asset Condition Assessment Tactics

Different tactics are employed for the condition assessment of different asset classes, as summarised below.

Transport Assets

The main aim of transport asset condition assessment is to prompt intervention at the optimum time for road seals to extend the life of the underlying pavement and allow the seal to reach its expected life.

As of May 2022, we commenced the capture of all visible road and kerb assets, and their condition, on a four-yearly cycle via a contractor using vehicle-mounted high-definition cameras and laser surface measurement.



Data and imagery of road features and defects between (and including) kerbs was captured every 5, 10 or 20m.

Using agreed business rules and artificial intelligence (AI) tools, this data is used to inform a forward four-year renewal plan. The value of this information will be enhanced significantly when a second data set is collected again in 2026 (underway at time of writing).

Transport assets are also inspected annually by Council maintenance staff as well as reactively in response to service level or operational concerns.

Bridge Assets

Bridge assets are visually inspected on an annual basis by Council staff and formally condition assessed at component level every four years in accordance with the Department of Infrastructure (DIT) Road Structure Inspection Manual. As these are critical assets, the four-yearly inspections are undertaken by an external contractor specialising in bridge inspections.

The components assessed in the four-yearly inspections (if present) are quantified, photographed and condition rated (1-5), with subsequent recommended works noted.

- Approach
- Wearing surface
- Barrier
- Kerb
- Footpath
- Deck
- Girder
- Abutment
- Bearing
- Headstock
- Pier
- Column
- Waterway
- Wingwalls/Headwalls
- Box culvert
- Base slab

Streetscape Assets

As of September 2022, we commenced the capture of all visible streetscape assets and their condition on a four-yearly cycle, via a contractor using quad bike-mounted high-definition cameras.

The collected imagery is then analysed to give asset condition rating in 20m segments that informs our forward renewal programs. The following information is also provided:

- Footpath Trip Hazards / Event Data (includes path lips and path obstructions)
- Pram Ramp Disability Discrimination Act (DDA) Compliance
- Bus Hardstand DDA Compliance and presence of bins / seating

Similar to roads, the value of this information will be enhanced significantly when a second data set is collected again in 2026 (underway at time of writing).

Streetscape assets are also inspected (annually in established suburbs and every two years in newer suburbs) by Council maintenance staff as well as reactively in response to service level or operational concerns.

Stormwater Assets

A stormwater pipe condition assessment program is undertaken on a sampling basis. This is driven by factors such as high inspection cost and lack of incidental opportunity to inspect. The selection of sample assets is influenced by asset criticality and service level concerns (e.g. we do not intend to inspect younger pipes, those of lesser criticality or that are performing as expected).

Condition assessments are typically undertaken on a sample of approximately 10km annually of the total 572km network using CCTV, on a cross-section of assets of varying ages, and on pipes located beneath roads on the forward road renewal program.

Pipe in good condition

Pipe requiring renewal works

As part of the transport asset mass data capture work undertaken in 2022, the extent and condition of roadside swale drains (typically in rural areas) were also captured for the first time.

Parks and Sportsfields Assets

The assets in this class are given an asset condition rating review once every two to four years (depending on age) and are also inspected on a routine basis by Council maintenance staff throughout the year. Playground assets are monitored for safety compliance through a variety of maintenance testing activities. The unitary surfacing (i.e. rubber soft fall) is independently tested every 3 years as per AS 4685.0-2017, to ensure safety compliance is met.

Building Assets

Buildings are inspected on a routine basis throughout the year. These inspections are geared toward regulatory compliance and maintaining service levels to customers. A sample of buildings are also selected to have an external audit on condition, component breakdown and asset data. This sample is driven by building criticality.

In addition to this, on a 5-yearly basis, buildings are condition assessed at a high level to facilitate Financial Revaluation, which is a requirement under the Australian Accounting Standards. This was last completed in 2023/24.

Water Delivery

The inspection of water delivery assets is a continuous process that involves the monitoring of water quality and quantity performance metrics and, where relevant, ensuring these are within industry standards.

Fleet and Plant Assets

Fleet and Plant assets are inspected on a routine basis throughout the year. Teams follow a standardised inspection checklist to ensure the functionality and safety of assets. Council also has a qualified team who inspect and perform routine maintenance on these assets.

Fleet and Plant assets have an age-based renewal strategy and therefore are not given a condition rating. Renewal programs instead rely on asset commissioning date, running hours and service life.

Technology and Office Assets

Technology and Office assets are inspected for electrical safety on a routine basis during ‘testing and tagging’. This process is undertaken by a qualified independent contractor. Most other user needs and performance issues are captured via a ticketing system for frequently used assets, allowing the ICT team to respond on a priority basis.

Technology and Office assets have an age-based renewal strategy and therefore are not given a condition rating. Renewal programs instead rely on asset commissioning date and service life.

Critical Assets

Council identifies critical assets within its asset register through risk assessment. Some factors of the risk assessment include catastrophic risk impacts to public safety or service delivery, asset damage and litigation. Critical assets require routine inspection and/or legislated compliance testing to ensure the service and safety of these assets.

Our Assets

City of Playford's critical assets currently consist of:

- Bridges
- Pedestrian Bridges
- Major Culverts
- Levees
- Retaining walls
- Unitary (rubber) surfacing

The below tables show the definitions for critical asset identification per type.

Asset Type	Criteria
Bridge	A structure with minimum span or diameter ≥1.8m for the primary purpose of carrying a road over an obstacle.
Pedestrian bridge	A structure with a minimum span or diameter ≥1.8m for the primary purpose of carrying a path over an obstacle.
Major culvert	A structure with a minimum span or diameter ≥1.8m and with a height ≥0.9m for the primary purpose of carrying water.
Levy	A raised earthwork structure that is ≥1.0m in height with structural clay core for the primary purpose of containing flood water.
Retaining wall	A structure for the primary purpose of retaining material that is r ≥1.0m in height.
Unitary surface	A rubber surface used in play spaces for the primary purpose of impact absorption.

The below tables show the frequency for Level 2 inspections for structures in accordance with the Department of Infrastructure and Transport Road Structure Inspection Manual (RSIM), and for unitary surface inspections in accordance with AS 4685.0-2017 Playground Equipment.

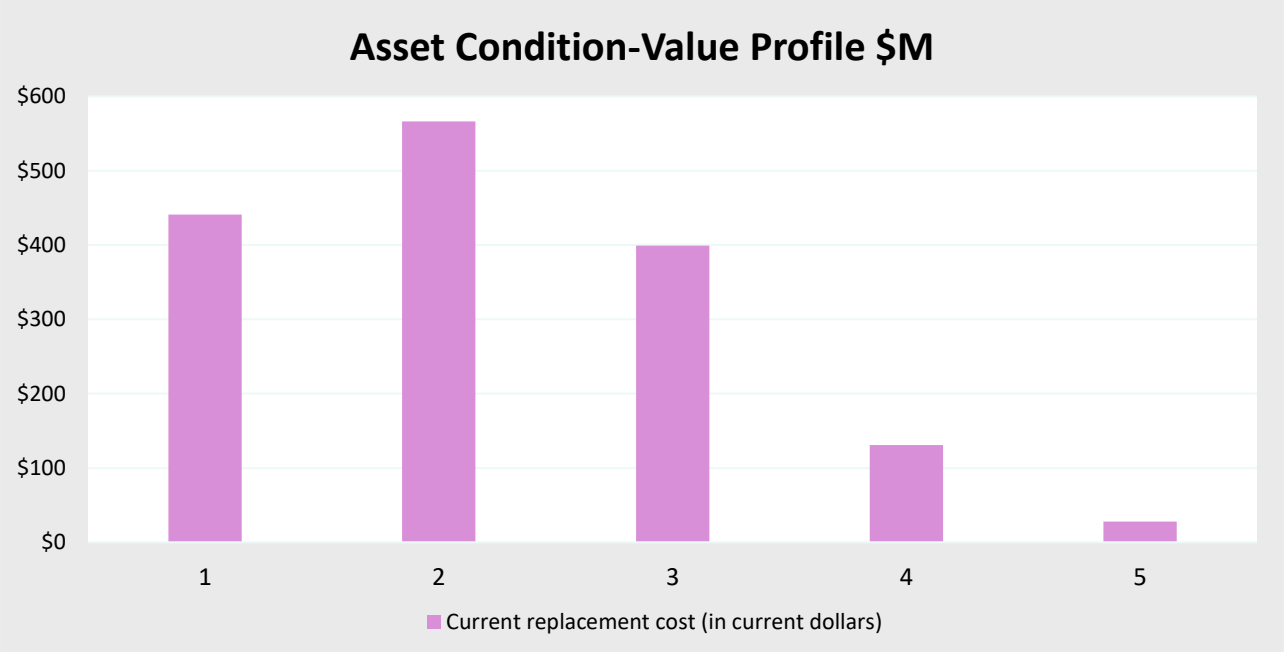
Criteria		Frequency
Age of structure	More than 40 years old Less than 40 years old	4 years 8 years
Overall length of structure	Greater than or equal to 50 metres Less than 50 metres	4 years 8 years
Spans of structure	Greater than or equal to 35 metres Less than 35 metres	4 years 8 years
Environment of structure	Within one (1) kilometre of the ocean	4 years
Unitary surface	Surface impact test	3 years

Future areas for improvement are to undertake an audit of each critical asset type to ensure all data is correct and captured within the register as well as automating inspection reminders to ensure frequency periods are met and monitored.

A further breakdown of critical assets is provided in the individual AMP for that asset class.

Asset Condition-Value Profile

For the assets that are assigned a condition rating, the current condition profile of our assets against this rating is shown below.



The condition of majority of Council's assets are very good to fair (1-3), with only a minor proportion rated poor or very poor (4-5).

A small amount of assets that have not received a condition rating are considered condition 0 in the asset register. These are not shown in the graph above and total $23.9M. The main reasons for condition 0 assets are inaccessibility to the asset when rating and a found asset that was not previously in the register, awaiting condition rating.

A further breakdown of the assets within each asset class and their condition-value profile is provided in the individual AMP for that asset class.

Asset Investment

Each year, Council spends a large proportion of its budget replacing existing assets and on the construction of new assets. The purpose of asset management is to provide effective management and control of infrastructure assets to achieve the desired balance of cost, risk and performance.

Chillingworth Road, Elizabeth East road resurfacing

Hierarchy of Asset Investment Decision Making

Asset investment decision making needs to balance competing demands for limited funds. There are six main factors that we consider in deciding investment priorities.

In order of hierarchy these are:

1. Meeting legislated requirements
2. Managing safety and risk
3. Financial sustainability and alignment with the LTFP
4. Alignment with the Strategic Plan
5. Maintaining agreed levels of service for existing and contributed assets
6. Delivering increased levels of service / new assets

Financial Sustainability Indicators

Council uses six Financial Sustainability Ratios to ensure it assesses, monitors, and reports the financial and asset sustainability of its operations with a particular focus on intergenerational equity.

All ratios are addressed in the LTFP; however, for the purposes of asset management, the Asset Renewal Funding Ratio (also sometimes called Asset Sustainability Ratio) is the key indicator. In addition, our Asset Management Framework is cognisant of the Cashflow from Operations Ratio.

Asset Renewal Funding Ratio

Calculated as the amount spent on the replacement of assets (net of sale proceeds from replaced assets) divided by the amount planned to be spent on renewals through the AMPs.

- Council's 2026/27 LTFP identifies the Asset Renewal Funding Ratio with a projected average of 101.7% over the next 10 years, with a target range between 90% and 110%.
- The ratio for 2026/27 is above the target range at 116.5%. This is caused by some works that were funded in the 2025/26 renewal AMPs being delivered over multiple years with some expenditure being realised in 2026/27 (i.e. this is a timing outcome only).
- Importantly, in alignment with Council's Finance Strategy, this indicates that Council intends to fully fund the asset renewals identified in the AMPs and summarised in this SAMP.

Cash Flow from Operations Ratio

Calculated as Cash Flow from Operations divided by Asset Management Plan Replacement Annuity.

- This ratio measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.
- The target range of between 90% and 110% is designed to accommodate annual variation, but in general Council should be targeting 100%, to ensure enough cash from operations is available to cover the replacement of assets over time. This enables the delivery of intergenerational equity and a sustainable use of borrowings that can be repaid over the life of the asset and re-borrowed when the replacement is due.
- The annual average AMP renewal program for the next 10 years is $36.4M and the 2026/27 cash flow from operations from the LTFP is $45.2M giving a ratio of 124.4%. By 2035/36 this ratio increases to 204.2%. This indicates we intend to spend substantially

less on asset renewals in the next 10 years compared with the theoretical rate of current asset consumption. This is not surprising given the generally young age of the Playford asset portfolio and a renewals approach that aims to maintain the level of service. Younger assets will be left to age in place, with routine maintenance and monitoring, and we expect to expend larger amounts on renewals in future decades as assets come to the end of their life over the next 20 to 50 years. Smoothing the funding for renewal over time ensures intergenerational equity – the idea that each generation pays their fair share for use of an asset or resource.

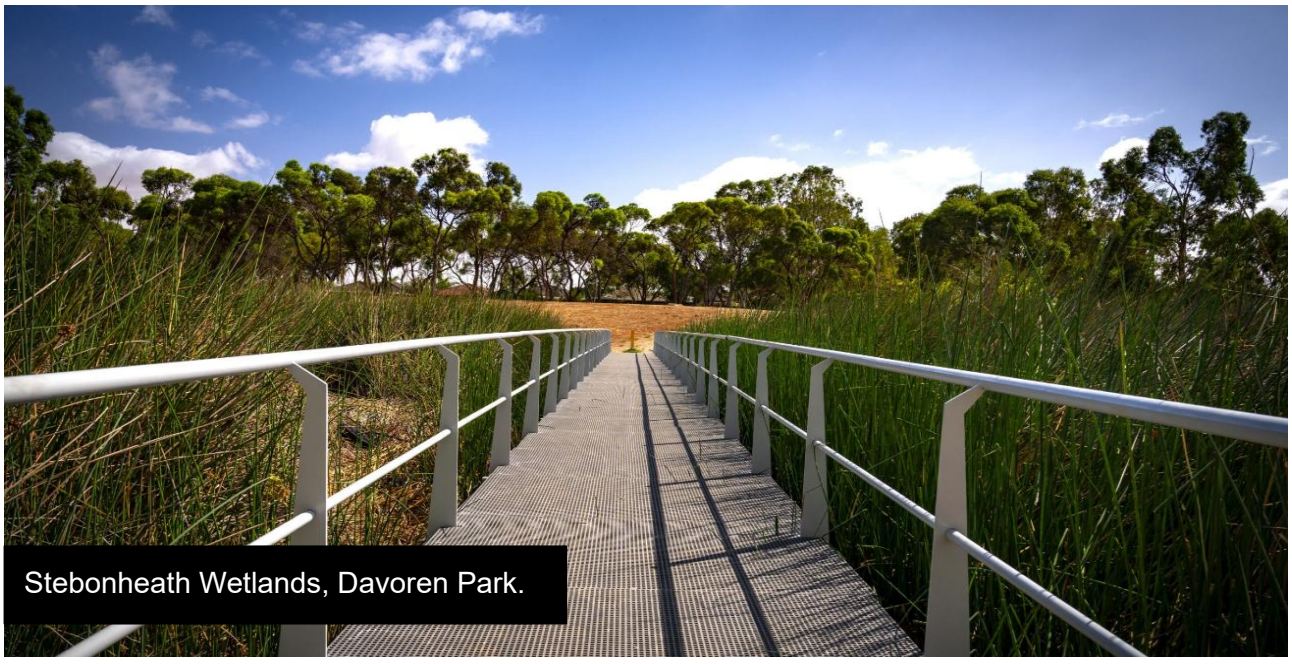
Lifecycle Management

Our goal is to provide assets that meet the community's needs, provide agreed levels of service and optimise the whole of life costs of those assets.

To manage assets effectively we must consider the whole lifecycle:

- The existing network, how it is performing and whether it meets agreed levels of service
- Whether we should expand the asset network through new projects
- How new projects are prioritised
- The contributed assets that we expect to receive from development
- How budgets are allocated
- How assets should be maintained
- When existing assets should be renewed
- How asset data is collected and managed

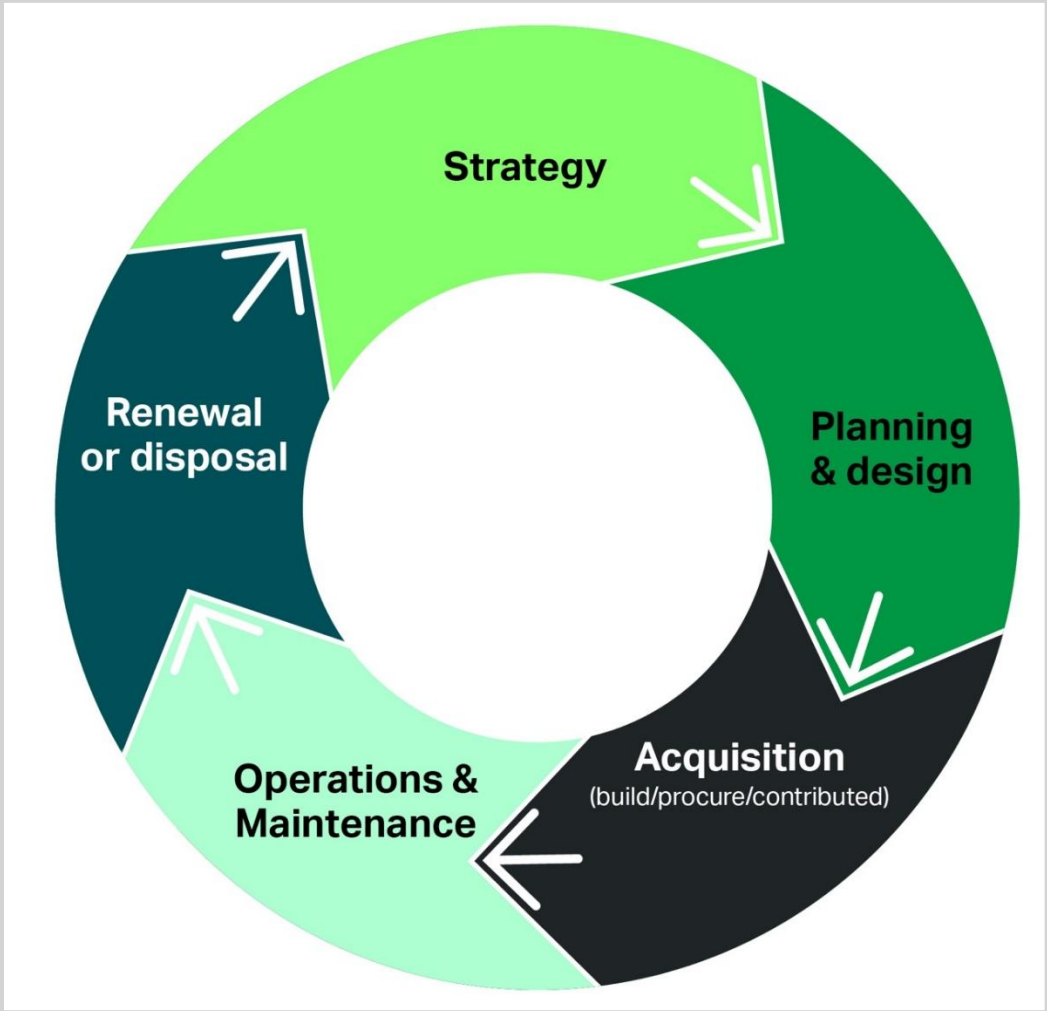
Asset Management Plans (AMPs) are internal documents developed for each asset class to guide us in our daily decision-making and plan for longer term activities and investment. In conjunction with the establishment of Technical Levels of Service and performance targets, AMPs provide a framework for balancing operational activities with reactive maintenance, proactive maintenance, asset renewals, asset acquisition and disposal – with the overall aim of achieving the optimum lifecycle asset cost, for a given level of service.



Stebonheath Wetlands, Davoren Park.

Asset Lifecycle

The lifecycle of an asset can be described in the following stages:



As one example, the table below lists the various activities that relate to each phase of the lifecycle for footpath assets.

Strategy: Transport Strategy, SAMP and AMPs.
Planning and Design: design and scoping of works
Acquisition: new footpaths constructed by Council or developers
Operations: inspection, condition assessment, clearing of vegetation
Reactive Maintenance: re-laying a short section of footpath that is damaged or failing
Proactive Maintenance: annual concrete footpath grinding program to address minor trip hazards
Renewal: annual program to replace sections at end of life and beyond routine maintenance
Disposal: a footpath is no longer required (rare but possible due to a land use change)

Asset Investment

Annual Expenditure

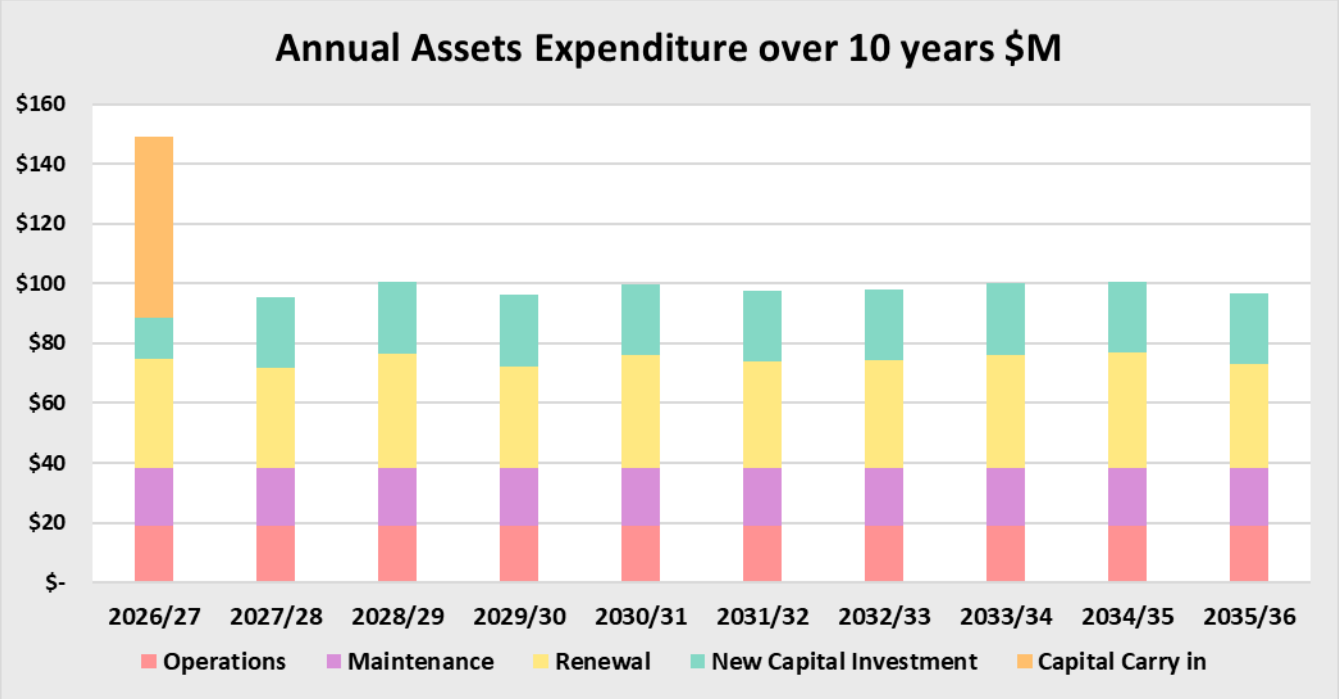
Over the next 10 years, estimated expenditure on Council's asset portfolio ranges between $95.4M and $148.8M per annum.

The 2026/27 expenditure includes $60.9M of capital carry-in for infrastructure projects funded in prior years, $54.4M of this is new infrastructure projects and $6.5 is renewal projects.

Note that Acquisition (i.e. new capital projects) beyond year one of the Four Year Delivery Plan is projected as $23.8M, being an estimate based on the current forecast result for 2025/26 and the average of the previous two years' actual capital project delivery (2023/24-2024/25) in alignment with the LTFP.

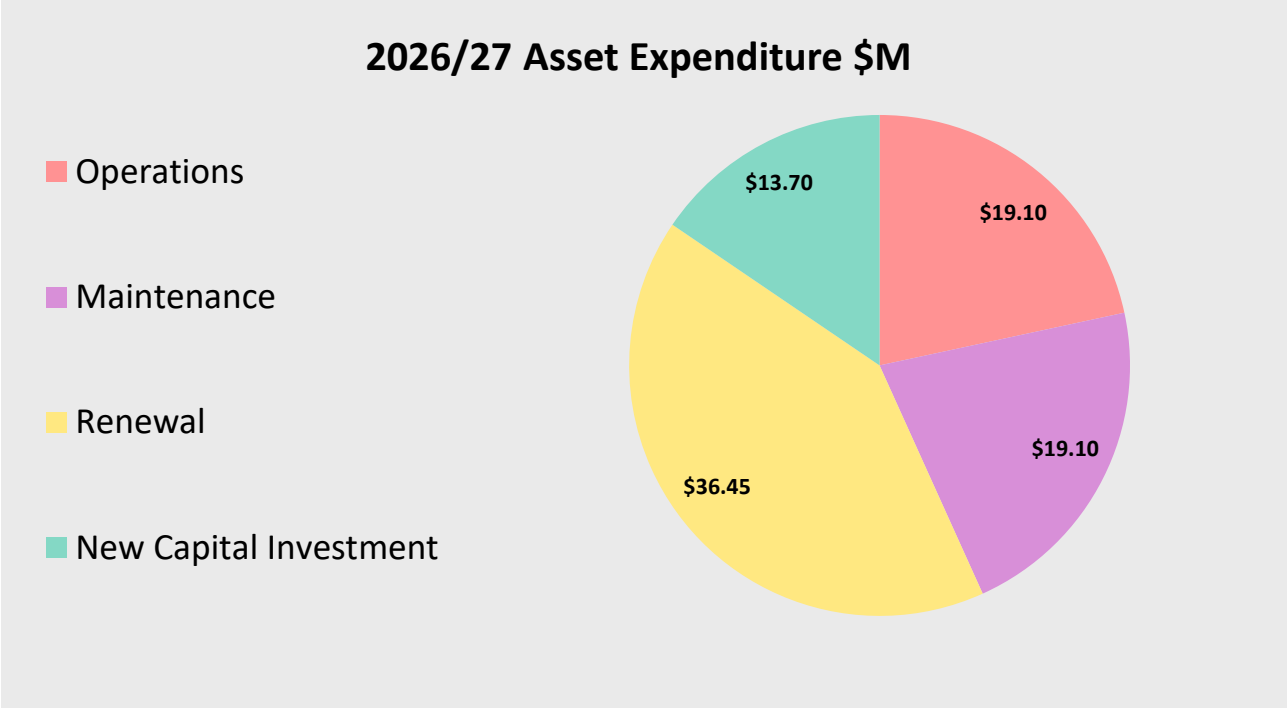
Operations & Maintenance (O&M) expenditure is based on the 2025/26 O&M budgets. A future area for improvement is to review the assumptions made for the allocation of O&M budgets, to forecast the impact of the additional assets (new and contributed) on these budgets in a meaningful way.

All values are in 2026/27 dollars and are not indexed.



Asset Investment

For 2026/27, the estimate for expenditure (excluding carry-in from previous years) is $88.0M and is made up as follows:



Renewal Tactics

Assets are largely selected for renewal based on their condition rating (verified by physical inspection) and reports from maintenance staff or community feedback. An internal four-year forward work plan is created for asset renewal to enable future works to be aligned with identified strategic priorities. This enables works to be brought forward or pushed back over a four-year planning horizon to achieve alignment and synergy with other planned capital projects, thus maximising efficiency and minimising disruption to the community.

Asset renewal strategies, used to create the first four years of the long-term renewal budget, are specific to each asset class and are described in each AMP. A high-level description is provided below.

Transport Renewal

Intervening at the optimum time for road seals to extend the useful life of the underlying pavement.

1. Renew roads at Condition 5.
2. Assess for renewal at Condition ≥4.5.
3. Renew roads at Condition ≥4 if adjoining assets have been selected for renewal.
4. Renew small sections of assets at Condition ≤4 if they are located within a road that has otherwise been selected for renewal.
5. Renew kerb at Condition ≥4 if on a road and/or footpath selected for renewal to reduce future damage.

Bridge Renewal

The bridges selected for renewal are driven by current condition rating.

1. Renew Pedestrian Bridges and Major Culverts at Condition 5.
2. Renew Road Bridges at Condition ≥4.5.
3. Assess Pedestrian Bridges and Major Culverts for renewal at ≥4.
4. Assess sub-components of Road Bridges for renewal (or major maintenance work) at Condition ≥3.5.

Streetscape Renewal

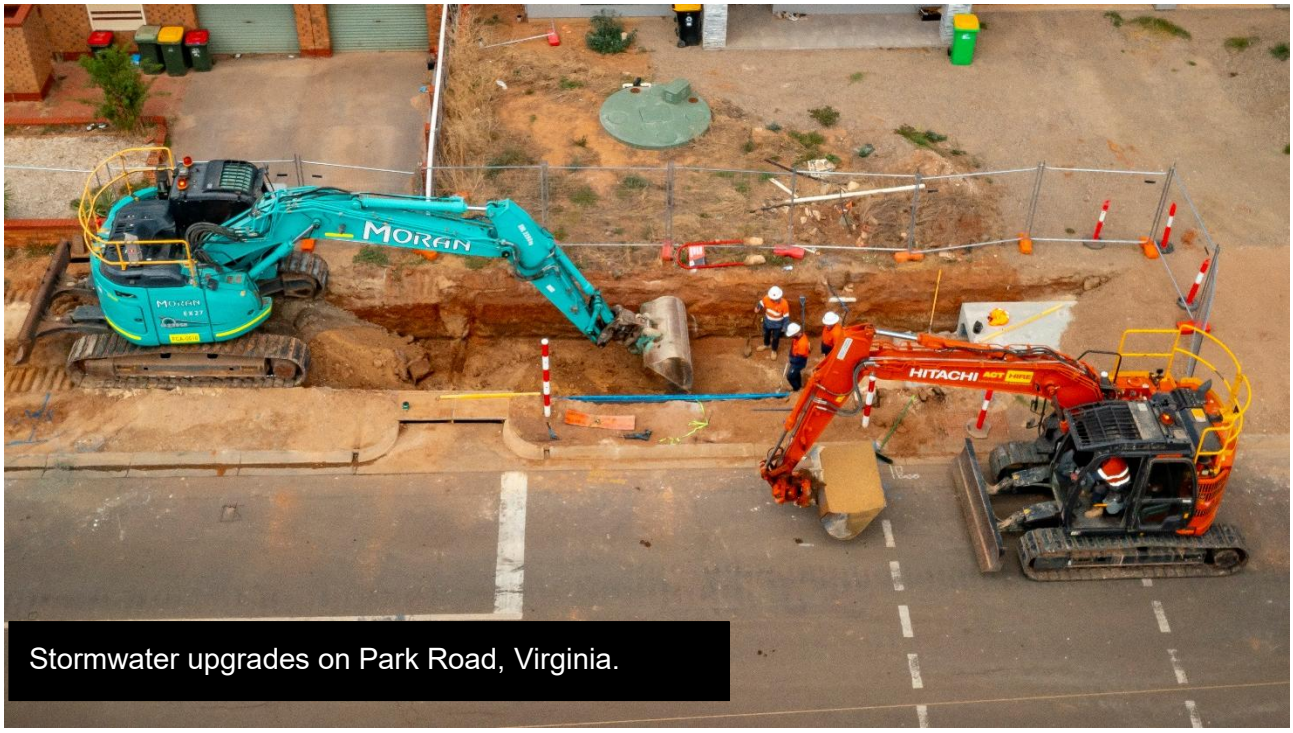
The footpaths selected for renewal are driven by current condition rating, however a paths proximity to community amenity is also considered. The selection criteria are:

1. Renew Condition 5 assets.
2. Assess for renewal at Condition ≥4.5.
3. Assess Condition ≥4 footpaths with a high proximity score (proximity to local amenity).
4. Renew sections of assets at Condition ≤4 if they are located within a footpath that has otherwise been selected for renewal.
5. Renewal of non-compliant pram ramps, where located on a footpath or road that is being renewed.

Stormwater Renewal

Stormwater asset condition assessments (typically using CCTV inspection) are ongoing throughout the year and renewals are programmed when the condition assessment identifies the need for repair or replacement. The selection criteria are:

1. Renew at Condition ≥4 where works can be combined with road renewal to reduce future damage.
2. Renew where not performing as designed.



Stormwater upgrades on Park Road, Virginia.

Parks and Sportsfields Renewal

Playgrounds and irrigated sites are the large-cost items within this asset class and, as a result, act as drivers for the renewal of other assets in their proximity. The criteria used to identify assets that will be replaced is as follows:

1. Renew Condition 5 irrigation or playground assets.
2. Renew the next oldest playground asset not meeting modern standards or community expectations.
3. Renew Condition ≥4 minor assets in conjunction with irrigation renewals.
4. Renew Condition ≥4 minor assets in conjunction with playground renewals.
5. Renew Condition 5 minor assets in isolation.

Buildings Renewal

Building assets are broken down into components to assist decisions around partial building renewals, to optimise asset life by only replacing areas of expected failure. Building Asset renewal involves the replacement of existing infrastructure when required, so that Council can continue to deliver its services and meet legislative requirements in a sustainable manner.

Building renewals are triggered by:

1. Useful Life
2. Building Inspections
3. Maintenance Expenditure
4. Compliance Requirements

Water Delivery Renewal

To ensure the reliability of Managed Aquifer Recharge (MAR) schemes, it is crucial to replace water delivery assets before they fail. This is identified through visual inspections and measured conditions, aligning with principles such as Mean Time Before Failure (MTBF) and Total Cost of Ownership (TCO). By employing these principles, MAR schemes can maintain their reliability, minimising unexpected failures and costly downtime.

Fleet and Plant Renewal

The aim of this program is to renew fleet assets that have either reached the end of their useful life, as identified by visual condition inspection, have poor performance or reliability, restricted parts availability, or the resale value of an existing asset is at an optimum level.

Technology and Office Renewal

The aim of this program is to renew technology assets that have failed or are no longer performing as needed, are unsupported by the vendor, are out of warranty, have limited parts availability and while they still have residual market value.

One Year Renewal Plan

Each year, Council spends a large proportion of its capital budget replacing existing assets that have either reached the end of their useful life or are no longer able to provide an acceptable level of service to the community.

The 2026/27 renewal plan budget summary is shown below.

Asset Category	Renewal Budget 2026/27 $'000
Transport (including bridges)	13,388
Stormwater	895
Streetscapes	6,760
Parks and Sportsfields	1,899
Water Delivery	1,473
Buildings	6,288
Minor Plant	76
Fleet	4,031
Technology and Office	1,639
Grand Total	**36,449**

In order to capitalise on the delivery of the renewal program, upgrades and improvements that synergise with renewal but are classed as 'New' works may be included in a "Supplementary" program. The 2026/27 Supplementary works include the widening of footpaths.

Asset Category	Renewal $'000	Supplementary $'000	Total Budget $'000
Transport (including bridges)	13,388	-	13,388
Stormwater	895	-	895
Streetscapes	6,760	478	7,238
Parks and Sportsfields	1,899	-	1,899
Water Delivery	1,473	-	1,473
Buildings	6,288	-	6,288
Minor Plant	76	-	76
Fleet	4,031	-	4,031
Technology and Office	1,639	-	1,639
Grand Total	**36,449**	**478**	**36,927**

A breakdown of the assets within each asset class in the one-year renewal plan is provided in each AMP and collated for public presentation in the Annual Business Plan and Budget.

10-Year Forward Renewal Plan

The 10-year forward renewal plan is a rolling indicator of future renewal investment requirements based on the expected remaining life of our assets, and each asset class's renewal strategy.

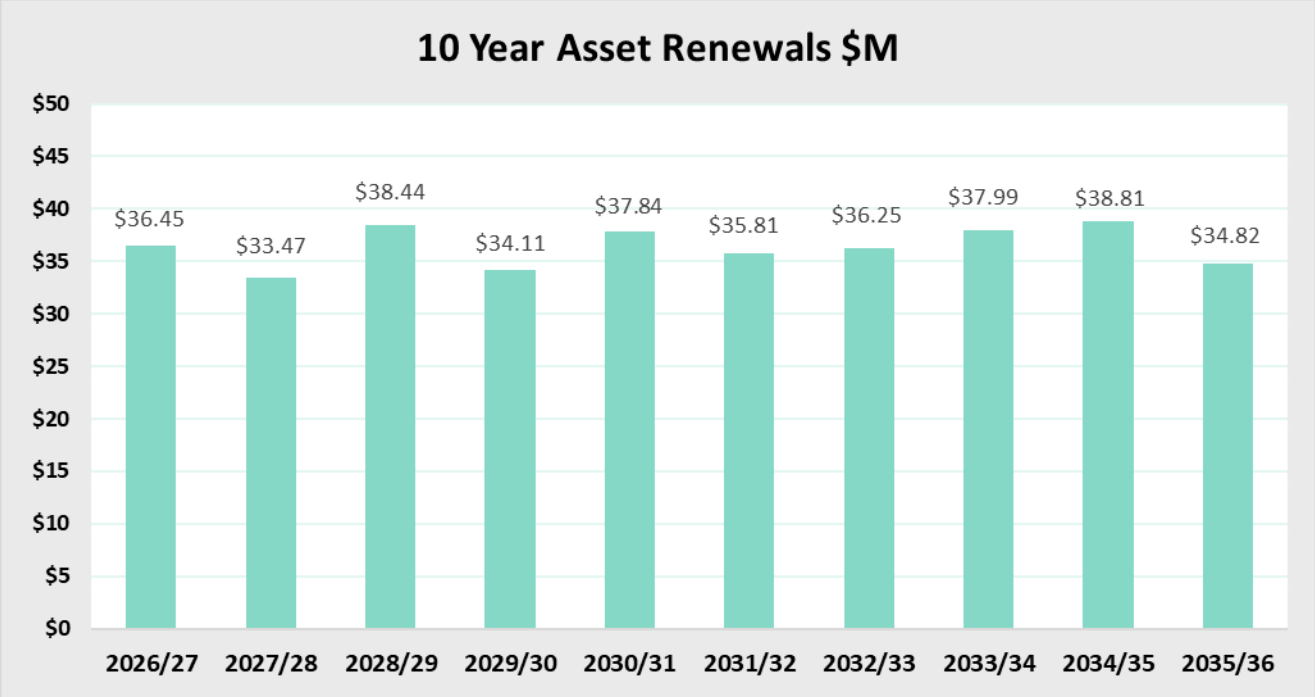
Asset Investment

The first four years in the plan are reflective of the internal four-year renewal plan derived from the Renewal Tactics outlined in the section above.

Beyond the first four years of the forward renewal plan, Council has moved to condition-based long-term renewal forecasting for Transport and Streetscape assets. These forecasts now show where we believe assets in these classes will require renewal, based on a combination of their current condition, and expected useful life, making the predictions more realistic.

All other asset class renewals beyond Year 4 are forecasted using knowledge gathered from renewal tactics or using expected useful life, (i.e. an 'expiry date' methodology).

The following graph shows $364.0M forecast for asset renewal over the coming 10 years. The individual AMPs show this forecast broken down into each asset class.



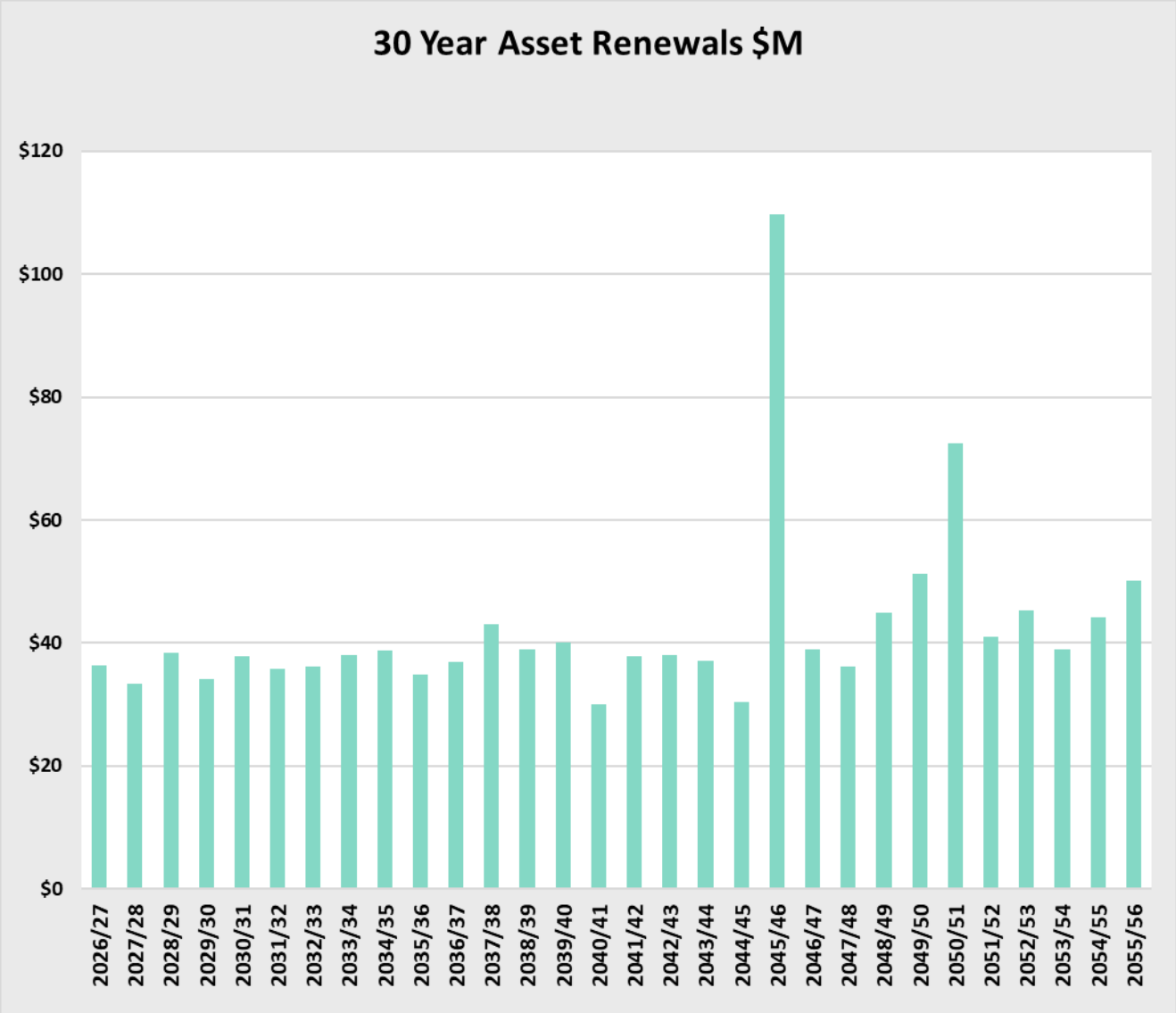
30 Year Investment Profile

Renewals can be forecast over a much longer period using asset condition and useful-life data. This long-term forecast is reviewed annually to provide a rolling program that increases in accuracy the closer it gets to delivery (e.g. Years 1 and 2 of the renewal program may be subject to minor changes whereas forecasts in Year 20 may move significantly based on actual versus predicted failure rates).

Forecasting indicative funding requirements over a long-term planning horizon allows asset managers to identify any future potential spikes, and therefore plan to either smooth out renewals to avoid them, or provide early advice to the delivery team that a large renewal program will be required and to resource accordingly.

Asset Investment

The graph below shows the forecast renewals funding requirement for the next 30 years.



The spike of $110M in 2045/46 largely represents when stormwater assets that were constructed in the 1966 boom (displayed earlier in the Asset Age-Value Profile) are theoretically due for renewal (80 year life). In reality, it is expected that these assets will fail in a more normally distributed fashion, some earlier than 2045/46, and some much later than this.

Asset Managers will continue to monitor assets and their condition over time, and update forecasts accordingly.

Management of Growth

Whilst the Asset Management Framework largely focuses on the responsible custodianship and renewal of existing Council assets, it is important that it also considers future demand. This is considered through three focus areas:

- Additional future demand on assets from external factors (e.g. population growth, climate change)

- Growth of the network from contributed assets (i.e. additional assets added to Council's portfolio through third party developers)
- Growth of the network from new Capital Projects (e.g. Council's Four Year Delivery Plan and ABP)

Future Demand Forecasting

Drivers of Demand

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

The present position and projections for demand drivers that may impact future service delivery and use of assets are documented in the table below.

Demand Drivers, Projections and Impact on Services

Demand drivers	Present position	Projection	Impact on services
Population	115,790 (.id)	183,894 by 2046	Significantly increased demand
Demographics	17.4% aged over 60 years	19.6% by 2046	Increased demand
Residential development	2,303 Ha of land recently rezoned	Area developed over 20–30 years	Increased demand on existing infrastructure and maintenance
Climate change	Warm, low-rainfall climate with increasing variability	Hotter, drier conditions overall More intense rainfall and storm events Increased frequency of extreme heat and fire weather	Shifting demand patterns and community expectations Evolving design standards and asset specifications Increased likelihood of service disruptions and failure (fire and flood)
Technology Changes	Onsite infrastructure and moderate levels of digital transformation	Cloud computing and high levels of digital transformation	Trend towards offsite management of hardware and software (IaaS and SaaS) may reduce capital requirements

Demand Management Planning

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

Activities identified to date to manage future demand are shown in the table below.

Demand Management Plan Summary

Demand Driver	Impact on Services	Demand Management Plan
Population (density) increase	Greater demand on infrastructure and services	Ensure new development funds any required upgrades where practical Optimise renewal spend using new mass data capture and condition assessment methodology
Demographics	Similar demand mix for services	Disability Discrimination Act compliance – non-compliant pram ramps to be upgraded when road and/or footpath is renewed; footpath renewals increased to 1.5m from existing 1.2m where possible
Residential land development	Increased pressure on existing infrastructure; lower service level	Ensure new development funds or provides sufficient infrastructure Capacity shortfall to be addressed by upgrade and new capital projects
Climate change	Higher stormwater capacity required for same service level	Monitor changes to design standards and update accordingly Secure funding for Stormwater Management Plans Stormwater renewals to include upsizing to modern day minimum pipe size
Technology Changes	Trends toward offsite assets, mass data capture and remote working	Review lease vs purchase options. Ensure long-term access to asset data

Asset Programs to Meet Demand

New Capital Projects

The 2026/27 ABP and the LTFP identify planned new capital investment in 2026/27 as:

	Capital Budget 2026/27 ($M)
New capital projects commencing 2026/27	13.7*
Multi-year new capital projects commenced in prior years	54.4**
New Capital Infrastructure - Total	**68.1**

**Note this is the commencement date of projects, some of which will be delivered over multiple financial years but have been newly initiated in 2026/27.*

***Note this is new capital projects only and does not include AMP renewal funding carried over from previous years. Renewal does not increase Council's overall asset portfolio.*

In alignment with the LTFP, the remainder of new capital expenditure forecast over the upcoming ten years is as follows:

Financial year	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36
Capital Budget $M	68.1	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8

These new capital figures are incorporated into the Asset Investment and Portfolio Growth chart at the end of this section to show their potential impact. However, these forward programs have not been endorsed by or funded by Council and are indicative only.

Contributed Assets

The City of Playford is a fast-growing community and is expected to receive a lot of contributed infrastructure. This is shown in the figure below for both the previous 10-year actuals and the LTFP forecast for the next 10 years.

The LTFP identifies an ongoing annual average contribution of around $70M (or about 2.7% of total fixed asset value).

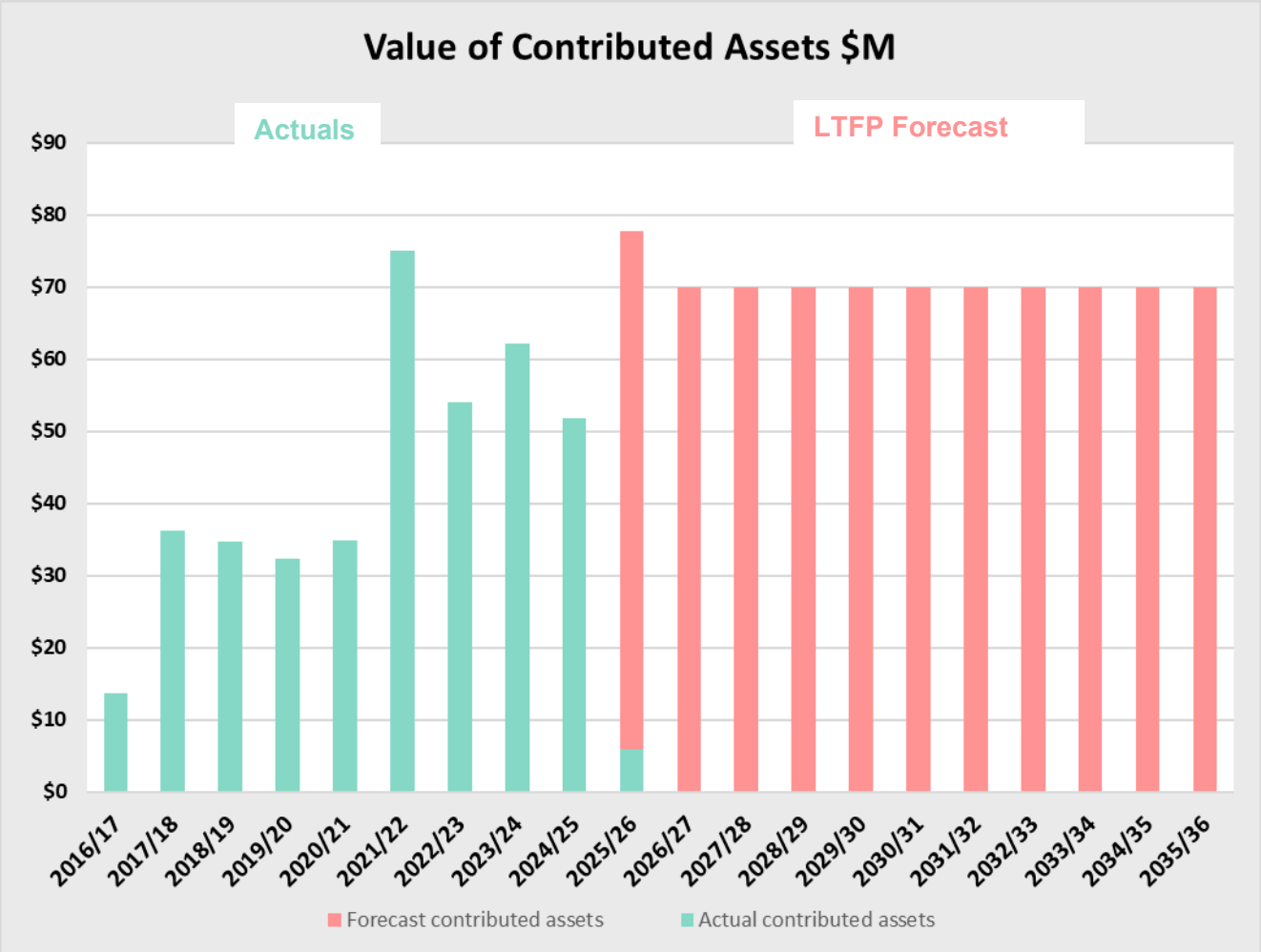
The effect this has on Council's overall asset portfolio value is shown in the Asset Investment and Portfolio Growth chart.

Note, the 'Actual' values for each year below reflect the date of completion of the infrastructure on the ground and this completion date is used when data is entered into the asset system. Conversely, the finance (LTFP) data reflects the date of commissioning into the enterprise information system, which may have a lag. The cumulative number over time will be the same but individual years will have a difference due to this processing lag.

Asset Investment

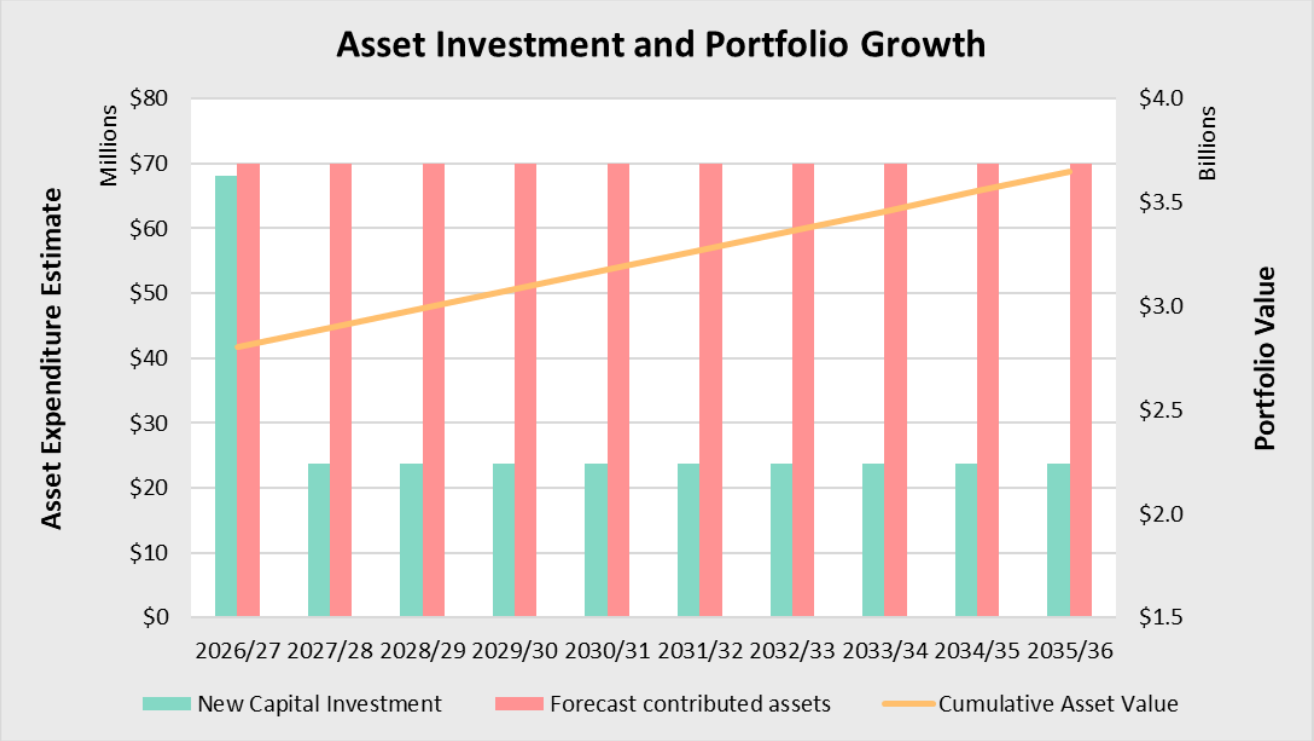
As of March 2026, $5.9M of contributed assets that have reached completion in 2025/26 have been entered into the system. There is a remaining $60.1M of contributed assets that are forecast to be allocated 2025/26 when the asset data is received and entered and an additional $11.75M from earlier years to be entered.

When forecasting future values, Council needs to consider and adopt the 'Council' value of the assets, being what it will cost to renew a specific asset at the end of its life in a brownfield setting not the developer value. These differences include disposal of the existing asset, traffic management in a non-greenfield setting, and economy of scale.



Total Asset Investment and Portfolio Growth

The new assets required/expected as described in the previous sections, and the impact on total asset portfolio value are shown in the figure below.



Notes:

Portfolio value excludes land.

All values are in 2026/27 dollars and are not indexed for inflation.

Only Year 1 of the Four Year Delivery Plan is endorsed by Council and in an approved budget.

New capital investment shown beyond Year 1 is an estimate based on the average of the forecast for 2025/26 and the actual expenditure for the previous 2 years. The amount is not related to any planned initiatives and is only shown to indicate what investment and portfolio value might look like in that scenario.

Portfolio value is the result of both Council investment and assets contributed by development and excludes land value. The asset base starting value is $2.80 billion (not $2.73 billion) as it considers $60.1M worth of forecasted contributed assets from 2025/26 and $11.75M from previous years that are yet to be entered into Council asset register.

All new assets commit Council to operating costs, including depreciation expense and ongoing operations and maintenance costs. New capital projects initiated by Council include an allocation for these costs in the approved budget to ensure the ongoing financial sustainability and intergenerational equity of new capital programs. The additional operating costs as a result of contributed assets is funded from growth.

Continuous Improvement

Continuous improvement is a part of the Asset Management culture at the City of Playford. We constantly review and assess our Asset Management Framework and will continue to implement improvement initiatives identified through this review.

New playground at Barrow Crescent Reserve, Elizabeth Vale.

Asset Management Improvement Initiatives

Council has a number of specific asset management improvement initiatives either in place, under development or for future investigation, as follows.

Item	Initiative	Timing
Bridge AMP	Bridges were previously covered by the Transport AMP. However, bridges have a unique risk profile, and we now have a separate AMP to account for this.	Completed 2023/24
National Heavy Vehicle Regulator (NHVR) bridge assessment process	The NHVR is assisting road managers to assess key local government road assets (the Strategic Local Government Asset Assessment Project (SLGAAP)). Council is participating in SLGAAP – specifically to assess the asset capability of bridges and culverts and how they relate to the heavy vehicle road network.	Completed 2024/25
CCTV stormwater	CCTV inspection of a selection of our stormwater pipes is undertaken annually. Selection has been previously based on the upcoming road renewal program and operational concerns. We intend adding to this program by using a risk-based approach and to get a cross-section of infrastructure of different age and size as a representative sample.	Underway, ongoing
Road, kerb and footpath condition assessments	In 2022 we undertook inspections and condition assessment of all sealed road and footpath assets. This process will be repeated in 2026 and every four years thereafter. A new process for capturing kerb data has been developed by Council and is being implemented in 2026.	Roads & kerbs completed 2021/22 Footpaths completed 2022/23 2026 – underway second data set for each
Building componentisation	Our Asset Register defines buildings in terms of component type (e.g. structural, electrical etc), but does not break down each building into components suitable for good asset management (e.g. exterior roof covering or electrical switchboard A). We aim to better define our building assets, assess the individual components and develop a condition and risk-based renewal program as part of the Buildings AMP. This should improve renewal	2026/27

Item	Initiative	Timing
	program reliability, cost control and level of service consistency.	
Complete building inspections	Aligned with building componentisation above, we aim to assess the condition of each building component, using a risk-based prioritisation approach.	Ongoing
Playground componentisation	Playground assets are currently considered as one complete asset that does not consider different components with different lives, service and maintenance requirements. We aim to undertake an audit of all playground assets and componentise each piece of equipment with the asset register to better manage their life and service.	2026/27
Playground soft fall	Council's maintenance team is currently responsible for testing of unitary surfacing. This responsibility will be transferred to Asset Management to ensure data capture and frequency is better controlled.	Completed 2025/26
Levels of Service	To focus our asset management efforts and improve efficiency, over the coming years we aim to develop a comprehensive range of levels of service and associated targets.	Commenced 2023/24
Review road classification	Road criticality and usage can influence asset lifecycle decisions. Road classification will be reviewed in conjunction with the output of the Transport Strategy which was completed in 2025/26. This review can now commence.	2026/27
Rationalisation of unit rates (asset valuation)	As newly constructed or renewed assets have been entered into the asset information system, the number of asset types had grown significantly to over 600. This list will be rationalised to a level that removes obsolete items and enables grouping of similar assets for efficient management without being unnecessarily cumbersome, now standing at 586.	Commenced 2022/23 Ongoing through asset revaluation Transport and Streetscape asset completed 2025/26.
Capture missing assets into the Asset Register	Although Council's Asset Register is reasonably complete, there are still a few gaps. Road signage and roadside swale drains are areas where we will develop a more complete dataset.	Roadside swale drains completed 2022/23 (for sealed road network only)

Continuous Improvement

Item	Initiative	Timing
		Road signage data to be considered for 2029/30 condition data capture.
Link maintenance data to renewals and vice versa	We will work to improve the integration and data sharing of the maintenance and asset management areas to ensure that maintenance is undertaken optimally to avoid premature failure, and that assets are renewed at the right time – before maintenance costs get too high, but not so early that service potential is wasted.	2026/27
Undertake assessment of O&M budgets	We will work with City Operations and Finance to review and test the assumptions made when allocating O&M budgets for asset portfolio growth.	2027/28
Developer Funded Backlog	We will work with the Development Team and Finance Team to establish a process to account for the lag between physical handover and asset register handover of developer funded assets. This will improve operations and maintenance forecasting.	Commenced 2024/25 Expected completion 2026/27
Critical asset audit and inspection automation	We will assess current asset data for critical assets and determine whether it is sufficient. Physical audit (through inspection) will be undertaken to reconcile data accuracy. We will develop an automated inspection reminder trigger based on frequency requirements and store inspection reports effectively within the register for record keeping and ease of access.	2026/27
Integration of climate change considerations into asset planning	We will document our current understanding of climate impact materiality for asset planning and design, and establish a process for ongoing review and adaptive management	2026/27

Appendices

1. Asset Risk Register
2. Referenced Documents

New Shared Use Path on Adams Road, Craigmore

Appendix 1: Asset Risk Register

Risk Identification							Initial Analyse		Evaluate	Existing Controls	Existing Analyse		Evaluate			Treatment Analyse		Evaluate
1	6/04/2021	Service Delivery	The risk that the necessary skill set is not available within the team.	SM	• Resignation/retirement dismissal • Relocation/redeployment. • Lack of succession planning. • Specialised requirements. • Covid. • Extended leave.	• Time delays • Disruption to project continuity • Negative impact on service delivery. • Financial impost to outsource. • Poor quality outcomes. • Loss of information	(3) Moderate	(3) Possible	MEDIUM	• Initial Recruitment process. • Job Descriptions consistency. • Project Managers working in pairs.	(3) Moderate	(2) Unlikely	MEDIUM	• New PMF clear on documentation. • Migration of information on the drives to Sharepoint/Teams • Urban Design Guidelines (UDG). • Additional staff (graduates / secondment).	• PMF updated with Work Instructions and Templates • UDG endorsed by Exec March 2025 • Graduates not pursued	(2) Minor	(2) Unlikely	LOW
8	6/04/2021	Service Delivery	The risk that critical assets fail.	SM	• Lack of maturity in asset management for structures and stormwater assets. • Lack of ongoing maintenance • no inspection program in place. • insufficient internal skillset. • Poor specification. • Force Majeure event. (i.e. fire, earthquake, war, revolution, flood, and pandemics). • Reactive soil. • Lack of access to asset backup. • Lack of awareness of asset information by other teams • Unknown asset • lack of communication from other teams when issues/damage noted • misuse	• Increased risk to public injury / death / health • Reputation damage • Financial Impost • Negative service delivery impact (lack of transport / roads blocked). • Litigation. • Damage to neighbouring assets. • No alternative route. • Closure of asset	(5) Catastrophic	(3) Possible	HIGH	• Asset Management Plans. • Renewal strategy. • Asset inspection definitions broadened to include footbridges and major culverts • Regular inspections/audits to capture maintenance requirements	(5) Catastrophic	(1) Rare	MEDIUM	• Treatment Plan - Identify critical assets within council and alternative of failure • Treatment Plan - Inspection program by specialised third party for key infrastructure. • Impact statement / disaster management plan. • Information Sharing/Education with other teams of information in the Asset Register • Rubber softfall inspections to be undertaken by Asset Management (instead of City Operations) • Capturing levies as an asset	• Treatment Plan for critical assets in place	(5) Catastrophic	(1) Rare	MEDIUM
9	6/04/2021	Legislative Compliance	The risk of legislative breach.	SM	• Unidentified legislative changes. • Identified changes not implemented. • Identified changes are misinterpreted. • Processes outdated, superseded or do not reflect policy intent. • Legislative tasks not identified and/or scheduled. • Failure to have documented policy or processes for legislative tasks. • Failure of a critical system. • Lack of awareness	• Possible fine. • Reputation damage. • Regulatory intervention. • Negative impact on staff morale. • Possible legal action. • Cost of rectification works.	(3) Moderate	(4) Likely	HIGH	• LGA Legal updates. • Norman Waterhouse Legal updates. • Policy & process review schedule. • Documented processes. • Approval requirements within scope document.	(3) Moderate	(2) Unlikely	MEDIUM			(2) Minor	(2) Unlikely	LOW
10	6/04/2021	Service Delivery	The risk that a critical system (i.e. TechOne) becomes unavailable.	SM	• Vendor contract lapses or not renewed. • Software not updated. • Software malfunction. • Single point of failure. • Cyber threat. • Vendor ceases to trade. • Power failure (or other natural event). • Changing to a cloud based system	• Inability to pay staff and contractors. • failure to meet legislative obligations. • Loss of asset and finance data (backup). • Staff loss of productivity. • Potential flow on impact on other departments. • Inability to raise PO's or make payments	(3) Moderate	(4) Likely	HIGH	• Data backup in spreadsheets	(3) Moderate	(2) Unlikely	MEDIUM	• Cloud based system still retaining backups. • Weekly backup of data on a spreadsheet.		(2) Minor	(2) Unlikely	LOW
11	6/04/2021	Service Delivery	The risk that Asset data is incorrect.	SM	• Failure of process - Assets not recorded when completed/handed over or acquired. • Failure of process assets not deleted when disposed of. • Failure of process when an asset is revalued/renewed. • Asset register not maintained historically (Legacy issues) • Lack of resources. • Poor staff training or contractor training. • Maintenance not providing handover for renewed assets • Late handover from Developers	• Decisions (inc budgetary, LTFP & future renewal) considered or made on incorrect information. • Assets underinsured / over insured. • Assets undervalued / overvalued. • Financial shock. • Reputation damage. • Failure to meet legislative requirements. • Money spent incorrectly. • Assets not recognised within the system.	(4) Major	(4) Likely	HIGH	• Scheduled external revaluations, • Annual audits of asset register (External and Internal). • Asset handover procedure. • Asset Management Process. • Admin access limited. • Data gate keeping. • Monthly Exception reporting (Reporting to pick up anomalies) • Reconciliations against expenditure at Handover. • Condition rating of assets. • Move to annual revaluation. • Capitalise actual costs of assets • Undertake a secondary check prior to commissioning.	(4) Major	(2) Unlikely	MEDIUM	• Treatment Plan - Undertake a review of the process and systems in place. • Quality Assurance sysmte to identify incorrect data • Ongoing finding and capturing of assets • Third party audits	• WIP • Asset Management GIS Team resourcing	(4) Major	(2) Unlikely	MEDIUM
15	29/07/2022	Service Delivery	The risk that heavy vehicles will damage our assets i.e. footpaths, roads and bridges.	SM	• Weight and dimensions of the vehicles. • Length of permit. • New Developments • Poor constructions from Developers • Construction traffic • Increased traffic within new developments	• Damage to footpaths, roads, stormwater. • Reduces the life of the asset. • Public safety. • Litigation. • Asset team may decline vehicle access due lack of knowledge. This then restricts industry and economic activity.	(2) Minor	(5) Almost Certain	HIGH	• ODL (over dimension load) application process. • Dilapidation report. • Condition assessment. • Provide an alternative route.	(2) Minor	(3) Possible	MEDIUM	• Better data quality • Spatial mapping of restricted areas. • Transport strategies and freight routes • Load limit signage		(2) Minor	(3) Possible	MEDIUM
16	21/03/2024	Service Delivery	Asset Technical Information (drawings, manuals etc.) is not readily available or current	SM	• Lack of well defined storage for asset technical information • Historic inconsistent storage • Lack of awareness of storage • Change in technology • Inconsistent naming conventions • Quality of scans of older documents • No existing controls • Lack of configuration management	• Incorrect maintenance due to loss/lack of information • Additional inspeaction effort to confirm assets	(3) Moderate	(3) Possible	MEDIUM	• Handovers • Project completion data saved in Asset Register	(2) Minor	(3) Possible	MEDIUM	• Link Project folder or attach documentation to asset (GIS)	• Further meetings to be scheduled to review scope and implementation	(2) Minor	(3) Possible	MEDIUM

Appendix 2: Referenced Documents

Document	Link
Playford Community Vision 2043	Community Vision 2043
City of Playford Strategic Plan 2025-28	Strategic Plan
Long Term Financial Plan 2026/27	Long Term Financial Plan
City of Playford Asset Management Policy	Asset Management Policy
Annual Business Plan and Budget 2026/27	Annual Business Plan
Playford Community Survey	Playford Community Survey
City of Playford Financial Sustainability Ratios and Targets Policy	Financial Sustainability Ratios and Targets Policy