

Asset Management Plan - Community Wastewater Management System

2025 - 2035



Document Control

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The recent review of the Local Government Act 1999, and the commencement of the Essential Service Commission of SA's (ESCOSA) Rate Oversight Scheme, will focus on the effectiveness and robustness of Council's strategic management planning processes and financial sustainability. With changes in section 122 (Strategic Management Plans) and section 123 (Annual Business Plan and Budget), it is important that there is a clear and transparent alignment between the Long Term Financial Plan (LTFP) and Assets Management Plans (AMPs) – both arising under council's Strategic Management Plans (SMP). These plans are critical documents as they plan out how Council intend to manage its financial position and performance over the longer term.

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Abbreviations

Abbreviation	Term
AMP	Asset Management Plan
CPI	Consumer Price Index
CWMS	Community Wastewater Management System
ESCOSA	Essential Service Commission of South Australia
GIS	Geographic Information System
IIMM	International Infrastructure Management Manual
LTFP	Long Term Financial Plan
SMP	Strategic Management Plan

1. Executive Summary

1.1 Overview

Berri Barmera Council owns and manages a network of Community Wastewater Management Systems (CWMS) that are critical to protecting public health, supporting environmental sustainability, and servicing both urban and rural communities across the district.

The CWMS network comprises approximately 85 km of pipes, 4,076 nodes (pits and lids), 32 pump stations, and associated treatment and reuse facilities. These assets form the backbone of wastewater management across the district, ensuring safe and reliable collection, transfer, and treatment of wastewater.

The CWMS Asset Management Plan provides a 10-year strategic framework for managing this infrastructure in a sustainable, compliant, and cost-effective manner. It replaces the 2016 AMP and supports informed decision-making for asset renewal, service delivery, and long-term financial planning.

Council is undertaking CWMS asset valuations to confirm the CWMS asset replacement values. These will be added to this document in 2026.

1.2 Purpose and Strategic Alignment

This Plan fulfils Council's obligations under Section 122 of the *Local Government Act 1999* (SA) and is directly aligned with Council's Strategic Plan, Long-Term Financial Plan (LTFP), Asset Management Policy, Growth Strategy, and Environmental Management and Sustainability Strategy.

The CWMS AMP guides Council to:

- Maintain and renew wastewater infrastructure in a safe, accessible, and financially sustainable way.
- Support public health, environmental protection, and township amenity through effective wastewater management.
- Align infrastructure investment with long-term planning and available funding.
- Meet all legislative, safety, and environmental obligations.

1.3 Levels of Service

Council ensures CWMS assets meet legislative standards and community expectations through two service levels:

- Community Level of Service: Focuses on public health, environmental protection, responsiveness, and safety. Targets include fast response times, reduced complaints, and full regulatory compliance.
- Technical Level of Service: Ensures asset condition, renewal, safety, and functionality. Includes scheduled maintenance, water quality testing, and odour control.

1.4 Asset Condition and Lifecycle Planning

Condition audits undertaken between 2024 and 2025 found:

- Pipes – 83% Good, 11% Average, 2% Poor, 2 % Very Poor
- Node lids – 3% Excellent, 83% Good, 10% Average, 2% Poor, 2% Very Poor
- Pump Stations (29) – 20% Excellent, 52% Good, 20% Average, 3% Poor, 3% Very Poor

Council applies a lifecycle approach, creation, maintenance, renewal, and disposal, ensuring cost-effective and timely investment. Typical useful lives range from 50–100 years for pipes and nodes.

CWMS Treatment and Renewal planning over the next decade include:

- Renewal of the BA7 and BE17 Pump Station
- Effluent drainage infrastructure upgrades in various locations (ageing earthenware pipes)

- Upgrade of 10 pump stations identified as operating under capacity
- Upgrade access inspection points to improve maintenance and renewal practices (various locations)

1.5 Financial Forecasting and Renewal Needs

Over the next 10 years, council has committed approximately:

- \$3.25 million for CWMS capital renewal
- \$1.90 million for CWMS Operations and Maintenance
- \$2.47 million for new/upgrades of the CWMS network (pump stations and access inspection points)

Council will apply an affordability investment model, prioritising ageing and underperforming assets, while extending life of lower-risk assets through maintenance.

1.6 Future Demand and Environmental Considerations

CWMS demand is influenced by:

- Population growth (0.5–1.0% projected over 20 years).
- Seasonal tourism (CWMS network during holiday seasons)
- Environmental impacts (heatwaves, flooding, climate resilience)
- Increase number of dwellings

1.7 Risk and Data Confidence

Key risks include:

- Frequent overflows or blockages at CWMS facility pose environmental and health risks.
- High risk of sewage backups and contamination of surrounding areas.
- Failure could lead to pollution, health hazards, and infrastructure damage.
- Pumping station at risk due to frequent power outages and flooding.
- High probability of service disruptions and environmental contamination.
- Economic constraints limit funding for capital and maintenance needs.
- Loss of key staff impacts operational continuity and expertise.
- Inconsistent and inaccurate data undermines asset management decisions.

Mitigation of risks by strengthening infrastructure resilience, implementing proactive maintenance and inspections, preparing contingency and emergency response plans, improving data confidence, and ensuring effective governance, prioritisation, and community education.

Data confidence is rated B – Reliable, only due to the inability to access some of the network, which will be rectified through the creation of new inspection points. Moving forward, the next condition audit will not require the entire network to be checked, as details will be mapped when renewal occurs.

1.8 Improvement Plan and Monitoring

Council has committed to ongoing improvement, including :

- Review and update levels of service.
- Develop 5–10 year capital renewal and 5-year new works plans.
- Analyse Operation & Maintenance costs for accurate future budgeting.
- Cleanse and improve asset data for better modelling.
- Validate CWMS asset valuations per AASB 13 & 116.
- Forecast future Operation, Maintenance and Capital Renewal costs for CWMS assets transitioning in 2034.
- Create a 5-year maintenance plan.
- Fully integrate asset, finance, and GIS systems.
- Assign Asset Officers to manage CWMS and track CRMs.

The AMP will be reviewed annually alongside the budget process and formally updated at least once every four years.

2. Introduction

2.1 Why Does Council Need an Asset Management Plan?

The primary intent of asset management is to meet a required level of service in the most cost-effective way, through the creation, acquisition, maintenance, operation, and disposal of assets to provide for present and future community needs. The Asset Management Plan - CWMS will be a living document over the next four years, complying to all legislative requirements, and to communicate funding required to provide the required levels of service over a 10-year planning period.

Under Section 122 of the *Local Government Act 1999* (SA), Council is required to develop and adopt 'an infrastructure and asset management plan, relating to the management and development of infrastructure and major assets by the council for a period of at least 10 years.' Council is also required to adopt a Long-Term Financial Plan (LTFP) associated with such service plans covering a period of at least 10 years. There is a direct link between the development and implementation of these two plans, with the LTFP updated to reflect forecast expenditure as detailed within these plans. Variations to the scheduled works within the AMP and the LTFP may be adjusted as the need arises.

2.2 What are CWMS Assets?

Our Community Wastewater Management System (CWMS) assets aim to provide reliable, safe, and sustainable water and wastewater management solutions to meet the needs of the Berri Barmerra district. The CWMS network involves pipes, pumps, and treatment facilities to collect and treat wastewater for reuse and/or disposal.

Council's CWMS asset portfolio is categorised into five different asset groups:



Figure 1 – Asset Portfolio

2.3 Background

This Asset Management Plan replaces the last previous AMP (2016) and provides a strategic framework for managing these assets over the next 10 years. It supports Council's goals to:

- Meet the required level of service in the most cost-effective manner for present and future customers
- Comply with regulatory requirements
- Consult and communicate necessary funding requirements to provide the required levels of service over the next ten years

The CWMS AMP works in conjunction with the following council plans, strategies and policies:

Plans, Strategies and Policies
Strategic Community Plan 2025-2035
Long Term Financial Plan
Asset Management Policy
Environmental Management and Sustainability Strategy
Berri Barmera Growth Strategy

Table 1 – Plans, Strategies and Policies

2.4 Who are our key stakeholders?

Council's assets serve a diverse range of the community, highlighting the importance of maintaining and renewing them based on functionality and purpose.

This figure demonstrates the stakeholders that the Council needs to consult with to obtain input when determining the levels of service and intervention levels of its CWMS assets.

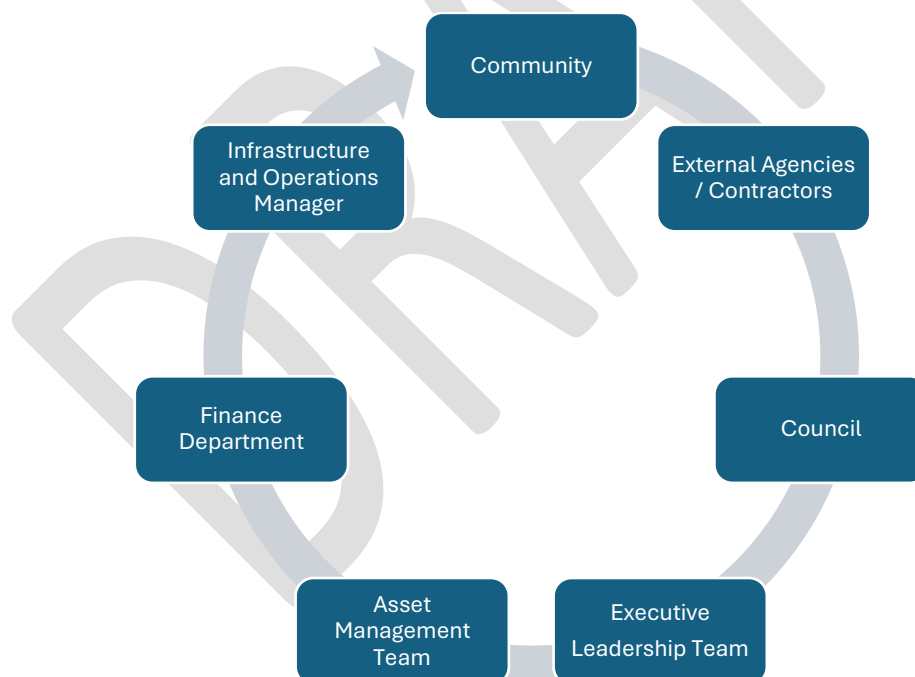


Figure 2 – Key Stakeholders

2.5 Asset Management Purpose and Strategic Link

The purpose of asset management, as defined in the Asset Management Strategy is *to meet the defined level of service in the most sustainable (including cost effective) manner for present and future generations.*

The Berri Barmera Council Strategic Plan also has the following strategic objective, under the Strategic Pillar of Accountable Leadership: *Focus on delivering financial sustainability and responsible asset renewal.*

2.6 Plan Framework

The Asset Management Framework is aligned with Council's Strategic Management Framework, ensuring that asset planning and investment decisions support broader community goals. By integrating asset management with strategic planning, Council can effectively balance levels of service, financial sustainability, and long-term infrastructure needs. This approach ensures that assets are managed efficiently, delivering essential services that meet community expectations.

Regular reviews and community engagement help Council adapt to evolving needs, ensuring that infrastructure remains accessible, reliable, and fit for purpose.

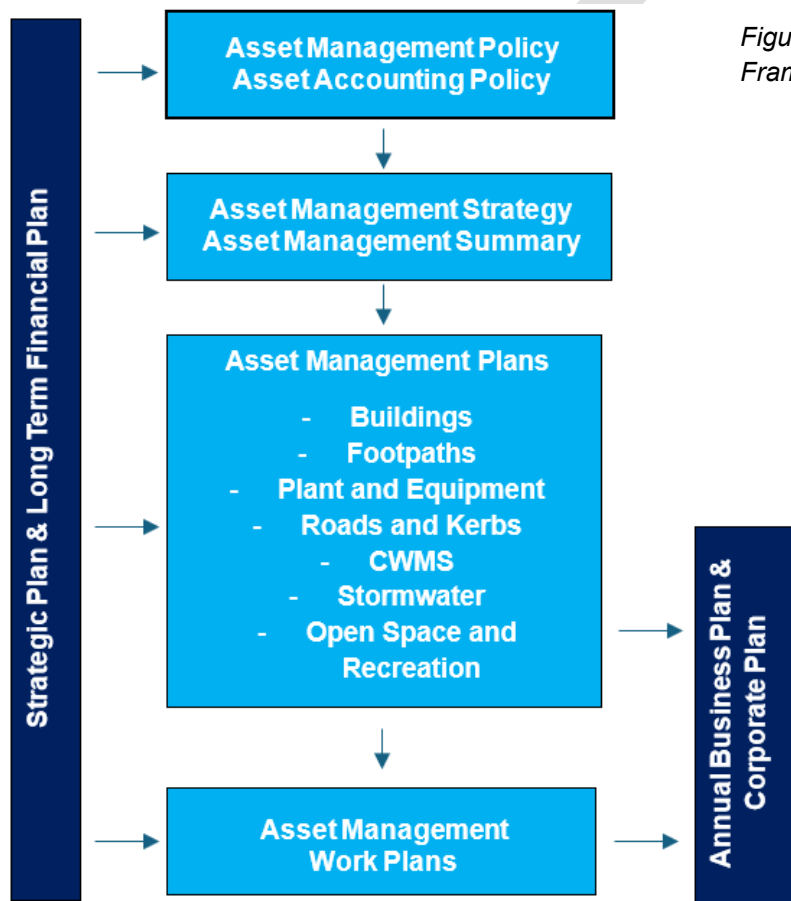


Figure 3: Asset Management Framework

2.7 Asset Management Plans

Each AMP provides a structured approach to managing Council's assets, ensuring they remain sustainable, efficient, and aligned with community needs. Key elements of the plan include:

Key Element	Description
Levels of Service	Defines the quality and reliability of services delivered to the community and how performance is measured.
Future Demand	Assesses how changing community needs and population growth will impact service delivery and outlines strategies to meet demand.
Lifecycle Management	Details how Council will operate, maintain, and renew assets to achieve agreed service levels while optimizing costs.
Risk Management	Identifies potential risks to assets and service delivery and outlines strategies for mitigation and asset protection, adhering to insurance requirements.
Financial Summary	Provides an overview of the funding required to sustain service levels and ensure long-term asset viability.
Plan Improvement & Monitoring	Describes how Council will enhance its asset management maturity, track progress, and ensure continuous improvement.

Table 2 – Key Elements of Asset Management Plan

These elements ensure a proactive, transparent, and strategic approach to asset management, supporting long-term community and financial sustainability.

2.8 Core and Advanced Asset Management

In accordance with the International Infrastructure Management Manual (IIMM), this AMP is developed as a core AMP for a 10-year planning period. Core asset management is a 'top down' approach that involves analysing the 'system' or 'network' level. The primary purpose of this plan is to meet the minimum legislative and organisational requirements for sustainable service delivery, long-term financial planning, and reporting.

3. Levels of Service

3.1 Legislative Requirements

There are many legislative requirements and regulations relating to the management of Council's assets. Council must comply with these requirements and ensure their assets meet these legislative service levels. These include:

- *Water Industry Act 2012 (SA)*
- Australian Accounting Standards
- *South Australian Public Health Act 2011 (SA)*
- *Environmental Protection Act 1993 (SA)*
- *Highways Act 1926 (SA)*
- *Land Titles Act 1978 (SA)*
- *Local Government Act 1999 (SA)*
- *Work Health and Safety Act 2012 (SA)*

3.2 Level of Service

Levels of service are a key business influencer and drives all asset management decisions.

It describes:

- What Council intends to deliver to the community
- The service quality, functionality, and capacity
- The performance measures
- The service target

Council Asset Renewal Objectives:

- Safety of community members, customers, workers and the asset
- Quality and reliability of assets
- Compliance with codes, contracts, legislation and industry standards
- Function of assets are fit for purpose for use and meet community needs

Council has identified two levels of service:

- Community Levels of Service – the service outcomes that the community wants
- Technical Levels of Service – measures the service that Council provides

Key Performance Measure	Levels of Service	Performance Measure	Service Target	
COMMUNITY LEVELS OF SERVICE				
	Quality	Wastewater system is safe, reliable, and protects public health and the environment.	Number of wastewater-related customer service requests per 100 connections per year.	≤3 per 100 connections per year and trending down.
	Function	Wastewater system meets all Department for Health and EPA legislative requirements.	% of compliance items or licence conditions met annually.	≥95% compliance; no material non-compliances.
	Responsiveness	Response time to customer requests	Measure of response time to customer requests	Response to customer request 2 working days
	Safety	To ensure a low level of risk to personal and environmental health.	Number of overflows within the CWMS infrastructure. Frequency and duration of overflows. Volume of wastewater discharged during overflows.	Incidents/hazards dealt with within 1 day

Table 3 - Community Levels of Service

Key Performance Measure	Levels of Service	Performance Measure	Service Target	
TECHNICAL LEVELS OF SERVICE				
	Condition	CWMS assets are maintained in a serviceable condition, with renewal and maintenance prioritised based on risk and performance.	Asset condition data reviewed and updated through desktop analysis and targeted inspections based on renewal works and risk triggers.	Maintain an up-to-date condition register, reviewing all asset classes at least once every four years through desktop analysis, with field inspections undertaken where data indicates material change or deterioration.
	Renewal	Renewal is planned and delivered sustainably based on asset condition, risk, and service priority.	% of planned renewal program (by value) delivered within approved scope, budget, and timeframe, averaged over a rolling 3-year period.	≥90% of planned renewals delivered within approved parameters over the 5-year rolling average.
	Safety	Ensure the quality of treated water meets the required standards and regulatory guidelines.	Regular sampling and testing of water samples from the CWMS system to assess compliance with the Department of Health and EPA guidelines.	Contractor management and KPI monitoring
	Function	Control odour emissions from the Wastewater Treatment Plant, ensuring a pleasant environment for nearby communities. Septic Tank Cleaning	Number of complaints Scheduled septic tank cleaning program	Contractor compliance to plant operating procedures Maintain tank cleaning program

Table 4 - Technical Levels of Service

4. Future Demands

4.1 Demand Drivers

As time passes, the demand for services provided by the Council within the community undergoes change. Such changes may be driven by various factors, such as population, demographics, seasonal tourism, freight movements, environmental considerations, and legislative requirements. Naturally, as the demand for services changes, there may also be a need for changes to the township assets.

4.2 Demand Forecasts

Current Position	Demand Forecast	Demand Impact	Demand Management Plan	Impact On Assets
 POPULATION AND DEMOGRAPHIC				
Population increases: ➤ Total estimated current population 10,853	Modest 0.5% to 1.0% (2,500 persons) growth over 20 years	Potential increase in redevelopment to house population increase may pose an increase demand on CWMS assets. A comprehensive assessment is required to accurately ascertain the existing capacity to accommodate potential future demand from zoned residential land.	An evaluation needs to be conducted to assess the impact of new allotments on the existing infrastructure. ➤ It is important for the CWMS system to be properly assessed and planned to ensure it can effectively handle the potential impacts of a surge in population.	Increase wastewater generation. Higher demand on treatment capacity. Greater stress on collection infrastructure.
 SEASONAL / TOURISM FACTORS				
➤ Tourism is a key economic driver in the district with 231,000 visitors coming into our town.	Increase number of dwelling and percentage of the population living presently in riverside township areas during holidays. Increase number of people using CWMS network during holiday seasons	Increase level of service expectations for CWMS network.	Implement a robust monitoring and evaluation system to track the progress and performance of the CWMS network against the set targets. Regularly assess the effectiveness of the improvement strategies and adjust as needed.	Increase demand for minor maintenance.

Current Position		Demand Forecast	Demand Impact	Demand Management Plan	Impact On Assets
 ENVIRONMENTAL IMPACTS					
Council is aware of existing and emerging environmental concerns and has formulated an Environmental Management and Sustainability Strategy. This strategy outlines practical measures to support the current community and future generations.		Current trends suggest that severe weather events will continue to increase exponentially.	Severe weather events, such as heatwaves and floods, can impact the performance of CWMS infrastructure. Increase in intense and frequent rainfall events resulting in higher volumes of stormwater entering the sewer system, potentially exceeding its capacity and causing overflows or backups.	Deliver Berri Barmera Council Environmental Management and Sustainability Strategy Objectives: ➤ Pillar 1: Healthy Ecosystems – Climate change readiness	Implementing infrastructure upgrades, such as increasing capacity, improving stormwater management, retrofitting existing facilities, and incorporating climate-resilient design principles.

Table 5 – Demand Forecasts

5. Lifecycle Management

Lifecycle management ensures that CWMS assets are effectively planned, maintained, and renewed to maximise their useful life while minimizing overall costs and risks. Council is committed to operating and maintaining these assets at an agreed level of service, balancing financial sustainability with community needs.

A comprehensive lifecycle management approach enables Council to optimise costs, extend asset longevity, and ensure infrastructure remains safe and functional.

The total cost of an asset is typically divided into four key stages:

- Creation / Acquisition
- Routine Maintenance
- Capital Renewal / Replacement
- Decommission

By implementing proactive asset lifecycle management, Council can provide long-term value, maintain service quality, and effectively allocate resources to meet the community's evolving needs.

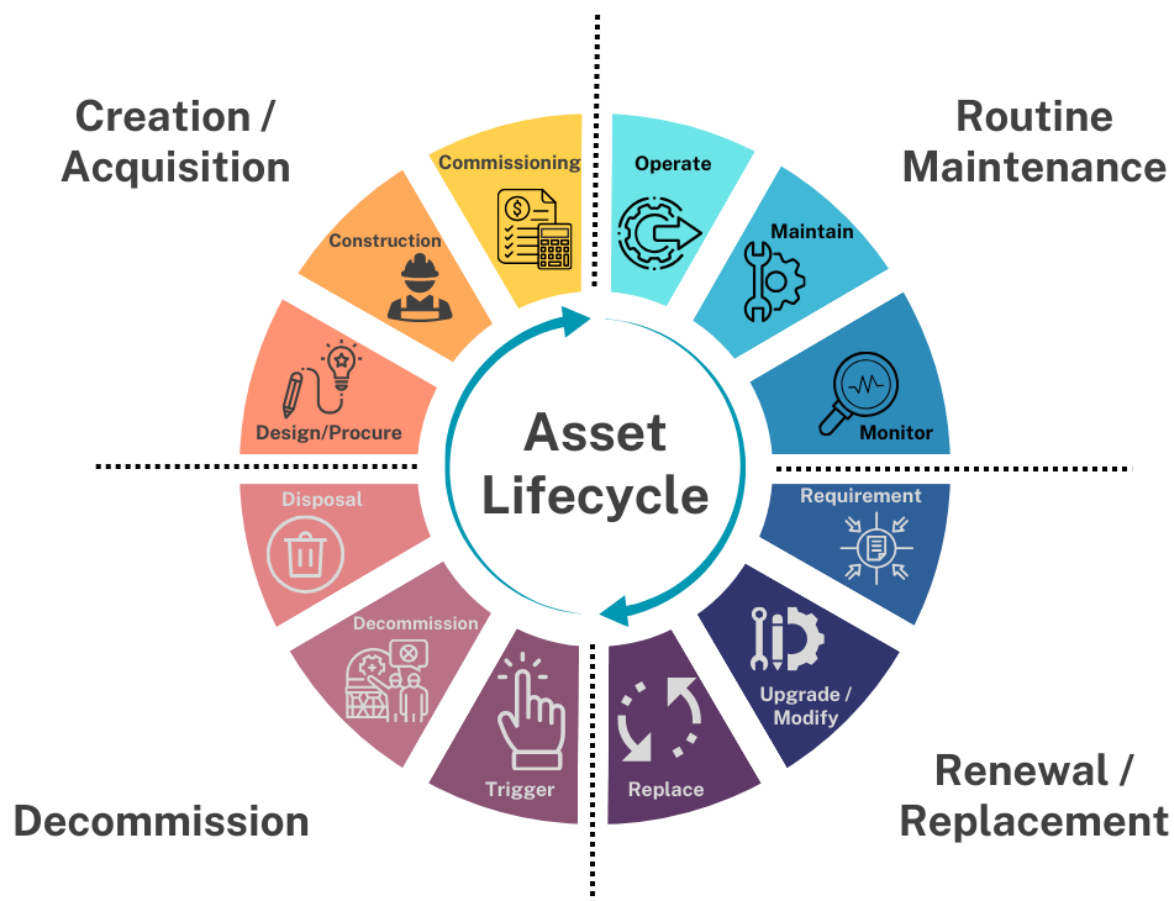


Figure 4 - Lifecycle Management

5.1 Overview of CWMS Network

The Community Wastewater Management Scheme (CWMS) network comprises a range of assets that enable the collection, transfer, treatment, and reuse of wastewater. The network includes:

- Pipes and connections
- Nodes (pits, manholes, pit lids, and flushing point lids)
- Pump stations
- Reuse ponds
- Treatment plant

Currently, three pump stations, the reuse pond, and the treatment plant are managed externally under contract until 2034 and have been excluded from this AMP, as they are contractually required to be managed and reported back to Council by the contractor. During the life of this AMP, but closer to the contract cessation date, consideration by Council for the ongoing operations, maintenance, capital renewal requirements and impact of depreciation of these assets will need to be considered.

Definition: CWMS Node

A CWMS node comprises of a pit or manhole and a pit lid or flushing point lid. Manholes are access points that form a junction of two or more pipes and provide physical access to the underground pipe system to perform inspections, cleaning and repair. Flushing points are where the underground pipe system is raised to the natural surface to allow inspection and flushing of the gravity main below to occur.

5.1.1 Exclusion of Property Pipe Connections

It is important to note that Council has excluded all property pipe (3117) connections from this Asset Management Plan (AMP). These pipes are typically short in length and are considered low-risk assets in terms of their impact on the overall performance of the CWMS network.

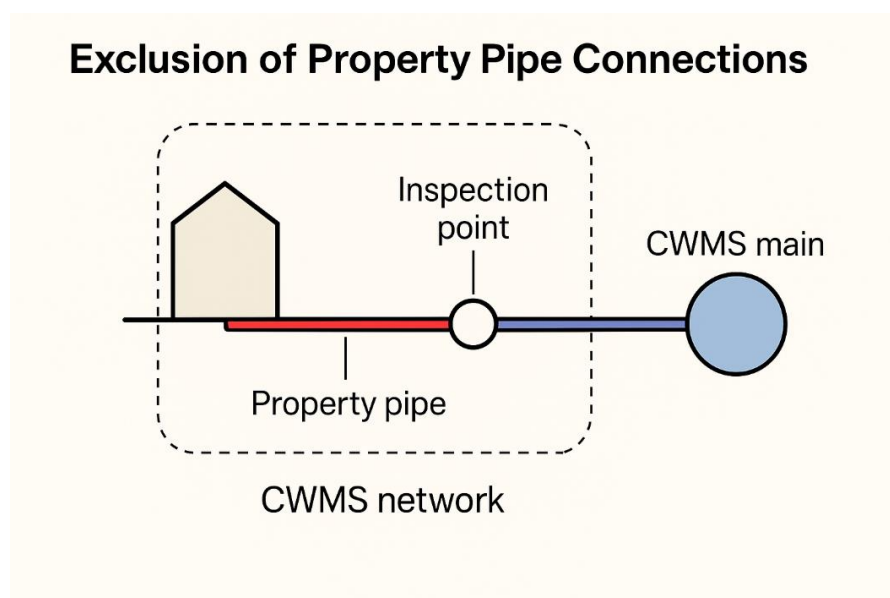


Figure 5 – Exclusion of Property Pipe Connections

There are several reasons for this exclusion:

- Ownership and Responsibility: Property connections are generally the responsibility of individual property owners, not Council. Including them in the AMP would imply maintenance obligations that fall outside Council's jurisdiction.
- Minimal Impact on Network Performance: Due to their limited size and function, failures in property connections are unlikely to affect the broader CWMS infrastructure or service

delivery.

- **Access Limitations:** These assets are located on private property, which restricts Council's ability to inspect or maintain them without formal agreements or legal access.
- **Cost-Effectiveness:** Given the large number of property connections and their relatively low replacement cost, it is not economically viable to include them in strategic asset planning.
- **Focus on Critical Infrastructure:** The AMP prioritizes assets that are essential to the reliability, safety, and efficiency of the CWMS network—such as pump stations, mains, and treatment systems—where failures could have significant community or environmental impacts.

By focusing on core infrastructure, Council ensures that resources are directed toward maintaining and improving the most critical components of the wastewater system.

5.1.2 Node Inspection Coverage

During the condition assessment process, a total of 4,076 nodes were identified across the network, including flush points, maintenance holes, inspection points, maintenance shafts, and valves. However, not all nodes were physically inspected as part of this survey.

The primary reason not all nodes were inspected during the condition survey is due to work efficiency and prioritisation of resources. The inspection methodology focused on the mainline condition assessment, conducted using CCTV equipment. Nodes were only accessed and inspected when they were essential for survey continuity, such as entry or exit points, or where access was required due to obstructions or changes in pipe direction.

This approach is consistent with the strategy used for pipe and connection assessments, where the focus is on capturing the most critical infrastructure condition data while maintaining operational efficiency.

By adopting this method, resources are directed toward the most impactful areas of the network, while still collecting sufficient data to inform asset condition, maintenance planning, and future capital works.

5.2 CWMS types and Current Condition (Inspected)

A breakdown of the CWMS network by type and average condition. Each surface is rated on a 1-5 scale, where 1 is 'excellent' and 5 is 'very poor'.

CWMS Type	Quantity	Rating	Average Condition Score
Pipes (85km)	854	2	2 - Good
Nodes – Flushpoints / Inspection points / Manholes (4076)	314	3	3 - Average
Pump Stations (32)	29	2	2 - Good
Pump Stations (contract Managed)	3	NA	Contractor owned assets until 2034. Contractors' responsibility on all maintenance and capital works and report to Council.
Reuse Ponds	2	NA	Contractor owned assets until 2034. Contractors' responsibility on all maintenance and capital work and report to Council.

Treatment Plant	2	NA	Contractor owned assets until 2034. Contractors' responsibility on all maintenance and capital works and report to Council.
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Table 6 – Physical Parameters of CWMS assets

5.3 CWMS Asset Condition

To make informed decisions about repairs and upgrades, Council undertakes condition audits of the CWMS network every three to five years. Due to the complexities and labour intensiveness of inspecting the network, Council performs rolling audits spanning over a couple of years. The most recent audit was completed in 2024/25, with the next planned for 2029/30.

Following the completion of the full network condition assessment, future monitoring will primarily occur through desktop analysis, supported by targeted inspections where data indicates material change or deterioration. As renewal works progress, renewed assets will be mapped and their condition status updated, effectively resetting their useful life to approximately 100 years. This approach ensures the condition register remains current and risk-informed, while reducing the cost and resource requirements associated with future condition audits.

Asset Categories	Year of Condition Audit	Next Condition Audit
CWMS	2024 - 2025	2029-30
CWMS (Capacity & Pump Audit)	December 2023	To Be Confirmed

Table 7 – Timeframe of Condition Audits

The CWMS asset condition is evaluated using a rating system ranging from 1 to 5, as shown in the Table below. A condition rating of 1 indicates a brand-new asset, while a rating of 5 indicates a fully deteriorated asset.

Rating	Condition	Condition Description	Action	Overall condition in %	
				Pipes 854	Nodes 314
1	Excellent	A new or near new asset with no visible signs of deterioration.	No action required	-	3%
2	Good	Early stages of minor deterioration causing no serviceability problems.	Minor defects only, no action required	83%	83%
3	Average	Some obvious deterioration evident. Serviceability may be impaired slightly	Maintenance required to sustain the level of service	11%	10%
4	Poor	Severe deterioration evident, starting to limit the serviceability of the asset	Consider renewal	2%	4%
5	Very Poor	Serviceability problems needing immediate rehabilitation. Possible risk to remain in service.	Replace/dispose	2%	1%

Table 8: Condition Rating Chart – for INSPECTED ONLY

5.3.1 Pump Station and System Capacity

Recent audit data has been collected for both pump stations and system capacity across the CWMS network. The results indicate that while many assets are functioning within acceptable parameters, there are areas of concern that require immediate attention.

Notably, pump chambers BA7 and BE17 are showing signs of advanced deterioration and structural decay. These assets have been flagged for urgent intervention to prevent potential failure and associated service disruptions.

In addition, the audit identified 10 pump stations that currently do not meet required capacity standards, posing a risk of overflow and localised flooding during peak storm events. These capacity limitations may be attributed to ageing infrastructure, increased urban runoff, or outdated design specifications.

Council has recognised these risks and incorporated them into its renewal and upgrade schedules.

Pump Station	Location	Pump Rating	System Capacity Audit - Meets current standards
Barmera			
BA1	Foot Avenue (Contract Managed)	Excluded	Excluded
BA2	Anderson/Sturt Highway	1	✓
BA3	Draper Road	3	✗
BA5	Sedunary Park	2	✓
BA7	Barmera Caravan Park	5	✗
BA8	Langdon Terrace	1	✓
BA9	Anderson Street /Hawdon Street	2	✓
BA10	Barmera Primary School	1	✓
Berri			
BE1	Trenaman Crescent	2	✗
BE2	No1 Oval — Pump station decommissioned	N/A	
BE3	Riverview Drive	2	✗
BE4	Berri Primary School	3	✓
BE5	Phillips Road / RL Gambling Road	2	✗
BE6	Mortimer Road / Zante Road	2	✗
BE7	Harris Street / Nitschke Street	2	✗
BE8	Mortimer Road	2	✓
BE9	Hughes Street / Higgs Street	2	✓
BE10	Cooper Street	2	✓
BE11	JC Smith/Verrall Cres (Contract Managed)	Excluded	
BE12	Berri Caravan Park	3	✓
BE16	Draper Road	1	✓
BE17	Jellett Road	4	✓
BE18	Berri Plaza (Contract Managed)	Excluded	
BE19	Foreman Road	2	✗
BE20	Huckstepp Court - Pepper Tree Hill	3	✓

BE21	Curren Road	2	✓
BE24	Berri Oval	1	✓
Cobdogla			
C1	Shueard Road	3	✗
C2	Trussell Terrace	2	✓
Glossop			
G1	Giles/Denby Street	1	✗
G2	Woodhouse Crescent	2	✓
Loveday			
L1	Bland Road	2	✓
Monash			
M1	Monash Oval	3	✓

Table 9 – Pump Station and System Condition

5.3.2 Contract Managed Assets

The contractor has developed an Asset Management Plan (AMP) that covers all CWMS assets included in their contract, which encompasses three pump stations, reuse ponds, and a treatment plant. The contract is scheduled to conclude in 2034. This contracted AMP is reviewed annually, and a copy along with details of planned future works is provided to Council. Council may use the information from the contractor's AMP to inform its Long-Term Financial Plan (LTFP). During the life of Council's AMP CWMS, consideration will need to be given to the impact that the transfer of these assets back to Council will have and the ongoing operational and capital renewal requirements.

5.4 Useful Life

Table 8 illustrates the anticipated useful life range of Council's CWMS assets, categorised and grouped according to their respective asset types. This expected useful life serves as a valuable reference for lifecycle planning, asset valuation, and depreciation purposes.

Asset Category	Asset Type	Asset Type Material	Standard Useful Life (Years)
CWMS - Pipes	Pipes	Cured in Place Pipe (CIPP)	100
		Earthenware	80
		PVC	80
		Pipe Re-lining	100
CWMS - Pits	Pit	In situ Concrete	100
		Precast Concrete	100
CWMS - Pits	Lid	Cast Iron	100
		Precast Concrete	50
		Steel	80

Table 10: Standard Useful Lives of CWMS Pipes and Nodes

5.5 Asset Valuation

Valuations of Council's CWMS assets are performed in accordance with the Australian Accounting Standards AASB 13 and AASB 116.

The current replacement cost of Council's CWMS network is unavailable as no recent valuations have been conducted. To address this gap in information, our improvement plan includes conducting a CWMS valuation in 2025/26. This initiative will ensure that the replacement cost of the network is determined accurately, providing a crucial data point for asset management and financial planning purposes. The replacement values in the below table will be updated in this AMP in 2026 following the valuations program.

Asset Category	Replacement Value	Accumulated Depreciation	Written Down Value
Pipes	-	\$8,142,648	\$8,155,613
Pits	-	\$2,175,634	\$1,417,286
Pump Stations	-	\$1,607,323	\$1,760,927
Treatment	-	\$52,369	\$0
Reuse	-	\$2,842	\$14,923
TOTAL	-	\$11,980,816	\$11,348,749

Table 11 – CWMS Valuation

5.6 Operations and Maintenance Plan

Maintenance of CWMS assets primarily involves planned maintenance activities and programs that are scheduled and executed systematically to optimise the performance and longevity of the assets.

Maintenance can be defined as either:

Planned Maintenance

- Planned maintenance for CWMS assets is often scheduled in cycles based on predefined intervals or conditions. This can include activities such as regular inspections, cleaning, servicing, and repairs that are performed at predetermined frequencies.

Councils' current maintenance plan includes regular inspections and servicing of CWMS pump assets. To further enhance the current maintenance program, Council plans to review all its CWMS assets and develop a maintenance plan to incorporate all assets.

Reactive Maintenance

- Address any unexpected or urgent repairs or breakdowns in a timely manner to minimise disruptions to the CWMS system's operation and service delivery.

Council's field services team responds to these issues based on urgency and available resources. To guide the prioritisation of reactive maintenance and renewal works, the following Asset Renewal Hierarchy is applied:

Asset Renewal Hierarchy

1. Safety
2. Compliance
3. Asset Condition Rating
4. Levels of Service
5. Asset Criticality

6. Budget Availability
7. Community Needs and Future Demand

By applying this framework, Council ensures maintenance decisions are transparent, evidence-based, and aligned with community expectations and long-term asset management goals.

5.7 Renewal Plan

Renewal planning focuses on restoring or replacing existing CWMS assets so they continue to meet required service levels and safety standards. This ensures the network remains fit for purpose and cost-effective over the long term.

Timing and adequate funding are critical. Replacing an asset too early may waste resources, while waiting too long may increase risks or service disruptions. Council is committed to planning renewal works carefully to get the best outcomes for the community.

5.7.1 Identifying Renewal Needs

The expenses associated with capital renewal are anticipated to fluctuate over time due to the expanding scale, intricacy, and age of the CWMS asset portfolio. To identify assets requiring renewal, several methods are employed, including:

- Reviewing asset age and estimated remaining life from the asset register
- Inspecting proposed renewal candidates to confirm condition
- Ranking proposals based on asset condition, safety, and available funding
- Using historical expenditure trends to inform projections
- Applying predictive modelling to forecast future needs
- Drawing on recommendations from condition audits and field inspections

Based on recent condition audit findings, there is an urgent need for remedial renewal of the aging earthenware pipe network within the Barmera CWMS system, particularly those sections rated as condition 5 and 4. The condition audit also identified deterioration in pumping chambers in the Barmera and Berri areas.

These ratings indicate that the infrastructure has reached or is approaching the end of its serviceable life. To address these issues effectively, this may involve either the complete removal and replacement of the existing pipework or relining, depending on the site conditions and recommendations provided by a qualified contractor. This work will commence in 2025/2026 and this AMP forecasts appropriate funding for these renewal requirements.

Condition maps are located at Appendix A.

5.7.2 Renewal Strategies

Renewal planning for CWMS assets is informed by condition data, levels of service, and a risk-based assessment framework. Council applies a structured approach to prioritising renewals, ensuring that investment decisions are data-driven, transparent, and aligned with financial sustainability objectives.

Renewal priorities are determined using the Asset Renewal Hierarchy, which considers safety, compliance, asset condition, levels of service, criticality, and available funding. This ensures resources are directed toward assets that present the highest risk or service impact if failure occurs.

Financial sustainability remains a key consideration in renewal decision-making. Where funding constraints exist, lower-risk or lower-priority works may need to be deferred, recognising that repeated deferrals can increase long-term maintenance costs and risk exposure. Renewal may also be advanced in circumstances where it improves safety, ensures compliance, leverages external funding, or aligns with other scheduled capital works.

Asset Renewal Hierarchy

1. Safety
2. Compliance

3. Asset Condition Rating
4. Levels of Service
5. Asset Criticality
6. Budget Availability
7. Community Needs and Future Demand

5.8 Acquisition Plan (New / Upgrade Capital)

New CWMS capital projects are major works that create brand-new assets where none existed before. These projects are usually needed to meet extra demand from population growth, changing community needs, or new environmental requirements.

Upgrades to CWMS assets are projects that improve what we already have, making the system work better or do more than it could before. This may include improving capacity, adding new features, or improving efficiency to keep up with modern standards and community expectations.

In 2025/2026 work will commence in preparation for the upgrading of under capacity pumps in particularly Berri and Barmera. This is ongoing work that will be subject to budget and funding availability.

Council has adopted an asset management approach that prioritises renewal over new construction wherever reasonable. Over the life of this AMP, it is expected that some growth will occur, and CWMS infrastructure will need to be strategically considered to support this in a planned and sustainable way.

5.8.1 Capital Investment Strategies

New CWMS assets can be established and selected from a range of sources, such as

- Council resolutions or elected member advocacy
- Proposals in each year's Annual Business Plan
- Alignment with Council's Strategic Management Plans
- Available grants or co-funding opportunities
- Partnerships with State agencies, schools, or developers
- Requests from community members or local groups

Once identified, these potential projects are prioritised each year against all other council proposals and asset categories. This ensures a fair and transparent process that balances:

- Community benefit and demand
- Cost and available funding
- Readiness and deliverability
- Strategic alignment with broader Council goals

5.9 Decommission Plan

Decommissioning refers to the process of removing an asset from Council's service network, which may involve demolition, sale, or relocation. Council may consider decommissioning a CWMS asset if:

- It has reached the end of its useful life and cannot be cost-effectively maintained
- There are safety concerns that cannot be resolved through repair
- It is no longer needed or relevant due to changes in land use or demand
- Compliance upgrades would be cost-prohibitive compared to replacement

At present, Council has no planned decommissioning of any CWMS assets. As such, no disposal-related income or costs have been included in the current financial forecasts for this asset class.

6. Risk Management

If our asset condition or lifecycle planning shows that renewal is needed, but Council's funding or service level expectations don't support immediate action, a gap is created. In these cases, it is essential to understand Council's risk appetite — what risks are we prepared to accept if we defer renewal or reduce service?

This will need to be considered each year through the Annual Business Plan process, considering asset management priorities, available budgets, and agreed service levels.

For CWMS assets, risk management more broadly requires that:

- All significant operational and organisational risks are identified and understood.
- High-priority risks that require immediate or short-to-medium-term intervention are recognised.
- Effective strategies and treatments are developed and implemented to mitigate these risks.

A comprehensive risk assessment of service delivery from CWMS assets has been conducted, identifying the most critical risks to the Council, as detailed in Table 12.

The risk assessment process involves:

- Identifying and evaluating potential risks associated with CWMS assets.
- Assigning a risk rating based on inherent risk levels (before mitigation measures).
- Developing a risk treatment plan for unacceptable risks to ensure public safety and asset sustainability.
- Assigning a residual risk rating to show the expected effectiveness of treatments.

By proactively managing risks, the Council can enhance service reliability, safety, and long-term sustainability of its CWMS assets, ensuring they continue to meet community needs effectively.

Service or Asset at Risk	What can Happen	Inherent Risk Rating	Risk Treatment Plan	Residual Risk Rating	Responsibility	Completion Date
CWMS asset	A CWMS facility located in an area with frequent system overflows or blockages, risks sewage backups and potential contamination of surrounding areas. The consequences of failure could lead to significant environmental pollution, health hazards, and damage to infrastructure.	High	Assess existing infrastructure and consider upgrading or redesigning the facility to improve capacity and resilience. Implement regular maintenance and inspections to detect and address issues early. Develop a detailed contingency plan and emergency response procedures for system failures or overflows. Educate residents on correct disposal methods to reduce the risk of blockages and system stress.	Low	Asset Management Team	Ongoing
CWMS Pumps	Pumping station located in an area prone to frequent power outages and flooding. Consequences could include prolonged service disruptions, increased flood risk, and potential environmental contamination.	High	Install an automated alarm system to detect and signal power outages, and develop a backup power supply procedure Implement flood protection measures to safeguard critical equipment and infrastructure. Establish a contingency plan for alternate pumping options to maintain service during failures. Enact and regularly test an emergency response procedure to ensure preparedness.	Moderate	Asset Management Team	Ongoing

Service or Asset at Risk	What can Happen	Inherent Risk Rating	Risk Treatment Plan	Residual Risk Rating	Responsibility	Completion Date
All	Economics – Council unable to fund required capital and maintenance due to economic downturn	High	Make sure that the strategy for business continuity includes plans for both capital expenditure and maintenance works. Give priority to all capital and maintenance work, distinguishing between essential and non-essential projects. Establish a functional model that shows the consequences of postponing maintenance and capital works.	Moderate	CFO Senior Management Asset Management Team	Annual ABP process
All	Loss of key staff	High	Implement effective succession planning and maintain proper records management.	Moderate	Senior Management	Ongoing
All	Incorrect AMP Modelling	High	Conduct an independent review by experts.	Low	Asset Management Team	2026/27
The asset management plan is impacted by low-quality data.	Inconsistency and inaccuracy of data within the asset management plan.	Medium	Improve the confidence level of the data by cleansing and collecting new data. Ensure all third party captured data is supportive of Councils Asset Management System.	Low	Asset Management Team	Ongoing
Contract Managed Assets until 2034 – reuse ponds, 3 Pump Stations & Treatment Plants	Assets are handed back to Council in 2034, in a less desirable condition and additional funds are required to bring back to fit form and function.	Medium	The contractor's CWMS Asset Management Plan (AMP) is reviewed annually, and asset condition data is used to inform the development of the Long-Term Financial Plan (LTFP) for Council ownership in 2034. (Note: The contractor is required to maintain the assets to an agreed level of service.)	Low	Asset Management Team	Ongoing

Service or Asset at Risk	What can Happen	Inherent Risk Rating	Risk Treatment Plan	Residual Risk Rating	Responsibility	Completion Date
All	Current CWMS asset network cannot facilitate future housing growth.	High	Regular review of growth strategy including infrastructure requirements Continuous review of LTFP to ensure cost recovery Continued asset inspection, capacity audits and renewal/upgrade of aging infrastructure	Moderate	Asset Management Team	Ongoing

Table 12 – Risks

7. Financial Summary

7.1 Expenditure and Renewal Context

Council's CWMS network delivers essential wastewater services across the district, supporting public health, environmental protection, and future growth in unsewered areas. Like all infrastructure, these assets deteriorate over time due to age, operational use, and environmental exposure. Renewal is therefore required to maintain service reliability, protect community wellbeing, and ensure the network remains safe and sustainable.

As per legislative provisions, Council generates revenue for this asset class through a separate CWMS levy. The intent of this levy is to achieve full cost recovery for the renewal and maintenance needs of this asset class, supporting long-term financial sustainability. However, due to limited renewal activity in recent years and historically low CWMS levy charges, there are currently no dedicated reserves available to fund upcoming renewal requirements. Consequently, the CWMS levy will need to increase to accommodate the significant renewal investment required over the life of this Asset Management Plan.

It should also be noted that pipe relining provides an extended useful life of approximately 100 years, representing a cost-effective and sustainable renewal approach for critical components of the CWMS network.

7.2 Expenditure – Strategic Renewal Approach

Council plans CWMS renewals using condition data, risk, service targets, and financial sustainability principles. Renewal needs vary each year, with some assets reaching end-of-life together. Given these fluctuations and current financial constraints, a strategic framework guides renewal planning across all asset classes, as outlined in the **Asset Management Summary**.

This framework includes:

- An evidence-based model of long-term renewal demand,
- A smoothed investment model to improve resourcing and delivery consistency, and
- An adopted affordability model that balances risk, service delivery, and financial capacity – the adopted method.

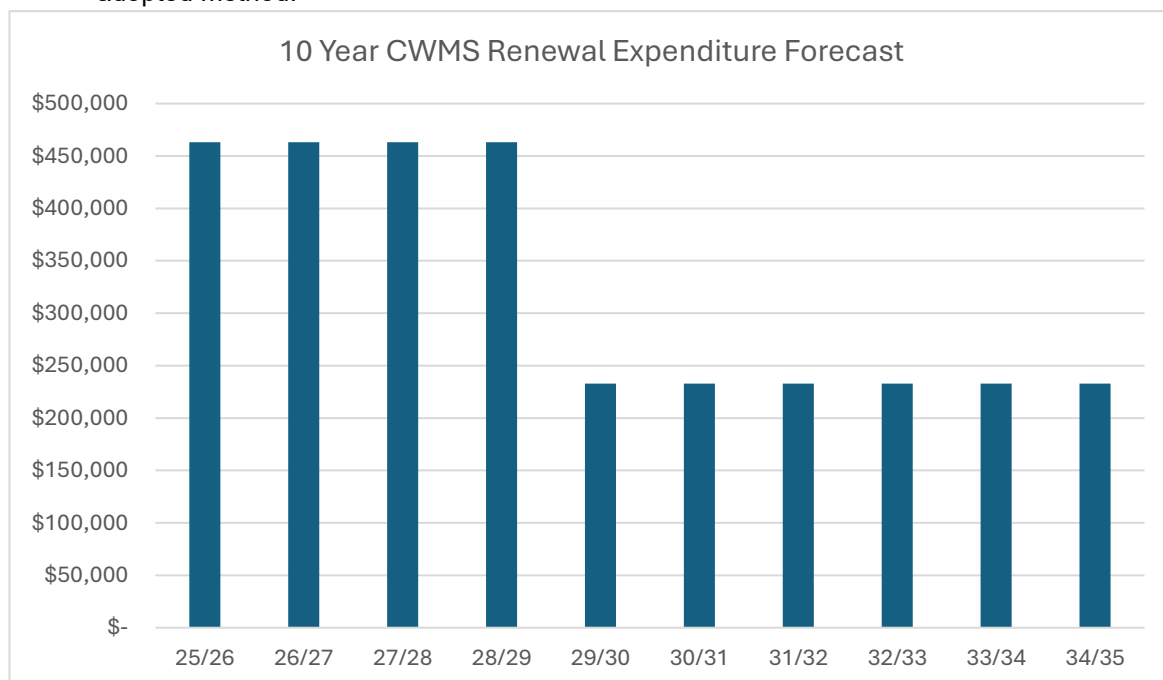


Figure 6 - 10 Year projected CWMS Renewal Expenditure - Affordability Model

Over the next 10 years, Council has committed approximately \$3.25 million for capital renewal, supporting a safe, sustainable, and maintainable network.

Council has developed a prioritised renewal program that focuses on safety-critical locations, particularly renewing ageing earthenware piping, cracked pipes, nodes, manholes and upgrading pump station capacities. Lower-risk or less-utilised sections are managed through life-extension treatments and routine maintenance to maximise asset life and funding efficiency.

Note: For full detail on the three modelling scenarios and assumptions underpinning the adopted capital renewal program, refer to the Council-wide Asset Management Summary.

7.2.1 Summary of Future Costs (Operations and Maintenance)

Council has projected operational maintenance expenditure for CWMS assets over the next 10 years at \$1.94 million. The program is designed to maintain the safety and reliability of the CWMS network, while also extending the life of existing assets and aligning with scheduled renewal needs. By applying a flexible planning approach, Council can respond to cost pressures and economic changes, supporting long-term, sustainable outcomes across the network.

Historically, maintenance costs have been relatively high due to the ageing condition of several sections of the network. With the recent completion of the network condition assessment, Council is now better positioned to undertake targeted renewals in the most degraded areas. It is anticipated that, over time, this proactive renewal approach will help reduce reactive maintenance demand and overall maintenance expenditure. However, it is acknowledged that maintenance needs cannot be entirely eliminated, as external factors such as tree root intrusion, soil movement, and general environmental conditions will continue to cause occasional blockages or pipe failures across the network.

This figure typically includes activities such as:

- Routine network inspections (pipes, manholes, pump stations, ponds).
- Reactive maintenance to address blockages, breaks, or pump failures.
- Preventive servicing of pumps, electrical components, and mechanical systems.
- Minor renewals and life-extension works (e.g., lid replacements, minor pump refurbishments).
- Vegetation management and site upkeep at pump stations and lagoons.

Note: excluding CWMS assets forecast to become council assets in 2034 including Pump Station, Reuse and Treatment assets currently operated under external contract.

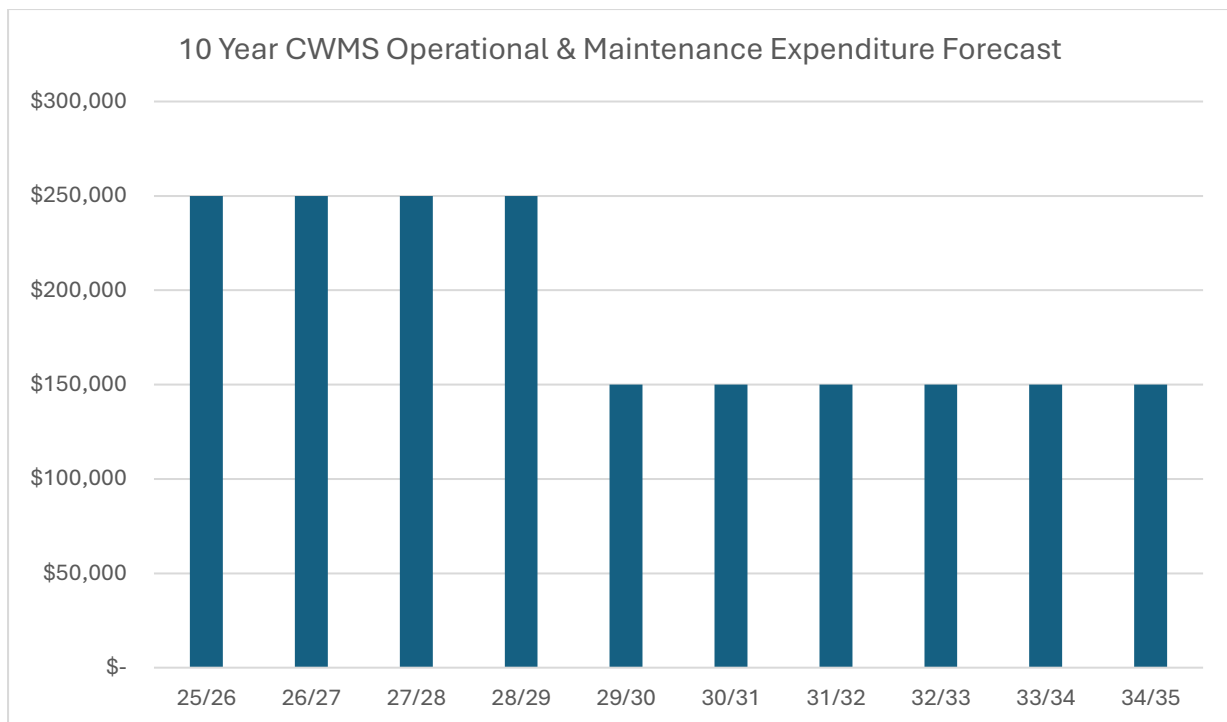


Figure 7: 10 Year Projected CWMS Operation and Maintenance Expenditure

7.2.2 Summary of Future Costs (New / Upgrade Capital)

To ensure the long-term sustainability, reliability, and efficiency of wastewater services across the district, Council has allocated approximately \$2.47 million over the next 10 years for new and upgraded CWMS infrastructure.

A key component of this program is the installation of new inspection points throughout the network to enhance future maintenance and renewal practices. These works will require the construction of new pipe connections to link into the existing CWMS system. Increasing the number of inspection points will provide greater operational visibility, reduce maintenance response times, and improve the ability to undertake targeted condition assessments and renewals.

The Growth Strategy will also identify areas of anticipated population and development growth, many of which will require additional wastewater capacity. With several existing pump stations already operating near capacity, further investment in new or upgraded pump stations will be necessary to support growth and maintain system reliability. This is not currently considered in the 'new' funding for CWMS and requires further consideration.

Collectively, these new and upgraded assets will reduce the risk of system failures, improve compliance with environmental and public health standards, and ensure the CWMS network remains sustainable and resilient into the future.

Planned CWMS projects over the next decade include:

- Effluent drainage infrastructure upgrades in various locations
- Upgrade of 10 pump stations identified as operating under capacity
- Upgrade access inspection points to improve maintenance and renewal practices (various locations)

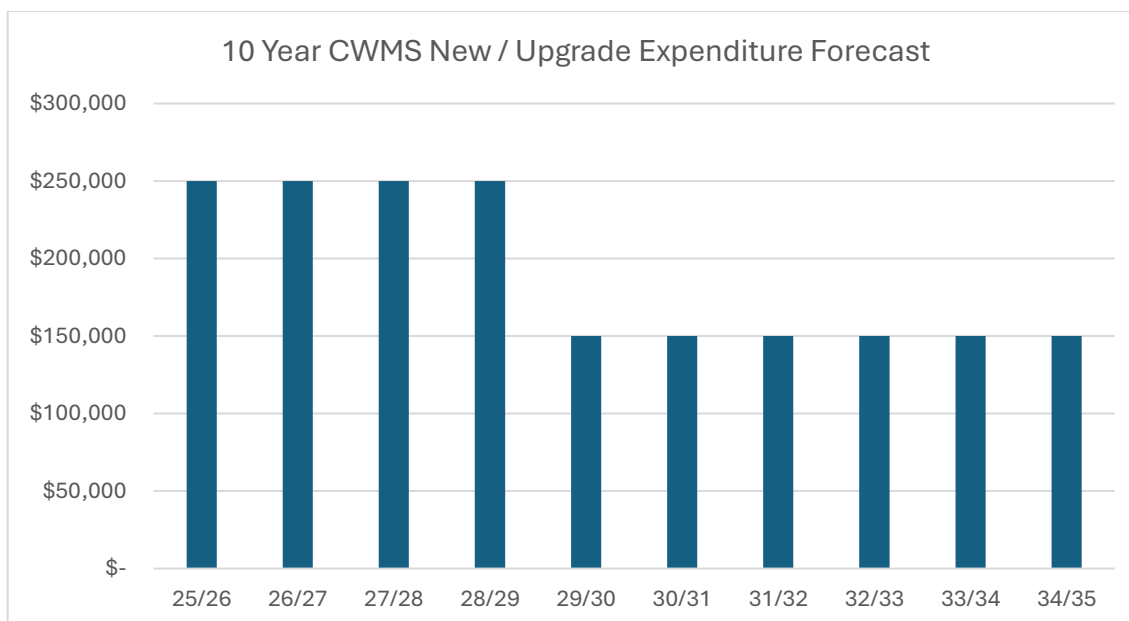


Figure 8 - 10 Year Projected Capital – New / Upgrade Expenditure

7.3 Funding Strategy

The CWMS is funded through a dedicated service charge (CWMS levy) applied to connected and serviceable properties, in accordance with the Local Government Act 1999. The intent of this levy is to aim for full cost recovery over the life of the Long-Term Financial Plan, for the renewal and maintenance needs of the CWMS network, supporting long-term financial sustainability.

While the levy remains the primary funding source, Council will also actively seek external funding opportunities, such as State and Federal Government grants, to offset major renewal or upgrade costs and reduce the impact on ratepayers.

The reuse scheme is utilised by the golf courses requiring each course to use a minimum quantity of recycled water. This arrangement not only promotes sustainable water management but also generates a steady source of revenue. Council may wish to explore expansion of this arrangement in the future to grow this revenue stream.

Due to historically low levy charges and limited renewal investment, there are currently no established reserves to fund upcoming renewal works. Consequently, the levy will need to be reviewed and potentially increased over the life of this Asset Management Plan to enable the necessary level of investment.

Any new pump stations identified through the Growth Strategy, which are not currently financed, will also need to be carefully considered as part of Council's future capital planning. Where these assets are required to service new development, appropriate developer contributions or cost-sharing arrangements should be pursued to ensure growth-related infrastructure is funded equitably and does not place undue burden on existing CWMS users.

7.4 Key Assumptions

The assumptions made in this Asset Management Plan - CWMS are:

- The condition data for CWMS (pipes/nodes) was obtained from the latest condition audit from 2024/25
- The current levels of service will remain constant over the life of this AMP

- There will be no natural disaster
- No record of the latest valuation – scheduled for 2025
- 2025-2026 is the first year of the 10-year LTFP
- Wastewater treatment plants and three major pump stations are contract managed until 2034, then they become Council assets.

7.5 Data Confidence

The expenditure projections are based on the best available data. However, data confidence is critical for accurate expenditure projections. As new data becomes available, future plans will be updated accordingly.

The current data has a confidence level of 'B', indicating the data source is Reliable.

Confidence Level	Description
A - Highly Reliable	Data based on sound records, procedures, investigations, and analysis, documented properly and agreed as the best method of assessment. Data set is complete and estimated to be accurate $\pm 2\%$.
B – Reliable	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, e.g. 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 - Uncertain	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 - Very Uncertain	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 – Unknown	None or very little data held.

Table 13 – Data Confidence Rating

8. Improvement and Monitoring

Task No.	Task	Responsible Officer	Resource Required	Due Date
1	Review levels of service	Asset Management Team	Internal	2025/26
2	Develop 5 to 10-year capital renewal plan based on new and revised condition audit.	Asset Management Team	Internal	2026/27
3	Develop 5-year capital new plan.	Asset Management Team	Internal	2027

Task No.	Task	Responsible Officer	Resource Required	Due Date
4	Given the current economic climate, thorough investigation on operation and maintenance costs is required to enable true budget forecasting in the upcoming years.	CFO, Executive Leadership, Asset Management Team	Internal	Ongoing
5	Ongoing review and cleansing of Asset data to enable greater confidence in modelling outcomes.	Asset Management Team	Internal	Ongoing
6	Complete valuation and validation of existing unit rates on CWMS assets, ensuring adherence to AASB 13 and AASB 116.	Asset Management Team	External	2025/26
7	Operations and Maintenance expenditure increase of CWMS Pump Station, Reuse and Treatment assets forecast to become council assets in 2034 must be considered when forecasting future costs.	Asset Management Team	Internal	2030
8	Develop 5-year maintenance plan	Asset Management Team	Internal	2026
9	Full integration of CWMS asset management system, finance module and GIS	Asset Management Team	Internal	Ongoing
10	Asset Officers who will oversee and manage the CWMS assets effectively, including tracking of CRM against all CWMS related issues	Asset Management Team	Internal	Ongoing
11	Develop a transition strategy for contract-managed CWMS assets (reuse ponds, 3 pump stations, and treatment plants) to ensure they meet Council's service standards upon handover in 2034. This includes annual review of contractor AMP, condition monitoring, and financial forecasting for post-contract ownership.	Asset Management Team	Internal	2030-2034

Table 14 - Improvement Plan

8.1 Monitoring and Reviewing

The Asset Management Plan will be reviewed annually as part of Council's budget planning process to ensure it reflects any significant changes in service levels, priorities, or available resources. The AMP is designed with a four-year lifespan and will undergo a comprehensive revision within two years following each Council election, aligning it with the strategic direction of the newly elected Council.

8.2 Performance Measures

Council will monitor the performance of the AMP using several performance measures, including:

- Regular financial reporting to Executive and Council
- Monthly corporate performance report to Executive and Council within the Chief Executive Report

- Quarterly Strategic Plan updates of progress to Council
- Annual review of LTFP
- Progress reports against the Annual Business Plan to Council within the Chief Executive's Report
- Monitoring and reporting customer request and complaint systems
- Delivery of improvement plan
- Annual review of asset needs undertaken and reported through the Asset Management Plan Summary to inform the Annual Business Plan and Long-Term Financial Plan, with a comprehensive AMP review conducted at least every four years and/or when significant new condition assessment data becomes available.

DRAFT

Appendix A – CWMS Network

Legend		
5	Very Poor	Red
4	Poor	Orange
3	Fair	Yellow
2	Good	Blue
1	Very Good	Green
	Unrated	Pink dotted line
	Poor Serviceability	Purple dotted line
	Unserviceable	Maroon dotted line

Cobdogla CWMS Network



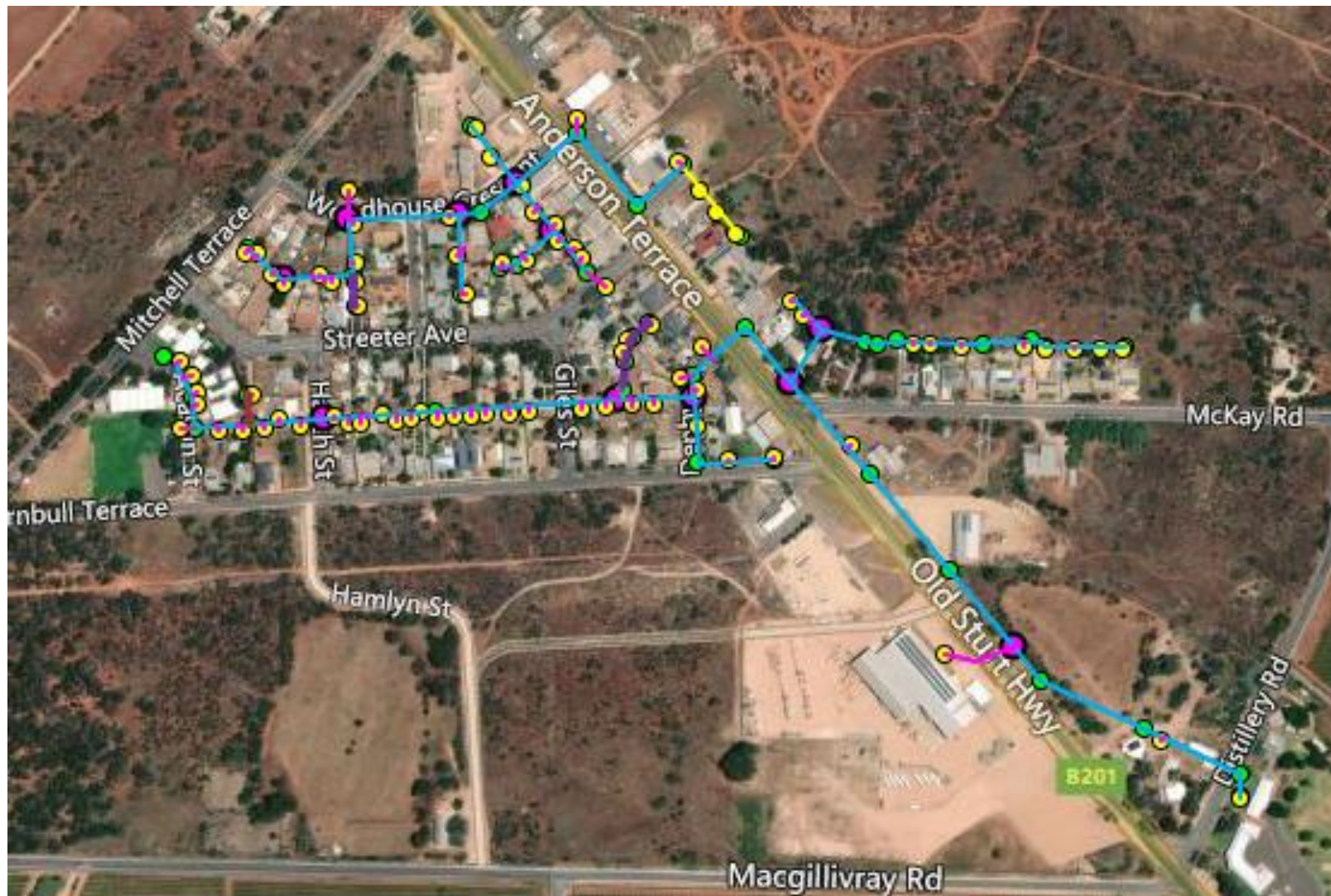
Loveday CWMS Network



Monash CWMS Network



Glossop CWMS Network



Barmera CWMS Network



