



District Council of Cooper Pedy

Infrastructure & Asset Management Plan 2026-27 to 2035-36



V 6.1

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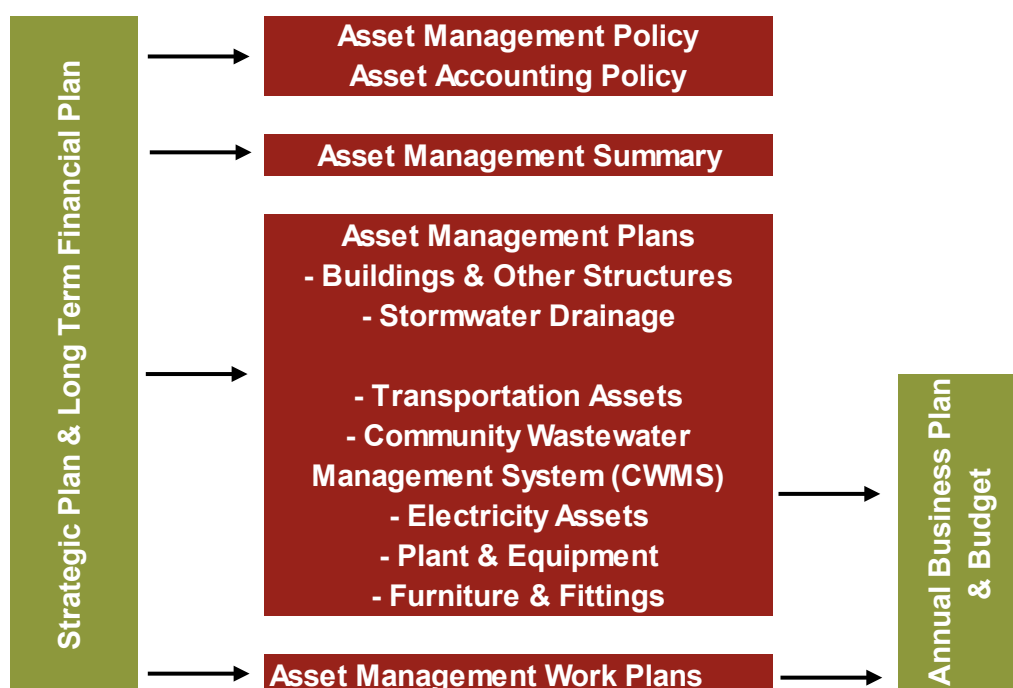
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EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Asset management planning is a comprehensive process to ensure that Council manages its non-current assets to support the delivery of Council services in the most efficient and effective way possible.

The Diagram below show the integrated nature of the Strategic Plan, Long-Term Financial Plan and the Infrastructure Asset Management suite of documents. It also shows how these documents all support the Annual Business Plan and Budget.



For the past three years Council has produced an Asset Management Plan (AMP) Summary that has aligned with its Long-Term Financial Plan and Annual Business Plan & Budget. Council has not produced individual Asset Management Plans or Work Plans for many years due to the lack of accurate data regarding asset values and condition assessments.

In February 2026, the Essential Services Commission of South Australia (ESCOSA) released its report on its review of Coober Pedy under the Local Government Advice Scheme established through the Local Government Act 1999. The aim of the Scheme is to provide independent, risk-based advice to assist councils when making long-term financial and investment decisions for the benefit of ratepayers. In its report ESCOSA made nine recommendations for Council to consider, five of those recommendations related to the management of Council's assets:

1. Asset Divestment
2. Asset Management
3. Asset Revaluations
4. Asset Management Plans
5. Asset Replacement

Prior to the release of the ESCOSA report, Council had already engaged a contractor to conduct asset revaluations as part of a two-year revaluation program. The revaluation program was the first step in addressing those missing elements, individual Asset Management Plans and Work Plans, in the Infrastructure Asset Management suite of documents as shown above. Once each of the revaluations have been completed Council staff will then commence the work of drafting the individual asset management plans by asset class and recommended work plans.

In the meantime, Council has continued to produce this AMP Summary outlining Council's overall approach to asset management.

1.2 Scope of the Plan

Within Scope - This plan covers a ten-year period up to 2035-36. It includes assets that are used in the delivery of the following services:

- Road maintenance;
- Waste management;
- Street lighting;
- Building and planning control;
- Environmental health;
- Footpath maintenance;
- Stormwater maintenance;
- Treatment of wastewater;
- Airport;
- Supply of electricity;
- Childcare centre;
- Swimming pool;
- Administrative services;
- Visitor Information Centre;
- Recreational services;
- Public toilets;
- Public order (animal control); and
- Parks and gardens.

Outside of Scope – A number of assets as detailed below have not been included in this Asset Management Plan:

- **Kanku-Breakaways assets** - Council maintains some of the Kanku-Breakaways assets on a contract basis. The Board's assets are not included in this Infrastructure and Asset Management Plan as the Council does not control or have responsibility for those assets.
- **Education Department owned assets** - The swimming pool, childcare centre and library buildings are not included in the plan because they are owned by the Education Department.
- **Electricity Right of Use Lease Assets** - The Council has excluded its right-of-use assets related to the generation of electricity. Under Australian Accounting standards the Council is required to record the asset in its financial statements.
- **Water Production and Distribution Assets** - The State Government announced on 17 February 2026 that the water production and distribution assets in Coober Pedy would be transferred to SA Water in 2026 calendar year. This plan has excluded the water infrastructure assets, their maintenance and replacement from this place.

1.3 Asset Description

Council's assets comprise of the following asset classes:

- Land;
- Buildings and other structures;
- Transportation assets (Sealed and Unsealed Roads, Kerb and Gutter, Carparks, Culverts and Paving and Footpaths);
- Water (supply assets);
- Wastewater (Sewerage treatment plant);
- Stormwater drainage;
- Electricity distribution assets;
- Furniture and fittings; and
- Plant, machinery and equipment.

These assets are currently reported in the Council's financial statements at a replacement value of \$53.1M (as at 30 June 2025), however, as they have not been revalued for several years are likely to be materially understated.

Council has commenced a two-year revaluation program in 2026 to address the issue of outdated asset values and depreciation expense. This plan includes the draft asset values for the following asset classes:

- Buildings and Other Structures;
- Wastewater (Sewerage treatment plant); and
- Stormwater drainage.

1.4 Levels of Service

The District Council continues to operate at a deficit, meaning the income it raises does not fund the service levels it delivers.

The backlog of future renewals highlights how service levels have and continue to decrease. The Council does not have the cash or borrowing capacity available to return these assets to an acceptable level.

Council has drafted this Asset Management Plan based on affordability, rather than requirement. This means that there continues to be a backlog of renewal expenditure required to restore assets to their optimum levels.

1.5 Future Demand

The main demands for new services are created by:

- Number of visitors to the town;
- Community expectations, and
- Regulatory requirements.

1.6 Financial Summary

What we will do

The Council's priorities include;

- A focus on maintaining and renewing existing assets to extend asset lives;

- Minimising the introduction of new assets that may take funding away from existing assets and required future maintenance; and
- Communicating asset management plans with the community.

This plan does not provide for new services or new assets. Existing services will be delivered by maintaining and renewing existing assets.

The estimated required capital expenditure for this period is \$13.5M or \$1.4M on average per year (noting that this number is unindexed).

The reality is that the Council can only renew its assets to the extent it has the funds available. The Council's current financial position is that it has limited cash and no ability to increase its borrowings.

The capital expenditure based on affordability as per the Long Term Financial Plan is \$8.8M or \$0.9M average per year (noting that the LTFP expenditure has been indexed).

The added pressure of increasing prices also reduces the Council's ability to replace its current backlog. The Council believes that there is an extreme risk of its assets being undervalued by approximately 20-30% (as per the draft LTFP) meaning that it is highly probable the renewals detailed in this plan are materially misstated, i.e. that the replacement values used in this plan are understated. Noting that this plan has included revised asset values for the select asset classes of Buildings and other structures, Wastewater (Sewerage treatment plant), and Stormwater drainage, there is still Transportation assets which have not been revalued that represent approximately 28% of Council's current asset value.

1.7 Asset Management Practices

Council maintains its asset register with the Synergy Soft Corporate system. There is no industry recognised asset management system currently in place.

Council has used data from the asset register and the draft asset valuations for select asset classes (as detailed above), as a key source of data and as such to determine the renewal program, recognising that it did not have the staff or financial resources in the 2025-26 to adequately document the current condition of its assets and therefore prepare a detailed renewal program.

Council has included funds in the 2026-27 budget to invest in further asset revaluations for the transportation asset class. Coupled with the most recent asset revaluations, Council will be in a position to more accurately assess the replacement needs of Council into the future. It should also be noted that the LTFP includes an allocation for asset revaluations for appropriate classes every 5 years.

2. INTRODUCTION

2.1 Background

This IAMP identifies the basic actions required for the management of assets and the funds required over a 10-year planning period.

The IAMP is to be read in conjunction with Council's other strategic management planning documents including Council's LTFP.

Table 2.1: Assets covered by this Plan (excluding land and water assets)

Asset Category	Dimension	Actual Replacement Value (FY2025)
Transportation	34km sealed, 146km formed and 259km unformed	10,854
Stormwater	708m pipes	1,282
Electricity	117.45 km cabling	10,236
Wastewater assets	6.0 km pipes	7,637
Buildings	68 Structures	40,800
Plant, Machinery and Equipment	70 items	2,751
Furniture and Fittings	23 Items	844
TOTAL		74,405

2.2 Goals and Objectives of Asset Ownership

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

- Providing a defined level of service and monitoring performance;
- Managing the impact of growth through demand management and infrastructure investment;
- Taking a lifecycle approach to develop cost-effective management strategies for the long-term that meet the defined level of service;
- Identifying, assessing and appropriately controlling risks; and
- Linking to a long-term financial plan which identifies required and affordable expenditure, how it will be allocated, and how it will be funded.

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

- International Infrastructure Management Manual 2015 ¹
- ISO 550002

3. LEVELS OF SERVICE

3.1 Customer and Stakeholder Research and Expectations

This asset management plan has been prepared to provide an estimate of Council's future asset renewals only. It is based upon service levels from several years ago when funds were available. This is no longer the situation.

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

Future revisions of the plan will incorporate community and stakeholder consultation on service levels and costs of providing the service. This will assist the Council and stakeholders in matching the level of service required with the community's ability and willingness to pay.

3.2 Strategic and Corporate Goals

This plan is informed by Council's vision, mission, goals and objectives.

As stated in the 2013 – 2018 Strategic Plan (**now out of date**) the Council's vision is:

- **With our heart in a strong mining industry** ... we will be a pivotal provider of services to the mining community. As the most prolific opal region in the world ... we will have nurtured the opal mining industry to meet demand from national and international markets.
- **As a globally unique tourist destination** ... we will offer a satisfying outback experience with transport links to other Australian icon destinations.
- **As a home town to our local community** ... we will have created an environment where our residents have a sense of personal safety and social wellbeing, and are able to access health, housing, education, childcare, policing, sporting facilities and recreation services that meet the expectations of young people, young families and an ageing population, ensuring a high standard of living in a prosperous local economy.
- **As a remote township** ... we will have a culture of proud independence, freedom and autonomy while working together across the community for the common good.
- **As one of Australia's most ethnically diverse populations** ... our inclusive attitude, seen in our social programs and community governance, will be a model to all."

Relevant goals and objectives and how these are addressed in this asset management plan are:

Table 3.1: Goals and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in AM Plan
(5) Sustain local government services	(5.2) Asset management	(5.2.1) Manage Council's assets in accordance with the Asset Management Plans (5.2.1) Manage Council's assets in accordance with the Asset Management Plans
(5) Sustain local government services	(5.6) Community Wastewater Management System (CWMS)	(5.6.1) Continue to progress the Community Wastewater Management System project

Council will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this Asset Management Plan.

3.2 Strategic Context

- **Hierarchy of Documents** - Brings together the key planning documents to ensure that the vision, goals and objectives set by the Strategic Plan are implemented. The Annual

Business Plan guides and is guided by other key strategic management documents as shown below:



- **Annual Business Plan (1 Year)** - Each year, Council develops an Annual Business Plan guided by Council's planning documents that set strategic directions over the medium to long term and converts these into annual actions/deliverables. This shows the outcomes Council expects to achieve in the year, services, Key Performance Indicators (KPIs) and the budget required to deliver these outcomes.
- **Strategic Plan (4 Years)** – This Plan represents the vision, aspirations and priorities of our community now and into the future. It identifies the outcomes Council seeks to achieve and the strategies Council will put in place to get there. Council has not updated this since 2013 for the 2014 - 2018 financial years.
- **Long Term Financial Plan (10 Years)** - The Long-Term Financial Plan (LTFP) shows the financial impact of the implementation of the Strategic Plan over the next 10 years and incorporates key assumptions from the Strategic Plan and Infrastructure and Asset Management Plan.
- **Infrastructure and Asset Management Plan (Asset Management Summary) (10 Years)** – This Plan identifies the required future expenditure on infrastructure and funding required to maintain service levels. It is aligned with the LTFP.

4. FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4.1.

Table 4.1: Demand Drivers, Projections and Impact on Services

Demand drivers	Projection	Impact on services
Population levels	Decreasing if a continuation of the current trend	Reduction in non-tourism related services
Number of visitors to town	Recent increase in tourism numbers, expect further increase. Highly variable.	Increased demand for water and electricity (noting that water control is transferring to another entity in the future). Increased demand on transportation assets.
Community expectations	Council has continued to provide a reduced service level due to the lack of funds.	Expected to reduce unless funds become available.
Regulatory requirements	Expected to increase.	Unknown

4.3 New or expanded Council services

This plan does not identify any new or upgraded assets, nor does it cater for new services.

In the future, should Council consider the provision of new services, this plan will need to be updated to assess the extent of new assets required to deliver those services, funding and the whole-of-life cost of maintaining those assets.

5. LIFECYCLE MANAGEMENT PLAN

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

5.1 Renewal/Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Council has only used data from the asset register and the draft asset valuations for select asset classes, to determine the renewal program as it does not currently have the data and resources to confirm asset conditions and agreed service levels to prepare a detailed renewal program. A detailed renewal program will be drafted once the final revaluation reports have been received.

5.1.1 Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditures have been forecast on the basis described in 5.1 above. The expenditure required is shown in Fig 5.1 below.

Note that all amounts are shown in 2026 dollars. This means that any assumptions in regard to inflation have been removed.

The stacked bar charts depict the expenditure required to replace those assets that have reached the end of their useful life, however the “programmed line” details the renewal expenditure that is planned to be spent, based on the Council’s financial capabilities as detailed within the long-term financial plan (i.e. affordability – noting that whilst these costs do not include inflation, the LTFP does).

Figure 5.1: Projected Capital Renewal and Replacement Expenditure

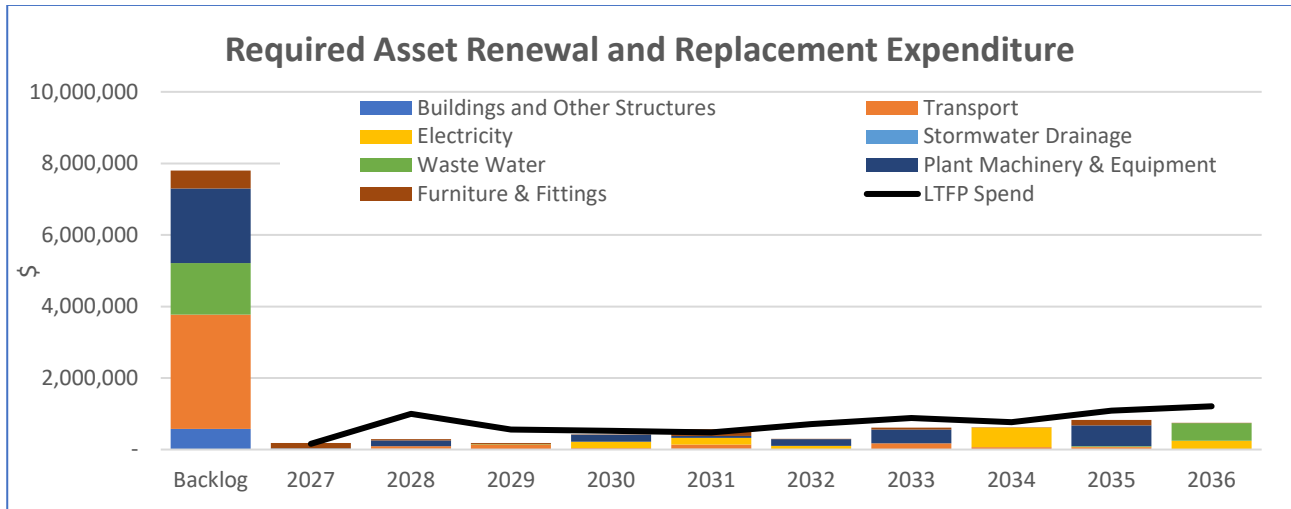


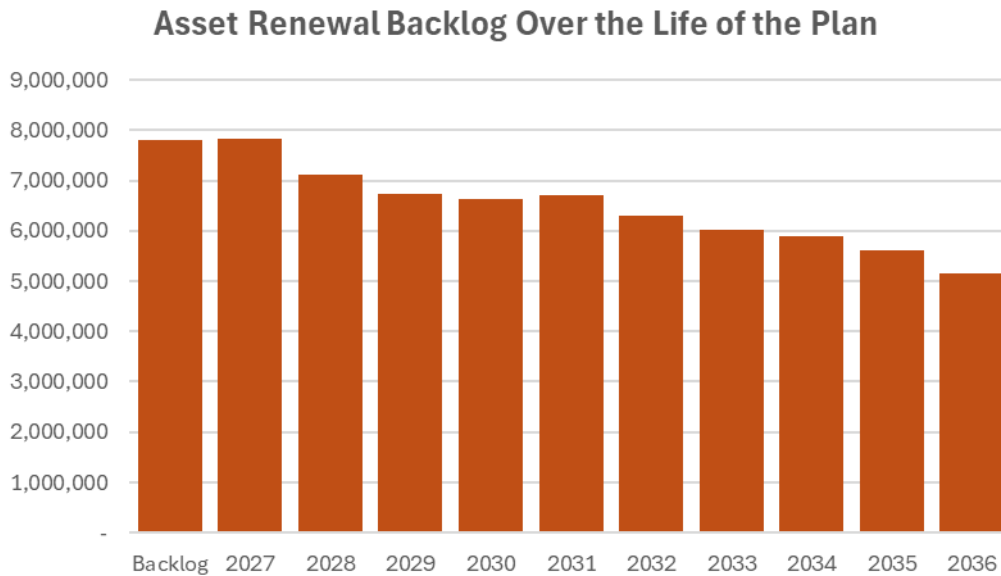
Table 5.1: Projected Capital Renewal and Replacement Expenditure by Asset Class

AMP Nominal 10 Years	3.3%	6.3%	9.1%	11.8%	14.6%	17.4%	20.4%	23.4%	26.5%	29.6%	Total
Buildings and Other Structures	577,000	-	18,814	-	-	24,062	-	-	-	-	619,876
Transport	3,196,511	4,749	79,470	139,697	47,524	138,098	-	214,212	85,797	88,171	4,012,502
Water	-	-	-	-	-	-	-	-	-	-	-
Electricity	-	-	-	18,540	195,312	213,120	117,093	-	666,275	6,594	1,515,100
Stormwater Drainage	-	-	-	-	-	-	-	-	-	-	-
Waste Water	1,437,400	-	-	-	-	-	-	-	-	18,971	2,091,594
Plant Machinery & Equipment	2,086,478	25,825	167,877	16,855	218,244	57,613	219,464	455,767	-	738,337	3,986,460
Furniture & Fittings	498,921	158,698	38,420	23,004	16,872	216,987	2,658	64,365	19,730	195,893	1,239,060
	7,796,310	189,271	304,581	198,097	477,952	649,880	339,214	734,344	771,803	1,047,967	13,464,593

The IAMP has been developed in conjunction with the LTFP. Not only is it necessary to identify when assets need to be replaced, but it is also necessary to incorporate the funds available to fund their replacement.

Council understands the considerable gap between the renewal and replacement required to provide an adequate level of service to its community and the funds it has available to do so. This is highlighted by the continuing backlog it forecasts will occur over the life of this plan.

Figure 5.2: Backlog Over the Life of the Plan



5.2 Creation/Acquisition/Upgrade Plan

New works are those that create a new asset that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost.

As previously stated, the Council is prioritising the renewal and replacement of its assets and will be unable to increase its overall asset stock and thereby its service levels for the community.

5.3 Disposal Plan

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

An area of great concern to the Council is the current condition of our major plant and equipment including our motor vehicles. Of the 70 items listed in our plant register, 52, or over 70 per cent have reached the end of their useful life. A number of plant no longer able to be used were sold in 2024, however, they have not been replaced. Without these key items of equipment, we will not be able to undertake planned or emergency maintenance on our roads, and electricity assets.

6. FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this plan. As discussed previously there is a high probability that the renewal costs are materially understated. The financial projections will be improved in the future as further information becomes available on desired levels of service and current and projected asset performance.

6.1 Financial Indicators

The following indicators will be used to assess and monitor the financial performance of Council's assets:

- **Asset renewal funding ratio (prior to funding decisions)** - the amount required to renew assets as a percentage of the renewal amount funded in the LTFP. The ratio³ is 59% for the life of the plan which means that over the next 10 years Council expects to have 59% of the funds required for the optimal renewal and replacement of assets (based on previous service levels) and complete works valued at 59% of those required.
- **Asset renewal funding ratio (based on affordability)** - the amount specified in this Asset Management Plan as a percentage of the renewal amount funded in the LTFP. The ratio⁴ is 100% for the life of the plan which means this plan and Council's long term financial plan are aligned with legislative requirements.

Note: this has been achieved only by adjusting the renewal expenditure to reflect affordability (as in the LTFP) rather than the required need.

6.1.1 Asset valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. Assets are presented at fair value as at 1st July 2025.

Revaluations should be performed on a rolling basis on asset classes. Prior to 2026 the last valuations undertaken have been desktop audits (or high level valuations) as opposed to detailed valuations based on componentisation. In 2026, Council commenced year 1 of a two year revaluation program to align with best practice and the Australian Accounting Standard requirements. Valuation dates of the asset classes are as follows:

- Buildings and other structures were revalued as at 30 June 2017 and all additions made after the date of the valuation are recorded at a valuation at 30 June 2019 based on valuations provided to the Council by the Valuer-General of South Australia. All acquisitions made after the respective dates of valuation are recorded at cost. Draft revaluations effective from 1 July 2025 have been received and are currently being reviewed by Council staff before being presented to the Audit and Risk Committee and Council for adoption.
- Transport assets were valued at 30 June 2019 at depreciated current replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost. Revaluations are scheduled to be conducted in 2027 for this asset class.
- Electricity Distribution assets were valued at 30 June 2021 at depreciated current replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost.
- Stormwater assets were valued at 30 June 2021 at depreciated current replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost. Draft revaluations effective from 1 July 2025 have been received and are currently being reviewed by Council staff before being presented to the Audit and Risk Committee and Council for adoption.

³ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

⁴ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

- Wastewater assets were valued at 30 June 2022 at depreciated replacement cost. Draft revaluations effective from 1 July 2025 have been received and are currently being reviewed by Council staff before being presented to the Audit and Risk Committee and Council for adoption.

6.1.2 Sustainability of service delivery

The key indicator for service delivery sustainability that has been considered in the analysis of the services provided being is the asset renewal funding ratio (prior to funding decision). The ratio⁵ is 59% for the life of the Plan.

Table 6.1: Projected Capital Renewal and Replacement Requirements Compared to Funded

Year	Required Renewal and Replacement	Funded Renewal and Replacement	Backlog
2027	7,979,535	159,729	7,819,806
2028	286,541	1,000,951	7,105,396
2029	181,641	560,962	6,726,076
2030	427,560	519,916	6,633,720
2031	567,182	481,873	6,719,029
2032	288,828	714,582	6,293,275
2033	610,016	881,899	6,021,392
2034	625,495	765,747	5,881,140
2035	828,593	1,088,005	5,621,727
2036	736,805	1,208,895	5,149,637
Total	12,532,196	7,382,558	5,149,637

This means that over the next 10 years Council will only have 59% of the funds required for the optimal renewal and replacement of assets. This reflects a falling level of service for our community.

6.2 Funding Strategy

Funding for assets is provided from the budget and LTFP. Funding for Assets has been determined based on affordability and Council's Cash reserves rather than the condition and useful lives.

Council's financial strategy determines how funding will be provided, whereas the Asset Management Plan communicates how and when funds will be spent.

6.3 Valuation Forecasts

Asset values will increase in line with the CPI as they are regularly revalued. With rising costs related to supply chain delays and access to contracts, initial assessments show that the Council's stock of asset may be undervalued by at least 20 to 30 per cent. This is an extreme risk to the Council due to the effect on its ability to replace its large backlog of assets and therefore the increased cash required.

⁵ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

7. RISK MANAGEMENT IMPLICATIONS

Council is in the process of developing a Risk Management Plan which covers strategic and operational risks. Once the Risk Management Plan is finalised, the Asset Management Plan will be updated to reflect the necessary actions to minimise the risks in relation to the ownership and maintenance of assets.

8. PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices⁶

8.1.1 Accounting and financial data sources

Financial information recorded in Synergy Soft.

8.1.2 Asset management data sources

Asset data is recorded in spreadsheets and in Council's Synergy Soft system.

8.2 Improvement Plan

Table 8.1: Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline
1	Undertake asset revaluation for each class of asset including condition rating	CEO	External	30 June 2027
2	Prepare Asset Management Plans for each class of asset including recommended service levels	CEO	Internal	31 August 2027
3	Investigate the utilisation of an asset management system to record assets	CEO	Internal	30 June 2027
4	Asset Condition Assessments (completed as part of the asset revaluation program)	CEO	External	31 July 2027

8.3 Monitoring and Review Procedures

Council's Infrastructure and Asset Management Plan will be updated annually to ensure that it represents current service levels, asset values, projected operations, maintenance required, capital renewal and replacement, capital upgrade/new, asset disposals and is aligned with Council's Annual Business Plan and Budget and Long Term Financial Plan.

This will be updated more frequently than as required by the Local Government Act which states that the an Infrastructure and Asset Management Plan should be developed and adopted for a period of at least 10 years and aligned with other strategic management plans must be comprehensively reviewed and within two years of each Council election.

⁶ ISO 55000 Refers to this the Asset Management System

9. REFERENCES

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