City of Prospect

Asset Management Plan
Transport
2026 | 2036



Adopted 25 August 2026

CITY OF PROSPECT

Contents

Executive Summary **5**

1 Introduction **8**

1.1 Why Council needs Asset Management Plans 9

1.2 Background 9

1.3 Plans, Strategies and Policies 10

1.4 Plan Framework 12

1.5 Key Stakeholders 13

1.6 Goals and Objectives 14

2 Transport Assets **16**

2.1 Physical Parameters (What we have) 16

2.2 Roads 16

2.3 Kerbs 18

2.4 Footpaths 19

2.5 Kerb Ramps 21

2.6 Traffic Control Devices 21

3 Levels of Service **23**

3.1 Legislative and Regulatory Requirements 23

3.2 Levels of Service 25

3.3 Community Levels of Service 26

3.4 Technical Levels of Service 26

4 Future Demands **30**

5 Lifecycle Management **32**

5.1 Lifecycle Management Overview 32

5.2 Asset Life 33

5.2.1 End of Useful Life and Condition End of Life 33

5.2.2 Useful Life, Depreciation and Renewal Considerations 34

5.3 Asset Condition 35

5.4 Historical Expenditure 39
5.5 Operation and Maintenance Plan 39
5.6 Renewal Plan 41
5.6.1 Renewal Methodology 41
5.6.2 Forecast 10-Year Renewal Demand *by Asset Class* 41
5.6.3 Renewal Plan Assumptions and Financial Alignment 42
5.7 Acquisition Plan 46
5.8 Disposal Plan 47
6 Asset Renewal Strategy and Approach 48
6.1 Renewal Decision Framework 48
6.2 Development of the Renewal Program 48
7 Risk Management 50
7.1 Critical Assets 50
7.2 Risk Assessment 50
8 Financial Summary 53
8.1 Asset Valuation 53
8.2 Expenditure Forecast Summary 54
8.3 Funding Strategy 57
8.4 Key Assumptions 57
8.5 Alignment with Long-Term Financial Plan 58
8.6 Data Confidence 59
9 Improvement and Monitoring 61
9.1 Improvement Plan 61
9.2 Performance Measures 62

Appendices

Appendix A

Long Term Financial Plan Assumptions 2026-2027 to 2035-2036

Abbreviations

AMP	Asset Management Plan
AS	Australian Standard
DAIP	Disability Access and Inclusion Plan
DDA	Disability Discrimination Act
ELT	Executive Leadership Team
IIMM	International Infrastructure Management Manual
ITP	Integrated Transport Plan
NCC	National Construction Code
LOS	Level of Service
LTFP	Long Term Financial Plan
PLP	Prospect Lifestyle Precinct
SCP	Strategic Community Plan
TAMP	Transport Asset Management Plan
WHS	Work Health and Safety
WSUD	Water Sensitive Urban Design

Executive Summary

The City of Prospect owns and manages an extensive transport asset network that supports community connectivity, accessibility, economic activity and the safe movement of people throughout the City. These assets are fundamental to the delivery of transport services and play a critical role in supporting residential amenity, active travel, local business activity and the overall functionality of the public realm.

This Transport Asset Management Plan (TAMP) sets out Council's approach to managing its transport assets over the ten-year period from 2026-27 to 2035-36, ensuring transport infrastructure remains safe, functional, accessible and fit for purpose while supporting the objectives of the *Strategic Community Plan 2023–2027* and informing the Council's *Long-Term Financial Plan* (LTFP). The TAMP has been prepared in accordance with the requirements of the *Local Government Act 1999* and aligns with contemporary asset management practices, including the *International Infrastructure Management Manual* and ISO 55000 principles.

Council's transport asset portfolio includes road surfaces, road pavements, kerbs, kerb ramps, footpaths and traffic control devices with a combined current replacement value of approximately **$206.5 million**. These assets support the day-to-day movement of vehicles, pedestrians and cyclists and represent one of Council's most significant infrastructure portfolios.

Overall, the transport network is performing well and is generally in relatively good condition. Condition assessments and lifecycle modelling indicate that the majority of transport assets continue to provide acceptable levels of service, reflecting Council's long-term investment in maintaining and renewing the network.

The most recent condition assessment indicates that:

- the majority of transport assets are in Good to Fair Condition (Condition 2–3)
- only a relatively small proportion of assets are currently assessed as Poor Condition (Condition 4)
- very limited assets are approaching Very Poor Condition (Condition 5).

While current service levels are generally being achieved, sections of the network are progressively maturing and will require ongoing renewal investment over time to manage asset deterioration, maintain accessibility and minimise long-term lifecycle costs.

Total condition-based renewal demand over the ten-year planning period is estimated at approximately $26.15 million (unindexed). Following strategic adjustments, redistribution of renewal demand, inclusion of contingency allowances and financial alignment considerations (including indexation), the proposed 10-year Renewal Plan is estimated at approximately **$30.76 million**.

The financial analysis undertaken as part of this TAMP indicates that the Council's current LTFP includes renewal funding allocations that exceed the forecast renewal expenditure requirements identified for transport assets over the medium to longer term. This reflects the relatively good overall condition of the transport network and suggests that future transport renewal funding requirements may potentially be reduced while continuing to maintain adopted Levels of Service and manage long-term asset risk.

However, Council has deliberately deferred any recalibration of long-term renewal funding allocations in the Long Term Financial Plan until completion of all Asset Management Plans and consideration of infrastructure investment requirements across the full asset portfolio. This approach ensures that future funding decisions are informed by a consistent, integrated and whole-of-portfolio assessment of asset condition, risk, lifecycle requirements and long-term financial sustainability.

The TAMP identifies several key drivers influencing future transport infrastructure investment, including:

- continued population growth and urban infill increasing demand on transport infrastructure
- increasing community expectations for accessibility, walkability, safety and active transport
- ageing infrastructure and future lifecycle renewal requirements
- increasing construction and material costs affecting renewal affordability
- climate change impacts on asset performance, heat resilience and stormwater interaction
- evolving accessibility and compliance obligations, including Disability Access and Inclusion Plan requirements.

To respond to these challenges, the TAMP adopts a condition-based, risk-informed and financially sustainable approach to transport asset management. Renewal and maintenance decisions are prioritised based on asset condition, risk, network importance, accessibility requirements and long-term service outcomes. Investment planning also considers operational delivery capacity, coordination across asset classes and integration with Council's financial planning frameworks, including the LTFP, Annual Budgets and the 3-Year Capital Works Program.

In addition to renewal funding, the Council has forecast:

- approximately **$4.46 million** in Operations and Maintenance expenditure over the next 10 years
- approximately **$5.48 million** in Acquisition and Upgrade expenditure to support new transport infrastructure, accessibility improvements and strategic network enhancements.

The TAMP also establishes a framework for ongoing asset management improvement, including actions to strengthen asset data quality, improve lifecycle modelling, refine intervention strategies, enhance condition confidence and support more integrated long-term financial planning.

Overall, this TAMP provides Council with a clear, evidence-based and financially responsible framework for managing its transport infrastructure over the next 10 years. It supports informed decision-making, protects community investment and helps ensure that transport assets continue to support accessibility, connectivity, safety and community wellbeing into the future.

Key Numbers at a Glance

Transport Portfolio Snapshot

- Asset categories: Road Surfaces, Road Pavements, Kerbs, Kerb Ramps, Footpaths, Traffic Control Devices
- Replacement value: ~$206.5 million
- Primary function: Transport connectivity, accessibility and public realm support

Condition Profile

- Majority of assets in Good to Fair condition (Condition 2–3)
- Limited assets in Poor condition (Condition 4)
- Minimal assets approaching Very Poor condition (Condition 5)

10-Year Financial Outlook (2026-27–2035-36)

- Operations and maintenance: ~$4.46 million
- Proposed Renewal Plan: ~$30.76 million
- Renewal funding allocated (LTFP): ~$39.22 million
- Acquisition and upgrade expenditure: ~$5.48 million

Key Strategic Themes

- Maintaining safe and accessible transport infrastructure
- Managing long-term renewal requirements sustainably
- Improving accessibility and active transport outcomes
- Coordinating renewal delivery across transport asset classes
- Supporting long-term financial sustainability and integrated asset planning

1 Introduction

City of Prospect delivers a wide range of services to its community and visitors, supported by an extensive network of Council-owned infrastructure assets.

Under the *Local Government Act 1999* (the Act), Council is required to prepare and maintain Infrastructure and Asset Management Plans (AMPs) and a Long-Term Financial Plan (LTFP), each covering a minimum period of ten years. These documents form part of Council's integrated strategic planning framework and ensure that asset management decisions align with Council's broader strategic direction.

City of Prospect's suite of Asset Management Plans comprises of four key documents, each addressing a major asset class of Council infrastructure: Transport, Stormwater, Building, and Open Space and Recreation. Together, these AMPs provide a coordinated and consistent approach to managing Council's asset base.

While the AMPs and the LTFP each serve a distinct purpose, they are closely interconnected. The AMPs establish the framework for managing Council's infrastructure and major assets across their entire lifecycle, including forecasting renewal, upgrade and maintenance requirements. The LTFP provides the financial framework for funding these requirements over time. Alignment between asset forecasts and financial allocations is reviewed and refined over time through the Council's ongoing financial and asset planning processes.

The LTFP is informed by the expenditure forecasts and service level assumptions set out in the Transport Asset Management Plan. Where asset priorities or timing are adjusted, corresponding updates are reflected in subsequent iteration of the LTFP to maintain alignment between asset planning and Council's long-term financial capacity. While the first three years of the renewal program align with the current LTFP, the longer-term renewal profile differs. Council has deferred recalibration of long-term renewal funding until all Asset Management Plans are completed and reviewed on a whole-of-portfolio basis.

The Transport Asset Management Plan (TAMP) provides the framework for how Council will manage its transport asset portfolio to ensure that assets remain safe, functional and aligned with community expectations.

Council's transport portfolio includes all Council owned or managed roads, kerbs, kerb ramps, footpaths and traffic control devices. The TAMP supports informed long-term decision-making by identifying lifecycle costs and investment requirements associated with operating, maintaining, renewing and upgrading transport assets.

The primary objective of transport asset management is to deliver agreed service levels in the most cost-effective and sustainable manner. This requires a structured lifecycle approach, from planning and acquisition through to maintenance, renewal and where appropriate disposal, while responding to the evolving needs of the community.

Council's transport assets represent a significant community investment, with a total replacement value of approximately $206.5 million (2025 data). Effective stewardship of these assets is essential to achieving Council's strategic objectives and supporting community wellbeing.

This Transport Asset Management Plan (TAMP) is a dynamic document with a ten-year planning horizon, It will be reviewed and updated on a regular basis to meet legislative requirements and to guide investment decisions for the City's transport infrastructure. The AMP provides a clear framework for guiding future investment and ensures that transport asset management decisions are integrated into broader organisational planning.

1.1 Why Council needs Asset Management Plans

Asset Management Plans are essential tools that enable Council to manage its infrastructure in a coordinated, transparent and financially sustainable manner. They guide how assets are planned, maintained and renewed, ensuring that the services they support can be delivered safely, efficiently and in line with community expectations over the short, medium and long term.

For transport assets, this involves adopting a structured lifecycle approach, from planning and construction through to inspection, maintenance, renewal and, where applicable, upgrade or disposal. The TAMP defines levels of service for roads, footpaths, kerbs and kerb ramps and associated traffic infrastructure, such as traffic control devices, assesses asset condition and performance; identifies risks, determines lifecycle funding requirements, and establishes long-term renewal priorities. By adopting this approach, the TAMP supports evidence-based decision-making and helps ensure the transport network remains safe, accessible and sustainable over time.

The specific objectives of this TAMP are to:

- Align with the principles of ISO 55000, the International Standard for Asset Management, without pursuing formal certification.
- Define and document levels of service for transport infrastructure to reflect community expectations and statutory obligations.
- Assess and manage asset condition, performance, safety, compliance and risk, including network resilience, to inform the prioritisation of maintenance and renewal activities.
- Identify lifecycle costs and long-term funding requirements to support financially sustainable service delivery.
- Strengthen alignment between transport asset planning and delivery, Council's strategic objectives and long-term financial planning.
- Promote transparency and accountability by clearly defining roles, responsibilities and decision-making processes.

Through this AMP, Council continues to strengthen its asset management maturity by integrating renewal forecasting, risk management and financial planning, ensuring investment decisions are transparent, prioritised and aligned with community needs.

1.2 Background

City of Prospect's transport network plays a vital role in supporting the safe, efficient and inclusive movement of people across the City. Transport assets contribute directly to community wellbeing, local economic activity, and the amenity of the City's vibrant urban environment.

This TAMP replaces the previous 2023 version of the Roads and Footpaths Asset Management Plans and sets out a clear framework for the management of the Council's transport assets over the next ten years. It ensures a strategic, forward-looking and responsive approach to evolving community needs, while maintaining compliance with legislative requirements.

The objectives of this plan are to:

- Deliver the required levels of service in the most cost-effective and sustainable manner for current and future users.
- Manage transport assets efficiently throughout their lifecycle, including planning, operation, maintenance, renewal, upgrade and, where appropriate, rationalisation or disposal.
- Meet all relevant statutory, regulatory and safety obligations.
- Align transport asset management with Council's strategic objectives and community expectations.

- Communicate funding requirements transparently to support responsible long-term financial planning and sustainable service delivery.
- Integrate sustainability, resilience and climate adaptation principles into the planning and management of transport infrastructure, where appropriate.
- Integrate universal design principles into the planning, renewal and upgrade of transport infrastructure to improve accessibility, inclusivity and usability for all users.
- Monitor asset performance and implement continuous improvement practices to enhance service delivery, network efficiency and long-term asset sustainability.

This AMP defines the scope of transport-related services to be delivered, the approach to service delivery, and the resources required to sustain those services. It establishes a clear line of sight between asset management decisions and the community outcomes articulated in the *City of Prospect Strategic Community Plan 2023-2027*.

The transport assets included in this AMP are:

- **Road surfaces** – the top layer of the road network, providing a safe and smooth driving surface.
- **Road pavements** – the structural layers beneath the surface that support traffic loads and maintain road integrity.
- **Kerbs** – the edge elements that define road boundaries, support drainage, and enhance pedestrian safety.
- **Kerb ramps** - sloped transitions between footpaths and roads to provide accessible pedestrian crossings.
- **Footpaths** – the paved paths for pedestrian movement, ensuring safe and convenient access throughout the City.
- **Traffic Control Devices** - physical road infrastructure such as traffic islands, medians, speed humps, and bollards that manage vehicle movement and enhance road safety.

These transport assets collectively form an extensive infrastructure portfolio that supports the safe and efficient movement of people and goods throughout the City. Effective management of these assets is essential to ensure the transport network remains safe, functional, reliable and resilient, while continuing to support the evolving movement and access needs of the community into the future.

1.3 Plans, Strategies and Policies

This TAMP aligns with several of the Council's strategic and operational frameworks to ensure consistency in infrastructure investment and service delivery. Key documents that inform and support this AMP are provided in **Table 1**.

Table 1 - Plans, Strategies and Policies

Document	Relevance to the Transport Asset Management Plan
City of Prospect Strategic Community Plan 2023-2027	Sets Council's long-term vision and strategic priorities. The TAMP supports delivery of these outcomes through planned, prioritised and sustainable management of transport infrastructure assets.
Long Term Financial Plan (LTFP)	Ensures financial sustainability by aligning long-term funding forecasts with the lifecycle needs of transport infrastructure assets, including renewal, upgrade and maintenance. The TAMP identifies lifecycle costs and renewal requirements which inform the LTFP.
Annual Business Plan & Budget	Sets annual service priorities and capital works programs. The TAMP informs yearly funding allocations for renewal, upgrade and maintenance of transport infrastructure assets.
Fixed Asset Accounting Policy (2023)	Provides guidance, clarity and consistency regarding the treatment of capital expenditure, which provides for greater understanding and accuracy of Council's capital requirements and depreciation expenses.
Integrated Transport Plan (ITP)	Establishes Council's long-term transport vision, network hierarchy and priorities for each transport mode. The TAMP incorporates these infrastructure requirements into lifecycle planning, renewal forecasting and capital works prioritisation.
Climate Action Plan	Guides climate mitigation and adaptation priorities. The TAMP incorporates climate resilience considerations into asset design, material selection, renewal timing and risk management.
Open Space Strategy	Guides planning and enhancement of Council's parks, reserves and public open spaces. The TAMP supports integration of transport infrastructure assets with open space through planning and renewal of shared paths and pedestrian linkages.
Tree Strategy 2021–2026	Complements transport planning by recognising the role of trees in providing shade and cooling along footpaths, enhancing pedestrian comfort, supporting active transport, and improving the resilience and amenity of the public realm. The TAMP considers tree protection, shading and streetscape amenity outcomes when planning footpath and verge infrastructure renewals to maintain resilience and amenity.
Disability Access and Inclusion Plan (DAIP)	Promotes equitable and inclusive access to infrastructure. The TAMP embeds universal design principles and DDA-compliant upgrades within renewal and upgrade programs.
Economic Development Growth Strategy 2023–2027	Guides economic growth and precinct activation. The TAMP considers infrastructure condition, capacity and renewal priorities within activity centres and the Prospect Road Village Heart to support economic activity.
Planning and Design Code	Establishes statutory land use planning and development standards. The TAMP responds to infrastructure demand and design requirements arising from development and zoning changes.

Document	Relevance to the Transport Asset Management Plan
Asset Management Policy (2023)	Establishes Council's commitment to responsible asset stewardship and governance. The TAMP operates in accordance with the principles, roles and responsibilities defined in this policy.
Traffic Management Policy	Provides the framework for traffic and road safety management. The TAMP incorporates the infrastructure implications of traffic management decisions into asset renewal and capital works planning.
Driveway Crossover Policy	Sets the standards for crossover location, design and spacing. The TAMP considers impacts on footpath continuity, pedestrian safety and ongoing maintenance responsibilities.
Verge Development Policy	Promotes safe and sustainable verge treatments that align with transport infrastructure, enhance the road reserve, and foster shared responsibility in public space management. The TAMP considers the impacts of verge treatments on asset condition, maintenance requirements and renewal planning.
Footpath Trading Policy	Regulates commercial use of footpaths within the public realm. The TAMP considers impacts on accessibility compliance, asset condition and maintenance requirements in areas of high pedestrian and commercial activity.

1.4 Plan Framework

Council has developed this Transport Asset Management Plan to a Core Asset Management level, in accordance with the *International Infrastructure Management Manual (IIMM)*. This approach ensures a practical, risk-aware and resource-efficient foundation for decision-making, while aligning with contemporary industry standards and the Internation Standard for Asset Management ISO 55000 series.

Core Asset Management involves the use of fundamental asset management practices, including a comprehensive asset register, defined levels of service, condition and risk assessments, and long-term financial forecasts. It focuses on delivering cost-effective services across all asset types using reliable data and structured planning, without requiring advanced modelling or optimisation tools.

The IIMM framework supports Council in managing transport assets across their full lifecycle, from planning and acquisition through to operation, maintenance, renewal and eventual disposal. It promotes a structured approach that integrates technical, financial and community service objectives, ensuring that the Council's investment decisions are robust, transparent and responsive to both current and future community needs.

This AMP reflects the following IIMM-aligned components:

- **Strategic Alignment** – Ensures Council's transport infrastructure planning is guided by the *City of Prospect Strategic Community Plan 2023-2027*, the *Long-Term Financial Plan*, and relevant supporting strategies and policies.
- **Lifecycle Management** – Applies a whole-of-life approach to optimise the performance, cost and condition of assets over time.
- **Levels of Service** – Defines what the community can expect from the Council's transport network, balancing performance, affordability and risk.
- **Demand Forecasting** – Considers changes in population, land use, and transport preferences to anticipate future infrastructure needs.

- **Risk Management** – Identifies and manages risks to public safety, asset integrity and service continuity.
- **Financial Planning** – Integrates asset renewal, maintenance and upgrade funding requirements into the Council's *Long Term Financial Plan.*
- **Continuous Improvement** – Commits to ongoing monitoring, evaluation and refinement of asset practices and information systems.

By applying the IIMM framework, Council ensures that its transport asset management practices support long-term sustainability, operational efficiency, and the expectations of our community.

1.5 Key Stakeholders

Transport assets managed by Council are relied upon every day by a broad and diverse cross-section of the community. These assets must perform effectively, safely and consistently for a wide range of users, from pedestrians and cyclists to commuters, freight operators and local businesses.

To ensure the Council's investment decisions reflect both community priorities and regulatory obligations, it is essential to engage with stakeholders who are directly impacted by the condition and performance of these assets. Regular consultation helps define what "fit for purpose" means in practice, and supports the determination of service levels, maintenance standards and upgrade priorities.

Table 2 outlines the key stakeholder groups for this TAMP. These groups are consulted to inform planning decisions, particularly in relation to levels of service, intervention thresholds and long-term investment needs.

Table 2 - Key Stakeholders

Stakeholder	Roles in the Transport Asset Management Plan
Council Elected Members	• Endorse the Transport Asset Management Policy, Strategy and Plan. • Allocate funding in the Annual Budget to support the maintenance, renewal and upgrade of transport assets. • Allocate resources to deliver services while managing transport asset infrastructure-related risks. • Oversee strategic risks related to infrastructure, safety and financial sustainability.
Executive Leadership Team (ELT)	• Provide organisational leadership and direction. • Align community needs and service level outcomes with long-term planning. • Integrate transport asset risks into corporate risk frameworks. • Support staff and Elected Member capability in asset management.
Transport Infrastructure Management	• Lead the development and review of the TAMP. • Oversee asset condition assessments and risk-based investment planning. • Manage lifecycle delivery of renewal, maintenance and upgrade programs. • Implement compliance, risk and inspection regimes. • Promote continuous improvement and awareness of transport asset practices.

Stakeholder	Roles in the Transport Asset Management Plan
Finance Department	• Ensure accurate valuations and audit-compliant financial reporting. • Support long-term financial sustainability through risk-informed planning. • Maintain financial policies for capitalisation, revaluation and depreciation of assets.
Operations & Maintenance	• Conduct inspections and oversee programmed maintenance and minor works in line with service levels. • Report asset risks, damages and service issues. • Engage with the community to align operations with service expectations.
Community / Residents	• Provide input on service levels, accessibility, and priorities through engagement activities. • Offer feedback on local transport issues, safety concerns, and asset performance. • Assist in compliance with transport infrastructure usage policies and reporting asset defects.
Local Businesses	• Provide input on transport infrastructure needs influencing local economic activity. • Collaborate on initiatives affecting footpaths, parking, and shared spaces.
External Agencies / Utilities	• Coordinate asset planning and construction where transport infrastructure intersects with utility networks. • Share data and collaborate on joint projects or risk management.
State Government / Regulatory Authorities	• Provide funding, technical standards, and compliance oversight. • Guide alignment with regional transport plans, road safety requirements, and statutory obligations.
Community Groups / Advocacy Organisations	• Represent specific transport user needs (cycling, walking, accessibility). • Advise on design standards, safety measures, and service expectations.

1.6 Goals and Objectives

City of Prospect Vision

"Prospect, creating community."

This Transport Asset Management Plan plays a key role in realising the vision by ensuring the City's transport infrastructure is safe, inclusive, sustainable, and responsive to community needs. The TAMP supports the Council's long-term aspirations by aligning asset planning and investment with the strategic directions outlined in the Council's *Strategic Community Plan*.

Table 3 outlines how the goals of this TAMP directly support the delivery of the Council's strategic priorities.

Table 3 - Strategic Direction Alignment with Transport Asset Management Plan

Strategic Direction (Strategic Community Plan)	Transport Asset Management Plan Alignment
Community Value – Empowering a thriving, engaging and welcoming city	A well-managed transport network supports inclusivity, access, and mobility for all residents (young, elderly, differently abled). A TAMP ensures safe, accessible roads, footpaths, cycling paths and other transport infrastructure, enabling community participation, social inclusion, and connectivity.
Quality Infrastructure – Building a sustainable, connected city	Transport infrastructure (roads, footpaths, cycling paths, public transport links, parking, traffic management) forms a core component of the City's infrastructure network. The TAMP underpins the sustainable management of these assets through planned renewals, lifecycle planning, asset condition monitoring, and targeted upgrades. The Strategic Community Plan identifies a commitment to "pursue integrated transport planning across the City", which provides a direct driver for the TAMP and guides its priorities and investment decisions.
Sustainability – Protecting and nurturing our environment	A TAMP can embed sustainability principles by prioritising active transport (walking, cycling), strengthening public transport connectivity, reducing car dependency, planning for low-emission transport infrastructure, incorporating climate resilient design and construction, and applying environmentally sensitive design practices — thereby supporting the achievement of broader environmental goals.
Funding Our Future – Future-focused for the next generation	Long-term transport infrastructure needs (renewals, upgrades, expansions, lifecycle costs) require careful financial planning. A TAMP supports robust long-term financial forecasting, helps prevent service backlog and declining asset performance, ensures affordability for future rate-payers, and aligns with the Council's objective of financial sustainability and diversified funding. It also provides a framework for grant-funding, prioritisation and efficient resource allocation.
Good Planning & Growth / Sustainable Urban Development	Transport planning must be integrated with urban planning, heritage protection, land use changes, and density. A TAMP ensures that as the City grows or evolves (e.g. infill, or corridor development), transport capacity, connectivity, parking, traffic flow, active transport, and accessibility are proactively managed, supporting a safe, well-designed urban form. It also ensures alignment with State-level transport and urban planning frameworks.

2 Transport Assets

2.1 Physical Parameters (What we have)

Council's transport asset portfolio comprises of approximately 4,718 individual assets across six categories, providing the essential infrastructure that supports movement, connectivity, and access throughout the City, as summarised in **Table 4** - *Transport Asset Categories and Quantities*. Collectively, these assets represent a significant community investment and form the backbone of the City's transport network.

Table 4 - Transport Asset Categories and Quantities

Asset Category	Number of Assets	Length	Valuation Quantity
Road surfaces	465	89km	658,194 m^2
Road pavements	460	90km	663,514 m^2
Kerbs	1,003	196km	196,102 m
Kerb ramps	1,360	-	1,360 items
Footpaths	916	185km	292,476 m^2
Traffic control devices	514	-	514 items

2.2 Roads

For asset management purposes, Council's 89km of road network is categorised into three classifications: collector roads, local roads and laneways/paths. Each road comprises of two primary components, road pavements and road surfaces, which together form the structural and functional elements of the road network.

Road pavements form the foundation of the road structure and comprise of engineered layers designed to support and distribute traffic loads to the underlying subgrade. The pavements provide the structural capacity of the road asset and are critical to sustaining long-term performance, durability and serviceability of the network. In total, Council has 460 road pavements, which equates to approximately 663,514 m^2.

Road surfaces form the top layer of the road and provide a smooth, safe and durable driving surface. The surfaces protect the underlying pavement from water ingress and environmental exposure, while delivering driver quality, skid resistance and user safety.

Together, the pavements and surfaces ensure the road network can safely, efficiently and reliably accommodate current and future traffic demands. This section of the TAMP provides detailed information on both components to guide maintenance, renewal and upgrade decision-making.

Road surfaces across the City are constructed from eight different material types. The majority of the road network is classified as local roads, with most surfaces constructed of hot mix asphalt or spray seal. A summary of road surface types and associated surface materials is provided in the **Table 5** - *Road Surface Types and Quantities* below.

Table 5 - Road Surface Types and Quantities

Road Surface Type	Number of Collector Roads	Number of Local Roads	Number of Laneways / Paths	Total
Dense Graded Hotmix	43	242	15	300
Spray Seal	1	109	0	110
Slurry Seal / Cold Overlay	6	12	0	18
Fine Gap Graded Hotmix	0	22	0	22
Interlocking Concrete Block Paved	0	3	3	6
Formed Gravel	0	0	2	2
Concrete	0	4	0	4
50mm AC10 A35P	3	0	0	3
Total	53	392	20	465

The road classifications referenced in this AMP are used as a practical tool to guide decision making, determine operational service levels, and inform safe design and treatment strategies across the road network.

Maintenance and renewal planning also considers the Cycling Route Hierarchy identified within the *City of Prospect's Integrated Transport Plan – Connecting Prospect*. The hierarchy, illustrated in **Figure 1** and summarised in **Table 6** of this AMP, helps guide Council's investment in transport assets that support the cycling network and provides important context for long-term transport planning and asset management decision-making.

Table 6 – Cycling Route Hierarchy

Function	Location
Primary	Regional cycling routes, including Gawler Greenway, Braund Road Bikeway, Galway Avenue Bikeway and the new East-West Bicycle route between Bowden and Collinswood via Labrina Avenue, Ellen Street and Collins Street
Secondary	District cycling routes that connect major activity centres and key destinations (north-south and east – west routes)
Tertiary	Local cycling routes

Figure 1 - Cycling Network Plan



2.3 Kerbs

Kerbs form an integral component of the transport network, providing structural support at the pavement edge, assisting with stormwater management, and contributing to pedestrian and traffic safety. Kerbs also define the roadway boundary and help maintain the structural integrity and performance of the pavement structure.

Council owns approximately 196 km of kerbing, which is categorised into seven different kerb types based on profile and construction material, as summarised in **Table 7**. These classifications support lifecycle management, renewal planning and maintenance prioritisation.

Effective management of kerb assets assists in protecting pavement performance, maintaining drainage functionality, and preserving the overall condition and safety of the road corridor.

Table 7 - Kerb Types and Quantities

Kerbs	Number of Kerbs	Length of Kerb (km)
Upright Concrete Kerb	909	185 km
Upright Stone Kerb	15	4.3 km
Spoon Drain	43	3.2 km
Rollover Concrete Kerb	13	2.2 km
Median Concrete Kerb	18	0.96 km
Bitumen Kerb	2	0.16 km
Basin Kerb Extension	3	0.039 km
Total	1,003	196 km

2.4 Footpaths

Footpaths form a critical component of the transport network, providing safe, accessible and connected pedestrian infrastructure throughout the City. They support walkability, community access, and integration with roads, public transport and key activity areas.

Council owns approximately 185 km of footpaths, constructed from five primary material types, as summarised in **Table 8**. Understanding the material composition of these assets supports condition assessment, lifecycle planning and renewal decision-making.

Footpaths are managed to maintain agreed levels of service, safety, accessibility and long-term asset performance. Effective maintenance and renewal ensure continued compliance with accessibility standards, fulfil risk management obligations, and meet community expectations for safe and inclusive pedestrian movement.

Maintenance and renewal planning also takes into consideration the Walking Route Hierarchy contained in the *City of Prospect's Integrated Transport Plan*. The hierarchy, shown in **Figure 2** and summarised in **Table 9** within this AMP, provides a framework for prioritising investment across the pedestrian network and informs the long-term planning context for this AMP.

Table 8 - Footpath Types and Quantities

Footpaths	Number of Footpaths	Length of Footpaths (km)
Paved Footpath	711	153 km
Concrete Footpath	190	28 km
Hotmix Footpath	12	3.6 km
Spray Seal Footpath	1	0.39 km
Gravel Footpath	2	0.26 km
Total	916	185 km

Table 9 – Walking Route Hierarchy

Function	Location
Primary	Main streets, Village Heart (Prospect Road)
Secondary	Prospect Lifestyle Precinct, Churchill Road, Flora Terrace, and streets connecting key shopping precincts, reserves, ovals and schools
Tertiary	Other walk routes to local destinations

Figure 2 – Walking Network Plan



2.5 Kerb Ramps

Kerb ramps are a key component of the pedestrian network, providing an accessible transition between footpaths and road crossings. They support safe and inclusive mobility, particularly for people using wheelchairs, mobility aids and prams.

Council owns and maintains 1,360 kerb ramps across the City. These assets are managed to maintain compliance with accessibility standards and agreed levels of service, ensuring continued safety, functionality and integration with the broader transport network.

2.6 Traffic Control Devices

Traffic control devices form an important component of the transport network, supporting road safety, traffic calming and pedestrian protection outcomes across the City. These assets assist in regulating vehicle movements, managing speeds and enhancing the overall safety and functionality of the road corridor.

Council owns 514 traffic control devices, including rain gardens, roundabouts, pedestrian crossings, road humps, kerb extensions, slow points and medians.

Traffic control devices are managed to maintain agreed levels of service, operational effectiveness and safety performance. Ongoing inspection, maintenance and renewal ensure these assets continue to function as intended and support the safe and efficient operation of the transport network.

3 Levels of Service

3.1 Legislative and Regulatory Requirements

Council's management of transport infrastructure is guided by a range of legislative and regulatory obligations at both State and Federal Government levels. These frameworks ensure that roads, footpaths, kerbs, kerb ramps and traffic control devices are planned, constructed, maintained and reported in a manner that is safe, accessible, financially sustainable, and legally compliant. Compliance with these frameworks is achieved through ongoing monitoring and regular inspections,

Table 10 outlines the key legislation, standards and technical guidelines relevant to this TAMP.

Table 10 - Legislative Framework, Standards and Guidelines

Legislation	Purpose of the Legislation
Aboriginal Heritage Act 1988	Provides for the protection and preservation of Aboriginal heritage in South Australia.
Australian Accounting Standards	Establishes standards for the recognition, valuation, revaluation and depreciation and disclosure of transport infrastructure assets in financial statements (AASB 116 Property, Plant and Equipment).
Australian Standards	Specifies design and installation requirements for signage, pedestrian access, and lighting infrastructure (e.g. AS 1742 series, AS 1428.1, AS 1158).
Austroads Guides	Provides best-practice technical guidance for road geometry, signage, and traffic flow. (e.g. Guide to Road Design, Guide to Traffic Management)
Disability Discrimination Act 1992	Requires equitable access to infrastructure and informs the design of DDA-compliant footpaths, crossings, and kerb ramps.
Disability (Access to Premises – Buildings) Standards 2010	Supports the DDA by setting minimum accessibility requirements for public infrastructure and buildings (relevant to paths of travel and interfaces).
Environmental Protection Act 1993 (SA)	Provides for the protection of the environment and the prevention or minimisation of environmental harm. Establishes the Environment Protection Authority and its functions, including management of stormwater, noise, and environmental impacts associated with transport infrastructure.
Highways Act 1926	Provides powers and responsibilities for the Commissioner of Highways, including road construction, maintenance, closures, and controlled-access declarations.
Landscape South Australia Act 2019	Supports integrated natural resource management, including water and land considerations relevant to road corridors and drainage.
Local Government Act 1999	Sets out the role, purpose, responsibilities, and powers of local government including the preparation of a LTFP, supported by AMPs to ensure sustainable provision and management of assets and finances.

Legislation	Purpose of the Legislation
Local Nuisance and Litter Control Act 2016	Addresses local nuisance issues (e.g. overgrown vegetation, litter, stormwater impacts) that may affect transport assets and public spaces, such as footpaths.
Manual of Legal Responsibilities and Technical Requirements for Traffic Control Devices	Defines legal and technical standards for signage, line marking, and intersection treatments in South Australia.
Planning, Development and Infrastructure Act 2016	Regulates land use, development, management of land, and the facilitation of infrastructure, including roads, verge works and land divisions.
Road Traffic Act 1961 (SA) and Australian Road Rules	Governs road use, traffic control devices, signage, and road safety enforcement.
Work Health and Safety Act 2012	Provides for the health and safety of workers and the public during construction, maintenance, and inspection of transport assets.

Table 11 outlines how the legislative framework described above applies specifically to Council's transport infrastructure assets and the minimum service standards that must be met.

Table 11 - Application of Legislation to Council's Transport Assets

Legislation	Application to Transport Assets	Legislative Service Standards
Aboriginal Heritage Act 1988	Applies where transport works may disturb Aboriginal heritage sites.	Transport works avoid adverse impacts and comply with statutory approval processes.
Australian Accounting Standards	Applies to the financial management and reporting of transport assets.	Transport assets are valued, depreciated, and disclosed in accordance with accounting standards.
Australian Standards	Applies to the design, construction, and upgrade of transport assets, including signage, pedestrian infrastructure and lighting.	Transport assets comply with relevant Australian Standards.
Austroads Guides	Applies to the planning and design of roads, traffic management treatments, and associated infrastructure.	Transport assets are planned and designed in accordance with best practice guidelines.
Disability Discrimination Act 1992	Applies to the provision of accessible transport infrastructure, including footpaths, kerb ramps, and crossings.	New and upgraded transport infrastructure provides equitable access and meets accessibility requirements.
Disability (Access to Premises – Buildings) Standards 2010	Applies to pedestrian interfaces and paths of travel within the public realm.	Pedestrian infrastructure meets minimum accessibility standards.

Legislation	Application to Transport Assets	Legislative Service Standards
Environmental Protection Act 1993 (SA)	Applies to construction and maintenance activities associated with transport assets.	Works are undertaken to minimise environmental harm, including noise, dust, and pollution.
Highways Act 1926	Applies to the construction, maintenance, and management of Council roads	Roads are managed in accordance with legislative requirements.
Landscape South Australia Act 2019	Applies to the management of vegetation and natural features within road corridors.	Road corridors are managed to support sustainable landscape and environmental outcomes.
Local Government Act 1999	Applies to the long-term planning and management of transport assets.	Transport assets are managed in accordance with the adopted AMP and the LTFP.
Local Nuisance and Litter Control Act 2016	Applies to the management of nuisance conditions affecting transport corridors, such as overgrown vegetation and litter.	Transport corridors are maintained to minimise nuisance and meet legislative requirements.
Manual of Legal Responsibilities and Technical Requirements for Traffic Control Devices	Applies to the design and implementation of signage, line marking, and traffic control devices.	Traffic control devices comply with SA legal and technical requirements.
Planning, Development and Infrastructure Act 2016	Applies to development activities affecting transport assets, including road openings, verge works, and new infrastructure.	Transport assets comply with planning and development approval requirements.
Road Traffic Act 1961 (SA) and Australian Road Rules	Applies to the operation and regulation of roads, including signage and traffic control devices.	Roads and traffic control devices comply with legislative safety and operational requirements.
Work Health and Safety Act 2012	Applies to construction, maintenance, and inspection of transport assets.	Transport assets and worksites are managed to ensure safety of workers and the public.

3.2 Levels of Service

Levels of Service (LoS) provide the foundation for how Council manages its transport assets and delivers services to the community. They establish a clear connection between community expectations, service delivery priorities and the investment required in infrastructure to support a safe, functional and efficient transport network. LoS guide day-to-day operational decisions as well as long-term planning, ensuring Council's approach remains customer-focused and financially responsible.

The Levels of Service outline:

- the service outcomes Council intends to provide through its transport infrastructure
- the desired quality, functionality and capacity of roads, footpaths, kerbs, traffic control devices and associated transport assets
- the performance measures used to assess whether services are being delivered effectively

- the targets that inform maintenance, renewal and upgrade planning.

To support consistent decision-making, LoS are presented through two (2) complementary perspectives:

- **Community Levels of Service -** which reflect how the community experiences the transport network, including safety, accessibility, amenity and overall satisfaction.
- **Technical Levels of Service -** which specify measurable standards, such as condition thresholds, inspection, maintenance frequencies, renewal intervention levels and response times, that Council uses to deliver those outcomes.

3.3 Community Levels of Service

Council's Community Levels of Service (LoS) describe how people experience the transport network, including roads, footpaths, kerbs, kerb ramps and traffic control devices, and what they value most in terms of safety, accessibility, amenity, functionality, responsiveness and sustainability.

These expectations are drawn from both ongoing service experience and targeted engagement undertaken as part of the *Integrated Transport Plan*, which involved close to 560 participants. Community insights consistently emphasised:

- the need for safer streets and improved connectivity, including for pedestrians and cyclists
- concerns about traffic congestion and parking pressures, particularly in high-demand areas
- support for walking and cycling as preferred local transport options
- calls for improved pedestrian accessibility and safer crossings for all users
- interest in sustainable transport solutions as part of the broader transport network.

In response, Council has developed a set of Community Service objectives that reflect both community aspirations and operational capacity. These objectives aim to:

- Deliver a safe and inclusive network for all transport users
- Ensure accessible, connected and DDA-compliant pathways
- Support functional and efficient movement across all transport modes
- Maintain clean and pleasant public spaces that support community life
- Respond to issues in a timely and transparent manner
- Embed sustainability in all new works, upgrades and network planning

Table 12 provides a summary of how community service levels are defined and measured to achieve target outcomes that align with Council's transport infrastructure commitments.

3.4 Technical Levels of Service

Technical Levels of Service define the measurable standards and performance indicators that guide how Council manages its transport assets. These technical measures ensure that the community outcomes identified in Section 3.3 are achieved through consistent operational practices, risk management, and evidence-based investment decisions.

Performance targets are reviewed periodically to reflect asset condition trends, community expectations, available resources and legislative requirements. Data is drawn from condition audits, regular inspections of transport assets, maintenance records, customer service requests and rectification work timeframes.

Table 13 provides a summary of how technical service levels are defined and measured to achieve target outcomes that align with Council's transport infrastructure commitments.

Table 12 - Community Service Levels

Key Service Outcome		Levels of Service	How Service is Measured	Service Target
	Safety	Transport assets (roads, footpaths, kerbs, kerb ramps and traffic control devices) are safe, compliant, well-maintained and free from hazards, to supporting safe use by people of all ages and abilities.	Condition assessments and defect audits. Number of incident and hazard reports involving transport assets. Community feedback regarding safety and usability of transport infrastructure.	Transport assets are managed to provide a safe and compliant environment for all users. High-risk defects are prioritised and addressed in accordance with Council's adopted service standards. Community feedback is monitored and used to inform maintenance and improvement activities. Continuous improvement in safety outcomes is achieved year on year.
	Accessibility	The transport network provides continuous, inclusive and connected access for people of all ages and abilities.	Condition data for footpath network (including kerb ramps). Community satisfaction feedback regarding access to footpaths and crossings. Number of access-related incidents involving footpaths and kerb ramps. Accessibility inspections and audits.	Principles of inclusive and accessible design are considered in the planning, design and upgrade of transport infrastructure. New and upgraded transport infrastructure is designed and maintained to comply with current accessibility standards. Accessibility inspections and condition data are used to identify barriers to access. Barriers to access are identified and progressively addressed through forward capital works programming. Community feedback on accessibility is monitored and used to inform improvement activities.
	Functionality	The transport network is reliable and supports efficient, safe and predictable movement for all modes of transport across the City. Roads, paths and crossings accommodate multiple modes with minimal delay and disruption.	Community satisfaction survey feedback in relation to traffic, road condition and primary and secondary walking routes Number of congestion-related complaints or traffic-related service requests and complaints. Condition data for transport assets.	Transport assets are managed to support their intended function and community use. Asset condition and capacity are maintained to support safe, efficient and reliable network performance. Capital works are prioritised based on condition, demand and network needs. Network improvements, including traffic calming and route continuity, are delivered progressively to enhance performance and safety. Traffic and Parking related complaints are responded to in accordance with Council's adopted service standards. Community feedback is monitored and informs ongoing network improvements.
	Amenity	Streetscapes and transport infrastructure are well-maintained, visually appealing and contribute to a positive community experience. Public spaces are comfortable, shaded and encourage active use.	Community satisfaction surveys relating to visual appearance, cleanliness and comfort Street tree canopy and shade coverage Presence of urban design features such as lighting, planting and street furniture Streetscape audits	Transport corridors are presented and maintained at a standard appropriate to their function and community expectations. Cleaning and maintenance programs are delivered in accordance with Council's service standards. Community satisfaction with amenity outcomes is maintained or improved over time. Tree canopy and shade provision is progressively increased across the City. Improvements to streetscape quality are integrated into renewal and upgrade programs, where feasible.

Key Service Outcome		Levels of Service	How Service is Measured	Service Target
	Responsiveness	Council responds promptly and clearly to transport-related feedback and concerns. Community members are kept informed of the status of service requests and planned works.	Response times for transport-related requests Number of requests resolved within agreed timeframes Community feedback with Council's communication and responsiveness to complaints relating to transport assets Monitoring of trends in service requests and feedback	Transport-related requests are acknowledged and responded to in accordance with the Council's adopted service standard timeframes. Customers are provided with clear and regular updates on the progress of requests and planned works. Community feedback on responsiveness is monitored and informs ongoing service improvements. Data from service requests and feedback is used to inform operational planning and improve decision-making.
	Sustainability	The transport network supports active, low-emission modes such as walking and cycling. Infrastructure incorporates sustainable design principles, including water-sensitive urban design (WSUD) and resilient, sustainable materials, where possible. The network is planned and managed to be climate-resilient and environmentally sustainable.	Delivery of walking and cycling infrastructure improvements. Incorporation of water-sensitive urban design (WSUD) and sustainable materials into projects, where possible. Use of recycled and sustainable materials in transport projects Monitoring of community use of active transport facilities.	Active transport infrastructure is progressively increased to support walking and cycling. Sustainable design principles, including WSUD and the use of resilient materials, are integrated into planning, design and renewal works, where feasible. Transport infrastructure is planned to be resilient to future environmental and climate challenges.

Table 13 - Technical Service Levels

Key Service Outcome		Levels of Service	How Service is Measured	Service Target
	Condition	Transport assets are maintained in a good, serviceable condition to supports safe, reliable and functional use, and to manage deterioration over the asset lifecycle.	Regular proactive and reactive maintenance programs. Average condition rating of sealed roads and footpaths. Condition audit cycle completion rates	Asset condition is maintained through planned and reactive maintenance to support service life and performance. ≥ 85% of sealed roads rated “good” or better. ≥ 80% of kerbs in fair or better condition. 100% of scheduled condition audits completed within the inspection cycle.
	Renewal	Renewal works are prioritised and delivered in line with asset lifecycle needs, risk, network performance and long-term sustainability.	Asset Renewal Ratio (actual vs planned renewal spend). Alignment with 10-year capital works planning	Renewal planning and delivery is undertaken to maintain network performance and prioritise high-risk assets. Asset Renewal Ratio ≥ 90% over rolling 3-year average. ≥ 95% of critical assets renewed at intervention threshold. Full compliance with prioritised renewal program annually.
	Utilisation	The transport network supports efficient use across all modes, operates within its intended capacity and meets community demand. Under-performing or constrained areas are identified and improved to maintain appropriate network coverage and performance.	Traffic volume and capacity data, including volume-to-capacity (v/c) ratios on key routes Identification of gaps in pedestrian and cycling networks Community feedback and service requests	Network utilisation is regularly reviewed to inform planning, upgrades and network optimisation. Identified network gaps and constraints are progressively addressed through capital works programs.
	Safety & Compliance	Transport assets comply with relevant safety standards, are proactively inspected to identify high-risk defects, and are maintained to minimise risk to users.	Completion of safety inspections. Incident and hazard reports. Compliance with applicable Australian safety standards (e.g. AS 1742)	Safety and compliance obligations are met through scheduled inspections, maintenance and corrective actions in accordance with legislative and regulatory requirements. 100% of scheduled safety inspections completed within scheduled timeframes. High-risk defects are prioritised and rectified within Council’s adopted service standard timeframes.
	Accessibility	Transport infrastructure is designed and maintained to support inclusive, accessible and barrier-free use. Upgrades reflect universal design principles.	Accessibility inspections and audits for footpaths, kerb ramps and crossings. Identification and prioritisation of accessibility barriers across the network. Delivery of accessibility improvements through maintenance and renewal programs	100% of new and renewed transport infrastructure is designed and constructed to meet current accessibility standards. Accessibility barriers are identified and progressively addressed through maintenance and renewal programs. Accessibility considerations are incorporated into capital works planning and delivery. Principles of Universal Design are considered in the planning, design and upgrade of all transport infrastructure.
	Maintenance	Reactive and preventative maintenance is undertaken to maintain asset condition, minimise risk and support service levels.	Maintenance request and completion data. Defect response timeframes. Inspection outcomes.	Maintenance activities are delivered in accordance with Council’s adopted maintenance standards and prioritisation guidelines.
	Sustainability	Transport assets are managed to minimise environmental impact and support sustainable outcomes over their lifecycle.	Use of recycled and sustainable materials in transport asset projects. Incorporation of water-sensitive urban design (WSUD) in design and delivery of transport assets. Delivery of active transport initiatives.	Sustainability principles are incorporated into the planning, design, renewal and operation of transport assets where feasible, to support long-term environmental and operational outcomes.

4 Future Demands

As the City of Prospect evolves, so too will the demands placed on its transport network. The *Greater Adelaide Regional Plan* identifies the City of Prospect as both a State Significant Infill Area and a Local Infill Investigation Area, reflecting its strategic role in accommodating population growth through higher-density development within well-serviced areas.

Changes in population, demographics, technology, climate conditions and community expectations all influence how roads, footpaths and related transport assets are planned, maintained and renewed. As infill development continues within the City of Prospect and across surrounding council areas, population growth is expected to place increasing demand on transport assets.

In responding to these changes, Council will apply the principles of Universal Design, as adopted through its *Disability Access and Inclusion Plan 2026–2030*, recognising the importance of creating transport environments that are accessible, inclusive and usable by all people, to the greatest extent possible, without the need for specialised or adapted design. These principles will be embedded in the future planning, renewal, upgrade and delivery of transport assets, including streetscapes, footpaths, crossings and related public infrastructure.

The Council's ability to respond proactively to these shifts is essential to delivering infrastructure that remains accessible, safe, sustainable and fit for purpose over time. Key areas of future demand, the forecast implications, and the strategies in place to manage their impact on transport assets are summarised in **Table 14**.

Table 14 - Future Demand Drivers

Drivers	Current Position (Evidence-Based)	Demand Forecast (Evidence-Based)	Demand Impact	Demand Management Plan (Linked to Council Strategies)	Impact on Assets
Population Growth & Demographic Change	• Population 21,559 (ABS 2021) • +6.7% growth since 2016 • 33% born overseas • 13.8% aged 65+ • Avg. household size 2.3	• Projected ~23,000 by 2036 • 20% growth of 65+ group • Increasing cultural diversity	• Gradual increased demand for walking, cycling and connectivity and for road usage.	• Strategic Community Plan 2023-2027 • DAIP 2026–2030 • Application of Universal Design principles to ensure transport infrastructure supports an ageing population, culturally diverse users, and varying mobility needs.	• Accessibility and functional upgrades and potential early intervention on footpaths and kerb ramps.
Urban Infill & Regional Growth	• State Significant Infill Area • Local Infill Investigation Area • Increased infill in neighbouring councils	• 70% of new dwellings via infill • Greater regional facility use	• Higher use of roads, footpaths, kerb ramps and pedestrian crossings	• Greater Adelaide Regional Plan alignment • Shared-use planning • LTFP integration • Integration of Universal Design principles into new and upgraded transport infrastructure to support accessible, walkable and connected infill environments.	• More DDA-compliant upgrades to kerb ramps and bus stops • Potential need for added capacity and shared use of roads and footpaths
Changing Community Expectations and Accessibility Standards	• Growing expectations for safety, comfort & modern amenity • Universal Design principles adopted in DAIP	• Rising expectations for universal access & contemporary quality	• Higher maintenance & upgrade standards	• DAIP 2026-2030 compliance • Universal Design principles integrated into new asset planning and renewal • Strategic Community Plan 2023-2027 objectives	• Potential upgrades to roads and footpaths to enable shared use • More DDA-compliant upgrades to kerb ramps and bus stops • Spray seal and slurry seal road surfaces to be replaced with hotmix surface • Concrete footpaths to be replaced with paved footpaths
Sustainability & Climate Resilience	• Environmental Action Plan active • Resilient East partnership	• Increasing demand for low-emission and climate-ready assets	• Need for sustainable retrofits & climate adaptation works	• Resilient East climate principles	• Higher costs associated with designing and constructing climate resilient assets
Regulatory & Legislative Change	• Compliance maintained (NCC, WHS, DDA, heritage etc.)	• Stricter future requirements expected	• More compliance-driven upgrades required	• Asset Management Policy alignment • LTFP compliance funding	• Higher lifecycle & renewal costs
Financial Sustainability & Cost Escalation	• Construction & OPEX costs rising faster than CPI	• Continued cost escalation forecast	• Budget pressure on renewals	• Risk-based prioritisation • LTFP forecasting • Grant-seeking	• Deferral of non-critical renewals • Lifecycle optimisation

5 Lifecycle Management

The Lifecycle Management Plan outlines how Council manages, maintains and plans for its transport infrastructure assets to deliver the agreed Community and Technical Levels of Service in a sustainable, risk-informed, and financially responsible manner. It describes the activities undertaken at each stage of the asset lifecycle, from planning and acquisition through to operation, maintenance, renewal, upgrade, and eventual decommissioning or disposal.

This structured approach ensures that transport assets, including roads, footpaths, kerbs, kerb ramps and traffic control devices, continue to support safe and efficient movement, accessibility, economic activity and public amenity over the long term. It also supports informed decision-making that balances service level outcomes, risk management and financial sustainability.

Lifecycle planning for transport assets is informed by:

- Asset condition assessments, asset valuation and revaluation data and remaining useful life analysis
- Asset hierarchy, network criticality and risk assessments
- Legislative and regulatory obligations applicable to local roads and transport infrastructure (Section 3)
- Council's strategic framework, including the *Strategic Community Plan*, *Long Term Financial Plan*, *Integrated Transport Plan* and *Asset Management Policy*
- Community and Technical Levels of Service (Section 3)
- Forecast changes in demand, land use and network utilisation.

5.1 Lifecycle Management Overview

To manage transport infrastructure effectively, Council considers four primary stages of the transport asset lifecycle including:

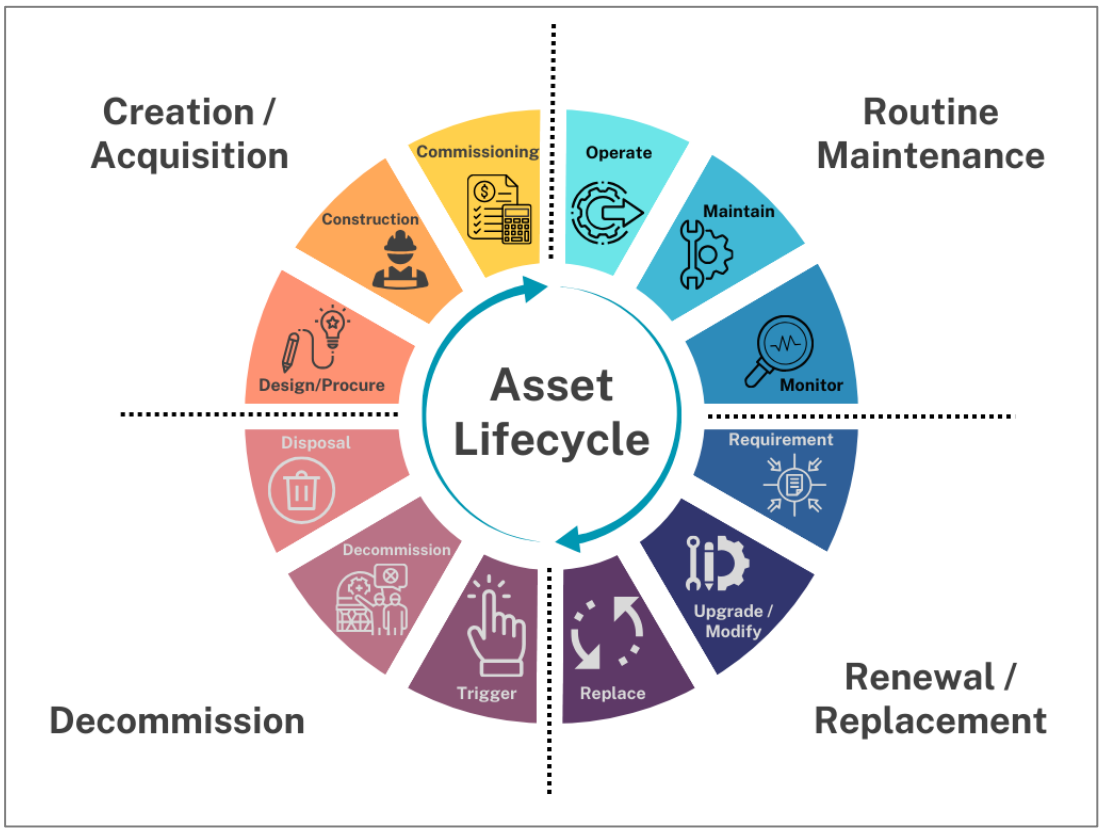
1. **Planning and acquisition** - planning, design, procurement and construction
2. **Operations and maintenance** - inspection, routine and reactive maintenance, monitoring and performance review
3. **Capital renewal/replacement** - condition-based and risk-based renewal of existing assets
4. **Decommission or disposal** – removal of assets, where appropriate.

Each lifecycle stage is applied systematically to ensure the transport network remains safe, functional and fit for purpose, while supporting long-term financial sustainability and service delivery.

Figure 3 illustrates the continuous and cyclical nature of asset lifecycle management, demonstrating how assets transition between planning, acquisition, operation, maintenance, renewal and eventual disposal. The figure highlights that lifecycle management is not linear, but an ongoing process where information from each stage feeds back into future planning and decision-making.

This integrated lifecycle approach enables Council to optimise whole-of-life costs, proactively manage risk, and ensure that investment decisions are aligned with service delivery objectives and long-term financial sustainability. It also supports a shift from reactive to planned interventions, reducing the likelihood of asset failure and improving overall asset performance.

Figure 3 - Asset Lifecycle



Council applies a risk-based approach to all lifecycle decisions, prioritising assets based on condition, utilisation, compliance risks, safety issues, community value and alignment with the Council's strategic direction.

In practice, this means that limited resources are directed toward assets that deliver the greatest community benefit or present the highest risk if not addressed, ensuring transparent and defensible decision-making.

5.2 Asset Life

Transport assets are inspected, condition assessed and revalued on a periodic basis in accordance with Council's asset management practices. Asset condition data, together with adopted useful life assumptions for each asset class, are used to estimate the remaining life of each asset and inform long-term renewal forecasting.

5.2.1 End of Useful Life and Condition End of Life

For the purposes of this Transport Asset Management Plan, "end of useful life" refers to the point at which an asset reaches the end of its expected service life based on the standard useful life assumptions adopted by the Council for valuation, depreciation and long-term financial modelling purposes.

"Condition end of life" refers to the point at which an asset's physical condition, as determined through inspections and condition assessments, indicates that continued maintenance is no longer cost-effective and renewal or replacement is required to maintain the agreed levels of service.

An asset may reach its theoretical end of useful life without requiring immediate renewal if its condition and performance remain satisfactory. As a result, condition assessments, risk and operational requirements are given greater consideration when determining renewal priorities.

Further detail on how condition ratings inform maintenance and renewal decisions is provided in Section 5.3.

5.2.2 Useful Life, Depreciation and Renewal Considerations

For financial reporting purposes, transport assets are depreciated using the straight-line depreciation method, which allocates the current replacement cost of an asset over its expected useful life based on asset type. Periodic condition assessments and revaluation of assets are undertaken to review and adjust remaining useful life estimates and replacement costs, ensuring asset values remain accurate and reflective of actual network condition.

Assets may be renewed or replaced for a range of reasons including declining condition, functional obsolescence, changing capacity requirements, amenity improvements, or the increasing requirement for asset maintenance and repair as assets age. As a result, the service life of an asset may differ from its original design life or the expected standard useful life assumption. Routine and reactive maintenance and repair works will be undertaken during an asset's life to maintain the agreed Community and Technical Levels of Service provided by the asset.

A summary of expected useful lives of transport asset classes is provided in the **Table 15**.

Table 15 - Useful Lives of Assets

Transport Category	Asset Type	Expected useful life (years)
Road surface	Slurry seal / cold overlay surface	12
	Spray seal surface	17
	Formed gravel surface	17
	Dense graded hotmix surface	29
	Fine gap graded hotmix surface	29
	Interlocking concrete block paved surface	46
	Concrete	58
	50mm AC10 A35P	29
Road pavement	Collector road pavement	80
	Macadam local road pavement	100
	Laneway/path pavement	98
	Granular local road pavement base	100
	Deep Lift AC14 Pavement Base	98
Kerb	Upright Concrete Kerb	80-92
	Upright Stone Kerb	80-92
	Spoon Drain	80
	Rollover Concrete Kerb	80
	Median Concrete Kerb	80

Transport Category	Asset Type	Expected useful life (years)
	Bitumen Kerb	92
	Basin Kerb Extension	92
Kerb ramp	Kerb ramp	50
Footpath	Paved footpath	46
	Concrete footpath	60
	Hotmix footpath	30
	Spray seal footpath	20
	Gravel footpath	15
Traffic Control Device	Crossing	40
	Other traffic control devices including roundabout, raingarden, road hump, kerb extension	50

Condition end-of-life thresholds are applied through the condition and consumption scoring methodology described in Section 5.3 and are used alongside useful life assumptions to inform renewal timing.

5.3 Asset Condition

Condition assessments provide an essential evidence base for understanding the physical state, performance and remaining useful life of Council's transport assets. They support informed decision-making by identifying where maintenance, renewal or replacement is required to sustain agreed levels of service and manage risk across the transport network.

The City of Prospect undertakes regular inspections and periodic condition audits of its transport assets to monitor deterioration and ensure assets remain safe, functional and fit for purpose. The information collected through these inspections is used to inform lifecycle planning, including the development of the capital works programs for renewal and ongoing maintenance. A summary of asset condition across transport asset categories is provided in **Figure 4** – *Asset Category Condition Ratings*.

Condition data also supports the prioritisation of renewal works and helps ensure that transport assets achieve their expected service life while continuing to meet community level of service expectations. The condition scoring criteria adopted for transport assets is based on the Institute of Public Works Engineering Australia (IPWEA) condition rating guidelines and provides a consistent framework for assessing asset condition across the network. The framework used to link observed asset condition to recommended maintenance or renewal actions is summarised in **Table 16** - *Transport Asset Condition Rating Framework.*

Table 16 - Transport Asset Condition Rating Framework

Condition Grade	Condition	Condition Description	Action
0	Excellent	New asset with no visible signs of deterioration	No action required
1	Very good	Near new asset is in sound physical condition with no visible signs of deterioration	No work required.
2	Good	Asset is in acceptable condition with minor deterioration evident. Low risk of failure and only minor maintenance work required (if any).	Minor maintenance as required.
3	Fair	Moderate deterioration evident. Asset is still serviceable and failure is unlikely in the near future, however, further deterioration is expected.	Maintenance required to sustain the level of service. Renewal likely to be required in the medium term (5-10 years).
4	Poor	Significant deterioration evident and asset performance is reduced. Failure is likely in the short term.	Renewal likely to be required in the short term (2 to 5 years).
5	Very poor	Asset has failed or failure is imminent, and may present a safety risk.	Refurbishment, replacement, or removal required as a priority.

Note: These condition ratings provide a standardised basis for assessing Council's transport infrastructure assets and guide maintenance, renewal, or replacement decisions to support agreed service levels and lifecycle planning.

The condition data for the Council's transport assets has been extracted from the Conquest Asset Management System. The information contained within Conquest reflects a combination of condition data captured during previous condition audits of the transport network, together with more recent data collected through the 2023 condition audit. Condition ratings within Conquest, which are scaled from 1-5, have been converted into consumption scores ranging from 0–100. These consumption scores are used to determine the estimated expiry date (next renewal date) for each asset. A consumption score of 0 represents a new asset, while a score of 100 indicates that the asset is fully consumed and due for replacement.

A consumption score of 40 or higher indicates that an asset has consumed at least 40% of its modelled service potential. This does not mean the asset has failed or requires immediate renewal; rather, it identifies assets that are progressing through their lifecycle and may require closer monitoring, maintenance planning, or future renewal consideration. Consumption scores are assessed alongside asset condition, risk, service impact, and renewal timing when developing the renewal program.

Condition audits are undertaken periodically to:

- identify and capture any assets missing from the asset register
- assess and record the condition of the assets
- estimate the remaining useful life of the assets
- inform asset class revaluations

- support the development of asset renewal plans.

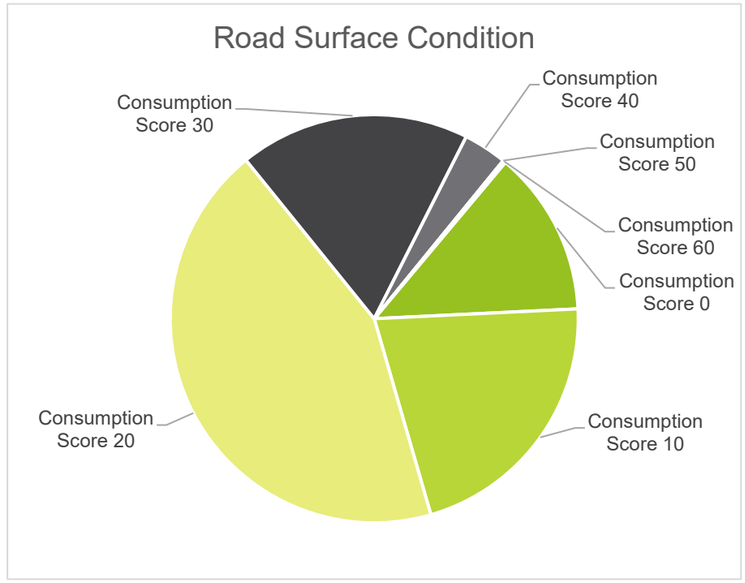
While a small portion of the condition data reflects earlier inspections, it continues to provide a useful basis for understanding the overall condition profile of the transport network and for informing asset renewal planning. The data will continue to be progressively improved as future condition audits are undertaken and updated within the Conquest Asset Management System.

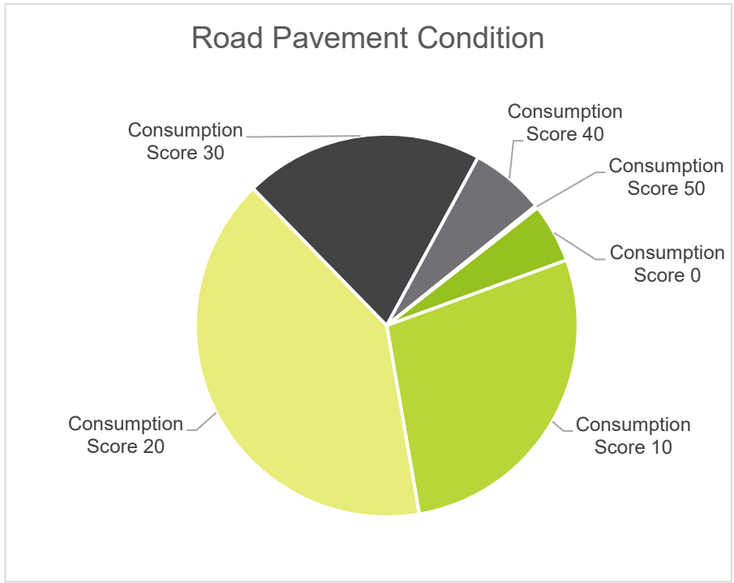
A summary of the condition of the transport asset categories is provided in the **Table 17**.

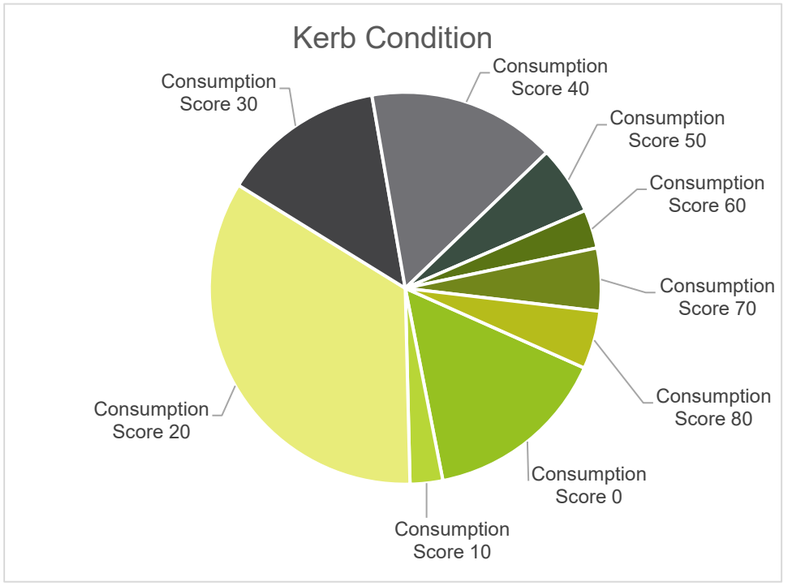
Table 17 - Asset Category Condition

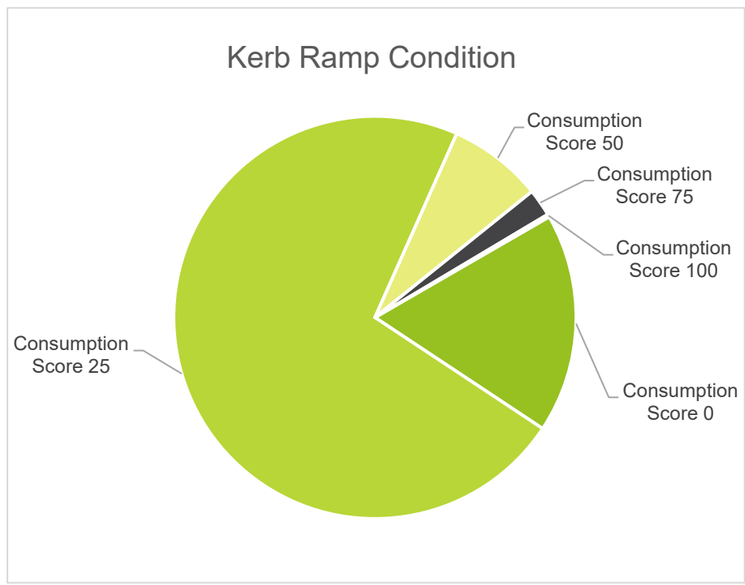
Asset category	Number of assets	Average condition (consumption score)	Percentage of Assets with consumption score 40 or higher
Road surfaces	465	18.1	4%
Road pavements	460	19.3	7%
Kerbs	1003	29.6	34%
Kerb ramps	1360	23.8	10%
Footpaths	916	32.5	43%
Traffic control devices	514	31.2	25%

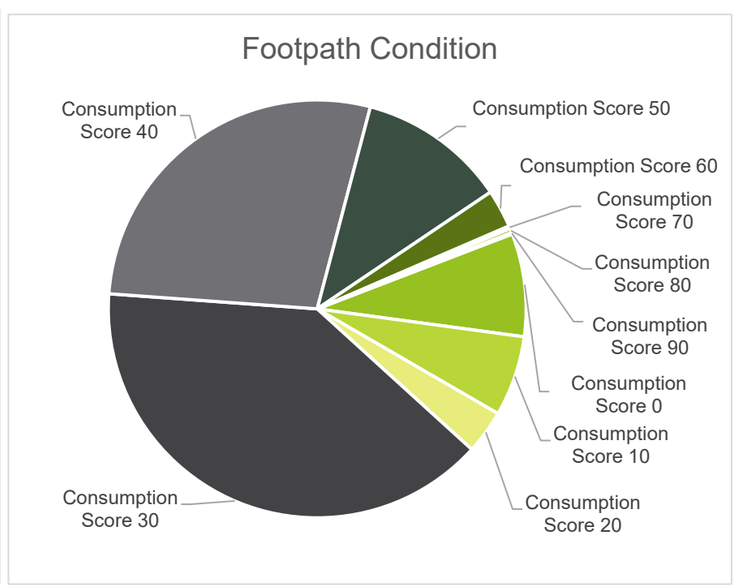
Figure 4 - Asset Category Condition Ratings

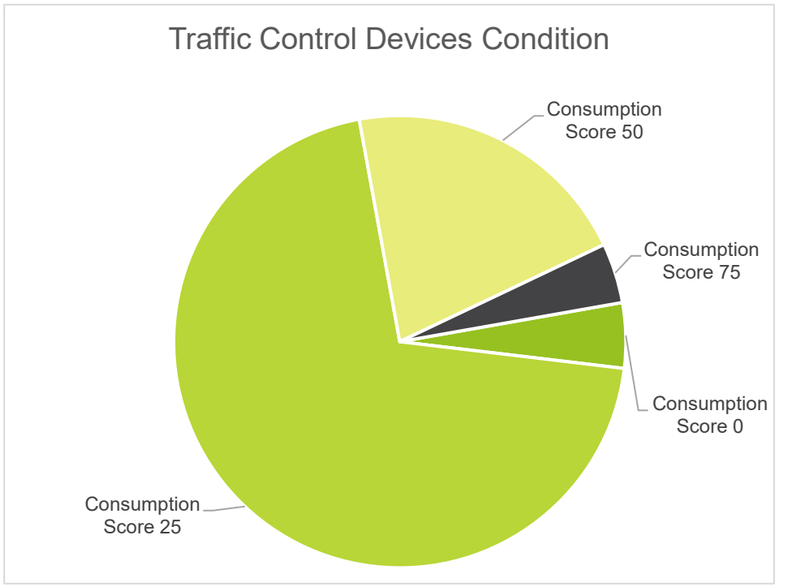












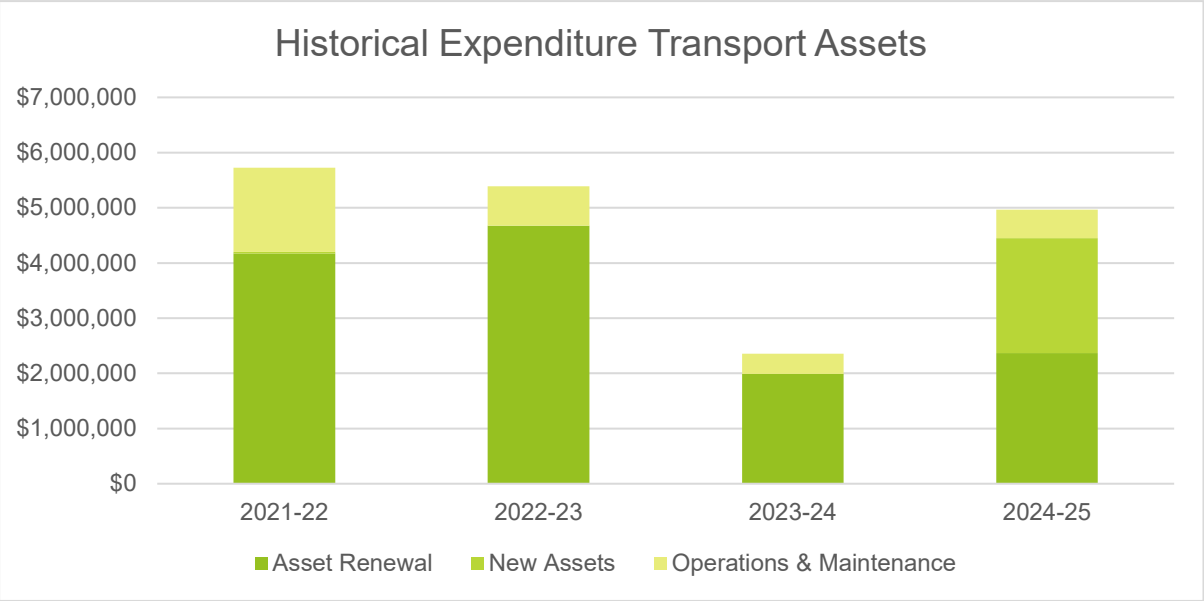
5.4 Historical Expenditure

Historical expenditure for the previous four years (2021-22 to 2024-2025) on capital renewal, new assets and the operation and maintenance of transport assets is summarised in **Table 18** and illustrated in **Figure 5.**

Table 18- Historical Expenditure

Financial Year	2021-22	2022-23	2023-24	2024-25
Asset Renewal	$4,174,000	$4,677,000	$1,992,000	$2,368,000
New Assets	$24,000	$0	$0	$2,081,000
Operations & Maintenance	$1,525,747	$713,349	$362,518	$517,739
Total	$5,723,747	$5,390,349	$2,354,518	$4,966,739

Figure 5- Historical Expenditure



5.5 Operation and Maintenance Plan

Operations and maintenance activities include all actions required to retain the condition, functionality and amenity of Council's transport assets. These activities include both planned (scheduled) and reactive (responsive) activities.

Council staff assess, prioritise and undertake both reactive and planned maintenance works, with works scheduled and undertake, where possible, in a manner that minimises disruption to network operations and service delivery. Typical maintenance activities for transport assets include repairing footpath defects to reduce tripping hazards, patching road surfaces and repairing kerbs to maintain effective surface drainage. Typical operations activities associated with transport assets include routine tasks such as cleaning footpaths and bus shelters.

The forecast operations and maintenance costs have been estimated by Council based on a percentage of the total expected costs for materials, contracts and other operating expenses identified in the LTFP. The average annual forecast expenditure for the operations and maintenance of transport assets is $446,000. The 10-year operations and maintenance forecast is shown in **Table 19** and **Figure 6**.

Table 19 – 10 -Year Forecast Operations and Maintenance Plan

Financial Year	Operations and Maintenance Forecast
2026-27	$400,148
2027-28	$407,217
2028-29	$418,306
2029-30	$428,763
2030-31	$440,899
2031-32	$450,469
2032-33	$458,643
2033-34	$473,274
2034-35	$485,106
2035-36	$497,234
10 Year Total	$4,460,059

Note: All values used within Table 19 have been indexed.

Figure 6 - Forecast 10-Year Operations and Maintenance Plan



Note: All values used within Figure 6 have been indexed.

5.6 Renewal Plan

Capital renewal includes works which restore, rehabilitate, replace or renew existing assets to maintain their service potential. While renewal of transport assets is primarily driven by asset condition, it may also be informed by strategic and planning considerations, including coordination of works across multiple asset classes to minimise disruption and improve delivery efficiency.

Renewal priorities are primarily informed by asset condition and risk, with remaining useful life used to support long-term forecasting rather than acting as the sole determinant of renewal timing. Renewal activities are undertaken to ensure agreed service levels are maintained and that transport assets remain safe, functional, compliant and fit for purpose.

Renewal works also support the management of long-term risk, lifecycle costs, and overall network performance. The Transport Asset Renewal Plan has been developed for the six transport asset categories using data extracted from the Conquest Asset Management System, informed by condition assessments, asset valuation data, community expectations, projected demand, and the Council's strategic and financial planning frameworks.

5.6.1 Renewal Methodology

The Renewal Methodology is based on the following approach, with the resulting condition-based renewal demand forecast presented in **Table 20** – *Condition-Based 10 - Year Renewal Demand Forecast by Asset Class*:

- Road surface, road pavement and kerb renewal years are based on the "Expiry Date (Date of Next Scheduled Work)" recorded for each asset.
- Kerb ramp, footpath and traffic control device renewal years are based on the "Expiry Date" recorded for each asset.
- Costs for renewal works are based on current replacement costs recorded in the asset data.
- Renewal works identified prior to the 2026–27 financial year have been classified as backlog and included in the 2026–27 financial year condition-based renewal requirement.
- Additional cost estimates have been incorporated into the Renewal Plan for associated pavement works and kerb repair works undertaken as part of road surface renewal projects.
- The Renewal Plan includes allowance for the progressive transition of all non-paved footpaths to paved footpaths over a 20-year period.
- Provision has also been included for the repair or replacement of tactile indicators at kerb ramps, together with upgrades to traffic control devices undertaken in conjunction with road surface renewal works.
- Resourcing, delivery capacity and budgeting requirements have been considered. The annual renewal requirement for Years 4–10 has been determined by subtracting the first three years of programmed renewal funding from the total 10-year renewal requirement and then averaging the remaining balance across the subsequent seven-year period to achieve a more balanced and deliverable renewal profile while maintaining adopted Levels of Service.

5.6.2 Forecast 10-Year Renewal Demand *by Asset Class*

Table 20 presents the condition-based 10-year renewal demand forecast for the Council's transport assets by asset class. It identifies the timing and estimated cost of renewal works across the planning period based on condition-based modelling extracted from the Conquest Asset Management System. The forecast includes both backlog renewal demand and future renewal requirements for road surfaces, pavements, kerbs, kerb ramps, footpaths and traffic control devices, together with associated supporting works.

The table demonstrates that renewal demand varies significantly across the 10-year period, reflecting the timing of asset expiry and programmed delivery of major renewal works. The values are expressed in current (unindexed) dollars and exclude renewal contingency allowances, which are incorporated later in the proposed Renewal Plan (refer Table 21).

The values in **Table 20** should be considered indicative only and are intended to provide transparency on how renewal demand has been derived. Additional assumptions, funding considerations, delivery constraints and strategic adjustments have subsequently been applied in the development of the proposed Renewal Plan.

5.6.3 Renewal Plan Assumptions and Financial Alignment

Forecast renewal requirements are based on condition-driven demand, including identified backlog requirements derived from Council's asset condition modelling.

To support financial sustainability, efficient resourcing and practical delivery of works, the proposed Renewal Plan has been aligned with the adopted LTFP renewal budgets for the first three years of the planning period.

Beyond the first three years of the LTFP planning period, the forecast renewal demand has been strategically redistributed across Years 4–10 to achieve a more balanced, deliverable and financially sustainable renewal profile. This redistribution smooths significant peaks in modelled renewal demand and reflects Council's anticipated delivery capacity, resource availability and long-term funding constraints, while continuing to address priority renewal requirements and maintain adopted Levels of Service.

Given limitations in the completeness and maturity of some asset data, a Renewal Contingency allowance has been incorporated into the proposed Renewal Plan for Years 4-10. This allowance has been informed by historical expenditure patterns and benchmarking against comparable councils and is intended to provide flexibility for unforeseen renewal requirements, changes in asset condition and potential variability in renewal timing.

Both the LTFP values and the renewal budget forecasts presented in this TAMP have been indexed to account for forecast cost escalation.

Table 21 - Forecast 10 Year Renewal Plan presents the proposed total Renewal Plan, including redistributed renewal demand, contingency allowances, strategic adjustments and indexation, alongside the raw condition-based renewal demand and adopted LTFP renewal budgets for comparison. A breakdown of renewal demand by asset class is provided in **Table 20**.

Direct comparison between the condition-based renewal demand and the indexed funding allocations presented in Table 21 should be considered indicative only, as the condition-based renewal demand has been presented in unindexed dollars, whereas the LTFP Renewal Budget and Proposed Renewal Plan include indexation assumptions over the planning period.

Table 20 – Condition-Based 10 - Year Renewal Demand Forecast by Asset Class

Renewal Year	2026-27 + Backlog	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	10-Year Total
Road Surface Renewal	$512,690	$64,267	$182,776	$257,978	$155,274	$496,193	$1,453,264	$364,967	$957,269	$677,557	$5,122,235
Road Pavement Renewal	$437,435	$0	$0	$0	$0	$0	$0	$0	$0	$0	$437,435
Kerb Renewal	$2,605,055	$0	$0	$0	$0	$0	$0	$0	$2,849,225	$0	$5,454,279
Kerb Ramp Renewal	$128,228	$0	$75,282	$0	$0	$1,448	$0	$0	$0	$0	$204,959
Footpath Renewal	$0	$184,842	$0	$0	$0	$16,400	$0	$0	$0	$184,666	$385,908
Traffic Control Device Renewal	$103,097	$0	$0	$0	$0	$0	$0	$0	$0	$0	$103,097
Pavement works associated with road surface renewal	$512,690	$64,267	$182,776	$257,978	$155,274	$496,193	$1,453,264	$364,967	$957,269	$677,557	$5,122,235
Kerb Repairs associated with road reseals	$271,920	$63,960	$98,790	$199,155	$155,730	$328,965	$939,600	$261,705	$634,215	$405,375	$3,359,415
Footpath works to transition to pavers in 20 years	$458,120	$458,120	$458,120	$458,120	$458,120	$458,120	$458,120	$458,120	$458,120	$458,120	$4,581,200
Traffic Control Device Renewal/Improvement	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$1,000,000
Kerb ramp tactiles and repairs	$38,100	$38,100	$38,100	$38,100	$38,100	$38,100	$38,100	$38,100	$38,100	$38,100	$381,000
Total	$5,167,336	$973,557	$1,135,845	$1,311,331	$1,062,498	$1,935,419	$4,442,348	$1,587,860	$5,994,197	$2,541,376	$26,151,766

Note: The forecast renewal requirements are based on the condition modelling extracted directly from Conquest and associated renewal assumptions and should be considered indicative only.

Table 20 presents the raw condition-based renewal demand prior to the application of additional assumptions, funding considerations, delivery constraints and strategic adjustments incorporated within the Renewal Plan. It is included to provide transparency regarding how renewal requirements have been derived.

The values are expressed in current (unindexed) dollars.

Totals may not reconcile precisely due to rounding.

The forecast renewal demand excludes renewal contingency allowances, which have been incorporated separately within the proposed Renewal Plan..

Table 21 – Forecast 10 Year Renewal Plan

Financial Year	Condition-Based Renewal Demand (Unindexed)	LTFP Renewal Budget (Indexed)	Proposed Renewal Plan (Indexed and Including Renewal Contingency)
2026-27	$5,167,336	$3,485,400	$3,485,400
2027-28	$973,557	$3,589,962	$3,589,962
2028-29	$1,135,845	$3,679,711	$3,679,711
2029-30	$1,311,331	$3,771,704	$2,650,741
2030-31	$1,062,498	$3,865,996	$2,717,009
2031-32	$1,935,419	$3,962,646	$2,784,935
2032-33	$4,442,348	$4,061,712	$2,854,558
2033-34	$1,587,860	$4,163,255	$2,925,922
2034-35	$5,994,197	$4,267,337	$2,999,070
2035-36	$2,541,376	$4,374,020	$3,074,047
10-Year Total	$26,151,766	$39,221,744	$30,761,355

Note: Totals may not reconcile precisely due to rounding.

The proposed Renewal Plan reflects the recommended renewal expenditure profile considered appropriate to address forecast renewal demand over the 10-year planning period, having regard to asset condition, risk, service requirements, delivery capacity and financial sustainability considerations.

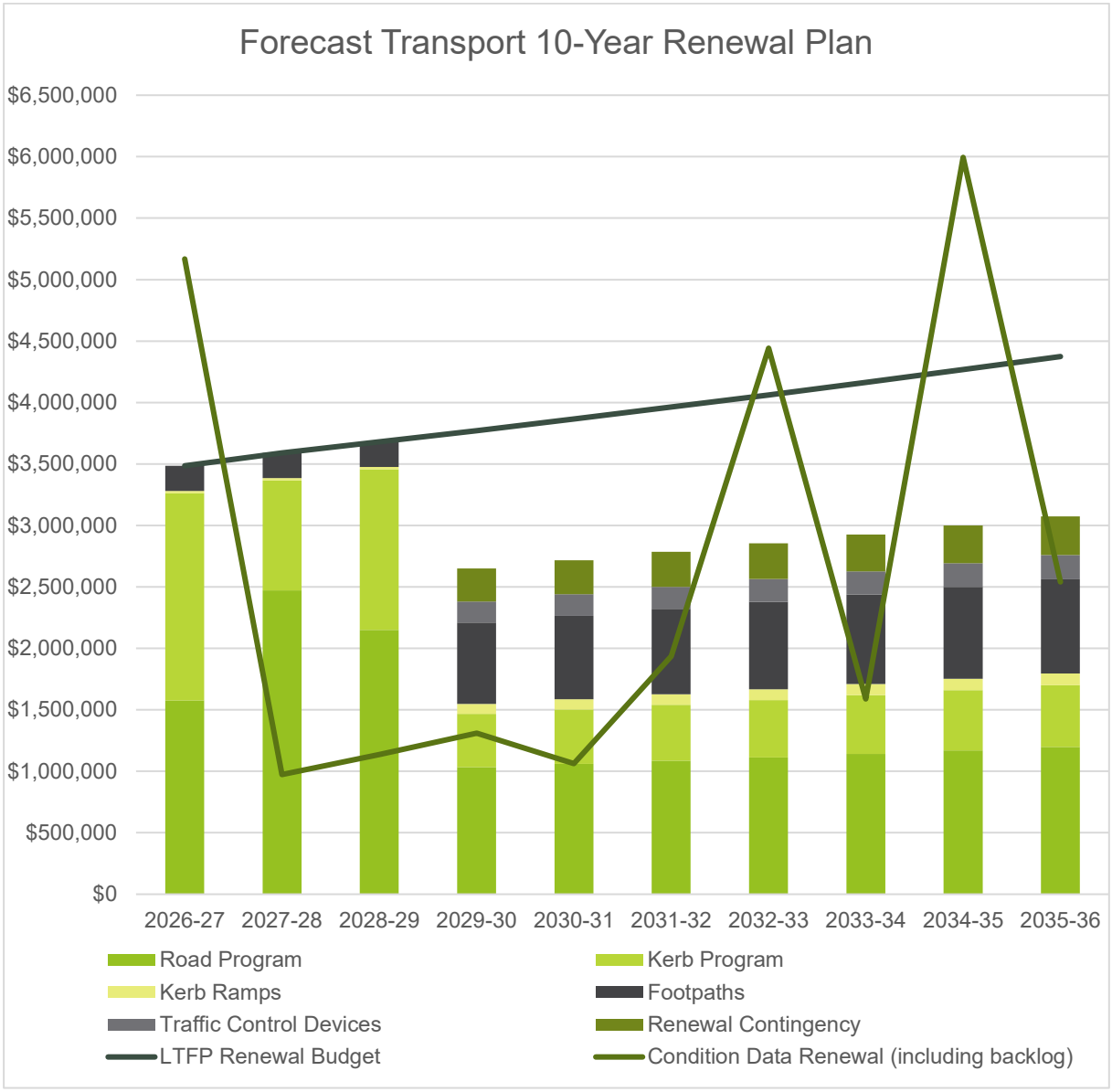
While the adopted LTFP renewal budgets currently exceed the proposed Renewal Plan profile, analysis undertaken as part of this TAMP indicates that the Council's transport asset network is in relatively good overall condition and does not presently require renewal investment at the level currently forecast within the LTFP over the medium to longer term.

Accordingly, the proposed Renewal Plan demonstrates that renewal expenditure for transport assets may be reduced over future planning periods while still maintaining adopted Levels of Service and managing long-term asset risk. However, Council has deferred any adjustment to long-term renewal funding allocations until completion of all Asset Management Plans and a comprehensive whole-of-portfolio funding review.

This approach will ensure that future renewal funding decisions are informed by a consistent understanding of asset condition, lifecycle requirements, risk exposure and investment priorities across all major asset classes prior to any recalibration of renewal funding profiles is undertaken within the Long-Term Financial Plan.

Figure 7 presents a comparison between the condition-based asset renewal demand, the proposed Renewal Plan and the adopted LTFP renewal budgets over the 10-year planning period.

Figure 7 - Forecast 10-Year Renewal Plan



Note: All values used in Figure 7, with the exception of the Condition Data Renewal, have been indexed.

The LTFP funding shown reflects current funding levels (LTFP 2026-27 to 2035-36), which have not yet been recalibrated. Council has deferred adjustment of renewal funding profiles until completion of all Asset Management Plans and consideration of a whole-of-portfolio review.

Table 22 provides a breakdown of the financially aligned 10-year Renewal Plan by asset category. The table distributes the total renewal expenditure presented in Table 21 across the major transport asset programs and includes indexed renewal allocations and Renewal Contingency allowances.

Table 22 - Forecast 10-Year Renewal Expenditure Summary by Asset Category

Renewal Year	Road Program	Kerb Program	Kerb Ramps	Footpaths	Traffic Control Devices	Renewal Contingency	Total
2026-27	$1,575,792	$1,686,098	$19,470	$204,040	$0	$0	$3,485,400
2027-28	$2,471,084	$895,368	$20,054	$203,456	$0	$0	$3,589,962
2028-29	$2,150,874	$1,305,327	$19,957	$203,553	$0	$0	$3,679,711
2029-30	$1,033,365	$433,759	$81,297	$661,254	$170,530	$270,536	$2,650,741
2030-31	$1,059,199	$444,603	$83,330	$677,785	$174,793	$277,299	$2,717,009
2031-32	$1,085,679	$455,718	$85,413	$694,730	$179,163	$284,232	$2,784,935
2032-33	$1,112,821	$467,111	$87,548	$712,098	$183,642	$291,338	$2,854,558
2033-34	$1,140,642	$478,789	$89,737	$729,900	$188,233	$298,621	$2,925,922
2034-35	$1,169,158	$490,758	$91,980	$748,148	$192,939	$306,087	$2,999,070
2035-36	$1,198,387	$503,027	$94,280	$766,852	$197,762	$313,739	$3,074,047
10-Year Total	$13,997,001	$7,160,558	$673,066	$5,601,816	$1,287,062	$2,041,852	$30,761,355

Note: All values used within Table 22 have been indexed.

The proposed Renewal Plan demonstrates a financially sustainable and risk-informed approach to maintaining the City of Prospect's transport assets over the planning period. The Plan balances condition-based renewal requirements with delivery capacity, long-term affordability and service level objectives.

5.7 Acquisition Plan

Acquisitions refer to new assets that did not previously exist or works that significantly upgrade existing assets, resulting in an increase in service capacity. The need for acquisitions may arise from population growth, new development, changes in community demand, or social and environmental requirements. Assets may also be transferred or donated to Council, such as those associated with the Prospect Corner development.

A total allowance of $5,483,702 has been allocated over the 10-year planning period for transport-related acquisition projects. This includes new roundabouts, traffic control devices, and road safety upgrades. Funding for Years 1–3 is consistent with the current LTFP (2026-27 to 2035-36) and reflects projects programmed for delivery during this period. In addition, an annual allocation of approximately $500,000 per year (CPI indexed annually) has been applied to Years 4–10 for modelling purposes and will be revised through future LTFP and AMP updates as more accurate data becomes available.

Acquisition of new assets will generate additional ongoing operational and maintenance requirements from the year of commissioning. These costs have been incorporated into long-term financial forecasting using benchmarked lifecycle maintenance assumptions to ensure whole-of-life asset costs are reflected in Council's financial planning framework.

Future development within the north-western area of the City may also generate additional transport asset acquisitions, which will be incorporated into future updates of the Asset Management Plan as required.

The forecast acquisition program is summarised in **Table 23** and displayed in **Figure 8**.

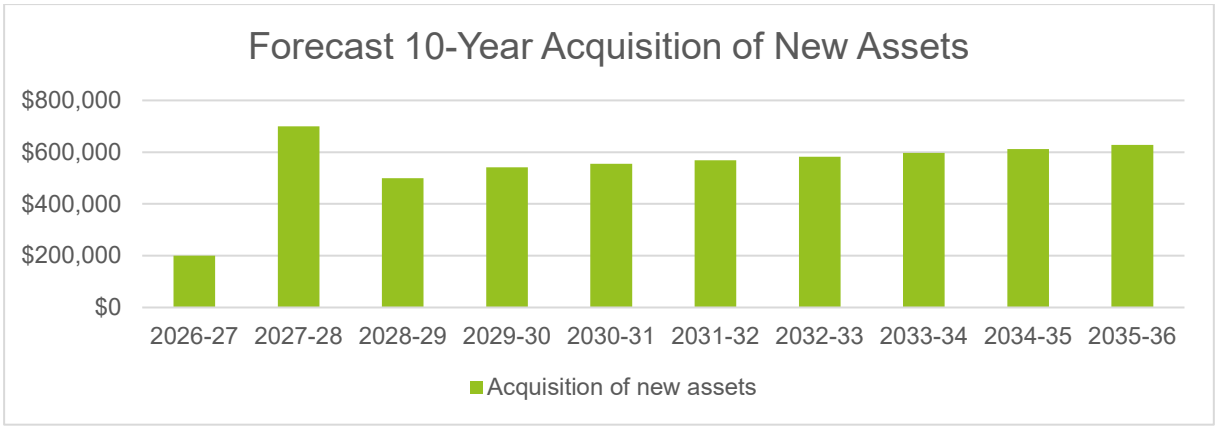
Table 23 – 10-Year Forecast for New Transport Assets

Financial Year	Acquisition of New Assets Forecast
2026-27	$200,000
2027-28	$700,000
2028-29	$500,000
2029-30	$541,072
2030-31	$554,599
2031-32	$568,464
2032-33	$582,675
2033-34	$597,242
2034-35	$612,173
2035-36	$627,477
10-Year Total	$5,483,702

Note: Years 1-3 align with the LTFP (2026-27 to 2035-36)

Years 4-10 are based on an allocation of $500,000 p.a. CPI Indexed. These figures have been included for modelling purposes and will be revised when more accurate data is available.

Figure 8 - 10-Year Forecast for New Transport Assets



Note: Years 1-3 align with the LTFP (2026-27 to 2035-36)

Years 4-10 are based on an allocation of $500,000 p.a. CPI Indexed. These amounts have been included for modelling purposes and will be revised when more accurate data is available.

5.8 Disposal Plan

Disposal of assets refers to activities associated with removing or decommissioning assets that are no longer required. Disposal may include the sale, demolition, relocation or transfer of assets.

Council does not currently have plans for the disposal of transport assets during the planning period.

6 Asset Renewal Strategy and Approach

The City of Prospect applies a condition-based, risk-informed and financially sustainable approach to the renewal of transport assets. The objective of the renewal strategy is to maintain transport assets at a level that supports Council's adopted Levels of Service while optimising whole-of-life costs, managing risk and maintaining long-term financial sustainability.

Renewal planning is informed by asset condition, network function, service requirements and lifecycle modelling within the Conquest Asset Management System. Renewal investment is prioritised toward assets of greatest need and highest consequence of failure, while also considering delivery efficiency, accessibility outcomes and available funding capacity.

6.1 Renewal Decision Framework

Renewal decisions are guided by the following principles:

- **Condition-based prioritisation -** Renewal needs are identified through lifecycle modelling within the Conquest Asset Management System, using condition, age and consumption data to determine likely intervention timing and remaining service potential. Assets approaching defined intervention thresholds are prioritised for renewal in accordance with Council's asset management practices.

- **Risk-based prioritisation -** Renewal priorities consider the likelihood and consequence of asset failure, including impacts relating to public safety, accessibility, service disruption and network performance, in accordance with Council's Risk Management Framework (refer Section 7).

- **Levels of Service alignment -** Renewal activities are prioritised to maintain agreed Levels of Service relating to safety, functionality, accessibility and network performance (refer Section 3).

- **Network Hierarchy and criticality -** Higher-order roads, key pedestrian routes and strategically important transport corridors are prioritised due to their greater community reliance and higher consequence of failure.

- **Coordinated delivery -** Renewal activities are coordinated across roads, pavements, kerb, footpaths and traffic infrastructure to support efficient corridor-based delivery and minimise community disruption, where feasible.

- **Accessibility and compliance -** Renewal works incorporate opportunities to improve accessibility and address compliance requirements, including alignment with Council's Disability Access and Inclusion Plan, where practicable.

- **Financial sustainability -** Renewal planning considers available funding, delivery capacity and long-term affordability to ensure that proposed works remain achievable and aligned with Council's LTFP.

6.2 Development of the Renewal Program

Renewal demand is initially generated through lifecycle modelling and represents the unconstrained renewal requirement based on asset condition, remaining useful life and expected levels of service, as presented in Table 20 and reconciled to the proposed Renewal Plan in Table 21.

This modelled demand is subsequently refined to develop a prioritised and deliverable renewal program that reflects Council's operational, strategic and financial context. In developing the renewal program, Council considers:

- condition and risk-based prioritisation to determine renewal timing

- coordination of related asset renewal activities (e.g. kerb, footpaths and traffic devices with road renewal programs)
- accessibility and compliance requirements and improvements, where feasible
- asset data confidence and uncertainty
- delivery capacity and resource availability
- long-term funding sustainability.

The resulting renewal program therefore represents a balanced and financially sustainable investment profile rather than a direct translation of modelled renewal demand. Renewal forecasts are reviewed annually through Council's budget and capital works planning processes to ensure continued alignment with asset condition, service requirements, emerging risks and available funding.

7 Risk Management

7.1 Critical Assets

Transport assets, including roads, footpaths, kerbs, kerb ramps and traffic control devices, are considered critical asset categories as they support the safe, accessible and efficient movement of people and goods throughout the City. These assets play an essential role in maintaining community access, network connectivity and the delivery of Council and community services.

The criticality of these assets is determined based on factors including public safety and accessibility risks, impacts on transport network functionality and service delivery, financial implications and potential reputational consequences for the Council. Particular consideration is given to assets where failure or loss of service could significantly affect road users, pedestrians, people with mobility requirements, access to essential services or the broader operation of the transport network.

7.2 Risk Assessment

The objective of the risk management process is to ensure that significant asset management risks are identified and assessed.

Following a risk assessment and consideration of both likelihood and consequence, risks identified as high or very high in the short to medium term are investigated. Strategies and treatments are implemented to mitigate or address unacceptable risks.

A preliminary Transport asset management risk assessment has been undertaken in line with the Council's risk matrix in **Table 24**. The transport asset risk register is provided in **Table 25**. It is recommended that the asset management risk register be reviewed regularly and incorporated into the Council's strategic risk register.

Table 24 - City of Prospect Risk Matrix

Consequence / Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	Medium	Medium	High	Extreme	Extreme
Likely	Low	Medium	High	High	Extreme
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Medium	Medium

Table 25- Transport Assets Risk Register

Service/ Asset at Risk	What Can Happen	Current Controls	Residual Risk Rating	Risk Treatment Plan / Actions	Responsibility	Timeframe
Transport assets exposed to climate change	Climate-related impacts may accelerate asset deterioration, reduce useful lives, affect serviceability and increase maintenance and renewal requirements	Consideration of climate change risk in strategic and long-term planning	High	Integrate IPWEA Practice Note 12.: Climate Change Impacts on the Useful Life of Infrastructure into asset project design and planning processes Implement relevant actions from the Resilient East Climate Action Plan, including embedding identified climate risks and adaptation measures into Council's asset management and capital works processes and periodically reviewing climate risks, asset useful-life assumptions and adaptation measures	City Works and Presentation - Assets and Maintenance Team and PMO and Project Delivery Team Executive Leadership Team (ELT)	Ongoing and as part of each AMP review
Continuity of asset management practices and decision-making	Changes to Elected Members or Executive Leadership Team personnel may result in inconsistent asset management priorities, practices, service levels or investment decisions	Documentation of asset management practices and agreed service levels Regular update of Asset Management Plans	Medium	Maintain documented asset management practices and agreed levels of service Align Asset Management Plans with the Long-Term Financial Plan and capital works program Provide regular asset management updates to Elected Members Continuous improvement of asset management maturity	City Works and Presentation - Assets and Maintenance Team City Corporate – Finance Executive Leadership Team (ELT)	Ongoing, with formal review during each AMP and Long-Term Financial Plan cycle
Funding for transport asset maintenance and renewal	Insufficient funding may prevent Council from achieving agreed levels of service or completing required maintenance and renewal works, resulting in asset deterioration, service disruption and an increased renewal backlog	Clear budget planning and identification of funding requirements for planned renewal and upgrade works 10-year financial planning and rolling three-year capital works program Regular transport asset condition audits	Medium	Review and define levels of service and implement plan to achieve agreed levels of service Undertake cyclic condition audits to continue to improve data quality for decision-making	City Works and Presentation - Assets and Maintenance Team City Corporate – Finance Executive Leadership Team (ELT)	Annual budget cycle and each AMP review
Transport asset data	Inaccurate, incomplete or inconsistent asset data may result in unreliable condition assessments, renewal forecasts, useful-life estimates and funding decisions	Undertake cyclic condition audits and post process data to ensure most recent data is uploaded into the asset management system Capture of asset renewal data through capitalisation of assets constructed during each financial year Capture of changes and updates through inspections, issues reporting	Medium	Establish a process for regular condition audits, processing and upload of data into asset management system, regular update of unit rates and review of useful lives of assets Establish a data management framework and guidelines for asset register development and maintenance to ensure consistency in asset data collection and recording	City Works and Presentation - Assets and Maintenance Team City Corporate - Finance	Ongoing, with condition audits undertaken in accordance with the inspection program

				Undertake cyclic condition audits to continue to improve data quality for decision-making		
Non DDA compliant bus stops, kerb ramps or pedestrian crossings	Infrastructure that does not meet applicable accessibility requirements may restrict safe and equitable access and expose Council to legal, safety, financial and reputational risks.	Kerb ramps recorded as having tactiles or not.	Medium	Develop asset register for bus stops and record DDA compliance status to identify assets requiring work DDA assessment and identification of non-compliant bus stops, kerb ramps or pedestrian crossings. Program of works to make assets DDA compliant and reduce risk	City Works and Presentation - Assets and Maintenance Team and PMO and Project Delivery Team	Assessment in the short term, followed by an ongoing prioritised works program

8 Financial Summary

8.1 Asset Valuation

Transport assets are valued in accordance with the Australian Accounting Standard AASB 13 Fair Value Measurement, which requires assets to be measured at fair value. For transport infrastructure assets, fair value is generally determined using the current replacement cost method.

The transport asset valuation data presented in **Table 26** has been extracted from the Council's Conquest Asset Management System.

Asset revaluations are undertaken for each asset class every four years to ensure that asset values remain current and reflect the condition and remaining service life of the assets.

During revaluation, the current replacement cost of each asset is calculated based on the quantity of assets recorded in the asset register and the applicable unit rates for the replacement of each asset type. Accumulated depreciation and the carrying value of the assets are then determined using condition data collected through the condition audits together with the standard useful lives assigned to each asset class.

Asset values are expected to change over time as new assets are added through capital works programs and as unit rates increase in response to changes in construction costs for infrastructure.

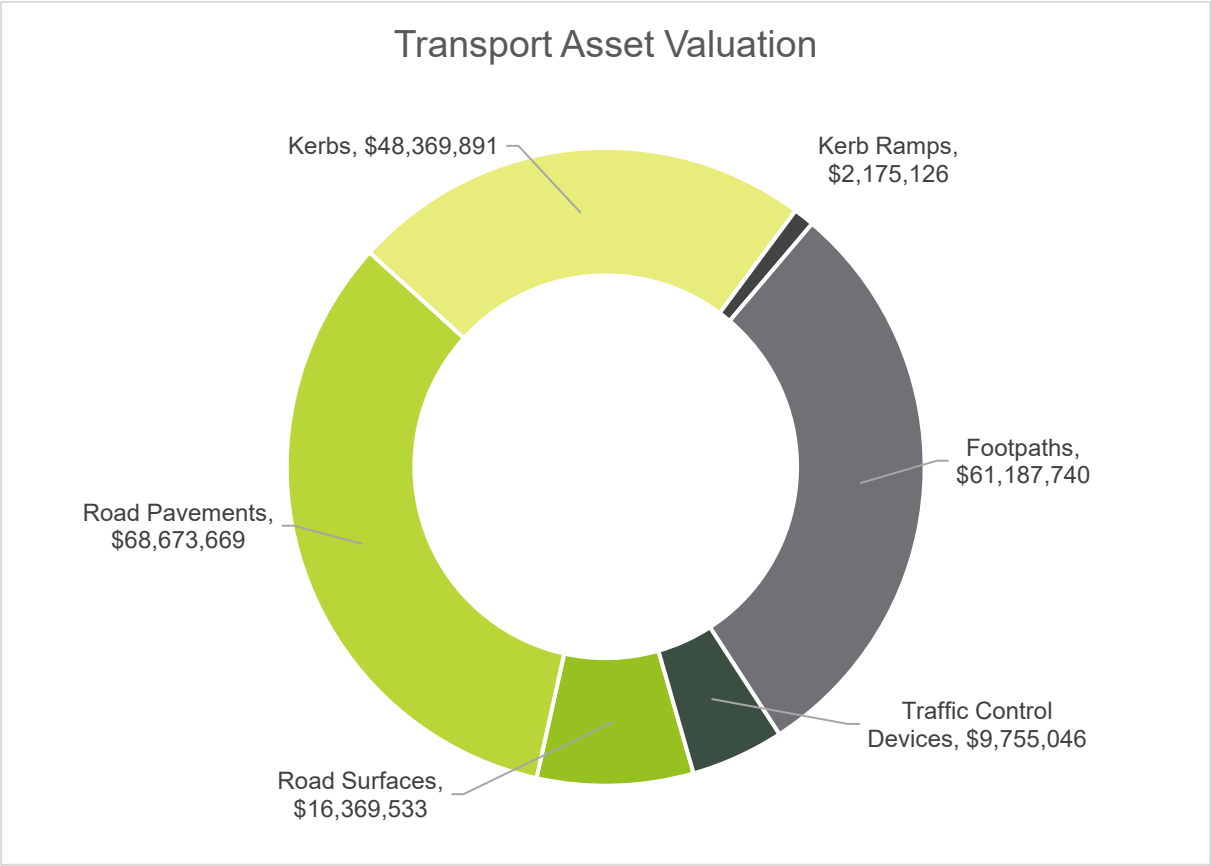
Figure 9 shows the distribution of the $206.5 million replacement value of the transport asset network across its key components, with road pavements, footpaths and kerbing comprising the largest shares.

Table 26 - Transport Asset Valuation

Asset Category	Number of Assets	Current Replacement Cost	Accumulated Depreciation	Written Down Value
Road Surfaces	465	$16,369,533	$9,225,389	$7,144,144
Road Pavements	460	$68,673,669	$24,452,716	$44,220,953
Kerbs	1,003	$48,369,891	$22,951,683	$25,418,208
Kerb Ramps	1,360	$2,175,126	$1,199,661	$3,374,787
Footpaths	916	$61,187,740	$21,571,545	$39,616,194
Traffic Control Devices	514	$9,755,046	$2,944,327	$6,810,720
Total	4,718	$206,531,004	$79,945,998	$126,585,006

Note: Asset values as at 30 June 2025

Figure 9 - Transport Asset Valuation



Note: Asset values as at 30 June 2025

8.2 Expenditure Forecast Summary

The overall transport expenditure forecast for the management of Council's transport assets, including operations, maintenance, renewal of existing assets and acquisition of new assets, is summarised in **Table 27** and illustrated in **Figure 10**. These forecasts provide an overview of the funding required to manage, maintain, renew and expand the transport network over the 10-year planning period, supporting the delivery of the agreed levels of service to the community.

Table 27 provides a detailed year-by-year breakdown of forecast expenditure, including asset renewal, operations and maintenance costs, external grant funding and the total funding required from Council.

Figure 10 presents the forecast 10-year expenditure profile, illustrating the distribution of expenditure across renewal and operations and maintenance activities over the planning period.

Table 27 - Forecast 10-Year Expenditure Summary for Transport Assets

Financial Year	Asset Renewal	Acquisition of New Assets & Asset Disposal	Operations & Maintenance	External Grant Funding	Total Council Funding Required	Total Transport LTFP Budget
2026-27	$3,485,400	$200,000*	$400,148	$0	$4,085,548	$4,085,548
2027-28	$3,589,962	$700,000*	$407,217	$0	$4,697,179	$4,697,179
2028-29	$3,679,711	$500,000*	$418,306	$0	$4,598,017	$4,598,017
2029-30	$2,650,741	$541,072	$428,763	$0	$3,620,576	$4,200,466
2030-31	$2,717,009	$554,599	$440,899	$0	$3,712,507	$4,306,895
2031-32	$2,784,935	$568,464	$450,469	$0	$3,803,868	$4,413,115
2032-33	$2,854,558	$582,675	$458,643	$0	$3,895,876	$4,520,355
2033-34	$2,925,922	$597,242	$473,274	$0	$3,996,438	$4,636,529
2034-35	$2,999,070	$612,173	$485,106	$0	$4,096,349	$4,752,442
2035-36	$3,074,047	$627,477	$497,234	$0	$4,198,758	$4,871,254
10-Year Total	$30,761,355	$5,483,702	$4,460,059	$0	$40,705,116	$45,081,800

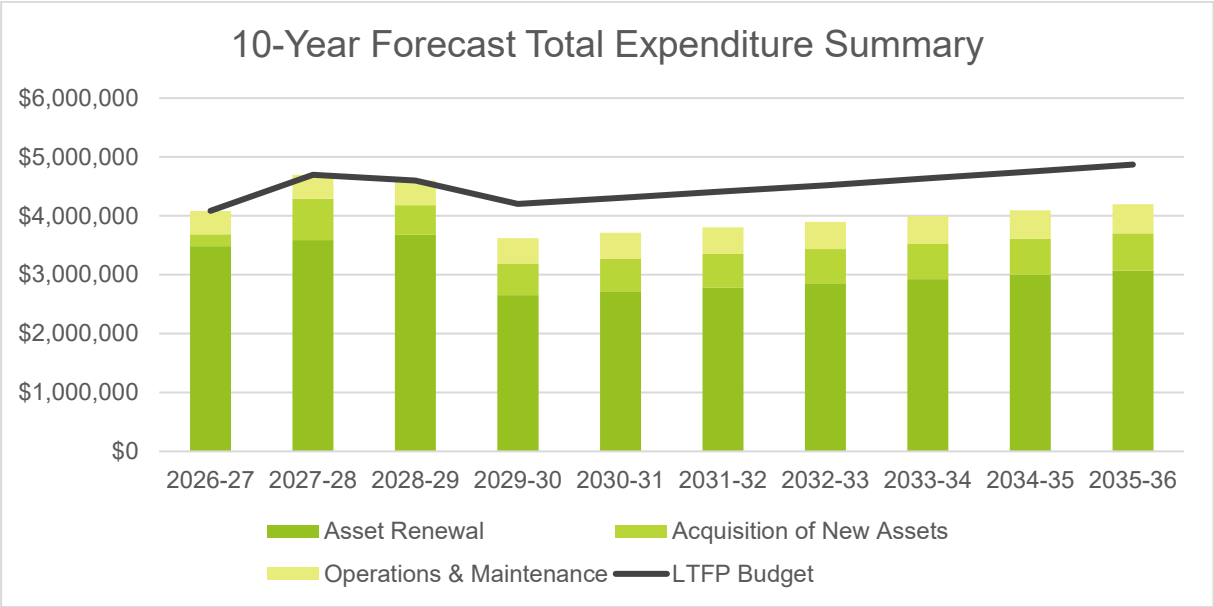
Notes: *Asset Renewal refers to the total Transport Asset Renewal Demand (indexed and strategically adjusted) plus an Asset Renewal Contingency.*

Council Funding Required represents the total of Asset Renewal, Acquisition of New Assets, and Operations and Maintenance.

All values used in Table 27 have been indexed, with the exception of Acquisition of New Assets Years 1–3, which are unindexed and identified with an asterisk (*).

Total Transport LTFP Budget is the sum of Asset Renewal, Acquisition of New Assets, and Operations and Maintenance as currently presented in the LTFP 2026-27 to 2035-36.

Figure 10 – 10-Year Forecast Total Expenditure Summary



Note: All values used within Figure 10 have been indexed.

The LTFP funding shown in the graph reflects current funding levels, which have not been recalibrated at this stage. Council has deliberately deferred any adjustment of renewal funding profiles until the full suite of Asset Management Plans has been completed, reviewed collectively and considered as part of an integrated, whole-of-portfolio assessment.

Long-Term Financial Plan modelling assumes maintenance expenditure allocations will increase by 3.3% in 2026-27 and 3.2% in 2027-28, then reduce to 2.70% per annum for the remainder of the life of the AMP.

For Long-Term Financial Plan modelling purposes, renewal allocations are assumed to increase by 3.0% in 2026-27 and 2027-28, then reduce to 2.50% per annum for the remainder of the life of the AMP, unless otherwise specified through future LTFP updates. The CPI assumptions are reviewed annually as part of the LTFP review process, with consideration given to the Reserve Bank of Australia forecasts. The LTFP Assumptions 2026-27 to 2035-36 are contained in **Appendix A**.

A detailed breakdown of the transport asset renewal program by transport asset category is provided in Table 22, summarising the forecast renewal expenditure for road surfaces, pavements, kerbs, kerb ramps and footpaths across the 10-year planning period.

The forecast expenditure presented in this section supports long-term planning for the management of Council's transport infrastructure assets. The forecast renewal and operational expenditure has been compared with the funding provisions included in the Council's LTFP to assess the extent of alignment between asset management planning and long-term financial planning.

Analysis undertaken as part of this TAMP indicates that Council's transport asset network is generally in relatively good overall condition and does not currently require renewal expenditure at the level presently forecast within the Long-Term Financial Plan over the medium to longer term. As a result, the forecast renewal expenditure identified within this AMP is lower than the current LTFP renewal allocations across portions of the planning period.

While this may indicate an opportunity to reduce future transport renewal funding requirements, Council has deliberately deferred any recalibration of long-term renewal funding allocations until completion of all Asset Management Plans and consideration of asset investment requirements across the full infrastructure portfolio. This approach ensures that future funding decisions are informed by a consistent, whole-of-portfolio assessment of asset condition, risk, lifecycle requirements and long-term financial sustainability.

Ongoing review and alignment between the TAMP and the LTFP will help ensure that Council can sustainably manage, maintain, and renew its transport assets while continuing to deliver the agreed levels of service to the community.

8.3 Funding Strategy

The financial requirements for managing Council's transport assets are influenced by a number of strategic asset management activities. Key strategic activities that will affect the future financial position for transport assets include:

- Using the TAMP to inform updates to the Council's Long-Term Financial Plan.
- Undertaking regular condition assessments and periodic revaluation of transport infrastructure assets to maintain accurate asset data and inform renewal planning.
- Funding traffic control devices through allocations within the road and kerb renewal programs, ensuring these assets are maintained efficiently as part of broader works.

8.4 Key Assumptions

The following assumptions have been adopted in development of the financial forecasts:

- **Asset Renewal Basis** - The renewal program has been developed in the first instance using asset expiry data (next scheduled intervention dates) extracted from Council's Conquest Asset Management System.
- **Condition Data and Lifecycle Inputs** - The condition data, standard useful lives and unit rates for replacement costs have been derived from data extracted from Council's Conquest Asset Management System, and used to inform lifecycle modelling and renewal forecasting.
- **Road Surface Treatment Adjustments** - The replacement cost for spray seal and slurry seal road surfaces has been adjusted to allow for replacement with hotmix road surfaces.
- **Footpath Material Policy** - Council has a policy to progressively replace concrete footpaths with paved footpaths over time. As the replacement cost of both types is similar, no adjustment to the replacement cost has been made.
- **Renewal Program** - Renewal budget requirements have been aligned with the current LTFP for the first three years of the planning period, with Years 4–10 strategically redistributed to provide a more balanced, deliverable and financially sustainable renewal profile.
- **Operations and Maintenance Baseline** - Operation and maintenance budget forecasts are based on actual operation and maintenance costs for the last four years, adjusted to 2025 costs.
- **Additional Renewal and Maintenance Allowances** - Additional costs have been included for replacing approximately 30% of kerbs associated with road resealing works and for ongoing footpath defect repairs.
- **Asset Decommissioning** - No decommissioning of assets has been assumed over the planning period.
- **Asset Valuation Basis** - Valuations for the transport asset categories (i.e. surface, pavement, footpaths and kerbs) aligns with the valuation figures provided in the IAMDATA review letter dated 1 July 2024. Kerb Ramps and Traffic Control Devices were not included in this letter however have been valued using Conquest extract data.

- **LTFP Alignment** – All forecasts within this AMP align with the first three years of the LTFP, with Year 1 of the AMP commencing in 2026-27. The proposed renewal profile for years 4-10 does not fully align with the current LTFP. Council has deferred any recalibration of long-term renewal funding allocations until completion of all AMPs and a whole-of-portfolio funding review. Refer to dot point below regarding Cost Base and Indexation.

- **Cost Base** – With the exception of forecasts derived directly from asset condition modelling (raw renewal demand), which are expressed in current (unindexed) dollars, all financial values presented in this AMP are expressed in indexed dollars. Indexation is applied in accordance with the LTFP and reflects forecast cost escalation for funding and affordability modelling.

- **CPI Indexation (Operational)** - For LTFP modelling purposes, maintenance expenditure allocations are assumed to increase by 3.3% in 2026-27 and 3.2% in 2027-28, then reduce to 2.70% per annum for the remainder of the life of the AMP, unless otherwise specified through future LTFP updates. The maintenance CPI indexation assumptions are reviewed annually as part of the LTFP review process, with consideration given to Reserve Bank of Australia forecasts. The LTFP Assumptions 2026-27 to 2035-36 are contained in **Appendix A** – *Long Term Financial Plan Assumptions 2026-27 to 2035-36.*

- **CPI Indexation (Capital)** – For Long-Term Financial Plan modelling purposes, renewal, renewal contingency and capital new allocations are assumed to increase by 3.0% in 2026-27 and 2027-28, then reduce to 2.50% per annum for the remainder of the life of the AMP, unless otherwise specified through future LTFP updates. The CPI assumptions are reviewed annually as part of the LTFP review process, with consideration given to the Reserve Bank of Australia forecasts. The LTFP Assumptions 2026-27 to 2035-36 are contained in **Appendix A** - *Long Term Financial Plan Assumptions 2026-27 to 2035-36***.**

- **Stable Service Levels** – Current levels of service are assumed to remain consistent over the life of the AMP, with no major changes to transport asset function.

- **Asset Data Accuracy** – Asset condition, remaining useful life and replacement cost data are assumed to be accurate as per the 2025 transport revaluation and will be refined in future revaluation cycles.

- **New Assets** – A total allowance of $5,483,702 has been allocated over the 10-year planning period for transport-related acquisition projects. Funding for Years 1–3 has been aligned to the LTFP and reflects projects programmed for delivery under the 3-year Capital Works program. In addition, an annual allowance of $500,000 (indexed annually) has been included for Years 4–10.

- **Renewal Demand Drivers -** Assets in Condition 4 and 5, or those reaching end of useful life within the 10-year planning period, are assumed to require renewal, subject to risk, condition and service performance.

- **Grant Funding Assumptions** – External grant funding is assumed to remain competitive and not guaranteed; therefore only confirmed grants are included in forward estimates.

- **Future Cost Pressures** – Climate impacts, accessibility requirements, compliance obligations (including WHS) and CPTED considerations are expected to influence future design, renewal and maintenance costs.

8.5 Alignment with Long-Term Financial Plan

The forecast renewal program has been developed using updated asset data, current condition assessments and lifecycle modelling. The proposed renewal profile aligns with the current LTFP renewal allocations for the first three years of the planning period. From Year 4 onwards, the proposed Renewal Plan is lower than the renewal funding currently allocated in the LTFP. This reflects the relatively good overall condition of the transport network, the application of risk-based renewal prioritisation, and the smoothing of renewal demand to support deliverability and long-term financial sustainability.

On this basis, the TAMP and LTFP are integrated but do not fully align over the full 10-year planning period. The current LTFP renewal allocations have not yet been recalibrated to reflect the proposed transport renewal profile identified in this TAMP. Council has deliberately deferred any adjustment to long-term renewal funding allocations until completion of all AMPs, including Building, Stormwater and Open Space and Recreation, and consideration of infrastructure investment requirements across the full asset portfolio. This approach enables infrastructure investment requirements to be considered across the full asset portfolio and supports the continued improvement of sustainable asset management practices.

Council will continue to review and refine alignment between the renewal program and the LTFP through future asset management and financial planning processes. Where differences between identified renewal demand and available funding occur, priority will continue to be given to high-risk and critical assets within the constraints of available resources.

8.6 Data Confidence

Data confidence is critical for expenditure projection accuracy. As new data becomes available, future plans will be updated.

Table 28 outlines the five levels of data confidence in accordance with IPWEA ratings.

Table 28 - Data Confidence Ratings

Confidence Level	Description
A - Highly Reliable	Data based on sound records, procedures, investigations, and analysis, well documented and agreed as the best method of assessment. Data set is complete and estimated to be accurate +-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 +-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 +-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 +-40%.
E – Unknown	None or very little data held.

To develop this TAMP, expenditure requirements for asset renewal and operational costs were based on 1 July 2023 data extracted from Conquest. A transport condition audit and revaluation were undertaken during 2023-2024 however this data was only recently uploaded into Conquest. Where available, the updated Conquest data has been incorporated into the develop of this TAMP.

The Council's Transport asset data confidence level is assessed as 'C+ (Some level of) Uncertainty', reflecting the use of predominately updated data together with some legacy data within the renewal modelling. Notwithstanding this classification, asset dimensions and material types are considered to be reasonably accurate (±10%). Recent data cleansing activities, together with the annual capitalisation of replaced assets have also contributed to improvements in the quality of the transport asset register.

As the development of this AMP has required a number of adjustments to the underlying asset data, including consideration of historical expenditure trends and benchmarking against comparable councils, it is recommended that Council establish a program and timeframe for the next transport asset condition audit, including the upload of updated condition data into the Conquest Asset Management System, revaluation of the transport asset class, and preparation of the next TAMP.

Given the current confidence level, further inspection and detailed scoping are recommended prior to undertaking renewal works. To improve data reliability, updated condition data should be progressively collected and maintained within Conquest, with the transport asset class be revalued within the next two years. These actions are expected to improve the data confidence level to ‘B – Reliable’ and support the development of a more robust future TAMP.

9 Improvement and Monitoring

Council recognises that effective asset management relies on accurate data, contemporary systems, and disciplined well-defined processes. While this TAMP provides a solid foundation for sustainable decision-making, continued improvement is essential to increase data confidence, strengthen long-term planning, and support consistent, evidence-based investment in transport infrastructure assets.

To achieve this, Council will embed a structured program of improvement and monitoring activities that enhance organisational capability and provide a clearer picture of the condition, performance and future needs of its transport infrastructure assets.

9.1 Improvement Plan

The actions outlined in **Table 29** identify key initiatives to enhance transport asset management practices and inform future versions of this AMP.

Table 29 - Transport Asset Management Improvement Plan

Task No	Improvement Action	Responsibility	Resources Required	Implementation Timeframe
1	Align asset valuation data in the AMP with the 2024 valuation audit data to ensure renewal needs are accurately captured and to identify assets requiring further investigation.	Assets and Maintenance / Finance	Internal / External Support	June 2026
2	Update transport asset condition data in Conquest and undertake associated asset revaluations to ensure asset condition data used for renewal planning is current and reliable.	Assets and Maintenance / Finance	Internal / External Support	July 2026
3	Deliver a program of works to upgrade all remaining bus stops to meet Disability Discrimination Act compliance requirements within a defined timeframe.	PMO & Project Delivery	Internal / External Support	June 2026
4	Develop a program, including timeframes, for the next comprehensive transport asset condition audit, revaluation, and review of remaining useful life to inform renewal forecasting, followed by an update of the Transport AMP.	Assets and Maintenance / Finance	Internal / External Support	June 2027
5	Review and reconcile the Transport AMP financial forecasts with the LTFP financial data, including identifying any required recalibration of long-term renewal funding allocations following completion of all AMPs.	Assets and Maintenance / Finance / Strategic Initiatives Lead	Internal	Annually

Task No	Improvement Action	Responsibility	Resources Required	Implementation Timeframe
6	Review and update transport asset unit rates to improve the accuracy of future asset valuations and renewal planning.	Assets and Maintenance / Finance	Internal / External Support	Annually
7	Develop a Public Realm Manual, commencing with Prospect Road as the first stage, to establish consistent standards for public realm planning, design, and delivery, with staged implementation across the City.	Strategic Initiatives Lead / PMO & Project Delivery / Assets and Maintenance	Internal / External Support	June 2029
8	Establish processes and responsibilities to ensure transport asset data is accurate, consistent, and regularly updated.	Strategic Initiatives Lead / Assets and Maintenance / Finance	Internal	December 2026
9	Improve asset handover processes to ensure all new and upgraded assets are accurately captured in Conquest with complete and reliable data.	PMO & Project Delivery / Assets and Maintenance	Internal / External Support	Ongoing
10	Incorporate climate resilience into transport asset planning and renewal to ensure assets can withstand future climate impacts.	PMO & Project Delivery	Internal / External Support	Ongoing
11	Review transport asset condition intervention levels, end-of-life assumptions, and remaining useful life modelling against historic asset performance data and relevant industry standards to improve the accuracy of renewal forecasting and lifecycle planning.	Assets and Maintenance / Finance	Internal / External Support	December 2027

9.2 Performance Measures

To ensure this TAMP remains effective, Council will monitor a set of performance measures, as outlined in **Table 30**, that reflect the condition, functionality and sustainability of the transport asset infrastructure. These measures support continuous improvement and provide transparency on how well Council is delivering safe, compliant and reliable transport infrastructure.

Table 30 – Performance Measures

Measure Category	Performance Measure	How it is Monitored	Reporting Frequency
Financial Reporting & Oversight	Delivery of regular financial reports to Executive and Council	Preparation and review of financial dashboards, variance reports and commentary	Monthly / Quarterly / Annually
Strategic Community Plan Progress	Progress updates against Strategic Community Plan	Monitoring delivery of strategic actions and outcomes	Quarterly / Annually
Long Term Financial Plan Review	Annual review of LTFP assumptions, forecasts and allocations	Updating key economic assumptions, project phasing and budget integration.	Annually
Annual Business Plan Performance	Tracking and reporting progress against Annual Business Plan commitments.	Included within the CEO's report to Council.	Quarterly / Annually
Customer Service & Asset Feeback	Monitoring of customer request complaints and service outcomes.	Review of CRM data and trends to identify transport asset related issues	Ongoing
Improvement Plan Implementation	Delivery of Improvement Plan actions as outlined in Section 9.1.	Tracking milestones, responsibilities and deliverables	Annually
Asset Management Plan Maintenance	Ensure the AMP remains a living document, reviewed during the annual budget process and formally updated at least every four years.	Review condition, financial forecasts, and performance data; align with LTFP and Annual Business Plan cycles	Annually & 4-Yearly

Appendix A

Long Term Financial Plan Assumptions 2026-2027 to 2035-2036

Long Term Financial Plan Assumptions 2026-2027 to 2035-2036										
Financial Year	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Increase for operating expenditure	3.30%	3.20%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
Increase for capital expenditure	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

CITY OF PROSPECT