



Asset Management Plan

Libraries

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CONTENTS

| | |
|---|-----------|
| 1. EXECUTIVE SUMMARY | 1 |
| 1.1. The Purpose of the Plan | 2 |
| 1.2. Asset Description | 2 |
| 1.3. Levels of Service | 3 |
| 1.4. Future Demand | 3 |
| 1.5. Lifecycle Management Plan | 3 |
| 1.6. Financial Summary | 4 |
| 1.7. Asset Management Practices | 4 |
| 1.8. Monitoring and Improvement Programme | 4 |
| 2. INTRODUCTION | 5 |
| 2.1. Background | 5 |
| 2.2. Goals and Objectives of Asset Ownership | 5 |
| 2.3. Plan Framework | 7 |
| 2.4. Core and Advanced AM | 8 |
| 3. LEVELS OF SERVICE | 9 |
| 3.1. Customer Research and Expectations | 9 |
| 3.2. Strategic and Corporate Goals | 9 |
| 3.3. Legislative Requirements | 10 |
| 3.4. Current Level of Service | 11 |
| 3.5. Desired Level of Service | 11 |
| 4. FUTURE DEMANDS | 12 |
| 4.1. Demand Drivers | 12 |
| 4.2. Demand Forecasts | 12 |
| 4.3. Demand Impacts on Assets | 12 |
| 4.4. Demand Management Plan | 13 |
| 4.5. Asset Programmes to Meet Demand | 13 |
| 5. LIFECYCLE MANAGEMENT PLAN | 18 |
| 5.1. Background Data | 18 |
| 5.2. Infrastructure Risk Management Plan | 20 |
| 5.3. Routine Operations and Maintenance Plan | 20 |
| 5.4. Renewal / Replacement Plan | 23 |
| 5.5. Creation / Acquisition / Augmentation Plan | 23 |
| 5.6. Disposal Plan | 25 |
| 6. FINANCIAL SUMMARY | 25 |
| 6.1. Financial Statements and Projections | 26 |
| 6.2. Funding Strategy | 26 |

| | | |
|------------|--|-----------|
| 6.3. | Valuation Forecasts | 26 |
| 6.4. | Key Assumptions Made in Financial Forecasts | 27 |
| 6.5. | Forecast Reliability and Confidence..... | 27 |
| 7. | PLAN IMPROVEMENT AND MONITORING | 28 |
| 7.1. | Status of AM Practices..... | 28 |
| 7.2. | Improvement Programme | 29 |
| 7.3. | Monitoring and Review Procedures | 29 |
| 7.4. | Performance Measures..... | 29 |
| 8. | REFERENCES | 29 |
| 9. | APPENDICES..... | 30 |
| 10. | REVIEW..... | 40 |
| | ATTACHMENT 1 – BRIEF DESCRIPTION OF LIBRARY SERVICES..... | 41 |
| | ATTACHMENT 2 – TEN YEAR CAPITAL WORKS PROGRAM..... | 43 |
| | ATTACHMENT 3 – OPERATING INCOME 2011/12 – LIBRARIES | 43 |
| | ATTACHMENT 4 – OPERATING EXPENDITURE 2011/12 – LIBRARIES..... | 45 |
| | ATTACHMENT 5 – NON-OPERATING EXPENDITURE 2011/12 – LIBRARIES..... | 46 |
| | ATTACHMENT 6 – MOBILE LIBRARY SERVICE SCHEDULE..... | 46 |

1. EXECUTIVE SUMMARY

Public libraries are the most widely used community cultural facilities in Australia; they have an educational role from promoting skills in information finding, research and literacy to providing resources on all subjects and entertainment through all the forms of media which they contain. Public Libraries are available to all citizens irrespective of their age, race, means, background or educational level and are considered safe secure places for children, women and the elderly. Also responsible for providing services for people with special needs, including people with disabilities, and for disadvantaged groups, literacy students, lifelong learners and the unemployed. It makes available access to information resources in print and electronic form and provides access to the internet, the library is an access and equity medium, ensuring that the information needs of the community is adequately catered for.

In January 2001, Shoalhaven City Council endorsed the Strategic Plan for the future growth of the library service. This strategy was founded on a feasibility study carried out by Dr David Jones, Building Consultant, State Library of New South Wales, stating that all libraries in the Shoalhaven were undersized and recommended expansion of the various library services. The Section 94 Contributions Plan 2010 was developed by Council and identifies the prioritized community facility needs including costs for all Shoalhaven regional areas. The purpose of the plan is to fund a proportion of the costs of providing community facilities by way of a section 94 levy on new development of land within the relevant project benefit areas.

Council is committed to providing safe and efficient Library Services with the main objectives being;

- Equity of access to all members of the community through adequate buildings and with adequate resources
- Buildings of an adequate size to provide services allowing the social role of the library to be maintained
- Safe and attractive spaces for creative activities that contribute to the social capital of the community
- Services for all community members regardless of age, income, education level or disability
- Adequate resources to fulfill community information needs regardless of format
- Access to technological advances and education for those unable to use these advances or who cannot afford them
- Skilled, adequately trained staff to provide the above services
- Maintaining the South Coast Co-operative Library Service
- Ensuring that Council meets and embraces its ESD obligations under the Local Government Act

Council is committed to ensuring that the facilities are maintained to a high standard and in a manner that ensures available resources are effectively applied. It is recognized that it is neither reasonable nor practical to target zero defects. However it is an objective to have a reasonable level of defects and none that affect customer health and safety or facility structural integrity.

The desirable situation is that the annual capital works and maintenance programs need to allocate sufficient resources to ensure these objectives are obtained.

1.1. The Purpose of the Plan

The purpose of Asset Management Plan (AMP) is to manage assets based on data research and investigation, which determines how assets are to be managed in a sustainable and effective method.

An AMP is used to demonstrate how Council's assets are managed based on past and present information to create reliable future planning. An AMP will be the basic source for decisions of renewal, replacement or demolition of an asset.

It is also a plan to ensure that assets acquired support and meet the strategic and annual objectives of the organisation and that the cost of providing the service to the community does not outweigh the benefits.

AMP is fundamental to achieve key elements of asset management, the foundation of the Plan includes as follows:

- Defining levels of service (LoS) – specifies services and the levels to be provided by Council for each asset type
- Condition assessment – specifies the technical tools used to assess the condition of each asset
- Life cycle management – how Council will manage its existing and future assets to provide the required services
- Financial summary – what funds are required to provide the required services
- Asset management practices – how the organisation will manage its assets and the tools used to accomplish this
- Monitoring – how the plan will be monitored to ensure it is meeting Council's objectives
- Asset Management Improvement Plan

The desirable situation is that the annual capital works and maintenance programs need to allocate sufficient resources to ensure these objectives are obtained.

1.2. Asset Description

The existing Library services operate from four facility locations with a mobile library service operating on a fortnightly schedule (Attachment 6) throughout the local government area. The facilities have various types of construction materials and differing ancillary assets including, electrical and mechanical services and car-parks.

The Shoalhaven City mobile library was commissioned and built in approximately 2001. The actual mobile itself is 7.2 metres long. Shelves are made of Kauri pine, the floor is carpeted, the unit is also air conditioned and a sliding clear Perspex door helps maintain the climate inside the library unit. The truck is fitted with a reasonably quiet Honda generator. The Ratcliffe passenger lift, allows frail or wheelchair bound users to be lifted safely and securely into the Mobile and also benefits the operator who has to lift boxes into and out of the mobile. The vehicle holds around 5,000 to 7,000 items.

Additionally each of the above facilities requires items related to the operational capacity of the library, these consist of stock, technological equipment, shelving, furniture etc.

This Asset Management Plan deals with the main Library buildings Infrastructure only.

1.3. Levels of Service

Understanding Levels of Service (LoS) determines what type of assets will be provided; how often they will be maintained, and when assets will be rehabilitated or replaced. The current level of service is balancing budget and expenditure to be as sustainable and efficient as possible.

1.4. Future Demand

Factors affecting demand include population change, changes in demographics, seasonal factors, transportation ownership and access, consumer preferences and expectations, economic factors, agricultural practices and environmental awareness for example.

Demand for infrastructure is generated predominantly through either an increased utilisation of existing infrastructure brought about by the factors above or the requirement for new infrastructure to meet the needs of growth in new development.

The demand created by these two circumstances requires analysis to consider the ramifications to existing infrastructure and the ability of the associated infrastructure to cope with the increased infrastructure.

1.5. Lifecycle Management Plan

Management of libraries relates particularly to the maintenance and renewal stages of asset life. After construction phase, it moves into what is known as the "Maintain" phase. Maintenance activities are required to minimise continued deterioration of an asset. As the asset components move towards the end of its life, activities are undertaken to restore the asset to a condition close to that of the original. This is referred to as the "Renewal" phase.

The importance of the time for intervention for renewal is paramount. If renewal activities are not undertaken in a timely manner, the condition of the asset will deteriorate rapidly to failure, and the cost of reconstruction may be many times that of renewal activities.

1.6. Financial Summary

The funding required for operational activities is divided into two areas; these are referred to as Operating Expenditure and Non-Operational Expenditure. Due to the nature of Library activities income is also generated. Attachment 2 represents the ten (10) year forecast for these classifications and additionally charts the necessary Capital Works funding required to achieve completion of the adopted Section 94 projects. As illustrated the growth rate of Operating income is uniform with that of Non-Operating Expenditure representing an average 3% per annum for the present library network. Operating Expenditure has a growth rate of 43% overall for the next ten (10) years equating to 4% per annum. These figures do not take into account new facilities as they become operational.

Attachments 3,4 and 5 demonstrate the dynamic nature of the three classifications, changing as needs arise for operating budgets and income generated through grants and operating programs occur.

The following table represents the turnover of books per year that the Central Library manages through the co-operative.

Table 1: Annual Item Purchases (2011-2012)

| Items | Quantity Purchased | Value | Quantity Withdrawn | Co-operative Distribution |
|----------------|--------------------|-----------|--------------------|---------------------------|
| Books | 16,502 | \$435,550 | 13,312 | Shoalhaven 65% |
| Audio & Visual | 1,225 | | | Kiama 14% |
| | | | | Eurobodalla 21% |

1.7. Asset Management Practices

An ideal Asset Management Practice indicates a good quality of strong governance and accountability; more sustainable decisions, enhanced customer service, effective risk management; and improved financial efficiency.

This section identifies the strategies, practices and guidelines supporting Asset Management at Shoalhaven City Council. These activities provide the tools and functions required to support the management, maintenance, renewal, creation and disposal of assets. It includes system planning and monitoring; system record management; and asset management planning and policy.

1.8. Monitoring and Improvement Programme

Asset Management Plan (AMP) is a dynamic document, reflecting and responding to changes over time and in accordance with the Improvement Programme available. Monitoring of an AMP is required to ensure compliance with the proposed improvement program milestone and to ensure compliance with adopted standards and procedures for condition and performance.

Ideally, full review of an AMP should be undertaken every three to five years to document progress and set out proposals for the next ten to fifteen years.

2. INTRODUCTION

2.1. Background

This Asset Management Plan (AMP) is to assist Council to meet its goals and objectives in a way that best serves the community. It provides a framework for future management of libraries within the Council area based on current and historical information.

Council has approximately thirty (30) Asset Management Plans which is divided based on each asset types. An area, such as a sporting complex may consist of a few asset types. Therefore, each AMP interrelates with one another.

AMP's position within Council's organisation chart to link with corporate and operational objectives is shown below:

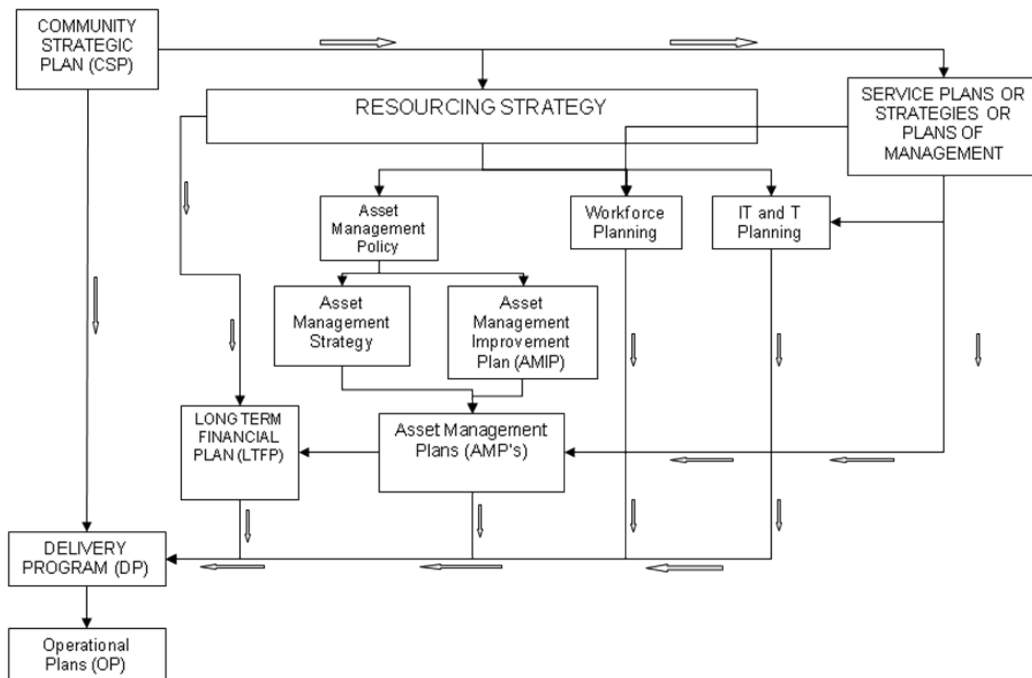


Diagram 1. How Asset Management Plan links with corporate and operational objectives

2.2. Goals and Objectives of Asset Ownership

Council exists to provide services to its community. Some of these services are provided by infrastructure assets. Council acquired infrastructure assets by 'purchase', by contract, construction by our staff and by donation of assets constructed by developers and others to meet increased levels of service.

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

- Providing a defined Level of Service (LoS) and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,

- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined Level of Service (LoS),
- Identifying, assessing and appropriately controlling risks, and
- Having a Long Term Financial Plan (LTFP) which identifies required, affordable expenditure and how it will be financed.

Council is committed to providing safe and efficient facilities, within realistic financial constraints, with the main objectives being as outlined in the strategy, specifically to:

- Improve safety
- Maintain library facilities at a reasonable “level of service (LoS)”
- Plan for future development
- Develop strategies for the rationalisation of various library facilities
- Plan for major work to facilities

Council is also committed to ensuring that the facilities provided are maintained to a standard which suits the purpose and in a manner. By ensuring available resources are effectively applied. It is recognized that it is neither reasonable nor practical to target zero defects. However it is an objective to have an acceptable level of defects and none that affect customer health and safety or facilities’ structural integrity. This is achieved through preventative maintenance.

The desirable situation is that the annual capital works and maintenance programs need to allocate sufficient resources to ensure these objectives are obtained.

Council’s Vision

We will work together in the Shoalhaven to foster a safe and attractive community for people to live, work, stay and play; where sustainable growth, development and environmental protection are managed to provide a unique and relaxed lifestyle.

(adopted by Council, 21 May 2013)

Council’s Mission

To enhance Shoalhaven’s strong communities, natural, rural and built environments and appropriate economic activities through strategic leadership, effective management, community engagement and innovative use of resources.

(adopted by Council, 21 May 2013)

2.3. Plan Framework

The key elements that effects this AMP are:

Asset Management Policy

The policy is used as a base of principles and requirements to create an AMP that is in accordance with the organisation's strategic plan. (2011, International Infrastructure Management Manual)

Asset Management Strategy

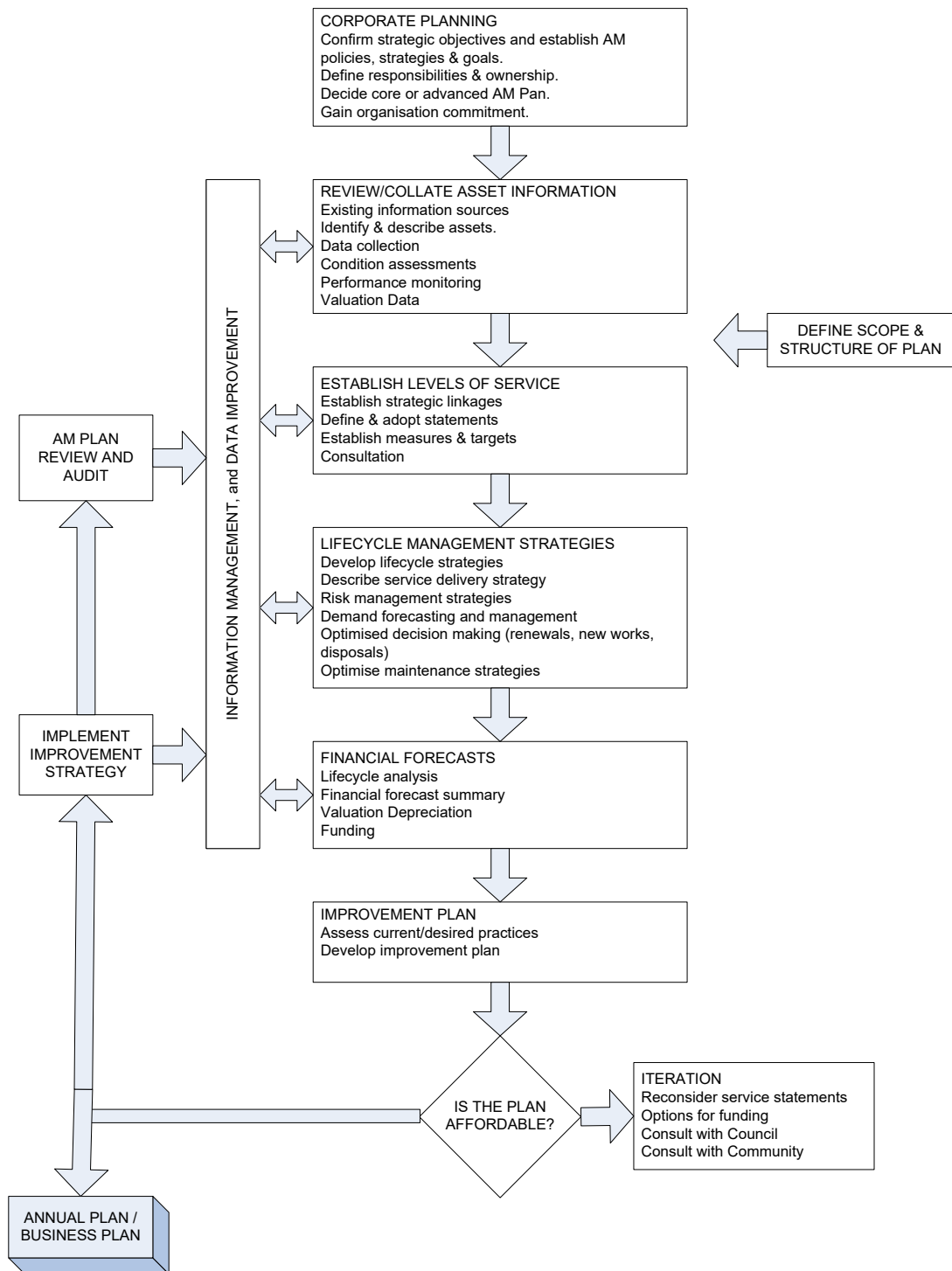
A strategy for asset management covering development and implementation of plans and programs for asset creation, operation, maintenance, rehabilitation/replacement, disposal and performance monitoring to ensure desired level of service and other operational objectives are achieved at optimum cost.

The basic key elements of the AMP consist of:

- Level of service (LoS) – specifying the services and levels of service to be provided by Council
- Future demand – how this will impact on future service delivery and how this is to be met
- Life cycle management – how Council will manage its existing and future assets to provide the required services
- Financial summary – what funds are required services
- Plan Improvement and Monitoring – how the plan will be monitored to ensure it is meeting Council's objectives

*Shoalhaven City Council
Asset Management Plan - Libraries*

A road map for preparing an asset management plan is shown below:



Road Map for preparing an Asset Management Plan
Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11.

2.4. Core and Advanced AM

Asset Management Plan is a document that will require ongoing evaluation. Currently, the level of this AMP is at the minimum level which contains basic information on assets and financial forecasts.

3. LEVELS OF SERVICE

3.1. Customer Research and Expectations

Community consultation has previously been undertaken by the library operations staff with surveys of various descriptions. These surveys have been conducted to reflect the community's views –

- For satisfaction of services
- When new services provided
- When grants are received

Additionally community consultation occurs during the day to day operations of the libraries services, considering the extensive front desk interaction with the public. Continuous opportunities will exist to add value through community consultation in particular with regard to the operational function. Opportunities to add value with community consultation are limited with regard to maintenance.

3.2. Strategic and Corporate Goals

The AMP provides clear guidelines for the effective management of the assets owned and maintained by Council. Local Authorities exist principally to supply core services that meet the needs of their communities.

Council's goal in managing assets is to meet the required level of service in a sustainable manner for present and future stakeholders. The key elements to strategic goals of asset management are:

- Demonstrating responsible stewardship;
- Taking a life cycle approach to asset ownership;
- Defining the infrastructure assets physically and financially;
- Providing a defined Level of Service and monitoring the performance against service levels and service expectations;
- Understanding and meeting the demands of growth through demand management and infrastructure investment;
- Managing risks associated with asset failure; and
- Support long term financial planning.

Council objective is to ensure financial strategies underpin Council's asset management policies and strategic. Its goal is to have long term vision for sustainability. In order to do so, the action that can be done is to prepare and review the Council's short and medium term financial plans for Risk Management; Plant & Equipment, Information Technology, Section 94; Asset Management Plans and case reverses.

Acting as a leader in the delivery of social, financial, environmental, and operational objectives, Council needs to ensure good governance and administrative support for the Council and organization. Council's other goals are to plan, manage and fund Council's public assets to meet the community expectations and defined levels of services. Furthermore, the safety of the community is paramount and is acknowledged and supported through proactive policies, programs and strategies.

3.3. Legislative Requirements

| Legislation | Requirement |
|--|--|
| National Asset Management Framework Legislation 2010 | Focuses on long term financial sustainability and provides a mandate to have a long term strategy, financial statements and annual reporting mechanisms. |
| DLG Integrated Planning NSW | Key requirement is to integrated community plans with operational and delivery plans |
| Local Government Act 1993 | Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery |
| Work Health and Safety Act 2011 | Aims to secure the health, safety and welfare of people at work. It lays down general requirements which must be met at places of work in New South Wales. The provisions of the Act cover every place of work in New South Wales. The Act covers self employed people as well as employees, employers, students, contractors and other visitors. |
| Occupational Health and Safety Regulation 2001 | Regulations on the control and management or risk in the work place |
| The Protection of the Environment Operations Act 1997 (POEO Act) | Is the key piece of environment protection legislation administered by Department of the Environment and Climate Change (DECC). The POEO Act enables the Government to set out explicit protection of the environment policies (PEPs) and adopt more innovative approaches to reducing pollution. |
| Disability Discrimination Act | Sets out responsibilities of Council and staff in dealing with access and use of public infrastructure |
| Australian Accounting Standards | Sets out the financial reporting standards relating to infrastructure assets. Standards of particular relevance to Infrastructure Assets include: AASB116 Property, Plant & Equipment - prescribes requirement for recognition and depreciation of property, plant and equipment assets AASB136 Impairment of Assets - aims to ensure that assets are carried at amounts that are not in excess of their recoverable amounts AASB1021 Depreciation of Non-Current Assets - specifies how depreciation is to be calculated AAS1001 Accounting Policies - specifies the policies that Council is to have for recognition of assets and depreciation AASB1041 Accounting for the reduction of Non-Current Assets - specifies the frequency and basis of calculation depreciation and revaluation basis used for assets AAS1015 Accounting for acquisition of assets - method of allocating the value to new assets on acquisition |
| Crown Lands Act 1989 | Defined principles for the use and management of Crown land which may be under Trust to Council, they may prescribe: Lease & licences of Crown Lands (Part 4, Division 3 & 4); and Plans of Management for Crown Lands (Part 5, Division 6) |
| AS 3600-2001 Concrete Structures | Proposes a set of standard for achieving a design life of 40-60 years for concrete structures. |

3.4. Current Level of Service

Community Levels of Service - relate to how the community receives or derives benefit from the service of each asset in terms of safety, quality, quantity, reliability and responsiveness.

Supporting the community service levels are operational or technical measures of service developed to ensure that the minimum community levels of service are met. These technical levels of service may relate to cost/efficiency and legislative compliance.

Community levels of service measures used in the asset management plan are:

| | |
|----------------------|------------------------------------|
| Quality | How good is the service? |
| Function | Does it meet users' needs? |
| Capacity/Utilisation | Is the service over or under used? |

Technical Levels of Service - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

Technical service measures are linked to annual budgets covering:

- Operations – the regular activities to provide services such as opening hours, cleansing frequency, mowing frequency, etc.
- Maintenance – the activities necessary to retain an assets as near as practicable to an appropriate service condition (eg road patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (eg frequency and cost of road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade – the activities to provide an higher level of service (eg widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (eg a new library).

3.5. Desired Level of Service

At present, indications of meeting or understanding the desired Levels of Service are gathered from various sources including meetings and consultations with Management Committees.

The main framework of desired Level of Service is stated as follows:

- Service attributes : Aspects or characteristic of a service which includes accessibility, cost, efficiency, quality, quantity, reliability, responsiveness and safety
- Levels of Service : What Council intends to deliver that is based on the community's point of view
- Community performance measure : How the community receives or reacts to the service
- Technical Performance Measure : What Council does to deliver the service, which includes operation and maintenance

(IPWEA, International Infrastructure Management Manual, 2011)

The action that has been undertaken is a survey to the community and data research to determine desired level of service. The data collected are synchronized with the performance measure to achieve a reliable performance based on concrete information.

4. FUTURE DEMANDS

In 1996 the population in Shoalhaven was 76,726. In 2011 showed the population was 98,542. It is projected that in 2016 the population would be 104,079 and in 2021 is 111,401 (<http://www.id.com.au/forecast/shoalhaven>). This forecast and population statistics shows the percentage of population has been increasing 6.4% every five (5) years. Therefore it is more than likely that demand for most type of facilities will increase as well.

4.1. Demand Drivers

Any enhancements of the existing facilities would need to be justified in relation to upgrading existing facilities which would provide an increase in the “level of service” rather than a maintenance activity which would prolong useful life of the building.

Population growth alone is not the sole driver for libraries. Population growth can create demand for new dwellings and associated infrastructure. Factors affecting demand for libraries include population growth and density; changes in demographics; seasonal factors; social and economic factors; environmental awareness and technological changes.

4.2. Demand Forecasts

The planning for infrastructure due to demand is a constant process of review and assessment of existing infrastructure and its ability to cope with increasing demand, versus the need to augment with new infrastructure.

Demand on infrastructure is created through increased utilisation generated from a growing population and changing patterns of behaviour, ranging from social demographics to transport options and solutions. Often this increasing demand will stem from urban or residential growth increasing the utilisation of a range of community infrastructure.

4.3. Demand Impacts on Assets

Demands are usually impacted by a number of components which includes:

- Population or demographic changes
- Changes in community’s expectation
- Changes in usage pattern
- Seasonal variation
- Cyclical variations
- Random variations which cannot be attributed to specific causes

Effective asset utilisation seeks to provide the maximum return on funds invested in assets. Over-utilisation can cause failure to achieve levels of service due to asset 'capacity failure'. Under-utilisation of an asset is also a 'capacity failure' and represents a lack of demand for the service the asset provides causing a less than cost effective level of utilisation. (International Infrastructure Management Manual, 2011)

4.4. Demand Management Plan

Strategies for ensuring that assets are well utilised include:

- Effective demand forecasting before creating new assets, to ensure asset capacity and demand requirements are matched
- Maximising the asset utilisation by providing other assets to meet the demand or operational asset solutions to improve overall asset capacity and hydraulic performance
- Management of customer demand, to reduce demand for over-utilised assets or vice versa

(International Infrastructure Management Manual, 2011)

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

Council develops strategies for demand management on single or groups of affected assets and continues to manage the relationship between existing and new asset requirements in the context of asset management. This demand management also includes asset rationalisation as discussed in this plan.

4.5. Asset Programmes to Meet Demand

The Contribution Plan allows Council to levy direct contributions on development consents (or complying development certificates) issued for land within the City of Shoalhaven. These contributions are collected and then applied to provide community infrastructure or additional infrastructure to meet demand.

To assist in determining what land parcels are likely to contribute to development demand, Council has analysed the development potential of land parcels within the various defined contribution project catchment areas. This assessment for population projections up to 2026, and supporting strategies or plans, has identified the need to provide community with infrastructure in key planning areas or specific development precincts (i.e. new release areas and infill development). Therefore, the different contribution project catchments vary in size according to the extent of demand for the project generated by development.

The contribution projects detailed in this Plan are based on the analysis of development capacity and development trends. If the pattern or rate of development changes, Council may update this Plan to alter or delay the priority of project delivery and / or the contribution rate applied to the project.

Section 94 – Contribution Plan 1993

The Section 94 Contribution Plan 1993 identified the need to provide four additional Library facilities located at; Isa Road - Nowra; St Georges Basin and Ulladulla. The methodology utilized to determine these requirements included the following sequence;

- Population Projections
- Standards of Provision – Department of Planning guidelines did not include standards of provision for Libraries. The following formula was used – 1 per 10,000 population.
- Project Selection – on the basis of known needs, planning considerations, population projections and existing patterns of provision.
- Costing – Including Land acquisition, Building costs, Car parking, Site works and Design and Administration on Costs.
- Apportionment of Costs – considering each project on merit, costs apportioned over existing as well as new developments with council being responsible for the existing population.
- Benefit Areas
- Works Program

4.5.2. Section 94 – Contribution Plan 2004

A feasibility study completed in 2000 by Dr David Jones from the Building Advisory Services, State Library of NSW, used a standard formula developed for public libraries to assess and recommend space requirements for Nowra, Ulladulla and the Sanctuary Point/ Vincentia Libraries. Catchments were established by examining the current and projected distribution of population, the urban catchment areas used by council for planning purposes, the topography of the city, transport patterns and infrastructure. Applying the guidelines and benchmarks the gross floor areas required for future years are as listed in table 2.

Table 2: Recommended Library Floor Space

| Branch | Present | 2016 |
|----------------------|----------------|-------------|
| Nowra Central | 2268 | 3377 |
| Vincentia | 130 | 1269 |
| Ulladulla | 225 | 997 |

4.5.3. Section 94 – Contribution Plan 2010

Contribution Plan 2010 indicates the population accommodated in both existing and future development in Planning Area 1, 3, 4 and 5 up to 2026 will generate all of the need for the projects listed below. The Section 94 Contribution plan effective from 2010 for Community Facilities identifies the current proposed projects and provides a detailed estimate of costs for implementation and construction, reference to the relevant sections of the plan presents the estimate breakdown. Extension of Southern Shoalhaven Branch Library (Ulladulla) and Shoalhaven City Library (Nowra) was intended to meet the demand from future development. The existing library facility was sufficient to cater for the demand from the existing development at the time this project was considered by Council.

Table 3: Section 94 References

| Project Reference Number | Project Description | Estimated Project Cost | Estimated Council Contribution | Estimated Developer Contribution | Percentage balance collected at October 2012 |
|---------------------------------|---|-------------------------------|---------------------------------------|---|---|
| 05CFAC2010 | Southern Shoalhaven Branch Library | \$4,653,137 | \$3,634,100 | \$1,019,037 | 56% |
| 03CFAC3001 | Bay & Basin District Branch Library | \$10,613,015 | \$8,208,106 | 2,404,909 | 46% |
| CWCFAC0006 | Shoalhaven City Library Extension (Berry Street, Nowra) | \$3,366,719 | \$0 | \$3,366,719 | 9% |
| 04CFAC0002 | Sussex Inlet District Branch Library | \$549,472 | \$400,565 | \$148,907 | 8% |

Provision of new libraries at Bay and Basin (Vincentia) and Southern Shoalhaven (Ulladulla) will effectively render existing libraries at Sanctuary Point and Milton as redundant, therefore closing.

The Bay & Basin district Branch Library remains unchanged in the Contributions Plan. There has been some discussion with Falcot (Woolworths) regarding a library within their development at Vincentia, but these are not finalized and the Contributions Plan will not be changed until they are.

A new expanded Ulladulla Library, Visitor Centre and Civic Centre is to commence construction on the existing site in January 2013.

The following tables identify possible alternatives for further investigation, with consideration given to overall strategies and each of the library services projects as identified within the adopted Section 94 Contribution Plan;

Table 4: Alternative Strategies

| Description | Alternatives for Investigation |
|-------------------------|---|
| Provision of Services | Large Central Library in Nowra with two Medium sized Libraries to service Bay & Basin and Ulladulla areas centrally located and one small sized library to service planning area 4. Remaining areas to be serviced by existing mobile library and possibly larger mobile library with the ability to support Internet reference and library technology identical to Central Branch |
| Co-Location of Services | Consider co-location of Library Services with Community Facilities <ul style="list-style-type: none"> • Smaller underutilised community halls and centres may be combined with Library Facilities providing cost effective and efficient use of public space, consolidating assets. • Combine facilities with alternative service providers such as Community Services, Health Services, University, and TAFE. Examples: Batemans Bay, Wingecarribee and Narooma. • Combine facilities with Commercial Centres. Examples: Eastgardens and Erina Fair |

Table 5: Section 94 Alternative Considerations

| Project Description | Alternatives for Investigation |
|---|---|
| Shoalhaven City Library Extensions | <ul style="list-style-type: none"> • Investigation required to identify actual site for expansion, is there capacity adjacent to the existing site in Berry St Or is expansion to occur at a new site? Locality to be determined before accurate cost estimates performed. • Expansions opportunity for Co-Location of Community Facilities |
| Bay & Basin District Branch Library | <ul style="list-style-type: none"> • Investigation required determining if the construction of this facility can be divided into more stages, distributing the high capital costs over further budgets. • Investigate the option for incorporating this library into part of the commercial centre planned for this area. • Investigate alternative sites, possibilities for co-location with alternate service providers. |
| Southern Shoalhaven District Branch Library | <ul style="list-style-type: none"> • Investigate extending the present library site by either of these alternatives, • Extend building to obtain required floor space for library services • Utilise a greater portion of the existing civic centre to obtain required floor space for library services • Combination of the above • Investigate possibilities for co-location with alternate service providers. |
| Sussex Inlet District Branch Library | <ul style="list-style-type: none"> • Investigate the option to replace the construction of a small to medium sized branch with the option of providing a larger mobile library service |

Enhancement Needs

Accessibility Issues

Council is committed to improving accessibility to all community facilities for people with physical, sensory and intellectual needs by the completion of Access Audits and implementation of recommendations. Access Audits have been completed and are based on the process of assessing access from street frontages into and through facilities, and include consideration of site specific issues, parking areas, open space, building entrances, infrastructure, retail and commercial areas, signage, lighting, floor finishes, furniture, fixtures and equipment.

The following documents are referenced and considered in the process of formulating access audits and reports.

- Disability Discrimination Act 1992,
- Australian Standard AS 1428 Parts 1,2&4,
- The Building Code of Australia,
- Advisory Notes on Access to premises, Human Rights and Equal Opportunities Commission

All defects identified through the Access Audits were assigned a condition and priority rating as per the Defect and Asset Condition Assessment process. The prioritized value of remaining tasks at present is listed below.

Table 6: Prioritized Access Task Value

| Defect Description | Nowra | Sanctuary Point | Milton | Ulladulla | Value |
|---------------------------------|----------------|-----------------|--------|-----------------|-----------------|
| P5 – Immediate | | | | | |
| P4 – Within 1 year | \$3,683 | \$20,383 | | \$7,239 | \$31,305 |
| P3 – Within 2 years | | | | | |
| P2 – Within 3 to 5 years | | | | | |
| P1 – Beyond 5 years | | | | | |
| Not Prioritised | \$2,540 | \$9,017 | | \$5,080 | \$16,637 |
| Total | \$6,223 | \$29,400 | | \$12,319 | \$47,942 |

Operations Needs

The extent of future demands and enhancement needs for Library Operations are dependent on the above expansion projects proceeding; generally the following requirements will need to be considered

- adequate facilities, additional furniture and spaces for public
- additional staff and staff training
- increased opening hours
- additional internet facilities for public
- expectation to provide new technology (e-books etc.), concurrently with traditional library service
- ageing population needs appropriate services technology
- break away rooms for training and use by disabled

The above items are funded from the Operating and Non-Operating expenditure budgets accordingly. Refer to Attachment 4 and 5 for further information on services and costs.

5. LIFECYCLE MANAGEMENT PLAN

Libraries' asset condition and defect inspections are normally undertaken by the Asset Management Unit of Strategic, Planning and Infrastructure Group. When the defect inspection reports are completed, the information is processed and prioritised, any defects requiring urgent action is referred to the managers for attention. In some instances to action a job, further investigation and/or inspection may be required. Council's system of prioritising the tasks is continually developing, to maintain levels of service to the community.

5.1. Background Data

Table 7: Background Data of Shoalhaven's libraries

| | Milton Library | Nowra Library | Sanctuary Point Library | Ulladulla Library |
|-------------------------------------|--|--|--|-----------------------------------|
| Address | 71 Princes Highway, Milton | 10 Berry Street, Nowra | Paradise Beach Road, Sanctuary Point | 81 Princes Highway, Ulladulla |
| Asset ID | 258 | 646 | 639 | 48971 |
| Physical Parameters | Floor Material | Timber | Concrete | Timber |
| | Wall Material | Sandstone/ Masonry | Fibre Cement | Steel framed/ Hardiplank Cladding |
| | Roof Material | Steel framed/ Steel cladding | Steel framed/ Steel cladding | Steel framed/ Steel Cladding |
| | Mechanical Services | NA | Packaged AC | Split System |
| | Electrical Services | Standard Metering | Smart Metering | Standard Metering |
| | Car parks | NA | NA | Bitumen/ 3 spaces |
| Asset Capacity | 110 sqm | 2268 sqm | 141 sqm | 225 sqm |
| Asset Condition | Fair Condition | Good Condition | Good Condition | Good Condition |
| Asset Valuation | No works required in the next 10 years | No works required in the next 10 years | No works required in the next 10 years | Capital work occurring in 2013 |
| Historical Data (Year built) | 1872 | 1972 | 1994 | 1982 |

Asset Extent and Condition

The extent of the library services existing within the Shoalhaven, are best described for each facility by the different areas and functions they provide to their communities, these are listed for each Library on Attachment 1.

Full Defect and Asset Condition Assessment Inspections are scheduled to be performed on a three yearly frequency for library services. Consideration is given in respect to the level of defects identified when assessing the overall building condition; however they are not a direct reflection of the overall lifecycle. For example a building may consist of hundreds of elements, the defect assessment may identify say 25 elements in poor condition, and hence the overall building condition is not classified as poor. As a facility increases in size, this relationship is accentuated. Therefore the judgment of overall facility condition is assessed considering a broader range of factors.

The overall condition of the library services buildings were considered by the Asset Management Unit as listed in Table 8 below;

Table 8: Overall Building Conditions

| CONDITION | Locations | % Value based on Replacement Costs |
|---|-----------------------------------|---|
| C1 – As new Residual life 40 to 50 years | Nil | 0% |
| C2- Good Residual life 30 to 40 years | Nowra, Sanctuary Point, Ulladulla | 88.7% |
| C3 – Fair Residual life 15 to 30 years | Milton | 11.3% |
| C4 – Poor Residual life 5 to 15 years | Nil | 0% |
| C5 – Requires replacement Residual life 0 to 5 years | Nil | 0% |

The value of defects as at 18th October 2012 (excl. Access identified requirements) to the full library services network was as listed below;

Table 9: Prioritised Defect Value

| Defect Description | Value |
|--|--------------------|
| P5 – Undertake immediately | \$7,750 |
| P4 – Undertake within 1 yr. | \$261,895 |
| P3 – Undertake within 2 yrs. | \$200 |
| P2 – Undertake within 3 to 5 yrs. | \$178,000 |
| P1 – Undertake beyond 5 yrs | \$0 |
| Not prioritised | \$855,472 |
| Totals | \$1,303,317 |

The total replacement costs of the existing library services network are as follows;

Table 10: Facility Replacement Costs

| Item Description | Nowra | Sanctuary Point | Milton | Ulladulla | Overall Costs |
|---|---------------------|------------------------|------------------|--------------------|----------------------|
| Building | \$9,072,000 | \$520,000 | \$440,000 | \$900,000 | \$10,932,000 |
| Contents (Books/ Non books) | \$3,061,953 | \$326,522 | \$135,530 | \$460,849 | \$3,984,854 |
| Equipment (Computer/ Pabx & Cables) | \$669,022 | \$50,380 | \$38,860 | \$86,560 | \$844,822 |
| South Coast Co-Op Libraries Books/ Non books | \$100,000 | | | | \$100,000 |
| Sub-Total Costs | \$12,902,975 | \$896,902 | \$614,390 | \$1,447,409 | \$15,861,676 |
| Telephones | | | | | \$45,000 |
| Total Network Replacement Costs | | | | | \$31,768,352 |

The overall condition of Library contents and equipment is considered by the Library Manager to be in good condition. The percentage of stock under five (5) years old is approximately 54.68%, including Books, Audio/Visual, toys and games.

5.2. Infrastructure Risk Management Plan

The 'Defect and Risk Management Inspection Procedure' specifies libraries defect Inspections to occur every three (3) years.

Any hazards identified will be prioritised and undertaken as either "Urgent Maintenance" or listed in the Defects Register and undertaken as annual "Programmed Maintenance" in accordance with the 'Defect and Risk Management Inspection Procedure'.

Library staffs operate a program of continuous improvement conducting a weekly team session to identify risks, minutes are distributed to all Libraries, General Manager and Community and Operations Director. Staff utilise the council risk management procedure to document and process identified risks.

There are two (2) main risks that Council is facing as follows:

- **Strategic Risk** – Risk managed through Council's annual Risk Management Plan due to the potential affect a failure in this area can have on Council's operations
- **Operational Risk** – Risks that relate to the day-to-day operations of Council. Operational risk arises from inadequate internal controls, inadequate or no documentation, poor planning and implementation, or inadequate supervision.

This risk management section of the asset management plan concentrates on identification of practical risks at the asset level. An assessment of the risks associated with the service delivery of building assets has identified some critical risks to Council. The risk assessment process:

- Identifies credible risks;
- The likelihood of the risk event occurring;
- The consequences should the event occur;
- Develops a risk rating; and
- Evaluates the risk and develops a risk treatment plan for non-acceptable risks.

5.3. Routine Operations and Maintenance Plan

Routine maintenance is the regular on-going work or actions necessary to keep an asset operating or as near as practical to an acceptable condition, but excluding refurbishment, renewal, replacement or demolition. These works do not add to the value of the asset. In general maintenance falls into two broad categories:

- Planned (proactive) or maintenance planned to prevent asset failure; and
- Unplanned (reactive) or maintenance to correct asset malfunctions and failures as required, such as emergency repairs.

A key element of advanced asset management planning is determining the most cost-effective mix of planned and unplanned maintenance.

5.3.1. Operations and Maintenance Plan

Maintenance includes proactive, reactive and cyclic maintenance work activities. Reactive maintenance is unplanned repair work carried out in response to service requests and management / supervisory directions. Community and customers directly affected by the asset generally make these requests. To provide the highest level of service, Council's objective in relation to maintenance requests is to inspect and prioritize the work requests as quickly as possible.

General maintenance strategies have been developed to have an annual asset inspection to identify any defects which have developed since the time of the previous inspection. A reasonable base condition of the facilities has been established and documents in the Asset Audit Reports for each of the facilities.

When the defect is identified, it is recorded in Conquest database with a condition assessment and priority for action. The data in the data base forms the basis of the annual programmed maintenance program. Any defects which show up and are considered a risk or hazard are rectified from the maintenance budget.

Capital Investment Strategies for the creating of a new facility requires overlooking the whole life cost of the new asset. The method of construction affects the operational and maintenance method. Having a more expensive way to build that will produce an asset that is cheaper to operate and maintain may be a better option than the opposite. Table below indicates current budget and expenditure for existing libraries.

Table 11: Current operating expenditure and budget

| T1 (Job number) | Locality | 2011/12 Budget | 2011/12 Actual Expenditure | 2012/13 Budget |
|-----------------|-----------------|----------------|----------------------------|----------------|
| 21000 | Nowra | \$1,440,990 | \$1,417,236 | \$1,574,862 |
| 21020 | Ulladulla | \$194,467 | \$225,531 | \$164,256 |
| 21030 | Milton | \$36,220 | \$43,963 | \$29,641 |
| 21040 | Sanctuary Point | \$176,321 | \$184,411 | \$182,020 |

Consideration should also be given from an operation's perspective to both the initial set up costs for new/extended libraries and the annual additional operational costs to be budgeted accordingly from date of facility opening. Estimates are listed below in table 12.

Table 12: New Facility Set up and Additional Operating Costs

| Project Description | Additional Operating Expenditure | Operating Expenditure Transfer | Current Commencement date |
|-------------------------------------|----------------------------------|--------------------------------|---------------------------|
| Bay & Basin District Branch Library | \$520,000 pa | \$182,020 pa (Sanctuary Point) | 2017/18 |
| Southern Shoalhaven Library | \$306,498 pa | \$29,641 pa (Milton) | 2014/15 |

Considering the above projects are completed in their present form and existing libraries at Sanctuary Point and Milton close, all stock and equipment would be transferred to the Bay & Basin and Southern Shoalhaven Libraries. The operating costs at the two new facilities are in addition to the existing operating expenditure for Sanctuary Point and Milton.

5.3.2. Operations and Maintenance Strategies

The organisation will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- Scheduling operations activities to deliver the defined level of service in the most efficient manner,
- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes. Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost),
- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council/Board,
- Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs,
- Review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options,
- Maintain a current hierarchy of critical assets and required operations and maintenance activities,
- Develop and regularly review appropriate emergency response capability,
- Review management of operations and maintenance activities to ensure Council is obtaining best value for resources used.

Part of the Operational strategies that the library is continuing to hold includes holding social and promotional events; the extent varies annually including programs as listed in table 13.

Table 13: Operational Programs – Shoalhaven Libraries

| User Groups | New programs 2011-12 |
|-------------------------------|---|
| Preschoolers | Storytelling and craft; National Simultaneous Story time; Play group visits; Baby Literacy & Rhyme time programmes |
| School Children | Visiting Authors; Library orientation classes; school holiday workshops; Readers Theatre; Craft workshops; Children’s Book Week celebrations; Chess club |
| Youth | Youth Week; HSC workshops; Homework help; Author visits |
| Adults | Author visits; book launches; travelling exhibitions |
| Seniors/ Frail Aged/ Disabled | Home Library Service; Outreach Services; Seniors Week activities |

5.3.3. Summary of Future Costs

The recorded operations and maintenance work from 2005/06 to 2011/12 shows an average of \$1,909,203. The average future cost is predicted to be the same amount unless there are libraries that are demolished or created.

5.4. Renewal / Replacement Plan

As stated in Section 4 of this AMP, a number of library facilities have been identified within the Section 94 Contribution Plan 2010 as requiring replacement or major extensions. The draft Capital Works Program may require revision, if funding cannot be made available or if Section 94 contributions are not adequate for progression. The Library can also apply for State Library Development grants of up to \$200,000 for library buildings, as long as they adhere to the standards set.

Consideration should also be given to those activities identified as a result of the 'Defect and Asset Condition Assessment Inspections' that require Capital Works funding.

5.4.1. Renewal Plan

A program of Enhancement works has been compiled mostly from user and Management Committee requests. Attachment 2 lists the total proposed Capital Works for each facility categorised by the Asset Management Unit. It is considered that funding is required to progressively address these identified needs. Additional projects will be added to the Enhancement Strategy when identified.

5.4.2. Renewal Strategies

There are two (2) projects identified to be renewed/replaced in the capital work programme which are Shoalhaven City Library and Southern Shoalhaven Library/Civic Centre. On the other hand, the ten (10) years capital works program indicates only renovation of Southern Shoalhaven Library/Civic Centre with an estimated cost of \$8,000,000 that requires work.

5.4.3. Summary of Future Costs

The total cost for the next ten (10) years of capital works is \$8,000,000. The level of funding from Loan Funding and Section 94 Recoupment & Reserve shows a sufficient amount for this capital work.

5.5. Creation / Acquisition / Augmentation Plan

The adopted Section 94 Contributions Plan 2010 includes the construction and establishment of one (1) additional library. It is proposed to undertake a ten (10) Year Program as listed in Attachment 2 allocating funding for these projects. The timing of the draft Capital Works Program may require revision, if funding cannot be made available or if Section 94 contributions are not adequate for progression.

5.5.1. Selection Criteria

Prior to acquiring a new asset in order to satisfy community need, it is significant to consider the following:

- Improvement to the existing asset performance
- Enter an arrangement with the private sector to provide community facility

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organizations including developers. A system to assess these requests needs to be developed and will need to ask requestors to consider:

- occupancy / usage rates of other council assets already similar sized and in use;
- preliminary costing schedules including operational, maintenance and renewal estimates;
- availability of funds and funding sources; and
- ability for the Council to schedule the works in future operational work programs.

5.5.2. Capital Investment Strategies

Capital Investment Strategies for the creating of a new facility requires overlooking the whole life cost of the new asset. This includes the initial capital cost, operating cost and selling or disposing of the asset. Having a more expensive way to build that will produce an asset that is cheaper to operate and maintain may be a better option than the opposite.

The organisation will plan capital upgrade and new projects to meet level of service objectives by:

- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner,
- Undertake project scoping for all capital upgrade/new projects to identify:
 - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset,
 - the project objectives to rectify the deficiency including value management for major projects,
 - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency,
 - management of risks associated with alternative options,
 - evaluate the options against evaluation criteria adopted by Council/Board, and
 - select the best option to be included in capital upgrade/new programs,
- Review current and required skills base and implement training and development to meet required construction and project management needs,
- Review management of capital project management activities to ensure Council is obtaining best value for resources used.

Alternative consideration should be given to further investigation and identification of alternative strategies and options for expansion of the future library network, conducted in alignment with the identified community needs and the ability to deliver an effective service of high quality and efficiency throughout the Shoalhaven area. This recommendation is determined by the following considerable factors relating to the adopted Section 94 Contribution Plan now in service:

- High level of funding required to complete these projects, some simultaneously
- Creation of an intensity for major projects required over the next ten year period
- Necessity for council to fund these projects before section 94 funding is available (based on low current contributions)
- Investigation of alternative cost effective options not apparent
- Strategy for identification of new/expansion projects based exclusively on feasibility study completed in 2000 and planning guidelines for 2010.
- Identification of alternative operations strategies to be considered

5.5.3. Summary of Future Costs

Within the next ten (10) years the new Vincentia Community Centre Library is planned to be built with an estimated expenditure of \$5,000,000. Sufficient funding for this project is encountered from loan, section 94 recoupment and section 94 reserve.

5.6. Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any. Any revenue gained from asset disposals is accommodated in the organisation's long term financial plan.

Capital work – There is currently no plan available to dispose of libraries in Shoalhaven.

Operational – Book disposal equals approximately 2000-3000 per year and are either sold to the public or recycled.

6. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance. It should be noted that specific projections and information is available at the level of service and individual asset type/group.

6.1. Financial Statements and Projections

The replacement of existing facilities is dependent on the projects identified within the Section 94 Contribution Plan 2010 proceeding in their present form. To maintain levels of service to the community, expansion is inevitable and the investigation of alternative options is recommended to reduce capital costs. Funding required to fulfil Section 94 commitments from 2011/12 to 2023/24 is shown at Attachment 2. Funding to this extent is not available from current revenue income.

Operational funding levels are adequate to maintain the existing levels of service, including \$32,782 for Urgent/ Reactive works, operational figures can vary considerably throughout the year as new programs are identified and needs arise.

Table 14: Operational Income & Funding

| | 2011/12 Budget | 2011/12 Actual | 2012/13 Budget |
|---|-----------------------|-----------------------|-----------------------|
| Income Budget Summary | \$475,908 | \$474,760 | \$463,005 |
| Operating Expenditure Budget Summary | \$2,803,133 | \$2,742,087 | \$2,750,658 |
| Non- Operating Expenditure Budget Summary | \$390,000 | \$350,215 | \$403,000 |

6.2. Funding Strategy

Funding source for the ten (10) year capital works programme is encountered from Section 94 recoupment and reserve as well as loan funding. To this point, these funding sources are sufficient to cover the estimated expenditure for works on Southern Shoalhaven Library/ Civic Centre and new Bay & Basin Community Centre Library.

6.3. Valuation Forecasts

According to Australian Accounting Standard (AASB) 116, asset classes will need to be revalued unless there have been material changes. The due date of revaluation to each asset class is shown below:

Table 15: Fair Valuation – Infrastructure, property, plan and equipment

| Asset Class | Due |
|--|-----------|
| Water & Sewer | 30-Jun-12 |
| Property, plant and equipment, operational land, buildings | 30-Jun-13 |
| Roads, bridges, footpaths, drainage, bulk earth works | 30-Jun-15 |
| Community land, other assets, land improvement | 30-Jun-16 |

6.4. Key Assumptions Made in Financial Forecasts

Key assumption made in presenting the information in this AMP and in preparing forecast of required operating and capital expenditure and asset values, depreciation expenses and carrying amount estimates are detailed below. They are presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecast.

Key assumption:

- Average useful lives and average remaining lives of the asset classes are based on current local knowledge and experience, historical trends and accepted industry practice. These need to be reviewed and the accuracy improved, based on regular re-assessment of asset deterioration.
- Reviews of the effective useful lives of assets and population / demographic changes have the potential for greatest variance in future cost predictions.
- Changes in development needs associated with the rate and location of growth and changes in the desired level of service and service standards from those identified in the Asset Management Plan, will both impact on future funding.

Accuracy of future financial forecasts may be improved in future revisions of the Plan by the following actions:

- Implementation of a Job Costing system to incorporate continuously current unit rate data.
- More refined condition rating data with more history for reference.
- Greater degree of componentisation in the rating process.
- Development of better degradation models through national research and development programs.
- Development of better financial models through collaborative processes.
- Implementation of an asset information system.

Specific annual maintenance and renewal cost trends are detailed for each asset category in the relevant Sections.

6.5. Forecast Reliability and Confidence

The Long Term Financial Plan has been developed using the underlying Conquest Asset Register, TRIM Records Management and FIS Financial System. Providing history information, coupled with valuations, capital and operations budget analysis, using the combined information held in the financial system. Asset renewal analysis has been completed on a lifecycle management basis.

The finance system is the responsibility of the Finance section and the asset register (Conquest) is maintained by Infrastructure Group. The requesting system (MERIT) is maintained by Information Technology section. The Maintenance Management System (MMS) is maintained by Works and Services section.

7. PLAN IMPROVEMENT AND MONITORING

This section of the asset management plan outlines any asset management practices and improvements that have arisen during the process of documenting this first plan and can be incorporated into the organisation's methodology for further enhancement to the asset management practice as the second tier asset management plan is undertaken.

7.1. Status of AM Practices

7.1.1. Accounting/ Financial Systems

Financial transactions are recorded in Council's corporate SunSystems Financial Software and are viewable through the Financial Information System (FIS). Finance staff are responsible for operating the finance system especially the general ledger and budget accounts receivable. A systems Accountant assists in providing technical support for the systems operation and maintenance.

Continued analysis of the Financial Model, capital expenditure, asset renewal, maintenance and operations requirements, and the interrelationships between service levels and expenditure is expected as part of the asset management improvement programme. The Local Government Act 1993 requires that Council prepare and maintain all accounting records, accounts and financial statements in accordance with all relevant Australian Accounting Standards. The following accounting standards and guidelines must be complied with:

- AASB 116 Property, Plant & Equipment – prescribes requirements for recognition and depreciation of property, plant and equipment assets
- AASB 136 Impairment of Assets – aims to ensure that assets are carried at amounts that are not in excess of their recoverable amounts
- AASB 1021 Depreciation of Non-Current Assets – specifies how depreciation is to be calculated
- AAS 1001 Accounting Policies – specifies the policies that Council is to have for recognition of assets and depreciation
- AASB 1041 Accounting for the reduction of Non-Current Assets – specifies the frequency and basis of calculating depreciation and revaluation basis used for assets
- AAS 1015 Accounting for acquisition of assets – method of allocating the value to new assets on acquisition
- AAS 27 Financial reporting by Local Government
- AAS 1010 Recoverable Amounts of Non-Current Asset – specifies requirement to test the reasonableness of valuations

The objective of the Accounting Policy is to provide guidance around identifying, classifying, valuing, recording and disposing of non-current physical assets. This will provide for greater understanding and accuracy of Council's capital requirements and depreciation expenses in the context of financial sustainability and intergenerational equity as well as ensuring that Council is meeting its statutory reporting obligations.

7.1.2. Asset Management Systems

Physical Asset data are recorded in Council's Conquest Asset Register. Customer enquiries are managed via Council's MERIT system, with document management being undertaken using the TRIM system.

Responsibilities for administering asset management systems generally sit with the Infrastructure Systems and Support team. Data entry on a job by job basis is handled via several staff from across Council, with significant data entry by Council's City Works and Infrastructure Divisions.

7.2. Improvement Programme

One of the improvement programme identified is to have a further detailed investigation for the Long Term Financial Planning to be analysed more in the next Asset Management Plan, this also includes community consultation.

System Integration is also significant for AMP improvement. This includes linking the Asset Register (Conquest) to Strategic Planning Systems (Maloney Modelling Tool), Works Management Systems (MMS), Asset Costing Systems (Knowledge Base), Customer Request Systems (Merit), Plans & Records Management (Drawing Catalog), Electronic Data Management System (EDMS/TRIM), Financial Information System (SUN/FIS) and Spatial Mapping Systems (ESRI/GIS)

7.3. Monitoring and Review Procedures

Regular monitoring and review of this asset management plan is essential in order to ensure the document is able to continue to provide strategic guidance in the sustainable management of Council's open space and recreational assets. This is the second version of the AMP and it will be reviewed and further developed over the next few years with further detailed information for an advanced AMP.

7.4. Performance Measures

The following Key Performance Indicators will be used to gauge satisfactory outcomes from this Asset Management Plan and shall be measured as at 30th June each year –

- Total value of P4 and P5 defects
- % of total network in Condition 3 (Fair) or better as at 30th June each year and
- Number of customer requests/reports.

8. REFERENCES

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au/IIMM

IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au/namsplus

IPWEA, 2009, 'Australian Infrastructure Financial Management Guidelines', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au/AIFMG.

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<http://www.id.com.au/forecast/shoalhaven>

<http://s94.shoalhaven.nsw.gov.au>

9. APPENDICES

9.1. Glossary

Age

The current date less year when asset was constructed

AMP

Asset Management Plan

Annual service cost (ASC)

1) Reporting actual cost

The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.

2) For investment analysis and budgeting

An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operations, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset management

A systematic process to guide the planning, acquisition, operation and maintenance, renewal and disposal of asset based on the combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset category

Sub-group of assets within a class hierarchy for financial reporting and management purposes.

Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset Register

A record of asset information including condition, construction, financial, historical, inventory and technical details

Asset renewal funding ratio

The ratio of the net present value of asset renewal funding accommodated over a 10 year period in a long term financial plan relative to the net present value of projected capital renewal expenditures identified in an asset management plan for the same period [AIFMG Financial Sustainability Indicator No 8].

Average annual asset consumption (AAAC)*

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

Capital expansion expenditure

Expenditure that extends an existing asset, at the same standard as is currently enjoyed by residents, to a new group of users. It is discretionary expenditure, which increases future operating, and maintenance costs, because it increases council's asset base, but may be associated with additional revenue from the new user group, eg. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital expenditure - expansion

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the organisation's asset base, but may be associated with additional revenue from the new user group, eg. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, eg. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operations and maintenance expenditure in the future because of the increase in the organisation's asset base, eg. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

Capital funding

Funding to pay for capital expenditure.

Capital grants

Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.

Capital investment expenditure

See capital expenditure definition

Capitalisation threshold

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying amount

The amount at which an asset is recognised after deducting any accumulated depreciation/ amortisation and accumulated impairment losses thereon.

Capital new expenditure

Expenditure which creates a new asset providing a new service to the community that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operating and maintenance expenditure.

Capital renewal expenditure

Expenditure on an existing asset, which returns the service potential or the life of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or subcomponents of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time, eg. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital upgrade expenditure

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the council's asset base, eg. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital Works

The creation of new assets or an increase in the capacity of existing assets beyond their original design capacity or service potential

Carrying amount

The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Component

An individual part of an asset which contributes to the composition of the whole and can be separated from or attached to an asset or a system.

Conquest

An asset management software package that includes Council's Asset Register and Asset Maintenance System

Core asset management

Asset management which relies primarily on the use of an asset register, maintenance management systems, job resource management, inventory control, condition assessment, simple risk assessment and defined levels of service, in order to establish alternative treatment options and long-term cashflow predictions. Priorities are usually established on the basis of financial return gained by carrying out the work (rather than detailed risk analysis and optimised decision- making).

Cost of an asset

The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, plus any costs necessary to place the asset into service. This includes one-off design and project management costs.

Council

Shoalhaven City Council

Critical assets

Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than noncritical assets.

Current replacement cost (CRC)

The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Current replacement cost “As New” (CRC)

The current cost of replacing the original service potential of an existing asset, with a similar modern equivalent asset, i.e. the total cost of replacing an existing asset with an as NEW or similar asset expressed in current dollar values.

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated replacement cost (DRC)

The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset

Depreciation / amortisation

The wearing out, consumption or other loss of value of an asset whether arising from use, passing of time or obsolescence through technological and market changes. It is accounted by the allocation of the cost (or revalued amount) of the asset less its residual value over its useful life.

Disposal

Activities necessary to dispose of decommissioned assets

DLG

NSW Division of Local Government, Department of Premier and Cabinet

Expenditure

The spending of money on goods and services. Expenditure includes recurrent and capital.

Facility

A complex comprising many assets which represent a single management unit for financial, operational, maintenance and other purposes

Fair value

The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arms length transaction.

Financing gap

A financing gap exists whenever an entity has insufficient capacity to finance asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current financing gap means service levels have already or are currently falling. A projected financing gap if not addressed will result in a future diminution of existing service levels.

GIS

Geographical Information System, mapping and spatial location technology systems which show location and relationship to key geographical datum points

Heritage asset

An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss

The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets

Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services, eg. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no market value.

Investment property

Property held to earn rentals or for capital appreciation or both, rather than for:

- (a) use in the production or supply of goods or services or for administrative purposes; or
- (b) sale in the ordinary course of business (AASB 140.5)

Level of service

The defined service quality for a particular service against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental, acceptability and cost).

Life Cycle Cost *

1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises average operations, maintenance expenditure plus asset consumption expense, represented by depreciation expense projected over 10 years. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure

The Life Cycle Expenditure (LCE) is the actual or planned annual maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to Life Cycle Expenditure to give an initial indicator of life cycle sustainability.

Loans / borrowings

Loans result in funds being received which are then repaid over a period of time with interest (an additional cost). Their primary benefit is in 'spreading the burden' of capital expenditure over time. Although loans enable works to be completed sooner, they are only ultimately cost effective where the capital works funded (generally renewals) result in operating and maintenance cost savings, which are greater than the cost of the loan (interest and charges).

Maintenance

All actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating, eg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **Planned maintenance**

Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

- **Reactive maintenance**

Unplanned repair work that is carried out in response to service requests and management/ supervisory directions.

- **Specific maintenance**

Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

- **Unplanned maintenance**

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance and renewal sustainability index

Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (e.g. 5, 10 and 15 years).

Maintenance expenditure

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality

An item is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial report. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances.

Modern equivalent asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

Net present value (NPV)

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from eg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

New Works

New work expenditure is Capital Works expenditure, i.e. money spent on new works (development costs) and upgrades to an existing asset or on creating a new asset

Non-revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, eg. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operations

Regular activities to provide services such as public health, safety and amenity, eg street sweeping, grass mowing and street lighting.

Operating expenditure

Recurrent expenditure, which is continuously required excluding maintenance and depreciation, eg power, fuel, staff, plant equipment, on-costs and overheads.

Operational Plan

Generally comprise detailed implementation plans and information with a 1-3 year outlook (short-term). The plans detail structure, authority, responsibilities, defined levels of service and emergency responses

Rate of annual asset consumption *

The ratio of annual asset consumption relative to the depreciable amount of the assets. It measures the amount of the consumable parts of assets that are consumed in a period (depreciation) expressed as a percentage of the depreciable amount.

Rate of annual asset renewal *

The ratio of asset renewal and replacement expenditure relative to depreciable amount for a period. It measures whether assets are being replaced at the rate they are wearing out with capital renewal expenditure expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade/new *

A measure of the rate at which assets are being upgraded and expanded per annum with capital upgrade/new expenditure expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Reactive maintenance

Unplanned repair work that carried out in response to service requests and management/supervisory directions.

Recoverable amount

The higher of an asset's fair value, less costs to sell and its value in use.

Recurrent expenditure

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operating and maintenance expenditure.

Recurrent funding

Funding to pay for recurrent expenditure.

Rehabilitation

See capital renewal expenditure definition above.

Remaining Useful life

Remaining useful life is determined for each individual asset from the condition rating. It is the time that the asset provides future economic benefit, from acquisition to expected replacement, renewal in full or replacement / disposal

Renewal

Works or actions to upgrade, refurbish or replace components of an asset to restore it to near new and required functional condition, extending its current remaining life

Residual value

The net amount which an entity expects to obtain for an asset at the end of its useful life after deducting the expected costs of disposal.

Revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, eg public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

Risk management

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment

A self-contained part or piece of an infrastructure asset.

Service

A benefit gained from utilising or accessing an asset and the associated work done by Council staff or others associated with the Council

Service expectation

The description of Level of Service available to users of an asset and any associated services, as described in consultation for developing and reviewing the Community Strategic Plan

Specific Maintenance

Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, replacement of air conditioning equipment, etc. This work generally falls below the capital/ maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Strategic Longer-Term Plan

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in the Council's longer-term plans such as the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the Council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

Stakeholder

A person; group; company or government department representing an interest in an asset; project or service utilising an asset

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

- (a) the period over which an asset is expected to be available for use by an entity, or
- (b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the council. It is the same as the economic life.

Value in Use

The present value of estimated future cash flows expected to arise from the continuing use of an asset and from its disposal at the end of its useful life. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate new cash flows, where if deprived of the asset its future economic benefits would be replaced.

10. REVIEW

The Asset Management Plan shall be reviewed annually at the end of each financial year and the outcomes reported to Council.

Attachment 1 – Brief Description of Library Services

Brief Description of Library Services

NOWRA LIBRARY (Central Library)

Upstairs:

- Foyer with small kitchenette – crockery, glasses and cutlery stored here
- Foyer has small fridge and urn for use for social functions
- Inside library – Circulation desk with four PCs for staff use for circulation, look up, returns, registration of new patrons, RFID sort assistant and pads
- Technology Access Centre with ten public access PCs
- Reference area with Reference Librarian's PC
- University of Wollongong PC for use of students
- 1 black and white photocopiers
- 1 colour fax/photocopier/scanner
- Children's area
- Area for youth
- Three online public access computers scattered throughout library
- Five Study carrels
- Tables and chairs for public use
- Small timber display stand
- Reading area at rear of library with lounges
- Newspaper reading area
- Three public toilets
- Shelving for the collection
- Book chute

Downstairs

- Large workroom
- Compactus area
- Storage
- Locker room/sick bay
- Staff room/kitchen
- Three staff toilets
- Separate audiovisual room (used as an additional meeting room)
- Separate Local Studies Room – with Reader/Printer, public access PCs/microfilm and microfiche; scanner
- Separate meeting room (hold forty people seated concert style)
- Three public toilets adjacent to the meeting room
- Fifteen staff PCs, four printers
- Desks and chairs; shelving

SANCTUARY POINT

- Circulation desk with two PCs for circulation purposes; RFID technology
- Open space in library
- Children's area defined
- Small staff room/office/storeroom with PC for manager's use; laptop and printer
- Two public toilets

- Two public use PCs
- Photocopier
- Fax machine
- Small area for reading
- Two printers
- Book chute
- Shelving for the collection

MILTON

- Small circulation desk with one PC for circulation; RFID technology
- One public PC
- Shelving for the collection
- Book chute
- Children's furniture
- Kitchenette
- No toilet inside library, staff member must lock library if need to use external toilet
- One person library

ULLUDULLA LIBRARY & VISITORS CENTRE

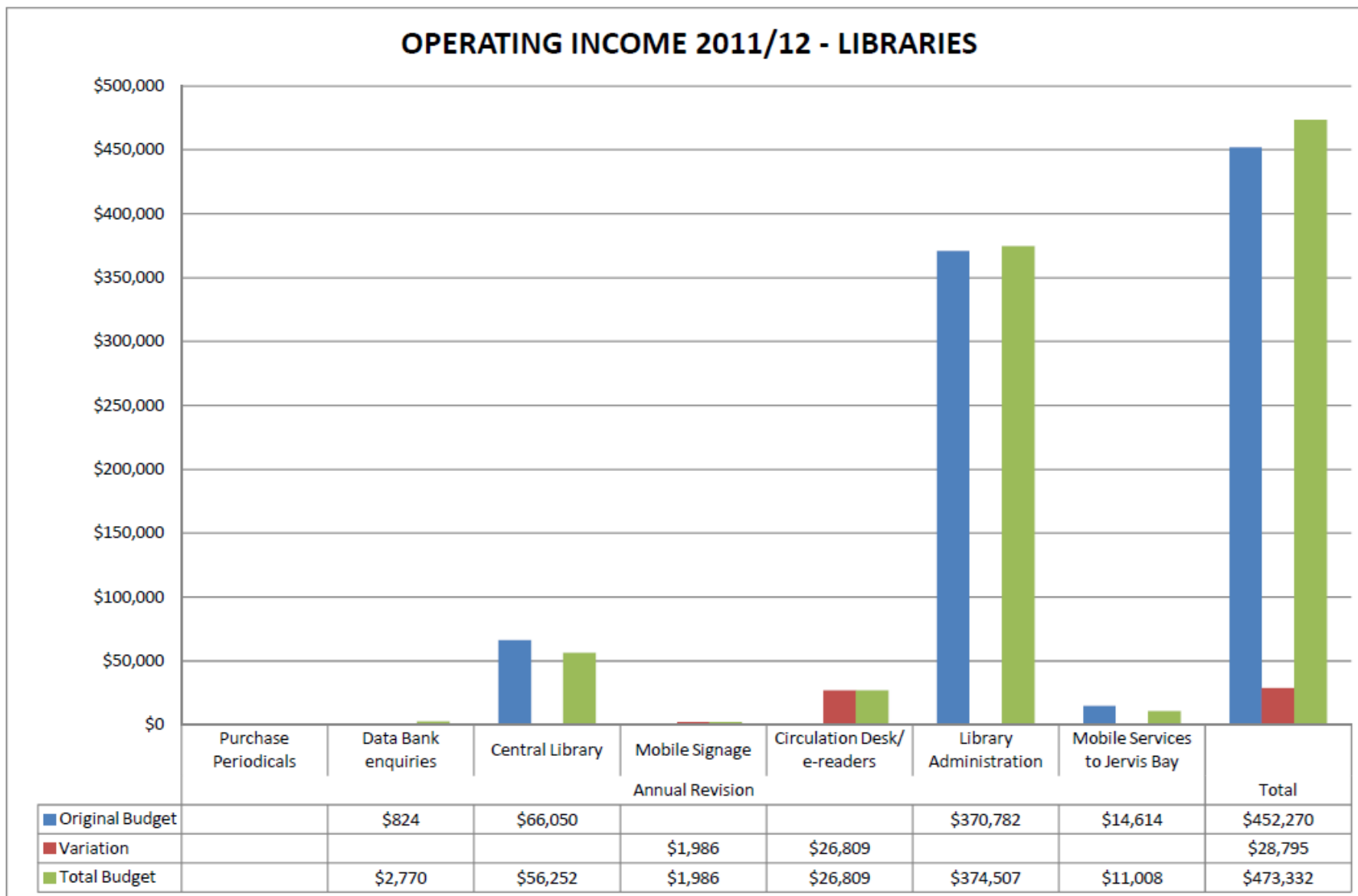
- Circulation area between library and visitors centre; RFID technology, two PCs
- Four staff PCs in circulation area; laptop
- Six public access PCs – one in visitors centre
- Staff toilet
- Small staffroom/office/storage area
- Small area devoted to Local Studies
- Children's and youth area
- Photocopier
- Fax machine
- RFID gates
- Shelving for the collections
- Book returns

Attachment 2 – Ten Year Capital Works Program

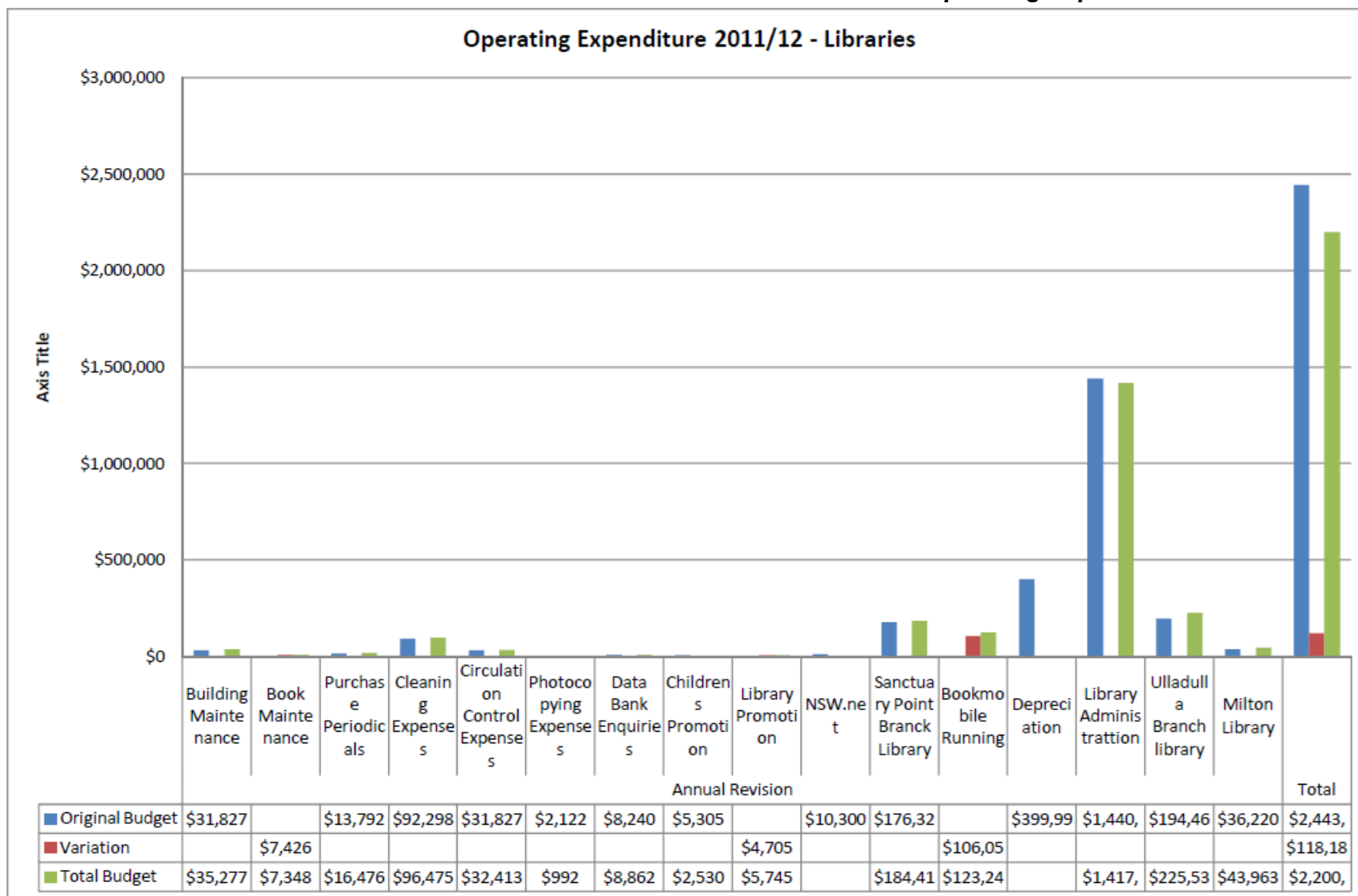
Shoalhaven City Council - General Fund - Capital Works Listing

| | | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | Future |
|--|-----------------------|----------------|----------------|---------|------------------|---------|---------|---------|---------|---------|---------|------------------|
| New - Shoalhaven City Library | Expenditure | | | | | | | | | | | 5,800,000 |
| | Section 94 Reserve | | | | | | | | | | | -100,000 |
| New - Southern Shoalhaven Library/Civic Centre | Expenditure | 2,500,000 | 5,500,000 | | | | | | | | | |
| | Loan Funding | | -3,235,079 | | | | | | | | | |
| | S94 Matching Reserve | -1,187,900 | | | | | | | | | | |
| | Section 94 Recoupment | -764,600 | -1,695,521 | | | | | | | | | |
| | Section 94 Reserve | -547,500 | -569,400 | | | | | | | | | |
| Replace Air conditioner - Nowra Library | Expenditure | | | | | | | | | | | 240,000 |
| | Section 94 Reserve | | | | | | | | | | | |
| New - Bay and Basin Community Centre Library | Expenditure | | | | 5,000,000 | | | | | | | |
| | Loan Funding | | | | -3,576,100 | | | | | | | |
| | Section 94 Recoupment | | | | -766,760 | | | | | | | |
| | Section 94 Reserve | | | | -657,140 | | | | | | | |
| Total | | 547,500 | 569,400 | | 5,000,000 | | | | | | | 5,700,000 |

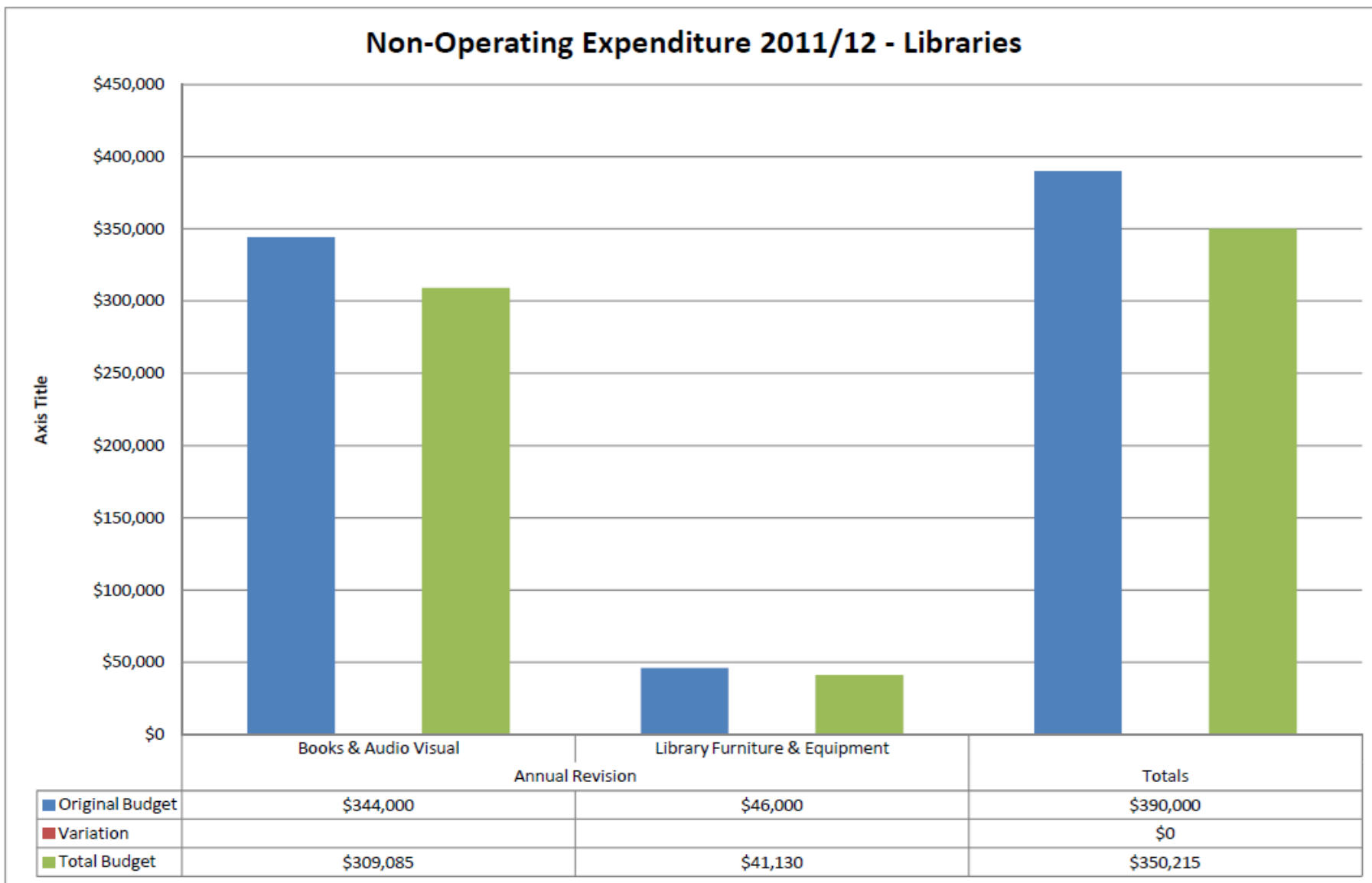
Attachment 3 – Operating Income 2011/12 – Libraries



Attachment 4 – Operating Expenditure 2011/12 – Libraries



Attachment 5 – Non-Operating Expenditure 2011/12 – Libraries



Attachment 6 – Mobile Library Service Schedule

Shoalhaven Libraries – Mobile Service 2012 – Week 1

For enquiries ring Central Library, Nowra: 4429 3705

Please Note:

1. School locations are not visited during school holidays.
2. Dates crossed out eg. ~~26~~ – indicate Public Holiday – No Service.

| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|---|-----------------------|-----|-----|---------------|---------------|-----|-----|-----|-----|-----|-----|-----|
| Monday | | | | | | | | | | | | |
| Greenwell Point School (10 – 10.30 School Holidays) | 9.30 am – 10.30 am | | | | | | | | | | | |
| Orient Point (Otway Street) | 11.00 am – 11.45 am | 13 | 12 | 16 | 7 | 4 | 2 | 13 | 10 | 8 | 5 | 3 |
| Culburra (Junction Service Station) | 12.45 pm – 1.30 pm | | | | | | 16 | | | | | |
| Culburra Progress Hall (The Lake Circuit) | 1.45 pm – 2.30 pm | | | | | | | | | | | |
| Culburra Retirement Village | 2.45 pm – 3.30 pm | 30 | 27 | 26 | 23 | 21 | 18 | 30 | 27 | 24 | 22 | 19 |
| | | | | | | | | | | | | |
| Tuesday | | | | | | | | | | | | |
| Terara School | 9.30 am – 10.15 am | | | | | | | | | | | |
| Shoalhaven Heads School | 10.45 am – 11.45 am | 3 | 14 | 13 | 10 | 8 | 5 | 3 | 14 | 11 | 9 | 6 |
| Shoalhaven Heads (Tall Timbers Caravan Park) | 12.00 pm – 12.45 pm | | | | | | 17 | | | | | |
| Shoalhaven Heads (Bolt Street, near shop) | 1.45 pm – 2.30 pm | | | | | | | | | | | |
| Shoalhaven Heads (Oval Drive) | 2.40 pm – 3.10 pm | 31 | 28 | 27 | 24 | 22 | 19 | 31 | 28 | 25 | 23 | 20 |
| Shoalhaven Heads (Scott Street, near Golf Course) | 3.20 pm – 4.00 pm | | | | | | | | | | | |
| | | | | | | | | | | | | |
| Wednesday | | | | | | | | | | | | |
| Callala Bay School | 9.30 am – 10.45 am | | | | | | | | | | | |
| Callala Beach Store | 11.00 am – 11.30 am | 4 | 1 | 14 | 11 | 9 | 6 | 4 | 1 | 12 | 10 | 7 |
| Callala Bay (Progress Hall, Boorawine Street) | 11.45 am – 12.30 pm | | | | | | | 15 | | | | |
| Currarong (Walton Way, near shops) | 1.00 pm – 1.30 pm | 18 | 29 | 28 | 26 | 23 | 20 | 18 | 29 | 26 | 24 | 21 |
| | | | | | | | | | | | | |
| Thursday | | | | | | | | | | | | |
| Sussex Inlet School | 9.30 am – 10.30 am | | | | | | | | | | | |
| Sussex Inlet South (Sussex Road) | 10.45 am – 12.00 noon | 5 | 2 | 1 | 12 | 10 | 7 | 5 | 2 | 13 | 11 | 8 |
| Sussex Inlet (River Rd, near National Bank) | 1.00 pm – 2.00 pm | | | 15 | | | | 16 | | | | |
| Berrara (Cnr. Beachway & Berrara) | 2.30 pm – 3.00 pm | | | | | | | | | | | |
| Swanhaven (Lake Drive) | 3.15 pm – 3.45 pm | 19 | 16 | 29 | 26 | 24 | 21 | 19 | 30 | 27 | 25 | 22 |
| | | | | | | | | | | | | |
| Friday | | | | | | | | | | | | |
| Cambewarra School | 9.30 am – 11.00 am | | | | | | | | | | | |
| Kangaroo Valley School | 11.40 am – 12.15 pm | 6 | 3 | 2 | 13 | 11 | 8 | 6 | 3 | 14 | 12 | 9 |
| Berry Community (near School of Arts) | 2.00 pm – 4.00 pm | | | 16 | | | | 17 | | | | |
| | | 20 | 17 | 30 | 27 | 25 | 22 | 20 | 31 | 28 | 26 | 23 |
| | | | | | | | | | | | | 21 |

Shoalhaven Libraries – Mobile Service 2012 – Week 2

For enquiries ring Central Library, Nowra: 4429 3705

Please Note:

1. School locations are not visited during school holidays.
2. Dates crossed out eg. ~~26~~ – indicate Public Holiday – No Service.

| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|---|---------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Monday | | | | | | | | | | | | |
| Lake Tabourie Child Care Centre | | | | | | | | | | | | |
| Kioloa Store | 9 | 6 | 5 | 2 | 14 | X | 9 | 6 | 3 | X | 12 | 10 |
| Bawley Point (Tingira Drive) | | | | 16 | | | | | | 15 | | |
| Durras Lake North (Shaded Dates) | 23 | 20 | 19 | 30 | 28 | 25 | 23 | 20 | 17 | 29 | 26 | 24 |
| Tuesday | | | | | | | | | | | | |
| Nowra Hill School | | | | | | | | | | | | |
| Tomerong School | 10 | 7 | 6 | 3 | 1 | 12 | 10 | 7 | 4 | 2 | 13 | 11 |
| Basin View Masonic Village | | | | | 15 | | | | | 16 | | |
| Old Erawal Bay (cnr. McGibbon Pde/Prentice Ave) | | | | 17 | 29 | 26 | 24 | 21 | 18 | 30 | 27 | |
| Vincentia (Elizabeth Drive, 200 mtrs east of shops) | 24 | 21 | 20 | | | | | | | | | |
| Wednesday | | | | | | | | | | | | |
| Falls Creek School | | | | | | | | | | | | |
| St. Georges Basin School | 11 | 8 | 7 | 4 | 2 | 13 | 11 | 8 | 5 | 3 | 14 | 12 |
| Cunjurong Point | | | | | 16 | | | | | 17 | | |
| Lake Conjola (Community Centre – Entrance Rd) | | | | 18 | 30 | 27 | 25 | 22 | 19 | 31 | 28 | |
| Fishermans Paradise (cnr. Wattle & Alma) | 25 | 22 | 21 | | | | | | | | | |
| Thursday | | | | | | | | | | | | |
| Huskisson School | | | | | | | | | | | | |
| Huskisson (Main Street Carpark Western End) | 12 | 9 | 8 | 5 | 3 | 14 | 12 | 9 | 6 | 4 | 1 | 13 |
| Jervis Bay School | | | | | 17 | | | | | | 15 | |
| Hyams Beach (near store) | | | | 19 | 31 | 28 | 26 | 23 | 20 | 18 | 29 | |
| Erawal Bay | 26 | 23 | 22 | | | | | | | | | |
| Friday | | | | | | | | | | | | |
| Berry Pre-School | | | | | | | | | | | | |
| Berry School | 13 | 10 | 9 | X | 4 | 1 | 13 | 10 | 7 | 5 | 2 | 14 |
| Berry Community (near School of Arts) | | | | | | 15 | | | | | 16 | |
| | 27 | 24 | 23 | 20 | 18 | 29 | 27 | 24 | 21 | 19 | 30 | |