



Asset Management Plan

Scout & Guide Club Facilities

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1. EXECUTIVE SUMMARY

Scouting is a worldwide movement that has shaped the development of youth and adults for nearly 100 years. Scouts are in every part of our community, and scouts are the biggest and most successful youth organization in Australia. Nearly twenty thousand (20,000) boys and girls in New South Wales from wide cultural or religious backgrounds or with an intellectual or physical disability enjoy an almost unlimited range of activities.

Guides provide a non formal education program that is a dynamic, flexible and values-based training in life skills, decision making and leadership. Guiding has been active in every Australian State and Territory for over eighty five (85) years. Guides Australia was a founding member of the world Association of Girl Guides and Girl Scouts in 1928. Over a million Australian women have been or are still guides.

Shoalhaven City Council supports the establishment, management and maintenance of several Scout and Guide club facilities throughout the city. The facilities provide a place of residence for Scout and Guide clubs who do not own a facility.

Council is currently 'owner' of the following assets;

- Bomaderry Girl Guide Hall –Old Primary School
- Cambewarra Scout Hall – Old School
- Culburra Beach Scout Hall
- Nowra Girl Guide Hall

The following groups operate without council support;

Scouts

First Berry Scout Group
First Bomaderry Scout Group
First Burrill-Ulladulla Sea Scout Group
First Greenwell Point Cubs & Scouts
First Huskisson Scout Group
First Illaroo Scout Group
First Nowra Scout Group
First Callala Sea Scouts
First Shoalhaven River Sea Scouts
First St Georges Basin Scout Group

Guides

First Ulladulla Guides
Girl Guide Assoc. North Nowra
Huskisson Girl Guides
Second Ulladulla Guides
Sussex Inlet Girl Guides

Council is committed to providing safe and efficient Scout and Guide facilities with the main objectives being:

- Encourage the physical, intellectual, social, and spiritual development of young people so they may play a constructive role in society as responsible citizens and as members of their local and international communities;
- Encourage and Promote Health and Fitness activities;
- Provide adequate resources to fulfill community needs and provide sense of community;
- 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 an Asset Management Plan (AMP) is to manage assets, based on thorough data research and investigation, to determine how assets are to be managed in a sustainable and effective method.

AMPs are used to demonstrate how Council's assets are managed based on past and present information to produce concrete future planning. AMPs will provide the guidance for decisions of renewal, replacement or demolition of an asset.

AMPs are also designed 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.

AMPs are fundamental to achieving key elements of asset management, the foundation of the Plan includes as follows:

- Defining levels of service (LoS) – specifies the services and levels of service 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 it will use to accomplish this
- Monitoring – how the Plan will be monitored to ensure it is meeting Council's objectives
- Asset management improvement plan

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 a valid objective to have a reasonable level of defects with none affecting customer health and safety or the structural integrity of the facility.

The ideal outcome is that the annual capital works and maintenance programs needed to allocate sufficient resources to ensure these objectives are obtained.

1.2. Asset Description

The existing Scout and Guide Clubs operate from four (4) facility locations throughout the local government area. The facilities have various types of construction materials and differing ancillary assets including, electrical and mechanical services, car-parks etc.

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 LoS is balancing budget and expenditure to be as sustainable and efficient as possible. The reality is that the level of expenditure for works required to maintain scout & guide club facilities is much higher than the budget available. This results in an unsatisfactory level of service due to the need to prioritising work on buildings based on short term priorities.

1.4. Future Demand

Factors affecting demand include, but are not limited to population change, changes in demographics, seasonal factors, vehicle ownership, consumer preferences and expectations, economic factors, agricultural practices and environmental awareness.

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

The demand created by these two circumstances calls for an analysis to consider the ramifications to existing infrastructure networks and the ability of these networks to cope with the increased infrastructure.

1.5. Lifecycle Management Plan

The management of scout & guide club facilities is predominantly related to the maintenance and renewal stages of an individual assets 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, with the attendant cost of reconstruction being many times more that of renewal activities.

1.6. Financial Summary

Access Task Value

The identified tasks for accessibility come to a total amount of \$150,040.

Operational & Maintenance

From 2005 to 2012, the average actual expenditure for operational & maintenance is \$5,118. Based on this amount, the estimated average actual expenditure for the next ten (10) years is \$6,329.

1.7. Asset Management Practices

An ideal Asset Management Practice should be reflective 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.

1.7.1. Accounting/ Financial Systems

Financial transactions are recorded in Council's corporate SunSystems Financial Software and are viewable through the Financial Information System (FIS). Finance staffs 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 to be part of the Asset Management Improvement Programme (AMIP). 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 above Accounting Policies 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.

1.7.2. Asset Management Systems

Physical Asset data is recorded in Council's Conquest Asset Register. Customer enquiries are managed via Council's MERIT system, with document management 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 across Council, with significant data entry by Council's City Works and Infrastructure Divisions.

1.8. Monitoring and Improvement Programme

AMPs are dynamic documents, 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 scout & guide club facilities 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.

AMPs are positioned within Council's organisation chart to link with corporate and operational objectives as shown below:

*Shoalhaven City Council
Asset Management Plan - Scout & Guide Club Facilities*

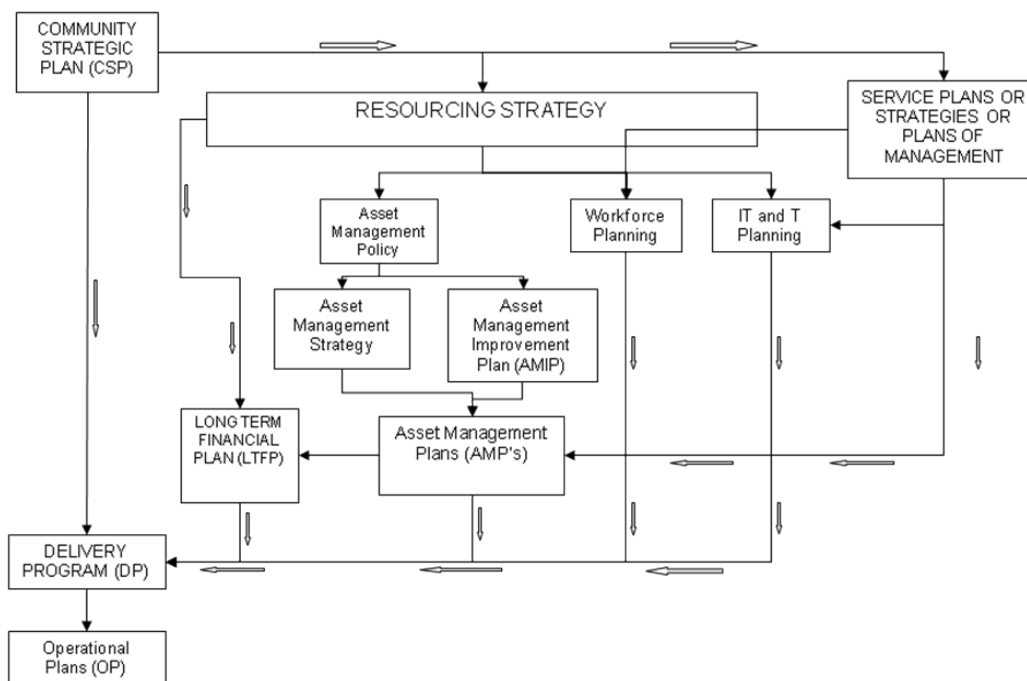


Diagram 1: SCC Organisational Operational Chart

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 has acquired infrastructure assets by 'purchase', by contract, construction by Council and construction by developers.

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 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,
- Identifying, assessing and appropriately controlling risks, and
- Having a long-term financial plan which identifies required, affordable expenditure and how it will be financed.

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 a recognised objective to have a reasonable level of defects with none affecting customer health and safety or 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.

2.3. Plan Framework

The key elements that effect 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 – 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

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

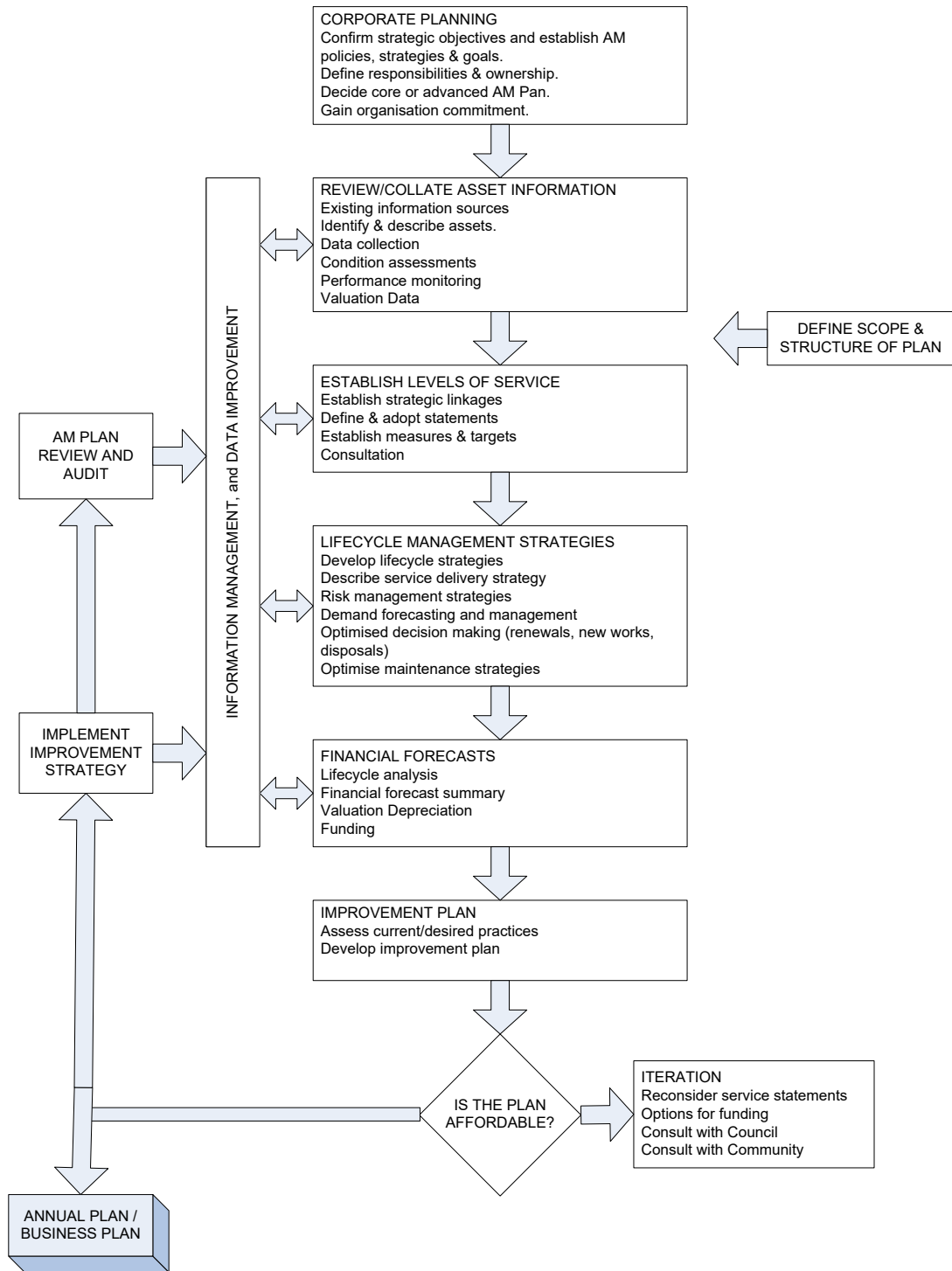


Diagram 2: Road Map for preparing an Asset Management Plan
Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11.

2.4. Core and Advanced AM

Asset Management Plan is a continuous 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

Opportunities are limited in regards to community consultation for Scout and Guide Hall facilities; however it may be of benefit to hold discussions with the associations to review their needs and level of support to be provided by Council. There are limited opportunities for consultation in regard to programmed maintenance works.

3.2. Strategic and Corporate Goals

The AMP provides clear guidelines for the effective management of the assets owned and 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

Table 1. List of 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

Maintenance activities will be undertaken by our internal service provider Works and Services section (W&S), or under contract, depending on availability of resources, skills required and cost considerations. Works will be performed in accordance with the Defect and Risk Management Inspection Procedure and this Asset Management Plan.

The Service Agreement will include a financial provision for 'Programmed Maintenance' from a prioritized list of defects as well as provision for urgent repairs arising from hazard inspections, customer reporting or cyclic defect/condition inspections.

Service delivery will be monitored by unit cost of repairs, random audits of quality and achievement of the specified annual 'Programmed Maintenance'.

The provision of new Scout and Guide Club services/ facilities will generally be undertaken in accordance with the adopted Capital Works Program by external contract.

4. FUTURE DEMANDS

In 1996 the total number of population in Shoalhaven was 76,726. The data collected in 2011 showed the population to be 98,542. It is projected that in 2016 the number of population is 104,079 and in 2021, it is projected to be 111,401 (<http://www.id.com.au/forecast/shoalhaven>). Based on this information, the percentage of population has been increasing 6.4% every five (5) years. Therefore it is more than likely that demand for facilities will increase commensurably.

4.1. Demand Drivers

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

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

4.2. Demand Forecasts

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 be prolongs useful life of the court and playing surface.

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.

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.

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

4.5.1. 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 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

On completion of access audits to all facilities, Council considered a report and determined an ideal funding level of \$200,000. Funding is only available to the extent of \$50,000 per annum. A total of approximately \$150,040 of tasks was identified for the Scouts and Guide Clubs. The majority of identified access defects are minor in nature, however there are some primary access needs to be addressed and a program is under development to progressively ensure satisfactory access into all facilities

Council resolved (Minute 298) to consider providing an annual budget for improvements in accessibility to all council facilities. Access improvements to Scout and Guide Clubs will be undertaken as funds permit under this annual program.

The value of remaining tasks at present is listed below

Table 2: Access Task Value

| Defect Description | Nowra | Bomaderry | Cambewarra | Culburra Beach | Overall Costs |
|--|----------|-----------|------------|----------------|------------------|
| Access – Non Programmed Tasks | \$51,460 | \$26,970 | \$71,610 | Not Inspected | |
| Total Network Replacement Costs | | | | | \$150,040 |

5. LIFECYCLE MANAGEMENT PLAN

5.1. Background Data

A brief general description of each existing Scout and Guide Club building is shown on [Table 1](#) below: This Asset Management Plan describes the Scout and Guide facilities owned by council; there are many clubs throughout the region operating from their own facilities.

Table 3: Existing Services

| | Asset I.D. | Floor Area (m2) | Floor | Walls | Roof | Year Const. Effec. Life | Car Parks Other |
|---|------------|-----------------|----------|----------------|-----------------|-------------------------|------------------|
| Bomaderry Girl Guide Hall –Old School 5 Birriley Street | 261 | 520 | Timber | Brick | Corrugated Iron | 1893 | Unsealed Area |
| Cambewarra Scout Hall – Old School Main Road | 280 | 212 | Timber | Weatherboard | Corrugated Iron | 1892 | Unsealed Grounds |
| Culburra Beach Scout Hall West Crescent | 217 | 60 | Concrete | Concrete Block | Kliplock | | Unsealed Grounds |
| Nowra Girl Guide Hall Marriot Park, Kingham Street | 259 | 352 | Timber | Brick | Tile | 1953 | Street Parking |

*Shoalhaven City Council
Asset Management Plan - Scout & Guide Club Facilities*

Full Defect and Asset Condition Assessment Inspections are scheduled to be performed on a two yearly frequency for Scout and Guide Club Facilities. 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 conditions of the Scout and Guide Club buildings were considered by the Asset Management Unit as listed in Table 4 as follows;

Table 4: Overall Building Conditions

| CONDITION | Locations | % Network Value based on Replacement Costs |
|----------------------------------|---|--|
| C1 – As new | | |
| C2- Good | | |
| C3 – Fair | Bomaderry Girl Guide Hall Cambewarra Scout Hall Nowra Girl Guide Hall | 92% |
| C4 – Poor | Culburra Beach Scout Hall | 8% |
| C5 – Requires replacement | | |

The value of defects as at 2011/12 (excl. Access identified requirements) to the Scout and Guide Club facilities owned by Council was as listed below;

Table 5: Prioritised Defect Value

| Defect Description | Nowra | Bomaderry | Cambewarra | Culburra Beach | Value |
|--|-----------------|-----------------|-----------------|----------------|-----------------|
| P5 – Undertake immediately | \$15,805 | \$0 | \$0 | \$0 | \$15,805 |
| P4 – Undertake within 1 yr. | \$1,569 | \$34,212 | \$23,617 | \$9,764 | \$69,162 |
| P3 – Undertake within 2 yrs. | \$57 | \$5,665 | \$0 | \$0 | \$5,722 |
| P2 – Undertake within 3 to 5 yrs. | \$0 | \$0 | \$0 | \$0 | \$0 |
| P1 – Undertake beyond 5 yrs | \$0 | \$0 | \$0 | \$0 | \$0 |
| Totals | \$17,431 | \$39,877 | \$23,617 | \$9,764 | \$90,689 |

The total replacement costs of the existing Scout and Guide club buildings are as follows;

Table 6: Facility Replacement Costs

| Item Description | Nowra | Bomaderry | Cambewarra | Culburra Beach | Overall Costs |
|--|-----------|-------------|------------|----------------|--------------------|
| Buildings | \$704,000 | \$1,040,000 | \$424,000 | \$186,000 | |
| | | | | | |
| | | | | | |
| Total Network Replacement Costs | | | | | \$2,354,000 |

5.2. Infrastructure Risk Management Plan

The 'Defect and Risk Management Inspection Procedure' specifies the following inspection frequencies –

- Scout and Guide Halls – Defect Inspections-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'.

The groups have responsibility for ensuring the buildings are safe for use.

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

Each of the Scout and Guide Clubs is managed under a lease agreement with Shoalhaven City Councils Property Services Unit. The table below provides details for Operating Income and Operating Expenditure in addition to the programmed maintenance work valued under section five of this Asset Management Plan.

Table 7: Operating Income/ Expenditure Budget 2011/12

| | Nowra | Bomaderry | Cambewarra | Culburra Beach |
|---|----------------|----------------|----------------|----------------|
| Management Agreement | Lease | Lease | Lease | Lease |
| Operating Income | | | | |
| Property Services – Annual Rent | \$0 | \$24 | \$1,056 | \$508 |
| Operating Income Sub-Total = \$1,588 | | | | |
| Operating Actual Expenditure (Property Services) | | | | |
| Minor Reactive Maintenance | \$1,280 | \$1,131 | \$0 | \$0 |
| Rates | | \$260 | \$125 | |
| Insurance | \$814 | \$217 | \$891 | \$516 |
| Water | | \$15 | \$111 | |
| Garbage | | \$9 | \$67 | |
| Expenditure Totals | \$2,094 | \$1,632 | \$1,193 | \$516 |
| Operating Expenditure Sub-Total = \$5,435 | | | | |
| Operating Expenditure Budget (Property Services) | | | | |
| Rates | | \$600 | \$0 | |
| Insurance | \$826 | \$221 | \$905 | \$523 |
| Water | | | \$0 | |
| Garbage | | | | |
| Maintenance | \$155 | \$155 | \$155 | \$155 |
| Recoverable Totals | \$981 | \$976 | \$1,060 | \$678 |
| Recoverable Sub-Total = \$3,695 | | | | |

There are variations in lease conditions for the differing user groups. It is intended to report to Council to review and determine an appropriate leasing strategy.

Operational Programs

The Scout and Guide Clubs managing the facilities through a lease agreement with council are responsible for Operational programs. These programs are planned, managed and implemented in accordance with regulations of the Scouts Australia and Guides Australia organizations respectively.

5.3.1. Operations and Maintenance Plan

Facilities that are leased operate in accordance with the conditions within. The lease stipulates the tenant's responsibilities in regards to maintenance activities. Generally council will only complete maintenance tasks associated with infrastructure. Council's obligations are represented in the programmed maintenance model.

The funding needed to achieve a satisfactory programmed maintenance condition based Level of Service of P5 Defects - <\$500 and P4 Defects - <\$5,000 in five (5) years has been modeled and it is estimated that an annual allowance of \$10,000 is required to achieve this standard (not including Access tasks). This includes an assumption that the annual value of new identified defects is \$6,000.

Allowances also need to be made annually for the following activities –

- \$2,000 for urgent works arising from hazards identified between defect inspections arising from customer reporting and risk management inspections. These works include activities that may threaten health and safety of citizens and other high risk

Accordingly, there is an annual funding requirement of \$12,000. The total Budget allocation for Community Facilities maintenance for 2012/13 is \$85,000; the allocation for Scout and Guide Clubs will be proportional depending upon high priority tasks. Some tasks may need to have their priority status reviewed if funding is not available, funding model figures may need to be adjusted in future budgets to satisfy the five year programmed maintenance model.

To maximize the benefits from available funding, an annual “programmed maintenance” list of works will be prepared and forwarded to the internal service provider for implementation. The “programmed maintenance” list of works will be derived from the register of prioritized defects arising from the regular ‘Defect and Condition Inspections’.

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.

5.3.3. Summary of Future Costs

Based on the data obtained from the Financial Information System (FIS), table below shows budgeted and actual expenditure from the last seven (7) years.

| Year | Bomaderry | | Nowra | | Culburra | | Cambewarra | | Shoalhaven Heads | |
|----------------|--------------------|----------------|--------------------|----------------|--------------------|--------------|--------------------|--------------|--------------------|--------------|
| | Budget Expenditure | Actual | Budget Expenditure | Actual | Budget Expenditure | Actual | Budget Expenditure | Actual | Budget Expenditure | Actual |
| 2011/12 | \$976 | \$1,632 | \$981 | \$2,094 | \$678 | \$516 | \$1,060 | \$1,193 | \$294 | \$139 |
| 2010/11 | \$500 | \$889 | \$855 | \$1,113 | \$600 | \$508 | \$925 | \$879 | \$270 | \$135 |
| 2009/10 | \$4,185 | \$1,688 | \$950 | \$678 | \$1,207 | \$431 | \$1,710 | \$115 | \$830 | \$115 |
| 2008/09 | \$1,435 | \$2,402 | \$775 | \$749 | \$1,121 | \$381 | \$1,586 | \$637 | \$660 | \$73 |
| 2007/08 | \$1,435 | \$1,712 | \$683 | \$569 | \$383 | \$282 | \$676 | \$487 | \$185 | \$63 |
| 2006/07 | \$997 | \$1,263 | \$990 | \$988 | \$395 | \$271 | \$476 | \$346 | \$751 | \$751 |
| 2005/06 | \$1,422 | \$1,340 | \$2,311 | \$2,556 | \$898 | \$898 | \$1,776 | \$1,244 | \$853 | \$831 |
| Average | \$1,564 | \$1,561 | \$1,078 | \$1,250 | \$755 | \$470 | \$1,173 | \$700 | \$549 | \$301 |

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Asset Management Plan - Scout & Guide Club Facilities*

The average amount accumulated from the table above identifies estimated expenditure for the next ten (10) years as follows:

| Year | Bomaderry | | Nowra | | Culburra | | Cambewarra | | Shoalhaven Heads | |
|----------------|--------------------|----------------|--------------------|----------------|--------------------|--------------|--------------------|--------------|--------------------|--------------|
| | Budget Expenditure | Actual | Budget Expenditure | Actual | Budget Expenditure | Actual | Budget Expenditure | Actual | Budget Expenditure | Actual |
| 2012/13 | \$1,619 | \$1,615 | \$1,116 | \$1,293 | \$781 | \$486 | \$1,214 | \$725 | \$568 | \$312 |
| 2013/14 | \$1,676 | \$1,672 | \$1,155 | \$1,339 | \$808 | \$503 | \$1,256 | \$750 | \$588 | \$322 |
| 2014/15 | \$1,734 | \$1,731 | \$1,195 | \$1,385 | \$837 | \$521 | \$1,300 | \$776 | \$609 | \$334 |
| 2015/16 | \$1,795 | \$1,791 | \$1,237 | \$1,434 | \$866 | \$539 | \$1,346 | \$803 | \$630 | \$345 |
| 2016/17 | \$1,858 | \$1,854 | \$1,280 | \$1,484 | \$896 | \$558 | \$1,393 | \$832 | \$652 | \$357 |
| 2017/18 | \$1,923 | \$1,919 | \$1,325 | \$1,536 | \$928 | \$577 | \$1,442 | \$861 | \$675 | \$370 |
| 2018/19 | \$1,990 | \$1,986 | \$1,371 | \$1,590 | \$960 | \$597 | \$1,492 | \$891 | \$698 | \$383 |
| 2019/20 | \$2,060 | \$2,055 | \$1,419 | \$1,645 | \$994 | \$618 | \$1,544 | \$922 | \$723 | \$396 |
| 2020/21 | \$2,132 | \$2,127 | \$1,469 | \$1,703 | \$1,028 | \$640 | \$1,598 | \$954 | \$748 | \$410 |
| 2021/22 | \$2,207 | \$2,202 | \$1,520 | \$1,763 | \$1,064 | \$662 | \$1,654 | \$988 | \$774 | \$425 |
| 2022/23 | \$2,284 | \$2,279 | \$1,574 | \$1,824 | \$1,102 | \$686 | \$1,712 | \$1,022 | \$802 | \$439 |
| Average | \$1,934 | \$1,930 | \$1,333 | \$1,545 | \$933 | \$581 | \$1,450 | \$866 | \$679 | \$372 |

5.4. Renewal / Replacement Plan

Replacement

There are no buildings identified that require replacement. However, the club house at Shoalhaven Heads is no longer utilised by the Scouts, if no alternative use can be arranged this facility may need to be considered for disposal in Section 12 of this Asset Management Plan.

Enhancement (Improvement)

Accessibility issues need to be considered for Capital Works funding and unlike the 'Defect and Asset Condition Assessment Inspections' performed on a scheduled frequency, Accessibility audits are a singular inspection unlikely to be repeated on each facility. There are \$150,040 of access issues not yet programmed, some of which are physically unachievable.

The program for the Installation of Roof Anchors for safe working does not include any Scout or Guide Halls at present.

5.4.1. Renewal Plan

There is no plan for renewing the Scout & Guide Club Facilities for the next ten (10) years

5.4.2. Renewal Strategies

Renewal consideration is given to those activities identified as a result of the 'Defect and Asset Condition Assessment Inspections' that require Capital Works funding. The recent inspections identified a number of tasks that need to be completed for centre licensing purposes. These tasks will improve the facilities in alignment with the NSW Department of Community Services (DOCS) regulations. Investigation and negotiations with DOCS are currently being undertaken to ascertain interpretation of the regulations, the extent of these works and the priority for completion. Determining who will be responsible for the works, the various management bodies of the facilities may be requested to complete these tasks, applications for any grants or monies available if eligible will be sought. Capital Works funding may be requested once the above sequence is complete.

The requirement to replace existing facilities depends upon the structural adequacy of the building, if the structural integrity is endangering the facilities use for intended purposes, then it would not be considered fit for purpose. At present there are a number of buildings classified with a poor condition assessment rating, this is largely due to the extensive amount of Programmed Maintenance activities to be completed, once finished the building will be reclassified. It is not likely that any buildings will need replacing within the next twenty (20) years; however there may be a need for refurbishment works to maintain existing levels of service to the occupiers, the extent of these works may be governed by requirements to provide increased facilities for expanding services or the change of a buildings classification as determined by users. Therefore Capital Funding may be required to address future needs when identified, at present there is no funding for replacements required.

5.4.3. Summary of Future Costs

A total of approximately \$150,040 of access tasks was identified for the Scout & Guide Club facilities.

5.5. Creation / Acquisition / Augmentation Plan

5.5.1. Selection Criteria

As stated in Section 4 of this Asset Management Plan the Section 94 Contribution plan effective from May 2004 for Community Facilities does not identify any current proposed projects for the Scout and Guide Club facilities.

5.5.2. Capital Investment Strategies

Capital Investment Strategies for the creating of a new facility requires considering the whole life cost of the new asset. This includes the initial capital cost, operating cost and selling or disposing of the asset. A more expensive way to construct that produces an asset that is cheaper to operate and maintain may be a better option than the alternative.

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,
 - and 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.

5.5.3. Summary of Future Costs

There is currently no summary future cost for capital work

5.6. Disposal Plan

The opportunity to dispose of assets (remove and not replace) is minimal. However the need to retain assets will be reviewed on an individual case basis as the need for replacement is identified.

6. FINANCIAL SUMMARY

6.1. Financial Statements and Projections

The identified funding required maintaining 97% of the existing Scout and Guide Club facilities in a fair condition or better are \$10,000 (Programmed Maintenance) and \$2,000 (Reactive/ Urgent maintenance). It is considered funding levels are adequate to maintain the current service levels. Considering funding levels are maintained over the next five years it is reasonable and achievable to maintain all Scout and Guide Club facilities in a "fair " condition or better within this time. It is estimated that the total new identified tasks through Defect and Asset Condition Assessments is approx. \$6,000 per year.

There is no requirement presently for the replacement of existing facilities.

Operational support funding levels are adequate to maintain the existing levels of service.

6.2. Funding Strategy

To this point, the funding sources are sufficient to cover the estimated expenditure for operational and maintenance cost.

6.3. Valuation Forecasts

According to Australian Accounting Standard (AASB) 116, asset classes only need to be revalued if there have been material change otherwise it is every five (5) years. The due date of revaluation to each asset class is shown below:

Table 8: 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 Asset Management Plan (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 Conquest Asset Register, TRIM Records Management and FIS Financial System. These softwares provide historical information, coupled with valuations, capital and operations budget analysis, using the combined information held in the financial system. Asset renewal analysis has also been completed on a lifecycle management basis based on information provided by Conquest asset register, MERIT requesting system and MMS Maintenance system.

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

7.1. Status of AM Practices

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.

7.2. Improvement Programme

System integration is significant to be improved within Council. 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
- Net Maintenance and Operating Costs

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.

IPWEA, 2011, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au/IIMM

9. APPENDICES

9.1. Glossary (sourced from IIMM 2011)

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 (eg 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 every five years and the outcomes reported to Council.