



# Asset Management Plan

## Shoalhaven Animal Shelter

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## **1. EXECUTIVE SUMMARY**

Shoalhaven City Council's animal shelter provides for seized and surrendered companion animals and impounded livestock which are brought to the shelter by animal management officers and members of the public. Council supports the establishment, management, maintenance and on-going improvement of the Animal Shelter which provides temporary housing for animals all year round.

Council is committed to providing a safe and efficient facility that is well-maintained and improved to reach a standard which recognises that companion animals are an integral part of our community, culture and environment. Achieving this goal is all the more important given that this Council animal shelter is the only shelter servicing the City of Shoalhaven.

### **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 Shoalhaven Animal Shelter is located at Lot 342 DP 257515, 114 Flatrock Road, Mundamia. The property is 3.584 hectares. The animal shelter administration building and dog kennels were built in 1982. A cattery was built in 2007.

To view numerous plans of the site & the infrastructure go to GIS, City Services, Catalog No. 4509.

## **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 shoalhaven animal shelter 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 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 animal shelter 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**

In the 2012/13 financial year the Animal Shelter operating revenue is budgeted at \$31,225 and the operating expenses are budgeted at \$249,099. Within this budget is \$30,950 for maintenance and improvements.

There is also \$4,917 for maintenance within the Strategic Planning and Infrastructure Group budget.

### **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**

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.

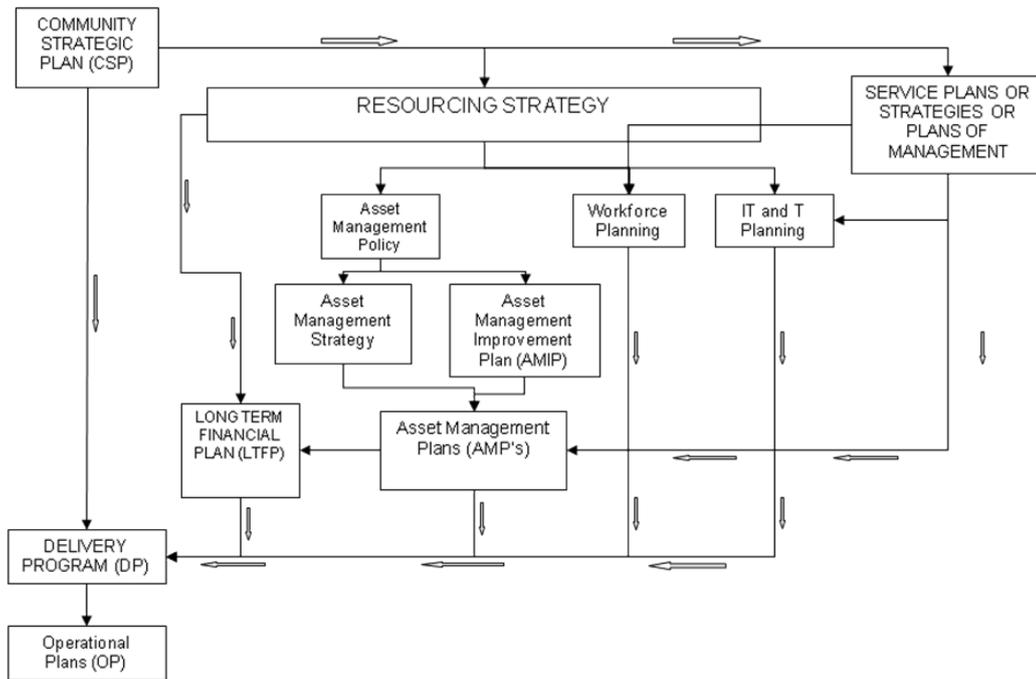
## **2. INTRODUCTION**

### **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 animal shelter 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:



**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)

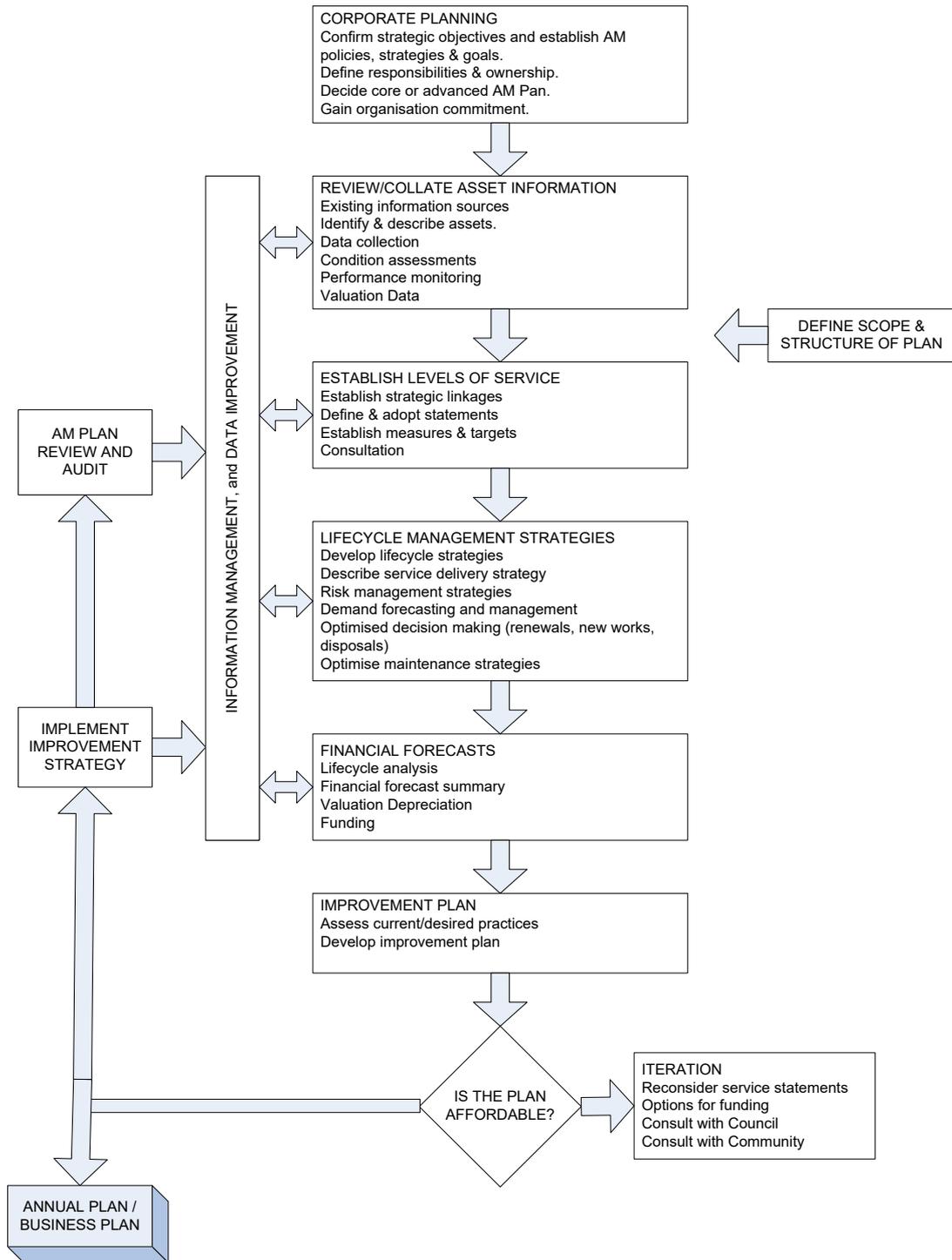
#### Asset Management Strategy

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 Advanced level which an intermediate level that includes further details consisting of comprehensive optimised decision making techniques of

risk management considering level of service and cost tradeoffs analysis and whole of life asset analysis.

### **3. LEVELS OF SERVICE**

#### **3.1. Customer Research and Expectations**

Community consultation is undertaken to reflect the community's view for satisfaction of services and for identifying community Animal Management needs and wants. Consultation occurs during the operations of the Animal Shelter, with the involvement of volunteers and by receiving feedback from the public who visit the shelter.

#### **3.2. Strategic and Corporate Goals**

The main objectives are:

- Supply professional animal management services to the community in accordance with the Companion Animals Act, the Impounding Act, the draft Animal Welfare Standards and Guidelines – Council Pounds and Animal Shelters and with a view to promoting responsible pet ownership.
- Provide a modern facility that considers community safety and animal welfare as priorities.
- Implement proven methodology and embrace best practice in animal management.
- Manage animal welfare to increase rehabilitation and re-homing of unwanted animals and decrease the number of animals entering the facility, unwanted litters and euthanasia rates as required by Section 64 (5) of the Companion Animals Act and Clause 217 (1) (f) of the Local Government (General) Regulation 2005.
- Ensure Council meets and embraces its ecologically sustainable development (ESD) obligations under the Local Government Act and adheres to any applicable code of practice that may apply from time to time.

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

Council's 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: Lists of legislation 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

Development & Environmental Services Group has the primary responsibility to implement this Plan. Strategic Planning Group manages the majority of Council's Buildings and City Services & Operations Group implements works as required by the Defects Report and also provides expertise in project management as required.

**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?

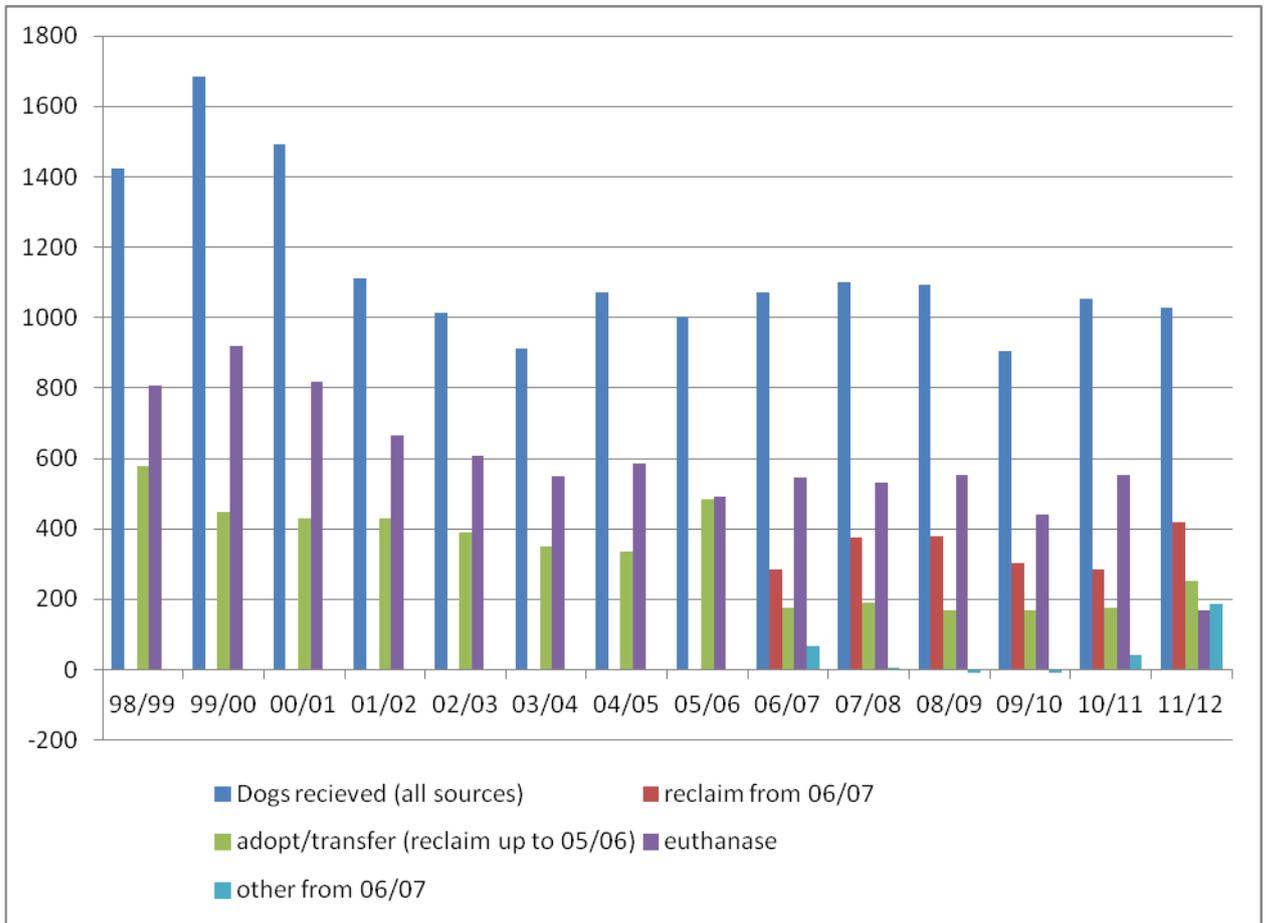
**Technical Levels of Service** - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate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

Technical service measures are linked to annual budgets covering:

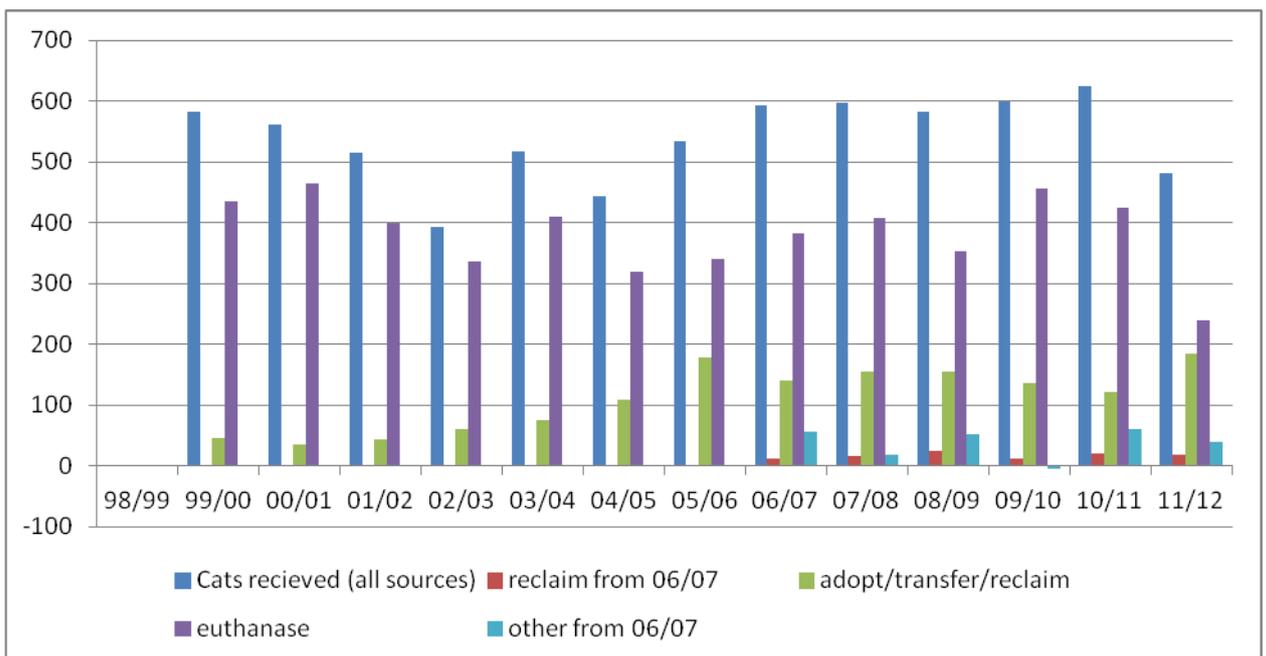
- Operations – the regular activities to provide services such as opening hours, cleansing frequency, mowing frequency, etc.
- Maintenance – the activities necessary to retain an assets as near as practicable to an appropriate service condition (eg road patching, unsealed road grading, building and structure 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).

Shelter Statistic

Dogs



Cats



### **3.5. Desired Level of Service**

At present, indications of meeting or understanding the desired Levels of Service are obtained 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 including 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

(International Infrastructure Management Manual, 2011)

## **4. FUTURE DEMANDS**

### **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.

### **4.2. Demand Forecasts**

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.

### **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**

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**

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 the facility, and include 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

The need to expand the facility to house more animals and maintain service levels is driven by the Shoalhaven City Council's local government area's growth rate. Future legislative changes can also impact on the facility's operations and requirements.

The RSPCA's level of financial commitment to the Shelter over the next few years is limited and subject to contractual arrangements for the day-to-day operation of the shelter only – refer to d07/8527. In the absence of a suitable contractor to operate the shelter Council would need to resource its operations from within the Ranger Services.

**Asbestos Management**

Council, as facility owners, has a duty of care to develop, implement and maintain an Asbestos Management Plan in accordance with the national code of practice and WorkCover NSW. This Plan is available on the intranet, Council’s corporate policies, procedures and guidelines.

The facility is inspected annually to monitor asbestos. A report is generated and areas labelled wherever asbestos is located, enabling tradespeople to be aware of asbestos when undertaking works. Ranger Services must ensure that the shelter contractor is: 1) aware of the Plan and the Defects Register and 2) notifies Council in accordance with the requirements if any works are to be undertaken.

Refer to **Attachment 1.b** for the register for asbestos containing material. This register is available to view in GIS, UTE 43721, property information, Council assets.

**5. LIFECYCLE MANAGEMENT PLAN**

**5.1. Background Data**

Shoalhaven Animal Shelter Facility Description in Brief

	Concrete Slab	Admin Building / Garage / Awnings	Kennels x 19 & dog drop off kennels x 2 and awnings	Cattery with 24 cages and an enclosed verandah	Grounds - dog runs, fence, gates, car park, stockyard, lights
Asset I.D.	183	641	641	164921	N/A
Floor Area	144 sqm	390 sqm	150 sqm	84 sqm	3.584 hectares - total area
Wall Material		Brick	Brick	Colourbond	Chainmesh fence, barb wire fence
Floor Material	Concrete	Concrete	Concrete	Concrete	Concrete, grass
Roof Material		Colourbond	Colourbond	Colourbond	N/A
Electrical Services	Standard Metering	Standard Metering	Standard Metering	Standard Metering	N/A
Car-Parks	N/A	N/A	N/A	N/A	Bitumen – 5 visitor and 4 staff spaces
Other e.g plant or equipment	Shipping container – to come			Air Con; Cages are aluminium	Cattle crush Shipping Containers x 2 Water tanks

Full Defect and Asset Condition Assessment Inspections are scheduled to be performed every three years. Consideration is given 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 25 elements in poor condition, but the overall building condition is not classified as poor. As a facility increases in size, this relationship is accentuated. Therefore the overall facility condition is assessed considering a broader range of factors.

**Table 2: Overall Facility Conditions** – (managed by Infrastructure Planning)

<b>CONDITION</b>	<b>Asset</b>
C1 – As new	
C2 – Good	Cattery with kitchenette, 24 cat cages and 2 enclosed verandahs
C3 – Fair	Administration building with garage Dog kennels, puppy yard, drop off cages Grounds – car parks, dog runs, stockyards, fences, lights
C4 – Poor	Garage, fencing
C5 – Requires replacement	Fencing

## 5.2. Infrastructure Risk Management Plan

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

- Shoalhaven Animal Shelter – Defect Inspections-every five years

Management Committees or council representatives perform Risk Management procedures in accordance with the Management Committee Guidelines as stated within clause 2.2.6 as follows;

*“Management of facilities must be undertaken in accordance with the Occupational Health and Safety Act 2001 as amended, and these management committee guidelines. Each committee must ensure that the premises (and access to and egress from) are safe and without risk to health. **A plan and description of the facility should be held by the committee and by council.**”*

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 effect a failure 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.

Any hazards identified will be prioritised and undertaken as either “Urgent Maintenance” or listed and undertaken as “Programmed Maintenance” in accordance with the timeframes adopted by Council for the defect priority.

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

Allowances need to be made from time to time 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 animals.
- Damage from vandalism or equipment breakdown where operational activities are seriously affected due to the damage.
- Improvements to enhance the facility and bring it up to best practice standard.

Numerous tasks are scheduled with various sections of Council who organise tasks to be undertaken at regular intervals. The scheduled maintenance list includes a number of activities that relate to risk management.

#### 5.3.1. Operations and Maintenance Plan

Refer to **Attachment 1.a** for the list of defects report and costs.

#### 5.3.2. Operations and Maintenance Strategies

To maximise the benefits from available funding, an annual “programmed maintenance” list of works is prepared by Infrastructure Planning and forwarded to the internal service provider for scheduling. The “programmed maintenance” list of works is derived from the register of prioritised defects arising from the regular ‘Defect and Condition Inspections’ undertaken every three years. This process also ensures risks and hazards are identified and prioritised and undertaken as either “Urgent Maintenance” or listed in the Defects Register and undertaken as annual “Programmed Maintenance”.

The cost for programmed maintenance is charged to Infrastructure Planning. However, some programmed maintenance identified is operational and Ranger Services or the contractor is responsible for organising the repair and covering the costs.

#### 5.3.3. Summary of Future Costs

Based on the defect report available in October 2012, the total cost of operation and maintenance work recommended is \$50,388.20. The estimated breakdown and programmed maintenance cost each year until 2018/19 is \$5,000.00 for breakdown maintenance and \$15,000.00 for programmed maintenance.

### **5.4. Renewal / Replacement Plan**

#### 5.4.1. Renewal Plan

##### Facilities for Animals

To increase visitor numbers to the facility, which creates an opportunity to re-home animals and provide education about responsible pet ownership, the facility needs to present happy animals in a well designed and aesthetically pleasing environment. Dog runs which get the dogs out of the kennels in the day, educational information, landscaping, and visitor facilities such as seating, cover and amenities will all assist to promote the shelter and increase visitor numbers.

Introducing initiatives that will decrease the number of animals entering the shelter is also important. Council can network with other agencies and implement targeted education and enforcement programs. It can also encourage and assist other agencies and groups involved with animal management to organise and participate programs in an effort to reduce the number of animals entering the Shelter. The Department of Local Government (DLG) (General) Regulation 2005 requires Council to report on strategies and initiatives implemented that will reduce the number of animals seized and the number of animals euthanased. The DLG also requires Council to report on similar animal management initiatives for the Promoting Better Practice – Annual Report Checklist.

Picture A below shows a dog in a kennel compared to picture B which shows dogs out in a run, much happier and easier to view from both visual and emotional perspectives. Pictures C and D show the cattery building with extra large cages and enclosures on the verandah which makes viewing the cats a pleasant experience. The cattery provides a good standard of care for the cats. Opportunities to upgrade holding facilities to be explored as assets reach the end of their life.



A



B



C



D

#### 5.4.2. Renewal Strategies

##### Emergency Preparedness

A draft Site Emergency Procedures Manual and a draft Business Unit Recovery Plan are both underway. This manual assists management, staff and volunteers of the Shoalhaven Animal Shelter & Pound to quickly and decisively respond to an actual or potential emergency. Evacuation and fire extinguisher training has been undertaken by staff.

The site is categorised as Bushfire Prone. This triggers compliance with *Planning for Bushfire Protection 2006* when a development application is lodged.

##### Landscaping & Recommendation

The photo which is featured on RSPCA's website shows the entrance to the shelter. Landscaping is needed to enhance this and other areas of the shelter.

*Shoalhaven City Council*  
*Asset Management Plan – Shoalhaven Animal Centre*

**City Services & Operations Group**



To: Anna Hernell - Ranger - Project Coordinator

From: Roslyn Holmes - Landscape Architect

Subject: Landscaping of the Shoalhaven Animal Shelter

Date: 22 February 2008

File: 28957

CONTACT: Roslyn Holmes Ext: 3295

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I refer to an inspection of the Shoalhaven Animal Shelter to review the landscaping of the area and recommend the following actions be considered to enhance the facility for visitors, staff, animals and the natural environment.

There appears to be a need for a landscape plan to address certain aspects of the Animal Shelter. The plan will assist in cost estimating for future planning. The Animal Shelter landscape upgrade would encapsulate the following:

- welcoming entrance to visitors, members of public and staff;
- A clear direction is required by people when first coming to the shelter, at the moment it is unclear where to go;
- The dark recessed entrance is gloomy and confronting.
- There is a wide expanse of bitumen which may make maintenance and access by large trucks easy however it does little to provide relief from the stark buildings and hot western sun.
- Larger, clearer signage could be incorporated into the front landscape;
- Formalised carparking for visitor, staff, service vehicles could be incorporated into the front landscape. Linemarking is a relatively cheap and effective method of formalising this area;
- A screening of the skip bin whilst still maintaining accessibility for service vehicles;
- Landscape palette which is selected to incorporate plants with drought tolerance, low maintenance requirements, and maintenance requirements would be a long term cost effective way of enhancing the area.
- The landscape plan could also make provision for outdoor furniture as staff like to sit outside during their breaks and currently make do in front of the garage.
- Visitors may need a place to sit and think over the prospects of leaving/taking home animals so a place removed from the chaos of barking dogs would be incorporated into the front landscape, there is adequate room.

I submit the above for your information and consideration.

Roslyn Holmes  
**Landscape Architect**

### Flora and Fauna

Future planning needs to incorporate a thorough understanding of the biology, distribution and habitat requirements of the threatened species in the area combined with development that considers the principles of ESD.

Identification and impact of endangered ecological communities (EEC) within the asset is required in accordance with the Threatened Species Conservation Act and the Environmental Planning and Assessment Act.

The GIS map lists threatened species and their locations.

**Threatened Species Zone – Animal Shelter**



#### 5.4.3. Summary of Future Costs

Please refer to 5.5.3

### **5.5. Creation / Acquisition / Augmentation Plan**

#### Crime Prevention through Environmental Design & Security Systems

The need to enhance the facility relates to animal welfare requirements and community expectations. It also reflects Council's commitment to improving the facility to meet best practice standards.

A draft Animal Welfare Standards and Guidelines - Council Pounds and Animal Shelters is expected to be adopted in the near future.

Any funding for ongoing enhancement of the facility to ensure it meets statutory requirements and community expectation will be identified in the yearly budget preparation process.

#### 5.5.1. Selection Criteria

The shelter is located in an isolated area and subject to break-and-enter and vandalism. Design strategies and security measures that will deter and detect alleged offenders need to be considered as part of the site development.

The following documents are referenced and considered in the process of formulating design strategies:

Section 79C of the Environmental Planning & Assessment Act  
NSW Police Service, 2001, Safer by Design: Evaluation  
Shoalhaven City Council, 2006, 'safer by design' guidelines

There is a Digiplex security system with motion sensors at the site. When an alarm is set off it is sent to Council's monitoring company who dispatch a guard if necessary. There are two smoke alarms (hallway and garage) in the administration section of the shelter to help protect the site from a fire and these are hardwired to the security system. In case of a blackout the system has a battery backup that lasts about four hours. After this time the panel will not work. Notices about the security system are at most entrances to deter offenders.

Consideration needs to be given to the level of public access to the site. Animals can be dropped off at any time making it difficult to challenge people as to why they are on site. The drop off area for dogs and cats could be relocated to the entrance of the site but to gain any advantage from this extensive fencing to restrict the site would be required. Alternatively, a drop off area/s could be located at another Council site to prevent the need for the public to visit the shelter out of hours.

#### Isolation Area & Disease Control

Planning is needed to provide a dedicated isolation area for unwell cats and dogs where temperature, lighting and noise can be controlled. The draft 'Animal Welfare Standards and Guidelines – Council Pounds and Animal Shelters' states:

### **Clause 10 Isolation facilities - requirements applying as and from 1 January 2013**

(1) This clause commences on 1 January 2013.

(2) An isolation facility must be available either at a facility or at a veterinary hospital to take dogs and cats from the facility.

(3) Documented and demonstrable biosecurity measures must be in place for the isolation facility.

(4) In this clause:

**isolation facility** means a facility within which a dog or a cat or dogs and cats which has or have, or are suspected of having, an infectious disease can be held and, if necessary, treated in isolation from other dogs and cats which do not have, or are not suspected of having, such a disease.

#### 5.5.2. Capital Investment Strategies

##### Water – Usage and Disposal and Waste Management

Water consumption has reduced since the introduction of the water tanks. An average of 202kl every quarter for 2011/12 is recorded. According to Shoalhaven Water the water consumption is satisfactory for commercial premises. The assessment number for this property is 78443.

There is no sewerage connection to this site and storm water and waste water is disposed of on-site. An environmental water management system has been installed in 2010 and 2011 which comprises of two absorption trenches and several water tanks. There is a septic tank which is emptied every three to five years or as required. There are also three dog pits which are cleaned out by shelter staff daily.

##### Dog Kennels & Dog Runs

There is adequate land for more development of dog kennels and runs. The large kennels can be very cold and drafty in winter and would benefit from improvements to provide warmth in winter. Smaller dogs are currently kept in the garage or in temporary structures which is deemed unsuitable. The construction of suitable kennels with adjacent runs is preferred to improve the standard of care for these animals. Dog runs assist with compliance of the NSW Industry & Investment – Animal Welfare Branch, draft Animal Welfare Standards and Guidelines – Council Pounds and Animal Shelters in relation to daily exercise requirements.

#### 5.5.3. Summary of Future Costs

The grand total cost of capital work including renewal and new work is \$538,438 (please refer to attachment 3).

### 5.6. Disposal Plan

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

## **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**

Council's Insurance Section maintains the Insurance Schedule for the facility and contents. The Insurance Section liaises with Facilities & Asset Management who maintains a complimentary database – Conquest for assets only. An annual desktop valuation for depreciation has been undertaken in October, 2012 and an on-site valuation is conducted every four years. The next on-site valuation is scheduled for 2013. Ranger Services are to inform the Insurance Section of any improvements or other details which will alter the insurance details. Council's standard excess on insured items is \$20,000.

Please refer to attachment 3 for further information

### **6.2. Funding Strategy**

The identified funding required to maintain the Animal Shelter in a fair condition and undertake minor improvements are adequate. However, additional funding needs to be considered for any proposed works.

### **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 3: 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 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**

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**

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.

#### **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 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.

#### 7.1.2. 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.

### 7.2. Improvement Programme

The Delivery Program Operational Plan for Shoalhaven City continues the strategies and objectives identified in Council's Community Strategic Plan, which was adopted in June 2010. These programs and strategies are grouped under the four headings of:

- *Environment,*
- *Economy,*
- *Community, and*
- *Leadership*

The progressive development of Asset Management Plans for various asset types is one of the objectives in Council's Strategic Plan. The development of this plan will bring to Council's attention the need to provide modern temporary housing of an acceptable standard.

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 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 30<sup>th</sup> June each year –

- Time taken to attend to maintenance requests
- Number of animals entering the shelter in the period
- Funds spent on maintenance, improvements and new assets

## **8. REFERENCES**

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/IIMM](http://www.ipwea.org.au/IIMM)
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/namsplus](http://www.ipwea.org.au/namsplus)
- IPWEA, 2009, 'Australian Infrastructure Financial Management Guidelines', Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/AIFMG](http://www.ipwea.org.au/AIFMG).
- IPWEA, 2011, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/IIMM](http://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**

Typically a plan of this nature should be reviewed every three (3) years but an earlier review may be conducted depending on the implementation process.

Shoalhaven City Council  
Asset Management Plan – Shoalhaven Animal Shelter

**Attachment 1 a – Shelter Defects Report – Programmed Maintenance**

Strategic Planning Group - Assets Management Unit - **Defects Report - AMP Animal Shelter**

Defect ID By	Date Monitor	Code	Asset No	Element	Condition	Description of Defect	Work Required	Finance	Estimate	Priority	Trade	Inspected
<b>Cattle Crush with Loading Dock-Animal Shelter-Flatrock Rd-Mundamia</b>												
50934 McMorrow	11/11/2008 No		292058	Whole structure	Fair	Paint deteriorating structure rusting at welding	Prep with rust inhibitor, paint posts and welded areas		\$318.00	P4	Painting	B
<b>Total cost of works recommended</b>									<b>\$318.00</b>			
<b>Covered Walkway-Animal Shelter-Flatrock Rd-Mundamia</b>												
50936 McMorrow	11/11/2008 No		291959		Good	Ceiling sheets are A/C sheeting and may contain asbestos	Monitor					B
50937 McMorrow	11/11/2008 No		291959	Ceiling	Fair	Minor crack to ceiling possible asbestos sheeting	Spray paint crack to encapsulate possible asbestos material until next paint out	Council	\$21.20	P3	Asbestos	B
50938 McMorrow	11/11/2008 No		291959	Ceiling	Fair	Paint deteriorating	Prep and paint ceiling around cracked area to keep possible asbestos material in good order		\$212.00	P4	Painting	B
53546	8/10/2009		291959	Whole structure	Fair	Future asbestos removal required	Future works required to make structure asbestos free		\$11,124.00		Asbestos	D Keating No
<b>Total cost of works recommended</b>									<b>\$11,357.20</b>			
<b>Dog Yards-Animal Shelter-Flatrock Rd-Mundamia</b>												
50943	11/11/2008		291957			Minor cracking through slab	Possibly due to					B

*Shoalhaven City Council  
Asset Management Plan – Shoalhaven Animal Shelter*

McMorrow      Yes

surfaces and around fence posts      incorrect curing,  
Monitor over time max  
2mm

**Thursday, 4 October 2012**

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*Shoalhaven City Council  
Asset Management Plan – Shoalhaven Animal Shelter*

Defect ID By	Date Monitor	Code	Asset No	Element	Condition	Description of Defect	Work Required	Finance	Estimate	Priority	Trade	Inspected
<b>Total cost of works recommended</b>												
<b>Kennels 01-09-Animal Shelter-Flatrock Rd-Mundamiaa</b>												
50951 McMorrow	11/11/2008 No		291955	Brickwork	Poor	Mortar fretting from  continuous hosing of pavement	Treat mould and  mildew and re-point brickwork nth side lower portion		\$530.00	P4	Bricklayer	B
50975 McMorrow	11/11/2008 Yes		291955		Good	Covered walkway ceiling  extending along south side of kennels is A/C sheeting this material may contain asbestos	Monitor					B
53547	8/10/2009		291955	Ceiling	Fair	Future asbestos removal required	Future works required to make structure asbestos free		\$5,150.00		Asbestos	D Keating  No
<b>Total cost of works recommended</b>									<b>\$5,680.00</b>			
<b>Kennels 10-19-Animal Shelter-Flatrock Rd-Mundamia</b>												
50948 McMorrow	11/11/2008 Yes		275559			Cracking in foundation slab	Monitor crack south  east corner max 5mm					B
50974 McMorrow	11/11/2008 Yes		275559		Good	Covered walkway ceiling  extending along south side of kennels is A/C sheeting this material may contain asbestos	Monitor					B
53548	8/10/2009		275559	Ceiling	Fair	Future asbestos removal required	Future works required to make structure asbestos free		\$5,150.00		Asbestos	D Keating  No

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**Total cost of works recommended**

**\$5,150.00**

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Asset Management Plan – Shoalhaven Animal Shelter*

Defect ID By	Date Monitor	Code	Asset No	Element	Condition	Description of Defect	Work Required	Finance	Estimate	Priority	Trade	Inspected	
<b>Metal Stock Yards with Overhead Shelter-Animal Shelter-Flatrock Rd-Mundamia</b>													
50955 McMorrow	11/11/2008 No		292057	Roof	Poor	C channel supports  beginning to rust due to insufficient flashing to roof	grind and treat rust  with inhibitor, flash along roof sheets and down fascia south side		\$530.00	P4	Roofer	B	
50956 McMorrow	11/11/2008 No		292057	Roof	Fair	Gutter sagging and C  channel bent due to impact	Straighten C channel  and repair gutter		\$318.00	P4	Roofer	B	
<b>Total cost of works recommended</b>									<b>\$848.00</b>				
<b>Office Building-Animal Shelter-Flatrock Rd-Mundamia</b>													
49557	12/02/2008	OF	641	Kitchen	Poor	Kitchen cupboards deteriorated	Upgrade kitchen facility		Council\$8,480.00			P4	Carpentry
49559 McMorrow	12/02/2008 No	OF	641	Window	Poor	Dirty window cob webs	Remove cob webs  clean skylight window in hall above store room	Occupier	\$106.00	P4	Cleaner	B	
49565 McMorrow	12/02/2008 No	OF	641	Garden	Poor	Garden over grown	Clean up garden, erect  garden edging and mulch bed, west side of building	Occupier	\$424.00	P4	Landscaper	B	
50959 McMorrow	11/11/2008 Yes	OF	641		Good	Laundry, Kitchen walls some  elements are F.C sheeting this material may contain asbestos						B	
50973 McMorrow	11/11/2008 Yes	OF	641		Good	Ceilings to south side  awnings and all soffit linings are A/C sheeting this material may contain asbestos	Monitor					B	

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50976 McMorrow	11/11/2008 Yes	OF	641	Good	Head beam lining above garage door is A/C sheet lining this material may contain asbestos	Monitor	B
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<b>Defect ID By</b>	<b>Date Monitor</b>	<b>Code</b>	<b>Asset No</b>	<b>Element</b>	<b>Condition</b>	<b>Description of Defect</b>	<b>Work Required</b>	<b>Finance</b>	<b>Estimate</b>	<b>Priority</b>	<b>Trade</b>	<b>Inspected</b>	
53550	8/10/2009	OF	641	Whole building	Fair	Future asbestos removal required	Future works required to make building asbestos free		\$11,330.00		Asbestos	D Keating	No
53651	22/10/2009	OF	641	Communications equip		Fibre connection for communication	8th Sep 2009 quote from Shoalcom - connect fibre cable for improving communication ie computer system	Occupier	\$6,695.00	P4	Communicatio	B Davis	No
<b>Total cost of works recommended</b>									<b>\$27,035.00</b>				
<b>Grand total cost of works recommended</b>									<b>\$50,388.20</b>				



**Attachment 1 b – Shelter Asbestos Register – Programmed Maintenance**

Strategic Planning Group - Assets Management Unit

## Defects Report

### Animal Shelter asbestos

Defect ID By	Date Monitor	Code	Asset No	Element	Condition	Description of Defect	Work Required	Finance	Estimate	Priority	Trade	Inspected	
<b>Asbestos-Covered Walkway-Animal Shelter-Mundamia</b>													
53546	8/10/2009		405070	Whole structure	Fair	Future asbestos removal required	Future works required to make structure asbestos free		\$8,124.00		Asbestos	D Keating	No
<b>Total cost of works recommended</b>									<b>\$8,124.00</b>				
<b>Asbestos-Kennels 1-19 Animal Shelter-Mundamia</b>													
53547	8/10/2009		405007	Ceiling	Fair	Future asbestos removal required	Future works required to make structure asbestos free		\$8,150.00		Asbestos	D Keating	No
53548	8/10/2009		405007	Ceiling	Fair	Future asbestos removal required	Future works required to make structure asbestos free		\$5,150.00		Asbestos	D Keating	No
<b>Total cost of works recommended</b>									<b>\$13,300.00</b>				
<b>Asbestos-Office Administration Building-Animal Shelter-Mundamia</b>													
53550	8/10/2009		405097	Whole building	Fair	Future asbestos removal required	Future works required to make building asbestos free		\$11,330.00		Asbestos	D Keating	No
<b>Total cost of works recommended</b>									<b>\$11,330.00</b>				
<b>Grand total cost of works recommended</b>									<b>\$32,754.00</b>				

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Asset Management Plan – Shoalhaven Animal Shelter*

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**Attachment 2 – Scheduled Maintenance**

Description	Timeframe	Service Provider
Asset Condition Inspection	Every five years – last inspection Feb 2008	Facilities & Assets
Fire inspection	Every six months Jun and Dec	Facilities & Assets
Backflow device inspection	Annual schedule April	Facilities & Assets - Damien Leahy organises Andrew Fielding from mechanical Services
Inspection of septic tanks re: approval to operate	Every one, three or five years	Environmental Health - on their schedule
Clean septic tanks (shelter septic tank, dog pit and cottage septic tank) - clean out ID No. <b>14320</b>	Every three to five years or as required	Ranger Services to contact Shoalhaven Water - or ask CS&O Asset Maintenance (Nthn) Building Supervisor to organise this
Clean air conditioner filters via commercial electrical engineer - (also needs cleaning every two months by shelter staff) There are four air conditioners at shelter. One was donated by Nowra RSPCA	Annual schedule prior to summer - October	Ranger Services to contact Electrical Services who contact most competitive contractor
Pest Control / white ant inspection	Annually June	Ranger Services to contact CS&O Asset Maintenance (Nthn) who organises Pest Controller
Security panel audit – includes check of 2 smoke alarms which are hard wired to security system, not to 240 volts	Annual schedule - usually in first quarter	Shoalcom
WHS audit of facility	annual	Ranger Services, RSPCA
Electrical Tagging	bi-annual	Ranger Services to contact Electrical Services who undertake the testing and tagging (RSPCA are responsible for tagging their equipment)
Asset Protection Zone Maintenance (area to the east of the dog kennels)	Annual schedule Aug, Dec, Apr	Natural Resources & Floodplain Fire Mitigation Officer (corrective services also assist)
Slash paddocks (assistance also provided by Corrective Services)	Annual schedule Jan, Apr, Nov	Parks Operations

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Clean Gutters	Every four months Mar, July, Nov	Ranger Services to contact CS&O Asset Maintenance (Nthn) Building Supervisor
Check fences for repairs	Every six months Jun and Dec	Ranger Services (AMOs)
Lawn Mowing / Weed Control	As needed	RSPCA, RSPCA (Nowra branch), Wildlife Rescue - around containers
Infrastructure Planning is responsible for painting facility external and internal is Ranger Services		
Infrastructure Planning organise scheduled work that is a statutory requirement		

Shoalhaven City Council  
Asset Management Plan – Shoalhaven Animal Shelter

**Attachment 3 – Budget Forecast**

The figures below are estimates only and quotes will be sought when works commence.

				2008	2009	2010	2011	2012	2013	2014/	2015	2016	2017	2018	
				Year	/09	/10	/11	/12	/13	/14	15	/16	/17	/18	/19
<b>OPERATIONAL MAINTENANCE</b>															
<b>Breakdown Maintenance</b>	<b>Estim ated Cost</b>	<b>Bud get 2009 /10</b>	<b>Unfun ded</b>												
Break-ins and vandalism (11425)	\$3,00 0	\$3,0 00		\$3,0 00	\$3,0 00	\$3,0 00	\$3,0 00	\$3,0 00	\$3,0 00	\$3,00 0	\$3,0 00	\$3,0 00	\$3,0 00	\$3,0 00	\$3,0 00
General breakdowns (electrical, mechanical, fixtures, structures) (17415)	\$5,00 0	\$5,0 00		\$5,0 00	\$5,0 00	\$5,0 00	\$5,0 00	\$5,0 00	\$5,0 00	\$5,00 0	\$5,0 00	\$5,0 00	\$5,0 00	\$5,0 00	\$5,0 00
<b>TOTAL</b>	<b>\$8,00 0</b>	<b>\$8,0 00</b>	<b>\$0</b>												
<b>Programmed Maintenance</b> identified maintenance to maintain building and prevent breakdowns – refer to <b>attachment 1</b>	<b>Estim ated Cost</b>	<b>Bud get</b>	<b>Unfun ded</b>												
Defects Report – P1 – P5 Infrastructure Planning refer to <b>attachment 2</b>	\$8,57 0			\$8,5 70	\$8,5 70	\$8,5 70	\$8,5 70	\$8,5 70	\$8,5 70	\$8,57 0	\$8,5 70	\$8,5 70	\$8,5 70	\$8,5 70	\$8,5 70
Defects Report – P1 – P5 Ranger Services - refer to <b>attachment 2</b>	\$5,00 0			\$5,0 00	\$5,0 00	\$5,0 00	\$5,0 00	\$5,0 00	\$5,0 00	\$5,00 0	\$5,0 00	\$5,0 00	\$5,0 00	\$5,0 00	\$5,0 00
Risk management - tree maintenance for powerlines, security upgrades, etc	\$1,50 0			\$1,5 00	\$1,5 00	\$1,5 00	\$1,5 00	\$1,5 00	\$1,5 00	\$1,50 0	\$1,5 00	\$1,5 00	\$1,5 00	\$1,5 00	\$1,5 00
<b>TOTAL</b>	<b>\$15,0 70</b>	<b>\$15, 070</b>	<b>\$0</b>												

Shoalhaven City Council  
Asset Management Plan – Shoalhaven Animal Shelter

<b>Scheduled Maintenance</b> (Ranger Services costs only) – refer to <b>attachment 2</b>	<b>Estim ated Cost</b>	<b>Bud get</b>	<b>Unfun ded</b>											
<b>TOTAL</b>	<b>\$2,399</b>	<b>\$2,399</b>	<b>\$0</b>		\$2,694	\$2,694	\$2,694	\$2,694	\$2,694	\$2,694	\$2,694	\$2,694	\$2,694	\$2,694
<b>GRAND TOTAL OPERATIONAL MAINTENANCE</b>	<b>\$25,469</b>	<b>\$25,469</b>	<b>\$0</b>		<b>\$25,764</b>	<b>\$25,764</b>								
<b>CAPITAL WORKS</b>														
<b>Minor Capital Works</b>														
<b>Design &amp; Approval (13530)</b>	<b>Estim ated Cost</b>	<b>Bud get</b>	<b>Unfun ded</b>											
Landscaping design for outside x 2, cattery fence and between kennels detailed site survey of area to be landscaped	\$2,000			2014 /15	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000	\$0	\$0	\$0
Update survey / site plan with infrastructure and service locations / utilities e.g. (drainage lines, septic tanks, pits, trenches, water lines, Telstra, electrical), elevations, flora, fauna - add to plan index on GIS	\$900	900		2009 /10	\$0	\$900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Plan for dog kennels with runs	\$3,000			2013 /14	\$0	\$0	\$0	\$0	\$0	\$3,000	\$0	\$0	\$0	\$0
Plan for mother / puppy pen	\$1,000			2013 /14	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$0	\$0
Survey area to provide concrete and drainage for six dog runs	\$3,000			2013 /14	\$0	\$0	\$0	\$0	\$0	\$3,000	\$0	\$0	\$0	\$0
Emergency preparedness plan	\$			2012 /13	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$9,900</b>	<b>\$900</b>												

Shoalhaven City Council  
Asset Management Plan – Shoalhaven Animal Shelter

Minor Capital Works - Implementation																
Administration Building (split - 20095)	Estimated Cost	Budget	Unfunded													
Database for receipt and release of animals (Sheltermate)	\$11,665			2008 /09	\$11,665	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Computer LAN cabling	\$6,267			2009 /10	\$0	\$6,267	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Computer LAN cabling - from optic fibre termination box	\$1,919			2009 /10	\$0	\$1,919	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4 x Media Converters is \$447.70 incl GST. \$407 x 8 Port Linksys switch is \$416.90 incl GST. \$379 x	\$786			2009 /10	\$0	\$786	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Install and connect PCs	\$350			2009 /10	\$0	\$350	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Computers x 2 for Council related duties	\$2,850			2009 /10	\$0	\$2,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Computer software and licence fees	\$2,584			2009 /10	\$0	\$2,584	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Upgrade Main Distribution Frame for communications	\$1,090			2011 /12	\$0	\$0	\$0	\$1,090	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Install VOIP handset	\$400			2009 /10	\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
VOIP headset	\$235			2010 /11	\$0	\$0	\$235	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase EFTPOS machine (see below for rental details)	\$1,000			2013 /14	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0
Install dual flush in staff toilets	\$600			2013 /14	\$0	\$0	\$0	\$0	\$0	\$0	\$600	\$0	\$0	\$0	\$0	\$0

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Asset Management Plan – Shoalhaven Animal Shelter*

Install more efficient air conditioning system at shelter	\$6,000			2014/15	\$0	\$0	\$0	\$0	\$0	\$0	\$6,000	\$0	\$0	\$0	\$0
Redesign reception area	\$0			2014/15	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Screen door for for rear door of administration building	\$318			2009/10	\$0	\$318	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$35,745</b>	<b>\$0</b>	<b>\$35,745</b>												
<b>Structural for Animals (17960)</b>	<b>Estim ated Cost</b>	<b>Bud get</b>	<b>Unfun ded</b>												
Cattle crush equipment for ear tagging requirement & water troughs	\$5,472			2010/11	\$0	\$0	\$5,472	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Installation of cattle crush equipment for eartagging requirement	\$5,500			2010/11	\$0	\$0	\$5,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Delivery of equipment and use of hiab crane on site	\$150			2010/11	\$0	\$0	\$150	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Install additional large gate to stockyard	\$1,166			2010/11	\$0	\$0	\$1,166	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supply and install water line for small livestock water troughs	\$1,000			2010/11	\$0	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supply and install one hose for front kennels	\$550			2010/11	\$0	\$0	\$550	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Supply and install one hose for back kennels	\$550			2011/12	\$0	\$0	\$0	\$550	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Escape proof 2 cat cages for kittens	\$385			2010/11	\$0	\$0	\$385	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dog kennels with runs	\$74,500			2014/15	\$0	\$0	\$0	\$0	\$0	\$0	\$74,500	\$0	\$0	\$0	\$0
Mother / puppy pen needed	\$4,000			2013/14	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000	\$0	\$0	\$0	\$0

*Shoalhaven City Council  
Asset Management Plan – Shoalhaven Animal Shelter*

Concrete, drainage and fencing for six more dog runs	\$25,500			2014/15	\$0	\$0	\$0	\$0	\$0	\$25,500	\$0	\$0	\$0	\$0
Animal isolation room / quarantine for sick animals - improvements	\$20,000			2012/13	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0
Gurney and seal concrete in community area & runs x 3 and other areas where dogs are including garage	\$5,000			2013/14	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0
Upgrade existing kennels e.g heating	\$10,000			2014/15	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0
Water trough for small cattle yard	\$500			2013/14	\$0	\$0	\$0	\$0	\$0	\$500	\$0	\$0	\$0	\$0
Two existing dog drop off cages – need safer access to release dogs - done Oct 2012	\$3,000			2012/13	\$0	\$0	\$0	\$0	\$3,000	\$0	\$0	\$0	\$0	\$0
Install skylights - puppy pen	\$717			2012/13	\$0	\$0	\$0	\$0	\$717	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$142,500</b>	<b>\$0</b>	<b>\$142,500</b>											
<b>Site (22095 and 20105)</b>	<b>Estimated Cost</b>	<b>Budget</b>	<b>Unfunded</b>											
Seal driveway where LAN line trench dug	\$4,980			2013/14	\$0	\$0	\$0	\$0	\$0	\$4,980	\$0	\$0	\$0	\$0
Implement water design for storm & sewerage - stage 1- Refer to attachment 3.c.iii	\$10,648			2009/10	\$0	\$9,680	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Stormwater and sewerage - stage 2 - eastern side	\$9,300			2010/11	\$0	\$0	\$9,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Stormwater and sewerage - stage 2 - western side	\$11,200			2010/11	\$0	\$0	\$11,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Stormwater and sewerage - stage 3	\$9,100			2010/11	\$0	\$0	\$9,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Stormwater and sewerage project management fee	\$1,000			2009/10	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Stormwater and sewerage project management fee	\$2,000			2010/11	\$0	\$0	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Hot water heater 280lt - paid by	\$2,940			2010	\$0	\$0	\$2,940	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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21418/20095	7			/11		47								
Fencing for sewerage and drainage maintenance	\$2,680			2009 /10	\$0	\$2,680	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New pump for septic tank - paid for by asset infrastructure	\$			2011 /12	\$0	\$0	\$0	\$	\$0	\$0	\$0	\$0	\$0	\$0
Storage shed for Shelter and animal management	\$2,520			2012 /13	\$0	\$0	\$0	\$0	\$2,520	\$0	\$0	\$0	\$0	\$0
Landscaping	\$14,500			2014 /15	\$0	\$0	\$0	\$0	\$0	\$14,500	\$0	\$0	\$0	\$0
Locksmith - new keys	\$1,736			2012 /13	\$0	\$0	\$0	\$0	\$1,736	\$0	\$0	\$0	\$0	\$0
Signage for shelter – directional, educational, safety & status of animal	\$520			2011 /12	\$0	\$0	\$0	\$520	\$0	\$0	\$0	\$0	\$0	\$0
Installation of signage above	\$100			2011 /12	\$0	\$0	\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$0
Emergency preparedness - implement plan	\$			2013 /14	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Murals	\$			2013 /14	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$55,247</b>	<b>\$0</b>	<b>\$55,247</b>											
<b>Fence (14345)</b>	<b>Estim ated Cost</b>	<b>Bud get</b>	<b>Unfun ded</b>											
Escape proof one dog run	\$1,045			2009 /10	\$0	\$1,045	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fence off access to kennel block one	\$946			2009 /10	\$0	\$946	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fencing for small livestock area	\$2,782			2009 /10	\$0	\$2,782	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Livestock fencing maintenance	\$6,500			2012 /13	\$0	\$0	\$0	\$0	\$6,500	\$0	\$0	\$0	\$0	\$0
Fencing with concrete strip for large dog paddock	\$8,000			2013 /14	\$0	\$0	\$0	\$0	\$0	\$8,000	\$0	\$0	\$0	\$0

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<b>TOTAL</b>	<b>\$96,576</b>	<b>\$5,796</b>	<b>\$90,780</b>												
<b>Major Capital Works</b>															
The Purchasing Policy must be followed in regard to gaining quotations etc for capital works. A major capital work is more than \$150,000 and must go to tender.															
New Caretaker's Cottage – using existing slab	\$160,000		<b>\$160,000</b>		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Ideas for Consideration</b>	<b>Estim ated Cost</b>	<b>Bud get</b>	<b>Unfun ded</b>												
Security upgrade to include cameras	\$5,000		\$5,000	2015 /16	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0
Fencing along front to prevent access from public after hours	\$5,000		\$5,000	2015 /16	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0
Relocate drop off kennels and cages to front boundary	\$3,000		\$3,000	2015 /16	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$13,000</b>	<b>\$0</b>	<b>\$13,000</b>												
Remainder of maintenance available to spend on Maintenance or Capital Projects		<b>\$6,370</b>			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>GRAND TOTAL CAPITAL</b>	<b>\$512,969</b>	<b>\$13,066</b>	<b>\$497,273</b>		<b>\$11,665</b>	<b>\$34,506</b>	<b>\$49,005</b>	<b>\$2,260</b>	<b>\$34,473</b>	<b>\$31,080</b>	<b>\$132,500</b>	<b>\$13,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>GRAND TOTAL OF OPERATIONAL MAINTENANCE AND CAPITAL</b>	<b>\$538,438</b>	<b>\$38,535</b>	<b>\$497,273</b>		\$60,270	\$74,769	\$2,260	\$34,473	\$31,080	\$132,500	\$13,000	\$0	\$0	\$0	\$0

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	<b>Split Title</b>	<b>Job No. &amp; Split</b>	<b>Amount \$</b>	<b>Amount \$</b>							
<b>Budget Available</b>	Building M&R	11502.11540	\$824	\$848	874	899					
	Fence	11502.14345	\$5,969	\$0	0	6500					
	Building	11502.20095	\$22,510	\$0	0	24000					
	Grounds	11502.20105	\$25,276	\$0	0	0					
	Capital Works	71501.99999	\$31,000	\$29,350							
			2009								
			0								
	Program		2009								
	mtce		5								
	(infrastructure Planning)	21416	2010			\$4,77					
			5	\$4,500	\$4,635	4	\$4,917				
<b>Total Budget Available</b>				\$90,079	\$34,833	8	\$36,316				
							\$5,648				
<b>surplus / deficit</b>				\$29,809	\$39,936	8	\$1,843	\$31,080	\$132,500	\$13,000	\$0

The budget for 2012/13 is \$36,316 including the Strategic Planning Group budget. Works will be prioritised on competing demands to ensure the works are completed within given budget. Other works identified will be considered in the next financial year alongside the new competing demands. GST excluded.