



Asset Management Plan

Works Depots

Policy Number: POL12/77

Adopted: 15/04/2014

Minute Number: MIN14.266

File: 30281E

Produced By: Assets and Works Group

Review Date: 01/12/2016

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CONTENTS

1. EXECUTIVE SUMMARY	1
1.1. The Purpose of the Plan	1
1.2. Asset Description	2
1.3. Levels of Service	2
1.4. Future Demand	3
1.5. Lifecycle Management Plan	3
1.6. Financial Summary	3
1.7. Asset Management Practices	4
1.8. Monitoring and Improvement Programme	5
2. INTRODUCTION	5
2.1. Background	5
2.2. Goals and Objectives of Asset Ownership	6
2.3. Plan Framework	7
2.4. Core and Advanced AM	8
3. LEVELS OF SERVICE	9
3.1. Customer Research and Expectations	9
3.2. Strategic and Corporate Goals	9
3.3. Legislative Requirements	10
3.4. Current Level of Service	11
3.5. Desired Level of Service	11
4. FUTURE DEMANDS	11
4.1. Demand Drivers	11
4.2. Demand Forecasts	12
4.3. Demand Impacts on Assets	12
4.4. Demand Management Plan	12
4.5. Asset Programmes to Meet Demand	12
5. LIFECYCLE MANAGEMENT PLAN	14
5.1. Background Data	14
5.2. Infrastructure Risk Management Plan	15
5.3. Routine Operations and Maintenance Plan	16
5.4. Renewal / Replacement Plan	18
5.5. Creation / Acquisition / Augmentation Plan	19
5.6. Disposal Plan	19
6. FINANCIAL SUMMARY	20
6.1. Financial Statements and Projections	20
6.2. Funding Strategy	20

6.3.	Valuation Forecasts	20
6.4.	Key Assumptions Made in Financial Forecasts.....	20
6.5.	Forecast Reliability and Confidence.....	21
7.	PLAN IMPROVEMENT AND MONITORING	21
7.1.	Status of AM Practices.....	21
7.2.	Improvement Programme	22
7.3.	Monitoring and Review Procedures	22
7.4.	Performance Measures.....	22
8.	REFERENCES	23
9.	APPENDICES.....	23
10.	REVIEW.....	33

1. EXECUTIVE SUMMARY

This Asset Management Plan (AMP) includes all Council Works Depots including buildings within the depot area. The Shoalhaven City Council requires Works Depots to be provided for the location of staff and the operation of business functions associated with the provision of services of the Local Government Area. They provide the basis for many services to the local residents, communities and visitors.

This AMP does not include any of the operational facilities used by Shoalwater for their activities unless specifically mentioned. Shoalwater has an arrangement where their main operational activities are primarily able to be supported from the Water and Waste Water Treatment facilities in the locality.

Council is committed to providing safe and efficient facilities, within the reasonable financial resources of Council, with the main objectives being:

- Provision of Depots that cater for the needs of the Operational staff, and visitors in providing a safe working environment and a focal point for works supervision
- Providing a place for the local council operational functions a base to perform the activities within the City Area.
- To ensure that Council meets and embraces its ESD obligations under the Local Government Act.
- To ensure effective operational bases within a reasonable distance from the construction and maintenance activities.
- To provide a safe and secure place for Council's plant, equipment, store to be held until required.
- To provide a base for the operational staff to use in carrying out the functions.

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

The Asset Management Plans does not include any of the facilities used by Shoalwater. Some minor utilization is made of the Shoalwater areas, by Parks Operations, for storage of plant and some minor materials in the smaller villages more remote from the primary W&S depots.

Possibly there should be a Reference/ Strategic planning panel of all users to plan and manage the preparation of a strategic plan for "Works Depots" which looks at the overview and future long-term directions of the Council. The planning should be on a minimum of twenty five (25) year time line. Discussions on a "whole of Council" approach should be considered

1.1. The Purpose of the Plan

The purpose of an Asset Management Plan (AMP) is to manage assets, based on 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 reliable 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 LoS 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

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

1.2. Asset Description

The existing Works & Services Depots consist of three primary facilities, located at Bomaderry, Woollamia and Ulladulla and three lesser storage areas at Culburra Beach, Sussex Inlet and Kangaroo Valley within the local government area. The primary facilities have similar types of construction and ancillary assets including, electrical and mechanical services, car-parks etc. A brief general description of each existing facility is shown below. This AMP does not include the Ulladulla Administration building on the same site.

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 works depots is higher than the budget available.

1.4. Future Demand

There is no current strategy to identify any current proposed projects for the requirement of new Works Depots.

There are no present Capital Works strategic projects identified for the provision of new facilities. These may be required for the provision of better services and/or improvement of the services provided by an individual user. It may be appropriate to look at rationalizing the depot facilities and change storage to bring all the outside groups who are currently in commercially leased premises to the depot. Some of the lesser utilized stores or bulkier items could be stored on some Council's remote land to free up space in the compound at Macintyre Way.

1.5. Lifecycle Management Plan

The management of Works Depots is predominantly related to the maintenance and renewal stages of an individual assets life. After construction phase, it moves into what is known as the "Maintain" phase. Maintenance activities are required to minimise continued deterioration of an asset. As the asset components move towards the end of its life, activities are undertaken to restore the asset to a condition close to that of the original. This is referred to as the "Renewal" phase.

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

1.6. Financial Summary

In relation to the Works Depots there has not been a specific Maintenance Management Plan prepared for the Works Depots. No coordinated Capital Works program or routine maintenance strategy has been developed possibly due to the number of activities which are carried out or managed from the site. There are a number of different Council groups operating out of the depot with differing needs and requirements. Currently there is no overall responsibility of depot operations or management; this contributes to the lack of a "Whole of Council" approach to the depot management and long term planning. The maintenance activities are not funded by a separate budget allocation but are included with the operational items of rates, power, insurances and telephone etc. Any defect repairs or minor improvements are only carried out if funds can be transferred from another vote of from saving in the operational items.

Each of the groups has the responsibility to look after their own portion of the depot without necessarily checking on the consequence of the work on the remainder of the depot. The three (3) primary depots are by default managed by a different Director's Group within Council. A coordinated and systemic change is required for the depots to be able to be managed as an entity with the best "Whole of Council" approach to planning and development of the facilities. If this methodology was adopted it may be possible to have better sharing of assets at a lesser cost.

There is no information presently available on longer term forecast budget needs for a capital or maintenance program. Maintenance is carried out on a responsive basis rather than on a planned or programmed activity to correct prioritised defects.

1.7. Asset Management Practices

An ideal Asset Management Practice should be reflective of strong governance and accountability; more sustainable decisions, enhanced customer service, effective risk management; and improved financial efficiency.

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

1.7.1. Accounting/ Financial Systems

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

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

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

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

1.7.2. Asset Management Systems

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

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

1.8. Monitoring and Improvement Programme

AMPs are dynamic documents, reflecting and responding to changes over time and in accordance with the Improvement Programme available. Monitoring of an AMP is required to ensure compliance with the proposed improvement program milestone and to ensure compliance with adopted standards and procedures for condition and performance.

Ideally, full review of 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 works depots area based on current and historical information.

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

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

*Shoalhaven City Council
Asset Management Plan - Works Depots*

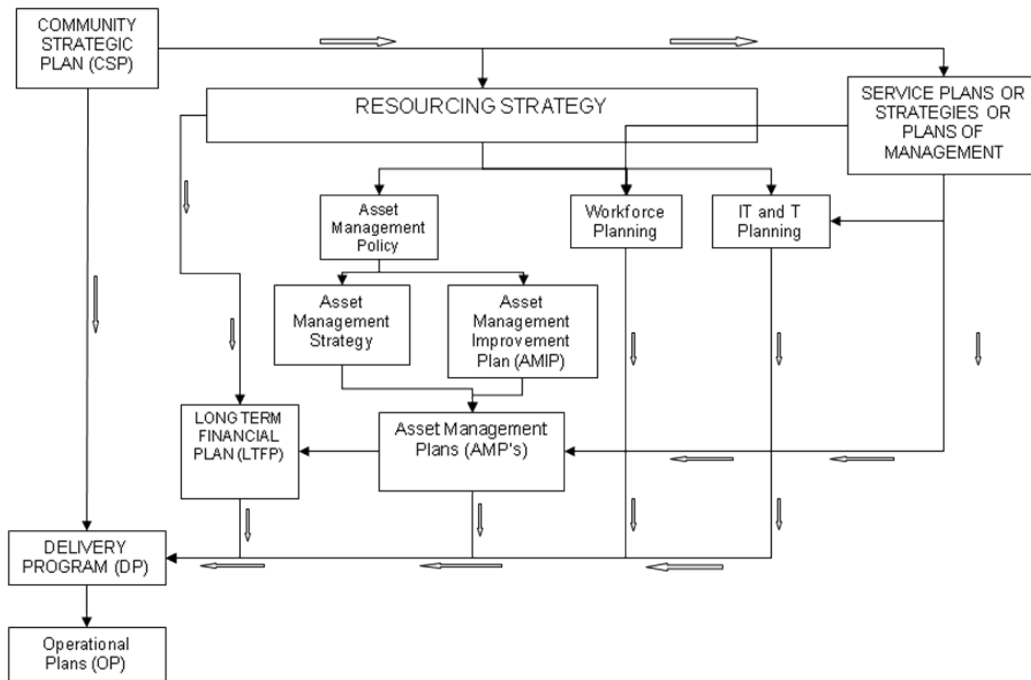


Diagram 1: SCC Organisational Operational Chart

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 affect 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

*Shoalhaven City Council
Asset Management Plan - Works Depots*

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

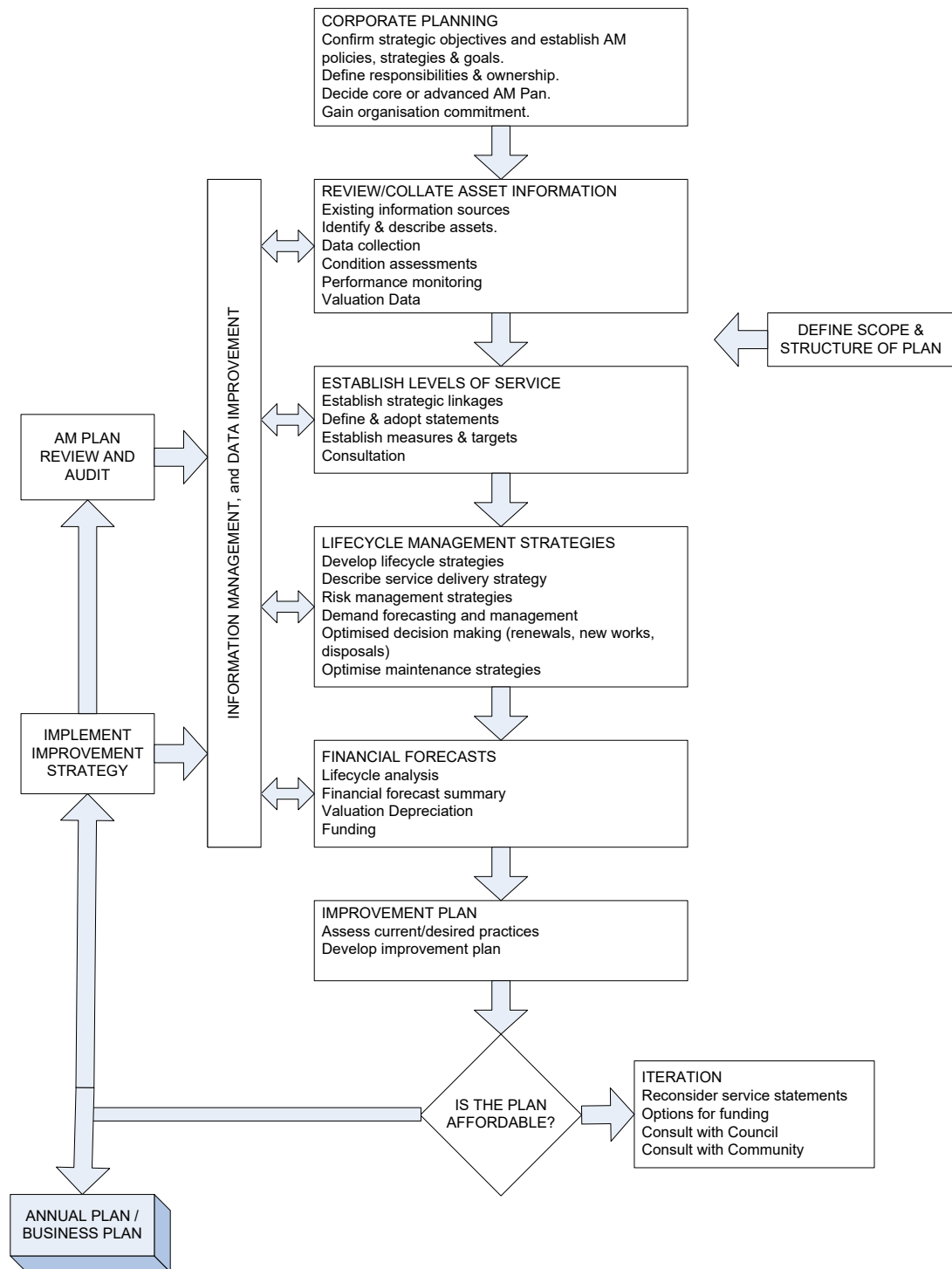


Diagram 2: Road Map for preparing an Asset Management Plan
Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11.

2.4. Core and Advanced AM

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

3. LEVELS OF SERVICE

3.1. Customer Research and Expectations

Community consultation is not easily achieved by Council Staff here as there is little interaction with non operational stakeholders. Regular safety audits and inspections are carried out as part of the risk management procedures for the works depots. This further assists Council in ensuring that responsibilities regarding Occupational Health and Safety issues are addressed.

There are limited opportunities for consultation in regard to programmed maintenance works.

3.2. Strategic and Corporate Goals

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

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

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

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

Acting as a leader in the delivery of social, financial, environmental, and operational objectives, Council needs to ensure good governance and administrative support for the Council and organization.

Council's other goals are to plan, manage and fund Council's public assets to meet the community expectations and defined levels of services. Furthermore, the safety of the community is paramount and is acknowledged and supported through proactive policies, programs and strategies.

3.3. Legislative Requirements

Table 1: List of 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

The three (3) major depots provide a range of services for the operational functions to various extents depending on the area. There may be a concentration of services at one depot with a lesser provision at the other depots to obtain an economy of scale for equipment utilisation.

All primary depots provide the basic services for the activities which are carried out from the depot. They include storage facilities for goods, materials and plant, an operational base for the staff and works supervisors. A degree of mechanical and electrical repair workshop is available at each depot. For logistical reasons it is not reasonable to concentrate all activities in the one location as the travelling costs would negate any saving achieved by reducing the number of depots.

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

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

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.

Factors affecting demand for improvement, extension or addition to works depots include population growth and density; changes in demographics; seasonal factors; social and economic factors; environmental awareness and technological changes.

4.2. Demand Forecasts

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

4.3. Demand Impacts on Assets

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

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

Effective asset utilisation seeks to provide the maximum return on funds invested in assets. Over-utilisation can cause failure to achieve levels of service due to asset ‘capacity failure’. Under-utilisation of an asset is also a ‘capacity failure’ and represents a lack of demand for the service the asset provides causing a less than cost effective level of utilisation.

(International Infrastructure Management Manual, 2011)

4.4. Demand Management Plan

Strategies for ensuring that assets are well utilised include:

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

(International Infrastructure Management Manual, 2011)

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

4.5. Asset Programmes to Meet Demand

Section 94 – Contribution Plan

The Section 94 Contribution plan process does not currently include any project in relation to expansion of Council Works Depots. However in comparison with other Local Government areas it has been identified that other councils do collect contributions for this purpose.

There is the possibility that expansion is necessary with population increase, and the long term Capital Works Program may identify such a project. Here an opportunity would present for the establishment of a Section 94 project to aid implementation, contributing to the estimated costs. However at present there are no major expansions anticipated.

Accessibility Issues – *Is this an issue that should be considered as this is a “workplace” and should have little “public access” Should the workplace be made “disability friendly” at this stage or wait until required for staff convenience.*

Council is committed to improving accessibility to all facilities for people with physical, sensory and intellectual needs by the completion of Access Audits and implementation of recommendations. 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

Access defects have not been identified at this stage, however there are some access needs to be addressed when the survey has been completed and a program is under development to progressively ensure satisfactory access into all facilities. If any access needs have been identified the rectification would be a priority as it may affect Council's staff and therefore the effectiveness and performance of the organisation.

5. LIFECYCLE MANAGEMENT PLAN

5.1. Background Data

5.1.1. Physical Parameters

Council supports the establishment, management and maintenance of Works depots including the associate buildings and is currently 'owner' of the following facilities:

- **Bomaderry Works Depot** – This is the Principal depot for Council's operational activities. It houses the store and the major mechanical workshop and other primary activities. It also serves the Northern and Central region of Council activities. - *Predominately managed by Greg Horton –F&CS/CBU – small maintenance budget > little capital planning and no current defect condition assessment*
- **Ulladulla Works Depot.** – Serves the Southern region of Council's operational activities. Shoalwater currently shares the depot with W&S. In the foreseeable future it is anticipated that Shoal water will move to a new location at the new waste water treatment works. At that time the existing building assets will remain on the site and the use possibly will be taken over by W&S. – *Predominately managed by Warwick Papworth – small maintenance budget > little capital planning and defect condition assessment available – see notes*
- **Woollamia Works Depot** – Serves Bay and Basin region of Council's operational activities. - *Predominately managed by Mark Buckland – small maintenance budget > little capital planning and no current defect condition assessment*
- **Sussex Inlet** – Minor materials and plant storage and work area used by Parks Operations at Shoalwater on treatment works site *Mainly for Parks operations*
- **Culburra Beach** - Minor materials and plant storage and work area used by Parks Operations at Shoalwater on treatment works site at Shoalwater Treatment works site - *Mainly for Parks operations*
- **Kangaroo Valley** – This depot is located on a crown reserve off Mt Scanzi Road on a relatively small area 5691 m². This site is being used as a stock pile materials storage area. The area is little used otherwise; an old timber shed in relatively poor condition stands on the site. –*R89435 > reserve for works depot > 1975.*

5.1.2. Asset Capacity / Performance

Refer to section 5.1.1

5.1.3. Asset Condition

Full Defect and Asset Condition Assessment Inspections are scheduled to be performed on a two (2) yearly frequency for the Works Depot Buildings and are currently due for completion. Consideration is given in respect to the level of defects identified when assessing the overall building condition; however they are not a direct reflection of the overall lifecycle. For example a building may consist of hundreds of elements, the defect assessment may identify say twenty five (25) elements in poor condition, and hence the overall building condition may not be classified as poor, it would depend on the type of asset and its importance. As a facility increases in size, this relationship is accentuated. Therefore the judgment of overall facility condition is assessed considering a broader range of factors.

The overall conditions of the Buildings were considered by the Building Management and Asset Management Units and classified in reasonable condition. As prioritized maintenance tasks are completed the overall condition of facilities should improve, consequently satisfying the key performance indicator to achieve facilities in reasonable condition each year.

Without having detailed asset condition data it is difficult to provide any quantitative assessment of the remaining life of the assets which are used in the Depot facility. By a visual observation and anecdotal evidence the depots are functioning at a level which is acceptable to the current users. Any minor repairs are carried out at the facility from available funds by the user groups. Any major items or OH&S matters are examined to determine the priority of rectification and funding is tried to be found for the more urgent works. The lack of a proper management plan and long term strategy for the depots may be hindering the works activities and shortening the life remaining in the assets.

5.1.4. Asset Valuations

No information is currently available for this section.

5.1.5. Historical Data

No information is currently available for this section.

5.2. Infrastructure Risk Management Plan

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

- Works Depot Buildings – Defect Inspections-every two (2) years

Any hazards identified should be prioritised and undertaken as either “Urgent Maintenance” or listed in the Defects Register and undertaken as annual “Programmed Maintenance” in accordance with the 'Defect and Risk Management Inspection Procedure'. Further information is required on the Hazard identification process currently used for Risk assessment.

In the case of Works Depots there is a high concentration of Asbestos products still to be addressed as part of an “asbestos register” and management plan prepared for mitigation of the risk of asbestos hazards. The future depot uses may have an effect on what should be adopted as hazard mitigation for the asbestos in the buildings.

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

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

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

5.3.1. Operations and Maintenance Plan

At this time a coordinated strategic review of the overall operational requirements has not been undertaken for the ultimate and ongoing development of the works depots with a “whole of Council” approach. The development or improvements are on an ad-hoc approach to suit an immediate foreseeable need. It would require a change in management systems to obtain a holistic overview of the future development directions for the facilities due differing requirements and activities undertaken by the various user groups.

The extent of future demands and enhancement needs for the Works Depots are dependent on the local government areas growth rate, representing the expanding populations in the Northern, Basin and Southern areas. Generally the following requirements will need to be considered:

- Adequate facilities and additional equipment to maintain levels of service
- Additional staff
- Increased hours of operation
- Technological change in service delivery
- Possible alternative methods of service delivery

The above items may have an effect to the future of the depots and how they are developed. If there is a change to how operational tasks are carried out, it could shift the direction which Council may wish to develop the depots. A strategic policy should be formulated which involves all stakeholder to set the long term directions for the depots.

As a policy decision, Council should determine if some sections of Council’s operational functions are to be move from leased premises to a consolidated depot area.

5.3.2. Operations and Maintenance Strategies

Maintenance activities should be undertaken by our internal service provider Works and Services section (W&S), Electrical Services, building maintenance staff or under contract, depending on availability of resources, skills required and cost considerations. Works are currently managed by a mixture of groups depending on the location, with the majority of maintenance tasks undertaken by the group using the section of the facilities at the depot.

The ad-hoc approach to depot maintenance and the lack of any specific allocation of funds for the routine maintenance and any capital works program is leading to a deterioration of the asset. The Service Delivery should be reviewed when the overall asset condition and defect inspection is completed for all depots. This information should form the basis of a Maintenance Management Plan for the Works Depots with one Group being allocated responsibility for management and preparation of an ongoing maintenance strategy and defect repair program. Funds then can be allocated in the Management Plan for the maintenance and capital works.

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

The total expenditure per annum for operational cost in the last five (5) years is listed below:

Year	Actual
2011/12	\$427,419
2010/11	\$171,019
2009/10	\$173,125
2008/09	\$143,951
2007/08	\$150,988
Average	\$213,300

In 2011/12 the operational expenditure increased dramatically due the discovery of Asbestos in the Bomaderry Works Depot building. At this financial year continuing on to 2012/13, work to eliminate Asbestos in this building occurred.

5.3.3. Summary of Future Costs

Based on the average expenditure for the last five (5) years, the summary of future cost for operating and maintaining works depots is listed as follows:

Year	Estimated future cost
2012/13	\$220,765.91
2013/14	\$228,492.72
2014/15	\$236,489.97
2015/16	\$244,767.12
2016/17	\$253,333.96
2017/18	\$262,200.65
2018/19	\$271,377.68
2019/20	\$280,875.89
2020/21	\$290,706.55
2021/22	\$300,881.28
2022/23	\$311,412.12

5.4. Renewal / Replacement Plan

5.4.1. Renewal Plan

There are no identified buildings that require replacement at present. However, consideration should be given to those activities identified as a result of future 'Defect and Asset Condition Assessment Inspections' that will require Capital Works funding.

The requirement to replace existing facilities depends upon the structural adequacy of the building, if the structural integrity is endangering the facilities use for intended purposes, then it would not be considered fit for purpose. It is likely that some buildings will need replacing within the next twenty years; however there may be a need for refurbishment works to maintain existing levels of service to the occupiers, the extent of these works may be governed by requirements to provide increased facilities for expanding services or the change of building regulations and accessibility codes. Therefore Capital Funding may be required to address future needs when identified, though at present there is no funding for replacements required.

5.4.2. Renewal Strategies

At this time Council does not have a corporate strategy for any significant improvements to the current approach to service the operational activities. Until a strategic or planning panel representing all stakeholders and uses a Section 94 plan cannot be anticipated. The prerequisite for a contributions plan are a strategic master plan, a schedule of works with costs estimates and a reasonable timeline for implementation.

5.4.3. Summary of Future Costs

As listed in the future capital works program, there is an estimated expenditure for renewal works as follows:

- Bomaderry Depot (minor improvements)

2012/13	\$34,000
2013/14	\$35,000
2014/15	\$36,000
2015/16	\$37,000
2016/17	\$38,000
2017/18	\$39,000
2018/19	\$41,000
2019/20	\$42,000
2020/21	\$43,260
2021/22	\$45,000
- Southern Maintenance Depot (Improvements)

2012/13	\$30,000
2013/14	\$50,000
- Northern Maintenance Depot (Improvements)

2012/13	\$40,000
2013/14	\$40,000
2014/15	\$40,000
2015/16	\$40,000

5.5. Creation / Acquisition / Augmentation Plan

5.5.1. Selection Criteria

A program of Enhancement works has not been compiled as detailed condition of the assets on each site has not been completed at this time. The asset inspections are being carried out. The information will be entered into the Conquest database. When this action is completed the data can be analysed and a basic first cut defect repair program can be prepared. This will give an indication of the overall condition of the depots and the funding program that would be required to maintain the existing level of service for the assets.

5.5.2. Capital Investment Strategies

As stated in Section 4 of this Asset Management Plan there is no current strategy to identify any current proposed projects for the requirement of new Works Depots.

There are no present Capital Works strategic projects identified for the provision of new facilities. These may be required for the provision of better services and/or improvement of the services provided by an individual user. It may be appropriate to look at rationalizing the depot facilities and change storage to bring all the outside groups who are currently in commercially leased premises to the depot. Some of the lesser utilized stores or bulkier items could be stored on some Council's remote land to free up space in the compound at Macintyre Way.

5.5.3. Summary of Future Costs

Currently there is no information for this section.

5.6. Disposal Plan

The opportunity to dispose of assets (remove and not replace) is minimal at this time. However the need to retain assets will be reviewed on an individual case basis as the need for replacement is identified. Council will need to have a process to review operational and business needs and modify, acquire or dispose of Works Depots as customer service requirements evolve.

In the future an evaluation of alternative methods of service delivery may require the provision of Works Depots to be reviewed to look at the need and distribution across the City area. Technological changes may permit or demand changes to be made on how services are delivered to the stakeholders. This may require a change in the functions of the Works Depots and therefore require to depots to change to meet the changes in service delivery.

6. FINANCIAL SUMMARY

6.1. Financial Statements and Projections

At this time, no specific funding has been identified as being required for maintenance and/or maintenance of the facilities. This is expected to change in the future when the detailed defect inspections are completed and analysed. The inspections will be able to be used to set a program of works that will be based on the defects and the predetermined priority for the repairs. This will form the basis of the programmed maintenance required for the depots for a five (5) year period.

An allocation should be made for routine maintenance to be carried out to repair minor defects that occur during the financial year.

6.2. Funding Strategy

The identified funding for works depots is less than satisfactory.

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 2: 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.

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

It is desirable to have an Asset Management Practice that indicates sound governance and accountability; more sustainable decisions, enhanced customer service, effective risk management; and improved financial efficiency.

7.2. Improvement Programme

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.

Linking the Asset Register (Conquest) to Strategic Planning Systems (Maloney Modelling Tool), Works Management Systems (MMS), Asset Costing Systems (Knowledge Base), Customer Request Systems (Merit), Plans & Records Management (Drawing Catalog), Electronic Data Management System (EDMS/TRIM), Financial Information System (SUN/FIS) and Spatial Mapping Systems (ESRI/GIS)

7.3. Monitoring and Review Procedures

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

7.4. Performance Measures

When a works program is set in place and funds are allocated for the routine maintenance it will be possible to have a meaningful performance monitoring of the asset condition. Until then it would not be appropriate to specify performance criteria which will give a true indication of the condition of the assets.

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

- Total value of P4 and P5 defects
- % of total assets in Condition 2 (Fair) or better as at 30th June each year and
- Net Maintenance and Operating Costs.

8. REFERENCES

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

9. APPENDICES

9.1. Glossary (sourced from IIMM 2011)

Age

The current date less year when asset was constructed

AMP

Asset Management Plan

Annual service cost (ASC)

1) Reporting actual cost

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

2) For investment analysis and budgeting

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

Asset condition assessment

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

Asset management

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

Asset

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

Asset category

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

Asset class

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

Asset condition assessment

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

Asset Register

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

Asset renewal funding ratio

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

Average annual asset consumption (AAAC)*

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

Borrowings

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

Capital expansion expenditure

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

Capital expenditure

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

Capital expenditure - expansion

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

Capital expenditure - new

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

Capital expenditure - renewal

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

Capital expenditure - upgrade

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

Capital funding

Funding to pay for capital expenditure.

Capital grants

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

Capital investment expenditure

See capital expenditure definition

Capitalisation threshold

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

Carrying amount

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

Capital new expenditure

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

Capital renewal expenditure

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

Capital upgrade expenditure

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

Capital Works

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

Carrying amount

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

Component

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

Conquest

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

Core asset management

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

Cost of an asset

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

Council

Shoalhaven City Council

Critical assets

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

Current replacement cost (CRC)

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

Current replacement cost "As New" (CRC)

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

Depreciable amount

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

Depreciated replacement cost (DRC)

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

Depreciation / amortisation

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

Disposal

Activities necessary to dispose of decommissioned assets

DLG

NSW Division of Local Government, Department of Premier and Cabinet

Expenditure

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

Facility

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

Fair value

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

Financing gap

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

GIS

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

Heritage asset

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

Impairment Loss

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

Infrastructure assets

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

Investment property

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

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

Level of service

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

Life Cycle Cost *

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

Life Cycle Expenditure

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

Loans / borrowings

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

Maintenance

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

- **Planned maintenance**
Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
- **Reactive maintenance**
Unplanned repair work that is carried out in response to service requests and management/ supervisory directions.
- **Specific maintenance**
Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.
- **Unplanned maintenance**
Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance and renewal sustainability index

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

Maintenance expenditure

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

Materiality

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

Modern equivalent asset

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

Net present value (NPV)

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

New Works

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

Non-revenue generating investments

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

Operations

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

Operating expenditure

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

Operational Plan

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

Rate of annual asset consumption *

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

Rate of annual asset renewal *

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

Rate of annual asset upgrade/new *

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

Reactive maintenance

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

Recoverable amount

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

Recurrent expenditure

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

Recurrent funding

Funding to pay for recurrent expenditure.

Rehabilitation

See capital renewal expenditure definition above.

Remaining Useful life

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

Renewal

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

Residual value

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

Revenue generating investments

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

Risk management

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

Section or segment

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

Service

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

Service expectation

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

Specific Maintenance

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

Strategic Longer-Term Plan

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

Stakeholder

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

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

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

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

Value in Use

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

10. REVIEW

The Asset Management Plan will be reviewed each four (4) years in accordance with the election cycle and at the end of inspection and the outcomes reported to Council.