



Asset Management Plan

Commercial Buildings

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1. EXECUTIVE SUMMARY

To support the community, Council maintains a network of physical infrastructure within the Shoalhaven Local Government Area (LGA). This infrastructure provides a platform for economic and social development, support local business and creates a sense of place for the local community and its visitors. This infrastructure is integral to the community's well-being and their quality of life.

Shoalhaven City Council believes that the social development of local communities requires the provision of commercial and residential building facilities to local residents. The location of commercial and residential building essentially depends on the existing infrastructure and the size of the available land. In addition, the design and size of the building itself may vary, depending not only on the population of the benefit area, but also on the existence of other nearby district level commercial buildings.

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

- To provide a facility to support local business and the community
- Where possible, design commercial buildings so that the facility will work in harmony with nearby shops, bus shelters and/or other recreational activities
- To provide buildings designed for flexible use and where possible allow for future development
- To ensure that Council meets and embraces its ESD (Ecologically Sustainable Development) obligations under the Local Government Act

1.1. The Purpose of the Plan

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

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

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

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 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

This Asset Management Plan identifies two types of buildings:

- Commercial Building
This type of building is used for commercial use e.g. retail and office.
- Residential Building
A residential building is a land use in which housing predominates, as opposed to industrial and commercial areas. A large proportion of residential building provided by Council is for operational use eg. caretaker cottage or manager's residence

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.

1.4. Future Demand

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

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

The demand created by these two circumstances 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 facilities relates particularly to the maintenance and renewal stages of asset life. After the 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

Commercial and Residential buildings in the Shoalhaven generates regular income from the lease payment that is received annually. This income is expected to cover the expenditure of operational & maintenance and capital costs. If the income generated is not sufficient to cover the expenditure, additional funding will be taken from general fund and strategic regime. When there is no fund available, it may be necessary to consider demolition or seeking for alternative usage due to not meeting the purpose of the building.

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.

1.7.1. Accounting/ Financial Systems

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

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

- AASB 116 Property, Plant & Equipment – prescribes requirements for recognition and depreciation of property, plant and equipment assets
- AASB 136 Impairment of Assets – aims to ensure that assets are carried at amounts that are not in excess of their recoverable amounts
- AASB 1021 Depreciation of Non-Current Assets – specifies how depreciation is to be calculated

- AAS 1001 Accounting Policies – specifies the policies that Council is to have for recognition of assets and depreciation
- AASB 1041 Accounting for the reduction of Non-Current Assets – specifies the frequency and basis of calculating depreciation and revaluation basis used for assets
- AAS 1015 Accounting for acquisition of assets – method of allocating the value to new assets on acquisition
- AAS 27 Financial reporting by Local Government
- AAS 1010 Recoverable Amounts of Non-Current Asset – specifies requirement to test the reasonableness of valuations

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

1.7.2. Asset Management Systems

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

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

1.8. Monitoring and Improvement Programme

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

Ideally, full review of an AMP should be undertaken every three to five (5) years to document progress and set out proposals for the next 10-15 years.

2. INTRODUCTION

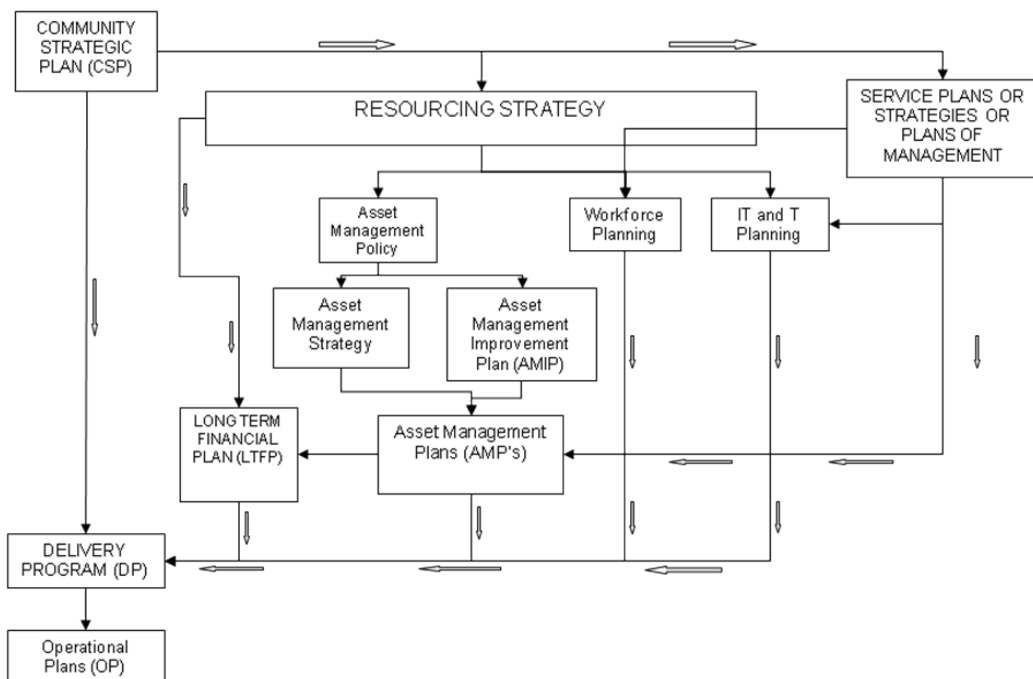
2.1. Background

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 public amenities within the Council area based on current and historical information.

Council has over thirty (30) individual Asset Management Plans which based on asset types. An area, such as a sporting complex may consist of a few asset types. Therefore, each AMP is proposed to interrelate with one another in the future.

How the AMPs interrelate in Council's organisation chart to link with corporate and operational objectives is shown in the following figure:

Stakeholders	Stakeholders Role
Service Managers	Assist in determining the community levels of service for the assets
Infrastructure Planning	Development and implementation of asset management planning policies, processes, systems and document reviews
Infrastructure Planning – Facilities & Asset Management	Asset data management
Corporate Asset Management Team Asset Management Planning Committee (AMPC)	Provide administrative advice and document review
City Services Group	Operational input
Finance and Corporate Group	Financial data input
Executive Group Directors	Management Endorsement
Elected Members (Councillors)	Endorsement of finalised asset management plan



The AMP should be read in conjunction with planning documents from the Community Strategic Plan (CSP), service plans, strategy plans and plans of management.

2.2. Goals and Objectives of Asset Ownership

Council exists to provide services to its community. Some of these services are provided by infrastructure assets. Council acquired infrastructure assets by 'purchase', by contract,

construction by our staff and by donation of assets constructed by developers and others to meet increased levels of service.

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

- Providing a defined Level of Service (LoS) and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined Level of Service (LoS),
- Identifying, assessing and appropriately controlling risks, and
- Having a Long Term Financial Plan (LTFP) which identifies required, affordable expenditure and how it will be financed.
- Continuous improvement in asset management practice

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

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

Council's Vision

We will work together in the Shoalhaven to foster a safe and attractive community for people to live, work, stay and play; where sustainable growth, development and environmental protection are managed to provide a unique and relaxed lifestyle.
(adopted by Council, 21 May 2013)

Council's Mission

To enhance Shoalhaven's strong communities, natural, rural and built environments and appropriate economic activities through strategic leadership, effective management, community engagement and innovative use of resources.
(adopted by Council, 21 May 2013)

2.3. Plan Framework

The key elements that effects this AMP are:

Asset Management Policy

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

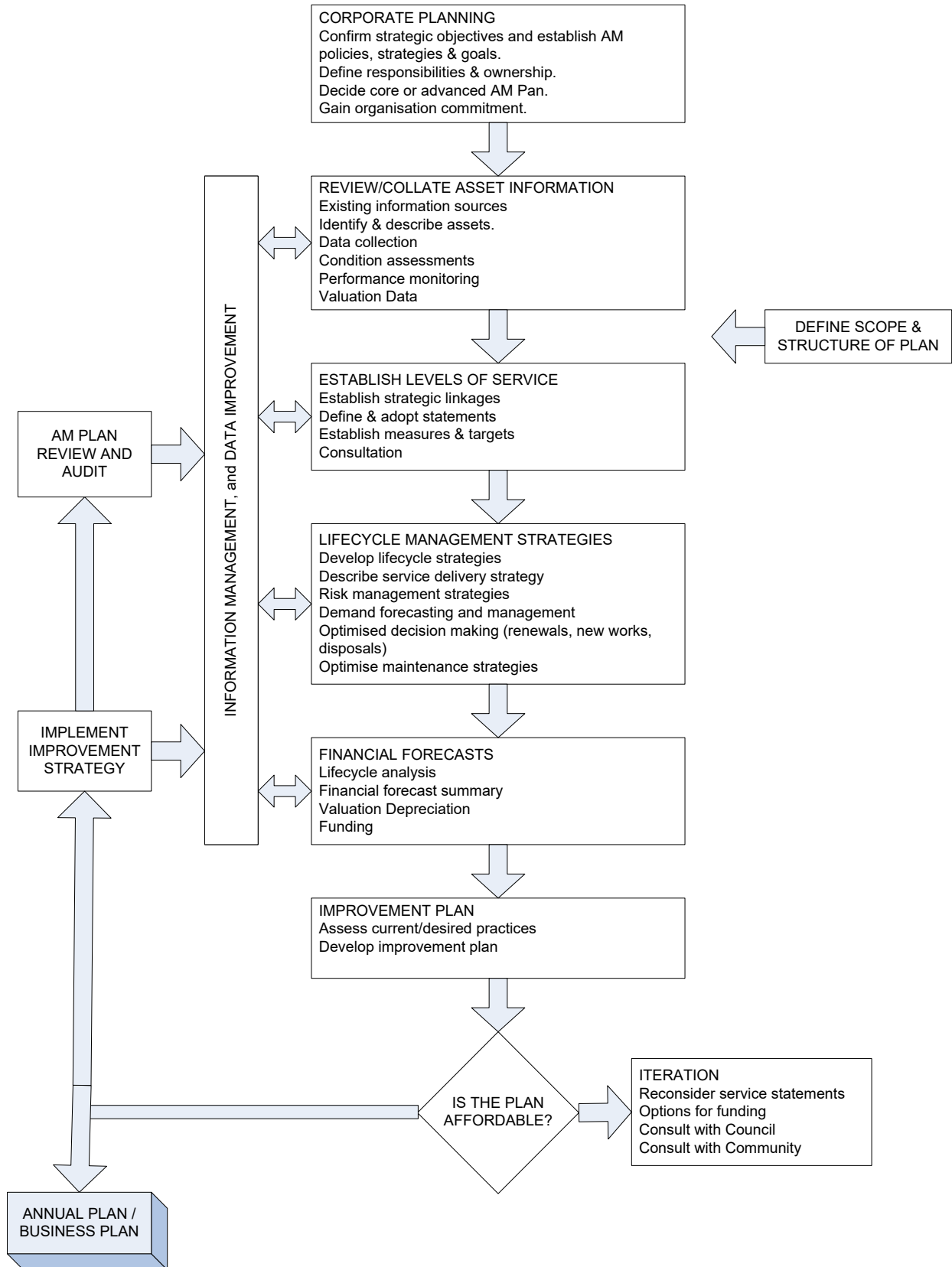
Asset Management Strategy

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

The basic key elements of the AMP consists 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:

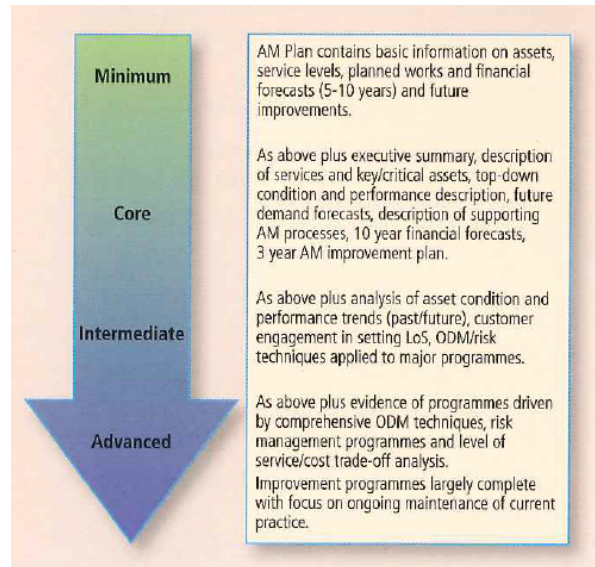
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Road Map for preparing an Asset Management Plan
Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11.

2.4. Core and Advanced AM

Asset Management Plans are a continuous document that will require ongoing evaluation. Currently, the level of this asset management plan is at the Core Level.



3. LEVELS OF SERVICE

3.1. Customer Research and Expectations

The proposal of future works that is introduced by the AMP must include active engagement and consultation with the community, especially users and managers of the asset. It is significant also to determine community's service level expectations for infrastructure assets.

Quality information from community members and stakeholders ensure the current and future infrastructure across the Shoalhaven Local Government Act (LGA) is managed by Council to achieve the principles of equity, access, participation and right. This information from the community and stakeholders will be integrated with data, research and technical and financial information to create a comprehensive Asset Management Plan.

Understanding Levels of Service (LoS) is vital for the lifecycle management of assets. They will determine what type of assets will be provided; how often they will be maintained, and when assets will be rehabilitated or replaced. LoS define the assets performance targets, in relation to reliability, quantity, quality, responsiveness, safety, capacity, environmental impact, comfort, cost/affordability and legislative compliance.

Improved data on condition/remaining life is essential. The need to collate the "local knowledge" of Council's maintenance staff is occurring to effective record and be utilized for future decision-making in both operational and strategic management.

Continuous communication on the impact of these plans with the community is critical to assure that the future direction of the Asset Management Plan is both understood and accepted by the community and all stakeholders.

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 strategies. 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 and Asset Management Plans.

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 Community.

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

3.3. Legislative Requirements

Legislation	Requirement
National Asset Management Framework Legislation 2010	Focuses on long term financial sustainability and provides a mandate to have a long term strategy, financial statements and annual reporting mechanisms.
DLG Integrated Planning NSW	Key requirement is to integrated community plans with operational and delivery plans
Local Government Act 1993 (NSW)	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 (NSW)	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.
Work Health and Safety Regulation 2011 (NSW)	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 1992	Sets out responsibilities of Council and staff in dealing with access and use of public infrastructure
Australian Accounting Standards	Sets out the financial reporting standards relating to infrastructure assets. Standards of particular relevance to Infrastructure Assets include:
	AASB116 Property, Plant & Equipment - prescribes requirement for recognition and depreciation of property, plant and equipment assets
	AASB136 Impairment of Assets - aims to ensure that assets are carried at amounts that are not in excess of their recoverable amounts
	AASB1021 Depreciation of Non-Current Assets - specifies how depreciation is to be calculated
	AAS1001 Accounting Policies - specifies the policies that Council is to have for recognition of assets and depreciation
	AASB1041 Accounting for the reduction of Non-Current Assets - specifies the frequency and basis of calculation depreciation and revaluation basis used for assets
	AAS1015 Accounting for acquisition of assets - method of allocating the value to new assets on acquisition
Crown Lands Act 1989	Defined principles for the use and management of Crown land which may be under Trust to Council, they may prescribe: Lease & licences of Crown Lands (Part 4, Division 3 & 4); and Plans of Management for Crown Lands (Part 5, Division 6)
AS 3600-2001 Concrete Structures	Proposes a set of standard for achieving a design life of 40-60 years for concrete structures.

3.4. Current Level of Service

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

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

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

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

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

Technical service measures are linked to annual budgets covering:

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

3.5. Desired Level of Service

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

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

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

- Technical Performance Measure : What Council does to deliver the service, which includes operation and maintenance (IPWEA, International Infrastructure Management Manual, 2011)

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

4. FUTURE DEMANDS

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

When the decision is yet to be determined whether or not more commercial and residential buildings are to be created, a consideration of additional facilities will need to be based on the usage level and demand of the current facilities available.

4.1. Demand Drivers

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

Population growth alone is not the sole driver for commercial and residential buildings. Population growth can create demand for new dwellings and associated infrastructure. Other factors affecting demand for these facilities include changes in demographic, seasonal factors, social and economic factors, environmental awareness and technological changes.

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

Strategies for ensuring that assets are well utilised include:

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

(International Infrastructure Management Manual, 2011)

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

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

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

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

4.5. Asset Programmes to Meet Demand

As commercial or residential property is not a high demand throughout Shoalhaven, currently there is no information for this section.

5. LIFECYCLE MANAGEMENT PLAN

5.1. Background Data

Building	Address	Location	Date Created	Land owned	Purpose
Beaumont - Cambewarra Lookout Rd - Cambewarra Lookout		Beaumont	1/07/1956	Crown Land	Investment providing return
Berry - 12 Prince Alfred St - The Bizarre	12 Alfred Street	Berry	29/05/1978	Community Land	Community purpose
Bomaderry - 1 Mattes Way - Community College	1 Mattes Way	Bomaderry	1/01/1954	Operational Land	Investment providing return & Development opportunity
Greenwell Point - 47 Church St - Former Rural Fire Station	47 Church St	Greenwell Point	7/06/1972	Operational Land	To be demolished
Huskisson - Owen St - Cinema		Huskisson	1/01/1913	Operational Land	Community purpose
Lake Conjola - 41 Carroll Ave - The Boat Shed 1	41 Carroll Ave	Lake Conjola		Community Land	To be investigated
Lake Conjola - 41 Carroll Ave - The Boat Shed 2	41 Carroll Ave	Lake Conjola	20/06/2006	Community Land	To be investigated
Milton - 71 Princes Highway - Shop1	71 Princes Highway	Milton	1/01/1974	Operational Land	Community purpose & Investment providing return
Milton - 71 Princes Highway - Shop2	71 Princes Highway	Milton	1/01/1974	Operational Land	Community purpose & Investment providing return
Milton - 71 Princes Highway - Shop3	71 Princes Highway	Milton	1/01/1974	Operational Land	Community purpose & Investment providing return
Milton - 71 Princes Highway - Shop4	71 Princes Highway	Milton	1/01/1974	Operational Land	Community purpose & Investment providing return
Milton - 71 Princes Highway - Shop5	71 Princes Highway	Milton	1/01/1974	Operational Land	Community purpose & Investment providing return
Milton - 71 Princes Highway - Shop6	71 Princes Highway	Milton	1/01/1974	Operational Land	Community purpose & Investment providing return
Mollymook - Ocean St - Shop1	Mollymook Surf Club	Mollymook	1/07/1976	Crown Land	Investment providing return & Development opportunity
Mollymook - Ocean St - Shop2	Mollymook Surf Club	Mollymook	2/07/1976	Crown Land	Investment providing return & Development opportunity
Nowra - 2-4 Moss St - Building 1	2-4 Moss St	Nowra	1/07/1925	Operational Land	Investment providing return & Future development

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Nowra - 2-4 Moss St - Building 2	2-4 Moss St	Nowra	1/07/1925	Operational Land	Investment providing return & Future development
Nowra - 3 Stewart Place - Former Bus Office	3 Stewart Place	Nowra	1/06/1988	Operational Land	Investment providing return & Development opportunity
Nowra - Stewart Place - Cafe Continental	Stewart Place	Nowra	1/06/1988	Operational Land	Investment providing return & Future development
Nowra - 16 Berry St - Commercial Facility	16 Berry St	Nowra	1/01/1959	Operational Land	Investment providing return & Development opportunity
Nowra - Lamonds Lane - Nowra Pilates Centre	Lamonds Lane	Nowra	1/09/1964	Operational Land	Investment providing return
Nowra - Pleasant Way - Shoalhaven Visitor Information Centre	Pleasant Way	Nowra		Operational Land	Investment providing return
Nowra - 37-43 Kinghorne St - Shop 37	37-43 Kinghorne St	Nowra		Operational Land	Investment providing return & Future development
Nowra - 37-43 Kinghorne St - Shop 37A	37-43 Kinghorne St	Nowra		Operational Land	Investment providing return & Future development
Nowra - 37-43 Kinghorne St - Shop 39	37-43 Kinghorne St	Nowra		Operational Land	Investment providing return & Future development
Nowra - 37-43 Kinghorne St - Shop 39A	37-43 Kinghorne St	Nowra		Operational Land	Investment providing return & Future development
Nowra - 37-43 Kinghorne St - Shop 41	37-43 Kinghorne St	Nowra		Operational Land	Investment providing return & Future development
Nowra - 37-43 Kinghorne St - Shop 43	37-43 Kinghorne St	Nowra		Operational Land	Investment providing return & Future development
South Nowra - 6 Norfolk Ave - Commercial Premises	6 Norfolk Ave	South Nowra		Operational Land	Investment providing return
South Nowra - 21 Norfolk Ave - Commercial Premises	21 Norfolk Ave	South Nowra	27/11/1989	Operational Land	Investment providing return
South Nowra - Albatross Rd - Nowra Greyhound Club		South Nowra	1/06/1980	Crown Land	Community Purpose
South Nowra - Albatross Rd - Nowra Harness Racing Club		South Nowra	7/06/1975	Crown Land	Community Purpose
South Nowra - Albatross Rd - Nowra Speedway		South Nowra	19/11/1974	Crown Land	Community Purpose
South Nowra - Albatross Rd - Shoalhaven City Turf Club		South Nowra			Community Purpose
St Georges Basin - Meriton St - St Georges Basin Community Health Centre	Meriton St	St Georges Basin		Operational Land	Investment providing return & Community purpose

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Sussex Inlet - 173 Jacobs Drive - Cinema Complex	173 Jacobs Drive	Sussex Inlet	1/01/1913	Operational Land	Investment providing return & Community purpose
Terara - Terara Rd - Wondalga Property		Terara		Operational Land	Investment providing return & Future development
VACANT LAND	148 Camden Street	Ulladulla		Operational Land	Investment providing return
Bomaderry - 44 Coomea St - Cottage	44 Coomea Street	Bomaderry		Public Land	Investment providing return & Future development
Comerong - Comerong Island Rd - Ferry Cottage	Comerong Island Rd	Comerong			Operational
Kangaroo Valley - 177 Moss Vale Rd - Showground cottage	177 Moss Vale Rd	Kangaroo Valley		Community Land	To be investigated
Nowra - 22 Osborne St - Cottage	22 Osborne St	Nowra		Operational Land	Investment providing return & Future development
Nowra - 24 Osborne St - Cottage	24 Osborne St	Nowra	1/01/1972	Operational Land	Investment providing return & Future development
South Nowra - 80 Albatross Rd - Nowra Racing Complex cottage	80 Albatross Rd	Nowra	1/12/1975	Crown Land	Community Purpose
Nowra - Junction St - Nowra Showground caretaker cottage	Junction St	Nowra	1/01/1927	Crown Land	Investment providing return & Community purpose
Worrigeer - 349 Worrigeer Rd - Managers residence	349 Worrigeer Rd	Worrigeer	1/06/1990		Operational

5.1.1. Asset Condition

Building	Sub asset	Condition	Required Renewal Date
Beaumont - Cambewarra Lookout Rd - Cambewarra Lookout	Cottage/ Tea room	Good	NA
	Garage	Fair	NA
Berry - 12 Prince Alfred St - The Bizarre		Fair	29/05/2038
	Internal paint	Good	7/06/2017
	Kitchen	Fair	7/06/2003
	Amenities	Fair	NA
	Fibre cement exterior wall	Good	NA
	Roof metal clad	Fair	7/06/2023
Bomaderry - 1 Mattes Way - Community College		Good	1/01/2014
Greenwell Point - 47 Church St - Former Rural Fire Station		Very poor	7/06/2014
	Roof metal clad	Fair	7/06/2017
	External paint	Very poor	7/06/2008

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Huskisson - Owen St - Cinema	Roof metal clad	Good	7/08/2030
	External paint	Fair	28/07/2014
	Internal paint	Fair	1/01/2019
	Kitchen	Poor	7/06/1992
	Ceiling	Fair	7/06/2035
	Floor-vinyl	Very poor	7/06/2005
	Floor-tiles	Good	7/06/2035
	Floor-carpet	Poor	7/06/2010
Lake Conjola - 41 Carroll Ave - Boat Shed 1		Very poor	NA
Lake Conjola - 41 Carroll Ave - Boat Shed 2		Very poor	NA
Milton - 71 Princes Highway - Shops		Fair	1/01/2034
Mollymook - Ocean St - Shop1		Good	1/07/2036
Mollymook - Ocean St - Shop2		Good	1/07/2036
Nowra - 2-4 Moss St - Building 1		Fair	1/07/1985
Nowra - 2-4 Moss St - Building 2		Fair	1/07/1985
Nowra - 3 Stewart Place - Former Bus Office		Fair	1/06/2048
	Roof metal clad	NA	1/01/2045
	External paint	NA	1/01/2012
	Internal Paint	NA	1/01/2020
Nowra - Stewart Place - Cafe Continental		Good	1/06/2048
Nowra - 16 Berry St - Commercial Facility		Very poor	1/01/2019
	Caretakers Unit	Very poor	1/01/2019
	Shop front	Fair	
Nowra - Lamonds Lane - Nowra Pilates Centre	Pilates building	Fair	1/09/2024
Nowra - Pleasant Way - Shoalhaven Visitor Information Centre	Steakhouse	Fair	NA
	Visitor Info Ctr	Good	NA
Nowra - Kinghorne St - Shop 37	Shop 37	Good	NA
Nowra - Kinghorne St - Shop 37A	Shop 37A	Good	NA
Nowra - Kinghorne St - Shop 39	Shop 39	Good	NA
Nowra - Kinghorne St - Shop 39A	Shop 39A	Good	NA
Nowra - Kinghorne St - Shop 41	Shop 41	Good	NA
Nowra - Kinghorne St - Shop 43	Shop 43	Good	NA
South Nowra - 6 Norfolk Ave - Commercial Premises	Factory	Fair	NA
	Male amenities	Fair	NA
	Female amenities	Fair	NA
	Office	Good	NA
	Internal paint		1/01/2011
	Floor covering	Poor	30/06/2001
	Roof metal clad	Good	30/06/2026
South Nowra - 21 Norfolk Ave -	External paint		1/01/2011

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Commercial Premises	<u>Office</u>	Good	27/11/1989
	Roof metal clad		1/01/2029
	Amenities	Poor	1/01/2015
	Carpet	Poor	1/01/2011
	Vinyl		1/01/2008
	<u>Workshop</u>	Fair	NA
	Bathroom		1/01/2015
	Floor covering	Poor	25/06/2011
	Roof	Good	1/01/2029
	Kitchen		1/01/2011
	Roof metal clad	Good	1/01/2024
South Nowra - Albatross Rd - Nowra Greyhound Club	<u>Administration</u>	Fair	NA
	Ceiling	Good	1/06/2020
	Doors & Windows		1/06/2020
	External Painting	Fair	1/06/2014
	Internal Painting	Poor	1/06/2012
	Kitchen	Good	7/06/2022
	Roof metal clad	Fair	1/06/2020
	<u>Announcers booth</u>	Fair	15/01/2025
	Roof metal clad	Fair	1/01/2015
	<u>Betting Area/ Bar</u>	Fair	21/08/2033
	Doors & Windows	Fair	21/08/2000
	Carpet	Good	1/07/2025
	Internal painting	Good	1/07/2010
	Roof metal clad	Excellent	7/06/2051
	<u>Dining Room & Amenities</u>	Fair	NA
	Amenities	Poor	7/06/2044
	Doors & Windows	Fair	7/06/1993
	External painting	Good	7/06/2018
	Internal painting	Good	7/06/2020
	Kitchen	Excellent	8/08/2037
	Roof metal clad	Fair	1/01/2030
	<u>Kennel Block</u>	Fair	7/06/2035
	Amenities	Poor	7/06/2001
	External painting	Fair	7/06/2017
	Internal painting	Fair	7/06/2017
	Roof metal clad	Fair	7/06/2015
	<u>Turnstile Building</u>	Very poor	NA
	Attendant box	Very poor	NA
	Roof	Very poor	NA
	Starting platform A	Good	NA
	Starting platform B	Good	NA
	South Nowra - Albatross Rd - Nowra Harness Racing Club	<u>Clubhouse</u>	Poor
<u>Stables Block 'A'</u>		Fair	NA
<u>Stables Block 'B'</u>		Fair	NA

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South Nowra - Albatross Rd - Nowra Speedway	<u>Announcers booth</u>	Fair	19/11/2024
	<u>External painting</u>	Very poor	7/06/2000
	<u>Internal painting</u>	Poor	7/06/2010
	<u>Roof metal clad</u>	Fair	19/11/2014
	<u>Cafeteria & Amenities Building</u>	Good	NA
South Nowra - Albatross Rd - Shoalhaven City Turf Club	<u>Administration/ Jockey Change Bldg</u>	Fair	1/11/2034
	<u>External cladding</u>	Good	1/11/2034
	<u>External painting</u>	Very poor	1/01/2007
	<u>Original roof metal clad</u>	Fair	30/11/2014
	<u>Roof extension metal clad</u>	Fair	1/01/2015
	<u>Internal painting</u>		1/07/2012
	<u>Amenities</u>	Poor	1/11/2044
	<u>Bar Canteen</u>	Fair	NA
	<u>Cladding</u>	Good	6/12/2034
	<u>External painting</u>	Poor	1/01/2007
	<u>Roof metal clad</u>	Fair	6/12/2014
	<u>Internal ceiling</u>	Fair	6/12/2014
	<u>Internal painting</u>	Fair	1/01/2007
	<u>Kitchen</u>	Fair	1/01/2022
	<u>Betting Area</u>	Fair	NA
	<u>Internal painting</u>	Fair	1/01/2009
	<u>Roof metal clad</u>	Poor	1/01/2022
	<u>Clockers stand</u>	Fair	NA
	<u>Committee Room</u>	Good	NA
	<u>External Stairs</u>	Fair	NA
	<u>Dining Room</u>	Good	NA
	<u>Greenkeepers Store</u>	Excellent	NA
	<u>External wall clad</u>	Excellent	1/01/2045
	<u>Roof metal clad</u>	Excellent	1/01/2045
	<u>Horse Stall 'A'</u>	Fair	NA
	<u>Roof metal clad</u>		1/01/2016
	<u>Exterior wall timber</u>	Good	NA
	<u>Horse Stall 'B'</u>	Fair	NA
	<u>Roof metal clad</u>	Very poor	NA
	<u>Horse Stall 'C'</u>	Fair	NA
	<u>Horse Stall 'D'</u>	Fair	NA
	<u>Judge Box/ Announcers Booth</u>	Fair	NA
	<u>Members Lounge</u>	Good	NA
<u>Sand Roll Shelter</u>	Fair	NA	
<u>Stables</u>	Fair	NA	
<u>Storage Bay</u>	Fair	16/05/2056	
<u>TAB Room</u>	Good	NA	
<u>Toilet block</u>	Fair	4/10/2024	

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	Roof metal clad	Very poor	4/10/2014
	Painting	Poor	1/01/2012
	External wall masonry	Fair	4/10/2072
	<u>Demountable female toilet</u>	Excellent	1/01/2062
	<u>Demountable male toilet</u>	Excellent	1/01/2062
	<u>Turnstile Building</u>	Fair	NA
	Roof metal clad	Fair	1/12/2016
	Painting	Fair	1/01/2012
	<u>Washdown Bay</u>	Fair	16/05/2036
	<u>Workshop</u>	Fair	NA
St Georges Basin - Meriton St - St Georges Basin Community Health Centre		Fair	NA
	<u>Respite Centre</u>	Poor	1/01/2108
		Fair	NA
	Storage Shed	Fair	NA
	<u>Cinema</u>	Fair	1/12/2006
	Exterior wall timber	Good	NA
	Eaves Fascia	Fair	1/01/1953
	Roof metal clad	Good	7/08/2030
	External Stairs	Poor	1/01/2030
Sussex Inlet - 173 Jacobs Drive - Cinema Complex	External painting	Fair	28/07/2014
	Doors & Windows	Fair	1/01/2015
	Kitchen	Poor	7/06/1992
	Kiosk	Good	6/07/2015
	Internal step	Poor	1/01/2030
	Internal painting	Fair	1/01/2019
	Internal ceiling	Fair	7/06/2035
	Floor covering - vinyl	Very poor	7/06/2005
	Floor covering - tiles	Good	7/06/2035
	Floor covering - carpet	Poor	7/06/2010
	Stockyard	Poor	NA
	Stables	Poor	NA
Terara - Terara Rd - Wondalga Property	Open machinery shed	Very poor	NA
	Milk shed	Very poor	NA
	Horse shelter shed	Poor	NA
	Bridge	Fair	NA
Bomaderry - 44 Coomea St - Cottage	Kitchen	Poor	NA
	Floor covering	Poor	NA
Comerong - Comerong Island Rd - Ferry Cottage	<u>Ferry Cottage</u>	Fair	NA
	<u>Ferry Garage</u>	Fair	NA
	<u>Ferry Demountable</u>	Fair	NA
Kangaroo Valley - 177 Moss Vale Rd - Showground cottage	<u>Cottage</u>	Fair	NA
	<u>Garage</u>	Fair	NA

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	<u>Storage Shed</u>	Fair	NA
Nowra - 22 Osborne St - Cottage	<u>Cottage</u>	Fair	NA
	<u>Garage</u>	Fair	NA
Nowra - 24 Osborne St - Cottage	<u>Cottage</u>		1/01/2012
	<u>Garage</u>		1/01/2012
South Nowra - 80 Albatross Rd - Nowra Racing Complex cottage	<u>Cottage</u>	Fair	1/12/2015
	External Painting	Fair	7/06/2015
	Internal Painting	Good	7/06/2020
	Kitchen	Poor	1/12/2000
	Amenities	Very poor	1/12/2000
	Floor Covering Carpet	Fair	7/06/2017
	Floor Covering Vinyl	Very poor	7/06/2007
	Roof	Fair	1/12/2015
Nowra - Junction St - Nowra Showground caretaker cottage	<u>Cottage</u>	Fair	1/01/1967
Worrigee - 349 Worrigee Rd - Managers residence	<u>Cottage</u>	Fair	1/06/2030

5.2. Infrastructure Risk Management Plan

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.

The 'Defect and Risk Management Inspection Procedure' specifies the following inspection frequencies for commercial and residential buildings:

- Defect Inspections - Every five (5) years and,
- Hazard Inspections – by the lessees with some monitoring and auditing by Council staff.

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

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

5.3.2. Operations and Maintenance Strategies

Council aims to obtain best value for its maintenance budget within the constraint of the resources made available. Lack of maintenance may lead to urgent requests or catastrophic failures that will cost more than the minor expenditure required for maintenance delivered under the maintenance program. To ensure that the best value is obtained for the available maintenance fund, work of the same nature must be grouped in a given area so that work is completed efficiently.

5.3.3. Summary of Future Costs

The summary of future cost for operations and maintenance is determined from past maintenance and cleaning expenditure from 2006 to 2012 (reference FIS). The average actual expenditure is \$100,681. Based on this information, the average maintenance and operation cost for the next ten (10) years is \$100,681 per annum and rounding up to a total of \$1,006,810. Please refer to attachment for further detail.

5.4. Renewal / Replacement Plan

5.4.1. Renewal Plan

Renewal plan is identified from the asset register (Conquest) that determines standard life of each asset type which provides general information when work is required. In addition to this, inspection is undertaken to confirm when work is required. Attachment shows renewal/replacement plan required for commercial and residential buildings in the next twelve (12) years.

5.4.2. Renewal Strategies

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.

5.4.3. Summary of Future Costs

Based on the required work listed on Attachment, the total amount required in the next twelve (12) years is \$5,623,959. Please refer to Attachment for further detail.

5.5. Creation / Acquisition / Augmentation Plan

5.5.1. Selection Criteria

New assets are identified from whether or not these assets will provide investment or development opportunity adding to Council's surplus. A system to assess new commercial and/or residential building is to consider:

- Type of land the building will be built (Operational, Crown or Community)
- Availability of funds and funding resources
- The asset will become an investment that provides return
- The asset gives a development opportunity

5.5.2. Capital Investment Strategies

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

5.5.3. Summary of Future Costs

There is currently no plan for creating commercial or residential buildings. When it does occur, funding will be sourced from general fund and lending that requires approval from State Government.

5.6. Disposal Plan

One of the commercial buildings that is planned to be demolished in the next five (5) years is Greenwell Point, 47 Church St, the former Rural Fire Station. Condition of the building is currently in a very poor condition and asbestos has been identified. The estimated cost to demolish this structure is \$15,000.

6. FINANCIAL SUMMARY

6.1. Financial Statements and Projections

Section 5 describes a future summary cost for expenditure in operational & maintenance, renewal, creation and disposal.

Summary of expenditure for the next twelve (12) years is described as follows:

- Operational & Maintenance expenditure per annum is \$100,681. Therefore, in twelve years, the estimated cost (including 3.5% of CPI (Consumer Price Index)) is \$1,842,024
- Demolition expenditure for Greenwell Point 47 Church Street former Rural Fire Station building that is estimated to be \$15,000
- Renewal and Replacement of a number of asset types in each commercial buildings for the next twelve (12) years is \$5,623,959

The total expenditure for the next twelve (12) years is \$7,480,983.

The funding needed to achieve a satisfactory programmed maintenance condition based on Level of Service of P5 Defects < \$29,729 and P4 Defects < \$2,044,631, it is estimated that an annual allowance of \$1,037,180 is required to achieve this standard. (Please refer to attachment 3 for further information)

The total budget allocation for Commercial and Residential Buildings programmed and reactive maintenance for 2013/14 is \$101,296. This figure will need to be increased to satisfy the large value of programmed maintenance to meet the standards described above.

6.2. Funding Strategy

Funding for works on commercial and residential buildings is mostly from Strategic Project Reserve, General Fund and lending through State Government's approval.

6.3. Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset base from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council.

The carrying amount of the asset categories (depreciated replacement cost or fair value) will vary depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets.

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:

Fair Valuation – Infrastructure, property, plant and equipment

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

6.4. Key Assumptions Made in Financial Forecasts

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

Key assumption:

- Average useful lives and average remaining lives of the asset classes are based on current local knowledge and experience, historical trends and accepted industry practice. These need to be reviewed and the accuracy improved, based on regular re-assessment of asset deterioration.

- Reviews of the effective useful lives of assets and population/ demographic changes have the potential for greatest variance in future cost predictions.
- Changes in development needs associated with the rate and location of growth and changes in the desired level of service and service standards from those identified in the Asset Management Plan, will both impact on future funding.

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

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

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

6.5. Forecast Reliability and Confidence

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

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

Future work estimation is determined based on the life expectancy of each building and inspection that is undertaken every five (5) years which provides a better estimation when the asset needs to either renewed, replaced or disposed.

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 a good quality of strong governance and accountability,; more sustainable decisions, enhanced customer service, effective risk management, and improved financial efficiency.

7.2. Improvement Programme

A basic principle of good asset management practice, is that existing assets will be maintained and renewed where necessary, before the acquisition of new assets are been considered.

Another improvement that needs to be justified for the next Asset Management Plan is as follows:

- Having conquest (asset register), FIS (finance register) and tenancy register aligning with each other
- Determined clearly whether the correct managers are paying for the operational costs of their assets and the correct information is allocated in the correct location

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 first version of the AMP and it will be reviewed and further developed over the next few years.

7.4. Performance Measures

Performance measurement provides an indication the performance against its goals and levels of services. Good performance measures should be specific, measurable, achievable, relevant, time bound (specifies due date or frequency of action), evaluation and reassessed. A good performance measure should also be used consistently over time so that progress and trends can be tracked.

The three significant measures of Council's performance are:

Quality

The assets will be maintained in a usable condition. Defects found or reported that are outside our service standard will be repaired. Defect prioritisation and response times will be detailed in Council's Maintenance Response Levels of Service.

Function

Council's intent is that appropriate assets are maintained in partnership with other levels of government and stakeholders to ensure they meet current and future needs.

Safety

Assets will be maintained at a safe level and associated signage and equipment will be provided as needed. Council inspects all assets regularly and prioritises the repair of defects in accordance with our inspection schedule to ensure they are safe.

The main functional consequences of failure to deliver the desired outcomes are:

Asset Maintenance Increase in user and owner costs.

Level of Service Increase in litigation.

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

Accrual Accounting

Recognition of assets, liabilities, equity, income and expenses as they are incurred (and once they satisfy the definitions and recognition criteria inclusion on Financial Statements)

Age

The current date less year when asset was constructed

AMP

Asset Management Plan, a plan developed for the management of one or more infrastructure assets that combines multi-disciplinary management techniques (including technical & financial) over the life cycle of the asset in the most cost effective manner to provide a specific level of service

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 (AM)

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

An item of infrastructure that has potential value to a Council such as roads and buildings for a period of greater than 12 months

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 hierarchy

A framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function; asset type or a combination of the two.

Asset Management Information System (AMIS)

A combination of process, data, software, and hardware applied to provide the essential outputs for effective AM

Asset Management Plan (AM Plan)

Long-term plans (usually 10-20 years or more for infrastructure assets) that outline the asset activities and programmes for each service area and resources applied to provide a defined level of service in the most cost effective way.

Asset Register

A record of asset information, Council records details in a database software system, including asset attribute data such as quantity, type and construction cost.

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 expenditure (CAPEX)

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 - growth

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, e.g. 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, e.g. 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.

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, e.g. 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

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

Division of Local Government (DLG)

NSW Division of Local Government, Department of Premier and Cabinet responsible for local government across NSW

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.

Geographical Information System (GIS)

A mapping and spatial location technology systems which show location and relationship to key geographical datum points – should be linked to asset details

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 (LoS)

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

Maintenance and renewal sustainability index

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

Maintenance expenditure

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

Materiality

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

Modern equivalent asset

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

Net present value (NPV)

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash

outflows arising from eg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

New Works

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

Non-revenue generating investments

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

Operations

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

Operating expenditure

Recurrent expenditure, which is continuously required excluding maintenance and depreciation, e.g. 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

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

Optimised Decision-Making (ODM)

Two definitions are: 1. ODM is a formal process to identify and prioritise all potential solutions with consideration of financial viability, social and environmental responsibility and cultural outcomes. 2. An optimisation process for considering and prioritising all options to rectify existing or potential performance failure of assets. The process encompass NPV analysis and risk assessment.

Performance Measure

A qualitative or quantitative measure used to measure actual performance against a standard or other target. Performance measures are used to indicate how the organisation is doing in relation to delivering levels of service.

Performance Monitoring

Continuous or periodic quantitative and qualitative assessments of the actual performance compared with specific objectives, targets or standards.

Planned Maintenance

Planned maintenance activities fall into three categories:

- a) Periodic – necessary to ensure the reliability or to sustain the design life of an asset

- b) Predictive – condition monitoring activities used to predict failure
- c) Preventive – maintenance that can be initiated without routine or continuous checking (e.g. using information contained in maintenance manuals or manufacturers' recommendations) and is not condition-based.

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 twelve (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

Replacement

The complete replacement of an asset that has reached the end of its life, so as to provide a similar, or agreed alternative, level of service.

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, e.g. 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

Specialised assets

Specialised assets are assets designed for a specific limited purpose and have limited capability to support different activities such as specialised buildings to house infrastructure (pump stations, etc.), some heritage properties and most infrastructure assets.

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 Long-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.

Sustainability

Sustainability is the capacity to endure; in the context of AM it is about meeting the needs of the future by balancing social, economic, cultural and environmental outcomes or needs when making decisions today.

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.

Willingness to Pay

A method of assessing benefits associated with a proposal, by assessing the monetary amount that customers' are willing to pay for the services that will be provided by the proposal.

ACRONYMS

The following acronyms also appear in this Manual:

AAS	Australian Accounting Standard
AM	Asset Management
ADAC	Asset Design As Constructed
AMIS	Asset Management Information System
BCA	Benefit-Cost Analysis
CAPEX	Capital Expenditure
DCF	Discounted Cashflow
DRC	Depreciated Replacement Cost
GAAP	Generally Accepted Accounting Practices
GIS	Geographic Information System
IFRS	International Financial Reporting Standards
IIMM	International Infrastructure Management Manual
IPWEA	Institute of Public Works Engineering Australia
IRR	Internal Rate of Return
KPI	Key Performance Indicator
LGA	Local Government Act
MCA	Multi-Criteria Analysis
NPV	Net Present Value
ODM	Optimised Decision Making
O&M	Operations and Maintenance
QA	Quality Assurance
RCM	Reliability Centred Maintenance
PV	Present Value

SLA Service Level Agreement

SMARTER Specific, Measurable, Achievable, Relevant, Timebound, Evaluation, Re-assess

(Source – International Infrastructure Management Manual (IIMM 2011))

10. REVIEW

The Asset Management Plan shall be reviewed on a four (4) yearly cycle or within twelve (12) months of election of a new Council.

Attachment 1 – Operational & Maintenance Past Expenditure

Building	Type	Job Number	Finance Category	Tenancy register category	Current Lease per annum	Note for lease	2011/12		2010/11		2009/10		2008/09		2007/08		2006/07		Average	
							Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Beaumont - Cambewarra Lookout Rd - Cambewarra Lookout	Cor	28803	Community	Other Council sections	\$20,000		\$3,875	\$3,688	\$3,625	\$4,010	\$4,020	\$3,280	\$3,885	\$7,497	\$8,510	\$3,211			\$4,783	\$4,337
Berry - 12 Prince Alfred St - The Bizarre		15117	Community	Community	\$5,200		\$597	\$430	\$525	\$429	\$625	\$907	\$566	\$306	\$525	\$414	\$548	\$215	\$564	\$450
Bomaderry - 1 Mattes Way - Community College		28848	Community	Commercial	\$31,140		\$7,693	\$7,411	\$7,890	\$7,168	\$6,450	\$6,301	\$5,028	\$5,584	\$14,422	\$14,999	\$16,742	\$10,069	\$9,704	\$8,589
Greenwell Point - 47 Church St - Former Rural Fire Station		15109	Commercial Property	Commercial	\$1,344	Building to be demolished end of 2013	\$1,405	\$702	\$1,364	\$682	\$1,240	\$664	\$1,240	\$536	\$1,006	\$590	\$1,006	\$486	\$1,210	\$610
Huskisson - Owen St - Cinema		28815	Commercial Property	Commercial	\$25,443		\$2,303	\$1,557	\$2,050	\$1,962	\$1,625	\$1,331	\$1,435	\$879	\$1,375	\$957	\$4,642	\$4,662	\$2,238	\$1,891
Lake Conjola - 41 Carroll Ave - The Boat Shed 1		21702	Waterways	Reserves - Land	\$260			\$164												
Lake Conjola - 41 Carroll Ave - The Boat Shed 2		21702	Waterways	Reserves - Land	nil	included with shed 1 above		\$94												
Milton - 71 Princes Highway - Shop1		15116	Community	Community	\$756		\$12,172	\$10,041	\$9,740	\$6,581	\$10,770	\$5,410	\$9,827	\$10,353	\$8,498	\$11,426	\$8,341	\$8,886	\$9,891	\$8,783
Milton - 71 Princes Highway - Shop2		15116	Community	Commercial	\$1,780															
Milton - 71 Princes Highway - Shop3		15116	Community	Commercial	\$4,872															
Milton - 71 Princes Highway - Shop4		15116	Community	Community	\$2,500															
Milton - 71 Princes Highway - Shop5		15116	Community	Community	\$2,011															
Milton - 71 Princes Highway - Shop6		15116	Community	Community	\$1,584															
Mollymook - Ocean St - Shop1		28855	Commercial Property	Commercial	\$34,613		\$845	\$0	\$700	\$0	\$700	\$128	\$700	\$1,146	\$700	\$0	\$718	\$0	\$727	\$212
Mollymook - Ocean St - Shop2						included with shop 1 above														

Shoalhaven City Council
Asset Management Plan - Commercial Buildings

Nowra - 2-4 Moss St - Building 1 Shop	28853	Commercial Property	Licence - Outdoor Eating	\$15,000	Lessee leasing both shop and cottage	\$5,171	\$5,633	\$5,020	\$4,433	\$5,515	\$5,999	\$5,240	\$2,256	\$449	\$449	\$8	\$8	\$3,567	\$3,130
Nowra - 2-4 Moss St - Building 2 Cottage	28607	Licences & Jetties	Commercial																
Nowra - 3 Stewart Place - Former Bus Office	28885	Commercial Property	Commercial	\$17,221		\$3,830	\$6,273	\$3,965	\$5,168	\$4,700	\$2,159	\$1,450	\$10,410	\$1,117	\$1,201	\$822	\$944	\$2,647	\$4,359
Nowra - Stewart Place - Cafe Continental	28888	Commercial Property	Commercial	\$20,240		\$1,476	\$1,908	\$1,950	\$1,573	\$2,700	\$3,696	\$700	\$1,515	\$1,614	\$2,238	\$700	\$766	\$1,523	\$1,949
Nowra - 16 Berry St - Commercial Facility	28823	Commercial Property	Vacant	nil	Water is turned off. Major leak under carpark surface opposite side door has not been repaired.	\$13,884	\$12,851	\$11,965	\$11,451	\$14,650	\$10,463	\$20,270	\$7,996	\$0	\$362			\$12,154	\$8,625
Nowra - Lamonds Lane - Nowra Pilates Centre	23045	Commercial	Commercial	\$15,851		\$3,364	\$5,386	\$5,110	\$2,456	\$11,350	\$8,053	\$6,000	\$11,258	\$15,144	\$15,144	\$8,517	\$8,337	\$8,248	\$8,439
Nowra - Pleasant Way - Shoalhaven Visitor Information Centre	28894	Commercial Property	Commercial	\$26,007		\$4,752	\$4,471	\$5,255	\$2,593	\$6,300	\$4,528	\$6,300	\$3,561	\$5,121	\$4,796	\$4,778	\$5,412	\$5,418	\$4,227
Nowra - 37-43 Kinghorne St - Shop 37	28820	Commercial Property	Retail	\$22,156		\$12,861	\$10,457	\$12,346	\$13,294	\$11,430	\$11,079	\$9,603	\$12,252	\$8,393	\$9,273	\$7,769	\$8,192	\$10,400	\$10,758
Nowra - 37-43 Kinghorne St - Shop 37A	28825	Commercial Property	Commercial	\$19,065		\$721	\$4,445	\$700	\$3,194	\$700	\$1,757	\$700	\$5,613	\$204	\$264	\$704	\$96	\$622	\$2,562
Nowra - 37-43 Kinghorne St - Shop 39	28830	Commercial Property	Commercial	\$22,798		\$721	\$202	\$700	\$325	\$776	\$1,044	\$700	\$199	\$204	\$70	\$704	\$540	\$634	\$397
Nowra - 37-43 Kinghorne St - Shop 39A	28835	Commercial Property	Commercial	\$23,439		\$721	\$0	\$700	\$0	\$2,852	\$2,765	\$700	\$8,019	\$2,554	\$2,554	\$704	\$96	\$1,372	\$2,239
Nowra - 37-43 Kinghorne St - Shop 41	28840	Commercial Property	Commercial	\$20,313		\$721	\$0	\$700	\$0	\$1,200	\$0	\$1,200	\$244	\$2,399	\$2,768	\$704	\$1,026	\$1,154	\$673
Nowra - 37-43 Kinghorne St - Shop 43	28845	Commercial Property	Retail	\$24,962		\$891	\$1,503	\$700	\$0	\$700	\$0	\$700	\$594	\$2,867	\$2,867	\$704	\$252	\$1,094	\$869

Shoalhaven City Council
Asset Management Plan - Commercial Buildings

South Nowra - 6 Norfolk Ave - Commercial Premises		28840	Economic Dev/ Industrial Land	Other Council sections	\$40,900		\$11,181	\$11,181	\$1,148	\$1,148											
South Nowra - 21 Norfolk Ave - Commercial Premises		15400	Waste Management / Depot Admin	Commercial	\$24,000																
South Nowra - Albatross Rd - Nowra Greyhound Club		28880	Sporting facilities	Sporting facility	\$2,836																
South Nowra - Albatross Rd - Nowra Harness Racing Club	\$70				see min01.1519																
South Nowra - Albatross Rd - Nowra Speedway	\$10,317																				
South Nowra - Albatross Rd - Shoalhaven City Turf Club	\$2,836																				
St Georges Basin - Meriton St - St Georges Basin Community Health Centre		15110	Commercial Property	Commercial	\$46,031		\$10,202	\$10,101	\$9,905	\$10,120	\$9,350	\$12,565	\$9,350	\$9,180	\$9,250	\$9,232	\$11,089	\$13,169	\$9,858	\$10,728	
Sussex Inlet - 173 Jacobs Drive - Cinema Complex		28890	Commercial Property	Commercial	\$400		\$3,558	\$4,450	\$7,925	\$4,089	\$10,350	\$3,191	\$5,565	\$4,547	\$3,825	\$3,826	\$2,975	\$3,260	\$5,700	\$3,894	
Terara - Terara Rd - Wondalga Property		28874	Public Reserve	Agistment	\$29,300																
Bomaderry - 44 Coomea St - Cottage	Res	15028	Residential	Commercial	\$12,480		\$6,325	\$8,139	\$2,315	\$3,699	\$2,176	\$2,058	\$2,324	\$1,964	\$1,754	\$2,083	\$1,556	\$1,584	\$2,742	\$3,255	
Comerong - Comerong Island Rd - Ferry Cottage		26790	CTY/ Roads & Transport/ Comerong Ferry	NA																	
Kangaroo Valley - 177 Moss Vale Rd - Showground cottage		15037	Residential	Residential	\$7,488		\$5,662	\$3,907	\$5,300	\$2,659	\$1,300	\$4,337	\$1,300	\$878	\$959	\$780	\$915	\$642	\$2,573	\$2,201	
Nowra - 22 Osborne St - Cottage		15043	Residential	Residential	nil	vacant house	\$4,261	\$3,106	\$2,596	\$2,759	\$2,470	\$3,308	\$2,726	\$2,090	\$2,344	\$2,222	\$3,359	\$3,471	\$2,959	\$2,826	
Nowra - 24 Osborne St - Cottage		15085	Residential	Vacant	nil	vacant house	\$0	\$970											\$0	\$970	
South Nowra - 80 Albatross Rd - Nowra Racing Complex cottage		15052	Residential	Residential			\$770	\$353	\$730	\$348	\$1,480	\$325	\$1,450	\$352	\$1,190	\$1,016	\$1,220	\$857	\$1,140	\$542	

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Nowra - Junction St - Nowra Showground caretaker cottage	15040	Residenti al	Residenti al	nil	occupati on with nowra mens shed	\$5,662	\$3,548	\$400	\$8,43 2	\$1,00 0	\$1,06 5	\$1,00 0	\$3,17 6	\$935	\$1,66 6	\$330	\$1,12 0	\$1,555	\$3,168	
Worrigeer - 349 Worrigeer Rd - Managers residence	16070	CTY/ Cemeteri es Operation s	Other Council sections	\$3,87 2																
																		TOTA L	\$104,4 76	\$100,6 81

Attachment 2 – Renewal Expenditure Long Term Financial Plan

Building	Sub asset	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Berry - 12 Prince Alfred St - The Bizarre	Internal paint						\$15,780								
	Roof metal clad												\$22,300		
Bomaderry - 1 Mattes Way - Community College				\$1,790,000											
Greenwell Point - 47 Church St - Former Rural Fire Station	Demolition			\$15,000											
Huskisson - Owen St - Cinema	External paint			\$16,320											
	Internal paint								\$43,560						
	Kitchen	\$203,040													
	Floor-vinyl	\$4,000													
	Floor-carpet	\$15,500													
Nowra - 2-4 Moss St - Building 1		\$144,000													
Nowra - 2-4 Moss St - Building 2		\$240,000													
Nowra - 3 Stewart Place - Former Bus Office	External paint	\$20,000													
	Internal Paint									\$45,000					
Nowra - 16 Berry St - Commercial Facility									\$830,000						
	Caretakers Unit								\$302,000						
Nowra - Lamonds Lane - Nowra Pilates Centre	Pilates building													\$528,000	
South Nowra - 6 Norfolk Ave - Commercial Premises	Internal paint	\$8,820													
	Floor covering	\$6,200													
South Nowra - 21 Norfolk Ave - Commercial Premises	External paint	\$31,680													
	Amenities				\$148,050										
	Floor covering	\$15,000													
	Kitchen	\$72,000													
	Roof metal clad													\$23,000	
South Nowra - Albatross Rd - Nowra Greyhound Club	<u>Administration</u>														
	Ceiling									\$8,347					
	External Painting			\$3,000											
	Internal Painting	\$14,280													
	Kitchen											\$96,000			
	Roof metal clad									\$18,550					
	<u>Announcers booth</u>														
	Roof metal clad				\$600										
	<u>Betting Area</u>														
	Internal Painting									\$27,600					
	Floor Covering- Carpet														\$14,400
	<u>Dining Room</u>														
Internal Painting									\$6,960						

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	External Painting																		\$7,500							
	Kennel Block																									
	Roof metal clad					\$18,550																				
	Internal Painting																									
	External Painting																									
	Amenities	\$30,000																								
	Turnstile																									
	Starting Platforms	\$60,000																								
	Roof metal clad			\$3,000																						
South Nowra - Albatross Rd - Nowra Speedway	Announcers booth																									
	Roof metal clad																									
	Internal Painting	\$3,000																								
	External Painting	\$2,400																								
South Nowra - Albatross Rd - Shoalhaven City Turf Club	Administration																									
	Internal Painting	\$12,000																								
	Original roof metal clad					\$12,300																				
	Roof extension metal clad																									
	External Painting	\$9,000																								
	Bar/Canteen																									
	Roof metal clad																									
	Internal ceiling																									
	Internal painting	\$8,250																								
	Kitchen																									
	External Painting	\$8,070																								
	Betting Area																									
	Roof metal clad																									
	Internal Painting	\$9,600																								
	Toilet block																									
	Roof metal clad																									
Painting	\$4,800																									
Sussex Inlet - 173 Jacobs Drive - Cinema Complex	Cinema																									
	External painting																									
	Kitchen	\$72,000																								
	Kiosk																									

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	Internal painting									\$43,560							
	Floor covering - vinyl	\$4,000															
	Floor covering - carpet	\$15,500															
Nowra - 24 Osborne St - Cottage	Cottage																
	Roof Tile	\$10,500															
	Bathroom	\$18,000															
	Kitchen	\$60,000															
South Nowra - 80 Albatross Rd - Nowra Racing Complex cottage	Cottage																
	External Painting				\$5,896												
	Internal Painting									\$17,350							
	Kitchen	\$60,000															
	Amenities	\$63,360															
	Floor Covering Carpet							\$6,590									
	Floor Covering Vinyl								\$676								
	Roof				\$8,190												
Nowra - Junction St - Nowra Showground caretaker cottage	Cottage																
	External Painting	\$6,000															
	Internal Painting	\$8,960															
TOTAL		\$1,239,960	\$3,000	\$1,897,780	\$248,186	\$0	\$47,406	\$7,500	\$1,219,120	\$123,807	\$0	\$249,500	\$22,300	\$551,000	\$14,400	\$5,623,959	

GRAND TOTAL

Attachment 3 – Building Program Maintenance Work

Name of Building	Maintenance Defects	Accessibility works	Total Maintenance Works	P5 - Immediately	P4 - Within 1 yr	P3 - Within 2 yrs	P2 - Within 3 to 5 yrs	P1 - Beyond 5 yrs	Not prioritised
Beaumont - Cambewarra Lookout Rd - Cambewarra Lookout	\$48,415	\$0	\$48,415	\$0	\$34,861	\$0	\$0	\$0	\$13,554
Berry - 12 Prince Alfred St - The Bizarre	\$83,218	\$10,541	\$93,759	\$515	\$18,212	\$3,000	\$0	\$0	\$72,032
Bomaderry - 1 Mattes Way - Community College	\$60,344	\$0	\$60,344	\$0	\$47,366	\$0	\$0	\$0	\$12,978
Greenwell Point - 47 Church St - Former Rural Fire Station	\$68,508	\$0	\$68,508	\$1,650	\$34,308	\$7,700	\$10,850	\$0	\$14,000
Huskisson - Owen St - Cinema	\$171,085	\$72,230	\$243,315	\$1,800	\$63,294	\$391	\$15,500	\$45,000	\$117,330
Lake Conjola - 41 Carroll Ave - The Boat Shed 1	\$3,696	\$0	\$3,696	\$0	\$3,696	\$0	\$0	\$0	\$0
Lake Conjola - 41 Carroll Ave - The Boat Shed 2	\$41,548	\$0	\$41,548	\$0	\$9,328	\$7,500	\$0	\$0	\$24,720
Milton - 71 Princes Highway - Shops	\$137,627	\$0	\$137,627	\$0	\$55,987	\$950	\$0	\$0	\$80,690
Mollymook - Ocean St - Shop1	\$5,545	\$0	\$5,545	\$0	\$4,000	\$0	\$0	\$0	\$1,545
Mollymook - Ocean St - Shop2	\$8,625	\$0	\$8,625	\$0	\$7,080	\$0	\$0	\$0	\$1,545
Nowra - 2-4 Moss St - Building 1	\$26,054	\$0	\$26,054	\$0	\$13,696	\$1,008	\$0	\$0	\$11,350
Nowra - 2-4 Moss St - Building 2	\$79,292	\$0	\$79,292	\$0	\$16,432	\$50,500	\$0	\$0	\$12,360
Nowra - 3 Stewart Place - Former Bus Office	\$28,340	\$0	\$28,340	\$0	\$6,400	\$0	\$2,000	\$0	\$19,940
Nowra - Stewart Place - Cafe Continental	\$8,672	\$0	\$8,672	\$0	\$2,572	\$0	\$0	\$0	\$6,100
Nowra - 16 Berry St - Commercial Facility	\$310,666	\$0	\$310,666	\$13,800	\$259,016	\$200	\$0	\$0	\$37,650
Nowra - Lamonds Lane - Nowra Pilates Centre	\$40,170	\$0	\$40,170	\$0	\$13,390	\$0	\$0	\$0	\$26,780

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Nowra - Pleasant Way - Shoalhaven Visitor Information Centre	\$33,907	\$0	\$33,907	\$0	\$28,227	\$530	\$0	\$0	\$5,150
Nowra - 37-43 Kinghorne St - Shops	\$99,248	\$0	\$99,248	\$0	\$36,924	\$224	\$0	\$57,000	\$5,100
South Nowra - 6 Norfolk Ave - Commercial Premises	\$222,735	\$0	\$222,735	\$600	\$67,710	\$1,200	\$25,000	\$110,200	\$18,025
South Nowra - 21 Norfolk Ave - Commercial Premises	\$313,072	\$0	\$313,072	\$0	\$145,862	\$65,450	\$40,600	\$61,160	\$0
South Nowra - Albatross Rd - Nowra Greyhound Club	\$799,811	\$0	\$799,811	\$200	\$622,631	\$4,200	\$0	\$0	\$172,780
South Nowra - Albatross Rd - Nowra Harness Racing Club	\$193,019	\$0	\$193,019	\$0	\$174,999	\$900	\$7,000	\$0	\$10,120
South Nowra - Albatross Rd - Nowra Speedway	\$96,115	\$0	\$96,115	\$2,000	\$7,665	\$0	\$0	\$0	\$86,450
South Nowra - Albatross Rd - Shoalhaven City Turf Club	\$407,619	\$0	\$407,619	\$750	\$107,357	\$6,400	\$1,500	\$152,200	\$139,412
St Georges Basin - Meriton St - St Georges Basin Community Health Centre	\$10,353	\$0	\$10,353	\$0	\$6,113	\$4,240	\$0	\$0	\$0
Sussex Inlet - 173 Jacobs Drive - Cinema Complex	\$165,191	\$68,882	\$234,073	\$0	\$130,251	\$0	\$0	\$0	\$103,822
Terara - Terara Rd - Wondalga Property	\$57,800	\$0	\$57,800	\$4,500	\$40,300	\$500	\$12,500	\$0	\$0
Bomaderry - 44 Coomea St - Cottage	\$68,080	\$0	\$68,080	\$0	\$12,700	\$8,000	\$0	\$0	\$47,380
Comerong - Comerong Island Rd - Ferry Cottage	\$74,186	\$0	\$74,186	\$0	\$9,296	\$0	\$0	\$0	\$64,890
Kangaroo Valley - 177 Moss Vale Rd - Showground cottage	\$2,781	\$0	\$2,781	\$0	\$721	\$0	\$0	\$0	\$2,060
Nowra - 22 Osborne St - Cottage	\$68,105	\$0	\$68,105	\$3,914	\$39,986	\$0	\$0	\$0	\$24,205

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Nowra - 24 Osborne St - Cottage	\$92,000	\$0	\$92,000	\$0	\$1,100	\$1,200	\$23,900	\$53,800	\$12,000
South Nowra - 80 Albatross Rd - Nowra Racing Complex cottage	\$78,907	\$0	\$78,907	\$0	\$17,167	\$10,540	\$10,000	\$0	\$41,200
Nowra - Junction St - Nowra Showground caretaker cottage	\$71,794	\$0	\$71,794	\$0	\$1,034	\$0	\$0	\$0	\$70,760
Worrigee - 349 Worrigee Rd - Managers residence	\$15,550	\$0	\$15,550	\$0	\$4,950	\$0	\$0	\$0	\$10,600
TOTAL	\$3,992,078	\$151,653	\$4,143,731	\$29,729	\$2,044,631	\$174,633	\$148,850	\$479,360	\$1,266,528