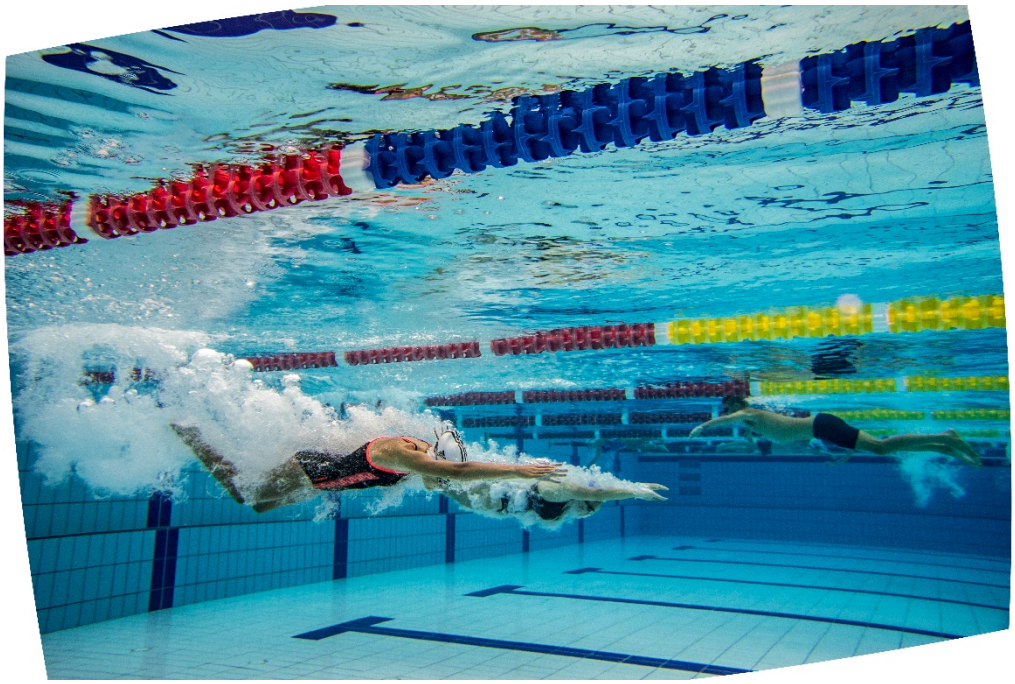
Aquatic Facilities
Shoalhaven Swim and Fitness

Asset Management Plan



Core Asset Management Plan

Document Control	Asset Management Plan IPWEA INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALASIA JRA

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Rev No	Date	Revision Details	Author	Reviewer	Approver
1	6/6/2017	Shoalhaven Swim & Fitness Facilities	C Nebauer	B Davis	M Upitis
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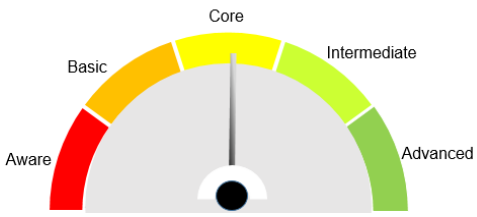
4	6/6/2018	Shoalhaven Swim & Fitness Facilities	C Nebauer	P Keech	T Dimec

Levels of Asset Management Plans



Aware: Stated intention to develop AM Plans.

Basic: AM Plans contain basic information of assets, service levels, planned works and financial forecasts, (5-10 years) and future improvements. Asset Management objectives are defined with consideration of strategic context.

Core: Approach to risk and critical assets described, top-down condition and performance assessment, future demand forecasts, description of supporting AM processes, 10 year financial forecasts, 3 year Asset Management improvement plan.

Intermediate: Analysis of asset condition and performance trends (past/future)), customer engagement in setting Levels of Service, Optimised Decision Making/risk techniques applied to major programmes. Strategic context analysed with risks, issues and responses described. Evidence of programmes driven by comprehensive Optimised Decision Making techniques, risk management programmes and level of service/cost trade-offs analysis.

Advanced: Improvement programmes largely complete with focus on ongoing maintenance of current practice.

This is a Core Asset Management Plan

NAMS.PLUS Asset Management Plan Templates

TABLE OF CONTENTS

TABLE OF FIGURES/REFERENCES

1 EXECUTIVE SUMMARY

1.1 PURPOSE OF THE PLAN

Asset Management Planning (AMP) is a comprehensive process to ensure that delivery of services from infrastructure is provided in a financially sustainable manner.

This AMP details information about Shoalhaven Swim & Fitness services and the associated infrastructure assets.

The Plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 20-year planning period.

The report highlights a **funding gap of $1.3m per year over the next 10 years**. That is, how much is needed versus what has been budgeted. This gap can be managed by increasing funding, decreasing expenditure, rationalising assets or a mixture of the three.

Leaving aged assets in an existing state of decline increases risks, financially, physically and to Council's reputation. Managing assets reactively and in isolation comes at a large cost to the community. This plan recommends an overall strategic approach, so that future aquatic services reflect community needs both now and into the future.

1.2 ASSET DESCRIPTION

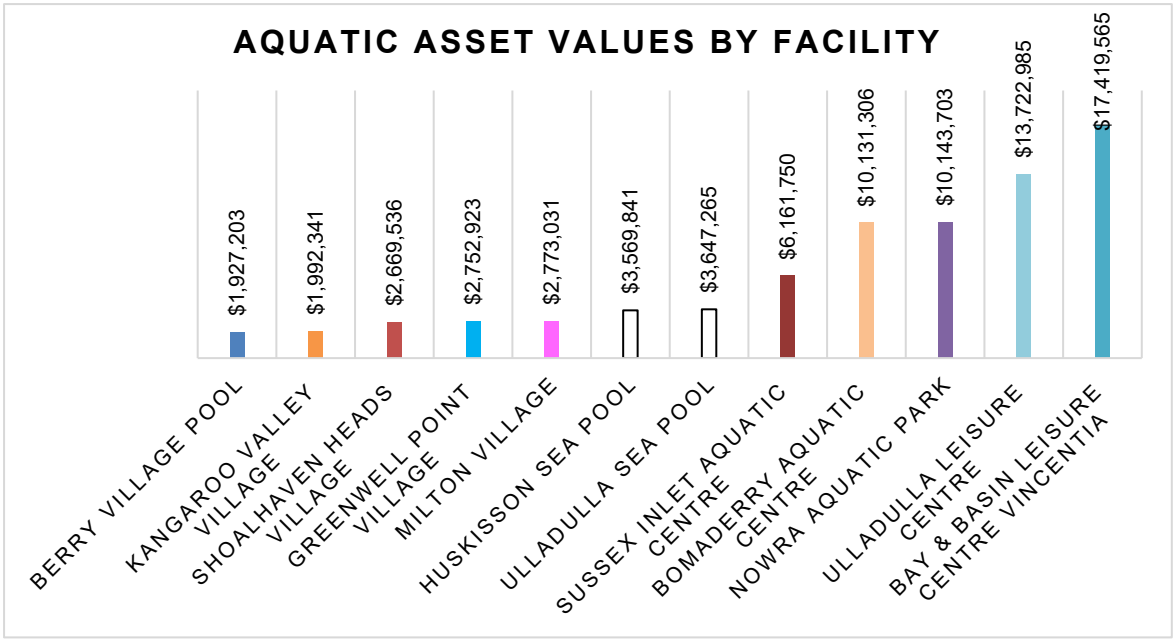
Shoalhaven Swim & Fitness infrastructure assets have significant value estimated at $76 million. These values do not include land, IT and security systems and Gym Equipment. Eight of the twelve sites are owned by Crown Land.

These asset values represent 2% of all Council assets. There are 12 aquatic sites of varying age and condition (see References 1 - 4).

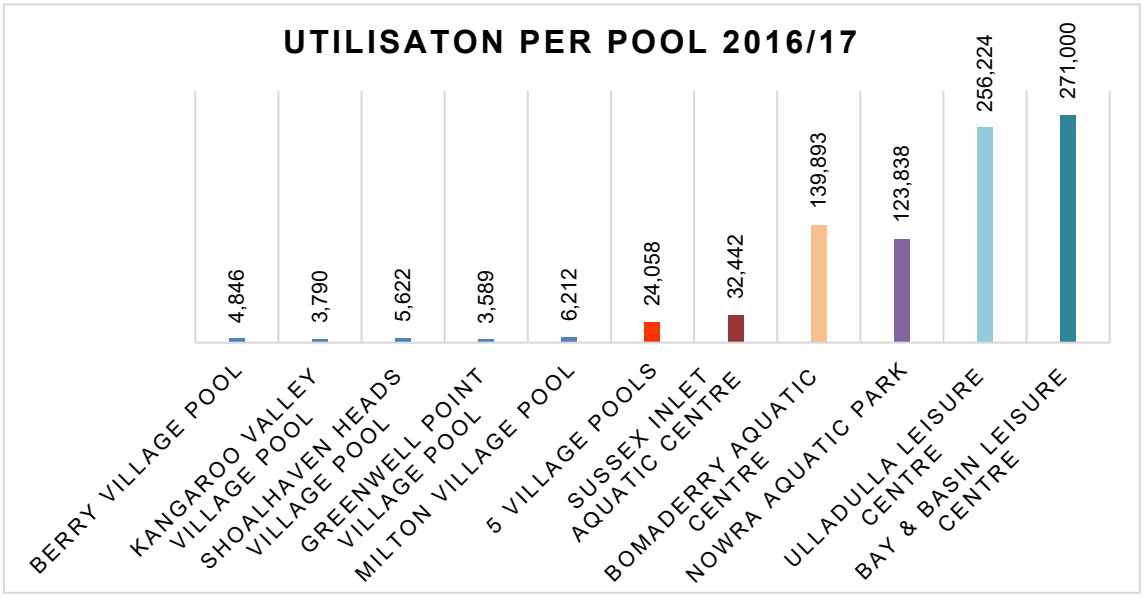
Facility	Outdoor Pool	Indoor Pool	Gym	Café	Land owned by Council or Crown	open year round	Age in years
North Shoalhaven							
Kangaroo Valley Vilage Pool	X				Crown		43
Berry Village Pool	X				Crown		54
Shoalhaven Heads Village Pool	X				Crown		46
Bomaderry Aquatic Centre	X	X			Council	X	41
Nowra Aquatic Park	X			X	Council	X	3
Greenwell Point Village Pool	X				Crown		53
Central Shoalhaven							
Bay&Basin Leisure Centre Vincentia		X	X	X	Council	X	17
Huskisson Sea Pool	X				Crown		53
Southern Shoalhaven							
Sussex Inlet Aquatic Centre		X		X	Crown	X	14
Milton Village Pool	X				Council		41
Ulladulla Leisure Centre	X	X	X	X	Crown	X	43
Ulladulla Sea Pool	X				Crown		64

Reference 1 - Table of Facilities, Amenities and Age

Note: the two sea pools are not covered in the utilisation graph, as utilisation levels are not monitored.

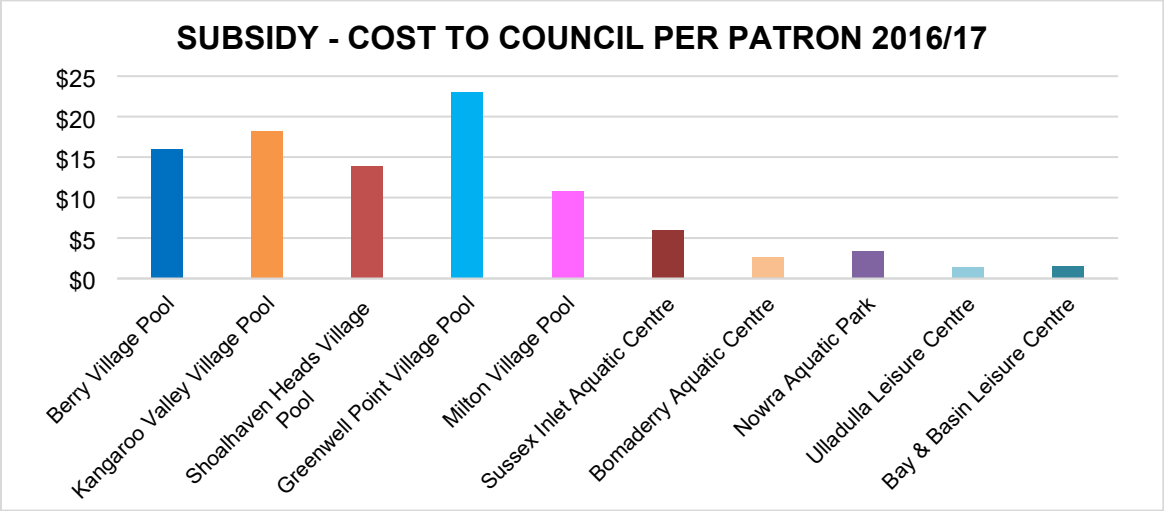


Reference 2 - Aquatic Asset Values by Facility Graph



Reference 3 - Utilisation per Pool 2016/2017 Graph

Investment in facilities does not correlate with utilisation. **Five ageing village pools represent $12m or 16% of the asset base and only service 2% of utilisation.** These pools are heavily subsidised.



Reference 4 - Subsidy - Cost to Council per Patron 2016/2017 Graph

1.3 LEVELS OF SERVICE

Our present funding levels are sufficient for the short term, however, decisions need to be made for the medium term so that we can continue to provide services to meet changing service needs.

The main consequences if assets are left to decline are:

- Closure of pools due to deterioration/failure of asset components and or injury to patrons;
- Overcrowding of larger facilities as population grows;
- Changing service requirements not met; and
- Decreased utilisation of older facilities.

1.4 FUTURE DEMAND

The main demands for new services are created by:

- Population growth – 20% over next 20 years
- Change in customer expectations
- Increase in need for health and wellbeing
- Increase in ageing population
- Increase in tourism population

Managing demand includes solutions other than just building new or larger facilities.

These will be managed through a combination of:

- Managing existing assets
- Upgrading of existing assets
- Provision of new assets
- Rationalisation of existing assets

The following are a few examples:

- Increase maintenance programs to extend useful life of smaller facilities;
- Optimise assets into multifaceted sustainable facilities; and
- Increase insurance to manage risks of asset failure.

1.5 LIFECYCLE MANAGEMENT PLAN

WHAT DOES IT COST?

Life Cycle Management takes into account all the costs required for the life of aquatic assets including the following: Initial construction or purchase costs of new aquatic assets

Business operations net costs & maintenance

Decommissioning

Renewal and upgrade of existing assets.

Altogether, the cost for Shoalhaven Swim and Fitness adds up to:

$50M in total - over a 10-year planning period

OR

$5M per year on average

Note: these costs include the net subsidy to Council - income earned less operating expenditure

1.6 RISK MANAGEMENT PLAN

MANAGING THE RISKS

Our present funding levels are sufficient in the short term but insufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Failure of major plant and equipment;
- Service level decline;
- Increase in maintenance costs;
- Increase in water and energy costs; and
- Decline in patronage and income.

We will endeavour to manage these risks within available funding by:

- Increasing service inspections to identify and isolate critical risks;
- Rationalise the number of facilities;
- Continue to monitor water quality and usage;
- Continue to implement innovative energy and water saving initiatives;
- Implement continuous improvement initiatives; and
- Increase the use of facilities through targeted marketing and programs to maintain funding ratios/ consider increasing fees.

1.7 FINANCIAL IMPLICATIONS

1.7.1 WHAT IS IN THE BUDGET?

Budgeted available funding for the ten year planning period is:

$37M in total over a ten year planning period

OR

$3.7M per year on average

(As per the Long Term Financial Plan)

The following table, Reference 5, shows this in Summary Form.

Executive Summary - What does it cost?	$000
Ten year total cost [10 year Ops, Maintenance, Renewal & Upgrade Project Expenditure]	$ 50,530
Ten year average cost	$ 5,053
Ten year total LTFP budget [10 year Ops, Maintenance, Renewal & Upgrade LTFP Budget]	$ 37,230
Ten year average LTFP budget	$ 3,723
Ten year AM financial indicator	74%
Ten year average funding shortfall	-$ 1,330

Reference 5 - Executive Summary Table (What Does It Cost?)

1.7.2 WHAT IS NOT IN THE BUDGET?

This means we have less than 74% of the cost to sustain the current level of service at the lowest lifecycle cost.

74% equates to nearly $13M in funding shortfall over the next ten years.

The reality is that only what is funded in the Long Term Financial Plan can be provided.

The emphasis of the Asset Management Plan is to communicate the consequences that this will have on the service provided, along with associated risks, so that decision making is “informed”.

The current budget provides for the following:

- Operations and maintenance at current and declining condition for the medium term; and
- Renewal of existing asset components until 2021.

Note: renewal of existing components is usually replaced with modern equivalent at a substantially higher cost.

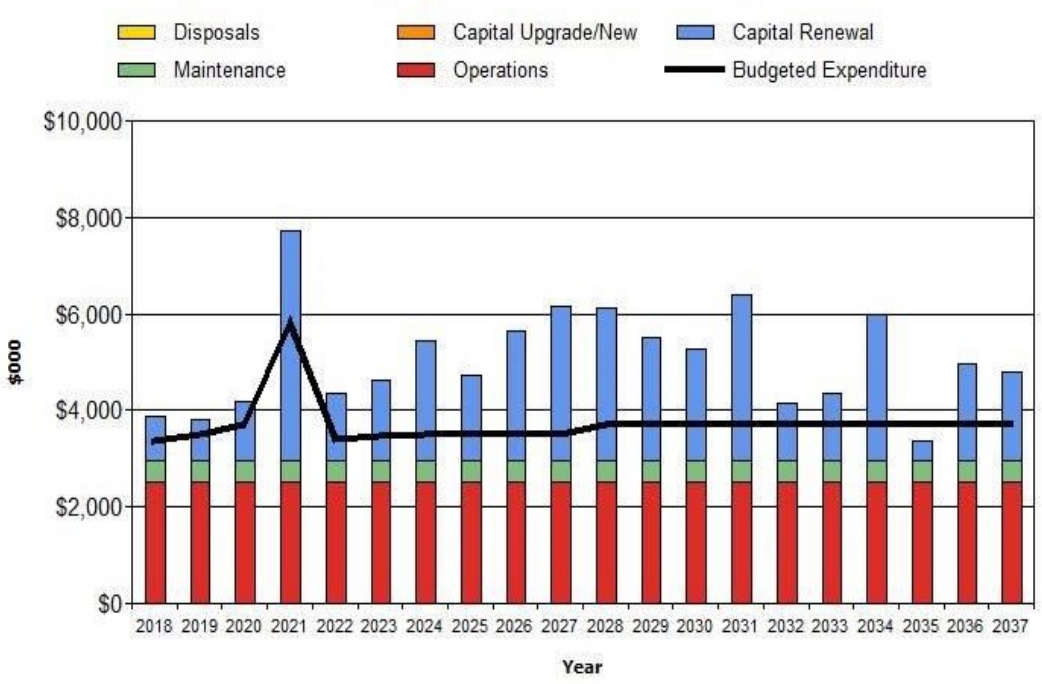
1.7.3 WHAT WE CANNOT DO. -

From 2021 we do not allocate enough funding to sustain aquatic services at the desired standard or to provide any new services being sought. Works and services that cannot be provided under present funding levels are:

- Renewal of existing facility assets;
- Upgrade of existing facilities; and
- Investment in new facilities.

Most of the shortfall is due to lack of funding for renewal of existing assets.

The asset renewal funding ratio predicts that we have only 39% of what we need to renew the current infrastructure over the next 10-year period. See Reference 6 for projections.



Reference 6 - Projected Operating and Capital Expenditure Graph

1.8 MONITORING AND IMPROVEMENT PROGRAM

The next steps resulting from this Plan to improve Asset Management practices are:

- Link the Asset Register to the Financial Register;
- Develop and maintain systems and relationships between Finance and Asset departments;
- Improve data quality; and
- Educate and communicate the benefits of Asset Management with others.

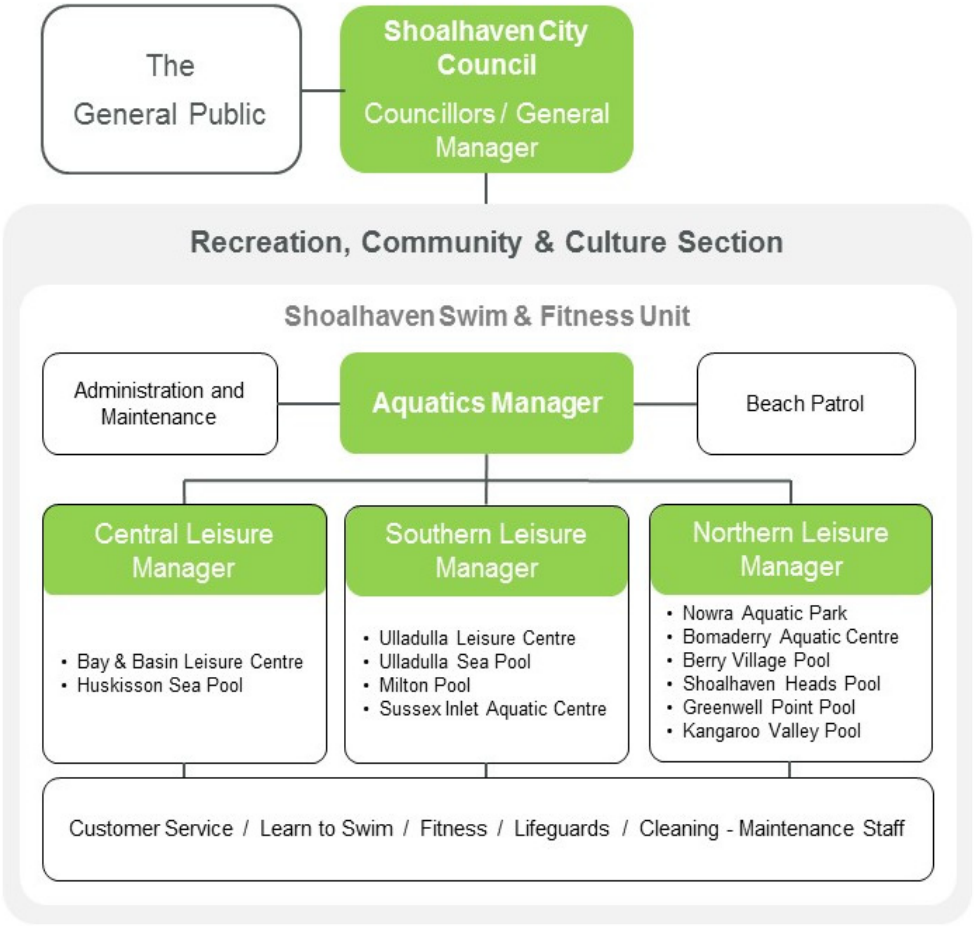
2 INTRODUCTION

2.1 BACKGROUND

This Asset Management Plan communicates the actions required for the responsive management of assets (and services provided from assets); compliance with regulatory requirements, and funding needed to provide the required levels of service over a 20-year planning period. The hierarchy can be seen at Reference 7.

The Asset Management Plan is to be read with the Shoalhaven City Council planning documents. This should include the Asset Management Policy and Asset Management Strategy where these have been developed along with other key planning documents:

- Shoalhaven Swim and Fitness Overarching Business Plan 2016-2020; and
- Community Infrastructure Strategic Plan 2017-2036 & Delivery and Operational Plan 2017/18.



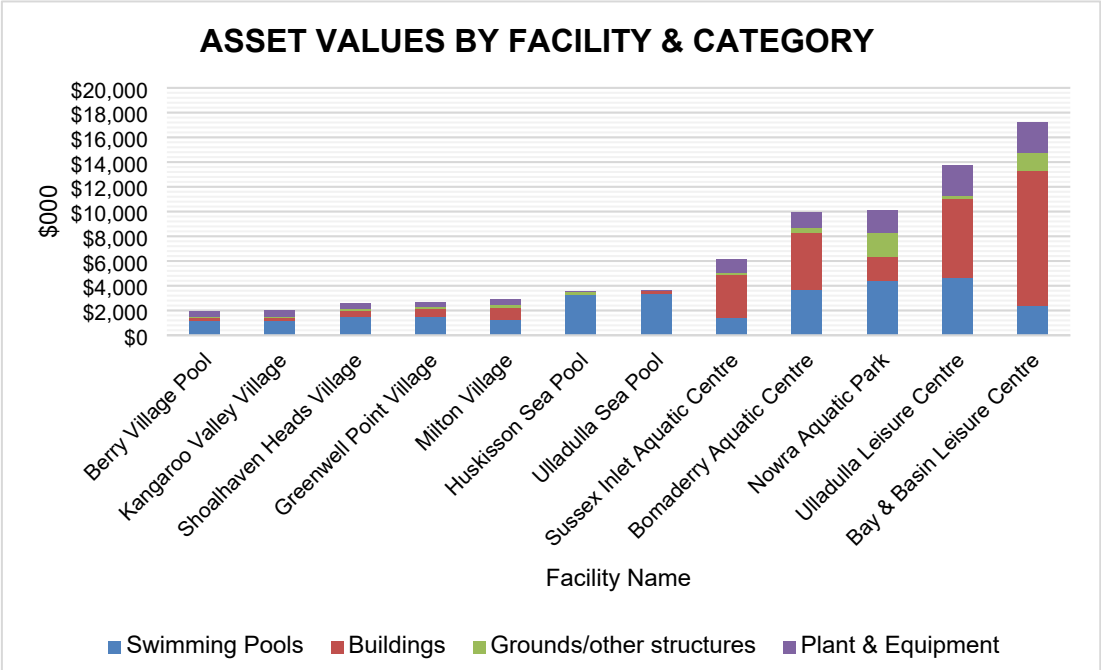
Reference 7 - Hierarchy Chart

The infrastructure assets covered by this Asset Management Plan are shown at Reference 8. These assets are used to provide quality aquatic programs and fitness and recreation services. Individual profiles for each site follow. Reference 9 covers Asset Values by Facility and Category and Reference 10- is a financial asset breakdown by area and asset group.

Asset Category	Dimension	Replacement Value (as at 30June2017)
Buildings	9077m2	$ 30,706,963
Grounds	12 sites	$ 2,664,670
Plant & Equipment	298 Items	$ 12,187,088
Swimming Pools	27 pools	$ 31,352,728
TOTAL		**$ 76,911,449**

Reference 8 - Assets Covered by this Plan Table

These values do not include land, IT and Security Systems and Gym Equipment.
Eight of the twelve sites are owned by Crown Land.



Reference 10 - Asset Values by Facility & Category Graph

Suburb	Buildings	Grounds	Plant Equipment	Swimming Pools	Grand Total
Berry	$ 247,340	$ 104,547	$ 433,000	$ 1,142,316	$ 1,927,203
Kangaroo Valley Village Pool	$ 228,500	$ 94,645	$ 489,500	$ 1,179,696	$ 1,992,341
Shoalhaven Heads Village Pool	$ 516,810	$ 268,426	$ 422,250	$ 1,462,050	$ 2,669,536
Greenwell Point Village Pool	$ 804,980	$ 140,685	$ 360,750	$ 1,446,508	$ 2,752,923
Milton Village Pool	$ 1,049,788	$ 176,150	$ 333,250	$ 1,213,843	$ 2,773,031
Huskisson Sea Pool		$ 233,944	$ 44,000	$ 3,291,897	$ 3,569,841
Ulladulla Sea Pool	$ 185,000	$ 66,465	$ 20,000	$ 3,375,800	$ 3,647,265
Sussex Inlet Aquatic Centre	$ 3,544,667	$ 98,708	$ 1,120,750	$ 1,397,625	$ 6,161,750
Bomaderry Leisure Centre	$ 4,645,126	$ 438,757	$ 1,362,870	$ 3,684,553	$ 10,131,306
Nowra Aquatic Park	$ 2,017,753	$ 611,200	$ 1,755,000	$ 5,759,750	$ 10,143,703
Ulladulla Leisure Centre	$ 6,435,926	$ 205,883	$ 2,426,491	$ 4,654,685	$ 13,722,985
Bay & Basin Leisure Centre	$ 11,031,073	$ 225,260	$ 3,419,227	$ 2,744,005	$ 17,419,565
Grand Total	**$ 30,706,963**	**$ 2,664,670**	**$ 12,187,088**	**$ 31,352,728**	**$ 76,911,449**

Reference 9 - Asset Values per Pool Table

These values do not include land, IT and Security Systems and Gym Equipment.
Eight of the twelve sites are owned by Crown Land.

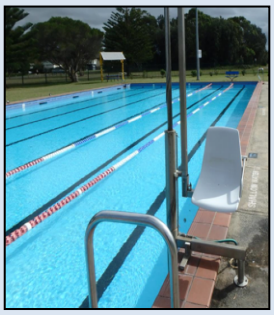
2.2 INDIVIDUAL POOL ASSET INFORMATION

Berry Village Pool

Built: 1963 Age: 54 years – Land owned by The Crown
Value: $1,927,203
Forecast end of life: 2024
Attributes: 19m outdoor main & toddler pool
Overall condition: 70% poor/very poor
10year forecast - what we need: $1,466,476
10year Budget: $200,498
2017 utilisation: 4,846 patrons
2017 subsidy per patron: $16.03
Nearest pool - Bomaderry: 13mins drive

Kangaroo Valley Village Pool

Built: 1975 Age: 43 years – Land owned by The Crown
Value: $1,992,341
Forecast end of life: 2025
Attributes: 25m outdoor main & toddler pool
Overall condition: 78% poor/very poor
10year forecast – what we need: $1,714,891
10year Budget: $207,261
2017 utilisation: 3,790 patrons
2017 subsidy per patron: $18.18
Nearest pool – Bomaderry: 13mins drive



Shoalhaven Heads Village Pool

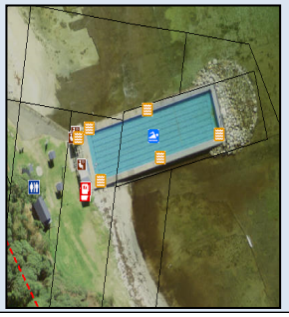
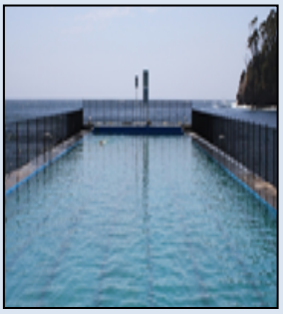
Built: 1972 Age: 46 years – Land owned by The Crown
Value: $2,669,536
Forecast end of life: 2028
Attributes: 25m outdoor main & toddler pool
Overall condition: 85% fair
10year forecast – what we need: $486,378
10year Budget $277,253
2017 utilisation: 5622 patrons
2017 subsidy per patron: $13.90
Nearest pool - Bomaderry: 13mins drive

Greenwell Point Village Pool

Built: 1965 Age: 53 years – Land owned by The Crown
Value: $2,752,923
Forecast end of life: 2021
Attributes: 25m outdoor main & toddler pool
Overall condition: 89% poor/very poor
10year forecast – what we need: $2,636,780
10year Budget $285,699
2017 utilisation: 3,589 patrons
2017 subsidy per patron: $23.08
Nearest pool - Nowra: 18mins drive


Milton Village Pool
Built: 1977 Age: 41years – Land owned by Council
Value: $2,773,031
Forecast end of life: 2028
Attributes: 25m outdoor main & toddler pool
Overall condition: fair to poor
10year forecast – what we need: $548,467
10year Budget: $294,893
2017 utilisation: 6,212 patrons
2017 subsidy per patron: $10.84
Nearest pool – Ulladulla: 7min drive


Huskisson Sea Pool
Built: 1965 Age: 53 years – Land owned by The Crown
Value: $3,569,841
Forecast end of life: 2035
Attributes: 50m outdoor and toddler pools
Overall condition: fair
10year forecast – what we need: $131,944
10year Budget– no shortfall
2017 utilisation: unknown
2017 subsidy per patron: N/A
Nearest pool – Vincentia: 5min drive

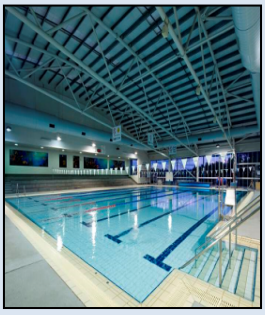
Ulladulla Sea Pool
Built:1953 Age: 65 years – Land owned by The Crown
Value: $3,647,265
Forecast end of life: 2033
Attributes: 50m outdoor pool
Overall condition: fair
10year forecast – what we need: $46,100
10year Budget: no shortfall
2017 utilisation: unknown
2017 subsidy per patron: N/A
Nearest pool – Ulladulla: 2min drive


Sussex Inlet Aquatic Centre
Built: 2004 Age: 14 years – Land owned by The Crown
Value: $6,161,750
Forecast end of life: 2053
Attributes: 1 x 25m indoor pool, café
Overall condition: fair
10year forecast for renewals: $978,490
10year budget $668,506
2017 utilisation: 34,442 patrons
2017 subsidy per patron: $5.58
Nearest pool – Ulladulla


Bomaderry Aquatic Centre
Built: 1977 outdoor 1986 Indoor – Land owned by Council
Value: $10,131,306
Forecast end of life: 2026/27
Attributes: 2 x outdoor & 1 x indoor pools
Overall condition: fair/poor
10year forecast – what we need: $7,806,924
10year Budget – $1,006,651
2017 utilisation: 139,893 patrons
2017 subsidy per patron: $2.69
Nearest pool – Nowra

Nowra Aquatic Park
Built: 2015 Age: 3 years – Land owned by Council
Value: $10,143,703
Forecast end of life: 2065
Attributes: 50m outdoor pool, 2 water slides, café
Overall condition: Excellent
10year forecast – what we need: $172,543
10year Budget: No shortfall
2017 utilisation: 123,838 patrons
2017 subsidy per patron: $3.44
Nearest pool – Bomaderry

Ulladulla Leisure Centre
Built: 1977 outdoor 1997 indoor. Age 41 & 21 years
Value: $13,722,985 – Land owned by The Crown
Forecast end of life: 2030/2047
Attributes: 50m outdoor & 3 indoor pools, gym, café
Overall condition: fair
10year forecast – what we need: $2,121,626
10year Budget $1,041,380
2017 utilisation: 256,224 patrons
2017 subsidy per patron: $1.42
Nearest pool – Vincentia



Bay & Basin Leisure Centre
Built: 2001 Age: 17 years – Land owned by Council
Value: $17,419,565
Forecast end of life: 2051
Attributes: 25m plus 2 indoor pools, waterslide, gym, café
Overall condition: excellent
10year forecast – what we need: $2,874,083
10year Budget $1,810,495
2017 utilisation: 271,000 patrons
2017 subsidy per patron: $1.54
Nearest pool – Nowra

3 LEVELS OF SERVICE

3.1 CUSTOMER RESEARCH AND EXPECTATIONS

This Asset Management Plan is prepared to facilitate consultation prior to adoption by the Shoalhaven City Council. This will assist the Shoalhaven City Council and stakeholders in matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service.

Community satisfaction surveys sourced from IRIS Research 2016 show that Shoalhaven residents are very satisfied with Council performance to maintain our infrastructure and are satisfied that Council can deliver sustainable services and cut red tape.

Community satisfaction information is used in developing the Strategic Plan and in the allocation of resources in the budget.

3.2 STRATEGIC AND CORPORATE GOALS

This Asset Management Plan is prepared under the direction of the Shoalhaven City Council vision, mission, goals and objectives.

3.2.1 SHOALHAVEN VISION 2020

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, 22 June 2010).

3.2.2 SHOALHAVEN MISSION 2020

To enhance Shoalhaven's strong communities, natural, rural and built environments and appropriate economic activities through strategic leadership, good management, community engagement and innovative use of resources (adopted by Council, 22 June 2010).

3.2.3 INTEGRATED STRATEGIC PLAN 2017

Relevant goals and objectives and how these are addressed in this Asset Management Plan are seen at Reference 11.

Goal	Objective	How Goal and Objectives are addressed in AM Plan
Healthy and active communities that feel safe 1.3	Develop community, cultural and recreational facilities that are accessible, safe and provide for community needs. 1.3.1	Current provision of multi service aquatic recreational facilities throughout the Shoalhaven with a Strategic Plan for the future to continue to promote healthy lifestyle and provide for community needs
Sustainable and socially responsible communities 1.4	Develop sporting and recreation facilities for maximum community use and value.1.3.2	Rationalise the number of ageing facilities and develop sustainable multifaceted facilities for maximum community use

Reference 11 - Addressing Goals Table

3.3 LEGISLATIVE REQUIREMENTS

The legislative requirements relating to the management of Aquatic assets are listed at Reference 12.

Legislation	Requirement
Public Health Act 2010 and Public Health Regulation 2012	Water quality requirement including testing and record keeping
NSW Department of Health	Public Health Regulations 2012
Council Policies and Procedures - Work Health and safety	Safety of patrons and staff
Royal Lifesaving Society of Australia	Guidelines for safe pool operation
Commission for Children and Young People Act 1998	Safety and wellbeing of children
ISO 3100:2009	Risk management
AS 2416-2002 State-wide Mutual	Design and application of water safety signs Signs as remote supervision
Division of Local Government	Pricing and costing for council businesses – A guide to competitive neutrality
Division of Local Government	Practice note 15 water safety

Reference 12 - Legislative Requirements Table

3.4 CUSTOMER LEVELS OF SERVICE

Service levels are defined in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

3.4.1 CUSTOMER SERVICE LEVELS

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the Aquatics Asset Management Plan are:

Quality How good is the service … *what is the condition or quality of the service?*

Function Is it suitable for its intended purpose …. *Is it the right asset for the service?*

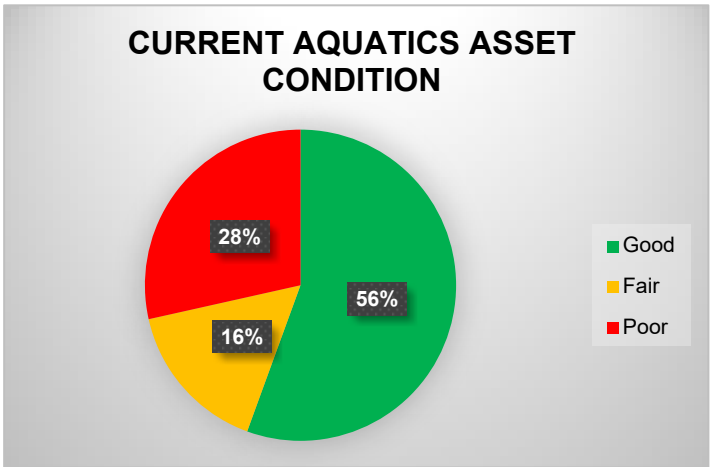
Capacity/Use Is the service over or under used … *do we need more or less of these assets?*

The current and expected customer service levels are detailed in Tables 3.4 and 3.5. Table 3.4 shows the expected levels of service based on resource levels in the current Long-Term Financial Plan.

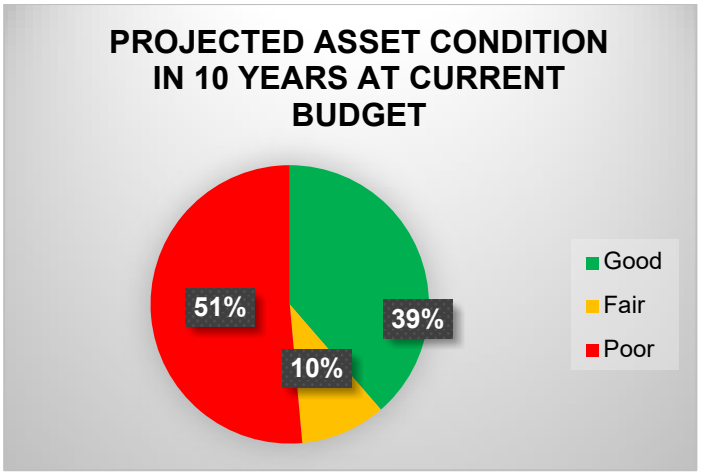
3.4.2 ORGANISATIONAL MEASURES

Organisational measures are measures of fact related to the service delivery outcome.

Number of occasions when service is not available, condition percentages of Good/Fair/Poor. See References 13 and 14 for asset condition pie charts.



Reference 13 - Current Asset Condition Pie Chart



Reference 14 - Project Asset Condition in 10 years at Current Budget Pie Chart

Community satisfaction surveys show that the community is currently satisfied with current infrastructure and delivery of services but the above condition graphs show that within the next 10 years, the community may become less satisfied as assets continue to decline with no funds for renewal.

These organisational measures provide a balance in comparison to the customer perception that may be more subjective.

At present, the business provides services over four main areas:

- General aquatic services, including public swimming pools or recreational swimming;
- Learn to swim programs and swim squads;
- Gymnasium and fitness facilities, including group fitness classes; and
- Retail uses including varying sized cafés / kiosks and retail display areas.

The service objective for Shoalhaven Swim & Fitness is as follows: Provide aquatic, fitness, sport and recreation programs and opportunities that foster an active, healthy and social lifestyle. To provide accessible, appropriate and sustainable aquatic and leisure facilities which support the community lifestyle and the City's event and seasonal tourism. Reference 15 shows a table for Customer Service Levels.

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years based on the current budget.
Quality	Provide quality Aquatic facilities	Customer feedback relating to service quality	Nowra Aquatic Park is new and therefore high in quality Number of Service requests related to older facilities	Service requests are increasing for older facilities
	Confidence levels		**High-Medium**	**Medium-Low**
Quality	Building facilities are clean, up to date and appropriate for users	Number of patrons attending Number of complaints	High attendance in newer and larger pools Low attendance in older and smaller pools with more complaints	Increase in risk of older pools not complying with compliance standards. Risk Management Plans need to be put in place
	Confidence levels		**High-Medium**	**Medium to Low**
Quality	Water treated to Dept. of Health Standards for swimming pools	Compliance with health regulations Fines or complaints	Compliance with health regulations is met No fines or complaints	Increase in risk of pools not complying. Risk Management Plans need to be put in place
	Confidence levels		**High**	**High to medium**
Function	Ensure that recreation facilities meet users' program delivery needs	Customer service requests relating to usage and availability at each facility	Aquatic Facilities-Medium/High Village Pools-Low Sea Pools - High	Service requests are increasing for multifaceted facilities
	Confidence levels		**Medium to low**	**Medium to low**
Function	Provision of a safe recreational environment	Customer survey of recreational experience	Survey reported customers satisfaction is good	Service requests are increasing. Customer satisfaction may decline
	Confidence levels		**High to Medium**	**Medium**
Capacity and Use	Develop Sporting and recreation facilities for maximum community use and value (DPOP Strategy)	Monitor attendance numbers	Larger facilities are increasing in utilisation whereas village pools are underutilised and only open half the year	Capacity will decrease with increase in population
	Confidence levels		**High to Low**	**Medium to Low**

Reference 15 - Expectations, Performances and Future Expected Position Table

3.5 TECHNICAL LEVELS OF SERVICE

Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. opening hours, cleaning, mowing grass, energy, inspections, etc.;
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. Painting, service to plant and equipment, building and structure repairs);
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. pool replacement, plant and equipment replacement, building component replacement); and
- Upgrade/New – the activities to provide a higher level of service (e.g. larger buildings, replacing a swimming pool with a larger size) or a new service that did not exist previously (e.g. a new gymnasium).

Service and Asset Managers Plan, implement and control technical service levels to influence the customer service levels.[1]

Reference 16 shows the technical levels of service expected to be provided under this Asset Management Plan. The 'Desired' position in the table documents the position being recommended in The Plan.

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
Technical levels of service – Swimming Pools and associated infrastructure				
Operations		**Budget**	$7.85M p.a.	$7.85M p.a.
	Water quality in pools meets current standards	Quantity of inspections Number of complaints	Pools inspected daily in line with health regulations 10-20 per year	Meet health standards 5-10 per year
	Provision of tidy and pleasant recreational environment (outdoor)	Number of complaints/ suggestions Quantity of inspections	20-30 per year(mostly outdoor village pools) Daily inspections	10-20 per year Daily inspections
	Clean facilities (indoor)	Monitor cleaning daily Analyse cleaning roster	Daily checklists implemented for all cleaning rosters	Daily checklists implemented for all cleaning rosters
	Energy use is efficient reducing the costs and consumption	Monitor Energy Outputs	Monitor online with building management systems. Analyse weekly and adjusted where necessary	Monitor online with building management systems. Analyse weekly and adjusted where necessary
	Are pools meeting safety regulations	Provision of Life Guards – monitor	As per health and Royal Life Saving Society guidelines	As per health and Royal Life Saving Society guidelines

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
	Is Lifeguard /staff roster maximising time for money	Analysis of staffing budget	Manage staff within budget requirements as per above guidelines	Manage staff within budget requirements as per above guidelines
Maintenance		**Budget**	$413,000 p.a.	$413,000 p.a.
	Buildings are suitable for purpose	Programmed and Reactive Maintenance schedule	Weekly inspections by Shoalhaven Swim & Fitness staff and 5 year inspections of building structures by Asset Management	Weekly inspections by Shoalhaven Swim & Fitness staff and 5 year inspections of building structures by Asset Management
	Maintain asset components to insure against risk	How often are inspections taken on critical risk assets	one inspection per week	Increase number of inspections
	Maintain asset components to maximise life expectancy	How often are inspections taken on assets	Monthly and bi-monthly and seasonal(Village Pools) scheduled maintenance and inspections	Monthly and bi-monthly and seasonal(Village Pools) scheduled maintenance and inspections
Renewal		**Budget**	$551,000 p.a.	$1,842,363 p.a.
	Building facilities meet user's needs	Assets being renewed to maintain service levels	21% of buildings in condition 4 or 5	10% of buildings in condition 4 or 5
Upgrade / New		**Budget**	$200,000 p.a.	$500,000 p.a.
	Assets to align with technology and service requirements	Plan to rationalise and merge older facilities into new multi-functional facilities	21% of assets in condition 4 or 5	10% of assets in condition 4 or 5

Reference 16 - Technical Levels of Service Table

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position, which achieves the best balance between service, risk and cost, is essential.

4 FUTURE DEMAND

4.1 DEMAND DRIVERS

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, consumer preferences and expectations, technological changes, economic factors, environmental awareness.

4.2 DEMAND FORECASTS

The present position and projections for demand drivers that may affect future service delivery and use of assets were identified and documented in Table 4.3.

4.3 DEMAND IMPACT ON ASSETS

Reference 17 shows a table of demand drivers, projections and impacts on service.

Demand drivers	Present position 2018	Projection 2036	Impact on services
Population change	103,201 population	Increase in population – 19.35% over 20 years 2036 = 123,168	Higher consumption rate of facilities - decline in condition and service delivery
Demographic change	Large proportion of older people	Older demographic increase (See map on next page)	Change in services required
Consumer preference service level changes	Growing community need for more health and wellbeing facilities and preference for newer more multi-faceted facilities e.g. Pool, gym, café, exercise classes	Continued growth in preference for multi-faceted facilities – swim, gym, exercise classes, café, child care, personal training, physiotherapy, healthy lifestyle advice	Decline in Service levels due to preferences not being met Decline in consumer satisfaction levels
Environmental Concerns	Some newer infrastructure that reduces energy costs Some older infrastructure that is inefficient	Increase in energy and water costs for older facilities	Increase in prices
Economic concerns	Ageing infrastructure	Cost of maintenance and repairs increasing	Increase in prices
Tourism	Large increase in population in the summer	Even larger increase in population due to growing area of industry in Shoalhaven	Higher consumption rate of facilities - decline in condition and service delivery

Reference 17 - Demand Drivers, Projections and Impact on Services Table

4.3.1 POPULATION FORECASTS

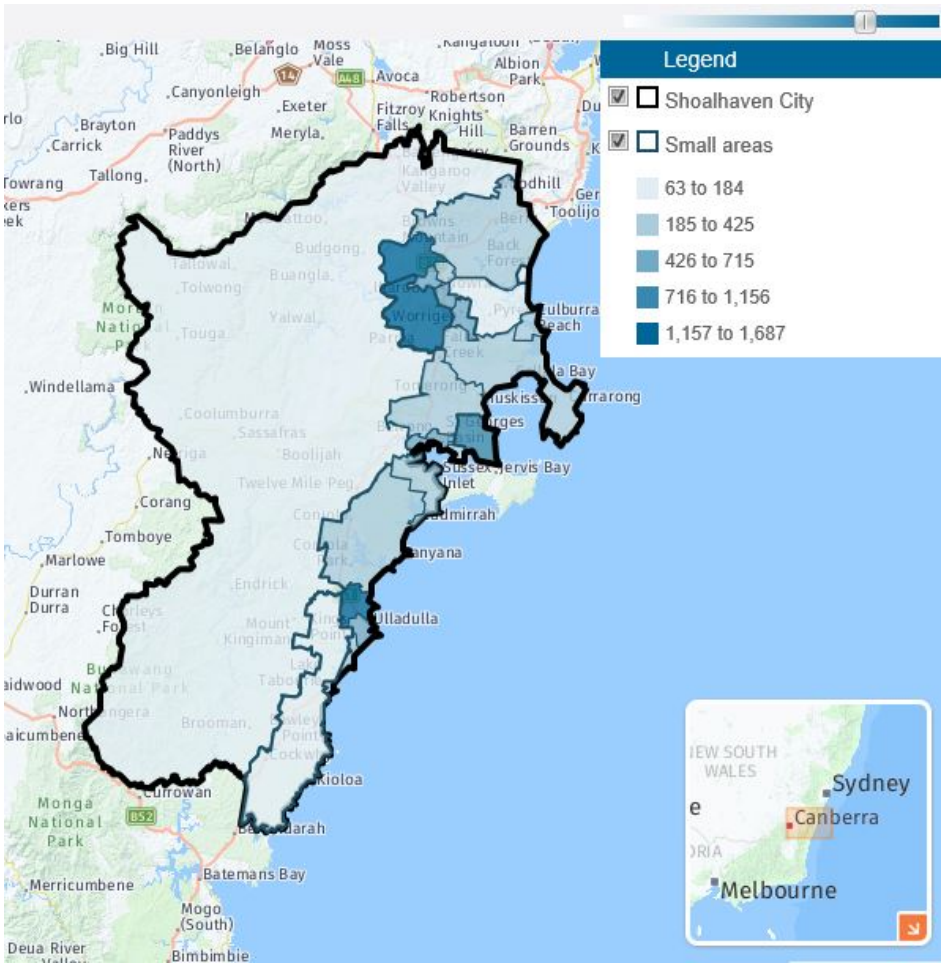
The Shoalhaven area population is due to grow by more than 20% over the next 18 years according to Council's forecasting. The 2018 population is estimated at 103,201 people and is expected to rise to 123,168 by 2036, an annual increase of 0.95% per annum.

It is notable that the proportion within older age groups is expected to rise significantly, particularly in the 65+ areas. Younger age groups (below 14years), are expected to increase notably, whilst middle age groups will typically have more subdued growth over this period.

Shoalhaven City 2018 to 2036 prediction of change in population and age structure map – persons aged 50-85+ years shows a significant increase of 55% in the north and south, and 75% in Central area[1]. Reference 18 shows a population map of this increase.

Another major demand driver is Tourism which is an ever growing industry in the Shoalhaven.

[1] .idcommunity Demographic Resources 2018 Census information **http://profile.id.com.au/shoalhaven**



Reference 18 - Increase of Population in persons aged 50-85+

4.4 DEMAND MANAGEMENT PLAN

Demand for new services will be met through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Reference 19. Further opportunities will be developed in future revisions of this Asset Management Plan.

Demand Driver	Impact on Services	Demand Management Plan
Population change	High utilisation, and faster consumption of asset	Strategic Planning for consolidation of multifaceted facilities
Demographic change	Increase in the need to provide services to meet older demographic	Create new services to meet demographic changes
Consumer preferences	Decline in service levels due to preferences not being met	Create new services to meet change in preferences Develop Master Plan proposals to develop Ulladulla Leisure Centre Bay & Basin Leisure Centre Bomaderry – Optimisation strategy for new facility that is economically, socially and environmentally sustainable

Reference 19 - Demand Management Plan Summary

4.5 ASSET PROGRAMS TO MEET DEMAND

The new assets required to meet demand can be acquired, donated or constructed. The need for additional assets has been identified in the north, central and south of the Shoalhaven but have not been budgeted for. This strategy has been derived from creating a suggested scenario for Bomaderry, Vincentia and Ulladulla. Acquiring these new assets will commit funding ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are not identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the Long Term Financial Plan see Section 5.

5 LIFECYCLE MANAGEMENT PLAN

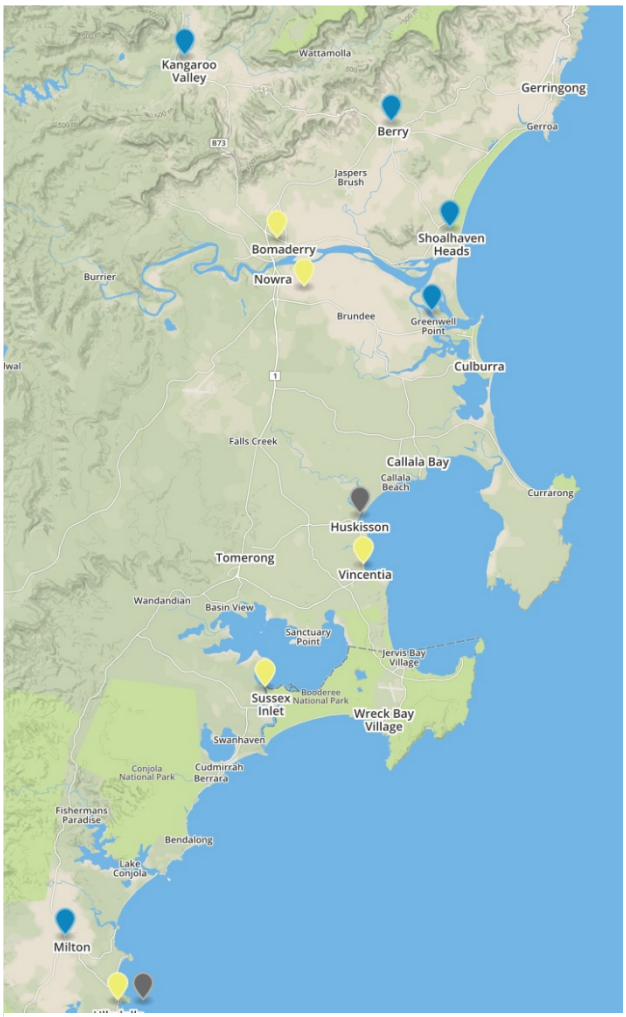
The Lifecycle Management Plan details how Shoalhaven City Council plans to manage and operate assets at the agreed level of service (defined in Section 3) while managing life cycle costs.

5.1 BACKGROUND DATA

5.1.1 PHYSICAL PARAMETERS

The assets covered by this asset management plan are shown at Reference 8.

Reference 20 is a map of all the Shoalhaven Swim & Fitness Aquatic Centres by location.



Current Shoalhaven Swim & Fitness facilities

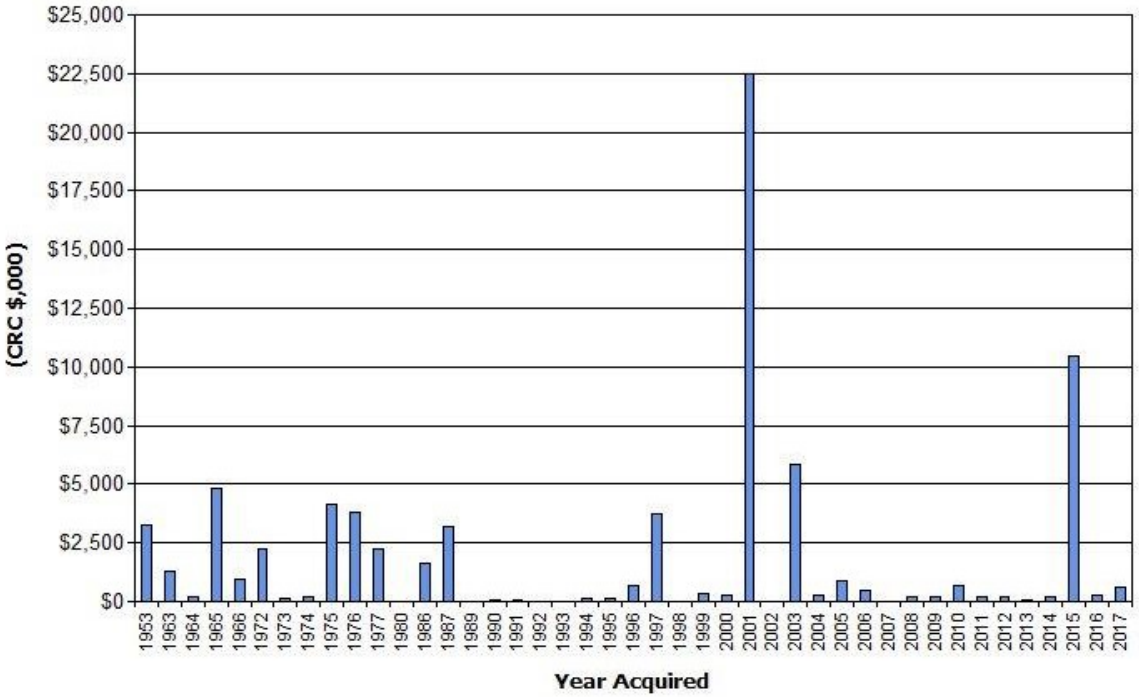
Yellow - Year Round

Blue –Village/Seasonal Pool

Grey –Sea Pool

Reference 20 -Swim and Fitness Facilities by Location

The age profile of the assets included in this Asset Management Plan are shown in the next graph at Reference 21.



Reference 21 - Age Profile (Strategy) Graph

Note: Values are in current (real) dollars.

The historic strategic direction for the Aquatic services over time has been to provide basic to increasingly sophisticated facilities to keep pace with changing social trends from basic swimming to more fitness orientated facilities.

The Shoalhaven Swim & Fitness facilities have grown over time, initially with the Ulladulla sea pool in 1953 then more traditional outdoor pools from Nowra in 1957 through the 1960's and 1970's. More integrated indoor facilities were developed from the 1980's, firstly with the addition of the indoor pool at Bomaderry Aquatic Centre site and then Ulladulla Leisure Centre in 1997, Bay. The Basin Leisure Centre in 2001 and Sussex Inlet Aquatic Centre in 2003.

In 2015, the Nowra Aquatic Park was re-developed on the previous Nowra Olympic Pool site. This decision to do this was made reactively and in isolation without the strategic perspective for integrated facilities and came a high cost to rate payers. Lessons can be learned from the Nowra Pool project so that future decisions are made with strategic and sustainable consideration.

5.1.2 ASSET CAPACITY AND PERFORMANCE

Assets are generally provided to meet design standards where these are available.

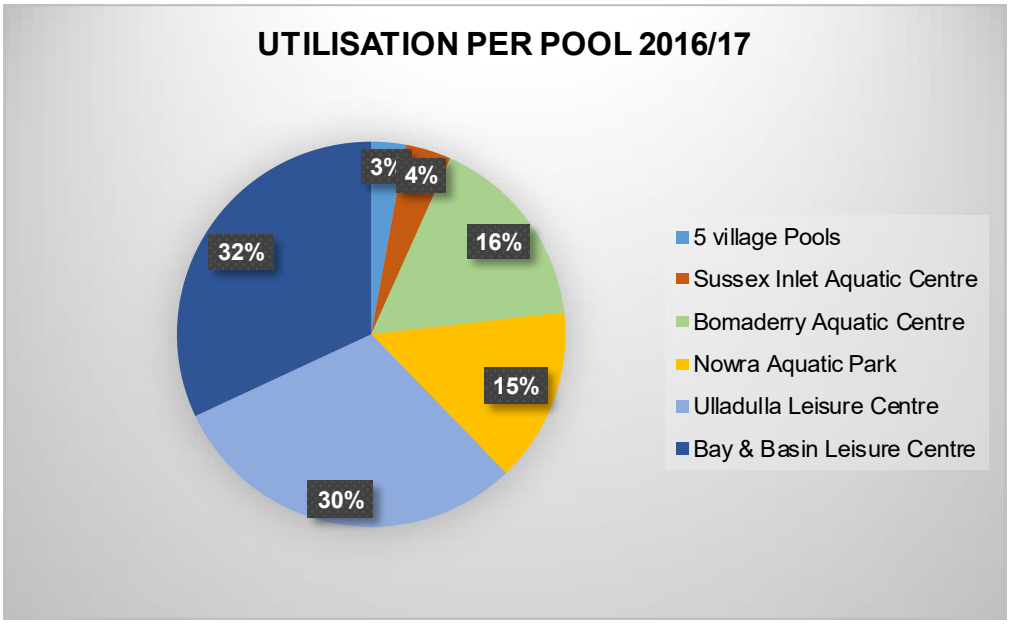
Locations where deficiencies in service performance are known are detailed in Reference 22

Location	Service Deficiency
Bomaderry	Functional deficiencies/Service deficiencies – ageing facility/maintenance and utility costs rising, no gym or café over utilised
Ulladulla	Functional deficiencies/Service deficiencies – ageing facility/maintenance and utility costs rising over utilised
Vincentia	Capacity deficiencies – over utilised gym and pool
Village Pools – in particular Greenwell Point	Functional Deficiencies/service deficiencies – under-utilised, limited services, ageing facilities - closed 50% of year

Reference 22 - Known Service Performance Deficiencies Table

The above service deficiencies were identified from the Asset Management Plan process, strategic analysis of population changes, future service level requirements and community feedback.

Reference 23 shows facilities are over utilised at the larger centres and under at the village pools



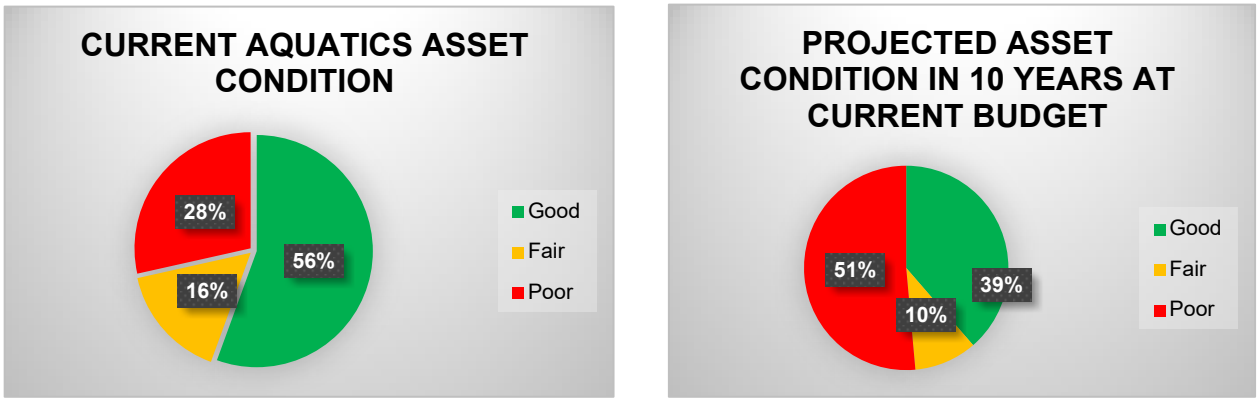
Reference 23 - Utilisation for Shoalhaven Swim & Fitness -2016/2017 Pie Chart

5.1.3 ASSET CONDITION

Condition is monitored by:

- Facility Managers – daily and as required;
- Maintenance Staff – on request and for programmed maintenance; and
- Asset Inspectors – scheduled inspections.

The condition profiles of Shoalhaven Swim & Fitness assets are shown in Pie Charts at Reference 24.

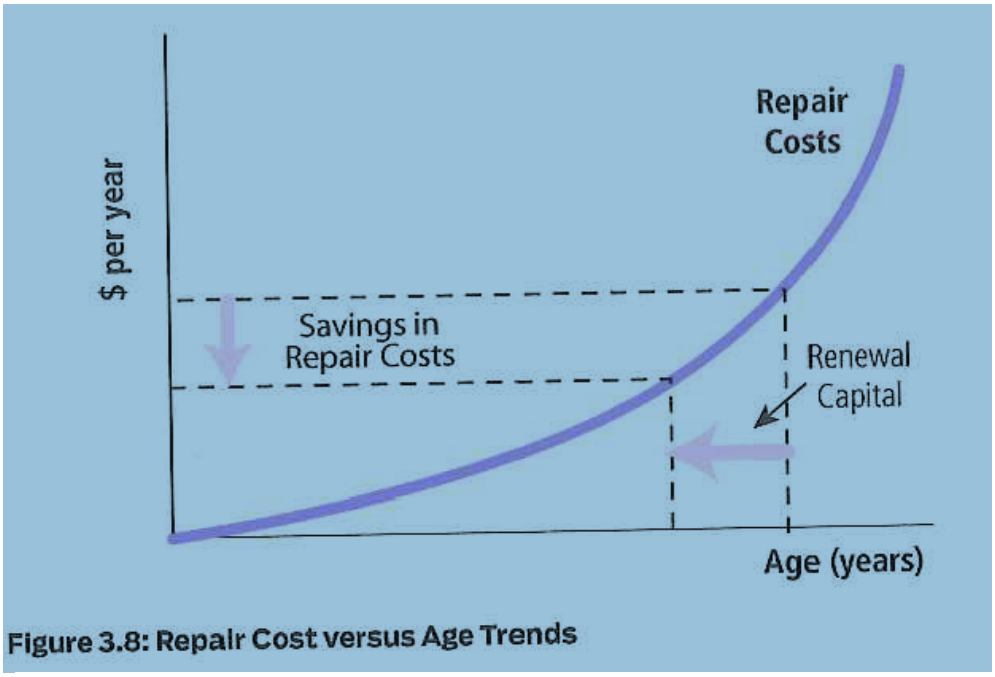


Reference 24 - Asset Condition Profile Pie Charts

The charts, at Reference 24, show the proportion of aquatic assets that are in fair to good condition compared to those in poor condition. The significant assets that make up the poor condition are at the Bomaderry Aquatic Centre and the smaller village pool sites. The second chart gives projected condition of the assets in 10 years if there is no change in strategy and funding levels.

Community Satisfaction Surveys in 3.1 show that the community is currently satisfied with infrastructure and delivery of services but the pie charts at Reference 24 show that within the next 10 years, the community may become less satisfied as assets continue to decline with no funds for renewal.

Reference 25 shows the Repair Costs vs Age trends in a graph form.



Reference 25 - Repair Costs vs age trends

The above graph indicates that as asssets age and deteriorate in condition that maintenance and repair costs increase exponentially. Reference 25 shows current asset condition of fair to poor to be 44% and in 10 years with the current budget they will increase to 61%.

Condition is measured using a 1 – 5 grading system[2] as detailed in the table at Reference 26.

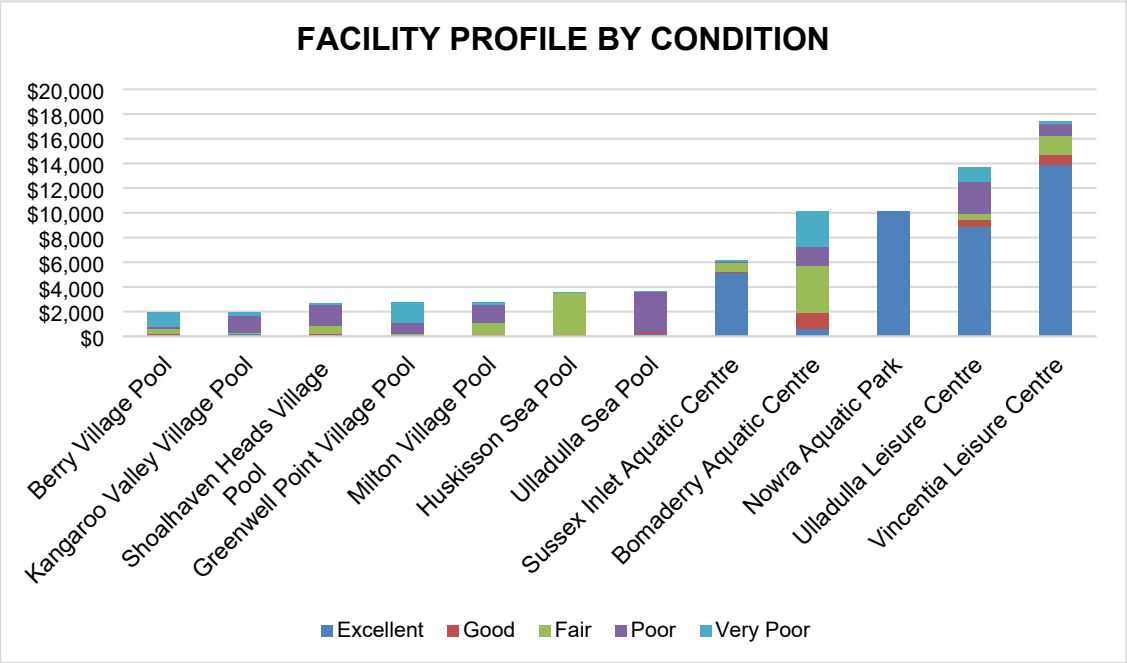
Condition Grading	Description of Condition
1	**Very Good**: only planned maintenance required
2	**Good**: minor maintenance required plus planned maintenance
3	**Fair**: significant maintenance required
4	**Poor**: significant renewal/rehabilitation required
5	**Very Poor**: physically unsound and/or beyond rehabilitation

Reference 26 - Model of Condition Descriptions Table

The Community Infrastructure Strategic Plan2017-2036 outlines provision standards for community infrastructure. It is noted in 7.4 of the plan that community infrastructure guidelines consider one regional aquatic centre per LGA area and one indoor leisure facility per 50,000 people to be sufficient. Based on these provisions, Shoalhaven should have only three district and one regional aquatic facilities.

[2] IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

Further condition information can be seen in the chart at Reference 27.



Reference 27 - Facility Profile by Condition Graph

The graph above highlights the facilities with a high level of 4(Poor) and 5(very poor) condition ratings. We can see that Bomaderry Aquatic Centre and 3 of the Village pools, in particular Greenwell Point, have the largest proportion of assets that are coming to the end of their useful life. Strategic decisions will need to be made for the future of these sites, taking into account the overall plan for community needs in the future.

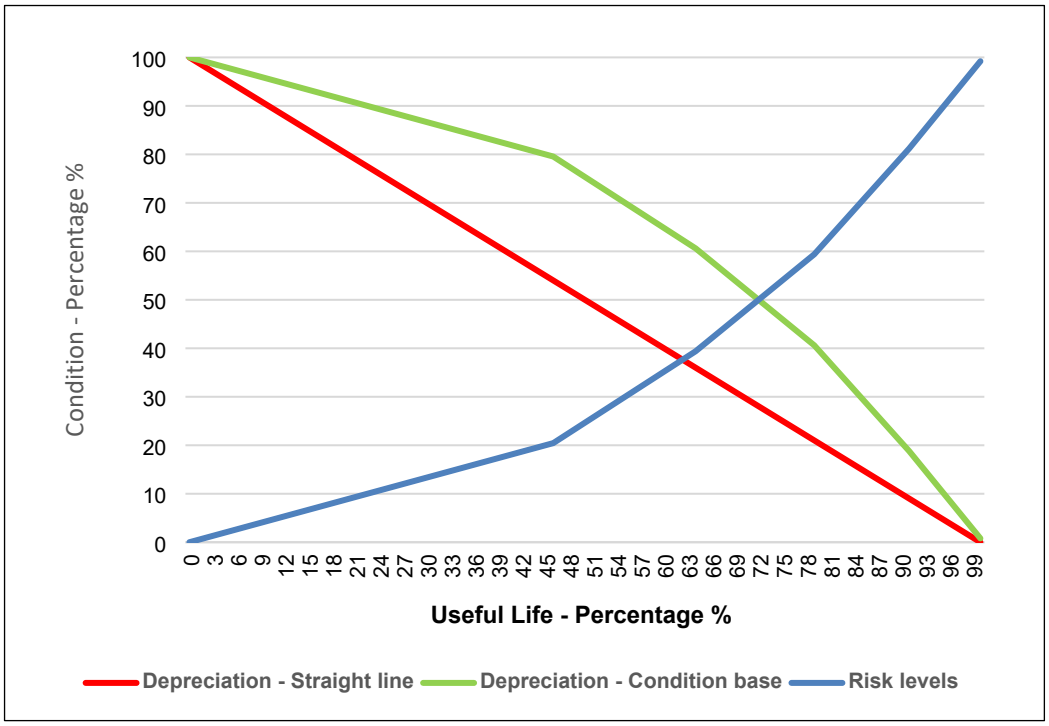
Below is Reference 28, a table showing facility profile by Condition.

Suburb	Excellent	Good	Fair	Poor	Very Poor	Total
Berry Village Pool	$ 159,260	$ 85,020	$ 351,100	$ 136,507	$ 1,195,316	$ 1,927,203
Kangaroo Valley Village Pool	$ 223,250	$ 11,700	$ 62,290	$ 1,392,046	$ 303,055	$ 1,992,341
Shoalhaven Heads Village Pool	$ 115,658	$ 48,400	$ 708,250	$ 1,687,198	$ 110,030	$ 2,669,536
Greenwell Point	$ 114,143	$ 10,000	$ 118,000	$ 848,500	$ 1,662,280	$ 2,752,923
Milton	$ 61,860	$ 33,300	$ 964,804	$ 1,529,883	$ 183,184	$ 2,773,031
Bomaderry	$ 603,837	$ 1,296,100	$ 3,832,723	$ 1,538,463	$ 2,860,183	$ 10,131,306
Huskisson Sea Pool	$ 24,444	$ 76,425	$ 3,442,897	$ 12,350	$ 13,725	$ 3,569,841
Nowra	$ 10,143,703					$ 10,143,703
Sussex Inlet	$ 5,131,172	$ 52,088	$ 787,065	$ 95,425	$ 96,000	$ 6,161,750
Ulladulla	$ 8,908,916	$ 570,278	$ 414,023	$ 2,650,600	$ 1,179,168	$ 13,722,985
Ulladulla Sea Pool	$ 250,365	$ 100,000	$ 26,100	$ 3,255,800	$ 15,000	$ 3,647,265
Vincentia	$ 13,911,520	$ 808,250	$ 1,543,195	$ 950,840	$ 205,760	$ 17,413,528
Grand Total	**$ 39,648,128**	**$ 3,091,561**	**$ 12,250,447**	**$ 14,097,612**	**$ 7,823,701**	**$ 76,911,449**

Reference 28 - Facility Profile by Condition Table

These values do not include land, IT and Security Systems and Gym Equipment. Eight of the twelve sites are owned by Crown Land.

To look further we can investigate the line graph at Reference 29, which shows the remaining life versus condition versus the risk levels.



Reference 29 - Remaining Life vs Condition Assessment vs Risk Levels line graph

The graph shows a clear picture of how, as the remaining life of an asset decreases the condition declines and risk increases. Shoalhaven Swim & Fitness facilities are in the asset category that should be maintained at a condition rating of no less than three (fair). Risk factors increase exponentially for this category as they head into poor or very poor condition. Shoalhaven Swim & Fitness facilities have 28% of assets currently rated at poor to very poor. There are another 16% of assets that are rated in fair condition, which will be declining to poor in the medium term.

5.2 OPERATIONS AND MAINTENANCE PLAN

Operations include regular activities to provide services such as public health, safety and amenity, e.g. staff, utilities, lawn mowing, costs.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again, e.g. painting, servicing plant and equipment.

Maintenance includes 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.

Reference 30 is a table that shows the maintenance expenditure trends.

Year	Maintenance Budget $
2015/16	$404,000
2016/17	$413,000
2017/18	$418,000

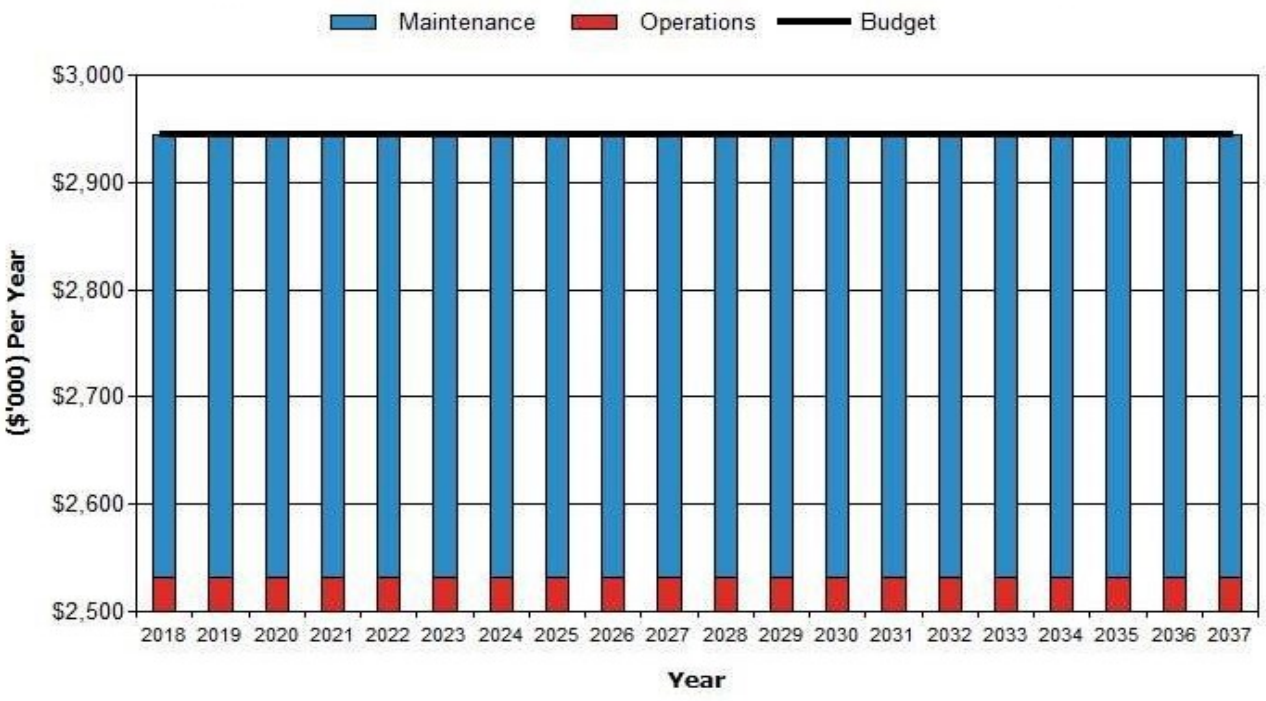
Reference 30 - Maintenance Expenditure Trends Table

Maintenance expenditure levels are considered to be adequate to meet projected service levels, which will be less than current service levels. Where maintenance expenditure levels are such that they will result in a lesser level of service, the service consequences and service risks have been

identified and highlighted in this Asset Management Plan and service risks considered in the Infrastructure Risk Management Plan.

5.2.1 SUMMARY OF FUTURE OPERATIONS AND MAINTENANCE EXPENDITURES

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown below, at Reference 31.



Reference 31 - Projected Operations and Maintenance Expenditure Graph

Note: Values are in current (real) dollars.

The graph at Reference 31 highlights the fact that as new assets are added, the need for additional operations and maintenance budgets are required. If the assets are not renewed as they come to the end of useful life due to lack of funds, maintenance costs can rise exponentially as catastrophic failures begin to occur. E.g. Ulladulla Leisure Centre filtration system. ($615,000)

As mentioned in the executive summary, we are reaching a time where opportunities are becoming available for Council to consider rationalising facilities by retiring older, underutilised facilities that are not providing value to the community. The funds allocated to these facilities could then be used to provide updated multifunctional facilities that are more sustainable to operate and maintain.

Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the Infrastructure Risk Management Plan.

Maintenance is funded from the operating budget where available. This is further discussed in Section 7.

5.3 RENEWAL/REPLACEMENT PLAN

Renewal and replacement expenditure is major work, which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Note: renewal of existing components is usually replaced with a modern equivalent at a substantially higher cost - Nowra outdoor pool expanded to Nowra Aquatic Park.

5.3.1 RENEWAL RANKING CRITERIA

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (replacing a pool that has a specific length and number of lanes), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. refurbish a building).[3]

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure;
- Have high use and subsequent impact on users would be greatest;
- Have a total value representing the greatest net value;
- Have the highest average age relative to their expected lives;
- Are identified in the Asset Management Plan as key cost factors;
- Have high operational or maintenance costs; and
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings[4].

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed at Reference 32.

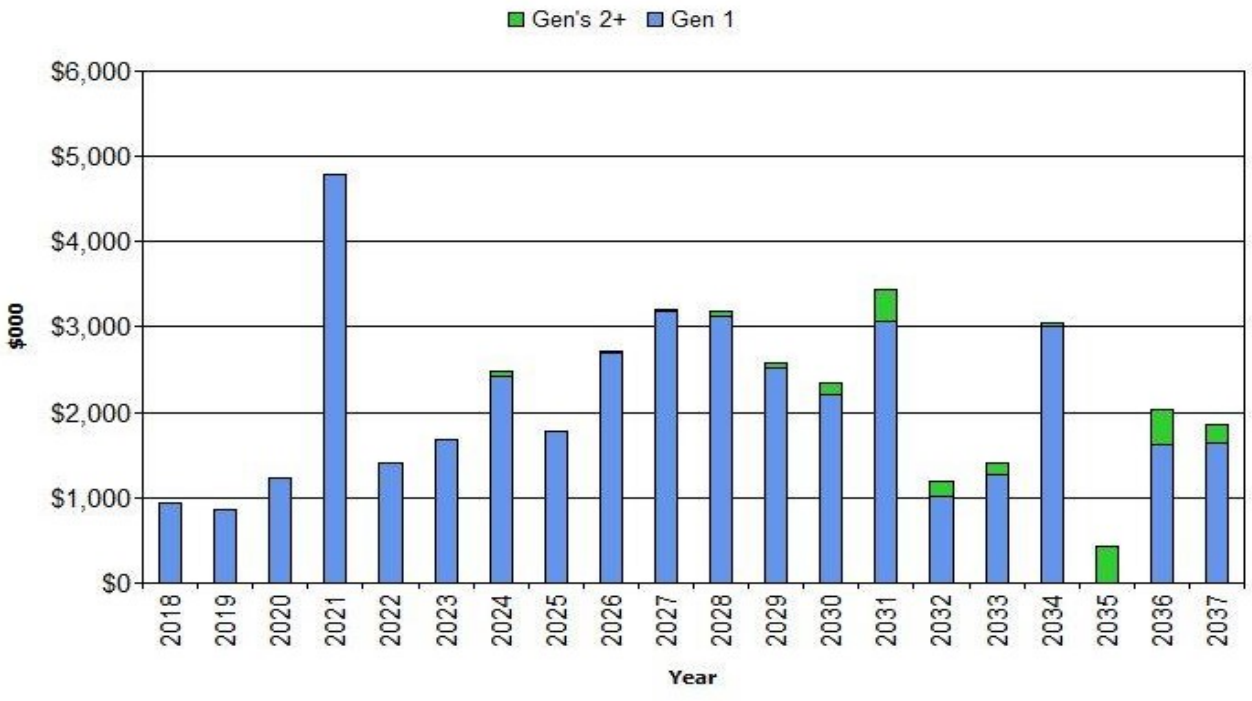
Criteria	Weighting
Fit with Strategic Objectives	40%
Economic Benefits	30%
Utilisation	30%
Total	100%

Reference 32 - Renewal and Replacement Priority Ranking Criteria.

5.3.2 SUMMARY OF FUTURE RENEWAL AND REPLACEMENT EXPENDITURE

Projected future renewal and replacement expenditures are forecast to increase over time as aging assets come to the end of their useful lives or when the asset stock increases. The expenditure required is shown in the graph overleaf, at Reference 33.

[3] IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.
[4] Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.



Reference 33 - Projected Capital Renewal Expenditure (Strategy) Graph

The graph above shows the impact of renewal requirements is growing. All of the village pools fall due for renewal in the next 10 years. The Asset Renewal Ratio for Aquatic Facilities is only 39% over the 10-year period, which means that there is only 39% of the funding needed to renew the current infrastructure over the medium term (10-year period).

Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the Risk Management Plan.

5.4 CREATION/ACQUISITION/UPGRADE PLAN

New works are those that create a new asset that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost. These additional assets are considered in Section 4.4. e.g. Nowra Aquatic Park 2015.

5.4.1 SELECTION CRITERIA

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed at Reference 34.

Criteria	Weighting
Fit with strategic objectives	40%
Economic benefits	30%
Utilisation	30%
Total	100%

Reference 34 - New Assets Priority Ranking Criteria Table

5.4.2 SUMMARY OF FUTURE UPGRADE/NEW ASSETS EXPENDITURE

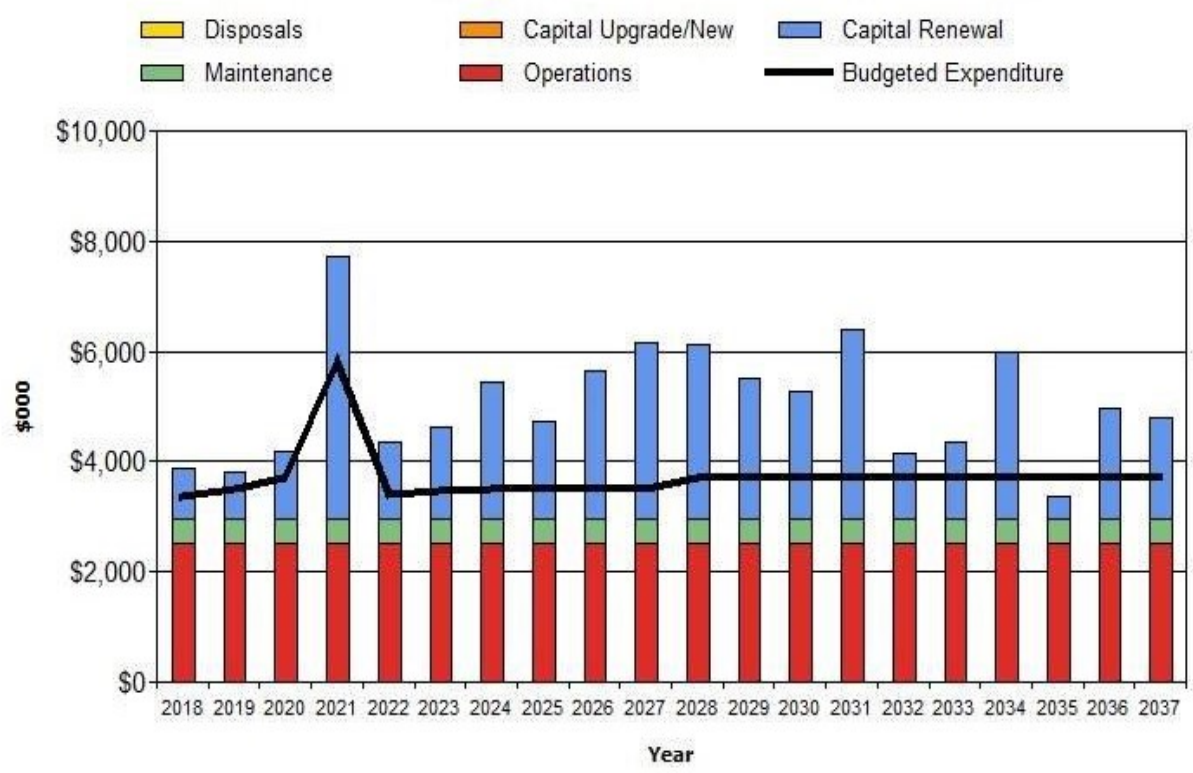
Projected upgrade/new asset expenditures are summarised in Reference 31.

Expenditure on new assets and services in the capital works program will be accommodated in the Long Term Financial Plan but only to the extent of the available funds. Currently there are no funds in the capital works program.

The Bomaderry Hub is planned to be a more efficient facility incorporating other community facilities for ease of use and economic benefits. However, the long-term strategy is to expand the three major central locations being Bomaderry, Bay & Basin and Ulladulla.

5.4.3 SUMMARY OF ASSET EXPENDITURE REQUIREMENTS

The financial projections from The Plan are shown in Reference 35 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets).



Reference 35 - Projected Operating and Capital Expenditure Graph

The bars in the graphs represent the anticipated budget needs required to achieve lowest lifecycle costs, the budget line indicates what is currently available. The gap between these informs the discussion on achieving the balance between services, costs and risk to achieve the best value outcome.

To create a new multifunctional centre or upgrade of existing facilities, rationalisation decisions would need to be made considering the asset renewal funding ratio of current aquatic infrastructure is 39%.

This percentage figure indicates that over the next 10 years of the forecasting; only 39% of the funds required for the renewal and replacement of assets has been budgeted for. This does not include upgrade or new components.

5.5 DISPOSAL PLAN

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Any costs or revenue gained from asset disposals is accommodated in the Long Term Financial Plan. If a consideration is formed as to the disposal of any of the Village pools in the rationalisation process a cost of disposal will need to be ascertained and added to the budget.

6 RISK MANAGEMENT PLAN

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2009 as 'coordinated activities to direct and control with regard to risk'[5].

An assessment of risks[6] associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock'. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a Risk Treatment Plan for non-acceptable risks.

6.1 CRITICAL ASSETS

Critical assets are defined as those, which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those, which have the highest consequences.

Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows, at Reference 36.

Critical Asset(s)	Failure Mode	Impact
Filtration Systems	No clean water supply to pools	Pool Closed
Building Management System	Shut down of all plant and equipment for pool function	Pool Closed

Reference 36 - Critical Assets Table

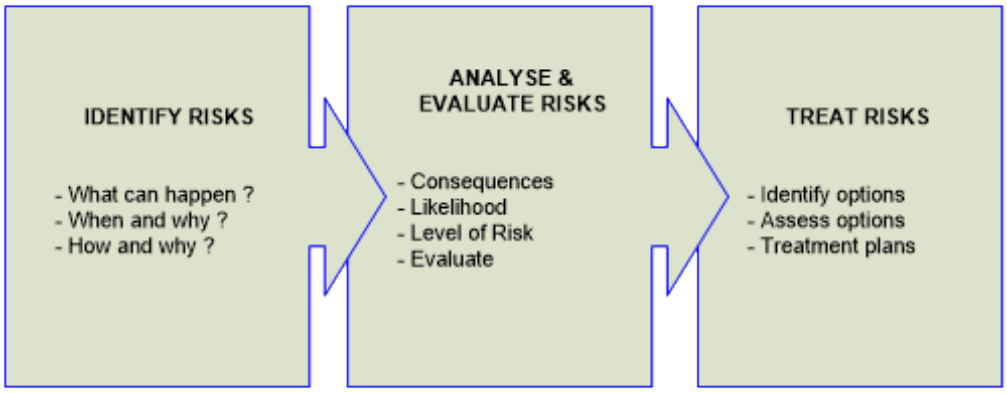
By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

Ulladulla has identified failure of its current filtration and Bomaderry is at a high risk.

6.2 RISK ASSESSMENT

The risk management process used in this project is shown at Reference 37.

[5] ISO 31000:2009, p 2
[6] Shoalhaven City Council Risk Management Plan – PRD15/192



Reference 37 - Risk Management Process Abridged

It is an analysis and problem solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of the ISO risk assessment standard ISO 31000:2009.

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a Risk Treatment Plan for non-acceptable risks.

An assessment of risks[7] associated with service delivery from infrastructure assets has identified the critical risks that will result in significant loss, 'financial shock 'or a reduction in service

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment cost after the selected treatment plan is implemented in the below table (Reference 38). These risks and costs are reported to management and Shoalhaven City Council Risk Management Advisory Committee.

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Filtration System	Health risks of water borne disease and other infection	Very High	Increase Maintenance and inspections	Medium	$50,000
Building Management Systems (indoor facilities)	Failure of system causing closure of facility	Medium	Upgrade Service Agreements for increased inspections	Low	$50,000
*Note * The residual risk is the risk remaining after the selected Risk Treatment Plan is operational.*					

Reference 38 - Critical Risks and Treatment Plans Table

6.3 INFRASTRUCTURE RESILIENCE APPROACH

The resilience of our critical infrastructure is vital to our customers and the services we provide. To adapt to changing conditions and grow over time we need to understand our capacity to respond to possible disruptions and be positioned to absorb disturbance and act effectively in a crisis to ensure continuity of service.

[7] Shoalhaven City Council Risk Management Plan – PRD15/192

Resilience is built on aspects such as response and recovery planning, financial capacity and crisis leadership.

Our current measure of resilience is shown in the table at Reference 39, which includes the type of threats and hazards, resilience assessment and identified improvements and/or interventions.

Threat / Hazard	Resilience LMH	Improvements / Interventions
Bush Fire	Low	Scheduled review and update of Natural Disaster management procedures
Storm Event	Medium	Scheduled review and update of Natural Disaster management procedures. Purchase of generator for power supply
Gas supply outage	Medium	Scheduled review and update of Natural Disaster management procedures. Purchase of emergency gas cylinder

Reference 39 - Resilience Table

6.4 SERVICE AND RISK TRADE-OFFS

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 WHAT WE CANNOT DO

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Renewal of ageing buildings;
- Renewal of major plant and equipment;
- Renewal of swimming pool structures; and
- Fund major repairs when catastrophic failures occur.

6.4.2 SERVICE TRADE-OFF

Operations and maintenance activities and capital projects that cannot be undertaken will maintain or create service consequences for users. These include:

- Closure of facilities;
- Facilities that do not provide value for money;
- Facilities that are not fit for purpose;
- Facilities that do not meet community service level requirements; and
- Increase in fees.

6.4.3 RISK TRADE-OFF

The operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences. These include:

- Failure of major plant and equipment;
- Pool closures; and
- Increase in water and power costs.

These actions and expenditures are considered in the projected expenditures, and where developed are included in the Risk Management Plan.

7 FINANCIAL SUMMARY

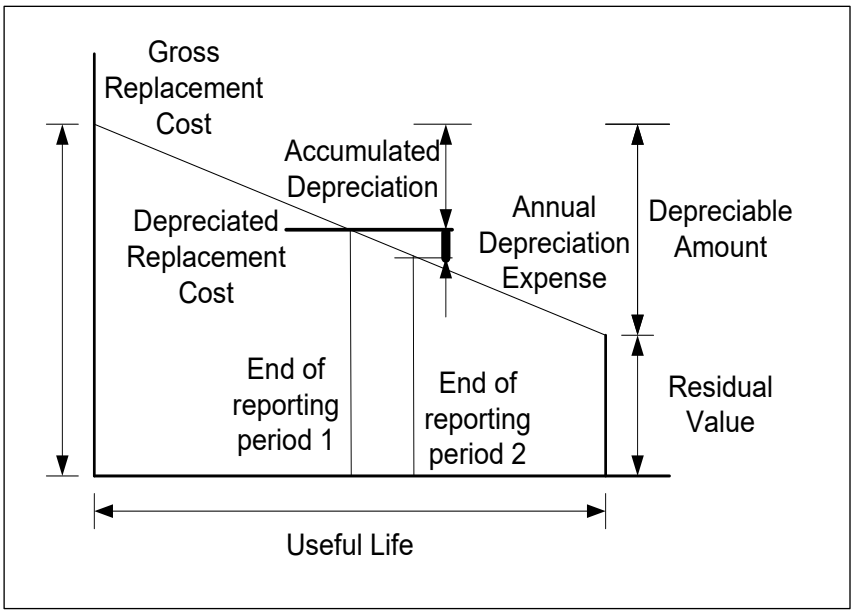
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

7.1 FINANCIAL STATEMENTS AND PROJECTIONS

7.1.1 ASSET VALUATIONS

The best available estimate of the value of assets included in this Asset Management Plan are shown below. Assets are valued at a conservative best estimate of Replacement Cost. Usually these costs are higher. Reference 40 and the information above explain this estimate.

Gross Replacement Cost	$76.9M
Depreciable Amount	$76.9M
Depreciated Replacement Cost[8]	$36,105
Annual Average Asset Consumption	$1.97M



Reference 40 - Asset Valuation Estimates

These values do not include land, IT and Security Systems and Gym Equipment. Eight of the twelve sites are owned by Crown Land.

7.1.2 SUSTAINABILITY OF SERVICE DELIVERY

Two key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the:

[8] Also reported as Written Down Value, Carrying or Net Book Value.

- asset renewal funding ratio, and
- medium term budgeted expenditures/projected expenditure (over 10 years of the planning period).

7.1.3 ASSET RENEWAL FUNDING RATIO

Asset Renewal Funding Ratio[9] 30%. The Asset Renewal Funding Ratio is the most important indicator and indicates that over the next 10 years of the forecasting that we expect to have 30% of the funds required for the optimal renewal and replacement of assets. Reference 41 shows the ratios in table form.

Asset Renewal Funding Ratio	
Asset Renewal Funding Ratio	39%
Long Term - Life Cycle Costs	
Life Cycle expenditure cost [average 10 years projected ops, maintenance expenditure and deprecation.]	$4,917
Life Cycle Expenditure [average 10 years LTFP budget ops, maintenance & capital renewal expenditure]	$3,723
Life Cycle Gap [life cycle expenditure – life cycle cost (-ve = gap)]	-$1,194
Life Cycle Indicator [life cycle expenditure / life cycle cost]	76%
Medium Term - 10 year financial planning period	
10-year Ops, Maintenance & Renewal Projected Expenditure	$5,053
10-year Ops, Maintenance & Renewal LTFP Budget Expenditure	$3,723
10 year financing shortfall [10 year project expenditure - LTFP Budget expenditure]	-$1,330
10 year financing indicator [LTFP Budget expenditure / 10 year project expenditure]	74%
Medium Term – 5 year financial planning period	
5 year Ops, Maintenance & Renewal Projected Expenditure	$4,790
5 year Ops, Maintenance & Renewal LTFP Budget Expenditure	$ 3,954
5 year financing shortfall [5 year project expenditure - LTFP Budget expenditure]	-$835
5 year financing indicator [LTFP Budget expenditure / 5 year project expenditure]	83%

Reference 41 - Asset Renewal Funding Table

Please Note: This report differs from the executive summary in that it does not include any new assets but only considers renewal of existing assets.

7.1.4 MEDIUM TERM – 10 YEAR FINANCIAL PLANNING PERIOD

This Asset Management Plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. A funding gap is generally due to increasing asset renewals for ageing assets.

[9] AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

The projected life cycle costs for operations, maintenance and capital renewal expenditure required over a 10 year period is $5M on average per year.

Estimated (budget) operations, maintenance and capital renewal funding is $3.7M on average per year giving a 10 year funding shortfall of $1.1M per year. This indicates that Council has budgeted for only 74% of the projected expenditures needed to provide the services documented in the Asset Management Plan. This excludes upgrade/new assets.

Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and financing to achieve an Asset renewal funding ratio of approximately 100% for the first five years of the Asset Management Plan and ideally over the 10-year life of the Long Term Financial Plan.

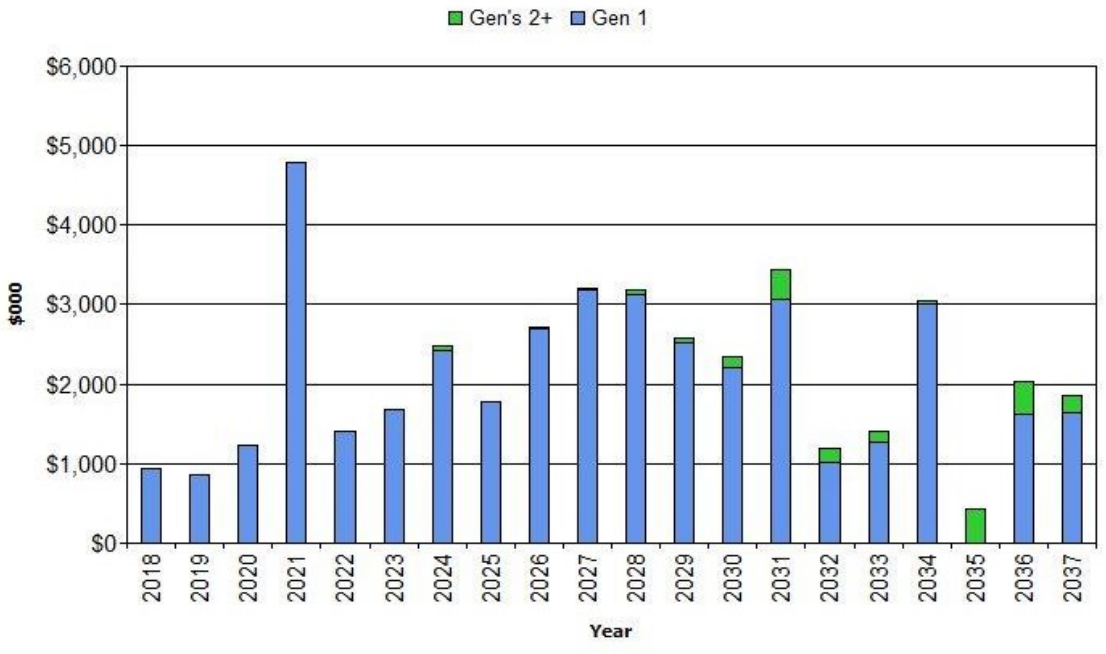
7.1.5 PROJECTED EXPENDITURES FOR LONG TERM FINANCIAL PLAN

Reference 42 shows the projected expenditures for the 10-year Long Term Financial Plan and Reference 43 shows the Projected Capital Renewal Expenditure in a bar chart. Expenditure projections are in 2017 real values.

Year	Operations	Maintenance	Projected Capital Renewal	Capital Upgrade/New	Disposals
2018	$2,532	$413	$943	$0	$0
2019	$2,532	$413	$859	$0	$0
2020	$2,532	$413	$1,233	$0	$0
2021	$2,532	$413	$4,786	$0	$0
2022	$2,532	$413	$1,402	$0	$0
2023	$2,532	$413	$1,674	$0	$0
2024	$2,532	$413	$2,488	$0	$0
2025	$2,532	$413	$1,787	$0	$0
2026	$2,532	$413	$2,707	$0	$0
2027	$2,532	$413	$3,202	$0	$0
2028	$2,532	$413	$3,191	$0	$0
2029	$2,532	$413	$2,577	$0	$0
2030	$2,532	$413	$2,338	$0	$0
2031	$2,532	$413	$3,445	$0	$0
2032	$2,532	$413	$1,194	$0	$0
2033	$2,532	$413	$1,406	$0	$0
2034	$2,532	$413	$3,053	$0	$0
2035	$2,532	$413	$425	$0	$0
2036	$2,532	$413	$2,026	$0	$0
2037	$2,532	$413	$1,858	$0	$0
All dollar values are in ($'000)'s					

Reference 42 - Projected Expenditure Table

The asset renewal funding ratio indicates that over the next 10 years of the forecasting, we only have 39% of the funds required for the renewal and replacement of existing assets.

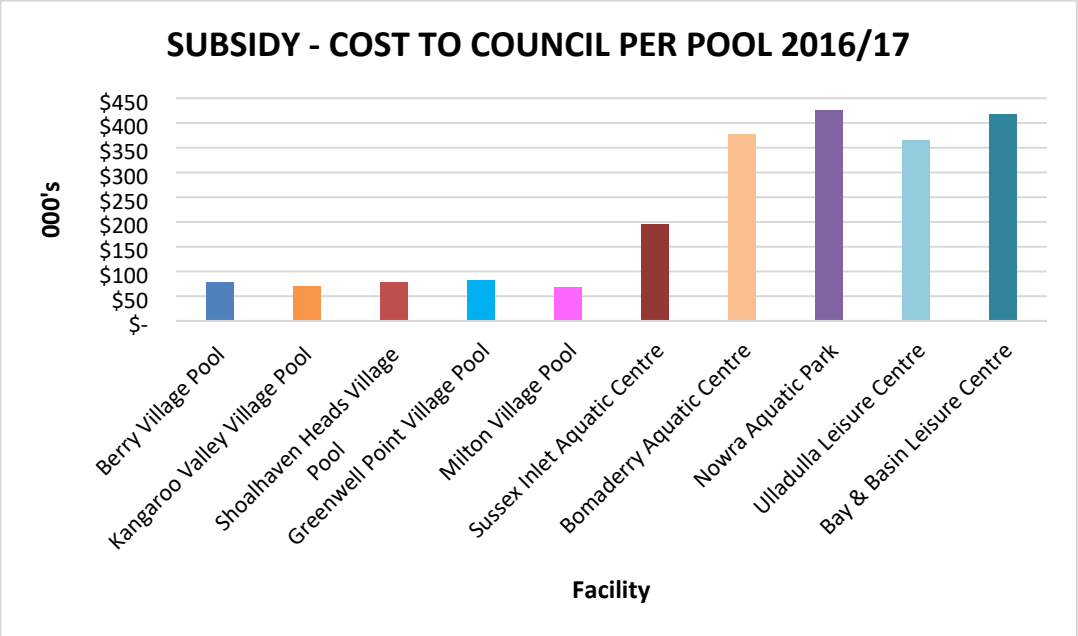


Reference 43 – Projected Capital Renewal Expenditure (Strategy) Graph

7.2 FUNDING STRATEGY

Funding for assets is provided from the budget and Long Term Financial Plan.

Losses on a facility basis (operating costs and revenues only) are identified for the 2016/17 year, which highlights the consistent losses incurred over every asset. The losses must be paired with the utilisation numbers so that a subsidy cost per patron can be seen. The bar graph at Reference 44 shows subsidy – cost to council per pool 2016/2017.

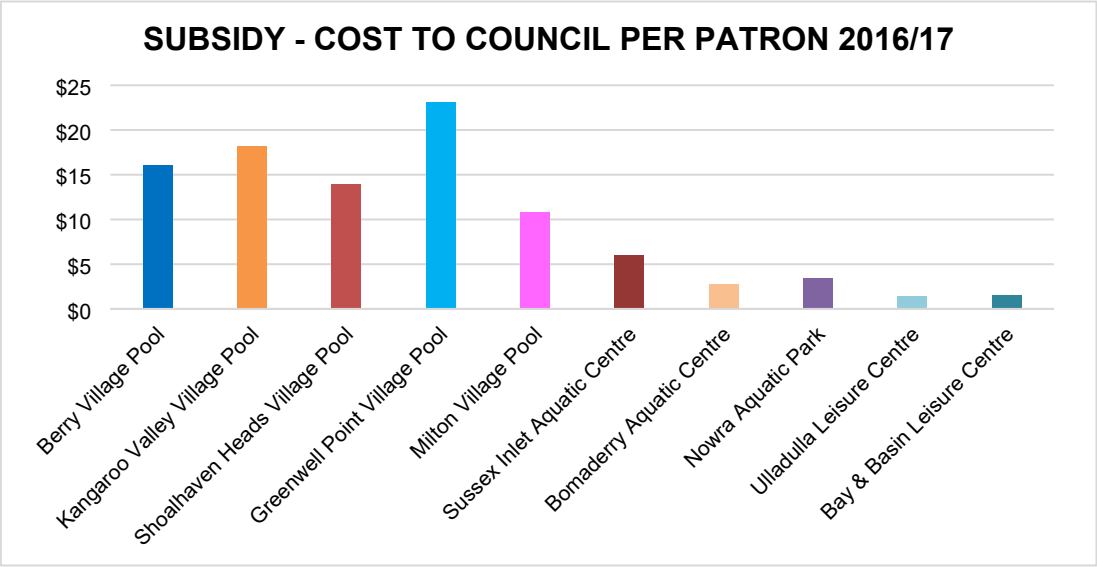


Reference 44 - Subsidy – Cost to council per pool 2016/2017 Graph

7.2.1 SUBSIDY BY FACILITY FOR 2016/17 FINANCIAL YEAR

Based on the total annual visitation of around 847,455 people per annum, this equates to a cash subsidy of around $2.68/person per entry in 2016/17 - a figure that is much higher in village pools, and much lower in the leisure centres. A target of the business in coming years will be to continue to reduce the subsidy on a per visit basis through increasing use of the facilities whilst maintaining expenses growth **or** rationalising underutilised smaller pools.

Similarly, we can view this statistic per patron, as seen at Reference 45.



Reference 45 – Subsidy – Cost to council per patron 2016/2017 Graph

The financial strategy of the entity determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of differing options.

Funding strategies for future multifunctional facilities include sources from Federal and State funding grants, loans and existing renewal funds that will not be spent on retired assets.

7.3 VALUATION FORECASTS

Asset values are forecast to increase for larger sites and decrease for smaller sites as additional assets are created and others retired.

Additional assets will generally add to the operations and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts.

As the Shoalhaven Swim & Fitness, facilities are considered in strategic planning, it is possible that the three larger sites of Bomaderry, Vincentia and Ulladulla could be upgraded, renewed and amalgamated with multifunctional facilities, while smaller older sites could be retired. New facilities will strive to include a more sustainable self-funded business model in contrast to older facilities that require larger subsidies.

7.4 KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS

This section details the key assumptions made in presenting the information contained in this Asset Management Plan. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts. Reference 46 is a table that shows the Key assumptions made in this Asset Management Plan.

Key Assumptions	Risks of Change
Financial information in asset register has been updated and maintained	Corruption of information in asset register in changeover to new system
Asset values are reliable as per current management and contracted estimators	Loss of corporate knowledge and skill as long term mangers leave the workforce with no succession planning
Useful lives have been accurately estimated by management	Loss of corporate knowledge and skill as long term mangers leave the workforce with no succession planning

Reference 46 - Key assumptions made in this Asset Management Plan

7.5 FORECAST RELIABILITY AND CONFIDENCE

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a five level scale[10]. We can see this at Reference 47.

Confidence Grade	Description
A Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C Uncertain	Data based on sound records, procedures, investigations and analysis, which is incomplete or unsupported, or extrapolated from a limited sample for which grade A, or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy ± 40%
E Unknown	None or very little data held.

Reference 47 - Data Confidence Grading System Table

The estimated confidence level for and reliability of data used in this Asset Management Plan is considered to be B reliable.

8 PLAN IMPROVEMENT AND MONITORING

8.1 STATUS OF ASSET MANAGEMENT PRACTICES[11]

8.1.1 ACCOUNTING AND FINANCIAL DATA SOURCES

- Finance Asset Register;
- Resourcing Strategy;
- Delivery Operation Plan;
- Long Term Financial Plan;
- Current Annual Budget; and
- Conquest Asset Register Data

[10] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.
[11] ISO 55000 Refers to this the Asset Management System

8.1.2 ASSET MANAGEMENT DATA SOURCES

Conquest Asset Management System.

8.2 IMPROVEMENT PLAN

The Asset Management Improvement Plan generated from this Asset Management Plan is shown in the table at Reference 48.

Task No	Task	Responsibility	Resources Required	Timeline
1	Plan and co-ordinate a more structured maintenance schedule that is standardised for all facilities instead of having individual plans for each site	Shoalhaven Swim & Fitness Management All site managers	Planning	one year
2	Linking the Asset Register to the following: • Strategic Planning Systems • Works Management Systems • Asset Costing Systems • Customer Request Systems • Plans & Records Management Electronic Data Management System • Financial Information System • Spatial Mapping Systems	Finance/Asset strategy Unit	New system	two years
3	Alignment of Asset Registers so that depreciation and revaluations are streamlined	Finance/Asset strategy Unit	New system	two years
4	Implement measures for capacity and function. Expand and improve organisational measures of customer service	Asset Strategy Unit Aquatics Unit	Staff	One year
5	Develop and maintain systems and relationships between Finance and Asset departments for continued alignment of systems	Asset strategy Unit	Staff	ongoing
6	Ensure data quality by working with facility managers to ensure full scope of existing assets are captured and information is correct.	Asset strategy Unit	Staff Consultants	ongoing
7	Organise a clearly communicated system for asset handover so that asset lifecycle can be accurately measured	Asset strategy Unit/Finance/Project delivery managers	Staff	ongoing
8	Plan continued communication with managers so that systems are maintained	Asset strategy Unit	Staff	ongoing
9	Educate and communicate the benefits of Asset management with all staff so that relationships are developed and maintained between sections	Asset strategy Unit	Staff	ongoing
10	Refine asset register data to show more consistent projected expenditure	Asset Strategy Unit	Staff	ongoing
11	Develop more robust Risk Management Plans to meet increased demand	Shoalhaven Swim & Fitness	Staff	ongoing
12	Include values from Finance asset register – IT systems and gym equipment	Asset Strategy/finance	Staff	ongoing

Reference 48 - Improvement Plan table

8.3 MONITORING AND REVIEW PROCEDURES

This Asset Management Plan will be reviewed during annual budget planning processes and Appendix A will be amended to show any material changes in the 10 year capital renewal and replacement works. Every four years, there will be a review of service levels and/or resources available to provide those services as a result of budget decisions.

The Asset Management Plan will be updated every four years to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the Long Term Financial Plan.

The Asset Management Plan has a life of four years and is due for complete revision and updating, within 12 months of each Local Government election, every four years, or when a change to legislation effects this AMP.

8.4 PERFORMANCE MEASURES

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the long term financial plan;
- The degree to which one - five year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the asset management plan;
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans; and
- The Asset Renewal Funding Ratio achieving the target of 1.0.

9 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM;
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus;
- IPWEA, 2015, 2nd edition, 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM;
- IPWEA, 2015, 3rd edition, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM;
- IPWEA, 2012 Practice Note 6 Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney; www.ipwea.org/IIMM;
- IPWEA, 2014 Practice Note 8 Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney; www.ipwea.org/IIMM;
- Shoalhaven City Council Asset Management Policy (AMP) *POL/16/79;*
- Shoalhaven City Council Asset Management Strategy (AMS) *POL17/67;*
- Shoalhaven City Council Asset Management Plan Shoalhaven Swim & Fitness Facilities *POL12/45;*
- Shoalhaven City Council Integrated Strategic Plan (ISP) 2017 *D17/353939;*
- Shoalhaven City Council Community Infrastructure Strategic Plan (CISP) 2017-2036 *D17/291168*
- Shoalhaven City Council Risk Assessment Procedure *PRD09/169*; and
- Shoalhaven Swim & Fitness Overarching Business Plan *D16/3890.*

10 APPENDICES

Appendix A Projected 10 year Capital Renewal and Replacement Works Program

APPENDIX A PROJECTED 10-YEAR CAPITAL RENEWAL AND REPLACEMENT WORKS PROGRAM

Asset ID	Facility	Asset Description	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
158314	Sussex Inlet	Electrical Distribution Panel	0	2018	$6,000	15
443628	Ulladulla	Building Components-Roof Cladding-Metal Clad	0	2018	$16,500	43
443629	Ulladulla	Building Components-Roof Cladding-Metal Clad	0	2018	$16,500	43
443631	Ulladulla	Building Components-Roof Cladding-Metal Clad	0	2018	$20,418	43
443619	Ulladulla	Building Components-Room-Area-Toilet	0	2018	$13,500	21
443620	Ulladulla	Building Components-Room-Area-Toilet	0	2018	$128,250	21
443621	Ulladulla	Building Components-Room-Area-Toilet	0	2018	$128,250	21
443622	Ulladulla	Building Components-Room-Area-Toilet	0	2018	$13,500	21
443623	Ulladulla	Building Components-Room-Area-Toilet	0	2018	$13,500	21
443624	Ulladulla	Building Components-Room-Area-Toilet	0	2018	$13,500	21
157690	Ulladulla	Filter Cell	0	2018	$150,000	13
157691	Ulladulla	Filter Cell	0	2018	$150,000	13
157553	Ulladulla	Filter Cell	0	2018	$5,000	21
157554	Ulladulla	Filter Cell	0	2018	$50,000	21
157555	Ulladulla	Filter Cell	0	2018	$50,000	21
157556	Ulladulla	Filter Cell	0	2018	$50,000	21
157558	Ulladulla	Filter Cell	0	2018	$50,000	21
157564	Ulladulla	Filter Cell	0	2018	$50,000	21
157706	Ulladulla	Recirculating Pump	0	2018	$15,000	21
519233	Vincentia	Building Components-Floor Covering-Vinyl/Lino	0	2018	$3,100	17
				Subtotal	$943,018	
409689	Bomaderry	Building Components-Floor Covering-Vinyl/Lino	1	2019	$2,500	11
409538	Bomaderry	Building Components-Room-Area-Canteen/Kitchen	1	2019	$3,000	30
157242	Bomaderry	Picnic Table-Free Standing	1	2019	$5,000	14
157243	Bomaderry	Picnic Table-Free Standing	1	2019	$5,000	14
157285	Bomaderry	Plant Equipment-Electrical Services	1	2019	$10,000	15
157279	Bomaderry	Pro Cal Dry Feeder (ProMinent)	1	2019	$15,000	13

Asset ID	Facility	Asset Description	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
157254	Bomaderry	Sport-Swimming Pool-Starting Block	1	2019	$10,000	9
157907	Huskisson	Fence-F-($225)	1	2019	$13,725	14
533415	Kangaroo Valley	Structure Components-Roofing-Canvas	1	2019	$4,000	8
533590	Kangaroo Valley	Structure Components-Roofing-Canvas	1	2019	$900	8
533589	Kangaroo Valley	Structure-A-40-($200)	1	2019	$5,000	12
157104	Kangaroo Valley	Structure-A-40-($200)	1	2019	$9,000	12
157098	Kangaroo Valley	Sport-Swimming Pool	1	2019	$230,850	44
433283	Milton	Building Components-Roof Cladding-Metal Clad	1	2019	$5,184	43
443366	Milton	Building Components-Room-Area-Canteen/Kitchen	1	2019	$6,000	45
443364	Milton	Building Components-Room-Area-Toilet	1	2019	$68,250	45
443365	Milton	Building Components-Room-Area-Toilet	1	2019	$68,250	45
157350	Milton	Services-Sport Field Floodlighting Poles	1	2019	$10,000	24
530808	Milton	Hypo Dosing Pump	1	2019	$2,500	14
157360	Milton	Hypo Tank	1	2019	$5,000	7
157366	Milton	Pump Control Panel	1	2019	$8,000	42
157365	Milton	Recirculating Pump	1	2019	$15,000	42
157207	Shoalhaven Heads	Electrical Switchboard	1	2019	$10,000	55
530723	Shoalhaven Heads	Pump Control Panel	1	2019	$8,000	19
158315	Sussex Inlet	Electrical Distribution Panel	1	2019	$6,000	16
291252	Sussex Inlet	Pedestrian-Disable Lift Chair	1	2019	$18,000	16
158426	Sussex Inlet	Plant Equipment-Electrical Services	1	2019	$6,000	16
525906	Sussex Inlet	Pool Blankets	1	2019	$10,725	6
517136	Sussex Inlet	Swimming Pool Liner	1	2019	$60,000	16
545347	Ulladulla	Building Components-Windows/Doors	1	2019	$20,250	23
157705	Ulladulla	Recirculating Pump	1	2019	$15,000	22
519236	Vincentia	Building Components-Floor Covering-Carpet	1	2019	$7,650	18
519237	Vincentia	Building Components-Floor Covering-Carpet	1	2019	$31,800	18
519234	Vincentia	Building Components-Floor Covering-Vinyl/Lino	1	2019	$1,850	18
519235	Vincentia	Building Components-Floor Covering-Vinyl/Lino	1	2019	$2,460	18

Asset ID	Facility	Asset Description	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
519231	Vincentia	Building Components-Floor Covering-Vinyl/Lino	1	2019	$900	18
519232	Vincentia	Building Components-Floor Covering-Vinyl/Lino	1	2019	$850	18
517196	Vincentia	Building Components-Room-Area-Canteen/Kitchen	1	2019	$14,800	18
517220	Vincentia	Building Components-Room-Area-Canteen/Kitchen	1	2019	$3,000	18
517329	Vincentia	Building Components-Room-Area-Canteen/Kitchen	1	2019	$3,000	18
518044	Vincentia	Building Components-Room-Area-Canteen/Kitchen	1	2019	$9,200	18
518201	Vincentia	Building Components-Room-Area-Canteen/Kitchen	1	2019	$18,400	18
533614	Vincentia	Building Components-Windows/Doors	1	2019	$20,250	18
533615	Vincentia	Building Components-Windows/Doors	1	2019	$20,250	18
533616	Vincentia	Building Components-Windows/Doors	1	2019	$20,250	18
157426	Vincentia	Plant Equipment-Electrical Services	1	2019	$25,000	11
157382	Vincentia	Recirculating Pump	1	2019	$15,000	18
526423	Vincentia	Pool Blanket Winch	1	2019	$8,000	18
				Subtotal	$858,794	
530806	Berry	Hypo Dosing Pump	2	2020	$2,500	15
409659	Bomaderry	Building Components-Roof Cladding-Polycarbonate	2	2020	$5,000	15
157266	Bomaderry	Services-Sport Field Floodlighting Poles	2	2020	$10,000	34
157267	Bomaderry	Services-Sport Field Floodlighting Poles	2	2020	$10,000	34
157268	Bomaderry	Services-Sport Field Floodlighting Poles	2	2020	$10,000	34
157269	Bomaderry	Services-Sport Field Floodlighting Poles	2	2020	$10,000	34
157261	Bomaderry	Services-Street Lighting	2	2020	$2,500	34
157263	Bomaderry	Services-Street Lighting	2	2020	$2,500	34
157262	Bomaderry	Services-Street Lighting	2	2020	$2,500	33
273211	Bomaderry	Structure-Shade Structure	2	2020	$20,000	20
157244	Bomaderry	Table-4 Way-Uncovered	2	2020	$5,000	15
525910	Bomaderry	Air Backwash Blower	2	2020	$5,000	10
530804	Bomaderry	Filter Cell	2	2020	$30,000	43
530805	Bomaderry	Filter Cell	2	2020	$30,000	43

Asset ID	Facility	Asset Description	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
157298	Bomaderry	Hypo Tank	2	2020	$5,000	10
157280	Bomaderry	Plant Equipment-Electrical Services	2	2020	$10,000	16
157284	Bomaderry	Plant Equipment-Electrical Services	2	2020	$10,000	16
525869	Bomaderry	Pool Blanket Winch	2	2020	$8,000	10
396402	Bomaderry	Services-Black Solar Collector	2	2020	$30,000	19
157312	Bomaderry	Pedestrian-Path-Shared-Concrete	2	2020	$21,903	43
157142	Greenwell Point	Picnic Table-Free Standing	2	2020	$5,000	54
157143	Greenwell Point	Picnic Table-Free Standing	2	2020	$5,000	54
157144	Greenwell Point	Picnic Table-Free Standing	2	2020	$5,000	54
157866	Greenwell Point	Picnic Table-Free Standing	2	2020	$5,000	54
157867	Greenwell Point	Picnic Table-Free Standing	2	2020	$5,000	54
157195	Greenwell Point	Structure-A-10-($200)	2	2020	$6,000	10
525890	Greenwell Point	Structure-B-20-($400)	2	2020	$6,400	20
525891	Greenwell Point	Structure-B-20-($400)	2	2020	$6,400	20
525892	Greenwell Point	Structure-B-20-($400)	2	2020	$6,400	20
525893	Greenwell Point	Structure-B-20-($400)	2	2020	$6,400	20
530807	Greenwell Point	Hypo Dosing Pump	2	2020	$2,500	15
157118	Kangaroo Valley	Chemical Analyser Controller	2	2020	$10,000	10
157870	Milton	Picnic Table-Free Standing	2	2020	$5,000	18
407040	Shoalhaven Heads	Building Components-Floor Covering-Vinyl/Lino	2	2020	$2,100	21
157194	Shoalhaven Heads	Structure-A-10-($200)	2	2020	$6,000	10
157191	Shoalhaven Heads	Pedestrian-Disable Lift Chair	2	2020	$18,000	15
517140	Sussex Inlet	Building Components-Floor Covering-Carpet	2	2020	$8,500	15
517141	Sussex Inlet	Building Components-Floor Covering-Carpet	2	2020	$3,100	15
517139	Sussex Inlet	Building Components-Floor Covering-Vinyl/Lino	2	2020	$2,100	15
158313	Sussex Inlet	Plant Equipment-Electrical Services	2	2020	$3,000	17
525907	Sussex Inlet	Pool Blanket Winch	2	2020	$8,000	10
158286	Sussex Inlet	Recirculating Pump	2	2020	$15,000	17
158385	Ulladulla	Plant Equipment-Electrical Services	2	2020	$10,000	23
533506	Ulladulla	Plant Equipment-Electrical Services	2	2020	$200,000	23

Asset ID	Facility	Asset Description	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
157699	Ulladulla	Recirculating Pump	2	2020	$15,000	10
157704	Ulladulla	Recirculating Pump	2	2020	$15,000	10
525945	Ulladulla	Pool Blanket Winch	2	2020	$8,000	10
157495	Ulladulla Sea Pool	Recirculating Pump	2	2020	$15,000	20
157392	Vincentia	Air Backwash Blower	2	2020	$3,000	19
157406	Vincentia	Chemical Analyser Controller	2	2020	$60,000	4
157395	Vincentia	Filter Cell	2	2020	$70,000	19
157397	Vincentia	Filter Cell	2	2020	$70,000	19
157398	Vincentia	Filter Cell	2	2020	$60,000	19
157399	Vincentia	Filter Cell	2	2020	$60,000	19
157400	Vincentia	Filter Cell	2	2020	$60,000	19
157401	Vincentia	Filter Cell	2	2020	$10,000	19
157402	Vincentia	Filter Cell	2	2020	$10,000	19
157403	Vincentia	Filter Cell	2	2020	$10,000	19
157407	Vincentia	Plant Equipment-Electrical Services	2	2020	$10,000	19
157379	Vincentia	Recirculating Pump	2	2020	$15,000	19
157380	Vincentia	Recirculating Pump	2	2020	$15,000	19
157381	Vincentia	Recirculating Pump	2	2020	$15,000	19
157383	Vincentia	Recirculating Pump	2	2020	$15,000	19
157384	Vincentia	Recirculating Pump	2	2020	$15,000	19
157385	Vincentia	Recirculating Pump	2	2020	$15,000	19
157386	Vincentia	Recirculating Pump	2	2020	$15,000	19
530843	Vincentia	Services-Air Conditioning	2	2020	$4,000	15
530846	Vincentia	Services-Air Conditioning	2	2020	$4,000	15
530847	Vincentia	Services-Air Conditioning	2	2020	$4,000	15
530848	Vincentia	Services-Air Conditioning	2	2020	$60,000	15
				Subtotal	$1,232,803	
530710	Berry	Backwash Tank	3	2021	$50,000	15
157088	Berry	Chemical Analyser Controller	3	2021	$10,000	15
530708	Berry	Electrical Switchboard	3	2021	$10,000	15
157086	Berry	Pump Control Panel	3	2021	$8,000	25
409692	Bomaderry	Building Components-Roof Cladding-Tiles	3	2021	$36,600	44
409690	Bomaderry	Building Components-Room-Area-Canteen/Kitchen	3	2021	$24,000	23
409625	Bomaderry	Building Components-Room-Area-Toilet	3	2021	$7,800	25
157306	Bomaderry	Bench Seats	3	2021	$21,600	35
450480	Bomaderry	Fence-C-($85)	3	2021	$8,925	25

Asset ID	Facility	Asset Description	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
157309	Bomaderry	Fence-E-($105)	3	2021	$13,125	25
157310	Bomaderry	Fence-E-($105)	3	2021	$7,875	25
157305	Bomaderry	Fence-F-($225)	3	2021	$32,175	15
157272	Bomaderry	Heat Pump	3	2021	$50,000	20
157273	Bomaderry	Heat Pump	3	2021	$50,000	20
157274	Bomaderry	Heat Pump	3	2021	$50,000	20
157275	Bomaderry	Heat Pump	3	2021	$100,000	20
157276	Bomaderry	Heat Pump	3	2021	$100,000	20
157667	Bomaderry	Plant Equipment-Electrical Services	3	2021	$100,000	15
157281	Bomaderry	Pump Control Panel	3	2021	$8,000	15
523515	Bomaderry	Pump Control Panel	3	2021	$2,000	4
157295	Bomaderry	Recirculating Pump	3	2021	$15,000	20
157246	Bomaderry	Sport-Swimming Pool	3	2021	$2,178,000	45
157151	Greenwell Point	Bench Seats	3	2021	$18,900	55
157128	Greenwell Point	Sport-Swimming Pool	3	2021	$1,120,500	56
157129	Greenwell Point	Sport-Swimming Pool	3	2021	$256,500	56
157327	Huskisson	Structure-A-10-($200)	3	2021	$12,000	11
517190	Kangaroo Valley	Picnic Table-Covered	3	2021	$6,500	10
157357	Milton	Pedestrian-Disable Lift Chair	3	2021	$18,000	15
157219	Shoalhaven Heads	Fence-F-($225)	3	2021	$76,950	30
158299	Sussex Inlet	Recirculating Pump	3	2021	$15,000	18
396400	Sussex Inlet	Services-Black Solar Collector	3	2021	$30,000	18
157432	Vincentia	Pedestrian-Disable Lift Chair	3	2021	$18,000	20
157730	Vincentia	Plant Equipment-Mechanical Services	3	2021	$3,000	20
159109	Vincentia	Pool UV Unit	3	2021	$42,120	20
159107	Vincentia	Pool UV Unit	3	2021	$42,120	18
157731	Vincentia	Recirculating Pump	3	2021	$15,000	20
157732	Vincentia	Recirculating Pump	3	2021	$15,000	20
157725	Vincentia	Recirculating Pump	3	2021	$15,000	20
157726	Vincentia	Recirculating Pump	3	2021	$15,000	20
157727	Vincentia	Recirculating Pump	3	2021	$10,000	20
530845	Vincentia	Services-Solar Evac Tube Water Heater	3	2021	$160,000	20
157433	Vincentia	Pedestrian-Disable Lift Chair	3	2021	$12,000	20
157440	Vincentia	Pedestrian-Handrail-Steel	3	2021	$1,600	20
				Subtotal	$4,786,290	
630	Berry	Structure-A-10-($200)	4	2022	$9,000	10

Asset ID	Facility	Asset Description	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
409699	Bomaderry	Building Components-Roof Cladding-Tiles	4	2022	$12,340	45
409704	Bomaderry	Building Components-Roof Cladding-Tiles	4	2022	$12,340	45
409567	Bomaderry	Building Components-Room-Area-Toilet	4	2022	$75,000	25
157314	Bomaderry	Building-J-60-($6000)	4	2022	$251,000	45
157234	Bomaderry	Bench Seats	4	2022	$5,400	45
157235	Bomaderry	Picnic Table-Covered	4	2022	$6,500	22
157236	Bomaderry	Picnic Table-Covered	4	2022	$6,500	22
157237	Bomaderry	Picnic Table-Covered	4	2022	$6,500	22
157238	Bomaderry	Picnic Table-Covered	4	2022	$6,500	22
157239	Bomaderry	Picnic Table-Covered	4	2022	$6,500	22
157240	Bomaderry	Picnic Table-Covered	4	2022	$6,500	22
157241	Bomaderry	Picnic Table-Covered	4	2022	$6,500	22
157300	Bomaderry	Structure-B-10-($400)	4	2022	$12,000	12
157277	Bomaderry	Services-Electrical Switchboard	4	2022	$60,000	36
157990	Bomaderry	Services-Electrical Switchboard	4	2022	$3,000	45
525915	Bomaderry	Subterranean Hydraulics	4	2022	$150,000	45
525967	Bomaderry	Sport-Swimming Pool-Starting Block	4	2022	$14,000	10
534017	Greenwell Point	Building Components-Room-Area-Toilet	4	2022	$48,000	18
534018	Greenwell Point	Building Components-Room-Area-Toilet	4	2022	$48,000	7
157162	Greenwell Point	Pedestrian-Path-Shared-Concrete	4	2022	$18,522	56
157167	Greenwell Point	Backwash Tank	4	2022	$50,000	56
157173	Greenwell Point	Chemical Analyser Controller	4	2022	$10,000	8
157135	Greenwell Point	Pedestrian-Disable Lift Chair	4	2022	$18,000	25
157171	Greenwell Point	Recirculating Pump	4	2022	$15,000	28
471165	Greenwell Point	Subterranean Hydraulics	4	2022	$93,750	56
157160	Greenwell Point	Pedestrian-Path-Shared-Concrete	4	2022	$36,603	56
157161	Greenwell Point	Pedestrian-Path-Shared-Concrete	4	2022	$16,905	56
408531	Kangaroo Valley	Building Components-Floor Covering-Vinyl/Lino	4	2022	$2,300	23
157106	Kangaroo Valley	Bench Seats	4	2022	$13,500	50
157126	Kangaroo Valley	Fence-E-($105)	4	2022	$2,415	16
157125	Kangaroo Valley	Fence-F-($225)	4	2022	$3,375	16
157969	Kangaroo Valley	Pedestrian-Path-Concrete	4	2022	$2,205	50

Asset ID	Facility	Asset Description	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
157111	Kangaroo Valley	Picnic Table-Covered	4	2022	$6,500	50
157112	Kangaroo Valley	Picnic Table-Covered	4	2022	$6,500	50
157116	Kangaroo Valley	Picnic Table-Covered	4	2022	$6,500	50
157103	Kangaroo Valley	Pedestrian-Disable Lift Chair	4	2022	$18,000	26
157342	Milton	Structure-A-10-($200)	4	2022	$9,000	10
157349	Milton	Structure-A-10-($200)	4	2022	$6,000	10
157215	Shoalhaven Heads	Chemical Analyser Controller	4	2022	$10,000	7
157517	Ulladulla	Bench Seats	4	2022	$10,800	25
157575	Ulladulla	Fence-A-($65)	4	2022	$15,080	25
157529	Ulladulla	Structure-A-10-($200)	4	2022	$12,000	10
157578	Ulladulla	Electrical Distribution Panel	4	2022	$6,000	25
157544	Ulladulla	Electrical Distribution Panel	4	2022	$6,000	25
157550	Ulladulla	Electrical Distribution Panel	4	2022	$20,000	25
157557	Ulladulla	Filter Cell	4	2022	$50,000	25
525944	Ulladulla	Pool UV Unit	4	2022	$42,120	25
158383	Ulladulla	Pump Control Panel	4	2022	$8,000	25
533509	Ulladulla	Services-Air Conditioning	4	2022	$50,000	25
533507	Ulladulla	Services-Air Conditioning	4	2022	$4,000	10
157491	Ulladulla Sea Pool	Structure-E-20-($1500)	4	2022	$18,000	12
542263	Vincentia	Aquatic Jumping Castle	4	2022	$7,020	5
157716	Vincentia	Hypo Tank	4	2022	$5,000	21
157422	Vincentia	Plant Equipment-Electrical Services	4	2022	$10,000	21
157424	Vincentia	Plant Equipment-Electrical Services	4	2022	$5,000	21
157419	Vincentia	Plant Equipment-Electrical Services	4	2022	$5,000	21
157420	Vincentia	Plant Equipment-Electrical Services	4	2022	$5,000	21
157421	Vincentia	Plant Equipment-Electrical Services	4	2022	$5,000	21
157423	Vincentia	Plant Equipment-Electrical Services	4	2022	$5,000	21
157416	Vincentia	Pump Control Panel	4	2022	$22,000	21
				Subtotal	$1,401,675	
406961	Berry	Building Components-Floor Covering-Vinyl/Lino	5	2023	$2,160	24
157081	Berry	Structure-E-40-($1500)	5	2023	$9,000	30
157085	Berry	Recirculating Pump	5	2023	$13,000	15
157660	Berry	Recirculating Pump	5	2023	$15,000	15

Asset ID	Facility	Asset Description	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
471167	Berry	Subterranean Hydraulics	5	2023	$69,000	60
157056	Berry	Pedestrian-Path-Shared-Concrete	5	2023	$55,566	60
457985	Berry	S/S Pool Ladder with Handrail	5	2023	$16,000	31
525868	Bomaderry	Pool Blankets	5	2023	$24,750	8
157145	Greenwell Point	Picnic Table-Free Standing	5	2023	$5,000	18
157146	Greenwell Point	Picnic Table-Free Standing	5	2023	$5,000	18
157147	Greenwell Point	Picnic Table-Free Standing	5	2023	$5,000	18
157148	Greenwell Point	Picnic Table-Free Standing	5	2023	$5,000	18
157130	Greenwell Point	S/S Pool Ladder with Handrail	5	2023	$16,000	33
158336	Huskisson	Pump Control Panel	5	2023	$8,000	15
157121	Kangaroo Valley	Pump Control Panel	5	2023	$8,000	50
157673	Kangaroo Valley	Recirculating Pump	5	2023	$15,000	50
525885	Nowra	Pool Blankets	5	2023	$24,750	8
407052	Shoalhaven Heads	Building Components-Roof Cladding-Metal Clad	5	2023	$6,480	51
157203	Shoalhaven Heads	Structure-Picnic Shelter	5	2023	$12,000	27
157204	Shoalhaven Heads	Structure-Picnic Shelter	5	2023	$12,000	27
158280	Sussex Inlet	BBQ-Covered	5	2023	$18,000	20
158279	Sussex Inlet	Bench Seats	5	2023	$13,500	20
158276	Sussex Inlet	Picnic Table-Covered	5	2023	$6,500	20
158277	Sussex Inlet	Picnic Table-Covered	5	2023	$6,500	20
158278	Sussex Inlet	Picnic Table-Covered	5	2023	$6,500	20
158402	Sussex Inlet	Chemical Analyser Controller	5	2023	$10,000	20
158295	Sussex Inlet	Filter Cell	5	2023	$30,000	20
158296	Sussex Inlet	Filter Cell	5	2023	$30,000	20
158297	Sussex Inlet	Filter Cell	5	2023	$30,000	20
158310	Sussex Inlet	Plant Equipment-Electrical Services	5	2023	$5,000	20
158425	Sussex Inlet	Plant Equipment-Electrical Services	5	2023	$10,000	20
158317	Sussex Inlet	Pump Control Panel	5	2023	$8,000	20
158288	Sussex Inlet	Recirculating Pump	5	2023	$375,000	20
158298	Sussex Inlet	Recirculating Pump	5	2023	$15,000	20
376603	Sussex Inlet	Services-Solar Evac Tube Water Heater	5	2023	$80,000	20
519244	Ulladulla	Building Components-Floor Covering-Carpet	5	2023	$18,000	10
157493	Ulladulla Sea Pool	Bench Seats	5	2023	$8,100	18

Asset ID	Facility	Asset Description	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
530779	Vincentia	Pool UV Unit	5	2023	$42,120	15
157461	Vincentia	Sport-Swimming Pool-Waterslide	5	2023	$635,000	22
				Subtotal	$1,673,926	
525588	Berry	Picnic Table-Free Standing	6	2024	$5,000	17
157092	Berry	Filter Cell	6	2024	$30,000	25
157093	Berry	Filter Cell	6	2024	$30,000	25
157094	Berry	Filter Cell	6	2024	$30,000	25
515471	Berry	Pedestrian-Disable Lift Chair	6	2024	$18,000	24
174	Berry	Sport-Swimming Pool	6	2024	$839,900	61
157051	Berry	Sport-Swimming Pool	6	2024	$230,850	61
585	Bomaderry	Building-H-60-($4000)	6	2024	$191,000	47
525866	Bomaderry	Pool Blankets	6	2024	$10,725	8
530718	Greenwell Point	Electrical Switchboard	6	2024	$10,000	29
157176	Greenwell Point	Filter Cell	6	2024	$30,000	30
157177	Greenwell Point	Filter Cell	6	2024	$30,000	30
157178	Greenwell Point	Filter Cell	6	2024	$30,000	30
157113	Kangaroo Valley	Filter Cell	6	2024	$30,000	49
157114	Kangaroo Valley	Filter Cell	6	2024	$30,000	49
157115	Kangaroo Valley	Filter Cell	6	2024	$30,000	49
517120	Kangaroo Valley	Subterranean Hydraulics	6	2024	$225,000	52
517119	Kangaroo Valley	Pedestrian-Path-Shared-Concrete	6	2024	$7,718	49
157198	Shoalhaven Heads	Picnic Table-Covered	6	2024	$6,500	60
157212	Shoalhaven Heads	Recirculating Pump	6	2024	$15,000	52
158294	Sussex Inlet	Heat Pump	6	2024	$100,000	21
158422	Sussex Inlet	Plant Equipment-Electrical Services	6	2024	$10,000	21
158316	Sussex Inlet	Plant Equipment-Electrical Services	6	2024	$10,000	21
157520	Ulladulla	Structure-A-20-($200)	6	2024	$10,000	27
532297	Ulladulla	Structure-Shade Structure	6	2024	$4,000	8
532303	Ulladulla	Structure-Shade Structure	6	2024	$4,000	10
533510	Ulladulla	Services-Air Conditioning	6	2024	$150,000	15
525904	Ulladulla	Pool Blankets	6	2024	$12,375	8
525905	Ulladulla	Pool Blankets	6	2024	$2,640	8
519238	Vincentia	Building Components-Floor Covering-Carpet	6	2024	$3,650	10

Asset ID	Facility	Asset Description	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
157406	Vincentia	Chemical Analyser Controller	6	2024	$60,000	4
530781	Vincentia	Plant Equipment-Electrical Services	6	2024	$125,000	23
530842	Vincentia	Plant Equipment-Electrical Services	6	2024	$125,000	23
157460	Vincentia	Pedestrian-Stairs-Steel	6	2024	$30,000	9
157456	Vincentia	Pedestrian-Viewing Platform-Steel	6	2024	$12,000	9
				Subtotal	$2,488,358	
157245	Bomaderry	Picnic Table-Free Standing	7	2025	$5,000	15
157302	Bomaderry	Structure-Shelter Shed	7	2025	$6,000	45
157289	Bomaderry	Filter Cell	7	2025	$30,000	19
157290	Bomaderry	Filter Cell	7	2025	$30,000	19
523515	Bomaderry	Pump Control Panel	7	2025	$2,000	4
506952	Huskisson	Memorial	7	2025	$5,000	60
157329	Huskisson	Pedestrian-Path-Shared-Concrete	7	2025	$7,350	60
533897	Huskisson	Structure Components-Roofing-Canvas	7	2025	$3,444	8
517109	Kangaroo Valley	Pro Cal Dry Feeder (ProMinent)	7	2025	$7,500	15
157123	Kangaroo Valley	Pedestrian-Path-Shared-Concrete	7	2025	$47,628	50
157099	Kangaroo Valley	S/S Pool Ladder with Handrail	7	2025	$16,000	50
157097	Kangaroo Valley	Sport-Swimming Pool	7	2025	$877,500	50
157869	Milton	Picnic Table-Covered	7	2025	$6,500	25
157359	Milton	Picnic Table-Covered	7	2025	$6,500	25
157364	Milton	Air Backwash Blower	7	2025	$5,000	15
157368	Milton	Chemical Analyser Controller	7	2025	$10,000	15
157367	Milton	Electrical Switchboard	7	2025	$10,000	20
157681	Milton	Filter Cell	7	2025	$30,000	48
525911	Milton	Subterranean Hydraulics	7	2025	$93,750	50
441232	Nowra	Building Components-Room-Area-Change Room	7	2025	$38,493	10
441233	Nowra	Building Components-Room-Area-Change Room	7	2025	$35,000	10
533692	Nowra	Services-Adult Changing Table-electric adjustable	7	2025	$20,000	10
533699	Nowra	Services-Electric hoist - ceiling mounted for persons with disabilities	7	2025	$6,037	10
525888	Nowra	Shade Umbrella	7	2025	$33,300	10
525887	Nowra	Structure-C-10-($500)	7	2025	$5,000	10
525886	Nowra	Pool Blanket Winch	7	2025	$16,000	10

Asset ID	Facility	Asset Description	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
407044	Shoalhaven Heads	Building Components-Roof Cladding-Metal Clad	7	2025	$13,080	51
157200	Shoalhaven Heads	Picnic Table-Covered	7	2025	$6,500	53
157199	Shoalhaven Heads	Picnic Table-Covered	7	2025	$6,500	25
157201	Shoalhaven Heads	Picnic Table-Covered	7	2025	$6,500	25
157202	Shoalhaven Heads	Picnic Table-Covered	7	2025	$6,500	25
157220	Shoalhaven Heads	Structure-Picnic Shelter	7	2025	$12,000	50
158371	Shoalhaven Heads	Electrical Switchboard	7	2025	$10,000	15
157208	Shoalhaven Heads	Filter Cell	7	2025	$30,000	30
157209	Shoalhaven Heads	Filter Cell	7	2025	$30,000	30
157210	Shoalhaven Heads	Filter Cell	7	2025	$30,000	30
157211	Shoalhaven Heads	Filter Cell	7	2025	$30,000	30
517130	Sussex Inlet	Building Components-Room-Area-Change Room	7	2025	$9,975	20
517131	Sussex Inlet	Building Components-Room-Area-Change Room	7	2025	$10,080	20
517135	Sussex Inlet	Building Components-Room-Area-Change Room	7	2025	$3,010	20
525906	Sussex Inlet	Pool Blankets	7	2025	$10,725	6
157548	Ulladulla	Chemical Analyser Controller	7	2025	$10,000	15
158382	Ulladulla	Electrical Switchboard	7	2025	$10,000	28
376604	Ulladulla	Services-Solar Evac Tube Water Heater	7	2025	$80,000	16
525946	Ulladulla	Sport-Swimming Pool-Starting Block	7	2025	$15,000	10
157507	Ulladulla	Sport-Swimming Pool-Starting Block	7	2025	$19,600	10
157462	Vincentia	Bench Seats	7	2025	$12,000	24
542188	Vincentia	Pool Blankets	7	2025	$15,045	8
542189	Vincentia	Pool Blankets	7	2025	$10,045	8
542190	Vincentia	Pool Blankets	7	2025	$8,044	8
542191	Vincentia	Pool Blankets	7	2025	$4,242	8
542192	Vincentia	Pool Blankets	7	2025	$4,242	8
542193	Vincentia	Pool Blankets	7	2025	$30,600	24
				Subtotal	$1,786,690	
157073	Berry	Bench Seats	8	2026	$13,500	18
450481	Bomaderry	Fence-F-($225)	8	2026	$11,588	40
450482	Bomaderry	Fence-F-($225)	8	2026	$15,300	40

Asset ID	Facility	Asset Description	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
157308	Bomaderry	Pedestrian-Handrail-Steel	8	2026	$13,000	40
304152	Bomaderry	Services-Sport Field Floodlighting Poles	8	2026	$10,000	40
157270	Bomaderry	Services-Sport Field Floodlighting Poles	8	2026	$5,000	40
157271	Bomaderry	Services-Sport Field Floodlighting Poles	8	2026	$10,000	40
157264	Bomaderry	Services-Sport Field Floodlighting Poles	8	2026	$10,000	40
157265	Bomaderry	Services-Sport Field Floodlighting Poles	8	2026	$10,000	40
157301	Bomaderry	Structure-A-10-($200)	8	2026	$10,800	10
157307	Bomaderry	Wall-Brick-Retaining	8	2026	$66,000	40
157287	Bomaderry	Backwash Tank	8	2026	$50,000	49
157663	Bomaderry	Hypo Tank	8	2026	$5,000	15
157291	Bomaderry	Recirculating Pump	8	2026	$15,000	20
157292	Bomaderry	Recirculating Pump	8	2026	$15,000	20
157294	Bomaderry	Recirculating Pump	8	2026	$15,000	15
157903	Bomaderry	Services-Water Heater-Electric	8	2026	$5,000	15
157311	Bomaderry	Pedestrian-Path-Shared-Concrete	8	2026	$77,175	50
157255	Bomaderry	S/S Pool Ladder with Handrail	8	2026	$24,000	36
157247	Bomaderry	Sport-Swimming Pool	8	2026	$228,000	50
157168	Greenwell Point	Building-C-60-($1500)	8	2026	$75,000	60
582	Greenwell Point	Building-G-60-($3500)	8	2026	$616,000	60
506954	Huskisson	Bench Seats	8	2026	$18,900	18
157328	Huskisson	Fence-F-($225)	8	2026	$33,525	21
157683	Huskisson	Recirculating Pump	8	2026	$15,000	12
157684	Huskisson	Recirculating Pump	8	2026	$15,000	30
632	Kangaroo Valley	Building-D-60-($2000)	8	2026	$87,000	50
517118	Kangaroo Valley	Electrical Distribution Panel	8	2026	$6,000	54
157340	Milton	Pedestrian-Path-Shared-Concrete	8	2026	$10,290	50
157734	Milton	Backwash Tank	8	2026	$50,000	30
157682	Milton	Filter Cell	8	2026	$30,000	49
157360	Milton	Hypo Tank	8	2026	$5,000	7
157334	Milton	Pedestrian-Path-Shared-Concrete	8	2026	$35,280	49
157335	Milton	Pedestrian-Path-Shared-Concrete	8	2026	$18,963	49
157353	Milton	S/S Pool Ladder with Handrail	8	2026	$16,000	49
157184	Shoalhaven Heads	Pedestrian-Path-Shared-Concrete	8	2026	$28,518	50
525913	Shoalhaven Heads	Subterranean Hydraulics	8	2026	$93,750	53

Asset ID	Facility	Asset Description	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
157577	Ulladulla	Fence-D-($95)	8	2026	$4,953	29
157521	Ulladulla	Services-Sport Field Floodlighting Poles	8	2026	$0	29
157522	Ulladulla	Services-Sport Field Floodlighting Poles	8	2026	$10,000	29
157523	Ulladulla	Services-Sport Field Floodlighting Poles	8	2026	$10,000	29
157524	Ulladulla	Services-Sport Field Floodlighting Poles	8	2026	$10,000	29
157525	Ulladulla	Services-Sport Field Floodlighting Poles	8	2026	$10,000	29
157526	Ulladulla	Services-Sport Field Floodlighting Poles	8	2026	$10,000	29
535638	Ulladulla	Structure-A-10-($200)	8	2026	$5,000	10
523719	Ulladulla	Chemical Analyser Controller	8	2026	$10,000	29
157546	Ulladulla	Electrical Distribution Panel	8	2026	$100,000	29
525943	Ulladulla	Heat Pump	8	2026	$5,000	14
157695	Ulladulla	Hypo Tank	8	2026	$5,000	29
526019	Ulladulla	Pool UV Unit	8	2026	$42,120	14
525942	Ulladulla	Pool UV Unit	8	2026	$42,120	12
530606	Ulladulla	Pool Vacuum Cleaner	8	2026	$15,650	10
157693	Ulladulla	Recirculating Pump	8	2026	$15,000	29
401788	Ulladulla	Services-Rainwater Harvesting System	8	2026	$50,000	29
157905	Ulladulla Sea Pool	Pump Control Panel	8	2026	$5,000	10
290152	Vincentia	Building Components-Room-Area-Toilet	8	2026	$154,500	25
290153	Vincentia	Building Components-Room-Area-Toilet	8	2026	$154,500	25
290154	Vincentia	Building Components-Room-Area-Toilet	8	2026	$13,500	25
290155	Vincentia	Building Components-Room-Area-Toilet	8	2026	$13,500	25
517191	Vincentia	Building Components-Room-Area-Toilet	8	2026	$13,500	25
517192	Vincentia	Building Components-Room-Area-Toilet	8	2026	$13,500	25
157468	Vincentia	Fence-E-($105)	8	2026	$20,475	25
157396	Vincentia	Filter Cell	8	2026	$70,000	25
545305	Vincentia	Plant Equipment-Electrical Services	8	2026	$120,000	25
545340	Vincentia	Plant Equipment-Electrical Services	8	2026	$10,000	9
545341	Vincentia	Plant Equipment-Electrical Services	8	2026	$10,000	9
				Subtotal	$2,706,907	
645	Bomaderry	Building-I-60-($5000)	9	2027	$3,190,003	40
533415	Kangaroo Valley	Structure Components-Roofing-Canvas	9	2027	$4,000	8
533590	Kangaroo Valley	Structure Components-Roofing-Canvas	9	2027	$900	8

Asset ID	Facility	Asset Description	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
542263	Vincentia	Aquatic Jumping Castle	9	2027	$7,020	5
				Subtotal	$3,201,923	
				Program Total	**$21,080,384**	