Building Asset Management Plan

April 2023

Version No. 3

1 – IPWEA, 2011, IIMM, p2.22

How to use this Plan

This Asset Management Plan (AMP) is a tactical document to support Councils understanding of its Building Assets, service levels, risks and to provide operational and capital expenditure forecasts that will deliver the community outcomes detailed in the Community Strategy 2022-2032. The AMP is set out in the following format to support easy navigation of its contents such that specific information can be readily identified to suit the reader's need.

- Executive Summary
  This provides an overview suitable for obtaining a high-level understanding of the key issues and outcomes of the AMP. This is intended for senior decision makers and is supported by the detail in the following sections that make up the body of the AMP.

- Section 1 - Introduction
  This section is the introduction that defines the plan's purpose, its scope and how the AMP aligns with corporate objectives and goals. It 'sets the scene' for the AMP and how it relates to the wider organisational plan framework.

- Section 2 – Data Details
  Defines the AMP's data inputs and assumptions. It includes the Asset Summary, Prior Year Infrastructure Delivery, Asset Age, Asset Condition Assessment Criteria, Results Summary, Asset profiling, Hierarchy, Useful Life and Data confidence ratings.

- Sections 3,4, and 5 – AMP Inputs (Service levels, Risk and Growth)
  Defines Councils' service levels, current risks and demand considerations that have been used in developing this AMP. This is the basis on which the following sections have been developed.

- Sections 6,7,8,9 and 10 - 10-year forecasts
  Provides the detailed 'output' of the AMP development process with forecasts over a 10-year horizon of the works required to maintain the current service levels, mitigate identified risks and cater for service growth and increased demand.

- Sections 11,12 and 13 – Financial forecasts
  Focus on the financial aspects of the delivering these service levels including anticipated 'financial sustainability' performance. This section is particularly relevant to inform decision making and guide continual improvement in both the AMP and achieving corporate goals.

- Section 14 – Findings and Recommendations
  Provides a summary of the key issues and actions to be considered by Council. It includes a statement on the reliability and confidence of information to also be considered.

- Section 15-AMP Improvement Plan
  Provides an action plan improve future iterations of the AMP, particularly the improvement of the plan's accuracy and reliance as a decision-making tool.

- Appendices
  Information which is required in the AMP as reference is in the appendices. It also includes detailed works programs for new and renewal capital works that align with funding requirements and are to be aligned with short to medium term detailed operational planning.

1 – IPWEA, 2011, IIMM, p2.22

Document Control

Distribution / Stakeholder list

All key stakeholders are to be included on the distribution list.

Name	Initial	Date	Title/Business Unit
Jack Terblanche			Director Infrastructure and Planning
Mark Dowling			Director of Corporate & Community
Greg Stewart			Manager Operations
Kate Stephens			Manager Finance

- *Stakeholders are initial the final document to indicate that the report has been signeted and reviewed.*

Revision History

Document Version	Date	Comments	Author	Reviewer
1	15/1/22	Initial Draft	David Webb	Mark Dowling
2	16/6/22	Revision	David Webb	Mark Dowling
3	1/4/2023	Revision/Update	David Webb	Mark Dowling

Certification

As the Principal officer/Asset Custodian responsible for preparing this AMP, I certify that if:

- Has been on a series of assumptions and the best available data at the time;
- Provides a rationale for and underpins the renewal funding as specified in the related 10-year service financial forecasts; and
- Provides a strong platform from which to continue asset management advancement by identifying several areas for further improvement.

Principal Officer (if applicable):_____ Signature:_____

Asset Custodian:_____ Signature_____

Date:_____

1 – IPWEA, 2011, IIMM, p2.22

Contents

1 – IPWEA, 2011, IIMM, p2.22

1 – IPWEA, 2011, IIMM, p2.22

1 – IPWEA, 2011, IIMM, p2.22

Executive Summary

Purpose

The purpose of this Asset Management Plan (AMP) is to consolidate Councils understanding of its Building Assets, service levels, risks and to provide operational and capital expenditure forecasts that will deliver the community outcomes detailed in the Community Strategic Plan 2022-2032.

The plan will support informed decision making, guide Long Term Financial Planning budget requirements and provide a path to further improve the accuracy and confidence in future iterations of this plan.

Scope

This Asset Management Plan (AMP) covers the Building Assets (the Assets) that support the delivery of services to the Hay Shire Council (Council) Community. It has been prepared based on the International Infrastructure Management Manual (IIMM) the recognised guideline for asst management in Australia.

The AMP uses data available within Council in 2021 including Council's audited financial asset register, based on revaluations undertaken by APV in 2021. Where possible, the financial register has been supplemented by historical condition data.

The Assets

The building assets are valued at $35,026,072 and are apportioned into asset categories as detailed in Table1.

Table 1: Building Assets Summary

Asset Type	*Replacement Value (June 2018)*
Administration	$4,045,085
Civic	$13,134,905
Demountables	$261,479
Education	$994,244
Health	$374,3921
Industrial	$82,077
Office	$437,400
Recreation	$1,517,867
Residential	$5,893,143
Shed	$4,859,790
Special	$56,160
Total	*$3,5026,071*

Their Condition

Council has adopted a condition assessment method using a 5-point rating, varying from 'Very Good' to 'Very poor" condition.

1 – IPWEA, 2011, IIMM, p2.22

Council's condition rating indicates that 96% of Council's Building assets are in good condition and require only standard maintenance. However, 4% ($1.1M) are in poor condition.

These figures that whilst almost all our assets are providing adequate service ongoing renewal will be required to prevent assets slipping from fair to poor.

Are We Meeting Our Adopted Service Levels?

Yes, we are meeting our current level of service and Council is in the process of adopting quantified levels of service. The maintenance and operations expenditure projections in this AMP are based on historical spending and therefore it may be assumed that similar future funding will continue to provide similar levels of service if also supported with appropriate investment in renewal.

Are we managing Growth?

Yes, This AMP uses Council's adopted growth rate 1% per annum. The current assets are expected to meet the required service capacity for increased population.

Are We Managing Our Risks?

Yes, Council is managing risks by developing strategies and policies as well as making resources available to provide services to the community. Council has a 'duty of care' to the community, its customers, in relation to the management of the assets. The risks were assessed by Council based on their likelihood and consequences to generate solutions to mitigate or eliminate them.

$5.3M is forecast for operations and maintenance over the next 10 years. It is expected that the maintenance tasks included in this expenditure will mitigate the service risks to an acceptable level. Additional funding is required mitigate risks associated with asset management practices and reliance on the AMP.

The Financials

Table 2: Long Term Financial Plan

Financial Year Ending	*Operations & Maintenance*	*Renewals*	*Total*
2022/23	$469,050	$243,000	$712,050
2023/24	$491,353	$60,000	$551,353
2024/25	$542,465	$76,000	$618,465
2025/26	$525,874	$20,000	$545,874
2026/27	$504,680	$180,000	$684,680
2027/28	$577,286	$0	$577,286
2028/29	$515,495	$0	$515,495
2029/30	$536,404	$0	$536,404
2030/31	$534,310	$0	$534,310
2031/32	$609,717	$0	$609,717
Total	*$5,306,634*	*$579,000*	*$11,192,268*

1 – IPWEA, 2011, IIMM, p2.22

The comparison of the projected 10-year expenditure and the funding included in the LTFP can be seen Table 2 Comparison 10-year Expenditure against Funding.

Can We Financially Sustain our Current Levels of Service?

Yes, Council buildings are fully funded in the LTFP.

AMP Summary

Table 3: State of the Assets – Building

Asset Value Asset Class	*Replacement Cost*	*Accumulated Depreciation*	*Current Value*	*Asset Consumption as % of Replacement Cost.*
Buildings	$32,026,072	$11,803,784	$23,222,228	72.5%

Current Levels of Service

The levels of service for the services that the Building Assets and Other Infrastructure assets deliver have been defined. Council is currently conducting a review to establish the link between operations & maintenance activities and levels of service.

Current Risks

Council has identified several risks in regards to the building and other infrastructure assets. The majority of these are service delivery risks.

Conclusion

Operations, Maintenance, Renewals and New Upgrade programs are fully funded in the LTFP.

Sustainability

		Target	Value
Consumption Ratio	Indicates the Written Down Value of Council's Depreciable assets relative to their 'as new' value in up-to-date prices (highlights aged conditions)	**40%-80%**	**71%**
Sustainability Ratio	Indicates whether Council's funding for Infrastructure asset class is sufficient for the long-term delivery of current service levels.	**>90%**	**100%**
New/Upgrade Funding Ratio	Indicates the extent to which the planned new/upgrade projects are funded in the long-term budget allocation.	**100%**	**100%**

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Renewal Funding Ratio	Indicates the extent to which the proposed renewal works are funded in the long-term budget allocation.	**100%**	**100%**
Operations & maintenance	Assumed that current expenditure levels for operations and maintenance activities will be maintained for the 10-year planning period.	**100%**	**100%**

Introduction

Purpose

The purpose of this Asset Management Plan (AMP or Plan) is to:

- Consolidate Hay Shire Council's (Council's) understanding of its assets within the Building Asset class
- Document levels of Service and risk
- Provide short and medium – term capital works plans
- Support informed decision making and guide Long-Term Financial Planning budget requirements
- Provide a plan to work towards improved accuracy and confidence in future iterations of this Plan.

Scope

This AMP relates to the management of Building and other structure infrastructure assets (the Assets) which are recognised assets owned by Council. Assets in this class typically comprise of the following classes:

- Administration
- Civic
- Demountables
- Education
- Health
- Industrial
- Office
- Residential
- Shed
- Special

Corporate Context

In 2009 a new Integrated Planning Reporting (IP&R) framework for NSW local government was introduced. The IP&R framework requires councils to prepare a suit of long-term strategic documents, including a Community Strategic Plan, Resourcing Strategy and Delivery Plan Program, as well as an annual Operational Plan. Integration of these strategic documents is key to effective long-term planning and assist us in providing ratepayers with the best level of service that we can.

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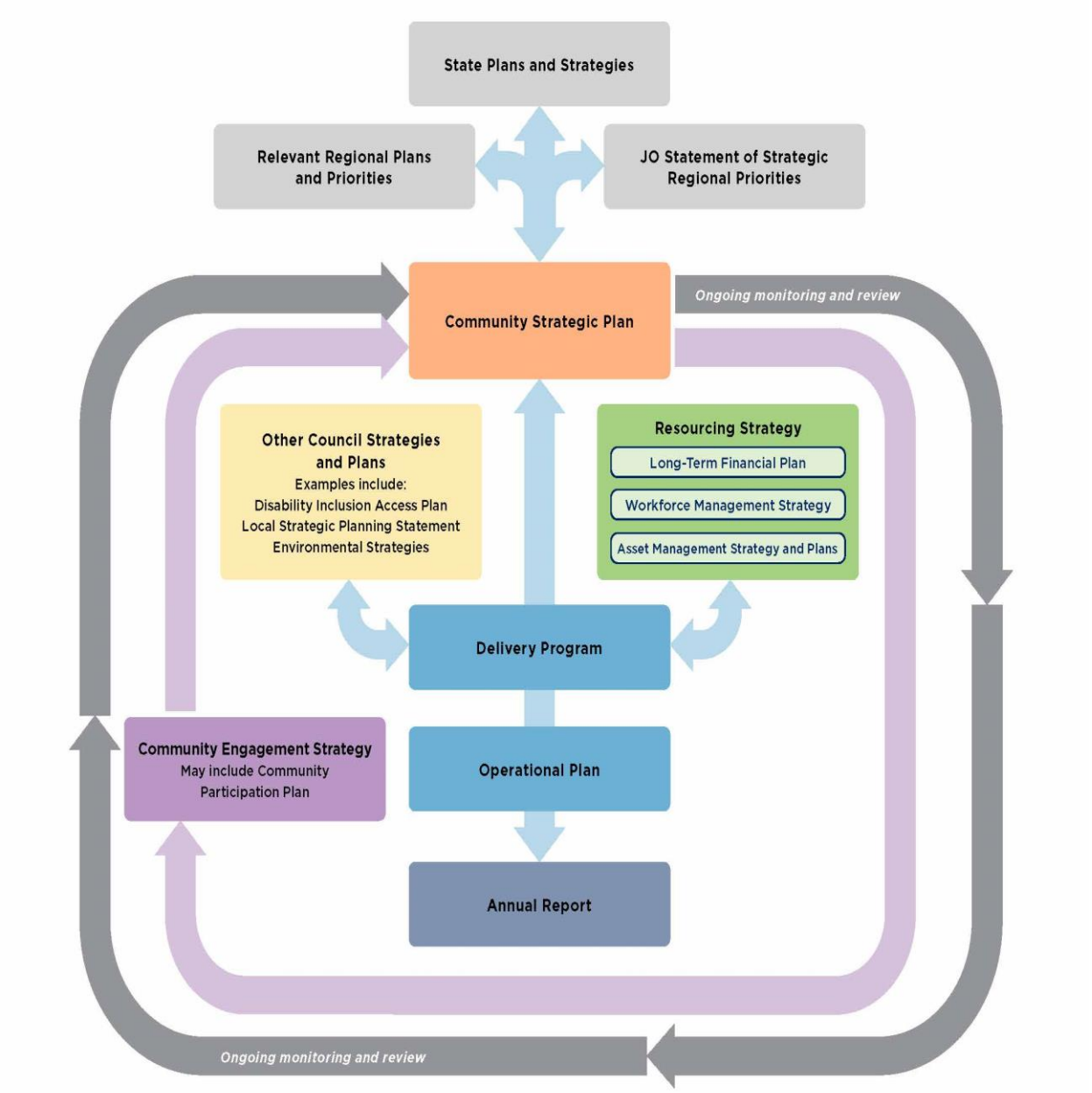
Table 4 illustrates how the IP&R framework ensures that local planning and reporting is informed, relevant and responsive to community needs.

Table 4: Integrated Planning & Reporting flow chart



Community Strategic Plan

The Community Strategic Plan is the highest-level plan that Council prepares. The purpose of the Plan is to identify our community's main priorities and aspirations for the future and to plan strategies for

1 – IPWEA, 2011, IIMM, p2.22

achieving these goals. In doing this, the planning process considers the issues and pressures that may impact the community and the level of resources that will realistically be available to achieve its aspirations.

Informed by extensive community and stakeholder consultation, the Hay Shire Council 2022-2032 Community Strategic Plan (CSP) seeks to answer four key questions:

- Where are we now?
- Where do we want to be in 10 years?
- How will we get there?
- How will we know when we have arrived?

At an operational level, the Community Strategic Plan is implemented through Council's Delivery Plan and annual Operations Plans, which outlines the activities and actions that are the responsibility of Council in achieving our shared vision.

Resourcing Strategy

The Hay Shire 2022-2032 Community Strategic Plan (CSP) provides vehicle for expressing our community 's long-term aspirations. However, the vision set out in this Plan will not be achieved without sufficient resources – time, money, assets and people – to carry them out.

The Resourcing Strategy comprises the following components:

- **Asset Management Planning:** Council's asset management planning is supported by a governance model that includes an Asset Management Policy, Asset Management Strategy, and individual Asset Management Plans for all assets under Council's control. Considering 'whole of life' asset management from planning, purchase, operation, and maintenance - to disposal of assets; Asset Management Strategy in forecasting community requirements and the capacity to meet them on a short -, medium -, and long-term basis.

- **Long-Term Financial Planning:** The Long-Term Financial Plan (LTFP) tests community aspirations as contained in the Community Plan against the financial realities of the delivering on those aspirations. The LTFP integrated with Hay Shire 2022-2032 CSP through the Delivery Program and one-year Operational Plan.

- **Workforce Management Planning:** The Workforce Management Plan addresses the human resourcing requirements of the Community Strategic Plan, including what people, skills, experience and expertise are required to achieve its strategic objectives.

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This AMP is prepared under the below hierarchy and direction of Council's mission, values goals and objectives.

Through consultation with government, community, business, and industry, we have developed a clear vision as to what we want the Hay Shire Council region to look like in 2032.

"We are people are resilient, healthy and safe, living together with a strong sense of community in a vibrant and prosperous economy "

The vision is designed to encourage commitment to our future and engender a sense of common purpose and responsibility in all stakeholders responsible for delivering Hay Shire 2022-2032.

In 2032, our community wants the Hay Shire Council region to be:

- Resilient
- Health & Safe
- Strong sense of community
- Vibrant & Prosperous economy

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Relationship to Other Asset Related Council Documents

This AMP aligns and should be read in conjunction with framework of Council documents as shown below:

Asset Management Document Hierarchy

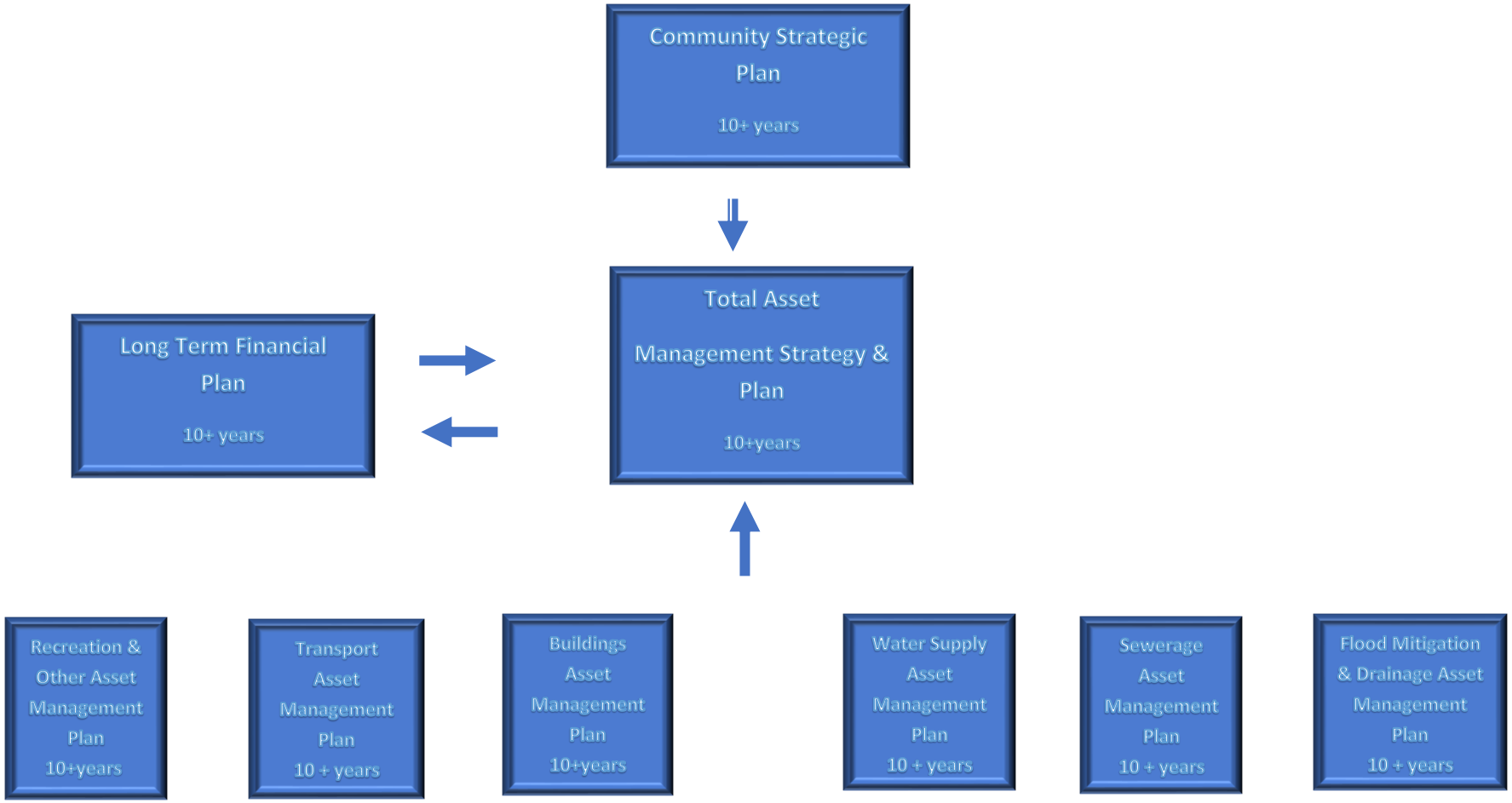

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Table 4: Related Documents, the table below shows the key documents that support this AMP

Document	How Related	Reference
AMP Related Documents		
Asset Management Policy	The Asset Management Policy includes the defining principles of asset management within Council. This AMP supports such as by • Considering the entire life cycle of the assets • Supporting the development of cost-effective management strategies for the long term • Providing a defined level of service which can be monitored and used as the basis for aligning affordability with community aspirations • Understanding and meeting the demands of growth through demand management and asset investments. • Managing risk associated with the assets: and • Defining actions required to support continuous improvement in asset management practices.	
Condition Assessment Plan	Contains the methodologies, defect assessment procedures, and the condition rating system used to formally assess the structural integrity and appearance of assets.	
Service Level Agreement	Contains all maintenance and operational specification requirements for assets under this AMP.	
Risk Registers	Contains all identified asset related risks applicable to this AMP.	
Maintenance Manual	Contains design and construction details for new assets.	
Land Development Guidelines	Contains design and construction details for new assets	Council Website

Stakeholder Input

Various stakeholders were considered in the preparation of this AMP who will have different roles in implementing its outcomes. These stakeholders and their role are shown in Table 5.

Table 5: Key Stakeholders

Key Stakeholder	Role
Councillors	• Represent needs of community.

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	• Allocate resources to meet Council's objectives in providing services while managing risks. • Ensure the organisation is financially sustainable • Custodians of the assets and services, providing the interface with the community regarding the levels of service, good governance, and management practices.
General Manager	• Manager organisation operational activities and future planning strategic direction.
Director Corporate & Community	• Long-Term Financial Plans and operational financial data • Defining information requirements for audit and reporting purposes
Director Corporate & Planning	• Manage delivery of the AMP and initiative. • Capital works projects planning and deliver. • Operational and service levels, data information and analysis.
Community and Ratepayers	• User of services • Source of funding
State and Commonwealth Government	• Active in the management of assets and services across the region.
Council Staff	• Directly involved with the renewal, maintenance and operation of the network and the management framework, both operationally and financially. • Delivery of operations plans informed by this AMP.
Emergency Services	• Respond to community needs and emergency situations.

Legislative Requirements

Council is required to meet many legislative requirements including Federal and State legislation and regulations. Key relevant legislation is shown in Table 6.

Table 6: Legislative Requirements

Legislation	Requirement
Local Government Act NSW (1993)	Sets out role, purpose, responsibilities and powers of local government including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery. The system of financial management established by a local government must include- a) The following financial planning documents prepared the local government- i. 4 5-year corporate plan that incorporates community engagement; ii. A long-term asset management plan; and iii. A long-term financial forecast.
Local Government Regulation NSW	Preparation of long-term asset management plan, the plan continues in force for the period stated in the plan unless the local government adopts a new long-term asset management plan, and the period stated in the plan must be 10 years or more.

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	A Local government's long term asset management must provide for strategies to ensure the sustainable management of the assets mentioned in the local government's asset register and the infrastructure of the local government; and state the estimated capital expenditure for renewing, upgrading and extending the assets for the period covered by the plan; and be part of, and consistent with, the long-term financial report.

This AMP contributes to supporting Council's legislative requirements.

- Local Government Act 1999 Sets out role, purpose, responsibilities, and powers of local government including the preparation of a LTFP supported by asset management plans for sustainable service delivery.
- Building Code of Australia meet requirements for occupation under the approved Building class.
- Development Act 1993 Regulates the use and management of building including their design and construction, ongoing maintenance, and conservation.
- Disability Discrimination Act 1992 to ensure persons with disabilities have access to the building facilities.
- Heritage Act 1993 and Heritage Places Act 1993, the portfolio including buildings that are State and locally Heritage listed buildings. These Acts set out the responsibilities of the landowner to maintain and preserve the heritage value of the building.
- Work Health and safety Act 2012 provide a safe work environment for workers on the site.
- Environment Protection Act 1993 Responsibility not to cause environmental harm (e.g., noise pollution, contamination of water)
- Public Health Act 2011 Maintenance of cooling towers
- Food Act 2001 Sets out standards for food handling.
- Liquor licensing Act 1997 sets out responsibilities for holders of liquor licence.

Plan Maturity

This development of this AMP is targeted at a first cut, 'core-level' AMP as defined in the International Infrastructure Management Manual. Detailed information is in Table 7 below.

Core level AMP's are developed to meet minimum legislative and organisational requirements and provide basic technical management outputs, including:

- Statements on current levels or aspirational levels of service
- Forward asset flow programs
- Associated cash flow

Table 7: Core Level Asset Management Capabilities

AM Category	Core Assessment requirements
Asset Management Plans	• Plan contains basic information on assets, service levels, planned works, and financial forecasts (5-10years) and future improvements. • The plan also includes executive summary, description of services and key/critical assets, top-down condition and performance description of supporting AM processes, 10-year financial forecasts, and 3-year AM improvements plan.

1 – IPWEA, 2011, IIMM, p2.22

Other “Core” Assessment requirements that can be included in the AMP include the following:

Risk Management	• Risk framework developed • Critical assets and high risks identified • Documented risk management strategies for critical assets and high risks
Quality Management	• Defined quality policy and basic Quality Management System • All critical activity processes documented.
Levels of Service and Performance Management	• Customer groups defined, and requirements informally understood. • Levels of service and performance measures in place covering a range of service attributes. • Annual reporting against performance targets.
Demand Forecasting	• Demand forecasts based on robust projection of a primary demand factor (e.g., population growth) and extrapolation of historic trends. • Risk associated with demand change broadly understood and documented. • Demand management is considered in major asset planning.
Operating Planning	• Emergency response plan is developed • Asset utilisation is measured for critical asset groups and its routinely analysed.
Maintenance Planning	• Asset critically considered in response processes. • Fault tracking and closure process • Strategy for prescriptive versus performance-based maintenance developed. • Key maintenance objective established and measured.
Capital Works Planning	• Projects have been collated from a wide range of sources such as hydraulic models, operational staff, and risk processes.
Financial and Funding Strategies	• 10+ year financial forecasts based on current AMP outputs. • Significant assumptions are specific and well-reasoned. • Expenditure captured at a level useful for AM analysis.
Asset Register Data	• Sufficient information to complete asset valuation – basic physical information recorded in a spreadsheet or similar (e.g location, size, type) but may be based on broad assumptions or not complete. • Replacement costs and asset age/life. • Asset hierarchy, asset identification and asset attribute system documented.
Asset Condition	• Condition assessment programme in place for major asset types, prioritised based on assets risk. • Data supports asset life assessment • Data management standards and processes documented • Programme for data improvement developed.
Information Systems	• Asset registered enables hierarchical reporting (at component to facility level). • Customer request tracking and planned maintenance functionally enabled • System enables manual reports to be generated for valuation, renewal forecasting.
Service Delivery Mechanisms	• Service delivery roles clearly allocated (internal and external), with contracts in place for external service provision.

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Existing Infrastructure Base

The section provides an overview of the infrastructure assets covered by this AMP. The overview provides an understanding of the age, value, and condition of Council's existing infrastructure asset base.

Asset Summary

A summary of the Building Assets covered by the AMP are included in table 8.

Table 8: Asset Summary

Asset type	Replacement Value (June 2021)
Administration	$4,045,085
Civic	$13,134,905
Demountables	$261,479
Education	$994,244
Health	$3,743,921
Industrial	$80,077
Office	$437,400
Recreation	$1,517,867
Residential	$5,891,143
Shed	$4,859,790
Special	$56,160
Total	*$35,026,071*

Asset Hierarchy and Useful Life

Implementing an asset hierarchy is one of the most important steps in building an effective asset management program. Such a hierarchy provides both context and organisation to the asset register.

The asset register is the fundamental building block for asset management and when organised in hierarchical order is the vehicle by which the information system most effectively enables the assessment of the assets as individual components, composite assets, or groups if assets.

While it is not absolutely necessary to organise asset records in a hierarchical structure (they could simply be listed in date of creation order for example), doing so greatly simplifies the search for the proper record when entering data and greatly facilitates the roll up/drill down concept for data reporting.

Council's hierarchy for Building assets is provided in Table 9 below.

Table 9: Asset Hierarchy

Asset Class	Asset Category	Asset Group
Buildings	Accommodation Administration Amenities Barbeque Carpark Commercial Demountable	Floor Coverings Internal Screens Irrigation Roof Services – Electrical Services – Fire Services – Hydraulic

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	Hangar Historic Landscaping Library Museum Other buildings Park Furniture Pavilion Playground Public Halls Service Buildings Shed Shelter Sign Sport & recreation Storage Walkway Waste	Services – Mechanical Services – Security Sub-Structure Super-Structure Total Building Water Tank

Asset Condition

Council has adopted a condition assessment method using a 5-point scale rating, varying from "Very Good" to "Very Poor" condition as can be seen in table 8 below:

Grade	Condition	% Remaining Useful Life	Description
1	As New	>70%	Sound physical condition. No signs of deterioration Only normal maintenance required
2	Good	70%->50%	Acceptable physical condition; minor deterioration visible, no short-term failure risk. Minor defects only. Only minor work required, if any.
3	Fair	50%->10%	Acceptable physical condition; minimal short-term failure risk but potential for deterioration in long-term. Minor defects only. Minor components or isolated sections of the asset may need replacement or repair now but asset functions safely at adequate level of service. Work may be required but asset is serviceable. Maintenance required to restore the asset to an acceptable level of service.
4	Poor	10%-4%	Significant deterioration evident. Failure likely in short-term. Likely need to replace most or all of the asset. No immediate risk to health or safety work required in short-term, asset barley serviceable. Asset requires renewal – works to be programmed.

1 – IPWEA, 2011, IIMM, p2.22

5	Very Poor	<4%	Failed or failure imminent. Immediate need to replace most or the entire asset. Health and safety hazards exist which present a possible risk to public safety, or asset cannot be serviced/operated without risk to personnel. Asset is effectively unserviceable. Major work or replacement required urgently.

Table10: Asset Condition Ratings

Asset Type	Condition (% of Asset Base)					
	As New	Good	Fair	Poor	Very Poor	Total
Buildings	15%	41%	40%	4%		100%

Note:
Condition ratings were re-calculated using the consumption-based index in Councils asset register.

Assets Criticality

A critical asset is an asset for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.

Although critical assets have a high consequence of failure, they don't necessarily have a high likelihood of failure.

Asset Criticality is a measure of how critical an asset is to the functioning of and/or the services provided by Council.

The importance or degree of asset critically has been proposed to be based on the consequences of failure i.e. consequences of failure are assigned a criticality factor.

Elements that may impact on asset criticality include:

- Safety
- Cost of Failure
- Complexity
- Severity of Duty
- Impact of failure
- Impact on Environment
- Location
- Loss of Service
- Number of Customers Serviced
- Site function
- Public image impact

Social, environmental & economic factors may be considered.
Social may include

- Community disruption
- Health and safety

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- Litigation

Environment factors that may need to be considered are

- Natural waterways
- Parks
- National parks
- Recreational grounds

Economic

- Business and commercial activities being disrupted
- Costs to the community

Criticality has been assigned using the rating in Table 11:

Table 11: Criticality Rating

Criticality Rating				
1	2	3	4	5
Insignificant	Minor	Moderate	Major	Extreme

Data Confidence

The lifestyle assessment is only as precise as the accuracy of the data Council holds. This data includes revaluation data of the assets, financial data, and asset register details.

The inconsistencies between the condition and life data have resulted in the buildings data being given a subjective data confidence rating a 4.

Further iterations of this plan will develop Council's data confidence models and improve the quality of the assessment for each asset class.

Levels of Service

Level of Service Documents Hierarchy

- **Hay Shire 2022-2032 CSP**
  The Community Strategy establishes, through community consultation, Council's aspirational goals and objectives for the delivery of Transport services.

- **Asset Management Plan**
  This asset Management Plan (AMP) develops technical measures against which the aspirational goals and objectives can be measured (Technical Levels of Service)

- **Delivery Plan**
  The Delivery Plan (DP) allocated those responsible for the assets and the services they deliver, and the operational areas of Council charged with maintaining, operating, and upgrading existing assets or construction new infrastructure.

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- **Activity Specification**
  The activity specification defines the target performance measures for maintenance, operations, or construction activities. It sets routine inspection and maintenance frequencies and for reactive maintenance sets intervention levels, response times, activity duration targets.

- **Maintenance Management Plan**
  The Maintenance Management Plan (MMP) details how each activity is to be completed and may include the following:
    - Standard Operating Procedures
    - Work Instructions
    - Hazards Risk Assessment
    - Reference to Equipment Maintenance Manuals (particularly fleet, plant, mechanical and electrical assets)

Community Strategy 2022-2032 (Community Levels of Service)

The Community Strategy relevant to this AMP is:

Outcome 5: Our Infrastructure – Sustainable infrastructure provision that is adaptive to changing and funding levels.

Table 12: Council's Goals

Council Role
• Undertake a regular program of building maintenance • Undertake sound asset management planning and asset mapping • Where appropriate upgrade existing or provide new infrastructure • Maximise funding opportunities to renew and upgrade-built infrastructure • Partner with the community to understand service needs and ensure infrastructure is fit for purpose.

In addition to Council's aspirational goal and roles as detailed in table 12, the Community Levels of Service relate to subjective service delivery outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, value and legislative compliance.

Community levels of service measures used in this service management plan are:

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

These community levels of service promised by Council are outlined in Table 13.

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Table13: Community Levels of Service

Service Level Outcome	Principle Activity	Strategic Elements	Performance Outcome	Assessed By
Reliability	Actively managing Council's available resources.	People can access what they need.	Appropriate to provide services to the community	Survey of access to building assets (TBD)
Quality	Amenity fit for purpose, clean and tidy	People can live and function in clean and tidy environments.	Zero complaints of building cleanliness	TBD
	Healthy Urban and Natural Environment	People breathe clean air	Proportion of building assets that incorporate energy efficient design principle	Air Quality Testing (TBD)
Function	Adequate capacity; All building components functional	Building services are well maintained	Zero complaints of building maintenance issues.	TBD
	Comply with NCC and relevant standards	People can access the required services	Buildings are appropriate to use.	Survey of access to building assets (TBD)
Condition	Planned maintenance	Building services are well managed	Long term asset management planning building and related infrastructure.	Progression of asset management plans
	Buildings are safe, complying with all relevant codes and standards	Building is compliant	Stewardship of assets through effective planning for asset provision, maintenance and renewal.	Inspections and condition rating for buildings assets.

Achievement of the community's aspirational service levels and goals is measured through the achievement of the technical levels of service performance measures.

1 – IPWEA, 2011, IIMM, p2.22

Technical Levels of Service

Technical levels of service support the community levels of service by turning subjective requirements of the Community Levels of Service into objective assessments. These technical measures aim to quality the performance of the assets and service they provide and relate to the allocation of resources to services activities that the organisation undertakes to best achieve the desired community outcomes and demonstrates effective organisational performance.

Technical service measures are linked to annual budgets covering:

- **Operations** – the regular activities to provide services such as opening hours, cleansing frequency, mowing frequency, etc.

- **Maintenance** – the activities necessary to retain an asset near as practicable to an appropriate service condition (e.g. building and structure repairs)

- **Renewal** – the activities that return the service capability of an asset to that which it has originally (e.g building component replacement)

- **Upgrade** – the activities to provide a higher level of service (e.g adding a room, increasing a service capacity) or

- **New** – a new service that did not exist previously (e.g. a new library).

Asset managers plan, implement and control technical service levels to influence the community service levels. [1]

These technical Levels of Service are outlined in Table 14 by asset classification

1 – IPWEA, 2011, IIMM, p2.22

Table 14: Technical Levels of Service

Asset Class	Building		
Service Statement	Council has Effectively maintained Roads and Footpaths that are fit for purpose		
Performance Measure	Community feedback through surveys or complaints and the average condition of the road network.		
Service Factors	Community Levels of Service	Technical Level of Service	Performance Measures
Quality			
Condition	Building /structure are: • Well maintained. • Appear in good condition • Structurally sound; and • Aesthetically pleasing	Operations Maintenance • Inspect assets on a routine basis to identify their condition • Inspect asset on a routine basis to identify and address any defect and safety concerns • Maintain assets in a tidy, safe and functional condition	3 Assets condition assessed annually. Defect inspections 90% of buildings. Maintenance cost between 1.5 -2.9% of building renewal cost <1 complaint /month.
		Renewal • Renew/replace building components when they no longer function at 90%. • Renew/replace building when structure degrades to a dangerous level.	Building condition being maintained 90% delivery of renewal programs
Function			
Access	Access to facilities and services is provided that is suited to the use	New/Upgrade • Provide new/upgrade infrastructure to cater for community growth in accordance with community demand. • Provide new/upgraded infrastructure as required to comply with industry standards or statutory requirements. • Ensure new/upgrade infrastructure is designed and construction in accordance with Council's Guidelines.	90% delivery of CAPEX programs. 100% Compliance with design standards and guidelines.
Capacity /Utilisation			
Cost Effectiveness	Building/structures meet the appropriate capacity and utilisation requirements	New/upgraded • Ensure new/upgrade infrastructure is designed and constructed in accordance with Council's Guidelines • Measure actual utilisation/capacity against planned values • Monitor benefit realisation for new/upgrade works	100% Compliance with design standards and guidelines Utilisation and Customer surveys Benefits realised within payback period.

1 – IPWEA, 2011, IIMM, p2.22

Risk Management

Risk Management Objectives

Council has a 'duty of care' to the community in relation to management of the assets and appropriate management of risk. Council must reduce risk where it is reasonable to do so. Risks that affect Council include:

- Risks associated with the loss of service by the failure of critical assets
- Financial risks from a lack of due diligence in the management of funding for the renewal, maintenance, and operation and management outputs.

The objectives to be achieved in managing risks under the AMP are:

- Identify high risk assets
- Maintain Levels of Service
- Mitigate risks to the public
- Reduce the number and magnitude of unplanned asset failures.

Managing risks involves identifying, assessing and determining risk management option.

Risk options vary depending on several factors, including but not limited to:

- Available resources and funding
- Risk assessment level and
- Network demand

In this way, it may be reasonable to mitigate a lower risk when it is not practical to mitigate a high risk.

For each identified risk Council can elect to adopt one of the following positions:

- Take the risk
- Transfer the risk
- Treat the risk
- Terminate the risk

Risk Assessment Method

Risks vary on both likelihood and consequence. Analysing risks in a risk matrix can help to quantify the risk to then identify necessary treatment actions. The risk matrix used to assess Council's risk is shown below.

LIKELIHOOD		CONSEQUENCES				
		1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
Likelihood	A. Rare	Low	Low	Low	Moderate	High
	B. Unlikely	Low	Low	Moderate	High	High
	C. Possible	Low	Moderate	Moderate	High	Extreme
	D. Likely	Moderate	Moderate	High	Extreme	Extreme
	E. Almost Certain	Moderate	High	High	Extreme	Extreme

1 – IPWEA, 2011, IIMM, p2.22

Risk Assessment	Treatment Options
Low(L)	Acceptable Risk • Unlikely to require specific application of resources • Manage by routine procedures • Monitor, review and react
Moderate (M)	Acceptable Risk • Unlikely to cause much damage and/or threaten the efficiency and effectiveness of the activity • Treatment plans to be developed and implemented by operational managers. • Manage by specific monitoring or response procedures
High Risk (H)	Generally unacceptable • Likely to cause some damage, disruption, or breach of controls • Senior management attention needed, and management responsibility specified • Treatment plans to be developed and reported to executives
Extreme (E)	Not acceptable • Likely to threaten the survival or continued effective function of the organisation, either financially or politically • Must be managed by senior management with detailed treatment plan in place • Immediate action required.

Risk Analysis - Asset Failure

The asset risk has been calculated using the critically of the asset as a measure of the consequence of failure and the condition rating as the likelihood of the asset failing. A risk was assigned to every Transport asset.

Table 15 qualify the number of assets at each level of risk, Council's risk exposure to asset failure in the transport network, and the assets assessed as having an extreme risk of failure.

1 – IPWEA, 2011, IIMM, p2.22

Rick Analysis – Operational Activities

Table 15: Transport Operational Risk Assessment

Asset at Risk	Risk ID	Critical Incident	Cause	Likelihood	Consequences	Rating
Building	B01	Non-compliance with Federal and State Statutes and Regulations and Local Government By-laws;	Requirements not known	Possible	Major	High
Building	B02	Non-compliance with Australian Standards, Codes of Practice, Guidelines and Manuals	Requirements not known	Possible	Major	High
Building	B03	Failure to protect public safety	No delineation of building users and transport users	Possible	Major	High
Building	B04	System or structural failure	Soil movement Overloading structures Aging infrastructure	Possible	Moderate	High
Building	B05	Accidents	Slippery floor Design failure	Possible	Moderate	Moderate
Building	B06	Rubbish dumping, overgrown vegetation, pest and nuisance habitat	Lack of maintenance/vigilance, (both by community and Council), in relation to monitoring, reporting and addressing issues.	Possible	Moderate	Moderate

1 – IPWEA, 2011, IIMM, p2.22

Operational Risk Report

The risk report, shown in Table 16: Risk report, outlines the risks identified in the risk assessment, their risk rating, the proposed actions and cost estimates to achieve the target risk result. Treatment options should be considered for the identified risks and integrated into the operations and maintenance activities for Council.

Table 16: Risk Report

ID	Risk Description	Risk Assessment	Action	Proposed Treatment Options	Estimated Cost	Target Risk Result
B01	Non-compliance with Federal and State Statutes and Regulations and Local Government By-Laws.	High	Treat	Research and Staff Training	$TBA	Low
B02	Non-compliance with Australian Standards, Codes of Practice, Guidelines and Manuals	High	Treat	Research and Staff Training	$TBA	Low
B03	Failure to protect public safety	High	Treat	Hazards risk assessment by staff implement controls	$TBA	Low
B04	System or structural failure	High	Treat	Condition Assessment program implement AMPs	NIL	Low
B05	Accidents	Moderate	Take		NIL	Low
B06	Rubbish, dumping, overgrown vegetation, pest and nuisance	Moderate	Take	Routine Inspections	NIL	Low

1 – IPWEA, 2011, IIMM, p2.22

Available Funding

The available CAPEX funding is from Council's long-term financial Plan (LTFP), however, the operations and maintenance expenditure funding forecasts are imbedded in the model data and not clearly identified by asset class. Therefore, these operational expenditure funding forecasts are based on current levels of expenditure. The assumption being that this level of funding is enough to deliver the current service levels.

The forecasts estimated in this AMP should be used as an indication of expenditure levels and distribution required for the Long-Term Financial Plan.

Long -Term Financial Plan Summary

The LTFP funding available for operations, maintenance and infrastructure renewals is shown in table 17: The total allocation over the term of the LTFP is $5.3.6M or $530k per annum.

Table 17: The LTFP funding available for operations, maintenance and infrastructure renewals

Financial Year Ending	Operations Expenditure	Maintenance Expenditure	Total
2022/23	$262,300	$206,750	$469,050
2023/24	$268,854	$222,499	$491,353
2024/25	$275,415	$267,050	$542,465
2025/26	$281,974	$243,900	$525,874
2026/27	$288,530	$216,150	$504,680
2027/28	$295,086	$282,200	$577,286
2028/29	$301,645	$213,850	$515,495
2029/30	$308,204	$228,200	$536,404
2030/31	$314,760	$219,550	$534,310
2031/32	$321,317	$288,400	$609,717
Total	*$2,918,085*	*$2,388,549*	*$5,306,634*

This has been verified with the assistance of Cumberland City Council asset team, confirming LTFP allocation required is $8,243,987 (Operations/maintenance - $210,156 per annum and 10-year asset renewal of $6,142,427).

Operations & Maintenance

Operations and Maintenance activities relate to the day to day running and upkeep of assets, the costs of which are particularly significant for dynamic/short-lived assets.

Operations expenditure is recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, e.g. power, fuel, plant equipment, street sweeping, mowing, on-costs and overheads but excludes maintenance and depreciation.

Maintenance activities are those necessary for retaining as asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets functioning and in good repair. It is operating expenditure required to ensure that the asset reaches its expected useful life.

1 – IPWEA, 2011, IIMM, p2.22

Operations & Maintenance Program

Currently maintenance is managed based on historical information and trends. The maintenance service objectives are to:

- Maintain Council's infrastructure in a safe, serviceable and aesthetic condition to the satisfaction of Council and the community;
- Maintain and preserve the functionality and value of the existing assets;
- To provide and maintain a safe environment of the community within the constraints of Council's financial capacity and resource capability, while displaying a reasonable 'duty of care'; and
- Ensure the provision of a high standard of customer service and that customer requests are responded to quickly efficiently.

Council's future operations and maintenance expenditure is based on last financial year's financial statements. This data only provided very limited granularity and insight into the operations and maintenance work it represents. The operations and maintenance expenditure is not broken down into specific task. From this data it is not possible to assess whether the level of operations and maintenance being conducted is appropriate or how it will change over the planning period.

The projected operations and maintenance expenditure can be seen in Table 18

If the Council's assets are well maintained and renewed in a timely manner, the forecast expenditure is expected to remain at a relatively constant level.

Table 18: Forecast Operations and Maintenance expenditure

Financial Year Ending	Operations Expenditure	Maintenance Expenditure	Total
2022/23	$262,300	$206,750	$469,050
2023/24	$268,854	$222,499	$491,353
2024/25	$275,415	$267,050	$542,465
2025/26	$281,974	$243,900	$525,874
2026/27	$288,530	$216,150	$504,680
2027/28	$295,086	$282,200	$577,286
2028/29	$301,645	$213,850	$515,495
2029/30	$308,204	$228,200	$536,404
2030/31	$314,760	$219,550	$534,310
2031/32	$321,317	$288,400	$609,717
Total	*$2,918,085*	*$2,388,549*	*$5,306,634*

The annualised expenditure on operations and maintenance activities for the next 10 years is $530,000 per annum

This has been verified with the assistance of Cumberland City Council asset team, confirming LTFP allocation required is $8,243,987 (Operations/maintenance - $210,156 per annum and 10-year asset renewal of $6,142,427).

Operations and Maintenance Conclusion

It has been assumed that the current levels of funding provide is not an acceptable service level, therefore current operations and maintenance budgets have been extrapolated to forecast future expenditure requirements.

1 – IPWEA, 2011, IIMM, p2.22

Renewals Planning

Analysis Approach

Renewals expenditure does not increase the asset's design capacity but restores, rehabilitates, replaces, or renews an existing asset to its original or lesser required service potential. Work over and above restoring and asset to original service potential is classed as upgrade or new works expenditure. The current LTFP shows a significant gross underspend on building renewal.

Renewals Program

This renewal requirement does not include any amount dedicated to a renewal project which upgrades or increases the level of service. Any additional amount for this is to be reported through the New and Upgraded Requirement within the New and Upgrade chapter of this AMP.

This plan provides an indicative program information for the renewal of the assets.

The renewal plan based on the condition and remaining life data held against each asset in the asset register has been prepared and is attached in Appendix D – Renewal Plan.

Prior to the adoption of the renewal plan, a review of individual projects and the data held in the register will be validated by inspection and where discrepancies exist the Plan and the record data will be amended.

New and Upgrade

New and Upgrade expenditure is for the provision of, improvement to, an asset where the outlay can reasonably be expected to provide benefits beyond the year of outlay, including a value management approach that aims to produce the most economic and creative solutions.

Council will need to undertake a rigorous assessment of its renewal program. The renewal program should be based on engineering assessments and inspections, risk analysis and asset valuation data.

New/Upgrade Prioritisation Approach

The considerations taken into account when prioritising new/upgrade Projects. The discussion may include some example criteria as documented below:

- New/upgrade projects that involved legislative drivers were prioritised over others that did not, to ensure compliance with statutory requirements.
- Once the legislation assessment was completed, projects were assessed against alignment with approved Council plans, policies, and strategies. This was essential to ensure projects were not being developed outside the scope of strategic Council documents.
- A risk assessment was undertaken, to identify projects with higher risk. This was necessary to identify the consequences and impacts If projects were nit undertaken. Projects identified as higher risk were prioritised over those with a lower risk.
- An assessment of community growth and demand based on technical levels of service within the Council area was undertaken. This highlighted that projects associated with growth areas such as the northern growth corridor warranted being prioritised over those not located in such an area.
- For projects concerning the upgrade of existing assets, these were given priority over new assets in order to maximise/enhance existing infrastructure before investing in new, additional assets.
- Include evidence of a value management approach taking into consideration the hole of Life costs of each project.

1 – IPWEA, 2011, IIMM, p2.22

New/Upgrade Program

Council's current 10-year new/upgrade program is included.

Table 19: 2021 new/Upgrade CAPEX Program

Building name	Activity	Expenditure Type	Estimated Cost
Swimming Pool amenities			$1,730,000

Disposal/Rationalisation

Disposals and Transfers

There is currently no information regarding any assets that may have been disposed of. It has been assumed that all assets on the register are in use.

Forecast Expenditure

Asset Values

The valuation shown in Table 20: Asset Valuations is based on:

- Council 's financial statements and comprehensive valuation of building assets.

Table 20: Asset Valuations

Asset Class	Replacement Cost	Accumulated Depreciation	Fair Value	Annual Depreciation
Buildings	$35,026,072	$11,803,874	$23,222,288	$479,475

Performance Ratios and Sustainability

The 'financial sustainability' outputs are provided to demonstrate the trends that the currently anticipated expenditure will have on key measures. Capital Expenditure for 2021-2022 shown in Table 21.

Table 21: Capital Expenditure 2022-2023

Year	Capital Renewal Expenditure	Capital New/Upgrade Expenditure	Total Capital Expenditure
2022-23	$243,000	$nil	$243,000

Consumption Ratio

The consumption ratio provides a measure of the percentage of the asset base consumed to date and an indication of how fast the assets are being consumed each year and whether investment may require adjustment.

1 – IPWEA, 2011, IIMM, p2.22

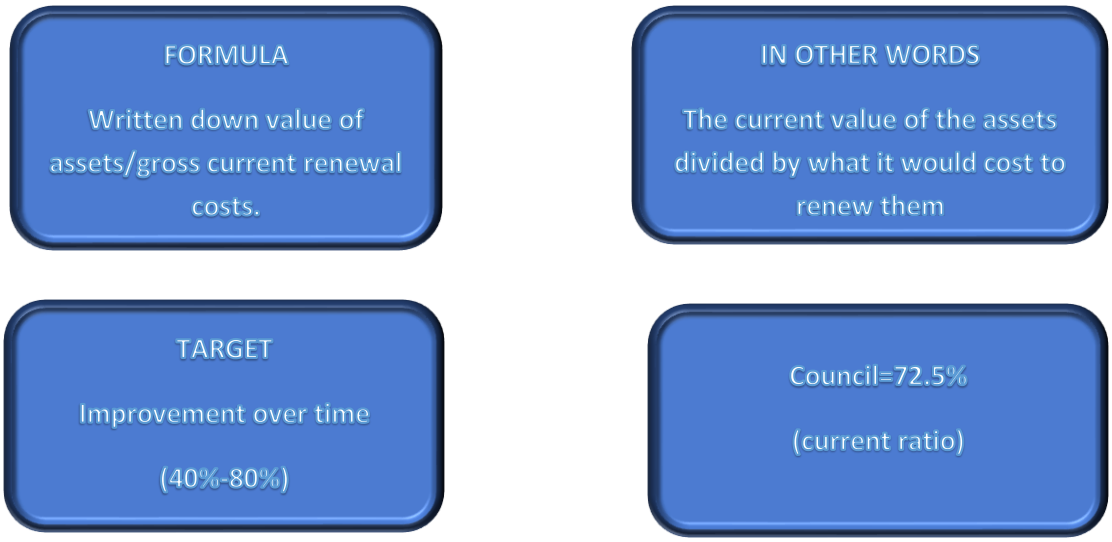


Table 22: Annual Asset Consumption

Annual Asset Consumption (Depreciation/Depreciable Amount)	1.3%

This provides a measure of the percentage of the asset base remaining (yet to be consumed). It is derived by diving the written down value of the assets by the gross current renewal cost.

The asset renewal ratio is currently below what is considered satisfactory. Long term asset renewal plans need to be implemented that move towards a 100% ratio.

Service Levels Sustainability Ratio

Knowing the extent and timing of any required increase in funding will assist Council in providing services to their communities in a financially sustainable manner.

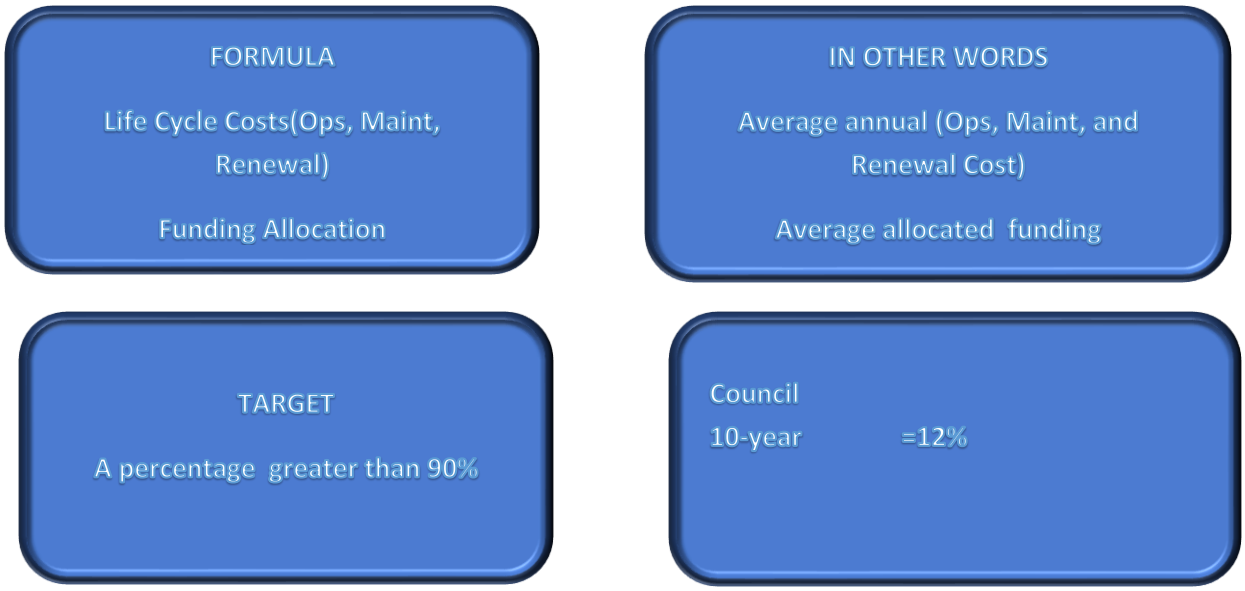
There are three key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset class. These indicators are:

- Medium term rations 5 and 10 years.
  This ration compares the projected operations, maintenance and capital renewal expenditures to the available funding. The Capital renewal estimate is based on the condition of the asset base. This also includes the operations and maintenance expenditure incurred because of planned new and upgraded assets. It is an indication of the expenditure required to deliver current levels of service to existing customers and cater for growth.

- Whole of life ration
  This ratio compares the projected operations, maintenance and capital renewal expenditures to the available funding. The Capital renewal estimate is based on the average renewal costs modelled over 100 years. This does not include the depreciation on planned new and upgrade assets. It is an indication of the expenditure required to deliver current levels of service to the current customer base over the life of the current asset base.

These forecast expenditures have been compared to funding allocations for the same expenditure types in the 10-year period to identify any funding discrepancies.

1 – IPWEA, 2011, IIMM, p2.22



The figures are based on “end of life” renewals of assets.

Plan Improvement

Performance Measures

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

- The degree to which the required cash flows identified in the development of the final plan are incorporated into Council’s long-term financial plan and Community/Strategic Planning processes and documents.
- The degree to which 1–5-year detailed works programs, budgets, business plans and organisational structures take into account the ’global’ works program trends provided by the asset management plan:
- The degree to which the exiting and projected services levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Council’s Strategic Plan Associated plans,
- The Asset Renewal Funding Ratio achieving the target of 1.0.

Monitoring and Review Procedures

This plan will be reviewed during annual budget preparation and amended to recognise any material changed in service levels and/or resources available to provide those services as a result of the budget decision process.

This plan has a life of three years and is due for major review in 2024. Interim reviews should be undertaken to check its validity.

Evaluation of findings

- Council’s current operational and maintenance budget appears to be sufficient to maintain acceptable service levels.
- There is no evidence of any critical risk however this needs to be further assessed.
- Council’s assets valuation data is comprehensive and considered accurate.

1 – IPWEA, 2011, IIMM, p2.22

- Extensive investigation and analysis need to be undertaken to formulate future, renewal, improvement and maintenance program.
- With Asset replacement of $35 million and annual depreciation charge of $476K. Managing Council's building assets will be challenging going forward.

Next Steps

1. Comprehensive risk analysis be conducted on assets in relation to critically and asset condition.
2. Evaluation of Maintenance and Operational on assets in relation to critically and asset condition.
3. Further development of asset inspection, condition analysis and asset management techniques.
4. Establish asset management planning regime and responsibilities.
5. Formulation asset renewal and improvement requirements.

Appendix A – Asset Management Practices

Council is currently using Civica Authority financial system for asset accounting processes and related reporting functions. Asset data included in the system is directly integrated with the financial system.

The intention is to record, further develop and consolidate the processes used for asset and services management, and then review the systems available which will complement those processes. The timeframe for that review will be establish in the Asset and Services Management Practices Improvement Strategy.

The finance module is the responsibility of the finance department. The engineering and finance departments are jointly responsible for ensuring the integrity of the system and asset financial information overall.

Authority has an asset database module that Council uses to monitor their assets. In this way the asset and financial data bases can be aligned. The key information flows into this asset management plan are:

- Council corporate and operational plans;
- Service request from the community;
- Network assets information;
- The unit rates for categories of work/materials;
- Current levels of service and expenditures;
- Projections of various factors affecting future demand for services and new assets acquired by Council;
- Future capital works programs; and
- Financial asset values.

The key information flows from this asset management plan are:

- The project works program and trends;
- The resulting budget and long-term financial plan expenditure projections; and
- Financial sustainability indicators.

These will impact the Long-Term Financial Plan, Strategic Long-Term Plan, Annual Budget and Departmental Business Plans and Budgets.

1 – IPWEA, 2011, IIMM, p2.22

Appendix B - Abbreviations

AAAC	**Average annual asset consumption**
AMP	**Asset Management Plan**
ARI	**Average Recurrence Interval**
CRC	**Current Replacement Cost**
CWMS	**Community Wastewater Management Systems**
DA	**Depreciable Amount**
EF	**Earthworks/Formation**
IRMP	**Infrastructure Risk Management Plan**
LCC	**Life Cycle Cost**
LCE	**Life Cycle Expenditure**
LGIS	**Local Government Infrastructure Services**
MMS	**Maintenance Management System**
PCI	**Pavement Condition Index**
RV	**Residual Value**
Vph	**Vehicles per hour**

1 – IPWEA, 2011, IIMM, p2.22

Appendix C – Glossary

Annual Service Cost (ASC)

1. Reporting actual cost. The annual accrual Cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.
2. For investment analysis and budgeting. An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost included operations, maintenance, depreciation, finance/opportunity and disposal costs, less revenue.

Asset

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

Asset class

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

Asset condition assessment

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

Asset management (AM)

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner.

Average annual asset consumption (AAAC)*

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

Borrowings

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

Capital expenditure

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

Capital expenditure – expansion

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

Capital Expenditure – new

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

Capital expenditure – renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the asset being renewed. As it reinstates exiting service potential, it generally has no impact on

1 – IPWEA, 2011, IIMM, p2.22

revenue, but may reduce future operations and maintenance expenditure if completed as the optimum time, e.g. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

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

Capital funding
Funding to pay for capital expenditure.

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

Capital investment expenditure
See capital expenditure definition

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

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

Component
Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

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

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

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

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

Depreciation/amortisation
The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life
See useful life definition

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

Fair value
The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arm's length transaction.

Funding gap
A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be

1 – IPWEA, 2011, IIMM, p2.22

determined assuming no additional operating revenue liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in future diminution of existing service levels.

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

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

Investment property
Property held to earn rentals or for capital appreciation or both, rather than for;

a) Use in the production or supply of goods or services or for administrative purposes; or
b) Sale in the ordinary course of business

Key performance indicator
A qualitative or quantitative measure if a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

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

Life cycle cost

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

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

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

Planned maintenance
Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

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

Significant maintenance
Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

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

Maintenance and renewal gap
Difference between estimated budgets and projected required expenditures for maintenance and renewal of assets to achieve/maintain specified levels, totalled over a defined time (e.g 5,10 and 15 years).

1 – IPWEA, 2011, IIMM, p2.22

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

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

Materiality
The notion of materiality guides the margin of error acceptable, the degree of precision required, and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

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

Net present value (NPV)
The value to the Council of the cash flows associated with an assets, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows arising from e.g. the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

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

Operations expenditure
Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes eg power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation are on the other hand included in operating expenses.

Operating expense
The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows results in decreases relating to distributions to equity participants.

Pavements management system
A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

PMs Score
A measure of condition of a road segment determined from a Pavement Management System.

Rate of annual asset consumption
A measure of rate at which assets are being upgraded and expended per annum expressed as a percentage of depreciable amount (capital upgrade/expansion /expenditure/DA).

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

Recurrent funding
Funding to pay for recurrent expenditure.

Remaining useful life
The time remaining until as asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.

Residual value
The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of age and in the condition expected at the end of its useful life.

1 – IPWEA, 2011, IIMM, p2.22

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

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

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

Service potential
The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service potential remaining
A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits.
It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing in providing services (Depreciated Replacement Cots/Depreciable Amount)

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

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

Sub-component
Smaller individual parts that make up a component part.

Useful life
Either:

a) The period over which an asset is expected to be available for use by an entity or
b) The number of production or similar units expected to be obtained front he asset by the entity.

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

Value in use
The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement costs (DRC) for those assets whose future economic benefits are not primary dependent on the asset's 'a ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits

1 – IPWEA, 2011, IIMM, p2.22

Appendix D – Renewal Plan

Asset Class: Buildings

	Asset Name	WAvg-RUL (Rounded)	Year (base 2022)	Asset Class	Asset Type	Component	Component Type	Component Sub Type	Gross	Cumulative Total	Financial Year (AMP Budget)	Consumption Score
*	Ex School	2	2024	Buildings	Education - Classroom (single storey)	03 Floor Coverings	Vinyl	Typical Life	$13,052	$13,052	2022/23	4.5
*	Shed with toilet	25	2047	Buildings	Civic - Amenities	63 Serv - Elect	Electrical	Typical Life	$2,394	$15,446	2022/23	4.5
*	Shed with toilet	32	2054	Buildings	Civic - Amenities	64 Serv - Hydr	Hydraulic System	Typical Life	$27,830	$43,276	2022/23	4.5
*	Shed with toilet	51	2073	Buildings	Civic - Amenities	05 Roof	Metal Decking	Typical Life	$8,978	$52,253	2022/23	4.5
*	Shed with toilet	54	2076	Buildings	Civic - Amenities	02 Structure	Metal Cladding	Typical Life	$16,758	$69,011	2022/23	4.5
*	Shed with toilet	112	2134	Buildings	Civic - Amenities	01 Sub-Structure	Concrete	Typical Life	$3,890	$72,902	2022/23	4
*	Ex School	12	2034	Buildings	Education - Classroom (single storey)	02 Structure	Timber	Typical Life	$55,935	$128,837	2022/23	4
*	Shed with bathroom	31	2053	Buildings	Civic - Amenities	63 Serv - Elect	Electrical	Typical Life	$2,016	$130,853	2022/23	4
*	Shed	37	2059	Buildings	Shed - Fully Enclosed	05 Roof	Metal Decking	Typical Life	$5,400	$136,253	2022/23	4
*	Tennis Shed	38	2060	Buildings	Shed - Partly Walled	05 Roof	Metal Decking	Limited Life	$3,422	$139,675	2022/23	4
*	Shed with bathroom	39	2061	Buildings	Civic - Amenities	64 Serv - Hydr	Hydraulic System	Typical Life	$23,439	$163,115	2022/23	4
*	Shed	44	2066	Buildings	Shed - Fully Enclosed	02 Structure	Metal Cladding	Typical Life	$4,793	$167,907	2022/23	4
*	Shed with bathroom	53	2075	Buildings	Civic - Amenities	01 Sub-Structure	Timber	Typical Life	$3,276	$171,184	2022/23	4
*	Tennis Shed	54	2076	Buildings	Shed - Partly Walled	02 Structure	Metal Cladding	Limited Life	$3,054	$174,237	2022/23	4
*	Shed with bathroom	58	2080	Buildings	Civic - Amenities	05 Roof	Metal Decking	Typical Life	$7,561	$181,798	2022/23	4
*	Shed with bathroom	61	2083	Buildings	Civic - Amenities	02 Structure	Metal Cladding	Typical Life	$14,114	$195,912	2022/23	4
*	Shed on right of cottage	27	2049	Buildings	Shed - Fully Enclosed	05 Roof	Metal Decking	Typical Life	$11,052	$206,964	2022/23	3.5
*	Shed on right of cottage	30	2052	Buildings	Shed - Fully Enclosed	02 Structure	Metal Cladding	Typical Life	$9,809	$216,773	2022/23	3.5
*	Residence	5	2027	Buildings	Residential - Detached House	03 Floor Coverings	Carpet	Typical Life	$4,620	$221,393	2022/23	3.5
*	Ex School	14	2036	Buildings	Education - Classroom (single storey)	01 Sub-Structure	Concrete/timber	Typical Life	$16,781	$238,174	2022/23	3.5
*	Heritage lodge stables	14	2036	Buildings	Shed - Earth Floor	05 Roof	Metal Decking	Typical Life	$24,154	$262,328	2022/23 & 2023/24	3.5
*	Barriers shed	24	2046	Buildings	Shed - Earth Floor	02 Structure	Metal Cladding	Typical Life	$17,833	$280,161	2024/25	3.5
*	Ex School	29	2051	Buildings	Education - Classroom (single storey)	05 Roof	Metal Decking	Typical Life	$41,019	$321,180	2024/25 & 2025/26	3.5
*	Heritage lodge stables	30	2052	Buildings	Shed - Earth Floor	02 Structure	Metal Cladding	Typical Life	$30,074	$351,254	2025/26	3.5

1 – IPWEA, 2011, IIMM, p2.22

	Asset Name	WAvg-RUL (Rounded)	Year (base 2022)	Asset Class	Asset Type	Component	Component Type	Component Sub Type	Gross	Cumulative Total	Financial Year (AMP Budget)	Consumption Score
*	Heritage lodge stables	33	2055	Buildings	Shed - Earth Floor	63 Serv - Elect	Electrical	Typical Life	$8,845	$360,099	2025/26	3.5
*	Barriers shed	35	2057	Buildings	Shed - Earth Floor	05 Roof	Metal Decking	Typical Life	$14,037	$374,136	2025/26	3.5
*	Heritage lodge stables	112	2134	Buildings	Shed - Earth Floor	01 Sub-Structure	Earth	Typical Life	$4,967	$379,103	2025/26	3.5
*	Barriers shed	125	2147	Buildings	Shed - Earth Floor	01 Sub-Structure	Earth	Typical Life	$2,961	$382,063	2026/27	3.5
*	Lions Club House (Old SES)	4	2026	Buildings	Administration - 1 Storey	61 Serv - Mechanical	Air Con (Wall)	Typical Life	$2,445	$384,509	2026/27	3.5
*	West Wing	4	2026	Buildings	Health - Hospital	61 Serv - Mechanical	Air Con (Split)	Typical Life	$74,878	$459,387	2026/27	3.5
*	Bishops Lodge	28	2050	Buildings	Residential - Detached House	02 Structure	Metal Cladding	Extended Life	$726,683	$1,186,070	Outside of budget	3.5
*	Jockey Secretary Office	8	2030	Buildings	Administration - 1 Storey	03 Floor Coverings	Floating Timber	Typical Life	$6,187	$1,192,257	2026/27	3
*	Old Toilets	20	2042	Buildings	Civic - Amenities	04 Fit-Out	Timber Panels/Hardboard	Typical Life	$5,692	$1,197,950	2026/27	3
*	Old Toilets	38	2060	Buildings	Civic - Amenities	63 Serv - Elect	Electrical	Typical Life	$4,554	$1,202,504	2026/27	3
*	Tennis Shed	106	2128	Buildings	Shed - Partly Walled	01 Sub-Structure	Concrete	Limited Life	$2,106	$1,805,951	2026/27	3
*	Jockey Secretary Office	42	2064	Buildings	Administration - 1 Storey	64 Serv - Hydr	Hydraulic System	Typical Life	$12,375	$1,455,259	2026/27	3
*	Shelter 3	47	2069	Buildings	Recreation - Picnic Shelter/Rotunda	05 Roof	Metal Decking	Typical Life	$4,134	$1,584,822	2026/27	3
*	Old Toilets	60	2082	Buildings	Civic - Amenities	02 Structure	Metal Cladding	Typical Life	$28,462	$1,613,284	2026/27	3
*	Old Toilets	64	2086	Buildings	Civic - Amenities	05 Roof	Metal Decking	Typical Life	$17,077	$1,630,361	2026/27	3
*	Shed on right of cottage	78	2100	Buildings	Shed - Fully Enclosed	01 Sub-Structure	Concrete	Typical Life	$6,769	$1,637,130	2026/27	3
*	Old Toilets	44	2066	Buildings	Civic - Amenities	64 Serv - Hydr	Hydraulic System	Typical Life	$50,662	$1,505,921		3
*	Cottage on right	46	2068	Buildings	Residential - Detached House	02 Structure	Brick	Extended Life	$74,766	$1,580,687		3
*	Main Pavillion	86	2108	Buildings	Shed - Fully Enclosed	01 Sub-Structure	Concrete	Typical Life	$166,715	$1,803,845		3
*	Hall	40	2062	Buildings	Civic - Town/Community Hall	02 Structure	Metal Cladding	Typical Life	$240,380	$1,442,884	Outside of budget	3
*	Residence	6	2028	Buildings	Residential - Detached House	61 Serv - Mechanical	Air Con (Split)	Typical Life	$6,930	$1,812,881		3
*	Residence	6	2028	Buildings	Residential - Detached House	61 Serv - Mechanical	Air Con (Split)	Typical Life	$6,930	$1,819,811		3
*	Workshop	6	2028	Buildings	Shed - Fully Enclosed	61 Serv - Mechanical	Air Con (Split)	Typical Life	$3,960	$1,823,771		3
*	Cottage on right	10	2032	Buildings	Residential - Detached House	03 Floor Coverings	Carpet	Extended Life	$10,433	$1,834,204		3

1 – IPWEA, 2011, IIMM, p2.22

	Asset Name	WAvg-RUL (Rounded)	Year (base 2022)	Asset Class	Asset Type	Component	Component Type	Component Sub Type	Gross	Cumulative Total	Financial Year (AMP Budget)	Consumption Score
*	Jockey amenities	14	2036	Buildings	Civic - Amenities	64 Serv - Hydr	Hydraulic System	Typical Life	$81,080	$1,915,284		3
*	Bishops Lodge	14	2036	Buildings	Residential - Detached House	03 Floor Coverings	Polished	Extended Life	$253,494	$2,168,778		3
*	Ex School	15	2037	Buildings	Education - Classroom (single storey)	04 Fit-Out	Plaster Board/Gyproc	Typical Life	$14,916	$2,183,694		3
*	Residence	16	2038	Buildings	Residential - Detached House	04 Fit-Out	Plaster Board/Gyproc	Typical Life	$34,650	$2,218,344		3
*	Ex School	18	2040	Buildings	Education - Classroom (single storey)	63 Serv - Elect	Electrical	Typical Life	$24,239	$2,242,582		3
*	Storage Shed	19	2041	Buildings	Shed - Partly Walled	02 Structure	Metal Cladding	Typical Life	$8,118	$2,250,700		3
*	Offices/library building	20	2042	Buildings	Administration - 1 Storey	04 Fit-Out	Timber Panels/Hardboard	Extended Life	$126,671	$2,377,371		3
*	Cottage on right	20	2042	Buildings	Residential - Detached House	04 Fit-Out	Plaster Board/Gyproc	Extended Life	$86,938	$2,464,309		3
*	Bishops Lodge	20	2042	Buildings	Residential - Detached House	04 Fit-Out	Timber Panels/Hardboard	Extended Life	$760,482	$3,224,791		3
*	Offices/library building	21	2043	Buildings	Administration - 1 Storey	01 Sub-Structure	Concrete	Extended Life	$63,335	$3,288,126		3
*	Hall	21	2043	Buildings	Civic - Town/Community Hall	64 Serv - Hydr	Hydraulic System	Typical Life	$60,095	$3,348,221		3
*	Ex School	21	2043	Buildings	Education - Classroom (single storey)	64 Serv - Hydr	Hydraulic System	Typical Life	$20,510	$3,368,731		3
*	Storage shed and amenities	22	2044	Buildings	Civic - Amenities	64 Serv - Hydr	Hydraulic System	Typical Life	$23,229	$3,391,960		3
*	Workshop	22	2044	Buildings	Shed - Fully Enclosed	63 Serv - Elect	Electrical	Typical Life	$7,920	$3,399,879		3
*	Main Pavillion	22	2044	Buildings	Shed - Fully Enclosed	63 Serv - Elect	Electrical	Typical Life	$96,519	$3,496,399		3
*	Sundry Storage and Sheds	26	2048	Buildings	Shed - Fully Enclosed	63 Serv - Elect	Electrical	Typical Life	$14,634	$3,511,033		3
*	Shed 1	28	2050	Buildings	Shed - Fully Enclosed	05 Roof	Metal Decking	Typical Life	$15,453	$3,526,486		3
*	Tennis Shed	28	2050	Buildings	Shed - Partly Walled	63 Serv - Elect	Electrical	Limited Life	$1,264	$3,527,749		3
*	Hall	29	2051	Buildings	Civic - Town/Community Hall	63 Serv - Elect	Electrical	Typical Life	$69,584	$3,597,333		3
*	Transportable Office	30	2052	Buildings	Demountable - Other Transportable	04 Fit-Out	Plaster Board/Gyproc	Typical Life	$5,846	$3,603,179		3
*	Cottage on right	30	2052	Buildings	Residential - Detached House	63 Serv - Elect	Electrical	Extended Life	$15,649	$3,618,828		3
*	Old Fire Station	32	2054	Buildings	Shed - Fully Enclosed	05 Roof	Metal Decking	Extended Life	$71,550	$3,690,378		3
*	Tennis Shed	32	2054	Buildings	Shed - Partly Walled	64 Serv - Hydr	Hydraulic System	Limited Life	$684	$3,691,063		3
*	Residence	35	2057	Buildings	Residential - Detached House	63 Serv - Elect	Electrical	Typical Life	$6,930	$3,697,993		3
*	Bishops Lodge	35	2057	Buildings	Residential - Detached House	63 Serv - Elect	Electrical	Extended Life	$152,096	$3,850,089		3

1 – IPWEA, 2011, IIMM, p2.22

	Asset Name	WAvg-RUL (Rounded)	Year (base 2022)	Asset Class	Asset Type	Component	Component Type	Component Sub Type	Gross	Cumulative Total	Financial Year (AMP Budget)	Consumption Score
*	Sheds	36	2058	Buildings	Shed - Fully Enclosed	63 Serv - Elect	Electrical	Typical Life	$1,228	$3,851,317		3
*	Solitary confinement cell with male toilet	36	2058	Buildings	Shed - Fully Enclosed	63 Serv - Elect	Electrical	Extended Life	$10,490	$3,861,806		3
*	Lions Club House (Old SES)	37	2059	Buildings	Administration - 1 Storey	63 Serv - Elect	Electrical	Typical Life	$13,449	$3,875,255		3
*	Jockey amenities	37	2059	Buildings	Civic - Amenities	63 Serv - Elect	Electrical	Typical Life	$9,009	$3,884,264		3
*	Workshop	39	2061	Buildings	Shed - Fully Enclosed	02 Structure	Metal Cladding	Typical Life	$22,967	$3,907,231		3
*	Solitary confinement cell with male toilet	39	2061	Buildings	Shed - Fully Enclosed	64 Serv - Hydr	Hydraulic System	Extended Life	$10,490	$3,917,721		3
*	Offices/library building	40	2062	Buildings	Administration - 1 Storey	02 Structure	Brick	Extended Life	$177,339	$4,095,060		3
*	Storage shed and amenities	41	2063	Buildings	Civic - Amenities	63 Serv - Elect	Electrical	Typical Life	$2,088	$4,097,148		3
*	Residence	41	2063	Buildings	Residential - Detached House	64 Serv - Hydr	Hydraulic System	Typical Life	$21,560	$4,118,708		3
*	Lions Club House (Old SES)	42	2064	Buildings	Administration - 1 Storey	64 Serv - Hydr	Hydraulic System	Typical Life	$13,449	$4,132,157		3
*	Shed 1	43	2065	Buildings	Shed - Fully Enclosed	63 Serv - Elect	Electrical	Typical Life	$5,454	$4,137,611		3
*	Cottage on right	46	2068	Buildings	Residential - Detached House	64 Serv - Hydr	Hydraulic System	Extended Life	$48,685	$4,186,296		3
*	Shed 1	46	2068	Buildings	Shed - Fully Enclosed	02 Structure	Metal Cladding	Typical Life	$15,226	$4,201,522		3
*	Sundry Storage and Sheds	46	2068	Buildings	Shed - Fully Enclosed	02 Structure	Metal Cladding	Typical Life	$41,907	$4,243,429		3
*	Lions Club House (Old SES)	48	2070	Buildings	Administration - 1 Storey	05 Roof	Clay Tile	Typical Life	$20,785	$4,264,214		3
*	Bishops Lodge	51	2073	Buildings	Residential - Detached House	64 Serv - Hydr	Hydraulic System	Extended Life	$473,189	$4,737,403		3
*	Workshop	55	2077	Buildings	Shed - Fully Enclosed	05 Roof	Metal Decking	Typical Life	$22,967	$4,760,370		3
*	Workshop	56	2078	Buildings	Shed - Fully Enclosed	64 Serv - Hydr	Hydraulic System	Typical Life	$3,960	$4,764,330		3
*	Main Pavillion	56	2078	Buildings	Shed - Fully Enclosed	64 Serv - Hydr	Hydraulic System	Typical Life	$57,034	$4,821,364		3
*	Bishops Lodge	59	2081	Buildings	Residential - Detached House	01 Sub-Structure	Timber	Extended Life	$287,293	$5,108,657		3
*	Sundry Storage and Sheds	60	2082	Buildings	Shed - Fully Enclosed	05 Roof	Metal Decking	Typical Life	$42,572	$5,151,229		3
*	Sheds	63	2085	Buildings	Shed - Fully Enclosed	02 Structure	Metal Cladding	Typical Life	$3,515	$5,154,745		3
*	Sheds	66	2088	Buildings	Shed - Fully Enclosed	64 Serv - Hydr	Hydraulic System	Typical Life	$725	$5,155,470		3
*	Sheds	71	2093	Buildings	Shed - Fully Enclosed	05 Roof	Metal Decking	Typical Life	$3,571	$5,159,041		3

1 – IPWEA, 2011, IIMM, p2.22

*	Asset Name	WAvg-RUL (Rounded)	Year (base 2022)	Asset Class	Asset Type	Component	Component Type	Component Sub Type	Gross	Cumulative Total	Financial Year (AMP Budget)	Consumption Score
*	Cottage on right	75	2097	Buildings	Residential - Detached House	01 Sub-Structure	Concrete	Extended Life	$29,559	$5,188,600		3
*	Storage Shed	75	2097	Buildings	Shed - Partly Walled	05 Roof	Metal Decking	Typical Life	$14,207	$5,202,807		3
*	Transportable Office	149	2171	Buildings	Demountable - Other Transportable	01 Sub-Structure	Concrete/timber	Typical Life	$14,616	$5,217,422		3
*	Rodeo club amenities	8	2030	Buildings	Demountable - Amenities	03 Floor Coverings	Vinyl	Typical Life	$2,831	$5,220,253		3
*	Changerooms Men	20	2042	Buildings	Recreation - Changeroom	05 Roof	Metal Decking	Typical Life	$31,887	$5,252,140		3
*	Rodeo club amenities	29	2051	Buildings	Demountable - Amenities	04 Fit-Out	Plaster Board/Gyproc	Typical Life	$15,772	$5,267,912		3
*	Changerooms women	34	2056	Buildings	Recreation - Changeroom	05 Roof	Metal Decking	Typical Life	$42,838	$5,310,749		3
*	Shelter 2	44	2066	Buildings	Recreation - Picnic Shelter/Rotunda	05 Roof	Metal Decking	Typical Life	$3,041	$5,313,790		3
*	Changerooms Men	46	2068	Buildings	Recreation - Changeroom	64 Serv - Hydr	Hydraulic System	Typical Life	$76,968	$5,390,758		3
*	Rodeo club amenities	66	2088	Buildings	Demountable - Amenities	64 Serv - Hydr	Hydraulic System	Typical Life	$29,117	$5,419,875		3
*	Shed	98	2120	Buildings	Shed - Fully Enclosed	01 Sub-Structure	Concrete	Typical Life	$3,308	$5,423,182		3
*	Tennis shed grey	47	2069	Buildings	Shed - Fully Enclosed	05 Roof	Metal Decking	Typical Life	$2,736	$5,425,918		3
*	Tennis shed green	49	2071	Buildings	Shed - Fully Enclosed	05 Roof	Metal Decking	Typical Life	$2,736	$5,428,654		3
*	Tennis shed green	56	2078	Buildings	Shed - Fully Enclosed	02 Structure	Metal Cladding	Typical Life	$2,428	$5,431,082		3
*	West Wing	8	2030	Buildings	Health - Hospital	03 Floor Coverings	Vinyl	Typical Life	$149,757	$5,580,839		3
*	West Wing	22	2044	Buildings	Health - Hospital	04 Fit-Out	Fibre Cement	Typical Life	$561,588	$6,142,427		3

1 – IPWEA, 2011, IIMM, p2.22