Ordinary Council Meeting - 28 February 2023 Attachments

Profit and Loss

Glamorgan Spring Bay Council

For the 7 months ended 31 January 2023

Account	YTD Actual	YTD Budget	Budget Var	Var %	2022/23 Budget	Notes
Trading Income						
Rate Revenue	11,263,415	11,114,746	148,669	1%	11,114,746	1
Statutory Charges	413,538	460,721	(47,183)	-10%	777,716	
User Charges	650,939	650,142	797	0%	999,658	
Grants	961,088	1,025,573	(64,485)	-6%	1,845,049	2
Interest & Investment Revenue	300,929	219,418	81,511	37%	518,088	3
Contributions	304,285	133,367	170,918	128%	185,772	4
Other Revenue	1,314,706	815,326	499,380	61%	1,198,981	5
Total Trading Income	**15,208,900**	**14,419,293**	**789,607**	**5%**	**16,640,010**	
Gross Profit	**15,208,900**	**14,419,293**	**789,607**	**5%**	**16,640,010**	
Capital Grants						
Grants Commonwealth Capital - Other	670,632	1,383,883	(713,251)	-52%	5,756,383	6
Grants Commonwealth Capital - Roads to Recovery	85,586	200,544	(114,958)	-57%	401,088	7
Grants State Capital - Other	215,381	49,123	166,258	338%	260,123	8
Total Capital Grants	**971,598**	**1,633,550**	**(661,952)**	**-41%**	**6,417,594**	
Other Income						
Net Gain (Loss) on Disposal of Assets	11,593	0	11,593	0%	53,000	
Other Income - PPRWS Reimbursement of Principal Loan	0	0	0	0%	105,614	
Total Other Income	**11,593**	**0**	**11,593**	**0%**	**158,614**	
Operating Expenses						
Employee Costs	2,888,565	3,072,420	(183,855)	-6%	5,234,096	9
Materials & Services	4,351,121	5,429,351	(1,078,230)	-20%	8,289,660	10
Depreciation	1,867,018	1,864,366	2,652	0%	3,196,056	
Interest	82,386	82,220	166	0%	213,820	
Other Expenses	140,515	124,061	16,454	13%	212,676	
Total Operating Expenses	**9,329,607**	**10,572,418**	**(1,242,811)**	**-12%**	**17,146,308**	
Net Profit	**5,879,293**	**3,846,875**	**2,032,418**	**53%**	**(506,298)**	
Total Comprehensive Result (incl Capital Income)	**6,862,484**	**5,480,425**	**1,382,059**	**25%**	**6,069,910**	

NOTES OF VARIANCES > $50k.

1. Additional unbudgeted revenue from significant supplimentary rate revaluations on individual properties due to ownership transfers occuring post 30 June property ratings.

2. Black summer bushfire recovery grant not yet received ($195k) (2021/22 carry over unspent $615k of $811k). 2021/22 carry over unspent Parks grant funds $93k not forecast. Federal Assistance Grants $30k above forecast.

3. Higher than expected interest income due to increasing interest rates.

4. Public Open space contribution $115k (decrease of $7k) and Subdivision contribution $114k (increase of $19k) more than budget. Stormwater contribution budgeted of ($60k) will not occur as developers are funding their own solution.

5. Medical income $315k (increase of $7k) higher than estimate from high patient throughput eg winter demand, additional locum (ie 5 doctors) on board and covid vaccinations income. Received bank fees refund $100k in September.

6.Works budgeted but not complete Local Roads & Community Infrastructure Grant; for Roads $136k below forecast, for Buildings: [Courthouse amenities, Coles Bay Annexe, Swansea Cricket nets, Spring Bay toilets, Saltworks toilet] $455k below forecast; for Marine: Triabunna Marine shelter $15k below forecast. Black Summer Recovery Grant; Helipad $107k below forecast.

7. Roads to Recovery instalment of $100k for December not received.

8. Carry forward unspent grant funds not forecast, Spring bay recreation ground $137k work delayed. Received $29k payment from State Emergency Services grant funding for Holkum Court works completed last year.

9. Staff vacancies and unplanned covid leave reflecting shortfall in staff availability.

10. Black Summer Bushfire Recovery Grant pass through cost unspent funds in anticipated for ($660k) billing from Telstra. Contractor costs and materials ($494k) and ($251) less than forecast indicating delays in availability. Doctors expenses and Locum costs over budget by $82k and $163k

Statement of Financial Position

Glamorgan Spring Bay Council

As at 31 January 2023

Account	31 Jan 2023	30 Jun 2022
Assets		
Current Assets		
Cash & Cash Equivalents	6,810,337	4,275,310
Trade & Other Receivables	4,273,017	663,874
Other Assets	20,400	40,800
Total Current Assets	**11,103,754**	**4,979,984**
Non-current Assets		
Investment in Water Corporation	31,282,379	31,282,379
Property, Infrastructure, Plant & Equipment	156,159,493	157,048,476
Total Non-current Assets	**187,441,872**	**188,330,854**
Total Assets	**198,545,626**	**193,310,838**
Liabilities		
Current Liabilities		
Trade & Other Payables	436,847	648,824
Trust Funds & Deposits	496,030	428,299
Provisions	648,576	648,576
Contract Liabilities	0	1,384,139
Interest bearing Loans & Borrowings	535,708	697,774
Trade & Other Payables - Debtor Suspense Account	1,351	0
Total Current Liabilities	**2,118,513**	**3,807,612**
Non-current Liabilities		
Provisions	74,762	74,762
Interest Bearing Loans & Borrowings	7,146,395	7,146,395
Total Non-current Liabilities	**7,221,157**	**7,221,157**
Total Liabilities	**9,339,670**	**11,028,769**
Net Assets	**189,205,956**	**182,282,069**
Equity		
Current Year Earnings	6,923,888	2,994,018
Retained Earnings	85,489,429	82,495,412
Equity - Asset Revaluation Reserve	96,077,994	96,077,994
Equity - Restricted Reserves	714,645	714,645
Total Equity	**189,205,956**	**182,282,069**

Statement of Cash Flows

Glamorgan Spring Bay Council

For the 7 months ended 31 January 2023

Account	YTD Actual	2021/2022 Actual
Operating Activities		
Receipts from customers		
Rates	7,523,947	9,787,616
Contributions	325,785	270,350
Other Income	1,338,882	3,566,080
Statutory Charges	417,980	836,366
User Charges	725,620	768,436
Total Receipts from customers	**10,332,214**	**15,228,849**
Payments to suppliers and employees		
Employee Costs	(2,872,266)	(5,122,083)
Payments to Suppliers	(4,581,963)	(8,101,789)
Other Expenses	(134,266)	(205,047)
Total Payments to suppliers and employees	**(7,588,496)**	**(13,428,919)**
Receipts from operating grants	247,011	1,845,087
Dividends received	207,000	496,800
Interest received	93,929	26,034
Finance Costs Paid	(82,386)	(232,520)
Cash receipts from other operating activities	327,000	789,806
Net Cash Flows from Operating Activities	**3,536,272**	**4,725,136**
Investing Activities		
Proceeds from sale of property, plant and equipment	12,752	140,116
Payment for property, plant and equipment	(1,010,352)	(5,947,748)
Receipts from capital grants	104,940	2,059,491
Other cash items from investing activities	0	195,321
Net Cash Flows from Investing Activities	**(892,659)**	**(3,552,820)**
Financing Activities		
Trust funds & deposits	52,129	54,414
Net Proceeds/(Repayment) of Loans	(162,066)	(458,263)
Other cash items from financing activities	1,351	468,081
Net Cash Flows from Financing Activities	**(108,586)**	**64,231**
Net Cash Flows	**2,535,027**	**1,236,547**
Cash and Cash Equivalents		
Cash and cash equivalents at beginning of period	4,188,352	2,951,806
Cash and cash equivalents at end of period	6,723,380	4,188,352
Net change in cash for period	**2,535,027**	**1,236,547**

Capital Works Detail

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Glamorgan Spring Bay Council

For the period 1 July 2022 to 31 January 2023

	Cost YTD	Status	Carry Fwd Last Year	Renewal Works	New Works	Adj Budget 2022/23	Original Budget 2022/23	Council Funded	External Funded	External Funding Source	Details
Roads, Footpaths, Kerbs											
Road accessibility (Black Summer)	30,616	In progress		64,100	158,200	**222,300**	**222,300**		222,300	Black summer bushfire recovery	
Wielangta Road - TRRA NDRLGP	-	tendering		140,000	140,000	**280,000**	**280,000**	140,000	140,000	Emergency management fund	50% 50% co contribution.
Swansea Main Street Paving	310,788	In progress	870,000	76,500		**946,500**	**870,000**	76,500	870,000	Community Development Cwth	Carried Fwd 20/21. Budget topup.
Alma Rd Rehabilitation Orford	151	In progress	50,000			**50,000**	**50,000**		50,000	Community Infrastructure Round 3	Carried Fwd 2020/21
Sand River Road Buckland	-	Grant not approved		73,000		**73,000**	**73,000**	36,500	36,500	Assumes co-contribution heavy vehicle fund	To reassess 1 Mar for reallocation
Resheet Program	84,343	Completed		100,000		**100,000**	**100,000**	100,000			
Reseal Program	886	In progress		613,300		**613,300**	**443,300**	212,213	401,087	Roads to recovery	Budget topup
Pavement renewal Program	-	in progress		50,000		**50,000**	**50,000**	50,000			
Design 2022-23	13,689	In progress		30,000		**30,000**	**30,000**	30,000			
Total Roads, Footpaths, Kerbs	**440,474**	**-**	**920,000**	**1,146,900**	**298,200**	**2,365,100**	**2,118,600**	**645,213**	**1,719,887**		
Bridges, Culverts											
Bridge No 2902, Prosser, Woodsden Road	33,635	In progress		55,000		**55,000**	**55,000**	44,000	11,000	Tas Relief & Recovery Arrangements	TRRA
Bridge Renewal Storm Repair Mar 2021	-	Not started		66,000		**66,000**	**66,000**	56,000	10,000	Tas Relief & Recovery Arrangements	TRRA
17 Acre Creek Bridge Wielangta Rd	-	Deferred				**-**	**315,000**			Bridge renewal program	Unsuccessful grant. Reallocated.
Total Bridges, Culverts	**48,471**	**-**	**-**	**121,000**	**-**	**121,000**	**436,000**	**100,000**	**21,000**		
Parks, Reserves, Walking Tracks, Cemeteries											
Bicheno Triangle	23,152	In progress	520,000			**520,000**	**520,000**		520,000	Community Development Cwth	Carried Fwd 2020/21
Bicheno Gulch	28,713	In progress	1,350,000			**1,350,000**	**1,350,000**		1,350,000	Community Development Cwth	Carried Fwd 2020/21
Coles Bay Foreshore	26,370	In progress	865,000			**865,000**	**865,000**		865,000	Community Development Cwth	Carried Fwd 2020/21
Walking bridge Bicheno (timber)	-	Not started		27,000		**27,000**	**27,000**	27,000			
Spring Bay Recreation Ground Upgrade (Triabunna Rec Ground clubhouse)	140,356	Completed	135,000			**135,000**	**135,000**		135,000	State Government	Carried Fwd 2020/21
Total Parks, Reserves, Walking Tracks, Cemeteries	**218,590**	**-**	**2,870,000**	**27,000**	**-**	**2,897,000**	**2,897,000**	**27,000**	**2,870,000**		
Stormwater & Drainage											
Pit and Pipe infill works	-	in design		55,500	35,000	**90,500**	**70,000**	90,500			Budget topup
Sewerage - Swanwick entry road	-	Not started			12,000	**12,000**	**12,000**	12,000			
49 Rheban Rd design to West Shelley Beach - Nautilus Detention Basin	-	In progress	35,000			**35,000**	**35,000**	35,000			Carried Fwd 2021/22
Holkham Court	91,692	In progress	160,000			**160,000**	**160,000**	160,000			Carried Fwd 2020/21
Upgrade Culvert 15 Old Spring Bay Rd Swansea	-	Not started				**-**	**97,000**			Expecting 60k developer contribution	Not occurring. Cash impact.
Stormwater management planning, investigation & design	11,695	In progress	25,000			**25,000**	**25,000**	25,000			Carried Fwd 2020/21
Total Stormwater & Drainage	**103,387**	**-**	**220,000**	**55,500**	**47,000**	**322,500**	**399,000**	**322,500**	**-**		
Building											
Heli-pad Swansea Emergency Services (Black Summer)	1,742	In progress			107,000	**107,000**	**107,000**		107,000	Black summer bushfire recovery	
Triabunna Depot kitchen bathroom	-	Not started	15,000		-	**15,000**	**10,000**	15,000			Carried Fwd 2021/22 Budget topup
Triabunna Marina Shelter	-	In progress	15,000			**15,000**	**15,000**		15,000	Community Infrastructure Round 3	Carried Fwd 2020/21
Install Solar Panels on the Swansea Community Hub building	-	In progress	636			**636**	**636**		636	Men's Shed grant fund	Carried Fwd 2020/21
Swansea Cricket Practice Nets	12,082	In progress	35,000			**35,000**	**35,000**		35,000	Community Infrastructure Round 3	Carried Fwd 2020/21
Swansea Courthouse refurbish toilet	-	In progress	75,000			**75,000**	**75,000**		75,000	Community Infrastructure Round 3	Carried Fwd 2020/21
Coles Bay Hall - Replace Annexe	4,000	In progress	180,000			**180,000**	**180,000**		180,000	Community Infrastructure Round 3	Carried Fwd 2020/21
Spring Beach Toilet Refurbishment	-	In progress	65,000			**65,000**	**65,000**		65,000	Community Infrastructure Round 3	Carried Fwd 2020/21
Upgrade Triabunna office heating system	-	Not started		30,300		**30,300**	**-**	30300			Budget topup
Total Building	**17,824**	**-**	**385,636**	**30,300**	**107,000**	**522,936**	**487,636**	**45,300**	**477,636**		

Capital Works Detail

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Glamorgan Spring Bay Council

For the period 1 July 2022 to 31 January 2023

	Cost YTD	Status	Carry Fwd Last Year	Renewal Works	New Works	Adj Budget 2022/23	Original Budget 2022/23	Council Funded	External Funded	External Funding Source	Details
Marine Infrastructure											
Pylon Replacement - Marina	-	In progress	20,000			**20,000**	**20,000**	20,000			Carried Fwd 2021/22
Saltworks Toilet	-	In progress	100,000			**100,000**	**100,000**		100,000	Community Infrastructure Round 3	Carried Fwd 2020/21
Saltworks Boat Ramp Upgrade	-	In progress	99,123			**99,123**	**99,123**		99,123	State Grant MAST	Carried Fwd 2020/21
Total Marine Infrastructure	**-**	**-**	**219,123**	**-**	**-**	**219,123**	**219,123**	**20,000**	**199,123**		
Plant & Equipment											
IT Computer Equipment	10,790	In progress			30,000	**30,000**	**30,000**	30,000			
General	4,440	In progress			4,300	**4,300**	**-**	4,300			Budget topup
Medical Equipment	-	Not started			15,000	**15,000**	**15,000**	15,000			
2017 Mazda BT 50 dual cab F92RK - Works mgr	40,442	Completed			43,000	**43,000**	**43,000**	43,000			
2018 Ford Ranger dual cab H67MH - Works Sup	-	Not started			43,000	**43,000**	**43,000**	43,000			
2010 Ford Ranger B03UD Triabunna	32,215	Completed			32,000	**32,000**	**32,000**	32,000			
2007 Hino 16t Tipper FR1649 swansea	-	In progress			171,000	**171,000**	**171,000**	171,000			
2017 1570 terrain John Deere mower FA0800 Tri	-	Not started			30,000	**30,000**	**30,000**	30,000			
Total Plant & Equipment	**87,887**	**-**	**-**	**-**	**368,300**	**368,300**	**364,000**	**368,300**	**-**		
Total Capital Works	**916,633**		**4,614,759**	**1,380,700**	**820,500**	**6,815,959**	**6,921,359**	**1,528,313**	**5,287,646**		

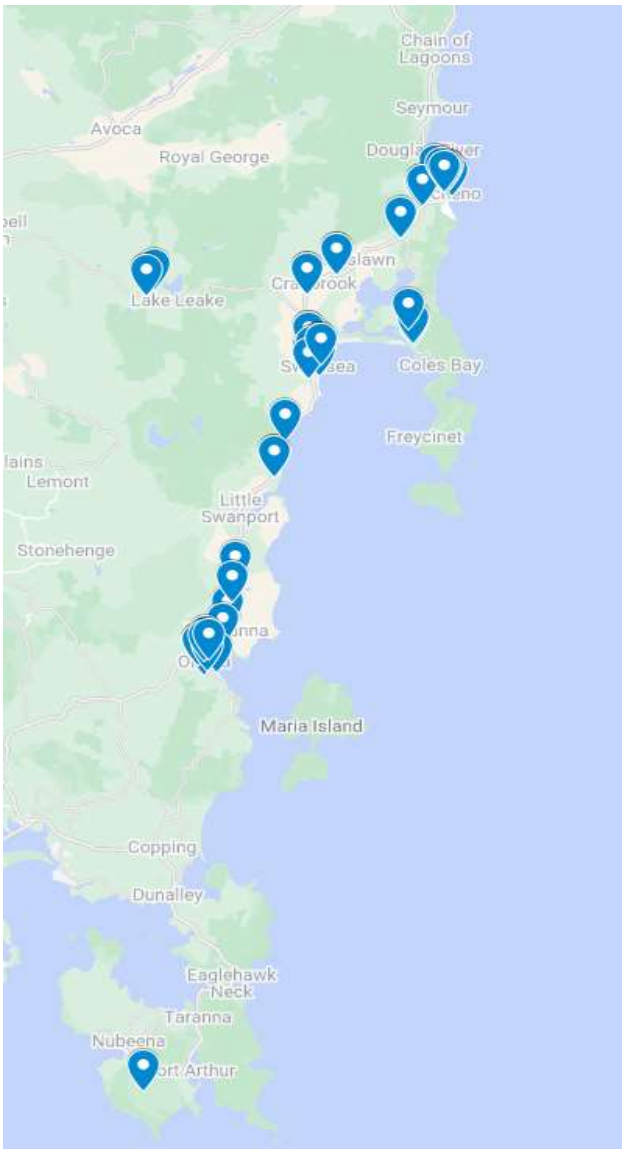
Unit Operations & Training Report 2022

Number of Members	22
Probational Members	5

Incidents attended by type	No. Incidents	No. Members attended	Total Hours
Flood Operations	27	60	197.9
Misc Ops	3	7	13.3
MVA/RCR	29	117	188.8
Search and Rescue	2	6	46.5
Storm	4	14	9.7
TOTAL	**65**	**204**	**456.2**

Training conducted by type	No. Training Events	No. Members attended	Total Hours
Community Event	9	32	153.5
Debriefing	3	13	20.5
Unit Maintenance	4	26	54.5
Unit Managers Meeting	3	4	29.0
Chainsaw	2	12	25.5
General Rescue	2	11	15.0
Induction	1	7	10.5
Miscellaneous	1	5	7.5
RCR	10	67	176.0
Search and Rescue	1	2	28.0
Storm Damage	1	4	4.0
Traffic Control	2	7	20.0
Unit Administration	1	1	2.0
TOTAL	**40**	**191**	**546.0**

Incident Map



Application Number	Applicant name	Address	Application details	Reps received	Summary of representation.	Officers' consideration of representation
DA2022/247	Another Perspective	RA382 Dolphin Sands Road	Secondary Residence	1	Concerns about over development of properties in Dolphin Sands	A secondary residence is considered part of the single dwelling definition in the TPS. The secondary residence is consistent with the surrounding residential character of the area and will not have unreasonable impact on the residential nature of dolphin sands
DA2022/264	Raymond Bromfield	16 Gore St Orford	dwelling	1	Concerns about a portion of the dwelling being on the boundary and visual impacts	Portion of the dwelling on boundary meets the acceptable solution for setbacks and visual impact is not an unreasonable adverse impact
SA2022/40	Woolcott Surveys	21Cathcart St, Swansea	8 lot subdivision	2	1. Lots are below the required 10,000m^2 2. Significant area covered by gorse and one large tree in middle of lot. 3. Not consistent with pattern of development in the area. 4. Proposed extension to water main. 5. Extra traffic on road and vehicles don't keep to the speed limit. 6. No information provided about electricity supply and impact on network. 7. Subdivision will cause an unreasonable loss of amenity	1. Assessed against performance criteria, all lots above the minimum of 8,000m^2. 2. Only small area covered by Priority veg overlay that is not impacted by proposal. 3. Satisfies the performance criteria for the pattern of development 4. Taswater have provided their recommendations 5. Concerns with speed are a matter for the Police. The road has capacity for additional traffic. 6. Application was referred to TasNetworks who advised no issue. 7. Considered not to cause unreasonable impact

DA2022/276	Triabunna Tennis Club	51 Charles St, Triabunna, Recreation grounds	Change of use to operating time	1	The representor had a number of concerns and unsubstantiated allegations not relevant to the application. Concern for traffic impact of lights on drivers Reference to various acts but did not expand on them. Allegations of misuse of alcohol and abuse Allegations of conflict of interest of a council employee who was not part of application determination.	The lights have been established and utilised for a significant amount of time prior to this application and not caused issues to drivers. The rest of the applicants concerns and allegations are not considerations under the planning scheme.
DA2022/137	Jess Shaw	41 West Shelly Road	Change of use to visitor accommodation	1	Concerns for privacy and that it doesn't fit with the character of the area. Concerns for car parking and road safety. Concerns for overlooking	The property is already existing and as a residential style building it fits the character of the area. The upstairs balcony can be conditioned to be screened for privacy. Parking meets the parking code for visitor accommodation of 1 park per 4 beds.

Attachment 2 – Planning Appeals

Planning Appeals	Address	Proposal	Council decision	Appellant	Progress
SA2022/34	945 Dolphin Sands Rd, Dolphin Sands	4 lot subdivision	Refused	Applicant	In Tribunal
SA2022/31	1433 Dolphin Sands Rd, Dolphin Sands	3 lot subdivision	Refused	Applicant	In Tribunal
DA2022/227	18 Tasman Hwy, Bicheno	5 visitor accommodation units	Approved	Respondent	Preliminary phone conference 22/02/2023
DA2021/107	10C Franklin St, Swansea	4/5 storey visitor accommodation building	Refused	Applicant	Preliminary phone conference 22/02/2023
DA2022/122	1 Swanwick Dr, Coles Bay	wetland park	Refused	Applicant	mediation progressing
DA2021/231	1000 Dolphin Sands Rd, Dolphin Sands	dwelling	Refused	Applicant	mediation progressing

Recent Resolved Appeals	Address	Proposal	Council decision	Appellant	Progress	Date Resolved
SA2022/24	907 Dolphin Sands Rd, Dolphin Sands	4 lot subdivision	Refused	Applicant	Appeal withdrawn by appellant	16/09/2022
SA2021/27	Maria St, Swansea	49 Lot subdivision	Approved	Applicant	Resolved in mediation	2/12/2022
SA2021/17	2308 Coles Bay Rd, Coles Bay	17 lot subdivision	Approved	Respondent	Appeal withdrawn by appellant	4/10/2022
SA2021/03	14635 Tasman Hwy, Swansea	5 lot subdivision	Refused	Applicant	Appeal withdrawn by appellant	14/02/2023
DA2022/155	64 Holkham court, Orford	multiple dwellings	Approved	Respondent	Appeal withdrawn by appellant	8/12/2022

DA2022/48	50 Waubs Esplanade, Bicheno	relocated dwelling	Approved	Respondent	Appeal withdrawn by appellant	7/06/2022
DA2021/282	1130 Dolphin Sands Rd, Dolphin Sands	dwelling	Refused	Applicant	Appeal resolved - permit issued	19/05/2022
DA2021/258	17 Noyes St, Swansea	multiple dwellings - minor amendment	Approved	Respondent	Appeal resolved - permit issued	7/06/2022

Annual Plan and Budget

Community Engagement Plan 2023-24

Introduction

Council has a Communication and Engagement Framework to inform the mechanisms used for consultation with its stakeholders. This Community Engagement Plan has been developed in accord with the framework and its objectives.

Council has committed to a community engagement process to assess our customers perceptions of council performance against the range of services provided to the community. This will be used as a benchmark for future consultation to enable measurement against objectives set by council in its strategic planning process and statutory functions.

Background and Methodology

The consultation seeks to do the following:

- To assess and determine the priorities of our communities and their perception of service delivery achievement and facility provision.
- To determine the direction of funds in a review of service provision leading up to budget adoption.
- To enquire about the customers experience in contacting council.
- To identify the overall satisfaction level of community with council as a service provider.
- To determine the community's rating for agreement with statements regarding Glamorgan Spring Bay Council.

This is proposed to be done through three key mechanisms.

1. Direct community consultation in a series of Community Connect sessions during April, with 4 sessions held in public halls in our major population centres of Triabunna, Coles Bay, Bicheno and Swansea.
2. A review of customer requests over the last two years to establish those areas where works have been most requested will assist in establishing areas of greatest need.
3. A community survey. Staff will provide hard copies to a list of clubs/organisations in the various townships to fill in and return, and ask visitors to the office to fill out surveys during the work day.
   The survey will provide an online option advertised through a number of publications and modes of communication.
   If necessary to obtain a minimum sample, a telephone survey of residents will be carried to supplement the numbers. This minimum number will provide a margin of error in the order of 10% and is an adequate sample size for the purposes of benchmarking. A five-point scale is used where 1 = not satisfied through to 5 = very satisfied.

Data collection considerations

The demographics of the council area are considered in developing this plan and specific to this area, we have an older median age (57) than much of Australia. However, there is a significant portion of the population within the school and working age bracket.

Consideration needs to be given to the availability of the portion of the population who are not free during working hours for direct consultation and to the portion of the community less computer literate or disinterested in electronic engagement.

No one mechanism will be effective to all age groups or individuals regardless of age.

Age	Population	% of population
Under 18	646	13%
19 - 40	909	18%
41 - 50	453	9%
51 - 60	742	15%
61 - 70	1100	22%
71 - 80	841	17%
Over 80	312	6%

Quickstats:

- 77% of the population is not likely to be available for day time, face to face consultation (age range up to 70)
- 23% of the population are unlikely to engage electronically (over 70 age groups)
- 64% of the whole population over 18 are likely to engage electronically in some form (19 – 70 year age range)

Previous engagement summary

- Community Connect sessions provide an excellent opportunity for engagement directly with individuals in specific localities. However they are not well attended and exclude many people because of the limited time allocation for access. Resources required for these are high in terms of time for key staff for the reach achieved and councillors also find the times difficult to accommodate.
- Surveys run through platforms like Facebook have a substantial reach for 70% +/- of the population. They do however provide only limited interaction. Solely electronic mechanisms exclude a portion of the population who are unlikely to engage with screen-based technology. Response numbers are not generally high. From 6 surveys conducted our greatest number was just over 100 and our lowest around 40.
- Customer requests provide a good source of factual data. They are limited to things not working or annoyances, (like trees obstructing views) rather than things which are working well or which could work better. They do not provide qualitative data.
- Mail communication can be effective for informing, but not necessarily for gaining feedback. For example, from 500 letters sent out inviting feedback for a survey in Triabunna, no responses were received from that mechanism while Facebook did provide engagement.
- QR codes have been used to enable people with smart phones to engage surveys directly. They rely on getting the QR code symbol in front of people and this has been done in conjunction with newspaper advertising. They have a wide reach but come with advertising costs and generally run in conjunction with other engagement methods making it impossible to determine how effective they are on their own.

Other methods to consider

With the highest proportion of the population computer literate and online platforms made common through Covid, there is an opportunity to utilise Microsoft Teams and conduct a forum with this means.

> **Pros:** Available to people within their own home; Can be viewed later at a convenient time; Questions can come from participants through moderated chat for two-way engagement; economic and efficient for time required; Available to non-resident landowners living anywhere.
>
> **Cons:** Will exclude the computer illiterate; Can be troubled by IT issues; Must be moderated to manage input from all in a managed way.

Process for This Engagement

Using the IAP2 Public Participation Spectrum as a guide to an appropriate level of public consultation for this important process a range of engagement actions to steer the consultation through development of council's annual plan and budget have been identified.

The consultation engagement needs to be considerate of the age and opportunities and preferences for engagement for all community members.

Using the "Effective Engagement: building relationships with communities and other stakeholders, Book 3, the engagement toolkit", Victorian Department of Sustainability and the Environment 2005 as a key reference for a range of potential engagement options, the modes of engagement below have been selected.

The Engagement process is carried out in three phases.

The first phase is to establish the consultation scope and methodology and identify any recent data capture that can be adopted to help inform the consultation without doubling up.

The second stage is to carry out the engagement actions and draw information from the public. The methodology comprises a few different techniques to provide a wider scope of response than one method alone can provide. The methods include qualitative and quantitative enquiries.

The third phase collates and interprets the data collected in phase 2 and provides the information required to consider in the development of the annual plan and budget.

Background Development Activities		**Senior Management Review**	**Stakeholder and Community Engagement Phases**
1	Determine scope and methodology for consultation	MANEX Review	Phase 1
2	Involve - Statistics gathered through Customer Requests and converted to information.		
3	Consult - Develop survey and timelines		
4	Involve - Set time frame for Community Connect Sessions		
5	Consult - Review with Council	Council Workshop	

6	Consult – Implement Survey. Hard copy from drop in customers	Community	Phase 2
7	Inform – articles local township newsletters Website Notice Facebook posts QR Codes		
8	Involve – conduct Community Connect Sessions	Council/Senior Staff	
9	Involve - Customer Requests collated	Community	
10	Collation of data and development of report	Community	Phase 3
11	Inform - Report provided to council	Senior Staff / Council	
12	Involve - Development of Annual Plan		
13	Involve - Development of Budget		
14	Adoption of budget and annual plan		

The annual plan and budget have numerous inputs. These include the information collected during this consultation process, council's Long Term Financial Plan and Asset Management Plans. Where council has discretion in the selection of projects and priorities for funding, the information from this engagement process will be used to assist in prioritisation for resourcing.

Actions will be developed when developing the Annual Plan to reflect the priorities of the community as identified through this process.

Additionally, the information gathered from this engagement will be used as a benchmark for future community engagement to enable management and council to chart performance improvement.

Date: 21/11/2022

To:

Glamorgan Spring Bay Council,

I write to you on behalf of the Coles Bay Triathlon to request the support of the Glamorgan Spring Bay Council for this important annual community event.

In its 13th year, the Coles Bay Triathlon is a must-do event for Tasmanian triathletes and in 2022 was voted Tasmania's best triathlon. In 2023, the race is set to bring 350 participants and a further 300+ supporters to the Coles Bay area.

We would ask the Glamorgan Spring Bay Council to consider providing in-kind support to the value of $1,500 to help with a part of the costs associated with running a successful event in 2023. The support would go towards;

1. Permit and application fees
2. Portable toilet hire
3. Waste removal and
4. Use of green space

Additionally, we ask that the council consider a $1,500 monetary contribution to help this event continue to offer a reason for visitors to come to Coles Bay and bring a fitness challenge to local's doorsteps. The grant will be used to promote the Coles Bay Triathlon on social media and through direct marketing campaigns to attract more visitors to the region.

In recognition of your support, we will proudly display the Glamorgan Spring Bay Council logo on our event website and in all digital event material sent to competitors. If you have any teardrop banners or bunting we will display this prominently in the transition and finish line area over the event to showcase the council's support of the event.

We are grateful for the opportunity each year to run an event in such a unique and inspiring location. We thank you in advance for any support you can offer to help showcase the region through the Coles Bay Triathlon.

Kind Regards,

Todd Skipworth
Director
Atlas Events

ATLAS EVENTS PTY LTD
ABN 35 650 446 512
PO BOX 62 Battery Point, Tasmania, 7004
Email: info@myatlasevents.com.au

COLES BAY TRIATHLON

Event Management Plan

Event venue: Coles Bay Esplanade Park

The events will take place around the park areas on the Esplanade. As well as Coles Bay Rd, Jetty Rd, Garnet Ave, and Esplanade East

Event	Start Location	Time
Short Course	Muirs Beach	9:10am
Sprint Distance	Muirs Beach	9:30am
Half Distance	Muirs Beach	10:00am

Runsheet

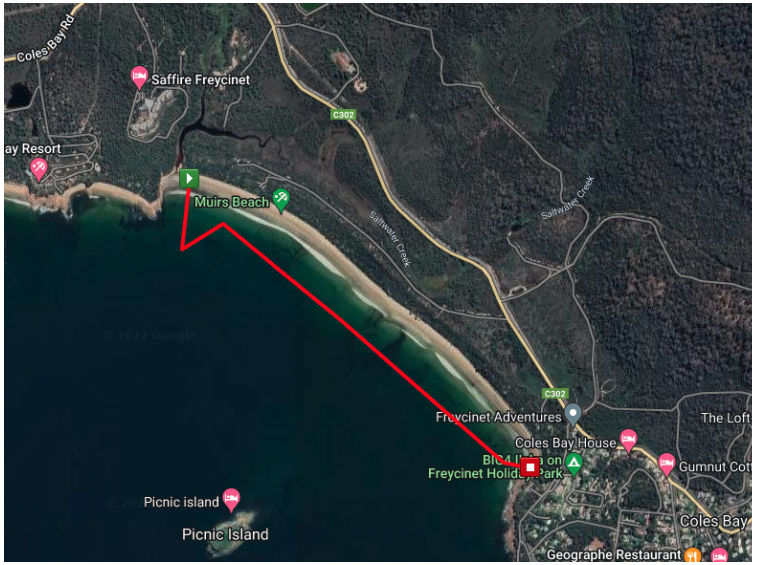
Friday	Time
Event Set Up	7:00am
Registration Opens	2:00pm
Registration Closes	5:00pm
Saturday	Time
Road Closure Commences	5:00am
Course Set Up Commences	5:00am
Rego Open / Athlete Arrival	6:30am
Race Briefing	8:30am
Race Start	9:10am

Road Opened	4:30pm
Presentations	4:30pm
Site Pack End	7:00pm
Sunday	Time
Site Cleared	3:00pm

Course Maps

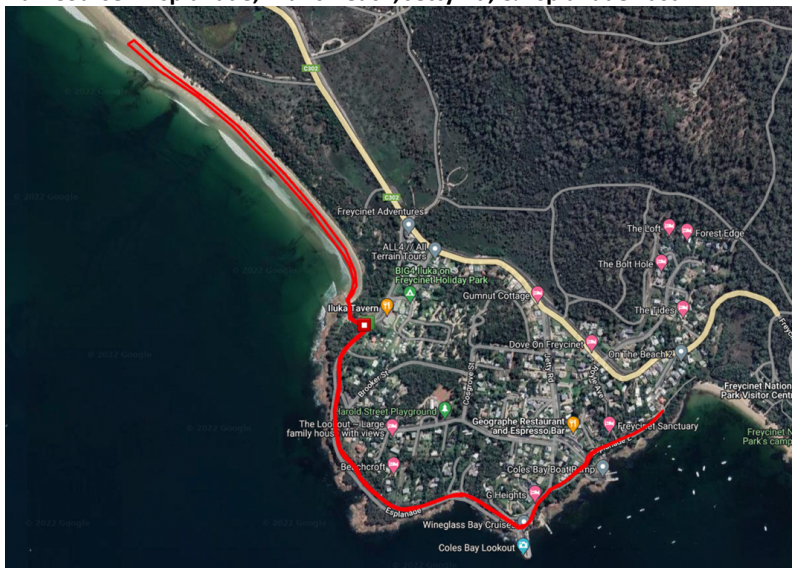
Event Precinct

Swim Course – Muirs Beach



Bike Course – Coles Bay Rd & Esplanade

Run Course – Esplanade, Muirs Beach, Jetty Rd, & Esplanade East



Traffic and Parking Management

There will be road closures in the nearby area (see attached Traffic Management Plan) that will be implemented by trained traffic management personnel. Coles Beach Rd will remain open, cyclist will obey standard road rules. Advance notice of changes to traffic conditions will be signposted 2 weeks prior to the event.

Waste Management

Waste is generated predominantly at two sites:

- Finish area, Event precinct
- Drink stations on course

Location	Waste Type	Management	Disposal
Finish area	Drink containers, general refuse	Adequate bins, clean up by Event Crew during and post event	Council hired bins – Waste management conducted off site
Drink Stations	Drink cups, energy gel packaging, water bottles	Bins supplied at drink stations, clean up by Event Crew during and post event	Council hired bins – Waste management conducted off site

'Sharps' waste is unlikely, however facilities are available for disposal in the public toilet facility blocks.

Upon the close of the event the course and start/finish sites are reviewed for cleanliness.

Sanitary Management

Due to the nature of the event, participants spend only a small proportion of the time located at the start or finish locations, with most of their time spent running on the course. Highest patronage of sanitary facilities is immediately prior to the start of an event.

Toilet facilities are as follows:

Location	Location	Management
Start line and Finish Area	-2 unisex portaloo units supplied by a contractor. Lighting Hand washing facilities on board each unit.	-Supplied and managed by a contractor

Run course	-Various – Public facilities are located along the course

Noise Management

There is generally little noise produced by the event. Public Announcement for the event competitors, and amplified pre-recorded music is played via a PA system during the event between 6:30am-4:30pm in the start line, and finish area precincts. Sound levels are monitored via a sound engineer.

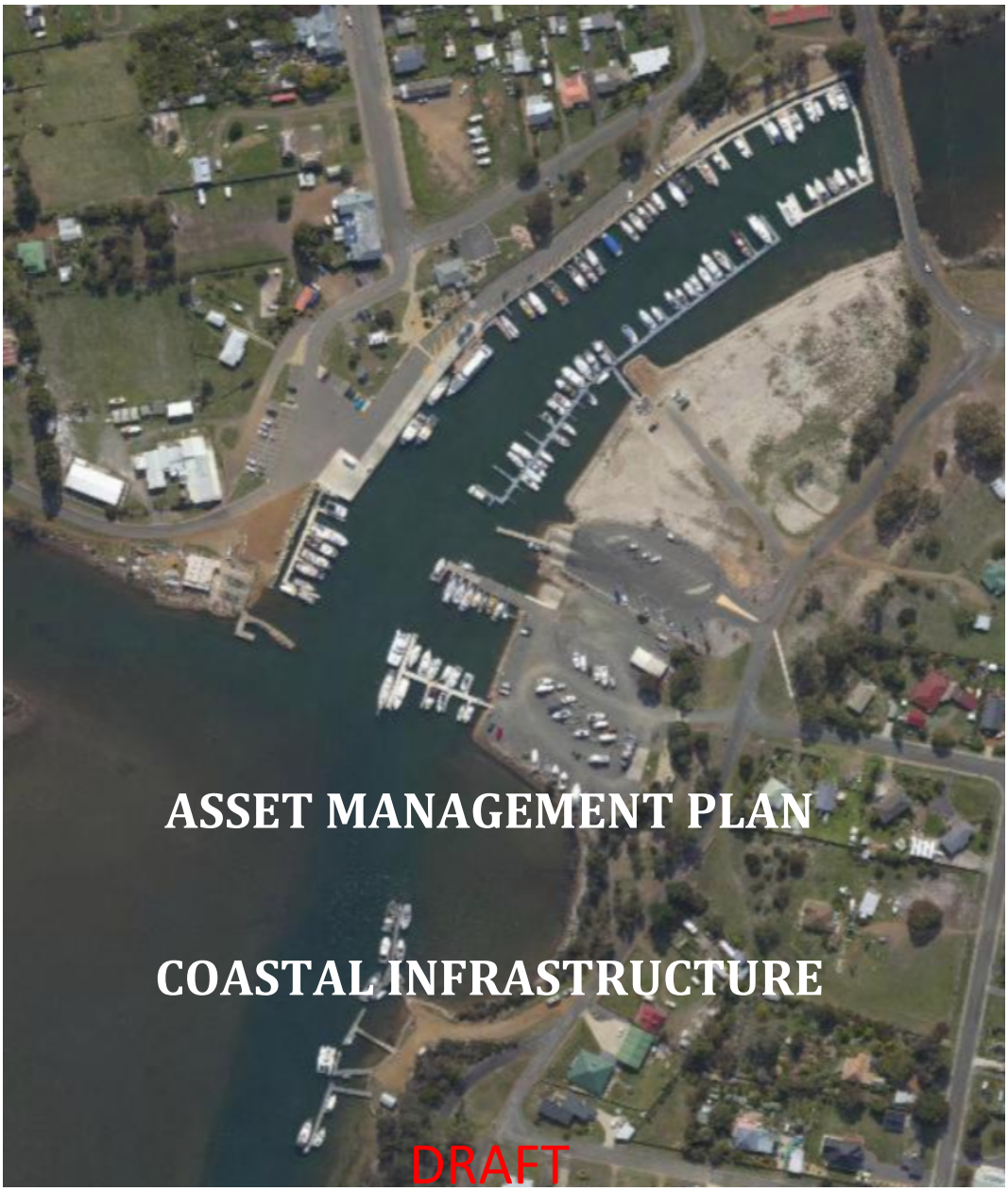
Sound levels are not expected to exceed:

Nearest residence or noise sensitive place: 55dB(A) LAeq (15 min) 70 dB(A) LA10

PA source: 95dB(A) LAeq (a5 min) 100 dB(A) LA10.5min and 105 dB(A) LA10.5min at 63Hz.

Minimal noise is produced on the fun run course – this is usually only in the form of cheering from onlookers.

A complaints hotline will be in operation on the day. Residents in nearby areas will be advised of the event by a notification flyer delivered 2 weeks prior. This will list the complaints hotline 5372 9410 which will be monitored throughout the event.



ASSET MANAGEMENT PLAN

COASTAL INFRASTRUCTURE

DRAFT

Adopted: ********* 2023

Document Control	**Asset Management Plan** – Coastal Infrastructure				
Document ID :					
Rev No	**Date**	**Revision Details**	**Author**	**Reviewer**	**Approver**
1	January 2021	Adopted	VB	AO/GI	GI
2	February 2023	Draft	PP	PP/AO	GI

This Asset Management Plan is a supporting document used to inform Council's overarching Strategic Asset Management Plan.

Contents

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan details information on how Council manages its coastal infrastructure assets. It details actions required to provide an agreed level of service in the most cost-effective manner, while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 20 year planning period. The Asset Management Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

Changes to this plan from the previous include the removal of the Prosser River Mouth sandbags which had a significant value of around $1.7M.

The asset portfolio is predominantly comprised of assets funded for renewal by MAST. The exception is the Marina which is an asset funded by council which constitutes some 45% of the total renewal values.

1.2 Asset Description

This plan covers all Council owned or maintained coastal infrastructure assets but excludes the car parks and other amenities required to assist in their service provision. These assets are variously dealt with under Parks, Roads and Buildings asset management plans.

The coastal infrastructure network comprises:

Asset Category	Number of Assets	Replacement Value
Jetties	15	**$1,644,405**
Foreshore Protection Structures	3	**$246,255**
Wharf structures	2	**$1,357,617**
Boat Ramps	14	**$1,781,648**
Pontoons	2	**$23,300**
Marina	2	**$4,213,674**
Landings	2	**$130,810**
TOTAL	40	**$9,397,709**

The above coastal infrastructure assets have significant total renewal value estimated at **$9,397,709.**

1.3 Levels of Service

The planned budget for asset renewal is sufficient to continue to provide existing services at current service levels in the medium term, assuming that all required funding historically provided by Marine and Safety Tasmania (*MAST*) continues to be available. The Operations and maintenance budget is funded from marina income which presently provides a surplus.

The main service consequences of the planned budget are:

- All major maintenance or renewal costs for assets historically funded by *MAST* cannot be undertaken using Council funds (reliant on *MAST* funding to occur).
- Existing service levels are forecast to be maintained over the planning period.

1.4 Future Demand

The main demands for new services are created by:

- Climate change (sea level rise)
- Upgrade in standards/regulations

- Increased boating use and requests for further infrastructure from *MAST*.

These demands will be approached using a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand (if present). Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- Continue a planned preventative maintenance programme. Consider forecasted sea level rise when renewing/acquiring/ maintaining assets.
- Identify upgrades required to meet with current standards and ensure these are included in the planned budget.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this Asset Management Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the Asset Management Plan may be prepared for a range of time periods, it typically informs a Long Term Financial Planning period of 10 years. Therefore, a summary output from the Asset Management Plan is the forecast of 10 year total outlays, which for Council's coastal infrastructure is estimated as **$2,051,480** or **$205,148** on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for the 10 year period is **$3,198,983** or **$319,898** on average per year as per the Long Term Financial Plan or Planned Budget. This is **155%** of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the Long Term Financial Plan can be provided. The informed decision making depends on the Asset Management Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for coastal infrastructure provides a surplus of **$114,750** on average per year of the forecast lifecycle costs required to provide services in the Asset Management Plan compared with the Planned Budget currently included in the Long Term Financial Plan. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

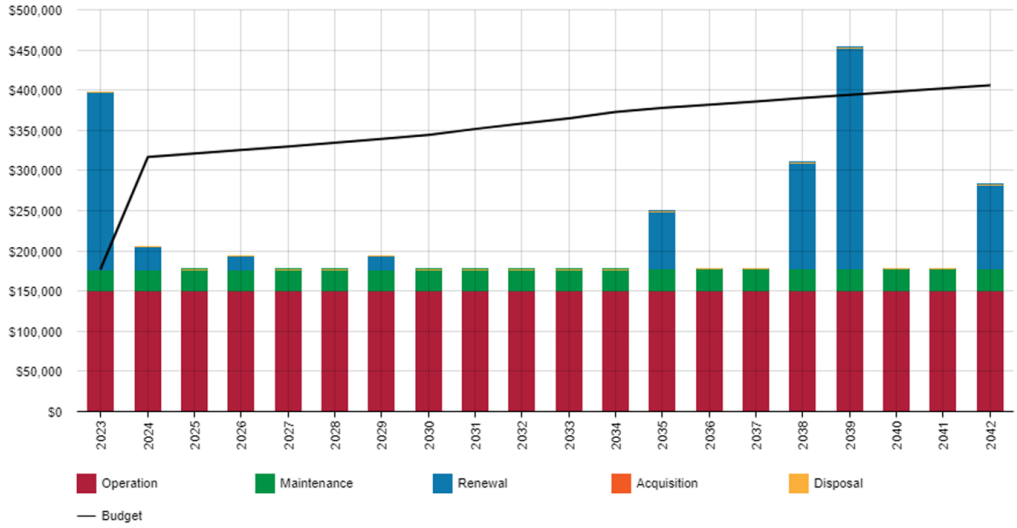


Figure values are in current dollars.

We plan to provide coastal infrastructure services for the following:

- Operation, maintenance, renewal and acquisition of marina, wharf, boat ramps, jetties, pontoons, foreshore protection structures and other miscellaneous coastal structures, to meet service levels set by Council in annual budgets.
- Forecasted renewal works (> $20,000) scheduled to occur over the next 10 years are: Triabunna fixed marina boat access platforms (dilapidated – severe corrosion), several other marina and wharf component renewals; Yellow Sand Banks Jetty (timber) and boat ramp; Saltworks Jetty (timber); Prosser River Road Boat Ramp; and Muirs Beach (Coles Bay) jetty and boat ramp. These renewals can currently only be undertaken with funding provided by *MAST* (which has been historically forthcoming). If this funding is not forthcoming Council is not in a position to renew these assets. This will result in a reduction in the provided level of service as these assets will continue to deteriorate.

1.6.2 What we cannot do

Works and services that **cannot** be provided under present funding levels are:

- Delivery of all proposed capital works by their recommended date (Refer Appendix D).
- Council cannot fund any major maintenance, acquisition, renewal or disposal of assets that have historically been funded by *MAST* (boat ramps, jetties, pontoons etc.) and Council is reliant on this funding to undertake such works.
- The completion of the previously proposed Triabunna harbour marina and port extension (would be reliant on external funding if project was to proceed)

1.6.3 Managing the Risks

Our present budget levels are insufficient to successfully manage all identified risks in the medium term.

The main risk consequences are:

- Loss of knowledge and key staff
- Underfunding – if *MAST* doesn't fund works, Council cannot undertake them
- Structural failure of marina boat access walkways, sandbags or jetties
- Structural failure of fixed marina concrete wall (long term deterioration)
- Swansea elevated boat ramp - level of service could be reduced by accumulation of sand.

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

- Develop a staff succession plan and improve record keeping
- Formalising funding arrangement with *MAST*
- Budgeting for renewal of poor condition assets
- Undertaking scheduled condition assessments and preventative maintenance

1.7 Asset Management Practices

Our systems to manage assets include:

- Council's *XERO* Financial Management System
- Council's Coastal Infrastructure Asset Register

Assets requiring renewal/replacement are identified from either the asset register or an alternative method. These methods are part of the Lifecycle Model.

- Asset Register data is used to forecast the renewal costs. This is done using the acquisition year and the useful life,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

The Asset Register was used to forecast the renewal life cycle costs for this Asset Management Plan.

1.8 Monitoring and Improvement Program

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

- Develop detailed capital works program for upcoming years with project ranking consistent with agreed criteria.
- Establish a formal asset inspection regime.
- Include operation and maintenance costs of Triabunna Wharf and Marina (and any other purely Council funded assets) in the planned budget as specific items.
- Improve asset register information (e.g. inclusion of materials, dimensions etc.)
- Clarify Council lease arrangements, Council/*MAST* asset ownership and maintenance funding regarding coastal infrastructure assets.
- Clarify if all future funding (for associated assets) is to be provided by *MAST* or if Council should be budgeting for renewals over the longer term?
- Increase accuracy of budget breakdown to include acquisitions, maintenance, operations, renewals and disposals.
- Update Geographical Information System (GIS) to include all previously missing coastal infrastructure assets.
- Improve confidence in financial data used in Long Term Financial Plan and Asset Management Plan.
- Continually improve correlation between Long Term Financial Plan and Asset Management Plan.
- Increase confidence and maturity of Asset Management Plan

2.0 Introduction

2.1 Background

This Asset Management Plan communicates the requirements for the sustainable delivery of services through management of coastal infrastructure assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the long term planning period.

The Asset Management Plan is to be read with Council's planning documents. This should include the Asset Management Policy and Strategic Asset Management Plan, where developed, along with other key planning documents:

- Long Term Financial Strategy
- Long Term Financial Management Plan
- Glamorgan Spring Bay Council's 10-year Strategic Plan 2020-2029

Council is in the process of modernising its asset management practices to ensure they adhere to the *Local Government Act 1993,* part of this process is the development of asset management plans such as this document and the above mentioned strategic documents.

The assets covered by this Asset Management Plan include all Council owned or maintained coastal infrastructure within the municipal boundaries.

The Coastal Infrastructure network comprises:

- Triabunna marina
- Triabunna wharf
- Boat ramps
- Concrete boat landings
- Jetties & pontoons (including swimming pontoons)
- Foreshore protection structures
- Other miscellaneous coastal structures.

For a detailed summary of the assets covered in this Asset Management Plan refer to Table 5.1.1 in Section 5.

Council maintains a good working partnership with *Marine and Safety Tasmania (MAST)* to ensure appropriate maintenance and asset renewals are undertaken, and to provide an acceptable and safe standard for recreational use of the assets. Council has not historically budgeted specific funds directly to the maintenance or renewal of coastal infrastructure assets (with the exclusion of the Triabunna Wharf and Marina) as all funding for acquisitions, renewal and major maintenance of boat ramps, jetties and some foreshore structures has historically been provided by *MAST* and this is anticipated to continue into the future.

Reactive maintenance is generally undertaken by Council, however no formal programmed maintenance is currently undertaken or specifically budgeted for. When reactive maintenance has been required, Council has generally funded this work from discretionary reserves set aside in the budget or obtained funds through *MAST*. An improvement to this would be to allow a specific amount in the planned budget for maintenance of coastal infrastructure. There is generally also funding available from *MAST* for such maintenance (requires an application to be completed).

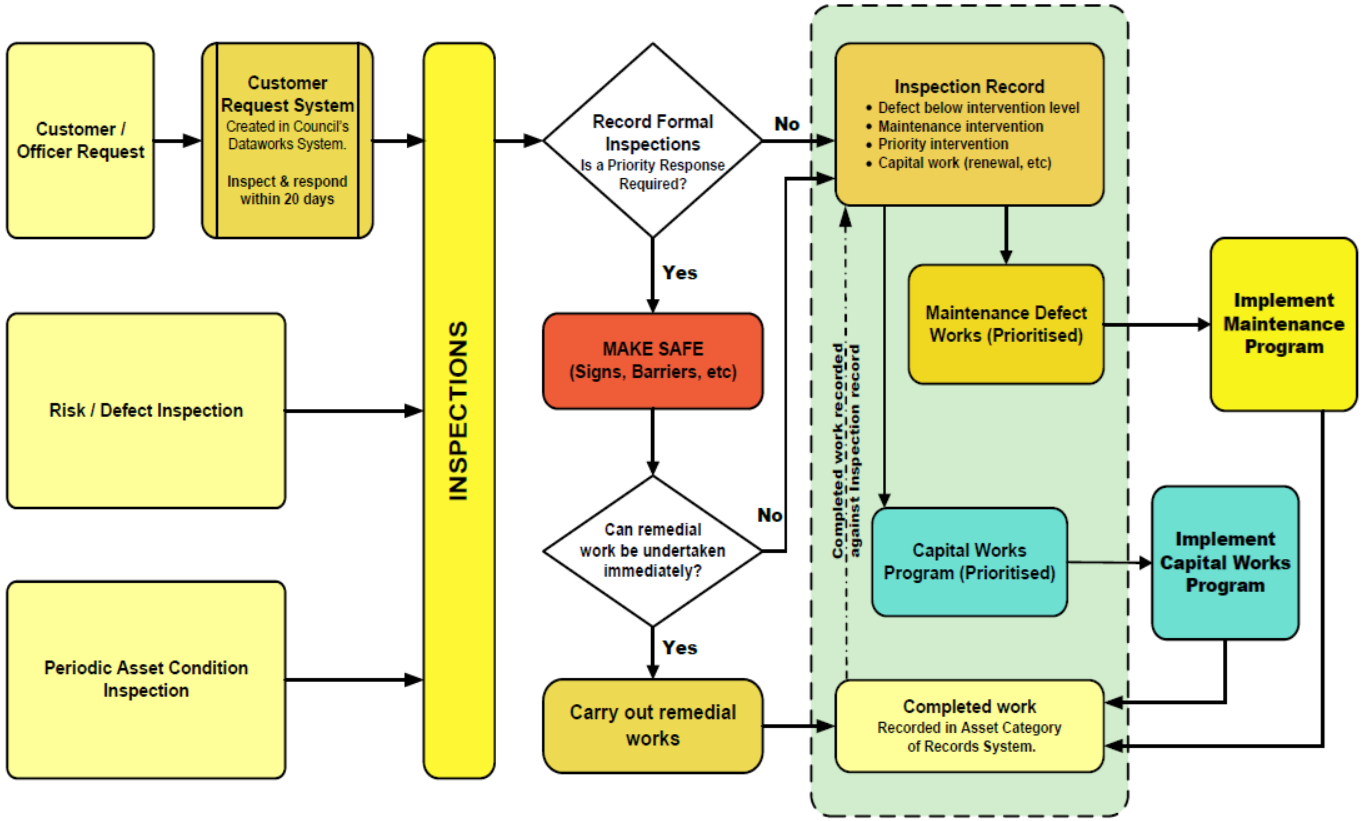
The coastal infrastructure assets included in this plan have a total replacement value of **$9,397,709.**

Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the Asset Management Plan

Key Stakeholder	Role in Asset Management Plan
Councillors	■ Represent needs of community/shareholders, ■ Allocate resources to meet planning objectives in providing services, while managing risks, ■ Ensure service is sustainable, ■ Make informed decisions, in the best interests of the community.
General Manager	■ Maintain a proactive approach to holistic asset management practices and ensure staff do the same. ■ Inform Councillors to enable educated decisions to be made.
Manager - Coastal Infrastructure	■ Maintain a proactive approach to holistic asset management practices. ■ Ensure the Asset Management Plan is used and updated regularly. ■ Inform Councillors to enable educated decisions to be made.
General Public	■ Report shortcomings, damage, safety concerns and other issues relating to coastal infrastructure.
Community Groups	■ Assist with the maintenance, planning and performance of relevant coastal infrastructure.

Our organisational structure for service delivery from coastal infrastructure assets is detailed below:



2.2 Goals and Objectives of Asset Ownership

Council's core business is to provide services to its community. Some of these services are provided through coastal infrastructure assets. We have acquired these assets through purchase, contract, construction by Council, and by donation of assets constructed by others, generally to meet increased levels of service or State Government requirements.

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

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

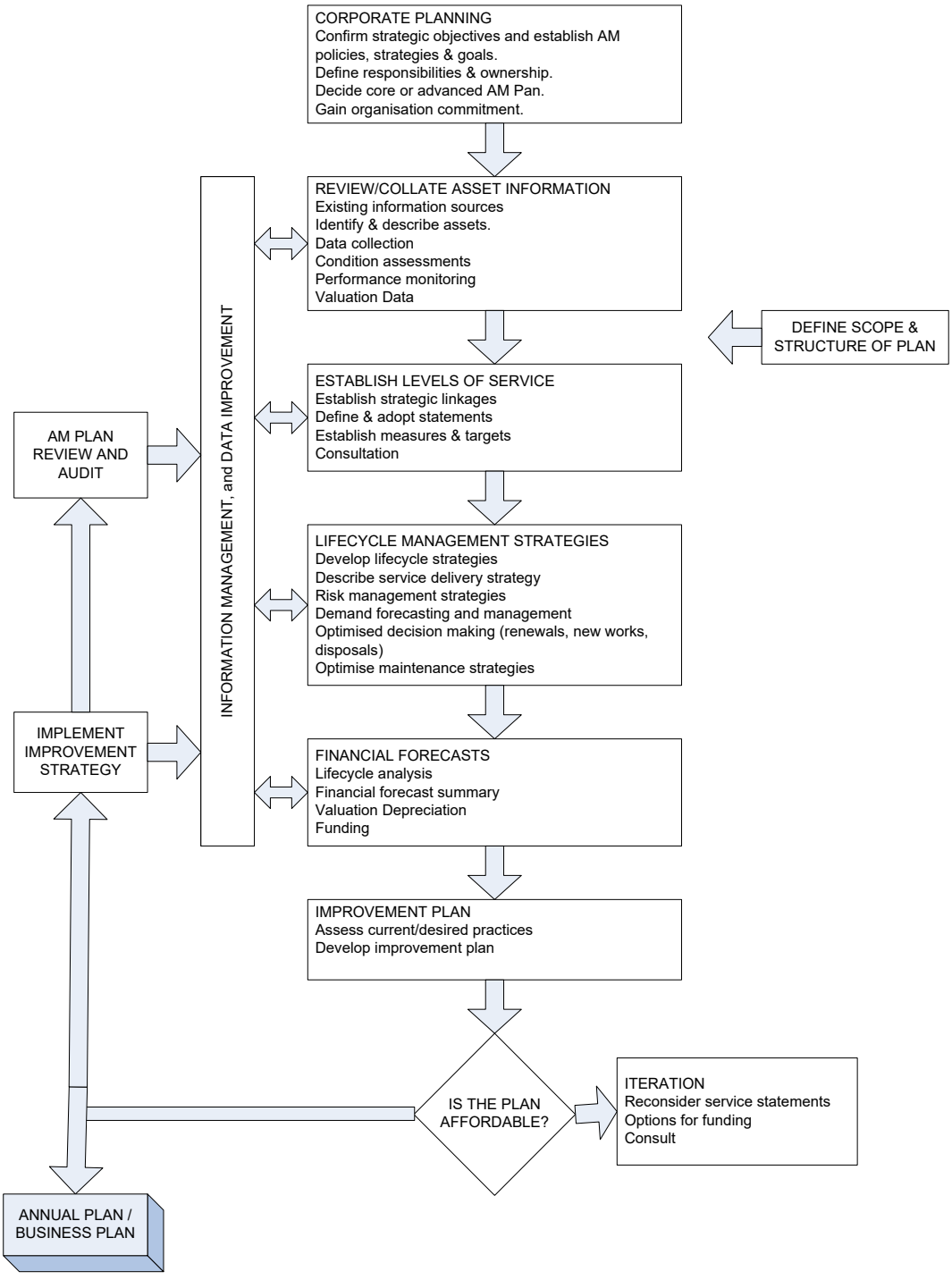
Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 [1]
- ISO 55000[2]

A road map for preparing an Asset Management Plan is shown below.

[1] Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13
[2] ISO 55000 Overview, principles and terminology

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



3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

We currently have no research on community expectations. This will be investigated for future updates of the Asset Management Plan.

3.2 Strategic and Corporate Goals

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

Our vision is:

Glamorgan Spring Bay, a welcoming community which delivers sustainable development, appreciates and protects its natural environment and facilitates a quality lifestyle.

Our mission is:

Represent and promote the interests of the communities in our municipality.

- ***Provide sound community governance, practices and processes.***
- ***Plan, implement and monitor services according to our agreed priorities and available resources.***
- ***Seek and secure additional funds, and grants to augment our finances.***
- ***Manage the finances and administer the Council.***
- ***Establish and maintain mutually beneficial strategic partnerships with State and Federal Government and private businesses and industry.***

Strategic goals have been set by Council. The relevant goals and objectives and how these are addressed in this Asset Management Plan are summarised in Table 3.2.

Table 3.2: Goals and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in the Asset Management Plan
To have safe and reliable coastal infrastructure for the community to use and enjoy.	Maintain and develop coastal infrastructure to appropriate standards.	Continue to develop and maintain regular inspection of asset condition, defects and develop maintenance and capital works programs for inclusion in the Asset Management Plan. Refer Section 8.0.
Good Governance	Provide asset management services in a sustainable manner. Deliver services effectively and efficiently.	Completion, adoption and review of asset management plans (this plan)
Appropriate service levels	Identify current service levels and target sustainable levels	An ongoing task that will be monitored and improved. Refer Section 8.
Improved risk management	Identify and address all known significant risks to coastal infrastructure assets	Implement a structured approach to identify and manage significant risks. Refer Section 6.
Financial sustainability	Identify financial inefficiencies	Implement a structured approach to identifying financial inefficiencies.

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of Council's coastal infrastructure service are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act 1993	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
Road and Jetties Act 1935	Relates to roads, highways and the control and management of certain jetties and marine facilities.
Work Health and Safety Act 2012	Sets out the roles and responsibilities to secure the health, safety and welfare of persons at work.
The Marine and Safety Authority Act 1997	Provides for the development and management of marine facilities.
National Parks and Reserves Management Act 2002	Provides management objectives for parks and reserves.

3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Table 3.4: Customer Values

Service Objective:			
Customer Values	**Customer Satisfaction Measure**	**Current Feedback**	**Expected Trend Based on Planned Budget**
Modern and user friendly coastal infrastructure assets	Number of customer service requests	Generally good user feedback. Small number of assets require improvements.	Expected to remain similar to existing or slightly improve over the planning period
Accessible coastal infrastructure assets	Number of customer service requests	Generally good user feedback. Small number of assets require improvements.	Expected to remain similar to existing or slightly improve over the planning period
Suitable and safe coastal infrastructure assets	Number of customer service requests	Generally good user feedback. Small number of maintenance and safety items reported by users.	Expected to remain similar to existing over the planning period

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Quality How good is the service? What is the condition or quality of the service?

Function Is it suitable for its intended purpose? Is it the right service?

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

In Table 3.5 under each of the service measures types (Quality, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current funding level.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Quality of coastal infrastructure assets	Conditions in asset register	**19 %** of total asset value in '**Very Good**' condition **76 %** of total asset value in '**Good**' condition **2 %** of total asset value in '**Fair**' condition **3 %** of total asset value in '**Poor**' or '**Very Poor**' condition	Expect poor condition assets to be renewed over planning period and gradual reduction in condition of remainder
	Confidence levels		Medium (professional judgement supported by data sampling)	Medium (professional judgement supported by data sampling)
Function	Appropriate standard of coastal infrastructure assets	Staff assessment and number of customer service requests	Majority of coastal assets considered fit for purpose with improvements required for a small number of assets	Required improvements to be gradually undertaken during planning period, hence a gradual improvement
	Confidence levels		Medium (professional judgement supported by data sampling)	Medium (professional judgement supported by data sampling)
Capacity	Appropriate number of accessible coastal assets (where applicable)	Number of customer service requests	Based on requests, existing service level considered adequate	Expected to remain similar to existing
	Confidence levels		Medium (professional judgement supported by data sampling)	Medium (professional judgement supported by data sampling)

3.6 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

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

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs).
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. jetty reconstruction, boat ramp replacement etc.).

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.[3]

Table 3.6 shows the activities expected to be provided under the current Planned Budget allocation, and the Forecast activity requirements being recommended in this Asset Management Plan.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Acquire assets that align with Council's core purpose	Number of acquisitions	Council acquires assets generally on availability of external funding, with the exception of the recent Triabunna marina and wharf projects (financed by loans). There are currently no future acquisitions in the planned budget.	Only acquire assets that align with Council's core purpose and that Council can afford to maintain, operate, renew and/or dispose of (must consider full asset lifecycle costs). Investigate feasibility of wharf and marina expansion project.
		Budget	*$0*	*$0*
Operation	Keep coastal infrastructure assets clean, safe and serviceable	Frequency of cleaning (e.g. boat ramp algae removal)	Various operational activities carried out by works crew. E.g. Boat ramps steam cleaned of algae growth every 3 months.	Current performance is considered adequate based on user feedback

[3] IPWEA, 2015, IIMM, p 2|28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
	Regular condition inspections	Number of assets inspected	Majority of infrastructure (where deemed appropriate) is inspected at the start of summer each year. Divers are used where required. *MAST* also undertake independent condition inspections of some assets.	*MAST* and Council condition inspections are merged. All appropriate coastal infrastructure assets are inspected yearly or at appropriate frequency.
		Budget	*$150,000 per year (average over 10 years)*	*$150,000 per year (average over 10 years)*
Maintenance	Keep coastal infrastructure assets safe.	Frequency of maintenance	Reactive minor repairs and minor upgrades are undertaken	Reactive minor repairs, minor upgrades, and a planned preventative maintenance programme – specifically include in budget.
	Keep coastal infrastructure assets serviceable	Frequency of maintenance	Reactive minor repairs and minor upgrades are undertaken	Reactive minor repairs, minor upgrades, and a planned preventative maintenance programme – specifically include in budget.
		Budget	*$27,000 per year (minor maintenance undertaken from general discretionary budget, major maintenance reliant on MAST funding)*	*$27,000 per year (estimate for wharf and marina maintenance and minor maintenance to other assets). Assume all other major asset maintenance and renewal funded by MAST.*
Renewal	Ensure coastal infrastructure is in good condition for use	Frequency of renewal	Renewals undertaken on a priority basis (generally driven by user demand and condition) on availability of external funding from *MAST* where applicable (boat ramps, jetties etc.)	Current performance is considered adequate based on condition of assets and forecasted renewals.
	Ensure coastal infrastructure assets remain fit for purpose and in-line with current standards	Frequency of renewal (including component renewal)	Majority of renewals reliant on *MAST* funding. Wharf and marina component renewals not previously forecasted (now forecasted).	Current performance is considered adequate based on historical renewals program. Forecast renewals program be established, especially for the wharf

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
				and marina assets (Council funded).
		Budget	*$108,268 per year (average over 10 years)*	*$28,136 per year (average over 10 years) ($86k 20 year average)*
Disposal	Identify assets and activities that do not align with Council's core purpose	Number of assets and activities identified for disposal	Some potential disposals have been identified	Develop a list of potential asset and activity disposals for Council assessment
	Dispose of assets and activities that do not align with Council's core purpose	Number of identified asset and activity disposals undertaken	No disposals are currently planned	Develop a plan for, and dispose of, identified assets following Council approval
		Budget	*$0*	*$0*

Note: * Current activities related to Planned Budget.

** Forecast required performance related to forecast lifecycle costs.

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time.

4.0 FUTURE DEMAND

4.1 Demand Drivers

While Drivers affecting demand generally include things such as population change, regulations, changes in demographics, seasonal factors, consumer preferences and expectations, technological changes, economic factors, environmental awareness, etc. the drivers for recreational boating infrastructure are holiday related with demand exceeding comfortable provision in the warmer holiday seasons and exceeding requirements in the off periods.

Parking to facilitate trailers in most of our boat ramp locations is driving demand in other asset classes.

4.2 Demand Forecasts

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

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this Asset Management Plan.

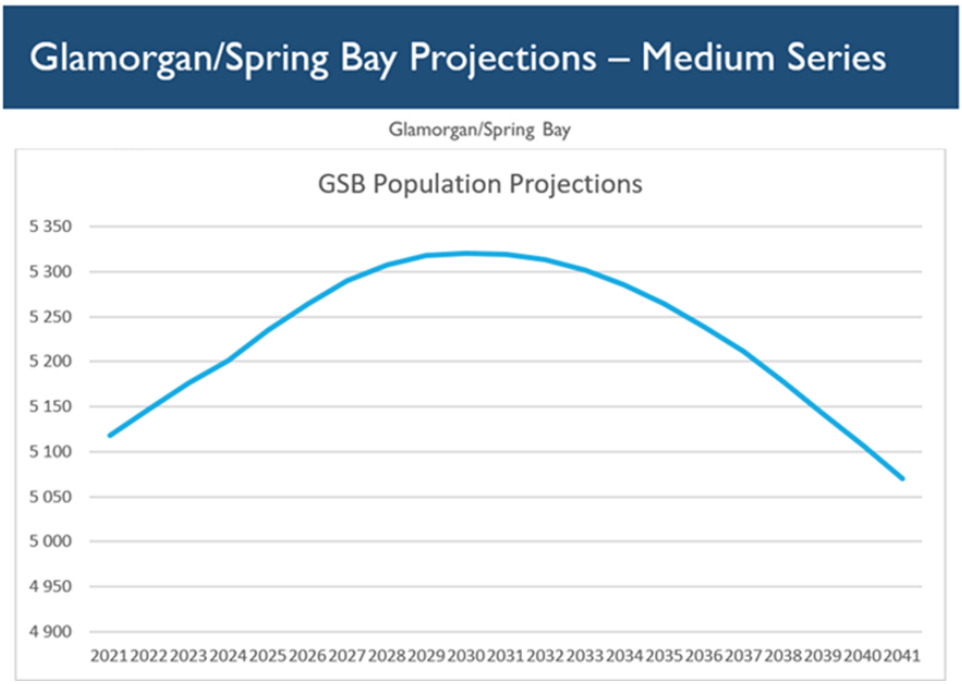


Figure 4.2 – Department of Treasury and Finance – Glamorgan Spring Bay population projections (medium series).

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

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

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this Asset Management Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	5,012 people in 2021.	Refer Figure 4.2	The change is not foreseen to impact services	No impact to services, hence management plan is not required.
Demographic	Median age of 57 years (2021)	Increase in median age to approx. 65 years by 2039	Aging population expected to demand improved accessibility to public use coastal infrastructure	Identify upgrades required to meet with current accessibility standards and ensure these are included in the planned budget
Climate change	Experiencing more extreme weather patterns and events	Continue to experience increased frequency and intensity of extreme weather events, as well as sea level rise.	May require increased maintenance of coastal infrastructure. Serviceability of some assets may be affected by sea level rise.	Aim to implement a planned preventative maintenance programme. Consider forecasted sea level rise when renewing/acquiring/ maintaining assets.
Upgrade in standards/ regulations	Coastal infrastructure assets are gradually being modernised.	Some upgrades required over planning period	Increased renewal costs to meet with current standards	Identify upgrades required to meet with current standards and ensure these are included in the planned budget

4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the Long Term Financial Plan (Refer to Section 5).

4.5 Climate Change and Adaption

The impacts of climate change will have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change will impact on assets varies significantly depending on the location and the type of services provided, as does the way in which we respond and manage those impacts.

As a minimum we consider how to manage our existing assets given climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5.1.

Table 4.5.1 Managing the Impact of Climate Change on Assets

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Sea level rise	0.24 m (2050) and 0.92 m (2100) sea level rise (planning allowances)	Serviceability of some coastal infrastructure assets threatened by projected sea level rise	Develop a register of assets likely to be affected by the projected sea level rise and plan for resilience building when due for renewal.
Increased frequency and intensity of storms (wave action)	Increased frequency of extreme storm events	Increased maintenance costs (coastal infrastructure damaged by wave action)	Build resilience into new/renewed assets. Refer Table 4.5.2.

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience will have benefits:

- Assets will withstand the impacts of climate change
- Services can be sustained
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

Table 4.5.2 summarises some asset climate change resilience opportunities.

Table 4.5.2 Building Asset Resilience to Climate Change

New Asset Description	Climate Change impact on these assets?	Build Resilience in New Works
Coastal infrastructure	Sea level rise and increased frequency and intensity of storm events (wave action)	New assets to consider these impacts during design and construction to ensure assets remain serviceable into the future.

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this Asset Management Plan.

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this Asset Management Plan are shown in Table 5.1.1.

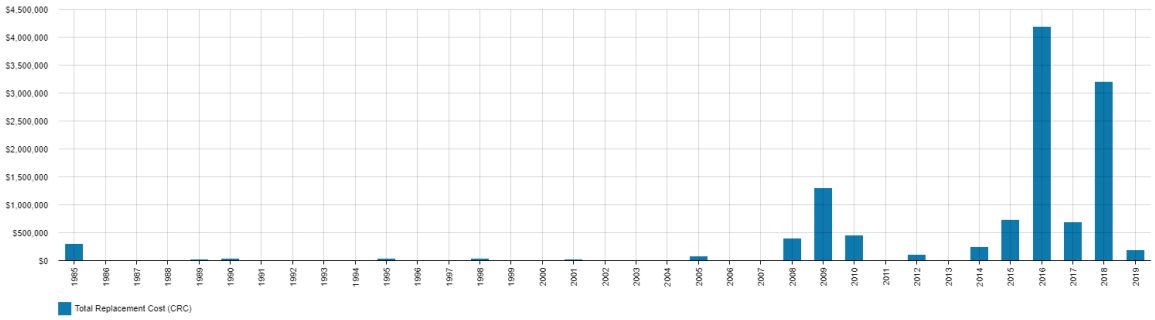
Table 5.1.1: Assets covered by this Plan

Asset Category	Number of Assets	Replacement Value
Jetties	15	**$1,644,405**
Foreshore Protection Structures	3	**$246,255**
Wharf structures	2	**$1,357,617**
Boat Ramps	14	**$1,781,648**
Pontoons	2	**$23,000**
Marina	2	**$4,213,674**
Landings	2	**$130,810**
TOTAL	40	**$9,397,709**

It is to be noted that some assets included in this plan are subject to ownership confirmation, and as confirmation occurs the plan is to be updated as required.

The age profile of the assets included in this Asset Management Plan are shown in Figure 5.1.1.

Figure 5.1.1: Asset Age Profile



All figure values are shown in current day dollars.

The above asset age profile shows age of assets based on build or major renewal year. The build or major renewal year is displayed on the horizontal axis, and asset value on the vertical axis. As can be seen, the majority of Council's coastal infrastructure asset value has been built or renewed in the past 15 years. This is the result of a strong renewal program during this time. (Graph not updated in 2023)

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Triabunna Wharf & Marina - elevated boat access walkways.	Structural deterioration (severe corrosion) of boat access walkway supports and associated increase in safety concern. Requires renewal to meet current standards.
Swansea, Elevated Boat Ramp	Sand build up to boat ramp affecting serviceability, notably at lower tides.
Swansea, Gordon Street Boat Ramp and concrete landing	Requires upgrade to meet current standards – fenders and fibreglass grating install to landing. Rock dislodged from breakwater in line of boat ramp – requires relocation and stabilisation.
Dolphin Sands, Yellow Sandbanks Road jetty structure	Structural deterioration. Requires renewal to meet current standards.
Little Swanport, Saltworks timber jetty structure	Structural deterioration. Requires renewal to meet current standards.
Coles Bay, Muirs Beach boat ramp and jetty	Requires renewal to meet current standards.
Orford, Prosser River Road boat ramp	Requires renewal to meet current standards.

The above service deficiencies were identified from observations by the author and through discussion with the Manager – Coastal Infrastructure.

5.1.3 Asset condition

Condition is currently monitored by the Manager – Coastal Infrastructure. *ASD Diving Contractors* have historically been engaged to undertaken annual inspection of some coastal assets, however this has not been a complete inspection of all coastal infrastructure assets, and has mainly included boat ramps, jetties and swimming pontoons, including underwater inspection where required. It is recommended that the inspections cover all assets in the future.

As Council's formal coastal asset management is in its infancy, previous inspection reports have not provided a graded condition and has been done more so by description of defects, photos and informal observation. For the purpose of this plan condition grading estimates have been applied to each asset based on visual inspection and professional judgement by the Manager – Coastal Infrastructure.

Condition is measured using a 1 – 5 grading system[4] as detailed in Table 5.1.3. It is important that consistent condition grades be used in reporting various assets across an organisation. This supports effective communication. At the detailed level assets may be measured utilising different condition scales, however, for reporting in the Asset Management Plan they are all translated to the 1 – 5 grading scale.

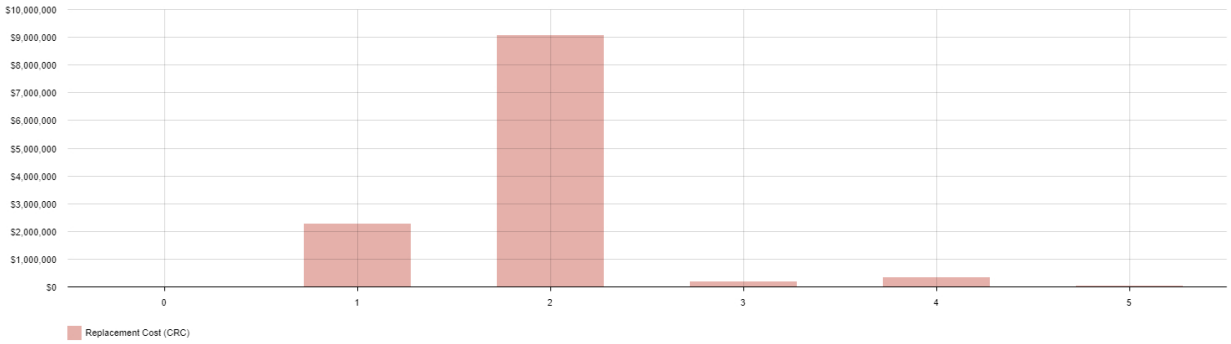
[4] IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

Table 5.1.3: Simple Condition Grading Model

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

The condition profile of our assets is shown in Figure 5.1.3.

Figure 5.1.3: Asset Condition Profile



All figure values are shown in current day dollars.

Figure 5.1.3 shows approximately 95 % of Council's total coastal infrastructure asset value is in 'very good' or 'good' condition (refer Table 5.1.3), with only 3 % in a 'poor' or 'very poor' condition. It is to be noted that generally the coastal infrastructure in 'poor' or 'very poor' condition are lower importance assets. Figure 5.1.3 is reflective of Council's targeted coastal infrastructure renewal works completed over the past 15 years.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include pressure washer cleaning of algae from boat ramps, asset inspection, loan repayments and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include repair to damaged or missing fenders on jetties/landings and replacement or reconfiguring of displaced foreshore structures.

Assessment and priority of reactive maintenance is currently undertaken by staff using experience and professional judgement. It is not clear how this maintenance has historically been budgeted for and recommended improvements in this regard are noted in section 8.0.

Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

The service hierarchy is shown is Table 5.2.2.

Table 5.2.2: Asset Service Hierarchy

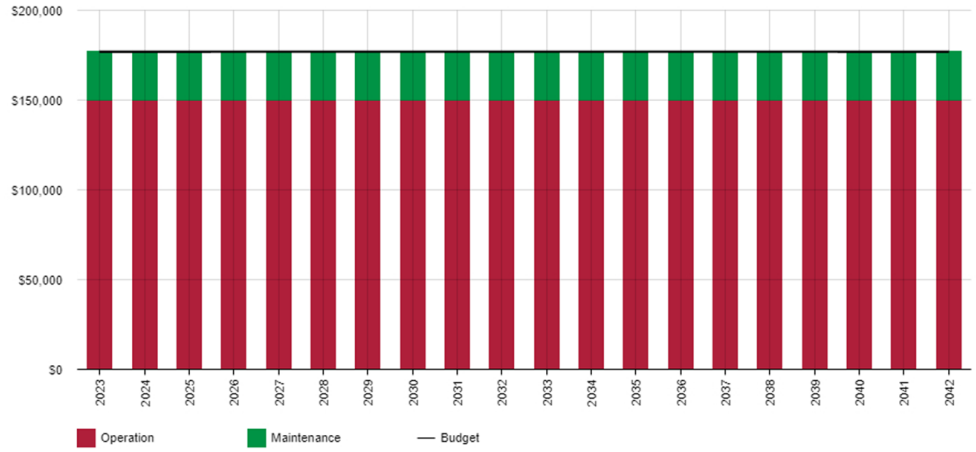
Service Hierarchy	Definition	Service Level Objective
Category 1 – Critical	High use business critical facilities essential to service delivery, (e.g. wharf, marina, key boat ramps)	■ **Aesthetics** – As new or highest quality reasonably achieved. ■ **Functionality** – All elements must function as intended at all times, with no down time tolerated during periods of intended use. ■ **Legislative Requirements** – All legal responsibility must be met. ■ **Financial** – Maximum efficiency of maintenance and cleaning operations is required, to minimise expenditure in achieving the desired outcomes.
Category 2 – High	High use facilities essential to service delivery, (e.g. high use boat ramps and jetties).	■ **Aesthetics** – Minor signs or deterioration when viewed closely may be acceptable. No deterioration when viewed form normal distance. Some deterioration may be tolerated for short period of time. ■ **Functionality** – All elements must function as intended during periods of intended use, with a low probability of failure. ■ **Legislative Requirements** – All legal responsibility must be met. ■ **Financial** – Primary aim is to maximise the long term economic performance of the asset. Refurbishments, component replacements and maintenance planning should be above current standards to provide a high level of service and aesthetics.
Category 3 – Moderate	Moderate use and key facilities important to service delivery (e.g. assets that have a predominant community use focus).	■ **Aesthetics** – Some minor signs of deterioration when viewed from normal distance are acceptable. ■ **Functionality** – All required elements should function as intended during period of intended use. Minor failures, excluding those which bring a threat to safety or security, can be tolerated. ■ **Legislative Requirements** – All legal responsibility must be met. ■ **Financial** - Primary aim is to maximise the long term economic performance of the asset. Refurbishments, component replacements and maintenance planning should be in a strategic framework, and decision taken on a life cycle basis.
Category 4 – Low	Low use facilities that are not critical to service delivery	■ **Aesthetics** – Some signs of deterioration are acceptable.

	(e.g. minor assets that have low usage).	■ **Functionality** – All elements requirement should function as intended during periods of intended use. Minor failures, excluding those which bring a threat to safety or security, can be tolerated. ■ **Legislative Requirements** – All legal responsibility must be met. ■ **Financial** – Limitation of short term maintenance costs is the primary objective.
Category 5 – Infrequent use	Infrequently used assets.	■ **Aesthetics** – Not important. ■ **Functionality** – No requirement to retain any functional performance except to avoid degradation of asset value. ■ **Legislative Requirements** – All legal responsibility must be met. ■ **Financial** – Limitation of maintenance costs is the primary objective.

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.2: Operations and Maintenance Summary



All figure values are shown in current day dollars.

As can be seen in Figure 5.2, operation and maintenance costs are matched by the planned budget over the planning period. This shows that Council currently have sufficient planned budget to undertake all of the forecast operation and maintenance beyond 2023(noting reliance on *MAST* funding for major maintenance of boat ramp, jetty and other assets historically funded by *MAST*).

When acquiring assets over the planning period, it is expected for operation and maintenance costs to also increase, however as no acquisitions are currently forecasted over the planning period these costs remains constant in Figure 5.2.

Deferred maintenance (i.e. works that are identified for maintenance activities but unable to be completed due to available resources) should be included in Section 6.0 of this plan where it poses a 'high' or 'very high' risk to Council – refer Table 6.2.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed in January 2021.

Table 5.3: Useful Lives of Assets

Asset (Sub)Category	Useful life

Triabunna Wharf	Concrete structures - 50 years Timber fenders – 20 to 40 years Other minor components – 10 to 20 years
Triabunna Marina	Steel piles - 50 years Concrete structures – 50 years Boat access platforms – 20 years Floating pontoon system (walkways and fingers) – 40 years Aluminium gangways – 50 years Timber piles, fenders and other minor components – 10 to 40 years
Boat ramps	50 years
Jetties (incl. floating pontoons)	30-40 years
Swimming pontoons	30 years
Foreshore protection structures	25 years
Concrete boat landings	50 years
Other miscellaneous coastal structures (Prosser River-mouth stabilisation sandbags)	25 years

The estimates for renewals in this Asset Management Plan were based on a combination of both the asset register and alternate methods.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).[5]

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.[6]

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Condition	30 %

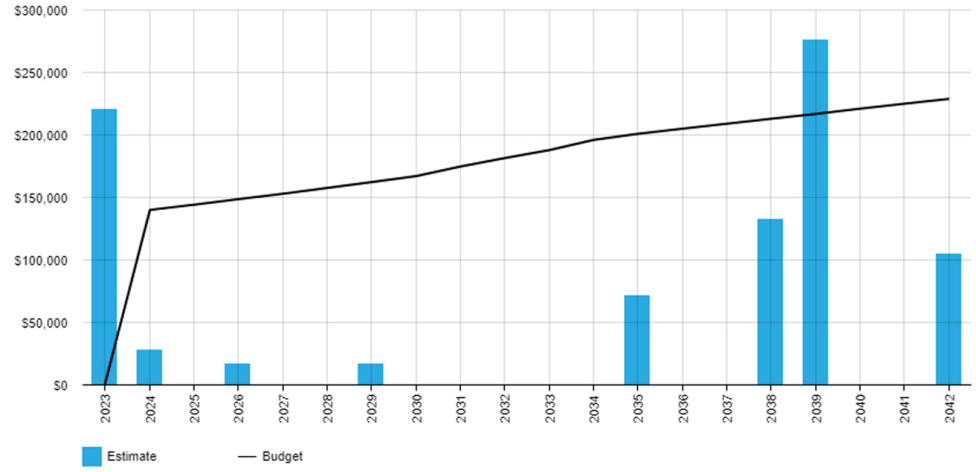
[5] IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.
[6] Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Criteria	Weighting
Usage/demand	30 %
Risk/failure consequence	30 %
High operation & maintenance costs that could be reduced significantly by renewal	10 %
Total	**100%**

5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars.

Figure 5.4.1 shows the forecast renewal costs to be slighter higher than the proposed renewal budget when averaged over the planning period. There is currently a surplus of $114,750 on average per year.

Deferred renewal (assets identified for renewal and not scheduled in capital works programs) should be included in Section 6.0 of this plan where they pose a 'high' or 'very high' risk to Council – refer Table 6.2.

5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to Council.

5.5.1 Selection criteria

Proposed upgrade of existing assets, and new assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to Council's needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.5.1.

Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Is the acquisition in line with Council's core purpose?	30 %
Necessity/demand	25 %
Are lifecycle costs known and funds available in planned budget?	25 %

Risk consequence of not providing	20 %
Total	**100%**

Summary of future asset acquisition costs

There is currently no allowance for any Council or *MAST* funded acquisition of coastal infrastructure assets in the planned budget over the planning period. The previously proposed *Spring Bay Harbour Extension & Maria Island Ferry Terminal* project is a potential and significant future acquisition, however there are no current plans for this to occur. If this is to change, this plan is to be updated to reflect those changes.

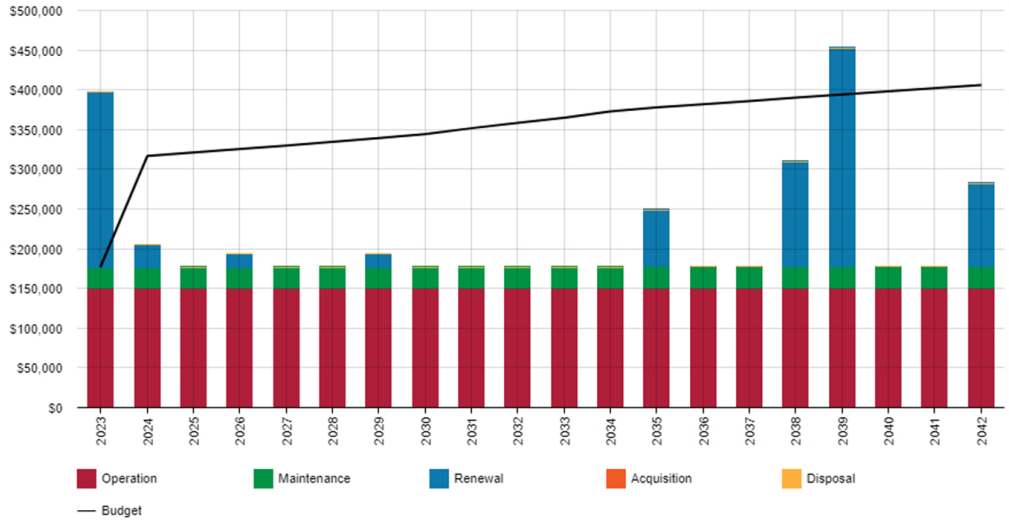
When Council commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by Council.

Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.5.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary



All figure values are shown in current day dollars.

As can be seen in Figure 5.5.3, the forecasted lifecycle costs are generally well under the planned budget (black line) over the planning period, indicating a surplus.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in Table 5.6. Any costs or revenue gained from asset disposals is included in the Long Term Financial Plan.

Table 5.6: Assets Identified for Disposal

Asset	Reason for Disposal	Timing	Disposal Costs	Operations & Maintenance Annual Savings
Nil	N/A	N/A	N/A	N/A

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'[7].

An assessment of risks[8] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Triabunna wharf, Triabunna marina and key boat ramps throughout municipality.	Structural, operational (sand deposits affecting serviceability) or any other failure mode.	Service disruption to all users and loss of critical water access points.

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used is shown in Figure 6.2 below.

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

The process is based on the fundamentals of International Standard ISO 31000:2018.

[7] ISO 31000:2009, p 2

[8] Refer GSBC Risk Management Policy and GSBC Risk Management Strategy (June 2020)

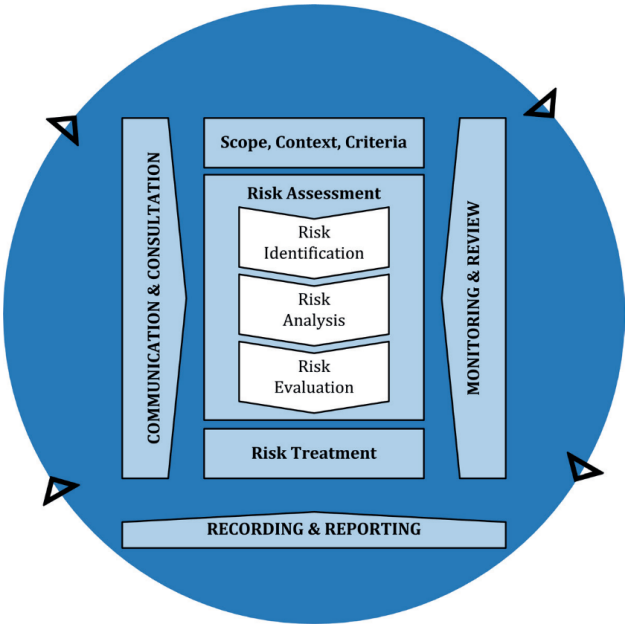


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks[9] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (VR - requiring immediate corrective action) and 'High' (H - requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to Council.

[9] Refer GSBC Risk Management Policy and GSBC Risk Management Strategy (June 2020)

Table 6.2: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Coastal infrastructure	Loss of knowledge and key staff	H	Develop a succession plan and improve record keeping	Low	Within existing resources
Coastal infrastructure	Underfunding	H	Formal agreement with *MAST* regarding funding	Low	Within existing resources
Triabunna marina	Structural failure of marina boat access walkways	H	Budget allocation for renewal	Low	$100,000
Prosser timber jetties	Structural failure of jetties	H	Ensure budget allocation for unplanned maintenance, and undertake condition assessment of timber jetties.	Low	$75,000+
Triabunna fixed marina – concrete wall (Berth 5 to 25)	Structural failure of fixed marina concrete wall (long term deterioration)	H	Undertake scheduled condition assessments and preventative maintenance or renewal	Low	$300,000
Swansea Elevated Boat Ramp	Level of service could be reduced by accumulation of sand.	H	Periodic dredging of channel under the boat ramp to allow tidal flow and possibly improve serviceability	Medium	$10,000
Gordon Street Boat Ramp	Slip hazard to public (algae growing on concrete landing) and rock hazard to boats (break wall subject to movement in heavy seas)	H	Install grating over concrete landing and improve fenders, remove rock (in water) from line of boat ramp and stabilise rock breakwater.	Low	$8,000

Note * The residual risk is the risk remaining after the selected risk treatment plan is implemented.

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

We do not currently measure our resilience in service delivery. This will be included in future iterations of the Asset Management Plan.

6.4 Service and Risk Trade-Offs

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

6.4.1 What we cannot do

Council currently budgets to undertake specific operation, maintenance or renewal of coastal assets and has an income stream to assist. However, Council reliant on funding provided by *MAST* to undertake renewal works. Some minor maintenance items are undertaken by Council and these are managed from the discretionary budget of the Manager –Coastal Infrastructure, this includes rectification of minor public safety and service issues.

6.4.2 Service trade-off

- Forecasted renewal, refer Appendix D, cannot be undertaken without funding provided by *MAST* (which is noted to have been historically forthcoming). If this funding is not forthcoming then this will result in a reduction in the provided level of service for users as the assets continue to deteriorate.

6.4.3 Risk trade-off

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

- A reduction in the provided level of service
- Reputational consequences

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

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the Asset Management Plan for this service area. The two indicators are the:

- Asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- Medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio[10] **113.06 %**

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have **113.06 %** of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

Medium term – 10 year financial planning period

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

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is **$205,148** on average per year.

The proposed (budget) operations, maintenance and renewal funding is **$319,898** on average per year giving a 10 year average funding surplus of **$114,750** per year. This indicates that **155.94%** of the forecast costs needed to provide the services documented in this Asset Management Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the Asset Management Plan and ideally over the 10 year life of the Long Term Financial Plan.

7.1.2 Forecast Costs (outlays) for the Long Term Financial Plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year Long Term Financial Plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the Long Term Financial Plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the Asset Management Plan (including possibly revising the Long Term Financial Plan).

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

We will manage the 'gap' by developing this Asset Management Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in current day dollar values.

Table 7.1.3: Forecast Costs (Outlays) for the Long Term Financial Plan

Year	Forecast Acquisition	Forecast Operation	Forecast Maintenance	Forecast Renewal	Forecast Disposal
2023	0	150,000	27,000	220,674	0
2024	0	150,000	27,003	27,584	0
2025	0	150,000	27,005	0	0
2026	0	150,000	27,008	16,551	0
2027	0	150,000	27,011	0	0
2028	0	150,000	27,013	0	0
2029	0	150,000	27,016	16,551	0
2030	0	150,000	27,019	0	0
2031	0	150,000	27,021	0	0
2032	0	150,000	27,024	0	0
2033	0	150,000	27,027	0	0
2034	0	150,000	27,029	0	0
2035	0	150,000	27,032	71,719	0
2036	0	150,000	27,035	0	0
2037	0	150,000	27,037	0	0
2038	0	150,000	27,040	132,404	0
2039	0	150,000	27,043	275,842	0
2040	0	150,000	27,045	0	0
2041	0	150,000	27,048	0	0
2042	0	150,000	27,051	104,820	0

7.2 Funding Strategy

The proposed funding for assets is outlined in Council's budget and Long Term Financial Management Plan, noting a reliance on external funding from *MAST*.

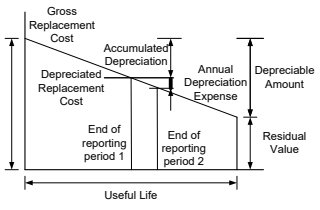
The financial strategy of Council determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

The best available estimate of the value of coastal infrastructure assets included in this Asset Management Plan is shown below:

Current (Gross) Replacement Cost	**$9,158,179**
Depreciable Amount	**$9,158,179**
Depreciated Replacement Cost[11]	**$8,003,160**
Annual Depreciation	**$126,396**



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

7.3.2 Valuation Forecasts

Asset values are forecast to remain relatively stable while no acquisition of new assets is forecast. Should this change, this plan will require updating to reflect those changes.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from any assets constructed by *MAST*, land developers or others, that are then donated and accepted by Council (noting there are none currently included in the planned budget).

7.4 Key Assumptions Made in Financial Forecasts

In compiling this Asset Management Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this Asset Management Plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

- Projections are based on local operating knowledge only
- Renewal costs are budget type figures with a range of ± 30%
- Several gross assumptions were required in the derivation of planned budget and lifecycle forecast figures. This is due to the quality of financial information currently available.
- Assume *MAST* will continue to fund all renewals and major maintenance as required, with the exception of purely Council funded assets such as the Triabunna Wharf and Marina.
- Assume no additional major coastal assets will be acquired by Council over the planning period. If this changes (e.g. Triabunna Marina Extension is to occur) the Asset Management Plan is to be updated to reflect this and detailed lifecycle costing knowledge and allocation in planned budget to meet these costs is to be undertaken.
- Financial data used in the development of this plan was from the end of the 2019-20 financial year.
- Professional judgement has been applied in the absence of good quality data, however where applied, it has been noted for improvement in Section 8.0.
- All figures are presented in current day dollars.

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this Asset Management Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on an A - E level scale[12] in accordance with Table 7.5.1.

[12] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level for and reliability of data used in this Asset Management Plan is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in Asset Management Plan

Data	Confidence Assessment	Comment
Demand drivers	Medium	Requires Council input, review and acceptance
Growth projections	High	State government provided projections used
Acquisition forecast	Low	Several gross estimates and assumptions made. Requires review on provision and improvement of financial data
Operation forecast	Low to Medium	Several gross estimates and assumptions made. Requires review on provision and improvement of financial data
Maintenance forecast	Low	Several gross estimates and assumptions made. Requires review on improvement of financial data
Renewal forecast - Asset values	Low to Medium	Based on professional judgement of staff, recently undertaken projects, and comment from industry.
- Asset useful lives	Medium	Based on professional judgement/estimate by staff
- Condition modelling	Medium to High	Based on visual inspection, diving inspection (where appropriate) and professional judgement/estimate by staff and contractors
Disposal forecast	Medium	No disposals currently identified

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

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices[13]

8.1.1 Accounting and financial data sources

This Asset Management Plan utilises accounting and financial data. The source of the data is Council's financial management system *XERO* in conjunction with Council's coastal infrastructure asset register.

8.1.2 Asset management data sources

This Asset Management Plan also utilises asset management data. The source of the data is generally from Council's coastal infrastructure asset register and also data from MapInfo (Geographic Information System).

8.2 Improvement Plan

It is important that Council recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Develop detailed capital works program for upcoming years with project ranking consistent with agreed criteria. Use to inform Asset Management Plan and Long Term Financial Plan updates.	Director of Infrastructure, Manager – Coastal Infrastructure	Accountant, Manager – Coastal Infrastructure, Works Manager	June 2023
2	Establish a formal asset inspection regime, ensuring all are inspected at suitable frequencies.	Director of Infrastructure, Manager – Coastal Infrastructure	Manager – Coastal Infrastructure, Works Manager	June 2023
3	Include operation and maintenance costs of Triabunna Wharf and Marina (and any other purely Council funded assets) in the planned budget as specific items.	General Manager, Accountant, Director of Infrastructure	Manager – Coastal Infrastructure, Accountant, Director of Infrastructure	2023
4	Improve asset register information (e.g. inclusion of materials, dimensions etc.)	Director of Infrastructure	Manager – Coastal Infrastructure	2024
5	Clarify Council lease arrangements, Council/*MAST* asset ownership and maintenance funding regarding coastal assets.	Director of Infrastructure	Manager – Coastal Infrastructure	2024
6	Clarify if all future funding (for associated assets) is to be provided by *MAST* or if Council should be budgeting for renewals over the longer term?	General Manager, Accountant, Director of Infrastructure	Manager – Coastal Infrastructure	2024
7	Increase accuracy of budget breakdown to include acquisitions, maintenance, operations, renewals and disposals. Aim for better transparency.	Accountant	Accountant, Director of Infrastructure, Manager – Coastal Infrastructure	September 2024

[13] ISO 55000 Refers to this the Asset Management System

8	Update Geographical Information System (GIS) to include all previously missing coastal infrastructure assets.	Director of Infrastructure	Surveyor/Geographical Information System officer	2024
9	Improve confidence in financial data used in Long Term Financial Plan and Asset Management Plan – this is foreseen to involve improved recording of acquisition, operations, maintenance, renewal and disposal asset lifecycle activities within *XERO* (accounting software) so accurate costs can be developed.	Accountant	Accountant, Director of Infrastructure, Manager – Coastal Infrastructure	December 2023
10	Continually improve correlation between Long Term Financial Plan and Asset Management Plan. (Conduct regular meetings of responsible persons – aim for 'high' confidence level)	General Manager, Accountant, Director of Infrastructure	General Manager, Accountant, Director of Infrastructure	Ongoing
11	Increase confidence and maturity of Asset Management Plan	Director of Infrastructure, Manager – Coastal Infrastructure	Internal	Ongoing

8.3 Monitoring and Review Procedures

This Asset Management Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The Asset Management Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, upgrade/new and asset disposal costs and proposed budgets. These forecast costs and proposed budget are incorporated into the Long Term Financial Plan or will be incorporated into the Long Term Financial Plan once completed.

The Asset Management Plan has a maximum life of 4 years and is due for complete revision and updating within 6 months of each Council election.

8.4 Performance Measures

The effectiveness of this Asset Management Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this Asset Management Plan are incorporated into the Long Term Financial Plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the Asset Management Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 1.0).

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
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- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
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- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012, Practice Note 6 Long Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6
- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8
- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- '10-year Strategic Plan 2020-2029'
- '2020-2021 Annual Plan' (incl. budget)

10.0 APPENDICES

Appendix A Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

A key assumption in the writing of this Asset Management Plan is that no Council funded acquisitions are forecast to be undertaken over the planning period. Given future demand (discussed in Section 4), Council's current financial position, available budget and discussion with the Manager – Coastal Infrastructure and other key staff, a strategy of no Council funded acquisition (for coastal infrastructure assets) over the planning period is recommended.

A.2 – Acquisition Project Summary

No acquisitions are currently forecast to be undertaken during the planning period.

A.3 – Acquisition Forecast Summary

Table A3 displays the forecast acquisition value each year over the planning period.

Table A3 - Acquisition Forecast Summary

Year	Constructed	Donated	Growth
2023	$0	$0	$0
2024	$0	$0	$0
2025	$0	$0	$0
2026	$0	$0	$0
2027	$0	$0	$0
2028	$0	$0	$0
2029	$0	$0	$0
2030	$0	$0	$0
2031	$0	$0	$0
2032	$0	$0	$0
2033	$0	$0	$0
2034	$0	$0	$0
2035	$0	$0	$0
2036	$0	$0	$0
2037	$0	$0	$0
2038	$0	$0	$0
2039	$0	$0	$0
2040	$0	$0	$0
2041	$0	$0	$0
2042	$0	$0	$0

Appendix B Operation Forecast

B.1 – Operation Forecast Assumptions and Source

Several gross estimates and assumptions were required to be made in the operation forecast figures due to the quality of financial information currently available (poor tracking of operational costs relating to coastal infrastructure). This has been noted for improvement in Section 8.0.

B.2 – Operation Forecast Summary

Table B2 displays the forecast operation costs each year over the planning period. Note the 'Additional Operation Forecast' is zero as no acquisitions are assumed to occur over the planning period, hence no additional funds required to operate acquired assets is forecast.

Table B2 - Operation Forecast Summary

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2023	150,000	$0	150,000
2024	150,000	$0	150,000
2025	150,000	$0	150,000
2026	150,000	$0	150,000
2027	150,000	$0	150,000
2028	150,000	$0	150,000
2029	150,000	$0	150,000
2030	150,000	$0	150,000
2031	150,000	$0	150,000
2032	150,000	$0	150,000
2033	150,000	$0	150,000
2034	150,000	$0	150,000
2035	150,000	$0	150,000
2036	150,000	$0	150,000
2037	150,000	$0	150,000
2038	150,000	$0	150,000
2039	150,000	$0	150,000
2040	150,000	$0	150,000
2041	150,000	$0	150,000
2042	150,000	$0	150,000

Appendix C Maintenance Forecast

C.1 – Maintenance Forecast Assumptions and Source

Several gross estimates and assumptions were required to be made in the maintenance forecast figures due to the quality of financial information currently available (poor tracking of maintenance costs relating to coastal infrastructure). This has been noted for improvement in Section 8.0.

C.2 – Maintenance Forecast Summary

Table C2 displays the forecast maintenance costs each year over the planning period. Note the 'Additional Maintenance Forecast' is zero as no acquisitions are assumed to occur over the planning period, hence no additional funds required to maintain acquired assets is forecast.

Table C2 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2023	27,000	$0	27,000
2024	27,003	$0	27,003
2025	27,005	$0	27,005
2026	27,008	$0	27,008
2027	27,011	$0	27,011
2028	27,013	$0	27,013
2029	27,016	$0	27,016
2030	27,019	$0	27,019
2031	27,021	$0	27,021
2032	27,024	$0	27,024
2033	27,027	$0	27,027
2034	27,029	$0	27,029
2035	27,032	$0	27,032
2036	27,035	$0	27,035
2037	27,037	$0	27,037
2038	27,040	$0	27,040
2039	27,043	$0	27,043
2040	27,045	$0	27,045
2041	27,048	$0	27,048
2042	27,051	$0	27,051

Appendix D Renewal Forecast Summary

D.1 – Renewal Forecast Assumptions and Source
The renewal forecast of $28,136 per year is essentially based on the sum of the estimated renewal costs over the planning period, averaged over 20 years (the planning period) with other funds provided by *MAST*. As noted in Section 7.0 the renewal costs are estimates based on the Xero asset values with cpi for the two intervening years.

D.2 – Renewal Project Summary
The below Table D2 shows assets forecast for renewal within the planning period (up to 2039). It is to be noted that the 'Forecast Renewal Year' is calculated as the last major renewal/build year, plus the 'remaining useful life' of the asset. The 'remaining useful life' figures (included in the complete asset register) have been defined taking into account current condition of assets.

Further professional judgement will be required in prioritising the below renewals, with the 'forecast renewal year' being a guide only.

All figures shown are in current day dollars.

Table D2 – Forecast Renewal Works Summary

Asset_Name	Renewal Cost	Forecast Renewal Year
Dolphin Sands, Yellow Sandbanks Road, Jetty	$ 25,000	2021
Little Swanport, Saltworks Road, Timber Jetty	$ 90,000	2021
Dolphin Sands, Yellow Sandbanks Road, Boat Ramp	$ 25,000	2021
Coles Bay, Muirs Beach, Boatramp	$120,000	2022
Coles Bay, Muirs Beach, Jetty	$ 80,000	2022
Orford, Prosser River Road, Boat Ramp	$ 25,000	2023
Swansea, Swimming Pontoon	$ 15,000	2026
Triabunna, Barton Avenue (One Tree Point), Boat Ramp	$ 15,000	2029
Orford, Raspins Beach Foreshore Rock	$ 65,000	2035
Swansea, Jetty Road, Lower Boat Ramp Jetty	$120,000	2038
Orford, West Shelly Beach, Boat Ramp	$ 15,000	2039
Swanwick, Foreshore Protection (sandbags)	$150,000	2039
Little Swanport, Saltworks Road, Floating Jetty	$ 70,000	2039
Orford, Prosser River, Swimming Pontoon	$ 15,000	2039
Triabunna, wharf and marina - component renewals (see below)	$587,500	2021-2031
Specific wharf and marina component renewals:		
Boat access platforms	$100,000	2021-2022
Fixed wharf and marina ladders	$2,500	2021-2023
Renewal of founding material to base of fixed birth marina wall	$50,000	2021-2026
Electrical and plumbing services	$10,000	2021-2031
Marina birth walkway trims, rollers and other minor items	$2,500	2021-2031
Timber wharf kerbs	$2,500	2021-2031
Fender/birth piles (generally timber)	$100,000	2021-2031
Fixed marina wall panel renewal works	$320,000	2021-2031

D.3 – Renewal Forecast Summary

Table D3 displays the forecast renewal costs and planned budget each year over the planning period. The renewal forecast is equal to the forecast renewal budget.

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget (funding from *MAST*)
2023	$ 220,674	$ 220,674
2024	$ 27,584	$ 27,584
2025		
2026	$ 16,551	$ 16,551
2027		
2028		
2029	$ 16,551	$ 16,551
2030		
2031		
2032		
2033		
2034		
2035	$ 71,719	$ 71,719
2036		
2037		
2038	$ 132,404	$ 132,404
2039	$ 275,842	$ 275,842
2040		
2041		
2042	$ 104,820	$ 104,820

Appendix E Disposal Summary

E.1 – Disposal Forecast Assumptions and Source
Through discussion with the Manager – Coastal Infrastructure, other key staff, and analysis of the asset register, no disposals with foreseen costs to Council are forecast to occur over the planning period.

E.2 – Disposal Project Summary
No disposals with foreseen costs to Council are forecast to occur over the planning period.

E.3 – Disposal Forecast Summary
Table E3 displays the disposal forecast and disposal budget over the planning period. No disposals with foreseen costs to Council are forecast to occur over the planning period, hence the zero values shown.

Table E3 – Disposal Activity Summary

Year	Disposal Forecast	Disposal Budget
2023	$0	$0
2024	$0	$0
2025	$0	$0
2026	$0	$0
2027	$0	$0
2028	$0	$0
2029	$0	$0
2030	$0	$0
2031	$0	$0
2032	$0	$0
2033	$0	$0
2034	$0	$0
2035	$0	$0
2036	$0	$0
2037	$0	$0
2038	$0	$0
2039	$0	$0
2040	$0	$0
2041	$0	$0
2042	$0	$0

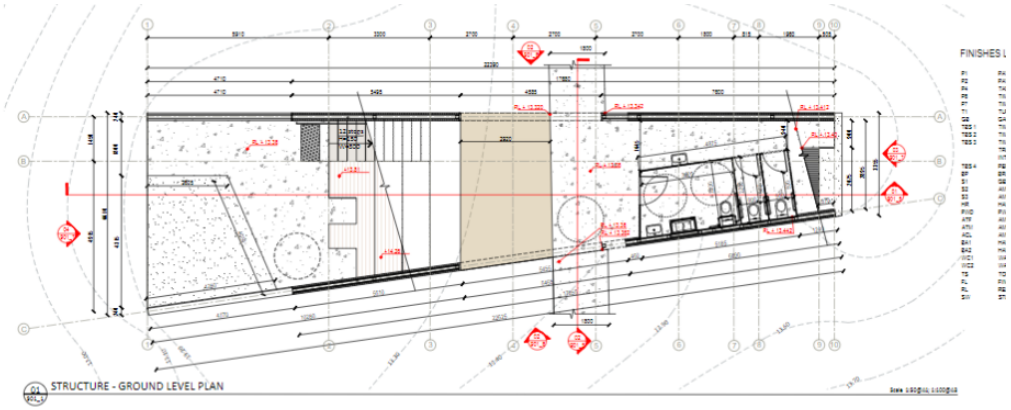
Appendix F Budget Summary by Lifecycle Activity

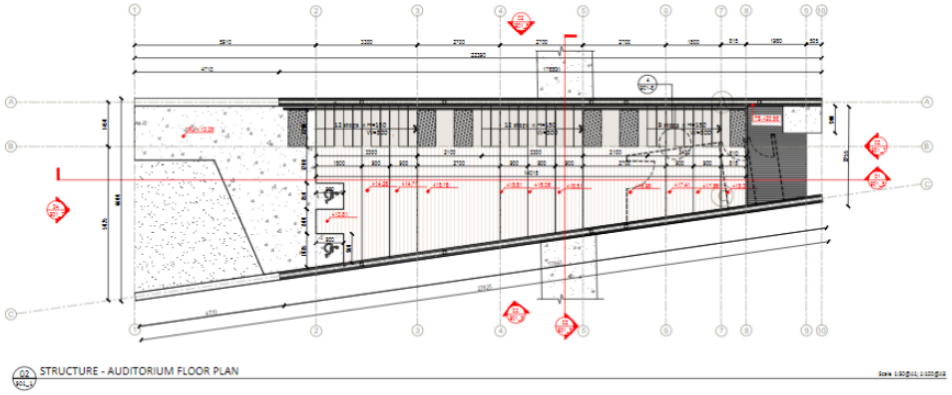
Several gross estimates and assumptions were required to be made in the development of the planned budget figures shown in Table F1. This was due to the quality of financial information currently available (poor breakdown in planned budgets specifically relating to the below lifecycle activities (acquisition, operation, maintenance, renewal, disposal). This has been noted for improvement in Section 8.0.

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2023	0	150,000	27,000	220,674	0	397,674
2024	0	150,000	27,003	27,584	0	204,587
2025	0	150,000	27,005	0	0	177,005
2026	0	150,000	27,008	16,551	0	193,559
2027	0	150,000	27,011	0	0	177,011
2028	0	150,000	27,013	0	0	177,013
2029	0	150,000	27,016	16,551	0	193,567
2030	0	150,000	27,019	0	0	177,019
2031	0	150,000	27,021	0	0	177,021
2032	0	150,000	27,024	0	0	177,024
2033	0	150,000	27,027	0	0	177,027
2034	0	150,000	27,029	0	0	177,029
2035	0	150,000	27,032	71,719	0	248,751
2036	0	150,000	27,035	0	0	177,035
2037	0	150,000	27,037	0	0	177,037
2038	0	150,000	27,040	132,404	0	309,444
2039	0	150,000	27,043	275,842	0	452,885
2040	0	150,000	27,045	0	0	177,045
2041	0	150,000	27,048	0	0	177,048
2042	0	150,000	27,051	104,820	0	281,871

GLAMORGAN SPRING BAY COUNCIL





ASSET MANAGEMENT PLAN

BUILDINGS 2023

Adopted: 28 February 2023

Document Control	**Asset Management Plan** - Buildings				
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3	28 February 2023	Draft	PP	PP/AO	GI

This Asset Management Plan is a supporting document used to inform Council's overarching Strategic Asset Management Plan.

Contents

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan details information on how Council manages its building infrastructure assets. It details actions required to provide an agreed level of service in the most cost-effective manner, while outlining associated risks. The plan defines the services to be provided, how the services are provided, and what funds are required to provide over the 20 year planning period. The Asset Management Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

This revision of the plan incorporates changes to operation and maintenance funding since the first plan was developed. The previous plan identified funding of $965,000 annually, whereas these allocations have been substantially reduced to $321,000 combined.

The identification of the land value has been removed as it holds no relevance to the maintenance and renewal of the buildings portfolio.

1.2 Asset Description

This plan covers all Council owned or maintained buildings and facilities. These assets are used to provide a wide range of services to the community.

The buildings network comprises:

Asset Category	Number of Assets	Replacement Value
Council administration offices, work depots and sheds/garages	26	$4,229,210
Emergency Services	2	$1,627,468
Community halls	8	$6,655,990
Commercial buildings – Vet/Child care/VIC	5	2,246,656
Public toilet blocks	20	$2,969,163
Residential houses/units	8	$1,397,747
Recreation & Community buildings	19	$6,745,211
Shelters (BBQ, picnic, bus, info, out-door stage etc.)	26	$587,543
Medical Facilities	6	2,155,098
TOTAL	**120**	**$28,614,086**

The above infrastructure assets have replacement value estimated at $28,614,086 for buildings excluding land.

1.3 Levels of Service

The allocation in the planned budget is insufficient to continue providing existing services at current levels for the planning period.

The main service consequences of the Planned Budget are:

- There is minimal allowance in the planned budget for a preventative maintenance program to be established and undertaken. Hence it is expected that the condition of buildings will slowly deteriorate over the planning period.

1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- A relatively stable population over the planning period (limited forecast population growth)
- An aging demographic
- Climate change
- Upgrades in building standards and regulations
- Upgrade of buildings for inclusion of all abilities

These demands will be approached using a combination of managing existing assets and upgrading existing assets to meet specific demand drivers. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- Identify upgrades required to meet with current accessibility standards and ensure these are included in the planned budget.
- Aim to implement a planned preventative maintenance programme to lessen the risk of damage or increased deterioration of building assets due to more frequent extreme weather events (climate change).

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this Asset Management Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the Asset Management Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the Asset Management Plan is the forecast of 10 year total outlays, which for buildings is estimated as **$6,578,032** or **$657,083** on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for the 10 year period is **$5,053,470** or **$505,347** on average per year as per the Planned Budget. This is **77 %** of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the Long Term Financial Plan can be provided. The informed decision making depends on the Asset Management Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for buildings leaves a shortfall of **$152,456** on average per year of the forecast lifecycle costs required to provide services in the Asset Management Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

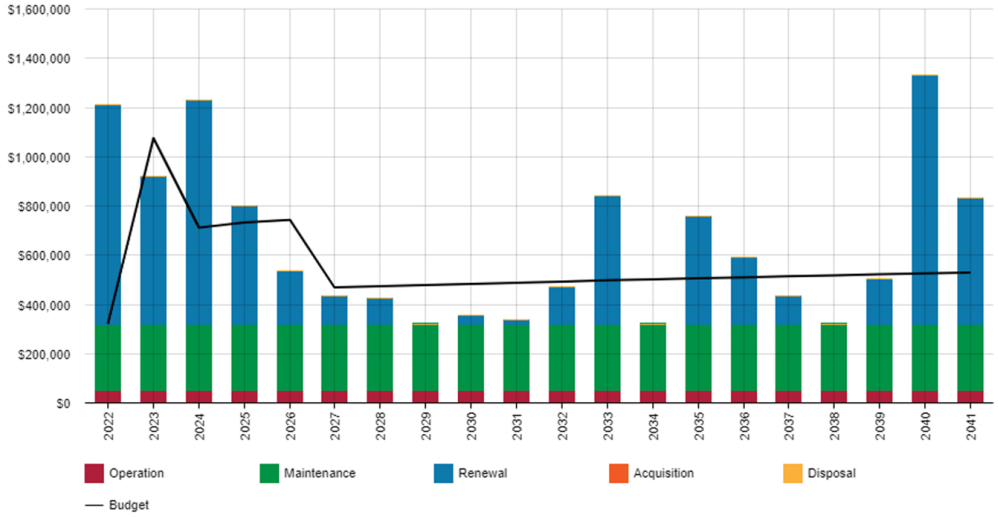


Figure Values are in current dollars.

We plan to provide building infrastructure services for the following:

- Operation, maintenance and renewal of buildings to meet levels of service set by Council.
- Within the next 10 years the following major renewals (>$50,000) are forecasted: Swansea Courthouse including outbuildings; Spring Beach toilet block; Coles Bay library and medical Room; Triabunna Council Works Depot; Swansea Recreation Ground club rooms, toilet block and visitor change rooms; Bicheno Recreation Ground toilet block; Swansea Saltwater Creek toilet block; Triabunna Recreation Ground toilet block; Swansea Jubilee Beach toilet block.

1.6.2 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Acquisition, maintenance and operation of any new building assets
- Renew all assets as they fall due without additional grant provisions
- A preventative maintenance program
- Council cannot pro-actively upgrade all facilities for all-inclusive access within the budgeted income and is reliant on grants to do so.

1.6.3 Managing the Risks

Our present budget levels are insufficient to successfully manage all identified risks in the medium term.

The main risk consequences are:

- Loss of knowledge due to loss of key staff
- Maintenance operations are primarily reactive. Lack of preventative maintenance program and subsequent reduction in useful life of the building assets

We will endeavour to manage these risks by:

- Developing a succession plan for key staff (currently unfunded) and improve record keeping

- Establish and undertake a preventative maintenance program (currently unfunded)

1.7 Asset Management Planning Practices

Key assumptions made in this Asset Management Plan are:

- Acquisitions are to be resisted during the planning period.
- Several assumptions were required in the derivation of planned budget and lifecycle forecast figures. This is due to the quality of financial information currently available.
- Professional judgement has been applied in the absence of good quality data, however where applied, it has been noted for improvement in Section 8.0.
- All figures are presented in current day dollars with the building valuation produced by applying the construction price indices for the previous two years to the values provided in 2020. These may vary from the next professional valuation however they reflect change in building inputs for the periods.

Assets requiring renewal are identified from either the asset register, an alternative method, or a combination of the two.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

The asset register method was used to forecast the renewal lifecycle costs for this Asset Management Plan.

The estimated confidence level for and reliability of data used in this Asset Management Plan is considered to be in the **Low** to **Medium** range (refer Table 7.5.1).

1.8 Monitoring and Improvement Program

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

- Council to form a position on disposal of assets providing limited value to the community.
- Asset management staff and accounting staff to adopt and use singular asset register.
- Assess yearly performance (budgeted vs. actual costs) and update Asset Management Plan and Long Term Financial Plan accordingly.
- Develop an annual maintenance and capital works program for upcoming year. Use to inform Asset Management Plan and Long Term Financial Plan updates.
- Improve confidence in financial information used in Asset Management Plan and Long Term Financial Plan.
- Improve accuracy of budget breakdown to include detailed information on maintenance, operations and renewals.
- Community/Council consultation required to ensure appropriate levels of service are being provided (reduce/improve level of service accordingly).
- Continually improve correlation between Long Term Financial Plan and Asset Management Plan.

2.0 Introduction

2.1 Background

This Asset Management Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The Asset Management Plan is to be read with Council's Asset Management Policy and Strategic Asset Management Plan, along with other key planning documents:

- Long Term Financial Strategy
- Long Term Financial Plan
- Glamorgan Spring Bay Council's 10-year Strategic Plan 2020-2029

Council is in the process of modernising its asset management practices to ensure they adhere to the *Local Government Act 1993.* Part of this process is the development of asset management plans such as this document and the above mentioned strategic documents.

The infrastructure assets covered by this Asset Management Plan include all Council owned or maintained buildings and facilities (including land). These assets are used to provide a variety of services to the community.

For a detailed summary of the assets covered, refer to Table 5.1.1.

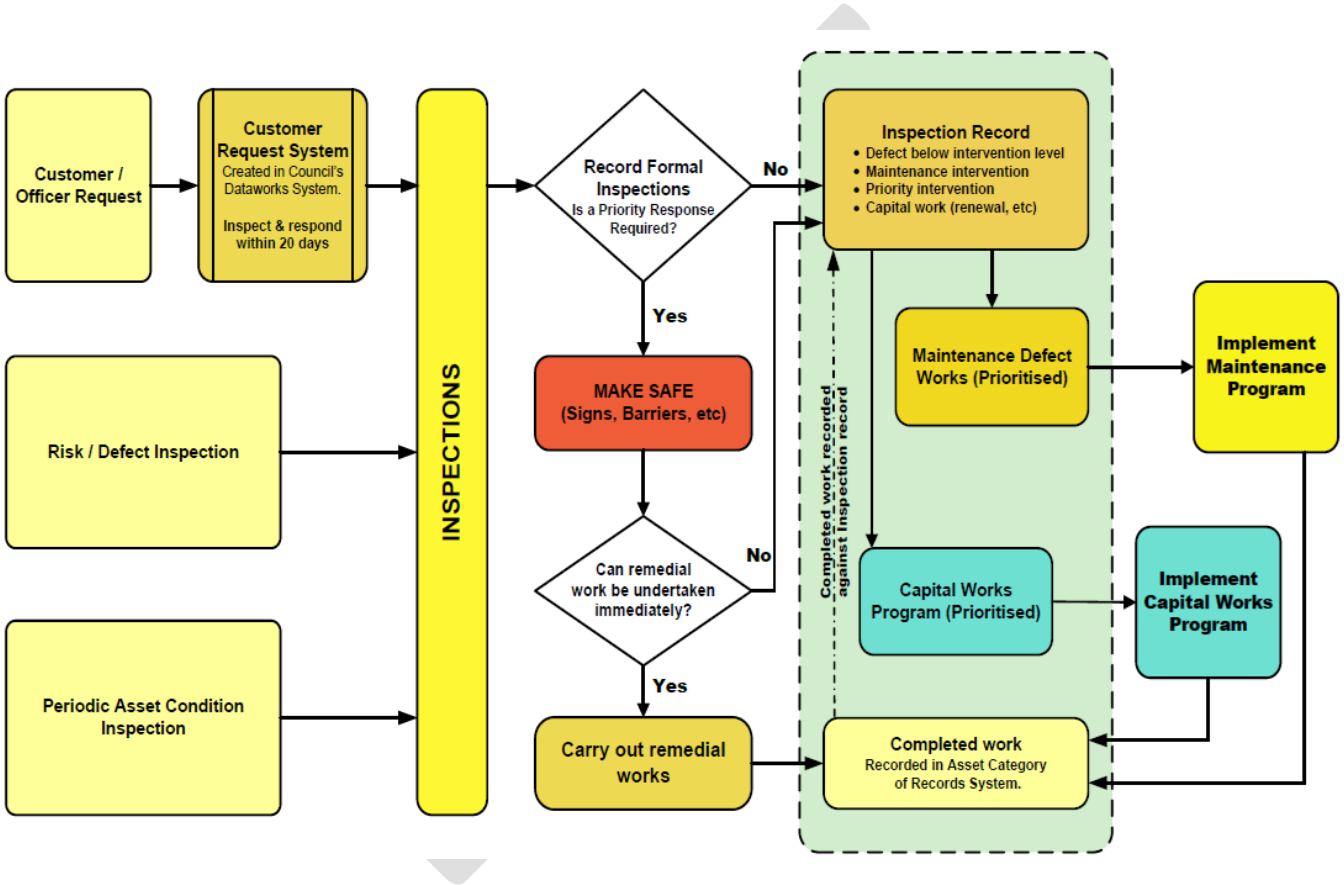
The infrastructure assets included in this plan have a total replacement value of **$28,614,086.**

Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the Asset Management Plan

Key Stakeholder	Role in Asset Management Plan
Councillors	■ Represent needs of community/shareholders, ■ Allocate resources to meet planning objectives in providing services, while managing risks, ■ Ensure service is sustainable, ■ Make informed decisions, in the best interests of the community.
General Manager	■ Maintain a proactive approach to holistic asset management practices and ensure staff do the same. ■ Inform Councillors to enable educated decisions to be made.
Manager – Building Infrastructure	■ Maintain a proactive approach to holistic asset management practices. ■ Ensure the Asset Management Plan is used and updated regularly. ■ Inform Councillors to enable educated decisions to be made.
General Public	■ Report shortcomings, damage, safety concerns and other issues with current building infrastructure.
Community Groups	■ Assist with the maintenance, planning and performance of relevant building infrastructure.
Users	■ Providing input for the management and upkeep of the building asset stock.

Our organisational structure for service delivery from building infrastructure assets is detailed below:



2.2 Goals and Objectives of Asset Ownership

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

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

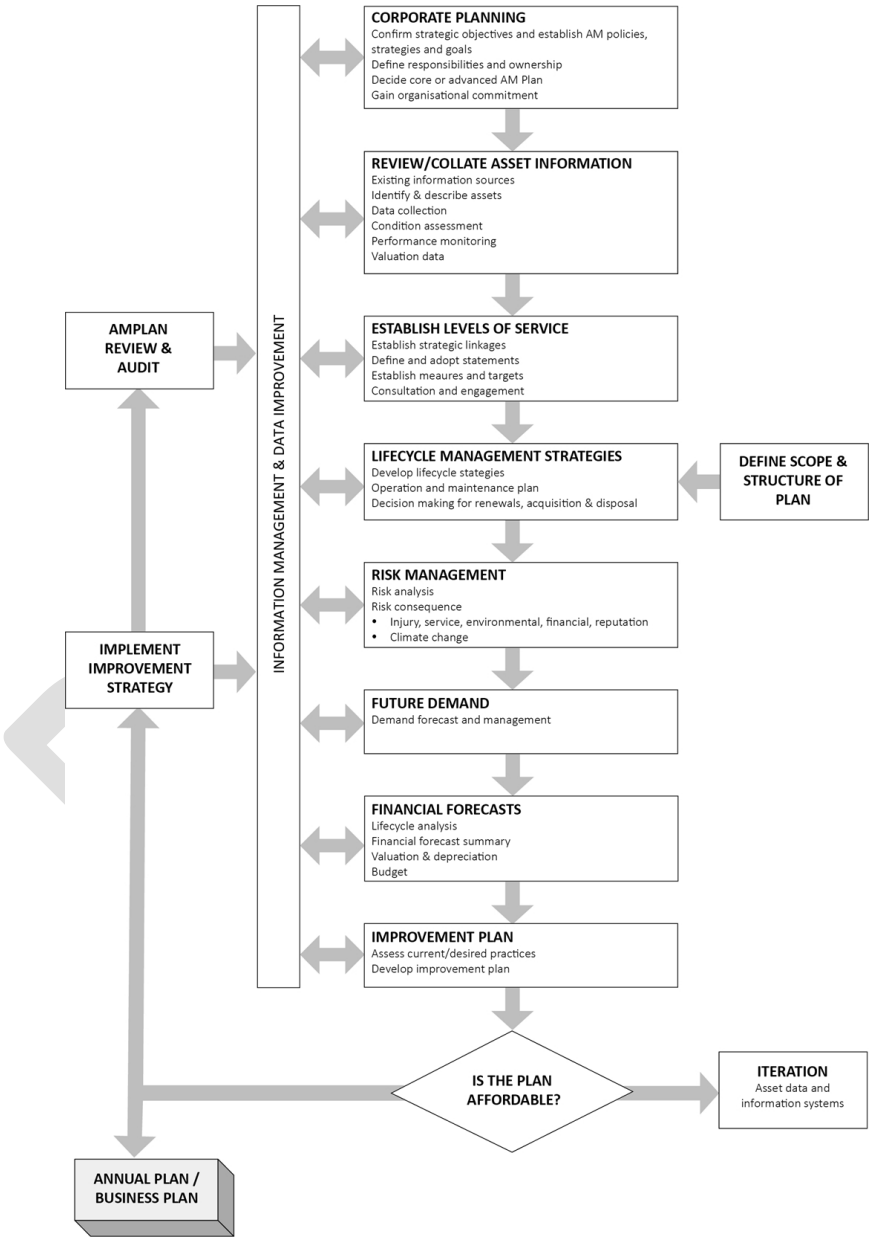
Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 [1]
- ISO 55000[2]

[1] Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13
[2] ISO 55000 Overview, principles and terminology

A road map for preparing an Asset Management Plan is shown below.

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



3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

This Asset Management Plan is prepared to facilitate consultation prior to adoption of levels of service by Council. Future revisions of the Asset Management Plan will incorporate customer consultation on service levels and costs of providing the service. This will assist Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

Council undertakes community consultation for proposed developments. Council also receives vast community feedback on the services and facilities it provides. Budget submissions are invited from local district committees and community groups for Council consideration. Council's customer request system is used to determine trends in community expectations. This information is used in developing key planning documents and in allocation of budget resources.

3.2 Strategic and Corporate Goals

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

Our vision is:

Glamorgan Spring Bay, a welcoming community which delivers sustainable development, appreciates and protects its natural environment and facilitates a quality lifestyle.

Our mission is:

Represent and promote the interests of the communities in our municipality.

- ***Provide sound community governance, practices and processes.***
- ***Plan, implement and monitor services according to our agreed priorities and available resources.***
- ***Seek and secure additional funds, and grants to augment our finances.***
- ***Manage the finances and administer the Council.***
- ***Establish and maintain mutually beneficial strategic partnerships with State and Federal Government and private businesses and industry.***

Strategic goals have been set by Council. The relevant goals and objectives and how these are addressed in this Asset Management Plan are summarised in Table 3.2.

Table 3.2: Goals and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in the Asset Management Plan
To provide safe and reliable building infrastructure for the community to enjoy.	Maintain and develop building infrastructure to appropriate standards.	Continue to develop and maintain regular inspection of asset condition, defects and develop maintenance and capital works programs for inclusion in the Asset Management Plan. Refer Section 8.0.
Good Governance	Provide asset management services in a sustainable manner. Deliver services effectively and efficiently.	Completion, adoption and review of asset management plan (this plan)

Appropriate service levels	Identify current service levels and target sustainable levels	An ongoing task that will be monitored and improved. Refer Section 8.
Improved risk management	Identify and address all known significant risks to building assets	Implement a structured approach to identify and manage significant risks. Refer Section 6.
Financial sustainability	Identify financial inefficiencies	Implement a structured approach to identifying financial inefficiencies.

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the level of service for Council's building infrastructure are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act 1993	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
Building Act 2016 & Building Regulations 2016	Legislates the process and requirements for building works.
National Construction Code	New building works and upgrades/renovations to comply with the NCC. The NCC defines the standards for particular building types.
Director's Specified List	The Building Act requires a number of matters to be specified by the Director of Building Control, this document contains a full list of building requirements.
Work Health and Safety Act 2012	Legislates the requirements for design and building works. Sets out the roles and responsibilities to secure the health, safety and welfare of persons at work.

3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and,
- the likely trend over time based on the current budget provision

Table 3.4: Customer Values

Service Objective:			
Customer Values	**Customer Satisfaction Measure**	**Current Feedback**	**Expected Trend Based on Planned Budget**
Clean buildings and facilities	Number of works requests	Generally good user feedback	Expected to remain similar to existing
Accessible buildings and facilities	Number of customer service requests	Generally good user feedback. Small number of buildings require accessibility improvements	Expected to slightly improve
Suitable and safe buildings and facilities	Number of customer service requests	Generally good user feedback	Expected to remain similar to existing

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Condition How good is the service? What is the condition or quality of the service?

Function Is it suitable for its intended purpose? Is it the right service?

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

In Table 3.5 under each of the service measure types (Condition, Function, Capacity) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Quality of Council owned buildings and facilities	Conditions in asset register	**65 %** of overall building replacement value in **'Very Good'** or **'Good'** condition **24 %** of overall building replacement value in **'Fair'** condition **11 %** of overall building replacement value in **'Poor'** or **'Very Poor'** condition	Expect reduction in poor condition rating due to planned renewals over planning period, and a gradual reduction in condition of remainder
	Confidence levels		Medium (professional judgement supported by data sampling)	Medium (professional judgement supported by data sampling)
Function	Appropriate and compliant Council buildings and facilities	Staff assessment and number of customer service requests	Majority of buildings considered compliant, with improvements required for a small number of assets	Required improvements to be gradually undertaken during planning period, hence a gradual improvement
	Confidence levels		Medium (professional judgement supported by data sampling)	Medium (professional judgement supported by data sampling)
Capacity	Appropriate number of accessible buildings and facilities	Number of customer service requests (including community groups)	Based on requests, existing service level considered adequate or even potentially too high	Expected to remain similar to existing
	Confidence levels		Medium (professional judgement supported by data sampling)	Medium (professional judgement supported by data sampling)

3.6 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, there are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

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

- **Acquisition** – the activities to provide a higher level of service (e.g. extension to a building, capital improvements to a building, replacing the fit out to a higher quality) or a new service that did not exist previously (e.g. a new library).

- **Operation** – the regular activities to provide services (e.g. cleaning, water and sewer services costs, energy, inspections, etc.
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. gutter clearing, replacement of flashings, minor building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. roof replacement, recladding, rewiring, building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.[3]

Table 3.6 shows the activities expected to be provided under the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this Asset Management Plan.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Acquire assets that align with Council's core purpose	Number of acquisitions	Council has historically acquired assets generally on availability of external funding. The Bicheno Triangle building is scheduled for addition in this planning cycle	Only acquire assets that align with Council's core purpose and that Council can afford to maintain, operate, renew and/or dispose of (must consider full asset lifecycle costs)
		Budget	*$0 per year*	*$0 per year*
Operation	Keep buildings and facilities clean (e.g. public toilets and BBQ's)	Frequency of cleaning	High use public facilities cleaned daily, Monday to Friday. Increased to seven days a week in peak season.	Current performance is considered adequate based on user feedback
	Keep buildings and facilities operational and accessible	User feedback	User feedback suggests current performance is adequate	Current performance is considered adequate based on user feedback
		Budget	*$50,289 per year*	*$50,289 per year*
Maintenance	Keep buildings and facilities safe.	Frequency of maintenance	Reactive minor repairs and minor upgrades are undertaken	Reactive minor repairs, minor upgrades, and a planned preventative maintenance programme
	Keep buildings and facilities serviceable	Frequency of maintenance	Reactive minor repairs and minor upgrades are undertaken	Reactive minor repairs, minor upgrades, and a planned preventative maintenance programme
		Budget	*$270,711 per year*	*$270,711 per year*
Renewal	Ensure buildings are in good condition for use	Frequency of renewal	Buildings are renewed on a priority basis, depending on building	Current performance is considered adequate based on condition of

[3] IPWEA, 2015, IIMM, p 2|28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
			type, condition, hierarchy etc.	Council buildings and forecasted renewals
	Ensure buildings remain modern and compliant with current standards	Frequency of renewal (including component renewal)	Buildings are renewed on a priority basis, depending on building type, condition, hierarchy etc.	Current performance is considered adequate based on condition of Council buildings and forecasted renewals
		Budget	*$187,573 per year (average over 10 years)*	*$328,209 per year (average over 10 years)*
Disposal	Identify assets and activities that do not align with Council's core purpose	Number of assets and activities identified for disposal	Some potential disposals have been identified	Develop a list of potential asset and activity disposals for Council assessment
	Dispose of assets and activities that do not align with Council's core purpose	Number of identified asset and activity disposals undertaken	No disposals are currently planned	Develop a plan for, and dispose of, identified assets following Council approval
		Budget	*$0 per year*	*$0 per year*

Note: * Current activities related to Planned Budget.

** Expected performance related to forecast lifecycle costs.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

4.0 FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecasts

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

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this Asset Management Plan.

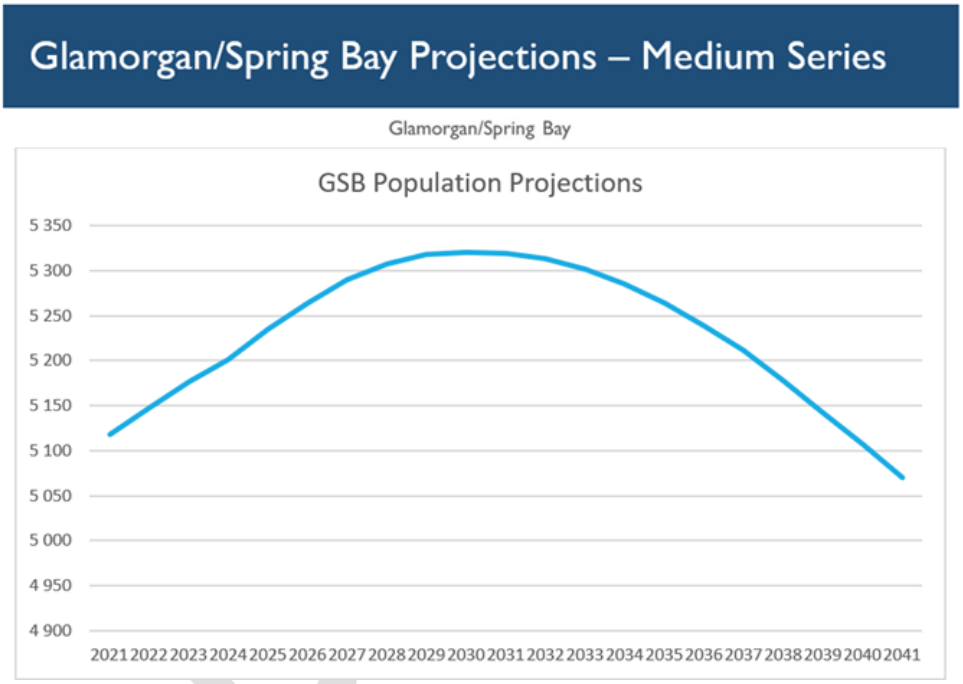


Figure 4.2 – Department of Treasury and Finance – Glamorgan Spring Bay population projections (medium series).

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

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

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this Asset Management Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	5,012 people in 2021.	Refer Figure 4.2	The change is not foreseen to impact services	No impact to services, hence management plan is not required.
Demographic	Median age of 57 years (2021)	Increase in median age to approx. 65 years by 2039	Aging population expected to demand improved accessibility to Council buildings	Identify upgrades required to meet with current accessibility standards and ensure these are included in the planned budget
Disability Access	Growing awareness of ability restrictions	Ongoing identification of barriers to differently able persons	Design modifications to plan for and implement as issues are identified	Periodic audit of facilities.
Climate change	Experiencing more extreme weather patterns and events	Continue to experience increased frequency and intensity of extreme weather events	May require increased maintenance of buildings to reduce risk of extreme weather related damage	Aim to implement a planned preventative maintenance programme
Upgrade in building standards/ regulations	Most buildings have been upgraded to modern standards	Some upgrades required over planning period	Increased upgrade costs to enable buildings to meet current standards	Identify upgrades required to meet with current building standards and ensure these are included in the planned budget

4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

4.5 Climate Change Adaptation

The impacts of climate change will have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets varies depending on the location and the type of services provided, as does the way in which we respond and manage those impacts.[4]

As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5.1

Table 4.5.1 Managing the Impact of Climate Change on Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management

[4] IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

Temperature extremes (hotter summers)	More demand for temperature controlled and well insulated buildings	Increased energy usage and costs	Fewer buildings of higher quality, or allowance for improved temperature control/insulation.
Increased frequency and intensity of extreme rainfall events	Increased stormwater drainage capacity	Increased roof/site drainage upgrade costs	Prioritise sites requiring upgrades (generally older buildings, or buildings with known stormwater drainage issues)
Sea level rise	0.24 m (2050) and 0.92 m (2100) sea level rise (planning allowances)	Serviceability of some coastal building assets threatened by projected sea level rise	Develop a register of assets likely to be affected by the projected sea level rise and plan for resilience building when due for renewal.

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

Table 4.5.2 summarises some asset climate change resilience opportunities.

Table 4.5.2 Building Asset Resilience to Climate Change

New Asset Description	Climate Change impact on these assets?	Build Resilience in New Works
Council buildings	Sea level rise/flooding	Floor levels to satisfy flood modelling and projected sea level rise.

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this Asset Management Plan.

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this Asset Management Plan are shown in Table 5.1.1.

Table 5.1.1: Assets covered by this Plan

Asset Category	Number of Assets	Replacement Value
Council administration offices, work depots and sheds/garages	26	$4,229,210
Emergency Services	2	$1,627,468
Community halls	8	$6,655,990
Commercial buildings – Vet/child care/VIC	5	2,246,656
Public toilet blocks	20	$2,969,163
Residential houses/units	8	$1,397,747
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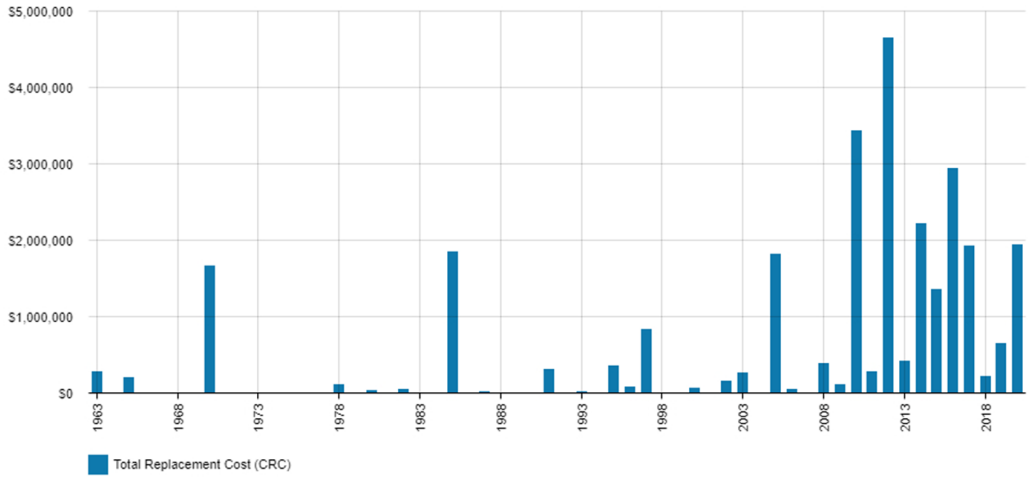
Shelters (BBQ, picnic, bus, info, out-door stage etc.)	26	$587,543
Medical Facilities	6	2,155,098
TOTAL	**120**	**$28,614,086**

The age profile of the assets included in this Asset Management Plan are shown in Figure 5.1.1.

Figure 5.1.1: Asset Age Profile



All figure values are shown in current day dollars.

The above asset age profile shows age of assets based on build or major renewal year. The build or major renewal year is displayed on the horizontal axis, and asset value on the vertical axis. As can be seen, the majority of Council's building asset value has been renewed in the past 15 years. This is the result of a strong building renewal program during this time.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there are insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Coles Bay Library	Building in poor physical condition
Swansea Courthouse and ancillary structures	Building (heritage) requires renewal reworks.
Spring Beach Toilet Block	Renewal to current standard required, or demolish toilet block and reduce level of service (there is a nearby public toilet at Our Park).
Esplanade Toilet Block, Orford (Millingtons Beach Conservation Area)	Renewal to current standard required
Triabunna Works Depot – main building	Building in poor physical condition, renewal works required
Several other minor structures (shelters, sheds etc.)	In poor physical condition, renewal works required, asbestos removal

The above service deficiencies were identified from the Manager - Building Infrastructure's routine inspection program.

5.1.3 Asset condition

Council currently endeavours to undertakes annual building maintenance inspections and risk assessments for all Council owned buildings. A recent reduction in staff under the Manager - Building Infrastructure has meant these inspections are not currently being undertaken annually. The purpose of these visual inspections is to identify defects and risk issues which can then be included in an annual planned and preventative maintenance program. Programmed and preventative maintenance is vital for extending the useful life of building components and elements to their full potential.

Condition is measured using a 1 – 5 grading system[5] as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the Asset Management Plan results are translated to a 1 – 5 grading scale for ease of communication.

Table 5.1.3: Condition Grading System

Condition Grading	Description of Condition
1	**Very Good**: free of defects, only planned and/or routine maintenance required
2	**Good**: minor defects, increasing maintenance required plus planned maintenance
3	**Fair**: defects requiring regular and/or significant maintenance to reinstate service
4	**Poor**: significant defects, higher order cost intervention likely
5	**Very Poor**: physically unsound and/or beyond rehabilitation, immediate action required

The condition profile of our assets is shown in Figure 5.1.3.

Figure 5.1.3: Asset Condition Profile

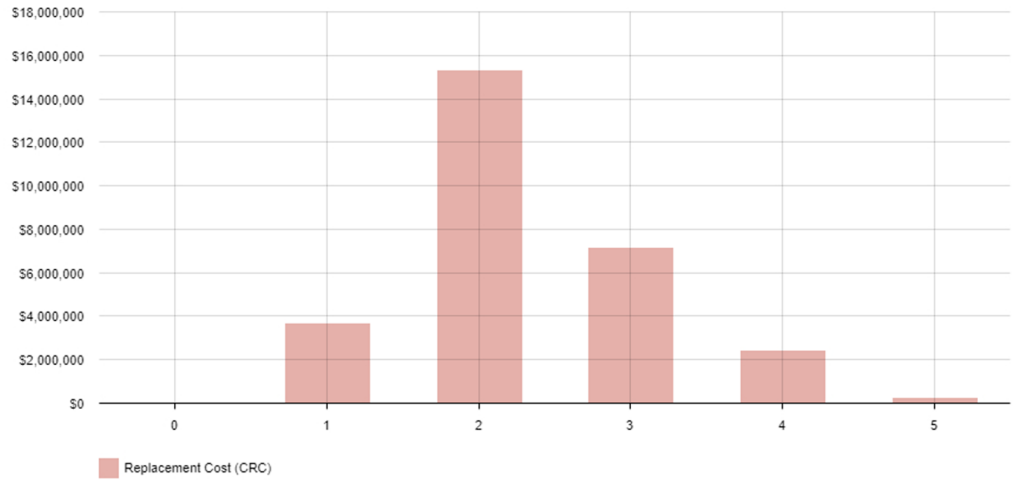


Figure 5.1.3 shows approximately 65 % of Council's total building asset value (excluding land) is in 'very good' or 'good' condition (refer Table 5.1.3), with only 11 % in a 'poor' or 'very poor' condition. It is to be noted that the majority of buildings in 'poor' or 'very poor' condition are low importance assets. Figure 5.1.3 is reflective of Council's targeted building infrastructure renewal works completed over the past decade.

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

All figure values are shown in current day dollars.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.Table 5.2.1: Operations and Maintenance Budget Trends

Year	Op & Maintenance Budget $
2019-20	$485,858
2020-21	$320,412
2021-22	$320,412
2022-23	$321,000

Maintenance budget levels are considered to be adequate* to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this Asset Management Plan. Reference should also be made to Council's Risk Management Policy and Risk Management Strategy (adopted in June 2020).

Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

- Adequacy is subject to the availability of a capital emergency maintenance allocation that can be accessed to respond to more significant unforeseen reactive requirements that can occur anywhere across the buildings portfolio.

Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting, and service level hierarchy used for service planning and delivery.

The service hierarchy is shown is Table 5.2.2.

Table 5.2.2: Asset Service Hierarchy

Service Hierarchy	Definition	Service Level Objective
Category 1 – Critical	High use business critical facilities essential to service delivery, (e.g. main buildings used to run the Council's operations)	▪ **Aesthetics** – As new or highest quality reasonably achieved. ▪ **Functionality** – All elements must function as intended at all times, with no down time tolerated during periods of intended use. ▪ **Legislative Requirements** – All legal responsibility must be met.

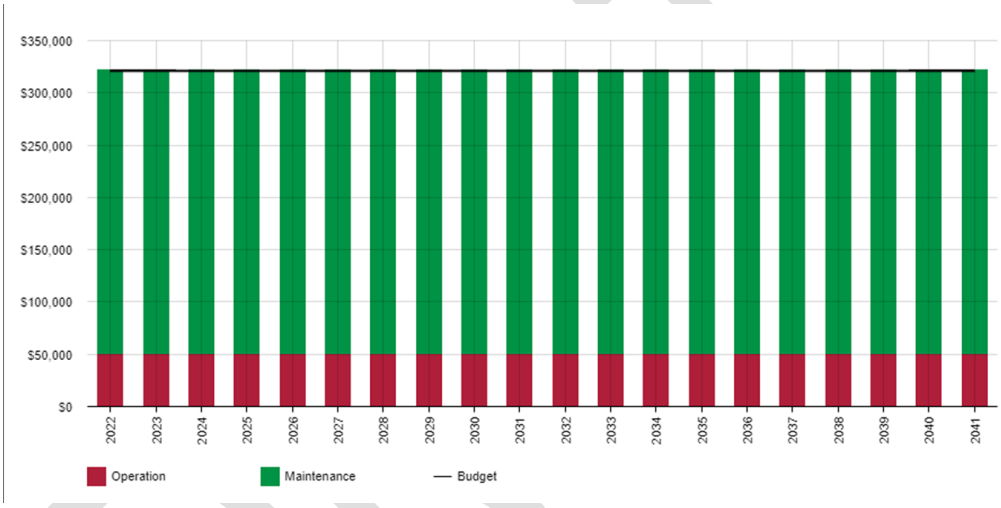
		▪ **Financial** – Maximum efficiency of maintenance and cleaning operations is required, to minimise expenditure in achieving the desired outcomes.
Category 2 – High	High use facilities essential to service delivery, (e.g. buildings which are used for Council business purposes).	▪ **Aesthetics** – Minor signs or deterioration when viewed closely may be acceptable. No deterioration when viewed form normal distance. Some deterioration may be tolerated for short period of time. ▪ **Functionality** – All elements must function as intended during periods of intended use, with a low probability of failure. ▪ **Legislative Requirements** – All legal responsibility must be met. ▪ **Financial** – Primary aim is to maximise the long term economic performance of the facility. Refurbishments, equipment replacements and maintenance planning should be above current standards to provide a high level of service and aesthetics.
Category 3 – Moderate	Moderate use and key facilities important to service delivery (e.g. major Council buildings that have a predominant community use focus).	▪ **Aesthetics** – Some minor signs of deterioration when viewed from normal distance are acceptable. ▪ **Functionality** – All required elements should function as intended during period of intended use. Minor failures, excluding those which bring a threat to safety or security, can be tolerated. ▪ **Legislative Requirements** – All legal responsibility must be met. ▪ **Financial** - Primary aim is to maximise the long term economic performance of the facility. Refurbishments, equipment replacements and maintenance planning should be in a strategic framework, and decision taken on a life cycle basis.
Category 4 – Low	Low use facilities that are not critical to service delivery (e.g. minor Council buildings that have a community use focus or are used by community groups).	▪ **Aesthetics** – Some signs of deterioration are acceptable. ▪ **Functionality** – All elements requirement should function as intended during periods of intended use. Minor failures, excluding those which bring a threat to safety or security, can be tolerated. ▪ **Legislative Requirements** – All legal responsibility must be met. ▪ **Financial** – Limitation of short term maintenance costs is the primary objective.
Category 5 – Infrequent use	Infrequently used buildings or facilities	▪ **Aesthetics** – Not important. ▪ **Functionality** – No requirement to retain any functional performance except to avoid degradation of asset value.

		■ **Legislative Requirements** – All legal responsibility must be met. ■ **Financial** – Limitation of maintenance costs is the primary objective.

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.2: Operations and Maintenance Summary



All figure values are shown in current day dollars.

The chart shows the budget is aligned with the budget in the LTFP. However, the low level of funding will have to be increased in future years as the building stock ages. A lack of preventative maintenance generally leads to a more rapid deterioration of building components and an increase in reactive maintenance costs.

When acquiring assets over the planning period, it is expected for operation and maintenance costs to also increase, however as few acquisitions are currently forecasted over the planning period these costs remains constant in Figure 5.2.

Deferred maintenance (i.e. works that are identified for maintenance activities but unable to be completed due to available resources) should be included in Section 6.0 of this plan where it poses a 'high' or 'very high' risk to Council – refer Table 6.2.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed in October 2020.

Table 5.3: Useful Lives of Assets

Asset (Sub)Category	Useful life
Council administration offices, work depots and sheds/garages	80 years (50 years for sheds/garages)
Community halls	80 years
Community building facilities (medical centres, emergency services buildings, museum, visitor information centres, libraries, community hub, surf life saving facilities, child care centres, RSL etc.)	75 years
Public toilet blocks	25 years
Residential houses/units	75 years
Recreation ground buildings	75 years
Shelters (bbq, picnic, bus, info, out-door stage etc.)	30 years
Other buildings/structures	15 years

The estimates for renewals in this Asset Management Plan were based on a combination of the asset register.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a roof that is leaking due to rust), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of toilet block).[6]

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.[7]

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

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

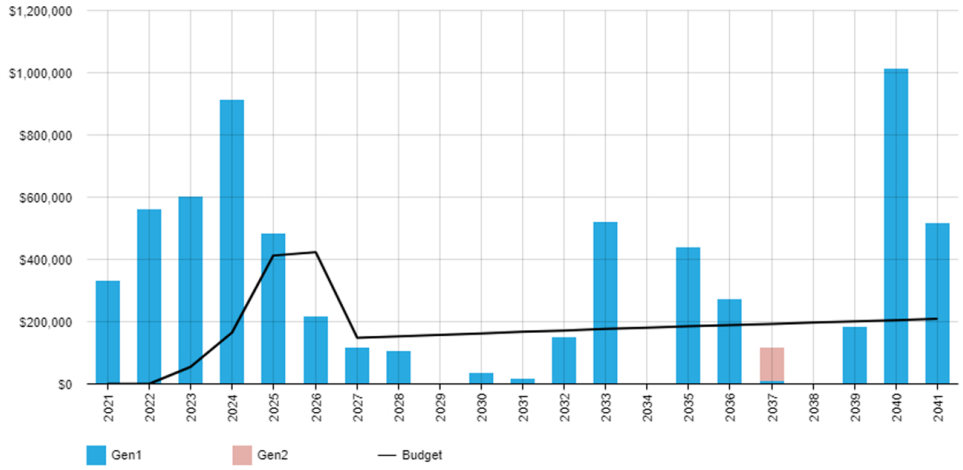
Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Condition	30 %
Usage/demand	30 %
High operation & maintenance costs that could be reduced significantly by renewal	20 %
Risk/failure consequence	20 %
Total	**100%**

5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. Further detail of specific renewals identified in the asset register and a summary of the forecast renewal costs and year is shown in Appendix D.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars.

The forecast renewal costs do not match the proposed renewal budget over the planning period.

The renewal forecast shows there are deferred building renewals forecasted. Deferred renewal (assets identified for renewal and not scheduled in capital works programs) should be included in Section 6.0 of this plan where it poses a 'high' or 'very high' risk to Council – refer Table 6.2.

5.5 Acquisition Plan

Acquisition relates to new assets that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Council. These include the Bicheno Triangle and any other new buildings funded through grants.

5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Council's needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.5.1.

Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Is the acquisition in line with Council's core purpose?	30 %
Necessity/demand	25 %
Are lifecycle costs known and funds available in planned budget?	25 %
Risk consequence of not providing	20 %
Total	**100%**

Summary of future asset acquisition costs

There are currently no acquisitions for building infrastructure assets forecasted over the planning period, hence no budget has been assigned to asset acquisition.

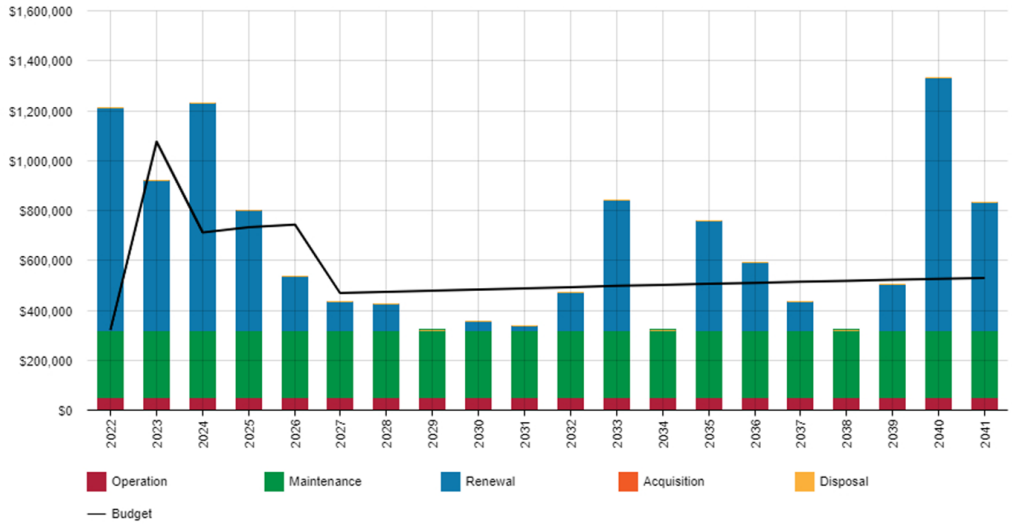
When Council commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by Council.

Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.5.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary



All figure values are shown in current day dollars.

As can be seen in Figure 5.5.3, the forecasted lifecycle costs exceed the planned budget (black line). The forecasted lifecycle cost for renewal is the main reason for the shortfall between the planned budget and the forecast lifecycle costs. All other lifecycle forecast components are in balance with the planned budget which needs to be reviewed frequently as the building stock ages.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for potential disposal are shown in Table 5.6. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in Table 5.6. Any costs or revenue gained from asset disposals is included in the Long Term Financial Plan.

NOTE: The assets identified for potential disposal in Table 5.6 are preliminary only and will require further investigation, reporting, community consultation and ultimately Council approval before any disposals are actually undertaken. The further investigation required should include looking at renewal costs, operating and maintenance costs, age, condition, land ownership, leases and licenses, current use, community concerns and heritage values, with this information then reported back to Council.

Table 5.6: Assets Identified for Disposal

Asset	Reason for Disposal	Timing	Disposal Costs	Operations & Maintenance Annual Savings
Bicheno Recreation Ground Pavilion	Used exclusively by Department of Education	2024	Nil – formally change ownership to Department of Education	All operations and maintenance costs
6 Rectory Street, Swansea	Used by UTAS for student accommodation – does this align with Council's core purpose?	2024	Nil - If property sold Council estimated to obtain funds in the order of $300,000	All operations and maintenance costs
8 Noyes Street, Swansea	Private rental – does this align with Council's core purpose?	Approx. 2025 (10 years after acquisition to satisfy Crown requirements)	Nil - If property sold Council estimated to obtain funds in the order of $450,000	All operation and maintenance costs
Little Friends Childcare Centre, Spring Bay Childcare Centre, and Prosser House	Do they align with Council's core purpose?	2024	Nil – If property sold Council estimated to obtain funds in the order of $750,000	All operation and maintenance costs
Ravensdale Hall	Not used in last 17 years, possibly longer	2024	Nil – If sold Council would obtain funds	All operations and maintenance costs

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'[8].

An assessment of risks[9] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Emergency evacuation centers: - Bicheno Hall - Buckland Hall - Coles Bay Hall - Orford Hall - Swansea Hall - Triabunna Hall - Cranbrook Hall (nearby safer place)	Any failure mode (fire, dilapidation, flooding etc.)	Loss of emergency evacuation centre
Swansea Emergency Services Building	Any failure mode (fire, dilapidation, flooding etc.)	Loss of critical service
Council Offices, Triabunna	Any failure mode (fire, dilapidation, flooding etc.)	Loss of critical service

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used is shown in Figure 6.2 below.

[8] ISO 31000:2009, p 2
[9] Refer GSBC Risk Management Policy and GSBC Risk Management Strategy (June 2020)

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

The process is based on the fundamentals of International Standard ISO 31000:2018.

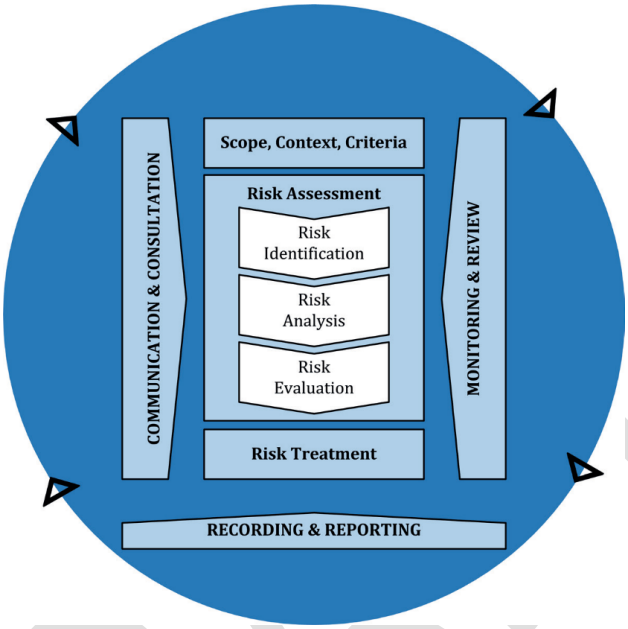


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks[10] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified. The residual risk and estimated treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Councillors.

[10] Refer GSBC Risk Management Policy and GSBC Risk Management Strategy (June 2020)

Table 6.2: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Council Buildings	Loss of key staff	H	Develop a succession plan and improve record keeping	L	Within operating budgets
Council Buildings	Asbestos exposure	H	Reduce asbestos risks as per recommendations in asbestos register	L	$70,000
Council Buildings	Reduction in preventative maintenance due to reduction in works staff	H	Annual capital allocation for unforeseen responsive asset failure	L	$40,000 annually

Note * The residual risk is the risk remaining after the selected risk treatment plan is implemented.

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

We do not currently measure our resilience in service delivery. This will be included in future iterations of the Asset Management Plan.

6.4 Service and Risk Trade-Offs

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

6.4.1 What we cannot do

There are some operations, maintenance and capital works (acquisitions and renewals) that are unable to be undertaken within the next 10 years. These include:

- Acquiring new assets without considering the lifecycle costs to the Council. Once Council acquires a new asset it then has to fund the operation and maintenance of that asset over its lifetime. This can be at significant cost to Council. Council must ensure that we can provide a sustainable service of the existing assets before we commit to servicing new assets, in an unsustainable fashion. Hence, no acquisitions are forecast in the planning period.
- A preventative maintenance program

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. The service consequences will generally be related to a reduction in level of service provided.

6.4.3 Risk trade-off

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

- A reduction to the level of service provided
- Reputational consequences

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

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the Asset Management Plan for this service area. The two indicators are the:

- Asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- Medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio[11] **55%**

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have **55%** of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

Medium term – 10 year financial planning period

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

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is **$505,347** on average per year.

The proposed (budget) operations, maintenance and renewal funding is **$657,803** on average per year giving a 10 year funding shortfall of **$152,456** per year. This indicates that **77%** of the forecast costs needed to provide the services documented in this Asset Management Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the Asset Management Plan and ideally over the 10 year life of the Long Term Financial Plan.

7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.2 shows the forecast costs (outlays) required for consideration in the 10 year Long Term Financial Plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the Long Term Financial Plan. It would be reasonable to say that the service levels of various building classes requires further review. The renewal forecast suggests the renewal of particular buildings, like a depot, for example which does not require

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

the same level of update as a public building. A more utility level of service can sustain a longer period between overall renewal.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the Asset Management Plan (including possibly revising the Long Term Financial Plan).

We will manage the 'gap' by developing this Asset Management Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in 2022 financial year dollar values.

Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2022	0	$50,289	$270,711	$889,867	0
2023	0	$50,289	$270,711	$601,336	0
2024	0	$50,289	$270,711	$910,279	0
2025	0	$50,289	$270,711	$481,068	0
2026	0	$50,289	$270,711	$214,053	0
2027	0	$50,289	$270,711	$115,854	0
2028	0	$50,289	$270,711	$104,820	0
2029	0	$50,289	$270,711	$0	0
2030	0	$50,289	$270,711	$34,204	0
2031	0	$50,289	$270,711	$16,551	0
2032	0	$50,289	$270,711	$148,955	0
2033	0	$50,289	$270,711	$518,825	0
2034	0	$50,289	$270,711	$0	0
2035	0	$50,289	$270,711	$437,485	0
2036	0	$50,289	$270,711	$270,325	0
2037	0	$50,289	$270,711	$115,854	0
2038	0	$50,289	$270,711	$0	0
2039	0	$50,289	$270,711	$182,056	0
2040	0	$50,289	$270,711	$1,009,582	0
2041	0	$50,289	$270,711	$513,066	0

7.2 Funding Strategy

The proposed funding for assets is outlined in Council's budget and Long Term Financial Plan.

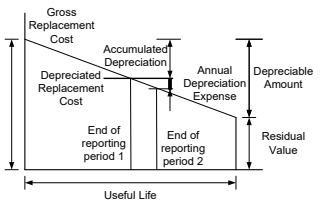
The financial strategy of Council determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

The best available estimate of the value of building assets included in this Asset Management Plan (excluding land) is shown below.

Replacement Cost (Current/Gross)	$28,614,089
Depreciable Amount	$28,614,089
Depreciated Replacement Cost[12]	$20,303,290
Annual Depreciation	$516,878



7.3.2 Valuation forecast

Asset values are forecast to remain steady over the planning period. However, if disposal of identified assets (refer Table 5.6) are undertaken, the asset values are forecast to slightly decrease over the planning period, noting these disposals will improve the cash position.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this Asset Management Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this Asset Management Plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

- No acquisitions are to be undertaken during the planning period beyond the Bicheno Triangle.
- Several assumptions were required in the derivation of planned budget and lifecycle forecast figures. This is due to the quality of financial information currently available.
- Professional judgement has been applied in the absence of good quality data, however where applied, it has been noted for improvement in Section 8.0.
- All figures are presented in current day dollars.

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this Asset Management Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on an A - E level scale[13] in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%

[12] Also reported as Written Down Value, Carrying or Net Book Value.
[13] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

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

The estimated confidence level for and reliability of data used in this Asset Management Plan is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in Asset Management Plan

Data	Confidence Assessment	Comment
Demand drivers	Medium	Requires Council input, review and acceptance
Growth projections	High	State government provided projections used
Acquisition forecast	Low	Several gross estimates and assumptions made. Requires review on provision and improvement of financial data
Operation forecast	High	Several gross estimates and assumptions made. Requires review on provision and improvement of financial data
Maintenance forecast	Medium	Several gross estimates and assumptions made. Requires review on provision and improvement of financial data
Renewal forecast - Asset values	Low to Medium	Based on previous valuation and applied annual price indexes.
- Asset useful lives	Medium	Based on visual inspection and professional judgement of staff
- Condition modelling	Medium to High	Based on visual inspection and professional judgement of staff
Disposal forecast	Very Low	Some options for disposal have been identified in the development of this plan, however a formal strategy is to be decided upon by Council and a detailed investigation of each option considered.

The estimated confidence level for and reliability of data used in this Asset Management Plan is considered to be in the **Low** to **Medium** range (refer Table 7.5.1).

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices[14]

8.1.1 Accounting and financial data sources

This Asset Management Plan utilises accounting and financial data. The source of the data is Council's financial management system *XERO*.

8.1.2 Asset management data sources

This Asset Management Plan also utilises asset management data. The source of the data is Council's building infrastructure asset register in conjunction with *XERO*.

8.2 Improvement Plan

It is important that Council recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Council to form a position on asset disposal for under-utilised assets that provide limited value to the community. This will inform forecasted disposals noted in this Asset Management Plan. Further investigation and reporting required on each individual asset.	General Manager	Internal	February 2024
2	Reinstate the asset inspection program (routine and annual, undertaken at set times) to allow continual update and improvement to the Asset Management Plan and inform forecasted works programs	Manager - Buildings	Manager – Buildings	June 2023
3	Assess yearly performance (budgeted vs. actual costs) and update Asset Management Plan and Long Term Financial Plan accordingly.	Manager - Buildings	General Manager, Accountant, Manager - Buildings	January 2027
4	Implement annual maintenance and capital works program for upcoming year. Use to inform Asset Management Plan and Long Term Financial Plan updates.	Manager - Buildings	Accountant, Manger - Buildings	June 2023
5	Improve confidence in financial data used in Long Term Financial Plan and Asset Management Plan – this is foreseen to involve improved recording of acquisition, operations, maintenance, renewal and disposal asset lifecycle activities within XERO (accounting software) so accurate costs can be developed.	Accountant	Accountant, Manger - Buildings	June 2021
6	Include an annual allocation for emergency repairs to building assets in capital works budget	Council	Buildings Manager/Director C&C	June 23

[14] ISO 55000 Refers to this as the Asset Management System

7	Increase accuracy of budget breakdown to include acquisitions, maintenance, operations, renewals and disposals. Aim for better transparency.	Accountant	Accountant, Manger - Buildings	June 2023
8	Undertake detailed building component condition assessment to provide higher confidence condition data and better inform Asset Management Plan (every 4 years)	Manager - Buildings	Manager - Buildings	June 2024
9	Community/Council consultation required to ensure appropriate levels of service are being provided (reduce/improve level of service accordingly)	General Manager	Internal	June 2023
10	Continually improve correlation between Long Term Financial Plan and Asset Management Plan. (Conduct regular meetings of responsible persons – endeavor to reach a 'high' confidence level)	General Manager, Accountant, Manager – Buildings	General Manager, Accountant, Manager – Buildings	Ongoing
11	Increase confidence and maturity of Asset Management Plan	Manager - Buildings	Internal	Ongoing

8.3 Monitoring and Review Procedures

This Asset Management Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The Asset Management Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The Asset Management Plan has a maximum life of 4 years and is due for complete revision and updating within 6 months of each Council election.

8.4 Performance Measures

The effectiveness of this Asset Management Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this Asset Management Plan are incorporated into the Long Term Financial Plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the Asset Management Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
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- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney
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- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8
- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- '10-year Strategic Plan 2020-2029'
- '2022-2023 Annual Plan' (incl. budget).

10.0APPENDICES

Appendix A Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source
A key assumption in the writing of this Asset Management Plan is that no acquisitions are forecast to be undertaken during the planning period. Given future demand (discussed in Section 4), Council's current financial position, available budget and discussion with the Manager – Building Infrastructure, a strategy of no acquisition (for building assets) over the planning period is recommended.

A.2 – Acquisition Project Summary
No acquisitions are currently forecast to be undertaken during the planning period.

A.3 – Acquisition Forecast Summary
Table A3 displays the forecast acquisition value each year over the planning period.

Table A3 - Acquisition Forecast Summary

Year	Constructed	Donated	Growth
2022	0	0	0
2023	700,0000	0	0
2024	0	0	0
2025	0	0	0
2026	0	0	0
2027	0	0	0
2028	0	0	0
2029	0	0	0
2030	0	0	0
2031	0	0	0
2032	0	0	0
2033	0	0	0
2034	0	0	0
2035	0	0	0
2036	0	0	0
2037	0	0	0
2038	0	0	0
2039	0	0	0
2040	0	0	0
2041	0	0	0

Appendix B Operation Forecast

B.1 – Operation Forecast Assumptions and Source

Several gross estimates and assumptions were required to be made in the operation forecast figures due to the quality of financial information currently available (poor tracking of operational costs relating to buildings). This has been noted for improvement in Section 8.0.

B.2 – Operation Forecast Summary

Table B2 displays the forecast operation costs each year over the planning period. Note the 'Additional Operation Forecast' is zero as no acquisitions are assumed to occur over the planning period, hence no additional funds required to operate acquired assets is forecast.

Table B2 - Operation Forecast Summary

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2022	$50,289	0	$50,289
2023	$50,289	0	$50,289
2024	$50,289	0	$50,289
2025	$50,289	0	$50,289
2026	$50,289	0	$50,289
2027	$50,289	0	$50,289
2028	$50,289	0	$50,289
2029	$50,289	0	$50,289
2030	$50,289	0	$50,289
2031	$50,289	0	$50,289
2032	$50,289	0	$50,289
2033	$50,289	0	$50,289
2034	$50,289	0	$50,289
2035	$50,289	0	$50,289
2036	$50,289	0	$50,289
2037	$50,289	0	$50,289
2038	$50,289	0	$50,289
2039	$50,289	0	$50,289
2040	$50,289	0	$50,289
2041	$50,289	0	$50,289

Appendix C Maintenance Forecast

C.1 – Maintenance Forecast Assumptions and Source
Several gross estimates and assumptions were required to be made in the maintenance forecast figures due to the quality of financial information currently available (poor tracking of maintenance costs relating to buildings). This has been noted for improvement in Section 8.0.

C.2 – Maintenance Forecast Summary
Table C2 displays the forecast maintenance costs each year over the planning period. Note the 'Additional Maintenance Forecast' is zero as no acquisitions are assumed to occur over the planning period, hence no additional funds required to maintain acquired assets is forecast.

Table C2 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2022	$270,711	0	$270,711
2023	$270,711	0	$270,711
2024	$270,711	0	$270,711
2025	$270,711	0	$270,711
2026	$270,711	0	$270,711
2027	$270,711	0	$270,711
2028	$270,711	0	$270,711
2029	$270,711	0	$270,711
2030	$270,711	0	$270,711
2031	$270,711	0	$270,711
2032	$270,711	0	$270,711
2033	$270,711	0	$270,711
2034	$270,711	0	$270,711
2035	$270,711	0	$270,711
2036	$270,711	0	$270,711
2037	$270,711	0	$270,711
2038	$270,711	0	$270,711
2039	$270,711	0	$270,711
2040	$270,711	0	$270,711
2041	$270,711	0	$270,711

Appendix D Renewal Forecast Summary

D.1 – Renewal Forecast Assumptions and Source
The renewal forecast of $328,209 per year is based on the total sum of the renewal costs over the planning period, averaged over 20 years (the planning period). As noted in Section 7.0 the renewal costs are estimates based on the previous plan values and indexation for the two years between plan editions.

D.2 – Renewal Project Summary
The below Table D2 is an extract from the Buildings asset register and shows assets forecast for renewal within the planning period (up to 2041). It is to be noted that the 'Forecast Renewal Year' is calculated as the last major renewal/build year, plus the 'remaining useful life' of the asset. The 'remaining useful life' figures (included in the complete asset register) have been defined taking into account current condition of assets. Further professional judgement will be required in prioritising the below renewals, with the 'forecast renewal year' being a guide only.

All figures shown are in current day dollars.

Table D2 – Asset Register Forecast Renewals

Building	Renewal Year	Renewal Value
Bicheno, Gulch, Toilet Block	2044	$ 182,056
Bicheno, Foster Street Bus Shelter	2068	$ 27,584
Bicheno, Recreation Ground, Toilet Block	2025	$ 204,123
Bicheno, Recreation Ground, Pavilion	2035	$ 226,190
Bicheno, Lions Park, Picnic Shelter 1	2021	$ 38,618
Bicheno, Lions Park, Picnic Shelter 2	2026	$ 38,618
Bicheno, Lions Park, Concert Stage	2060	$ 165,505
Bicheno, Jetty Road Public Toilet	2036	$ 148,955
Bicheno, Community Hall, Library, War Memorial, Ambulance	2090	$ 2,177,386
Bicheno, Medical Centre	2092	$ 970,964
Bicheno, Medical Centre, Shed 1	2050	$ 55,168
Bicheno, Medical Centre, Shed 2	2065	$ 5,517
Bicheno, Medical Centre, Carport	2046	$ 3,310
Bicheno, Council Works Depot, Shed 1 (main shed)	2045	$ 55,168
Bicheno, Council Works Depot, Shed 2 (machinery shed)	2026	$ 9,930
Bicheno, Council Works Depot, Shed 3 (chemical storage)	2033	$ 9,930
Bicheno, Picnic Shelter	2027	$ 11,034
Bicheno, Surf Life Saving Building	2062	$ 198,606
Bicheno, Waste Management Centre	2045	$ 110,337
Bicheno, Oil Spill Depot	2054	$ 11,034
Coles Bay, Entrance, Information Shelter	2065	$ 49,652
Coles Bay, Community Hall	2095	$ 882,694
Coles Bay, Library and Medical Room	2021	$ 198,606
Coles Bay, Community Hall, Toilet Block	2032	$ 148,955
Coles Bay, Community Hall, BBQ Shelter	2035	$ 5,517
Coles Bay, Community Hall, Picnic Shelter 1	2060	$ 3,862
Coles Bay, Community Hall, Picnic Shelter 2	2021	$ 5,517
Coles Bay, Esplanade E/Garnet Av, Public Toilet	2035	$ 137,921
Coles Bay, Works Depot Shed	2035	$ 33,101
Coles Bay, Lookout Structure	2037	$ 11,034
Coles Bay, Waste Transfer Station	2052	$ 121,370
Coles Bay, Muirs Beach, Toilet Block	2041	$ 104,820
Swanick, Recreation Ground, Bus Shelter	2059	$ 4,965
Swanick, Recreation Ground, Toilet Block	2043	$ 137,921
Swanick, Dog Park, Shelter	2060	$ 3,862
Cranbrook Community Hall	2090	$ 218,522
Swansea, Community Hall	2087	$ 907,244
Swansea, Community Hub	2070	$ 496,516
Swansea, Council Works Depot, Main Building	2080	$ 187,573
Swansea, Council Works Depot, Shed 1	2095	$ 16,551
Swansea, Council Works Depot, Shed 2	2035	$ 27,584
Swansea, Council Works Depot, Shed 3	2045	$ 27,584
Swansea, Council Works Depot, Shed 4	2031	$ 16,551

Swansea, Council Works Depot, Shed 5	2070	$	93,786
Swansea, Emergency Services Building	2091	$	1,489,547
Swansea, Volunteer Marine Rescue Building	2078	$	137,921
Swansea, House, 8 Noyes Street	2067	$	293,032
Swansea, House, 6 Rectory Street	2033	$	277,188
Swansea, Little Friends Child Care Centre (Lady Gowrie)	2047	$	825,518
Swansea, Jubilee Beach, Public Toilet	2028	$	104,820
Swansea, Loo with a view, Public Toilet	2044	$	71,719
Swansea, Jubilee Beach Park, BBQ Shelter 1	2022	$	7,172
Swansea, Jubilee Beach Park, BBQ Shelter 2	2050	$	7,172
Swansea, Saltwater Creek, Public Toilet	2025	$	249,361
Swansea, Saltwater Creek, BBQ Shelter	2035	$	7,172
Swansea, Waste Management Centre	2050	$	132,404
Swansea, East Coast Heritage Museum & Visitor Centre	2087	$	2,131,707
Swansea, Old Courthouse and Council Chambers	2022	$	496,516
Swansea, Old Courthouse and Council Chambers, GM's Office	2022	$	55,168
Swansea, Old Courthouse and Council Chambers, Shed	2027	$	11,034
Swansea, Vet Clinic Building	2021	$	16,551
Swansea, Recreation Ground, Clubrooms	2024	$	910,279
Swansea, Recreation Ground, Visitors Changerooms	2025	$	27,584
Swansea, Recreation Ground, Public Toilet Block	2026	$	159,988
Swansea, Recreation Ground, Scoreboard	2095	$	38,618
Swansea, Recreation Ground, Coach's Boxes (x2)	2048	$	5,517
Swansea, Dog Park, Shelter	2050	$	3,862
Ravensdale Hall	2087	$	208,239
Triabunna, Eldercare Units	2040	$	827,526
Triabunna, Council Office	2089	$	1,954,065
Triabunna, Council Office, Archive Shed	2064	$	49,652
Triabunna, Council Works Depot	2023	$	496,516
Triabunna, Council Works Depot, Carport	2065	$	16,551
Triabunna, Council Works Depot, Machinery Shed	2053	$	27,584
Triabunna, Council Works Depot, Chemical Shed	2062	$	4,965
Triabunna, Council Works Depot, Shed next to Chemical Shed	2066	$	4,965
Triabunna, Council Works Depot, Dog Pound	2070	$	27,584
Triabunna, RSL Club	2088	$	272,532
Triabunna, Community Hall	2091	$	953,310
Triabunna, Tennis Clubrooms (excl courts??) *Adrian	2095	$	164,514
Triabunna, Recreation Ground, Clubrooms	2095	$	952,416
Triabunna, Recreation Ground, Public Toilet Block	2027	$	93,786
Triabunna, Recreation Ground, Wayne Taylor BBQ Shelter	2055	$	49,652
Triabunna, Recreation Ground, Store Shed & Ticket Box	2026	$	5,517
Triabunna, Recreation Ground, Old BBQ Shed	2030	$	27,584
Triabunna, Recreation Ground, Coaches boxes (x2)	2048	$	5,517
Triabunna, Dog Park, Shelter	2050	$	3,862
Triabunna, Marina, Toilet Block	2043	$	182,056
Triabunna, Marina, Ferry Shelters (x2)	2054	$	13,240

Triabunna, Marina, BBQ Shelter 1	2030	$	6,620
Triabunna, Marina, BBQ Shelter 2	2050	$	6,620
Triabunna, East Coast Health	2087	$	921,533
Triabunna, Visitor Information Centre	2067	$	494,309
Triabunna, Spring Bay Child Care Centre	2055	$	606,852
Triabunna, Gatehouse and Toilet Block	2066	$	275,842
Orford, Bowls Club	2055	$	866,144
Orford, Cricket Club Rooms (not maintained by Council)	2058	$	253,775
Orford, Recreation Ground, Toilet Block	2041	$	104,820
Orford, Dog Park, Shelter	2050	$	3,862
Orford, Community Hall	2094	$	386,179
Orford, Esplanade, Toilet Block	2023	$	104,820
Orford, Our Park, Toilet Block	2040	$	182,056
Orford, Our Park, BBQ Shelter	2046	$	49,652
Orford, Raspins Beach, Toilet Block	2039	$	182,056
Orford, Raspins Beach, BBQ Shelter 1	2052	$	6,620
Orford, Raspins Beach, BBQ Shelter 2	2052	$	6,620
Orford, Raspins Beach, Sailing & Surf Life Saving Facility	2092	$	148,955
Orford, Prosser House Day Care Centre	2041	$	303,426
Orford, Waste Management Centre	2033	$	231,707
Spring Beach, Toilet Block	2021	$	71,719
Spring Beach, Shelter	2050	$	20,412
Buckland, Reserve, BBQ Shelter	2052	$	38,618
Buckland, Reserve, Toilets	2036	$	121,370
Buckland, Dog Park, Shelter	2050	$	3,862
Buckland Community Hall	2085	$	922,416
	Total	**$**	**28,614,086**

D.3 – Renewal Forecast Summary

Table D3 displays the forecast renewal costs and budget each year over the planning period. The renewal forecast is $140,636 (per year) higher than the forecast renewal budget.

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2022	$889,867	$0
2023	$601,336	$54,616
2024	$910,279	$165,000
2025	$481,068	$412,500
2026	$214,053	$422,813
2027	$115,854	$148,526
2028	$104,820	$152,982
2029	$0	$157,571
2030	$34,204	$162,298
2031	$16,551	$167,167
2032	$148,955	$171,000
2033	$518,825	$177,000
2034	$0	$181,000
2035	$437,485	$185,000
2036	$270,325	$189,000
2037	$115,854	$193,000
2038	$0	$197,000
2039	$182,056	$201,000
2040	$1,009,582	$205,000
2041	$513,066	$209,000

Appendix E Disposal Summary

E.1 – Disposal Forecast Assumptions and Source
Through discussion with the Manager – Building Infrastructure and analysis of the asset register, no disposals with foreseen costs to Council are forecast to occur over the planning period.

E.2 – Disposal Project Summary
No disposals with foreseen costs to Council are forecast to occur over the planning period.

E.3 – Disposal Forecast Summary
Table E3 displays the disposal forecast and disposal budget over the planning period. No disposals with foreseen costs to Council are forecast to occur over the planning period, hence the zero values shown.

Table E3 – Disposal Activity Summary

Year	Disposal Forecast	Disposal Budget
2022	0	0
2023	0	0
2024	0	0
2025	0	0
2026	0	0
2027	0	0
2028	0	0
2029	0	0
2030	0	0
2031	0	0
2032	0	0
2033	0	0
2034	0	0
2035	0	0
2036	0	0
2037	0	0
2038	0	0
2039	0	0
2040	0	0
2041	0	0

Appendix F Budget Summary by Lifecycle Activity

Several gross estimates and assumptions were required to be made in the development of the planned budget figures shown in Table F1. This was due to the quality of financial information currently available (minimal breakdown in planned budgets specifically relating to the below lifecycle activities (acquisition, operation, maintenance, renewal, disposal). This has been noted for improvement in Section 8.0.

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2022	0	$50,289	$270,711	$889,867	0	$1,210,867
2023	0	$50,289	$270,711	$601,336	0	$922,336
2024	0	$50,289	$270,711	$910,279	0	$1,231,279
2025	0	$50,289	$270,711	$481,068	0	$802,068
2026	0	$50,289	$270,711	$214,053	0	$535,053
2027	0	$50,289	$270,711	$115,854	0	$436,854
2028	0	$50,289	$270,711	$104,820	0	$425,820
2029	0	$50,289	$270,711	$0	0	$321,000
2030	0	$50,289	$270,711	$34,204	0	$355,204
2031	0	$50,289	$270,711	$16,551	0	$337,551
2032	0	$50,289	$270,711	$148,955	0	$469,955
2033	0	$50,289	$270,711	$518,825	0	$839,825
2034	0	$50,289	$270,711	$0	0	$321,000
2035	0	$50,289	$270,711	$437,485	0	$758,485
2036	0	$50,289	$270,711	$270,325	0	$591,325
2037	0	$50,289	$270,711	$115,854	0	$436,854
2038	0	$50,289	$270,711	$0	0	$321,000
2039	0	$50,289	$270,711	$182,056	0	$503,056
2040	0	$50,289	$270,711	$1,009,582	0	$1,330,582
2041	0	$50,289	$270,711	$513,066	0	$834,066

GLAMORGAN SPRING BAY COUNCIL

ASSET MANAGEMENT PLAN

HYDRAULIC INFRASTRUCTURE

Adopted: 24/01 2023

Document Control	**Asset Management Plan** – Hydrauliuc Infrastructure				
Document ID :					
Rev No	**Date**	**Revision Details**	**Author**	**Reviewer**	**Approver**
1	January 2021	Adopted	VB	GI	GI
2	January 2023	Swanwick sewerage system included, PPRWS assets removed Draft	DWI	GM/DCC	Council

This Asset Management Plan is a supporting document used to inform Council's overarching Strategic Asset Management Plan.

Contents

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan details information on how Council manages its hydraulic infrastructure assets. It details actions required to provide an agreed level of service in the most cost-effective manner, while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 20 year planning period. The Asset Management Plan will link to a Long Term Financial Plan which typically considers a 10 year planning period.

1.2 Asset Description

This plan covers all Council owned or maintained hydraulic infrastructure assets. This update incorporates the Swanwick wastewater treatment plant and reticulation infrastructure. Additionally, the plan has removed the PPRWS system from the plan. This is done in recognition that the PPRWS is funded under a contractual agreement which does not impact the standard revenue mechanisms of council and stands alone financially for operations and asset renewal considerations.

The hydraulic infrastructure network comprises:

Asset Category	Number of Assets/Length	Replacement Value
Stormwater pipes (including culverts where recorded)	49.155 km	$12,997,553
Stormwater pits (manholes, side entry pits, grated pits, gross pollutant traps etc.)	1876	$4,262,316
Pump Stations	1	$25,000
Stormwater detention and infiltration basins	2	$30,000
Swanwick Sewerage System	1	$656,000
TOTAL	-	**$17,917,671**

The previous plan had only 65% of the now known pipe network and 41% of the now identified pits. The Swanwick Sewerage System has been recognised in this plan as a result of Council assuming management of the system.

The above hydraulic infrastructure assets have significant total renewal value estimated at **$17,917,671**.

1.3 Levels of Service

The allocation in the planned budget is insufficient to continue providing existing services at current levels over the planning period. This is a result of increased and more dense development and the impact of this on council's systems and the changing rainfall patterns which exacerbate the existing system deficiencies.

The main service consequences of the Planned Budget are:

- The existing level of funding falls short by $104,938 per year to address renewal of existing infrastructure.
- There is an identified list of projects across the municipality, in the order of $5M in estimated value, of capital works projects that require design and construction to improve the stormwater drainage network, however they cannot be completed over the planning period with the current planned budget. This list comprises renewal and upgrade and new works. This means 80% of known stormwater drainage issues (generally lower priority issues) will remain unresolved within this 10 year planning period.
- The level of service is forecast to remain below customer expectation over the planning period. due to the identified works required to improve the level of service of the system which at present are unfunded. Additionally the increasing operations costs associated with an increasing number of assets (mostly related to sub-division or other development acquisitions) requires an increase in service requirements.

1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Climate change (and associated increase in frequency of extreme weather events)
- Future development of previously vacant land

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- Refer Council's *Urban Stormwater Management Plan*

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this Asset Management Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the Asset Management Plan may be prepared for a range of time periods, it typically informs a Long Term Financial Planning period of 10 years. Therefore, a summary output from the Asset Management Plan is the forecast of 10 year total outlays, which for hydraulic infrastructure is estimated as **$5,148,041** or **$514,804** on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for the 10 year period is **$4,098,666 or $409,866** on average per year as per the Long Term Financial Plan. This is **79.62%** of the cost to sustain the current level of service (which does not meet customer expectations) at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the Long Term Financial Plan can be provided. The informed decision making depends on the Asset Management Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for hydraulic infrastructure leaves a shortfall of -**$104,938** on average per year of the forecast lifecycle costs required to provide services in the Asset Management Plan compared with the Planned Budget currently included in the Long Term Financial Plan. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

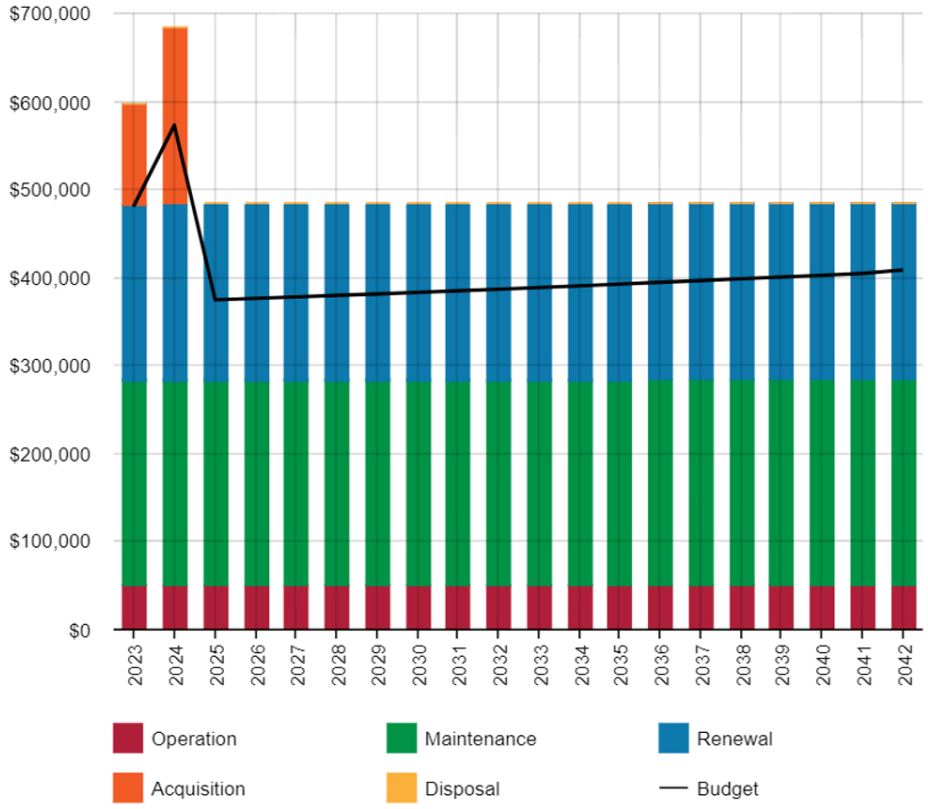


Figure values are in current dollars.

We plan to provide hydraulic infrastructure services for the following:

- Operation, maintenance, renewal and acquisition of hydraulic infrastructure assets to meet service levels set by Council in annual budgets.
- Within the next 5 years the major capital works (acquisitions or renewals >$40,000) forecast are limited to completion of Holkham Crt Culvert upgrade and Detention Basin at Gordon St Swansea subdivision. Other major works funded within the program will be restricted to co-contribution to development works and progressed as demand requires. The majority of these works are identified within the catchment plans that have been developed to date.

1.6.2 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Provide new infrastructure or upgrade existing infrastructure to meet planning scheme development service levels where unfunded by developers.
- Complete Urban Catchment assessments for the stormwater management plan or delivery of 80% of flood mitigation capital works, relating to stormwater drainage assets, within the next ten years.

1.6.3 Managing the Risks

Our present budget levels are insufficient to successfully manage all identified risks in the medium term.

The main risk consequences are:

- Nuisance flooding associated with high rainfall periods
- Underfunding of required stormwater drainage upgrades, sustaining a poor level of service and flooding to adjacent dwellings/properties
- Inability to respond in a timely way to property owner demands for improved levels of service

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

- Rating projects against a risk criteria for prioritisation
- Ensuring the Long Term Financial Plan is informed by the works plan derived from the *Urban Stormwater Management Plan*
- Seeking grant funding and developer contributions to assist council to fund required system upgrades

1.7 Asset Management Planning Practices

Key assumptions made in this Asset Management Plan are:

- Expenditure projections are low confidence budget type figures with a range of ± 40%
- Financial data used in the development of this plan was from the end of the 2021-22 financial year.
- It is assumed that no major acquisitions outside of those referenced in this plan are to be undertaken during the planning period without detailed lifecycle costing knowledge and allocation in planned budget to meet these costs.
- Several gross assumptions were required in the derivation of planned budget and lifecycle forecast figures. This is due to the quality of financial information currently available.
- Professional judgement has been applied in the absence of good quality data, however where applied, it has been noted for improvement in Section 8.0.
- All figures are presented in current day dollars.

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

A combination of the asset register method and the alternate method was used to forecast the renewal lifecycle costs for this Asset Management Plan.

The estimated confidence level for and reliability of data used in this Asset Management Plan is considered to be **Medium** (refer Table 7.5.1).

1.8 Monitoring and Improvement Program

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

- Council to take on management of *MyData* asset management software
- Continue to develop detailed capital works program for upcoming years with project ranking consistent with agreed criteria. Use to inform Asset Management Plan and Long Term Financial Plan updates.

- Increase accuracy of budget breakdown to include acquisitions, maintenance, operations, renewals and disposals.
- Update Geographical Information System (GIS) to include all previously missing stormwater drainage assets (including pipes, headwalls, pits, culverts and open drains) once they have been recorded.
- Continue to develop the *Draft Urban Stormwater Management Plan*, including completion of all catchment modelling to better understand/identify deficiencies.
- Improve confidence in financial data used in Long Term Financial Plan and Asset Management Plan.
- Update forecast disposal values within Asset Management Plan for assets where upgrade works are to occur.
- Continue to develop and maintain regular inspection of asset condition, defects and develop maintenance and capital works programs for inclusion in the Asset Management Plan.
- Continually improve correlation between Long Term Financial Plan and Asset Management Plan.
- Increase confidence and maturity of Asset Management Plan.

2.0 Introduction

2.1 Background

This Asset Management Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulations, and required funding to provide the appropriate levels of service over the planning period.

The Asset Management Plan is to be read with Council's Asset Management Policy and Strategic Asset Management Plan, along with other key planning documents:

- Long Term Financial Strategy
- Long Term Financial Management Plan
- Glamorgan Spring Bay Council's 10-year Strategic Plan 2020-2029

Council is in the process of modernising its asset management practices to ensure they adhere to the *Local Government Act 1993*. Part of this process is the development of asset management plans, such as this document, and the above mentioned strategic documents.

This Asset Management Plan covers all Council owned hydraulic infrastructure assets. For a detailed summary of the assets covered, refer to Table 5.1.1 in Section 5 and the lists below.

The hydraulic infrastructure network comprises:

Stormwater assets:

- Pipes
- Culverts
- Pump Station
- Pits (manholes, side entry pits, grated pits)
- Detention and infiltration basins
- Gross pollutant traps

Sewerage assets:

- Swanwick Sewerage System

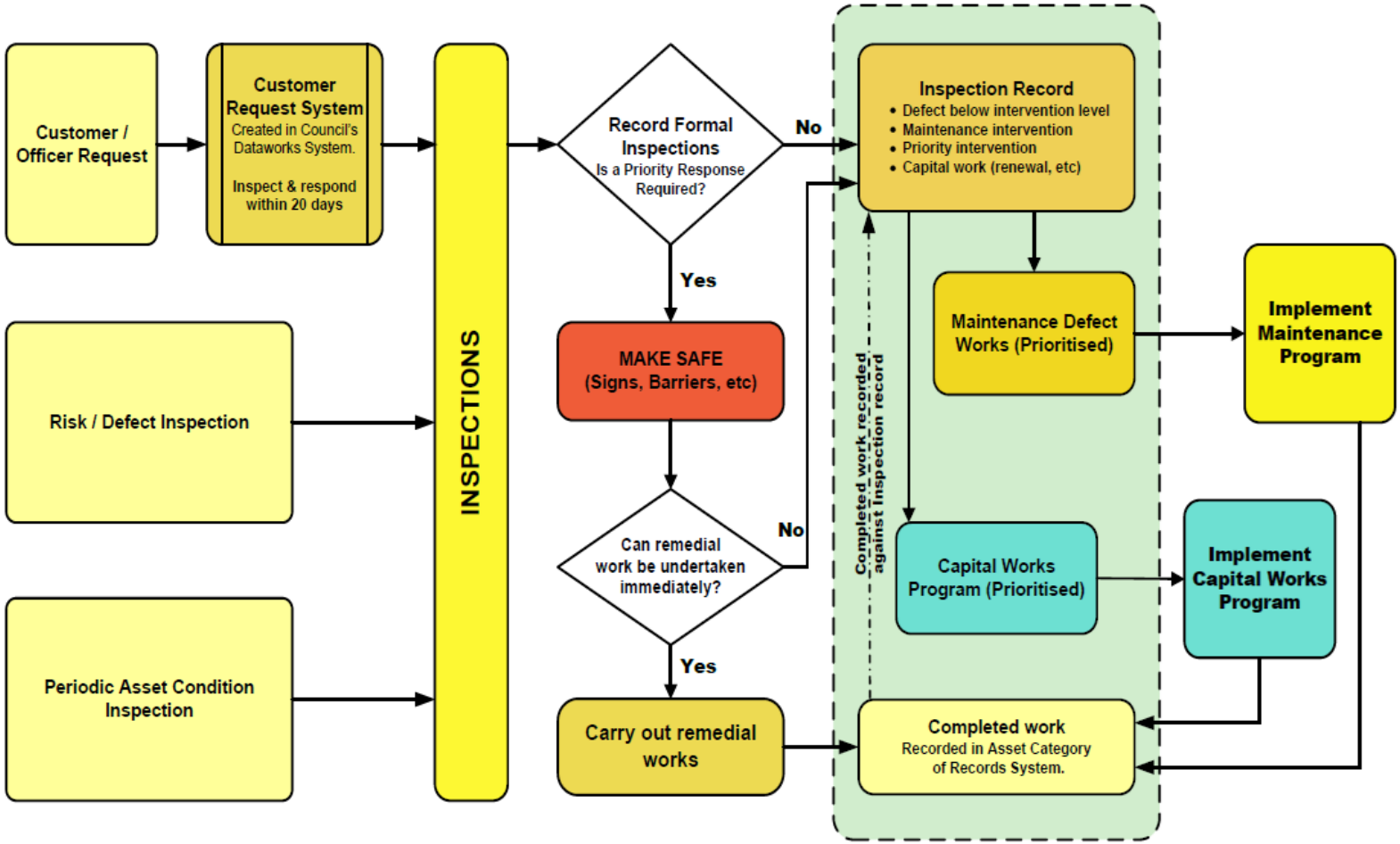
The infrastructure assets included in this plan have a total replacement value of **$17,917,671**

Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the Asset Management Plan

Key Stakeholder	Role in Asset Management Plan
Councillors	■ Represent needs of community/shareholders, ■ Allocate resources to meet planning objectives in providing services, while managing risks, ■ Ensure service is sustainable, ■ Make informed decisions, in the best interests of the community.
General Manager	■ Maintain a proactive approach to holistic asset management practices and ensure staff do the same. ■ Inform Councillors to enable educated decisions to be made.
Infrastructure Management Team	■ Maintain a proactive approach to holistic asset management practices. ■ Ensure the Asset Management Plan is used and updated regularly. ■ Inform Councillors to enable educated decisions to be made.
General Public	■ Report shortcomings, damage, safety concerns and other issues with current hydraulic infrastructure assets.

Our organisational structure for service delivery from hydraulic infrastructure assets is detailed below:



2.2 Goals and Objectives of Asset Ownership

Council's core business is to provide services to its community. Some of these services are provided by hydraulic infrastructure assets. We have acquired hydraulic infrastructure assets through purchase, contract, construction by Council staff, and by donation of assets constructed by others to meet increased levels of service.

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

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

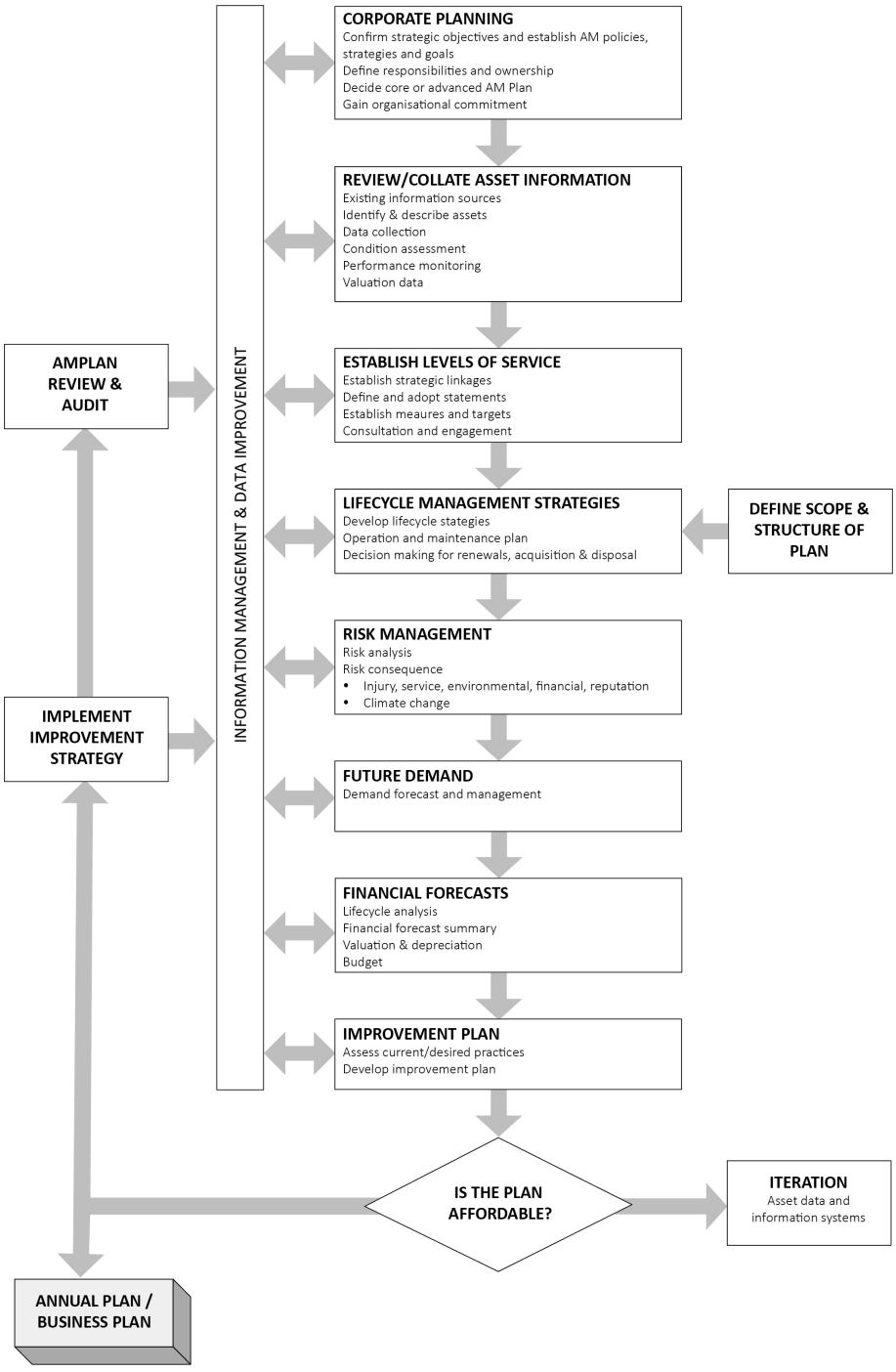
Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 [1]
- ISO 55000[2]

A road map for preparing an Asset Management Plan is shown below.

[1] Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13
[2] ISO 55000 Overview, principles and terminology

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



3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

This Asset Management Plan is prepared to facilitate consultation prior to adoption of levels of service by Council. Future revisions of the Asset Management Plan will incorporate customer consultation on service levels and costs of providing the service. This will assist Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

Council undertakes community consultation for proposed developments. Council also receives vast community feedback on the services and facilities it provides. Budget submissions are invited from local district committees and community groups for Council consideration. Council's customer request system is used to determine trends in community expectations. This information is used in developing key planning documents and in allocation of budget resources.

3.2 Strategic and Corporate Goals

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

Our vision is:

Glamorgan Spring Bay, a welcoming community which delivers sustainable development, appreciates and protects its natural environment and facilitates a quality lifestyle.

Our mission is:

Represent and promote the interests of the communities in our municipality.

- ***Provide sound community governance, practices and processes.***
- ***Plan, implement and monitor services according to our agreed priorities and available resources.***
- ***Seek and secure additional funds, and grants to augment our finances.***
- ***Manage the finances and administer the Council.***
- ***Establish and maintain mutually beneficial strategic partnerships with State and Federal Government and private businesses and industry.***

Strategic goals have been set by the Council. The relevant goals and objectives and how these are addressed in this Asset Management Plan are summarised in Table 3.2.

Table 3.2: Goals and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in the Asset Management Plan
To provide safe and reliable stormwater drainage assets.	Maintain and develop stormwater infrastructure to appropriate standards.	Continue to develop and maintain regular inspection of asset condition, defects and develop maintenance and capital works programs for inclusion in the Asset Management Plan. Refer Section 8.0.
Good Governance	Provide asset management services in a sustainable manner. Deliver services effectively and efficiently.	Completion, adoption and review of asset management plans (this plan)
Appropriate service levels	Identify current service levels and target sustainable levels	An ongoing task that will be monitored and improved. Refer Section 8.

Improved risk management	Identify and address all known high level risks to hydraulic infrastructure assets	Implement a structured approach to identify and manage significant risks. Refer Section 6.
Financial sustainability	Identify financial inefficiencies	Implement a structured approach to identifying financial inefficiencies.

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the hydraulic infrastructure assets are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act 1993	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
Work Health and Safety Act 2012	Sets out the roles and responsibilities to secure the health, safety and welfare of persons at work.
Urban Drainage Act 2013	Sets out the roles and responsibilities for ensuring the safe and sustainable provision of stormwater services to the community.
Local Government Highways Act	Sets out the responsibilities for roadside infrastructure and management of stormwater.
Building Act 2016	Details requirements of buildings in riverine and coastal inundation areas.

3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Table 3.4: Customer Values

Service Objective:

Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Adequate condition of hydraulic infrastructure assets	Number of customer service requests	Some stormwater assets and sites require improvement.	Expected to slightly improve over planning period
Stormwater network to prevent flooding and damage to properties and other infrastructure	Number of customer service requests	Improvements required level of service expected by customers not being met	Gradual improvement over planning period
A safe stormwater infrastructure network	Number of customer service requests	Minimal	Expected to remain similar to existing or slightly improve over planning period

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Condition How good is the service? What is the condition or quality of the service?

Function Is it suitable for its intended purpose? Is it the right service?

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

In Table 3.5 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Quality of hydraulic infrastructure stormwater drainage network	Professional judgement	Many stormwater assets do not meet customer requirements for expected level of service	Condition of stormwater assets not expected to improve over planning period.
	Confidence levels		High – 8 Catchment Plans completed to inform appraisal.	High – No budget allocated to address deficiencies
Function	Appropriate and compliant (with relevant Acts and Standards) hydraulic infrastructure	Catchment Plans identify deficiencies. Customer requests confirm deficiencies	Improvements required for many stormwater assets	Required improvements to be gradually undertaken over the planning period, hence a gradual improvement and reduction in customer service requests.
	Confidence levels	High	High – 8 Catchment Plans completed to inform appraisal.	High – 8 Catchment Plans completed to inform appraisal.
Capacity	Appropriate capacity to meet with flows/demand.	Many assets below standard	Based on customer service requests, catchment plans	Subject to budget
	Confidence levels	High – 8 Catchment Plans completed to inform appraisal.	High – 8 Catchment Plans completed to inform appraisal.	High – 8 Catchment Plans completed to inform appraisal.

3.6 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

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

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.[3]

Table 3.6 shows the activities expected to be provided under the current 10 year Planned Budget allocation, and the forecast activity requirements being recommended in this Asset Management Plan.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Acquire assets that align with Council's core purpose	Number of and funds spent on acquisitions	Council acquires stormwater assets generally via developer donation (new subdivision) or through construction of new assets (pipes, drains etc.)	Only acquire assets that align with Council's core purpose and that Council can afford to maintain, operate, renew and/or dispose of (must consider full asset lifecycle costs). Prioritise and budget for completion of works in accord with budget
		Budget	**$125,00 per year (10 year average)**	**$125,000 per year (10 year average)**
Operation	Keep hydraulic infrastructure serviceable and safe	Number of customer service requests	User feedback and professional reports identify many issues with stormwater drainage network	Make improvements where required in order to minimise number of customer service requests
	Regular condition inspections	Percentage of assets inspected, number of customer service requests relating to blocked culverts, pits etc.	Formal inspection program is in place prior to forecasted significant rain events known problematic areas are inspected to ensure stormwater	Further develop the condition inspection and cleaning program.

[3] IPWEA, 2015, IIMM, p 2|28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
			assets are operational (free of debris).	
		Budget	**$50,000 per year (10 year average)**	**$50,000 per year (10 year average)**
Maintenance	Keep hydraulic infrastructure safe.	Frequency of maintenance	Reactive minor repairs and minor upgrades are undertaken	Reactive minor repairs, minor upgrades, and a planned preventative maintenance programme
	Keep hydraulic infrastructure serviceable	Frequency of maintenance	Reactive minor repairs and minor upgrades are undertaken	Reactive minor repairs, minor upgrades, and a planned preventative maintenance programme
		Budget	**$233,251 per year**	**$233,251 per year**
Renewal	Ensure hydraulic infrastructure assets are in a good serviceable condition	Frequency of renewal	Renewals have not been regularly undertaken in recent times, but if so they have been completed on a priority basis (generally driven by customer service requests)	Renewal programme to be developed based on condition assessment data and professional judgement by staff, in conjunction with recommendations from the *Urban Stormwater Management Plan*.
	Ensure hydraulic infrastructure assets remain fit for purpose and in-line with current standards	Frequency of renewal (including component renewal)	Not currently monitored in any formal way. Pipe network currently judged to have approximately 1 in 5 year event capacity. Overland flow currently judged to be approximately 1 in 10 year event capacity.	Renewal programme to be developed based on condition assessment data and professional judgement by staff. Pipe network capacity to have a 1 in 10/20 year event capacity and overland flow path to have 1 in 100 year equivalent flow capacity.
		Budget	**$149,000 per year (10 year average)**	**$253,000 per year (10 year average)**
Disposal	Identify assets and activities that do not align with Council's core purpose	Number of assets and activities identified for disposal	Some potential disposals have been identified	Develop a list of potential asset and activity disposals for Council assessment
	Dispose of assets and activities that do not align with Council's core purpose	Number of identified asset and activity disposals undertaken	No disposals are currently planned	Develop a plan for, and dispose of, identified assets following Council approval
		Budget	**$0**	**$0**

Note: * Current activities related to Planned Budget.

** Expected performance related to forecast lifecycle costs.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

4.0 FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecasts

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

Population of the Glamorgan Spring Bay Local Government Area was last estimated in 2021 to be 5012. Figure 4.2 below shows the projected population over the planning period. Analysis of this figure shows a slight projected rise in population to approximately 5,350 around 2030 and then a gradual decline to around 5,070 at the end of the planning period (2041). Hence, it is anticipated that there will be little need for change to the adopted 'Levels of Service' relating to population growth.

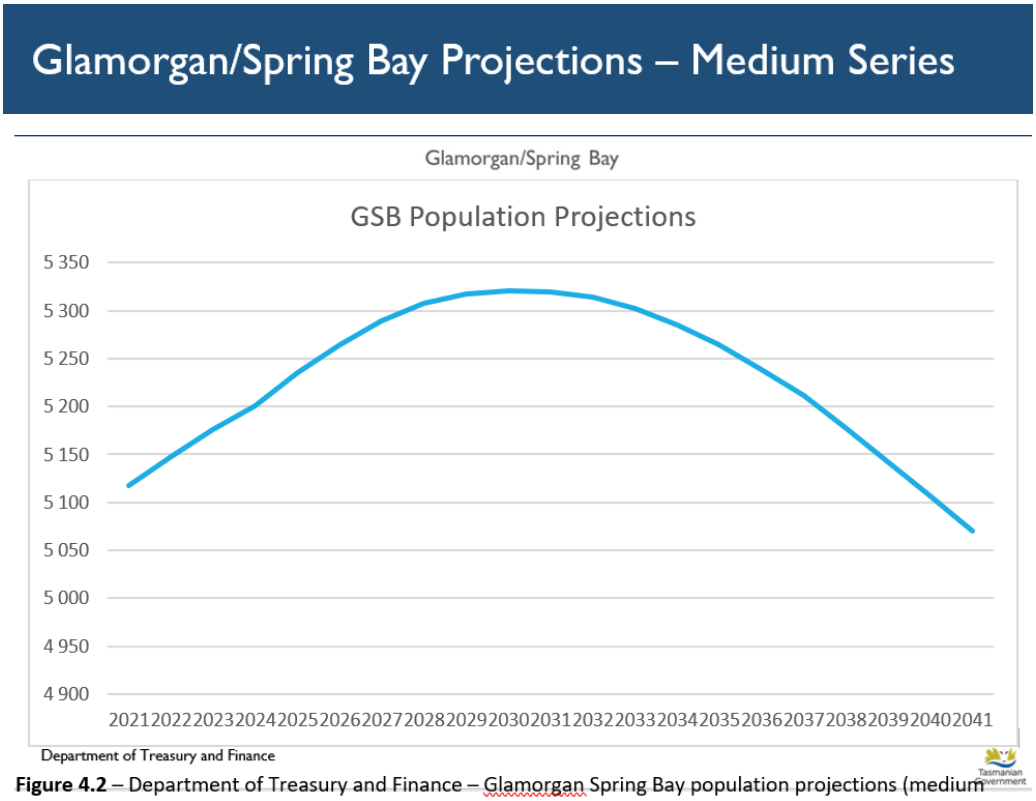


Figure 4.2 – Department of Treasury and Finance – Glamorgan Spring Bay population projections (medium series).

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

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

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this Asset Management Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	5,012 people in 2021.	Refer Figure 4.2	The change is not foreseen to impact services	No impact to services, hence management plan is not required.
Demographic	Median age of 57 years (2021)	Increase in median age to approx. 65 years by 2041	The change is not foreseen to impact services	No impact to services, hence management plan is not required.
Existing stormwater drainage issues and climate change	Experiencing more extreme weather patterns and events	Continue to experience increased frequency and intensity of extreme weather events (30% increase in stormwater design flows)	Will require upgrade to stormwater drainage network to increase capacity.	Refer *Urban Stormwater Management Plan*
Future development	Development of previously vacant land gradually occurring	Forecast to continue	Additional demand on local stormwater networks	Refer *Urban Stormwater Management Plan*

4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the Long Term Financial Plan (Refer to Section 5).

4.5 Climate Change Adaptation

The impacts of climate change will have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets varies depending on the location and the type of services provided, as does the way in which we respond and manage those impacts.[4]

As a minimum we consider how to manage our existing assets given climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5.1

[4] IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

Table 4.5.1 Managing the Impact of Climate Change on Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Increased frequency and intensity of extreme rainfall events, in conjunction with sea level rise	Upgrade to stormwater drainage infrastructure	Increased drainage renewal, acquisition and maintenance costs	Refer *Urban Stormwater Management Plan*

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

Table 4.5.2 summarises some asset climate change resilience opportunities.

Table 4.5.2 Building Asset Resilience to Climate Change

New Asset Description	Climate Change impact on these assets?	Build Resilience in New Works
Stormwater drainage infrastructure	Greater capacity required	Only renew with, or acquire, assets that have been designed to allow for climate change flows in accordance with the *Urban Stormwater Management Plan*

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this Asset Management Plan.

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this Asset Management Plan are shown in Table 5.1.1.

Table 5.1.1: Assets covered by this Plan

Asset Category	Number of Assets/Length	Replacement Value
Stormwater pipes (including culverts where recorded)	49.155 km	$12,997,553
Stormwater pits (manholes, side entry pits, grated pits, gross pollutant traps etc.)	1876	$4,262,316
Pump Stations	1	$25,000
Stormwater detention and infiltration basins	2	$30,000
Swanwick Sewerage System	1	$656,000
TOTAL	-	**$17,917,671**

All figure values are shown in current day dollars.

The age profile of the assets included in this Asset Management Plan would normally be shown in Figure 5.1.1. below, however due to construction dates of hydraulic infrastructure assets being largely unknown, this graph is not shown. This is noted for improvement in Section 8.0. This graph would normally outline past peaks of investment that may require peaks in future renewals.

Figure 5.1.1: Asset Age Profile

The data set for stormwater assets is very poor. As a result, the age profile is unknown. For the purpose of a position which is representative of the asset portfolio condition, it is expected that the asset portfolio is composed of assets evenly spread across their useful lives with whole of life of some being reached. A position is taken that the asset renewal projection is reasonably reflected from this assumption.

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5.1.2 Asset capacity and performance

Today, stormwater and hydraulic infrastructure assets are provided to meet design standards where these are available. In a rural area like Glamorgan Spring Bay it is expected that during the early years of development, a more fundamental approach has been taken resulting in inadequate infrastructure. There is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in the Stormwater Catchment Plans.

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Orford Rivulet	Rivulet formation
East Shelly Beach	Inadequate network
South Orford	Inadequate network
South Orford (North)	Inadequate network
North Orford	Inadequate network
Saltwater Creek Swansea	Inadequate network
West Shelly Beach	Inadequate network
Holkham Court Orford	Inadequate network
Other areas TBA	Inadequate network

The above service deficiencies were identified from a project carried out by Council's contract hydraulic engineer who has recently authored the *Urban Stormwater Management Plan.* There are further service deficiencies known and additional catchment plans to develop to identify the mitigation works required. Once stormwater network modelling is completed, verification and better understanding of other currently unknown service deficiencies will be achieved.

5.1.3 Asset condition

Condition is not currently monitored in any formal way and hence graded condition ratings of assets are not currently included within the asset register. Condition inspections and condition rating of assets have been noted in the improvement plan in Section 8.

In the future, condition is to be measured using a 1 – 5 grading system[5] as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the Asset Management Plan results are translated to a 1 – 5 grading scale for ease of communication.

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

Table 5.1.3: Condition Grading System

Condition Grading	Description of Condition
1	**Very Good**: free of defects, only planned and/or routine maintenance required
2	**Good**: minor defects, increasing maintenance required plus planned maintenance
3	**Fair**: defects requiring regular and/or significant maintenance to reinstate service
4	**Poor**: significant defects, higher order cost intervention likely
5	**Very Poor**: physically unsound and/or beyond rehabilitation, immediate action required

The condition profile of our assets is shown in Figure 5.1.3.

Figure 5.1.3: Asset Condition Profile

(not available)

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning out stormwater pipes/culverts/drains, asset inspection, and staff costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include patch repairs, minor timber bridge deck works, patch repairs to stormwater pipes etc.

The trend in operations and maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Operations and Maintenance Budget Trends

Year	Operations and Maintenance Budget $
2020-21	$142,100
2021-22	$278,327
2022-23	$294,475

Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this Asset Management Plan and service risks considered in the Infrastructure Risk Management Plan.

Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

The service hierarchy is shown in Table 5.2.2.

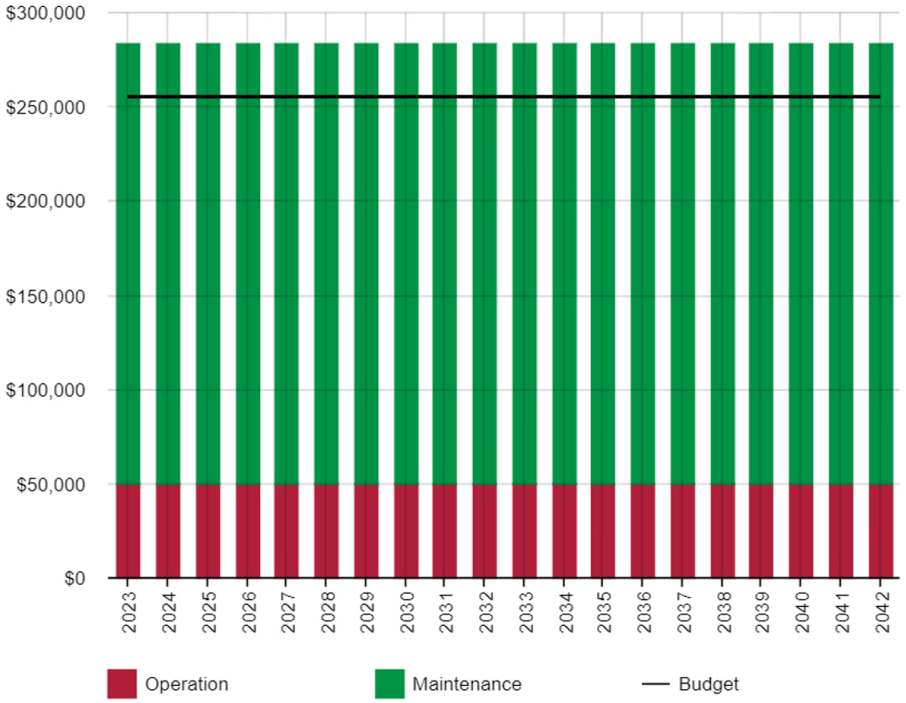
Table 5.2.2: Asset Service Hierarchy

Service Hierarchy	Service Level Objective
Level 1 (Critical, high priority) - Main stormwater drainage assets	Maintain main trunk and other high importance drainage system assets (inclusive of pits, pipes, open channels and detention basins) so that the risk of flooding to dwellings or roads is mitigated. Regular inspections undertaken to ensure serviceable.
Level 2 (High importance) - Collector type stormwater drainage assets	Maintain collector drainage systems and their elements (inclusive of pits, pipes, open channels) so that the risk of flooding of any adjacent property or road is mitigated. Only known problematic areas inspected prior to forecast significant rain events.
Level 3 (Non-critical, low priority) - Minor collector stormwater drainage assets (if these fail, consequences are low)	Not generally inspected. Normally only a reactive type service provided when issues present.

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.2: Operations and Maintenance Summary



All figure values are shown in current day dollars.

As can be seen in Figure 5.2, operation cost forecasts are flat over the planning period. Minimal allowance has been made for additional operation costs associated with acquired assets. When acquiring assets over the planning period, it is expected for operation and maintenance costs to also increase. Figure 5.2 highlights that Council does not currently have sufficient planned budget to undertake all of the forecast operation and maintenance.

Deferred maintenance (i.e. works that are identified for maintenance activities but unable to be completed due to available resources) should be included in Section 6.0 of this plan where it poses a 'high' or 'very high' risk to Council – refer Table 6.2.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed in December 2020.

Table 5.3: Useful Lives of Assets

Asset (Sub)Category	Useful life
Stormwater pipes	100 years
Stormwater pits (manholes, side entry pits, grated pits etc.)	100 years
Stormwater detention/infiltration basins	100 years
Stormwater Gross Pollutant Traps	75 years
Stormwater culverts	75 years
Open drains/overland flow paths	100 years
Swanwick Sewerage System	8 - 100 years

The estimates for renewals in this Asset Management Plan were based on a combination of both the asset register and alternate methods.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing pipes that have broken collars and are disjointed), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. pipe size is adequate to meet projected 1 in 20 year stormwater flow).[6]

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.[7]

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Capacity	60 %
Risk/failure consequence	25 %
Condition	10 %
High operation & maintenance costs that could be reduced significantly by renewal	5 %

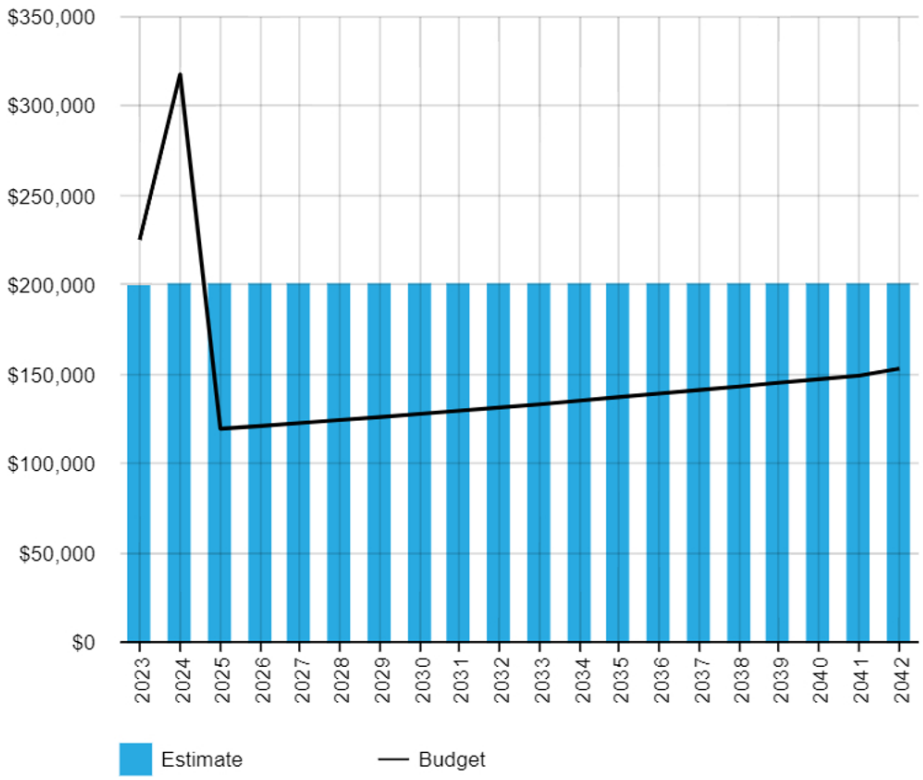
[6] IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.
[7] Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Criteria	Weighting
Total	**100%**

5.4 Summary of future renewal costs

The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars.

Figure 5.4.1 shows that the forecast renewal costs do not match the proposed renewal budget over the planning period.

There are deferred renewals forecast as a result of the development of catchment plans and identification of under-capacity infrastructure. Deferred renewal (assets identified for renewal and not scheduled in capital works programs) should be included in Section 6.0 of this plan where they pose a 'high' or 'very high' risk to Council – refer Table 6.2.

5.5 Acquisition Plan

Acquisition are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to Council (e.g. stormwater pipes and culverts associated with a new subdivision).

5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to Council's needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.5.1.

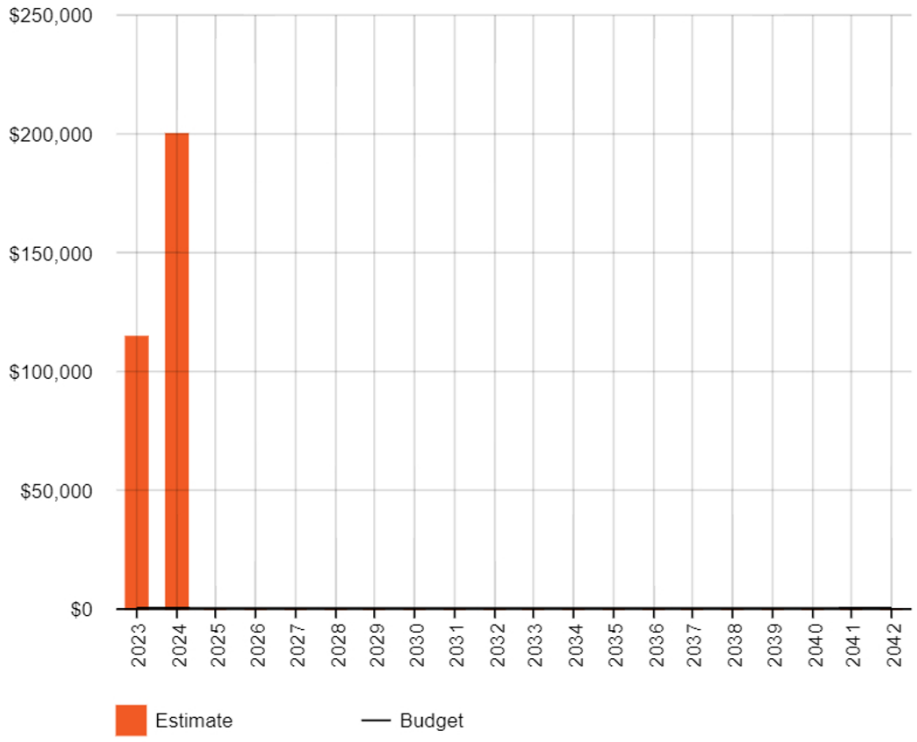
Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Is the acquisition in line with Council's core purpose?	30 %
Necessity/demand	25 %
Are lifecycle costs known and funds available in planned budget?	20 %
Risk consequence of not providing	25 %
Total	**100%**

Summary of future asset acquisition costs

Forecast asset acquisition costs are summarised in Figure 5.5.1 and shown relative to the proposed acquisition budget. The forecast capital works (acquisitions) program is shown in Appendix A.

Figure 5.5.1: Acquisition (Constructed) Summary



All figure values are shown in current day dollars.

As can be seen in Figure 5.5.1, acquisition (constructed) cost forecasts come from the long-term financial plan. They identify that there is no capital budget to address inadequate service level provision into the future.

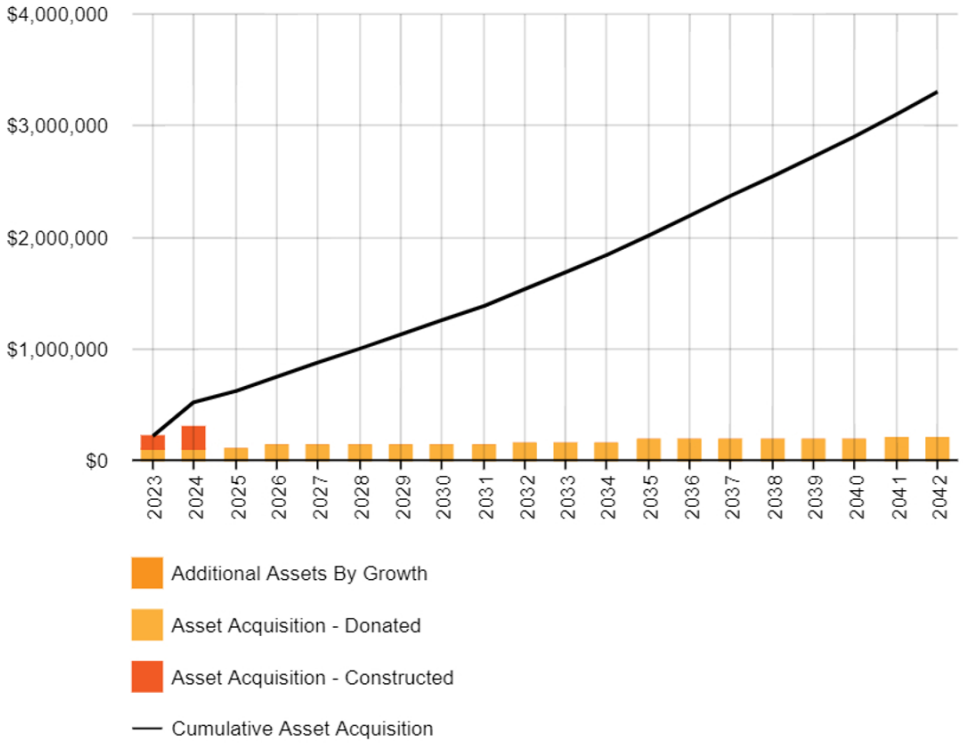
The values in 2023/24 represent part of the $500,000 that Council budgeted in 2020 for capital works to improve the performance of the stormwater drainage network. Figure 5.5.1 highlights that Council currently has sufficient planned budget to undertake all of the forecast acquisitions over the planning period.

When Council commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by Council.

Council is in the midst of a development wave resulting in significant subdivision construction which brings with it measures to mitigate flooding and upgrade existing systems that council must also contribute to in many instances.

The cumulative value of all acquisition work, including assets that are constructed and contributed are shown in Figure 5.5.2.

Figure 5.5.2: Acquisition Summary



All figure values are shown in current dollars.

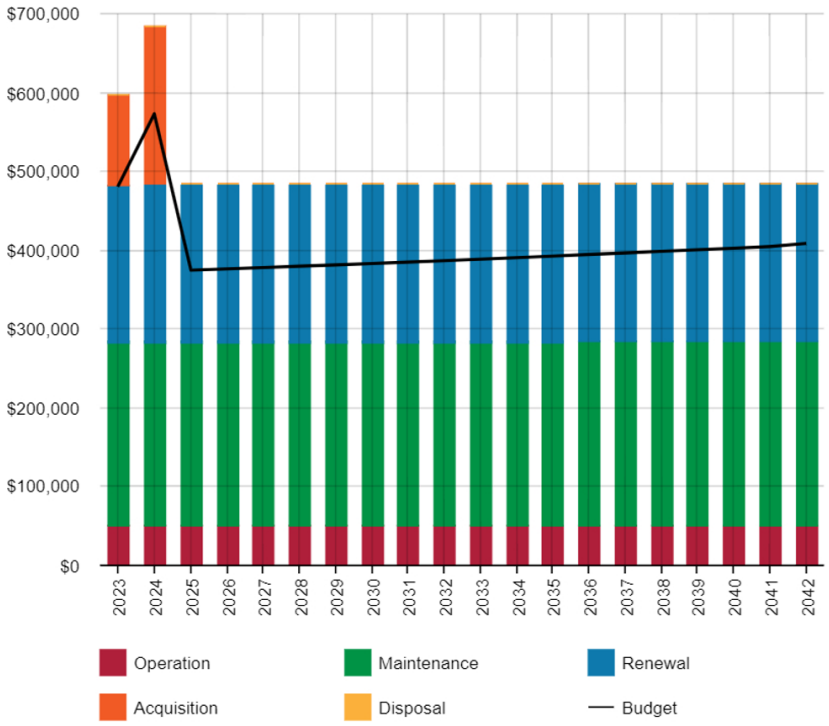
Expenditure on new assets and services in the capital works program will be accommodated in the Long Term Financial Plan, but only to the extent that there is available funding.

Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.5.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary



All figure values are shown in current day dollars.

As can be seen in Figure 5.5.3, the forecasted lifecycle costs exceed the planned budget (black line) throughout the planning period. The known service failures in the system is the main reason for the shortfall between the planned budget and the forecast lifecycle costs. All other lifecycle forecast components are in balance with the planned budget, which is good.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in Table 5.6. Any costs or revenue gained from asset disposals is included in the Long Term Financial Plan.

NOTE: The assets identified for potential disposal in Table 5.6 are preliminary only and will require further investigation, reporting, community consultation and ultimately Council approval before any disposals are actually undertaken. The further investigation required should include looking at renewal costs, operating and maintenance costs, age, condition, land ownership, leases and licenses, current use and community concerns, with this information then reported back to Council.

Table 5.6: Potential Assets Identified for Disposal

Asset	Reason for Disposal	Timing	Disposal Costs	Operations & Maintenance Annual Savings
Stormwater drainage assets that are under capacity and will be replaced prior to the end of their useful life (as part of any works recommended from the *Urban Stormwater Management Plan* – refer works plan shown in Appendix A).	To improve stormwater drainage network	Unbudgeted – no time frame	Currently unknown	N/A

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'[8].

An assessment of risks[9] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
- All stormwater drainage assets (notably stormwater detention basins, culverts, pipelines, open drains, overland flow paths etc.)	Flooding/blockage	Damage to buildings, roads and other infrastructure.
Swanwick sewerage system	Component failure or overflow	Environmental nuisance

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used is shown in Figure 6.2 below.

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

The process is based on the fundamentals of International Standard ISO 31000:2018.

[8] ISO 31000:2009, p 2

[9] Refer GSBC Risk Management Policy and GSBC Risk Management Strategy (June 2020)

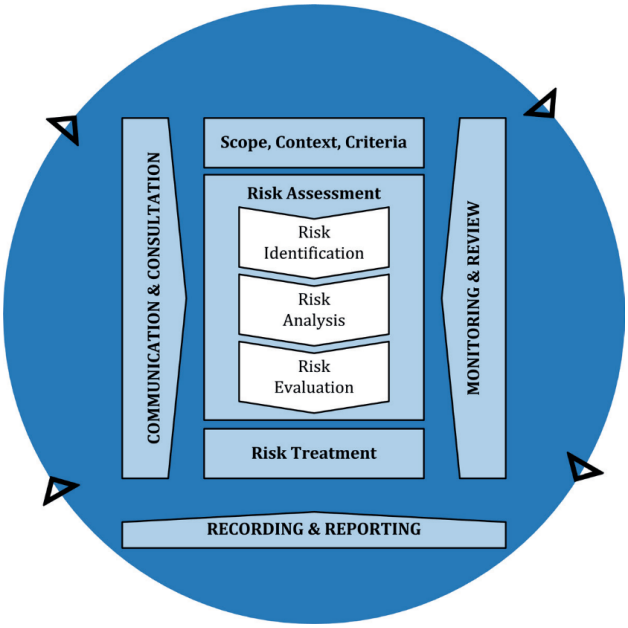


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks[10] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Councilors.

[10] Refer GSBC Risk Management Policy and GSBC Risk Management Strategy (June 2020)

Table 6.2: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Hydraulic Infrastructure	Loss of knowledge	H	Develop a succession plan and improve record keeping	L	Budgetted
Hydraulic Infrastructure	Underfunding	H	Ensure prioritised renewal and acquisition works are budgeted	L	$104,000 annually
Swanwick Sewerage System	Upgrade required	H	User Charge covers maintenance and renewal	L	Budgetted
Hydraulic Infrastructure	Flooding to dwellings/network requires increased capacity	H	Upgrade stormwater network adjacent to affected properties	L	$5.0M+/- over the next 5-10 years

Note * The residual risk is the risk remaining after the selected risk treatment plan is implemented.

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

We do not currently measure our resilience in service delivery. This will be included in future iterations of the Asset Management Plan.

6.4 Service and Risk Trade-Offs

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

6.4.1 What we cannot do

The planned budget does not allow all capital works (acquisitions, upgrades and renewals) recommended in the *Urban Stormwater Management Plan.* Council will endeavour to fund these works on a priority basis over the next 5-10 years.

6.4.2 Service trade-off

Where there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. The service consequences will generally be related to a reduction in level of service provided.

6.4.3 Risk trade-off

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

- A reduction to the level of service provided
- Reputational consequences
- Insurance claims for property damage

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

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the Asset Management Plan for this service area. The two indicators are the:

- Asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- Medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio[11] **77.24 %**

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have **77.24 %** of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

Medium term – 10 year financial planning period

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

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is **$514,804** on average per year.

The proposed (budget) operations, maintenance and renewal funding is **$409,867** on average per year giving a 10 year funding shortfall of -**$104,938** per year. This indicates that **79.62 %** of the forecast costs needed to provide the services documented in this Asset Management Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the Asset Management Plan and ideally over the 10 year life of the Long Term Financial Plan.

7.1.2 Forecast Costs (outlays) for the Long Term Financial Plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year Long Term Financial Plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the Long Term Financial Plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the Asset Management Plan (including possibly revising the Long Term Financial Plan).

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

We will manage the 'gap' by developing this Asset Management Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in 2022 dollar values.

Table 7.1.2: Forecast Costs (Outlays) for the Long Term Financial Plan

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2022	$115,000	$50,000	$233,251	$199,757	$0
2023	$200,000	$50,000	$233,273	$200,000	$0
2024	$0	$50,000	$233,303	$200,000	$0
2025	$0	$50,000	$233,313	$200,000	$0
2026	$0	$50,000	$233,326	$200,000	$0
2027	$0	$50,000	$233,338	$200,000	$0
2028	$0	$50,000	$233,351	$200,000	$0
2029	$0	$50,000	$233,364	$200,000	$0
2030	$0	$50,000	$233,376	$200,000	$0
2031	$0	$50,000	$233,389	$200,000	$0
2032	$0	$50,000	$233,404	$200,000	$0
2033	$0	$50,000	$233,420	$200,000	$0
2034	$0	$50,000	$233,435	$200,000	$0
2035	$0	$50,000	$233,452	$200,000	$0
2036	$0	$50,000	$233,470	$200,000	$0
2037	$0	$50,000	$233,488	$200,000	$0
2038	$0	$50,000	$233,506	$200,000	$0
2039	$0	$50,000	$233,523	$200,000	$0
2040	$0	$50,000	$233,541	$200,000	$0
2041	$0	$50,000	$233,561	$200,000	$0

7.2 Funding Strategy

The proposed funding for assets is outlined in Council's budget and Long Term Financial Plan.

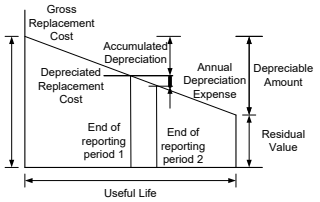
The financial strategy of Council determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

The best available estimate of the value of hydraulic infrastructure assets included in this Asset Management Plan is shown below:

Replacement Cost (Current/Gross)	$17,921,671
Depreciable Amount	$17,921,671
Depreciated Replacement Cost[12]	$13,796,837
Annual Depreciation	$90,315



Note* Depreciated Replacement Cost represents the depreciated value held in the Asset Data base – not including the discovered assets.

7.3.2 Valuation forecast

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

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

Forecast acquisitions noted in Appendix A have been identified to address known deficiencies in the stormwater drainage network. Many stormwater drainage assets are currently missing from Council's Geographical Information System and asset register. A project is currently being completed by Council's surveyor/geographical information system officer to collect this missing data and update the asset register. There are a significant number of these assets which have already been identified and it is expected there will be many more. On completion of forecast acquisitions and the data collection project, there will be an increase in stormwater drainage asset values and this plan should be updated to reflect this.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this Asset Management Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this Asset Management Plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan:

- Expenditure projections are low confidence budget type figures with a range of ± 40%
- Financial data used in the development of this plan was from the end of the 2021-22 financial year.
- It is assumed that no major acquisitions outside of those referenced in this plan are to be undertaken during the planning period without detailed lifecycle costing knowledge and allocation in planned budget to meet these costs.
- Several gross assumptions were required in the derivation of planned budget and lifecycle forecast figures. This is due to the quality of financial information currently available.
- Professional judgement has been applied in the absence of good quality data, however where applied, it has been noted for improvement in Section 8.0.
- All figures are presented in current day dollars.

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

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this Asset Management Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on an A - E level scale[13] in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level for and reliability of data used in this Asset Management Plan is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in Asset Management Plan

Data	Confidence Assessment	Comment
Demand drivers	Medium	Confirmed after two years of monitoring
Growth projections	High	State government provided projections used
Acquisition forecast	Low	Unknown - assumptions provided
Operation forecast	Low	Several gross estimates and assumptions made. Requires review on provision and improvement of financial data
Maintenance forecast	Low	Maintenance and operations forecast based on 22-23 budget.
Renewal forecast - Asset values	Medium to High	Based on Assetic Consultant revaluation rates (2022) including actual construction costs for some classes. Medium confidence relates to the assets still unknown – we continue to locate more assets not previously recorded.
- Asset useful lives	Low	Based on professional judgement/estimate by staff – within industry standards

[13] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

- Condition modelling	Low	Assumption made on a standard life cycle
Disposal forecast	Medium	Assumed

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

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices[14]

8.1.1 Accounting and financial data sources

This Asset Management Plan utilises accounting and financial data. The source of the data is Council's asset management system Xero and *Assetic*.

8.1.2 Asset management data sources

This Asset Management Plan also utilises asset management data. The source of the data is Council's asset management software *Assetic* in conjunction with spatial information obtained from *Spectrum* Geographic Information Systems (GIS).

8.2 Improvement Plan

It is important that Council recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Council to take on management of stormwater drainage assets in *A*ssetic software and aim to improve information and confidence in the asset register (including condition assessment, review of useful lives, construction dates, replacement value etc.).	Director of Infrastructure	Technical officer	2023-2025
2	Develop detailed capital works program for upcoming years with project ranking consistent with agreed criteria. Use to inform Asset Management Plan and Long Term Financial Plan updates.	Director of Infrastructure, Works Manager, Works Supervisor	Accountant, Works Manager, Works Supervisor	June 2024
3	Increase accuracy of budget breakdown to include acquisitions, maintenance, operations, renewals and disposals. Aim for better transparency.	Accountant	Accountant, Director of Infrastructure	September 2025
4	Continue to update Geographical Information System (GIS) to include all previously missing stormwater drainage assets (including pipes, headwalls, pits, culverts and open drains) once they have been recorded.	Director of Infrastructure	Technical officer	2023
5	Update of the *Urban Stormwater Management Plan*, including all associated recommendations. This includes completion of catchment modelling to	Director of Infrastructure	Hydraulic Engineer	2024

[14] ISO 55000 Refers to this as the Asset Management System

	better understand/identify deficiencies (currently underway).			
6	Improve confidence in financial data used in Long Term Financial Plan and Asset Management Plan – this is foreseen to involve improved recording of acquisition, operations, maintenance, renewal and disposal asset lifecycle activities within *XERO* (accounting software) so accurate costs can be developed.	Accountant	Accountant, Director of Infrastructure Works Manager, Works Supervisor	December 2024
7	Update forecast disposal values within Asset Management Plan for assets where upgrade works are to occur, noting this will involve writing off the remaining value of replaced assets where they have not reached the end of their useful life.	Director of Infrastructure, Accountant	Director of Infrastructure, Accountant	2023
8	Continue to develop and maintain regular inspection of asset condition, defects and develop maintenance and capital works programs for inclusion in the Asset Management Plan.	Director of Infrastructure	Internal	Ongoing
9	Continually improve correlation between Long Term Financial Plan and Asset Management Plan. (Conduct regular meetings of responsible persons – aim for 'high' confidence level)	General Manager, Accountant, Director of Infrastructure	General Manager, Accountant, Director of Infrastructure	Ongoing
10	Increase confidence and maturity of Asset Management Plan	Director of Infrastructure	Internal	Ongoing

8.3 Monitoring and Review Procedures

This Asset Management Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The Asset Management Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long Term Financial Plan or will be incorporated into the Long Term Financial Plan once completed.

The Asset Management Plan has a maximum life of 4 years and is due for complete revision and updating within 6 months of each Council election.

8.4 Performance Measures

The effectiveness of this Asset Management Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this Asset Management Plan are incorporated into the Long Term Financial Plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the Asset Management Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,

- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
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- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- '10-year Strategic Plan 2020-2029'
- '2020-2021 Annual Plan' (incl. budget)

10.0 APPENDICES

Appendix A Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source
A key assumption in the writing of this Asset Management Plan is that no major acquisitions, outside of those noted in this plan, are forecast to be undertaken during the planning period. Given future demand (discussed in Section 4), Council's current financial position and available budget, a strategy of minimising acquisitions over the planning period is recommended.

The 'donated' acquisition forecast summary estimate is based on the completion (by others/developers) of a moderate sized subdivision each year over the planning period (including associated stormwater drainage pits and pipes to approximately $100,000 in value).

Several gross estimates and assumptions were required to be made in the acquisition forecast figures due to the quality of financial and forecast information currently available. This has been noted for improvement in Section 8.0.

A.2 – Acquisition Project Summary
Due to a current lack of budget, no acquisition budget summary is provided.

A.3 – Acquisition Forecast Summary

Table A3 displays the forecast acquisition value each year over the planning period.

Table A3 - Acquisition Forecast Summary

Year	Constructed	Donated	Growth
2023	$115,000	$101,792	$0
2024	$200,000	$101,802	$0
2025	$0	$101,813	$0
2026	$0	$126,823	$0
2027	$0	$126,835	$0
2028	$0	$126,848	$0
2029	$0	$126,861	$0
2030	$0	$126,873	$0
2031	$0	$126,886	$0
2032	$0	$151,899	$0
2033	$0	$151,914	$0
2034	$0	$151,929	$0
2035	$0	$176,944	$0
2036	$0	$176,962	$0
2037	$0	$176,980	$0
2038	$0	$176,997	$0
2039	$0	$177,015	$0
2040	$0	$177,033	$0
2041	$0	$202,051	$0
2042	$0	$202,071	$0

Appendix B Operation Forecast

B.1 – Operation Forecast Assumptions and Source

Several gross estimates and assumptions were required to be made in the operation forecast figures due to the quality of financial information currently available (poor tracking of operational costs relating to hydraulic infrastructure assets). This has been noted for improvement in Section 8.0.

B.2 – Operation Forecast Summary

Table B2 displays the forecast operation costs each year over the planning period. Note the 'Additional Operation Forecast' is a percentage of the 'donated' asset acquisitions value forecast over the planning period and this represents additional funds required to 'operate' these acquired assets. The forecasts include both operation of the Prosser Plains Raw Water Scheme and the stormwater drainage network.

Table B2 - Operation Forecast Summary

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2022	$50,000	$0	$50,000
2023	$50,000	$0	$50,000
2024	$50,000	$0	$50,000
2025	$50,000	$0	$50,000
2026	$50,000	$0	$50,000
2027	$50,000	$0	$50,000
2028	$50,000	$0	$50,000
2029	$50,000	$0	$50,000
2030	$50,000	$0	$50,000
2031	$50,000	$0	$50,000
2032	$50,000	$0	$50,000
2033	$50,000	$0	$50,000
2034	$50,000	$0	$50,000
2035	$50,000	$0	$50,000
2036	$50,000	$0	$50,000
2037	$50,000	$0	$50,000
2038	$50,000	$0	$50,000
2039	$50,000	$0	$50,000
2040	$50,000	$0	$50,000
2041	$50,000	$0	$50,000

Appendix C Maintenance Forecast

C.1 – Maintenance Forecast Assumptions and Source

Several gross estimates and assumptions were required to be made in the maintenance forecast figures due to the quality of financial information currently available. This has been noted for improvement in Section 8.0.

C.2 – Maintenance Forecast Summary

Table C2 displays the forecast maintenance costs each year over the planning period. Note this relates to estimated maintenance costs for the Prosser Plains Raw Water Scheme only, as 'maintenance' in the context of this plan, does not generally occur to stormwater drainage assets. All operation and maintenance type costs for stormwater drainage assets have been included in the 'operations' forecasts in Appendix B.

Table C2 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2023	$205,400	$27,851.00	$233,251
2024	$205,400	$27,873.00	$233,273
2025	$205,400	$27,903.00	$233,303
2026	$205,400	$27,913.00	$233,313
2027	$205,400	$27,926.00	$233,326
2028	$205,400	$27,938.00	$233,338
2029	$205,400	$27,951.00	$233,351
2030	$205,400	$27,964.00	$233,364
2031	$205,400	$27,976.00	$233,376
2032	$205,400	$27,989.00	$233,389
2033	$205,400	$28,004.00	$233,404
2034	$205,400	$28,020.00	$233,420
2035	$205,400	$28,035.00	$233,435
2036	$205,400	$28,052.00	$233,452
2037	$205,400	$28,070.00	$233,470
2038	$205,400	$28,088.00	$233,488
2039	$205,400	$28,106.00	$233,506
2040	$205,400	$28,123.00	$233,523
2041	$205,400	$28,141.00	$233,541
2042	$205,400	$28,161.00	$233,561

Appendix D Renewal Forecast Summary

D.1 – Renewal Forecast Assumptions and Source
The renewal forecast of $200,000 per year is based on a projection of asset life given the construction of assets extends for more than the life of the longest life assets. This figure has been used in lieu of known, condition based, forecast renewal. Refer also improvement plan in Section 8.0.

D.2 – Renewal Project Summary
In the absence of condition data for stormwater drainage assets, a renewal program cannot be developed and hence there is currently no project renewal summary. This has been noted in the improvement plan in Section 8.0.

D.3 – Renewal Forecast Summary
Table D3 displays the forecast renewal costs and planned budget each year over the planning period. These figures are matched, as noted in D.1.

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2023	$199,757	$225,242
2024	$200,000	$317,785
2025	$200,000	$119,358
2026	$200,000	$120,963
2027	$200,000	$122,599
2028	$200,000	$124,269
2029	$200,000	$125,972
2030	$200,000	$127,709
2031	$200,000	$129,481
2032	$200,000	$131,288
2033	$200,000	$133,121
2034	$200,000	$135,121
2035	$200,000	$137,121
2036	$200,000	$139,121
2037	$200,000	$141,121
2038	$200,000	$143,121
2039	$200,000	$145,121
2040	$200,000	$147,121
2041	$200,000	$149,121
2042	$200,000	$153,121

D.4 –Renewal Plan

Reference is made to the acquisition works plan in Appendix B. It is to be noted that generally stormwater assets are upgraded rather than renewed, given their generally long useful service lives and an increase in modern design flows.

Appendix E Disposal Summary

E.1 – Disposal Forecast Assumptions and Source
Through discussion with key staff the potential disposals noted in Table E2 were identified.

E.2 – Disposal Project Summary

NOTE: The assets identified for potential disposal in Table E2 are preliminary only and will require further investigation, reporting, community consultation and ultimately Council approval before any disposals are actually undertaken. The further investigation required should include looking at renewal costs, operating and maintenance costs, age, condition, land ownership, leases and licenses, current use and community concerns, with this information then reported back to Council.

Table E2: Potential Assets Identified for Disposal

Asset	Reason for Disposal	Timing	Disposal Costs	Operations & Maintenance Annual Savings
Stormwater drainage assets that are under capacity and will be replaced prior to the end of their useful life (as part of any works recommended from the *Urban Stormwater Management Plan*	To improve stormwater drainage network	2023-2033	Currently unknown	N/A

E.3 – Disposal Forecast Summary

Table E3 displays the disposal forecast and disposal budget over the planning period. Any costs associated with potential disposals is currently unknown and will require further investigation as previously noted, hence the zero values currently shown.

Table E3 – Disposal Activity Summary

Year	Disposal Forecast	Disposal Budget
2023	$0	$0
2024	$0	$0
2025	$0	$0
2026	$0	$0
2027	$0	$0
2028	$0	$0
2029	$0	$0
2030	$0	$0
2031	$0	$0
2032	$0	$0
2033	$0	$0
2034	$0	$0
2035	$0	$0
2036	$0	$0
2037	$0	$0
2038	$0	$0
2039	$0	$0
2040	$0	$0
2041	$0	$0
2042	$0	$0

Appendix F Budget Summary by Lifecycle Activity

Several gross estimates and assumptions were required to be made in the development of the planned budget figures shown in Table F1. This is due to the quality of financial information currently available. This has been noted for improvement in Section 8.0.

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2023	115,000	50,000	233,251	199,757	0	598,008
2024	200,000	50,000	233,273	200,000	0	683,273
2025	0	50,000	233,303	200,000	0	483,303
2026	0	50,000	233,313	200,000	0	483,313
2027	0	50,000	233,326	200,000	0	483,326
2028	0	50,000	233,338	200,000	0	483,338
2029	0	50,000	233,351	200,000	0	483,351
2030	0	50,000	233,364	200,000	0	483,364
2031	0	50,000	233,376	200,000	0	483,376
2032	0	50,000	233,389	200,000	0	483,389
2033	0	50,000	233,404	200,000	0	483,404
2034	0	50,000	233,420	200,000	0	483,420
2035	0	50,000	233,435	200,000	0	483,435
2036	0	50,000	233,452	200,000	0	483,452
2037	0	50,000	233,470	200,000	0	483,470
2038	0	50,000	233,488	200,000	0	483,488
2039	0	50,000	233,506	200,000	0	483,506
2040	0	50,000	233,523	200,000	0	483,523
2041	0	50,000	233,541	200,000	0	483,541
2042	0	50,000	233,561	200,000	0	483,561

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COMMUNITY SMALL GRANTS APPLICATION FORM

Name of applicant	MARIA VOICES
Postal address	17 MARIA STREET
Contact person	LIZ HUGHES
Role if group applying	PRESIDENT
Contact number	0427 867 869
Email address	elizhuz@gmail.com
Is your organisation an incorporated body?	☑ Yes ☐ No

Project title and brief description (If insufficient space, please attach additional sheet)

ADDITIONS TO AMPLIFICATION EQUIPMENT

Our present equipment is inadequate for our performance spaces which are mostly outdoors.

Outline intended outcomes of the project (for example, benefits of the project to the community, support from any other groups or organisations.

This will improve our local audience expereince at functions like the Christmas Carols in Our Park, Anzac + Remembrance Days, Winter Solstice Swim, Suicide Prevention Memorial Day, State School Spring Fair as well as at indoor performances

Funding sought from Council	$1000
Funding to be contributed by you or your organisation	$1500
Funding to be contributed from other organisations *(Provide details below of confirmed or anticipated contributions *)*	$ —
Total Project Expenses	$ 2500

Signed	EMHughes
Name (Please print)	ELIZABETH M HUGHES
Date	19-11-22
*Details of other contributors:	

MODERN MUSICIAN

MODERN MUSICIAN

23 BRISBANE STREET
HOBART
TAS
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FAX No:

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46 935 303 786
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team@modernmusician.com.au
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www.modernmusician.com.au

MARIA VOICES

QUOTE NO: 7043
DATE: 15/11/2022
CUSTOMER ID: MAR00110
Phone: 0409 946 926
Fax:
PAGE: 1 of 1

Salesperson: MR JOE STONE

Item Description	Publisher/Brand	Qty	Unit Price inc GST	Total Amount
YAMAHA DBR10 700 WATT POWERED SPEAKER	YAMAHA	3	679.00	2,037.00
BEHRINGER XENYX X1222USB MIXER	BEHRINGER	1	449.00	449.00

Comment:
DBR10 - $679.00 each
Behringer Xenyx X1222USB currently in stock with Behringer Importers

GST Amt: 226.00
Total (inc GST): 2,486.00

QUOTES ARE VALID FOR 7 DAYS
FROM DATE ISSUED AND ARE
SUBJECT TO CHANGE WITHOUT NOTICE

Banking Details
BSB: 017-010
Acc No: 4824-92035

This quote is produced by MUSIPOS