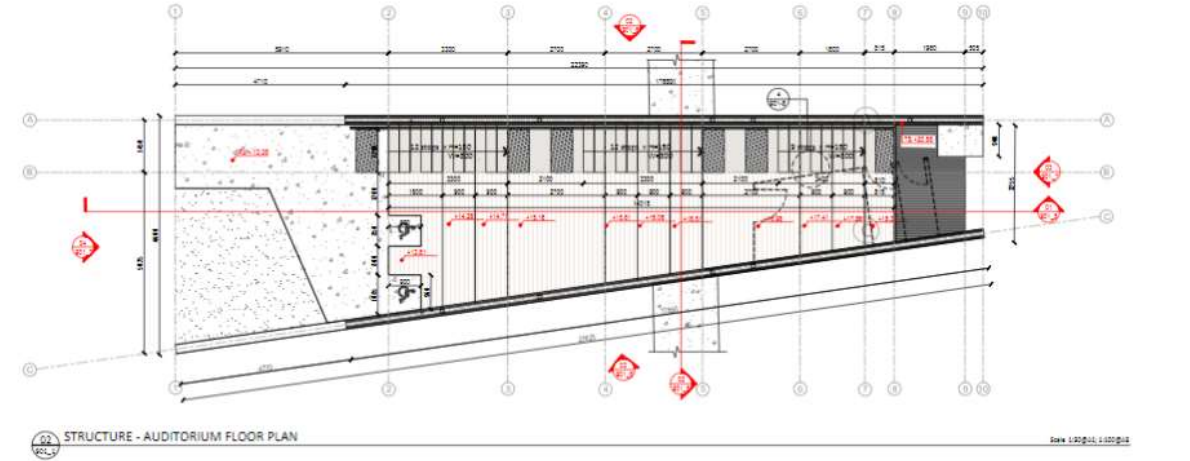
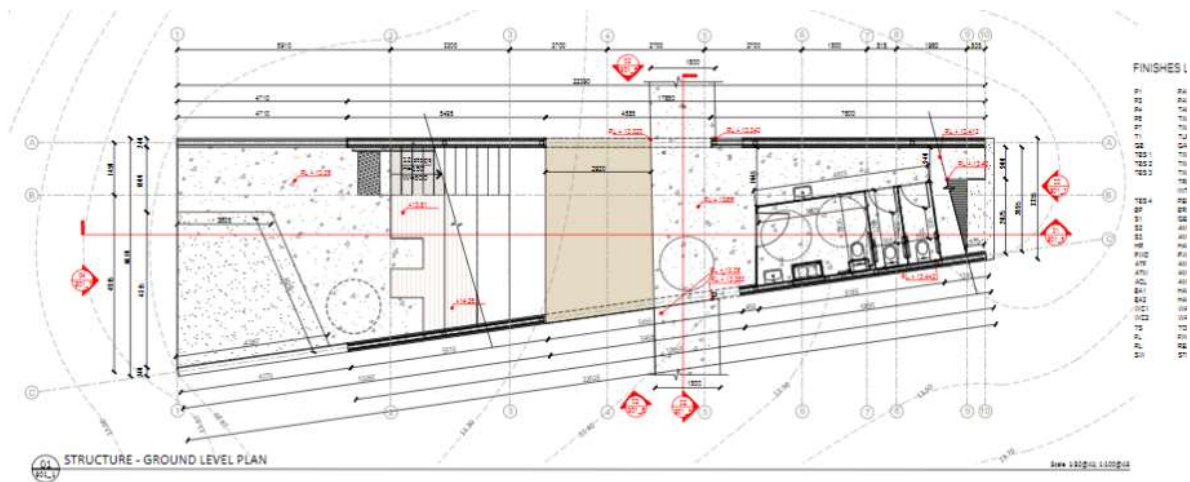


GLAMORGAN SPRING BAY COUNCIL



ASSET MANAGEMENT PLAN

BUILDINGS 2023



Document Control	Asset Management Plan - Buildings
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Document ID :

Rev No	Date	Revision Details	Author	Reviewer	Approver
1	December 2020	Draft	VB	AO/RB	GI
2	15 December 2020	Adopted by Council	VB	AO/RB	GI
3	28 February 2023	Adopted by Council	PP	PP/AO	GI

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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

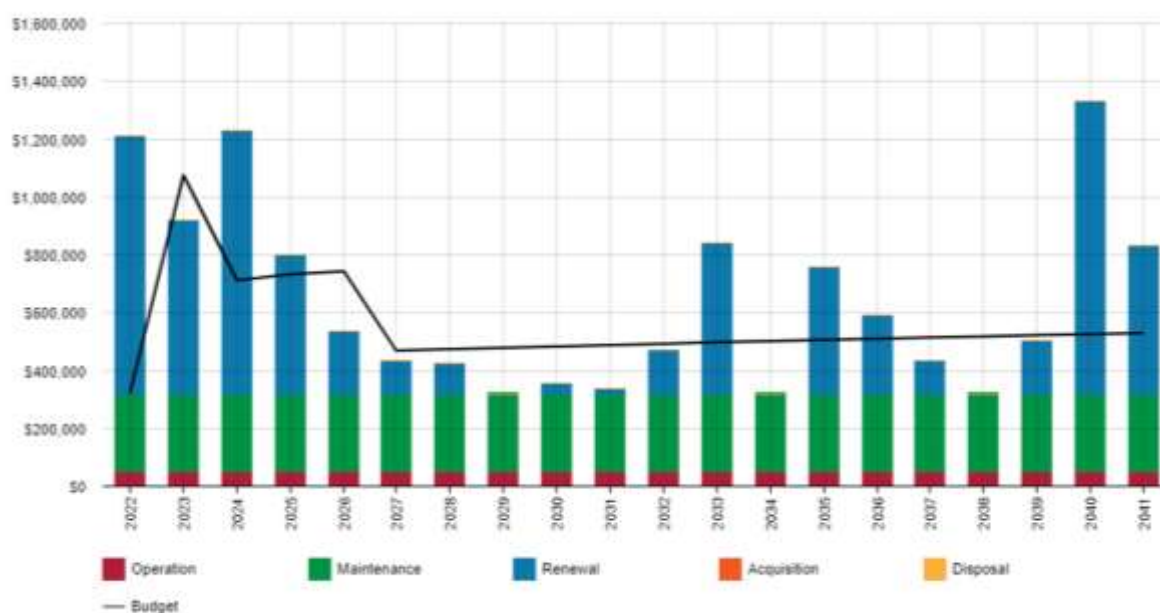


Figure Values are in current dollars.

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.

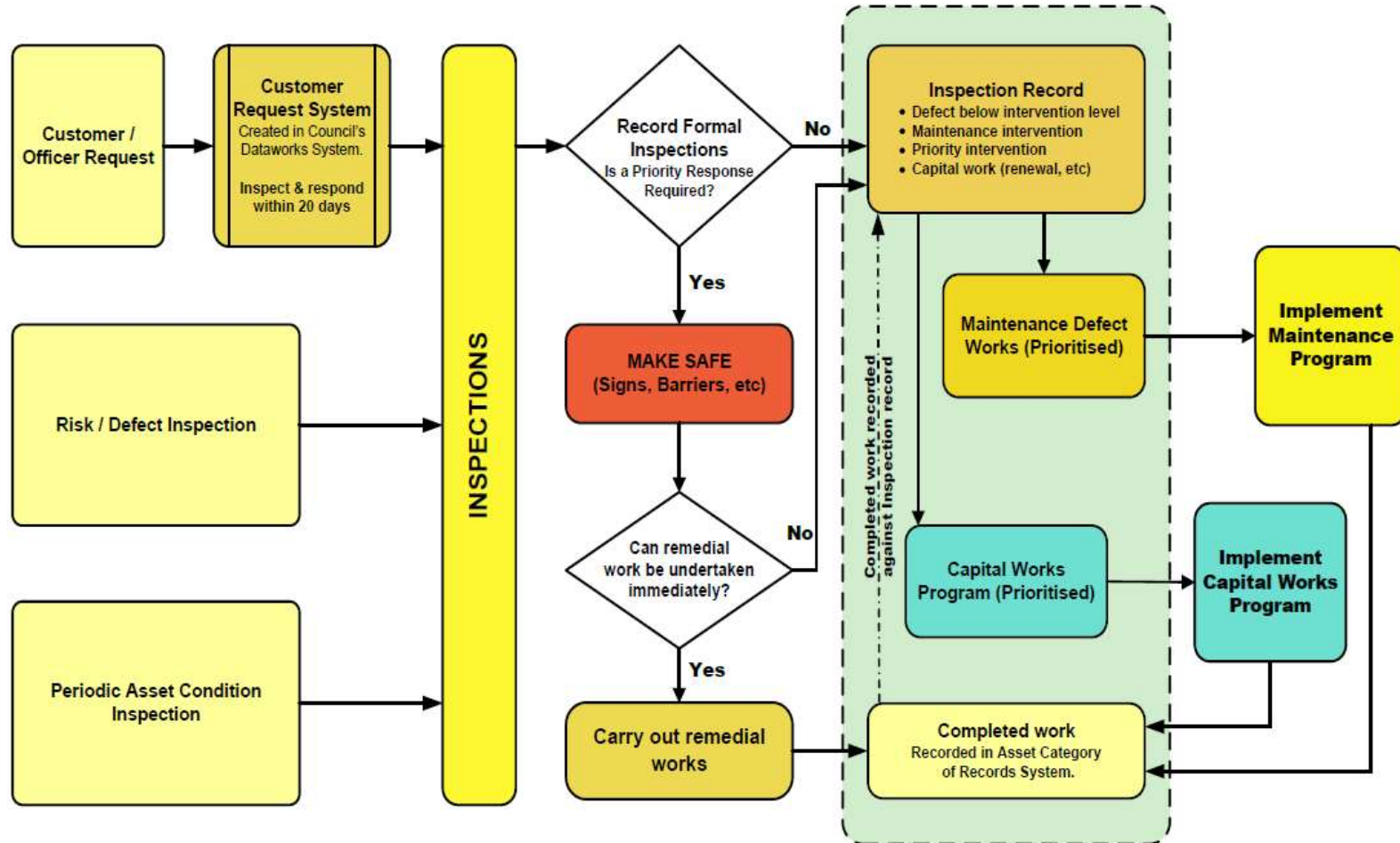
The infrastructure assets included in this plan have a total replacement value of **\$28,614,086**.

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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ Report shortcomings, damage, safety concerns and other issues with current building infrastructure.
Community Groups	<ul style="list-style-type: none"> ▪ Assist with the maintenance, planning and performance of relevant building infrastructure.
Users	<ul style="list-style-type: none"> ▪ 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 55000²

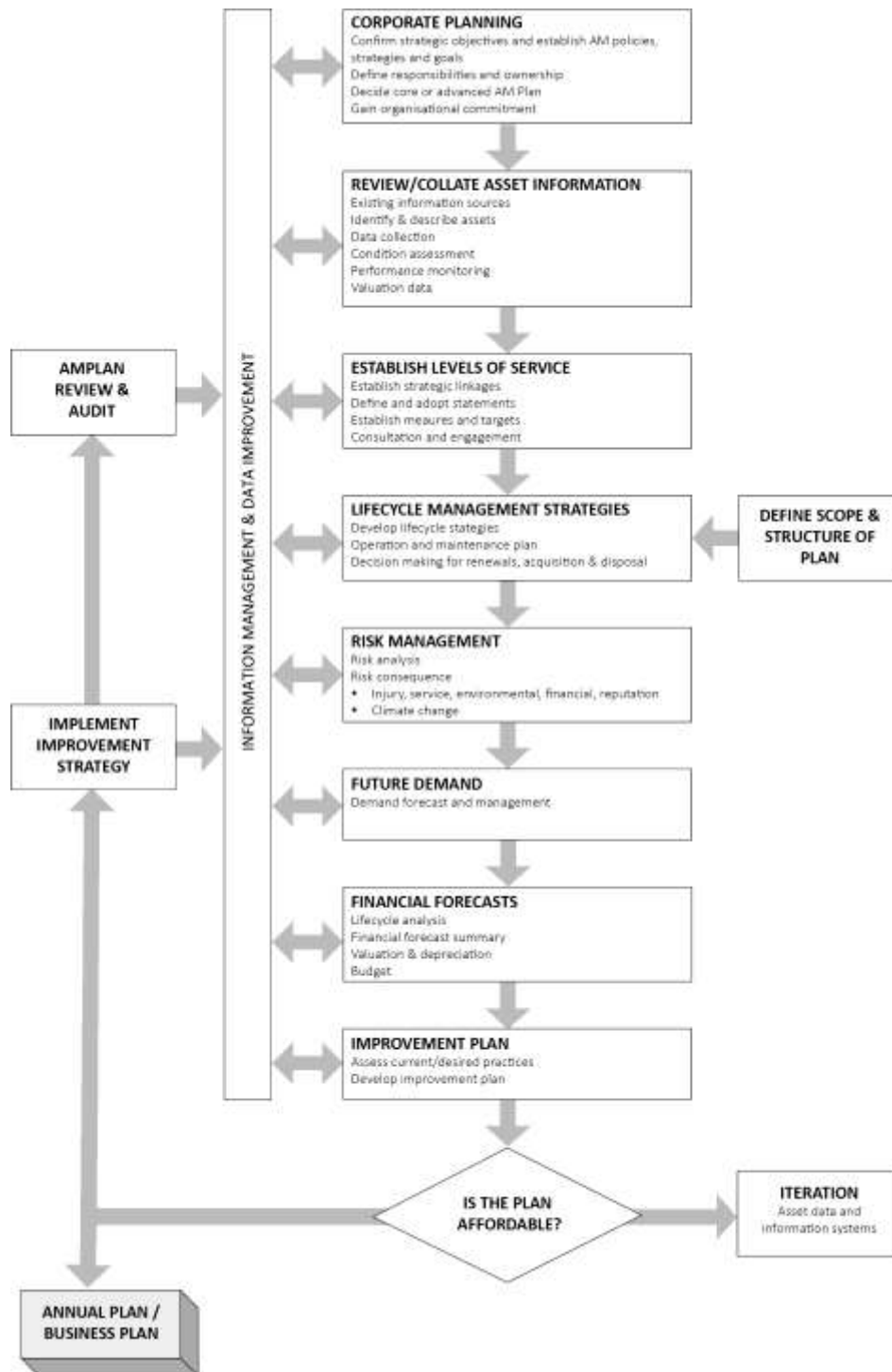
¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

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:

We want Glamorgan Spring Bay to be: Prosperous, vibrant and inclusive. A place where people want to live, work and visit.

Our Primary Function and Activities:

Help and support our communities to develop and thrive.

- ***Providing direct, essential council services and accordance with LG legislation.***
- ***Making and enforcing by-laws for the benefit of the overall community.***
- ***Raising revenue to enable Council to perform its key functions.***
- ***Planning and creating recreational spaces and facilities.***
- ***Encouraging the Local Community to make the most of its strengths, resources and skills.***
- ***Advocating for the region with state and federal government and other key stakeholders in pursuing our plans and priorities and fulfilling our role.***
- ***Encouraging investment from individuals and businesses in development that fits with the values and character of our region.***
- ***Protecting the environmental values and amenity of the east coast.***

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	<p>65 % of overall building replacement value in 'Very Good' or 'Good' condition</p> <p>24 % of overall building replacement value in 'Fair' condition</p> <p>11 % of overall building replacement value in 'Poor' or 'Very Poor' condition</p>	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	<i>\$0 per year</i>	<i>\$0 per year</i>
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	<i>\$50,289 per year</i>	<i>\$50,289 per year</i>
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	<i>\$270,711 per year</i>	<i>\$270,711 per year</i>
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	<i>\$187,573 per year (average over 10 years)</i>	<i>\$328,209 per year (average over 10 years)</i>
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	<i>\$0 per year</i>	<i>\$0 per year</i>

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.

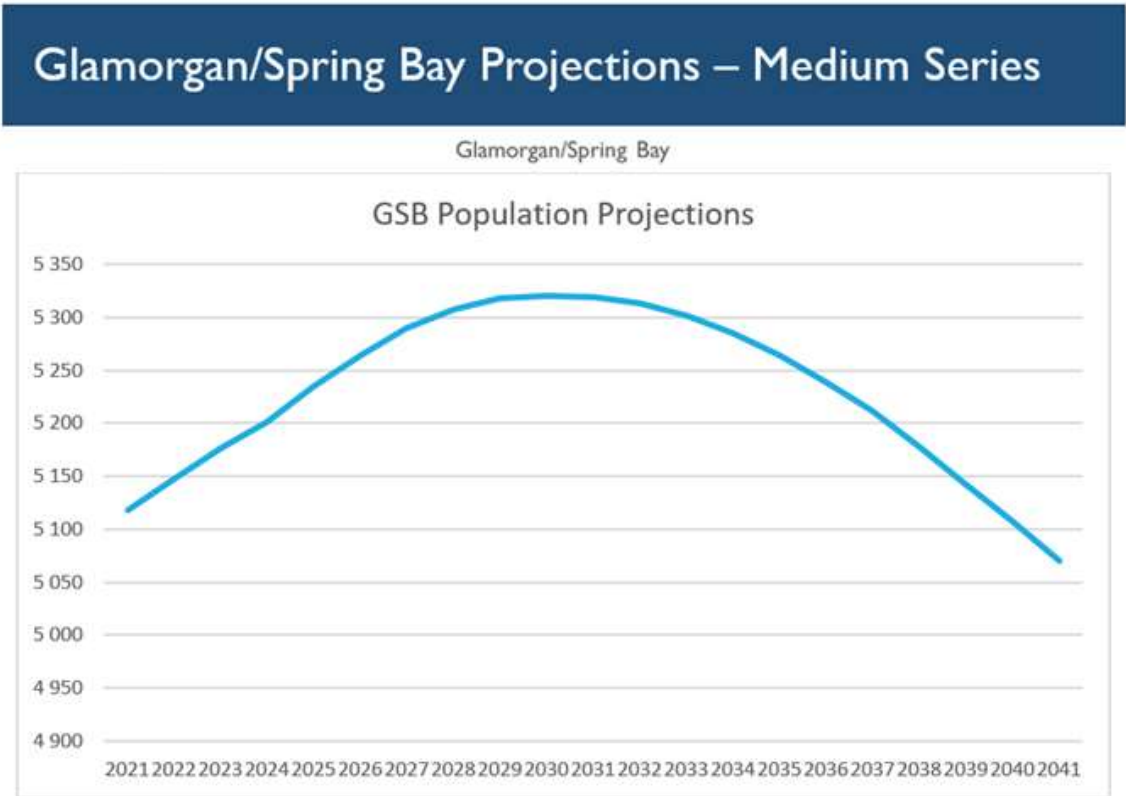


Figure 4.2 – Department of Treasury and Finance – Glamorgan Spring Bay population projections (medium series).

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
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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

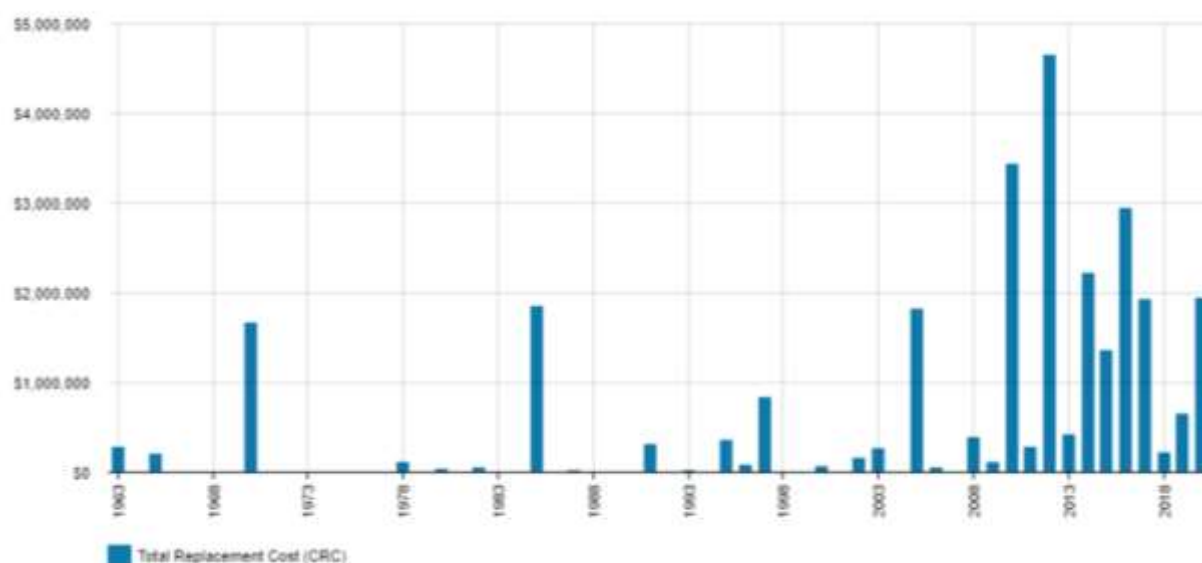
The assets covered by this Asset Management Plan are shown in Table 5.1.1.

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
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 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 undertake 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 system⁵ 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

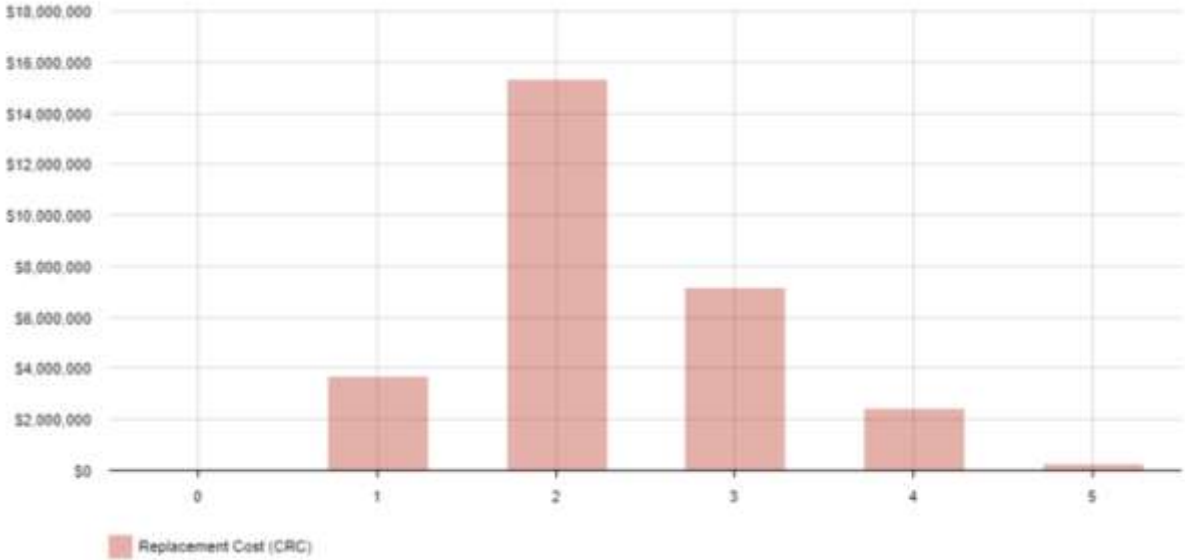


Figure 5.1.3 shows approximately 65 % of Council’s total building asset value (excluding land) is in ‘very good’ or ‘good’ condition (refer Table 5.1.3), with only 11 % in a ‘poor’ or ‘very poor’ condition. It is to be noted that the majority of buildings in ‘poor’ or ‘very poor’ condition are low importance 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)	<ul style="list-style-type: none"> ■ 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.

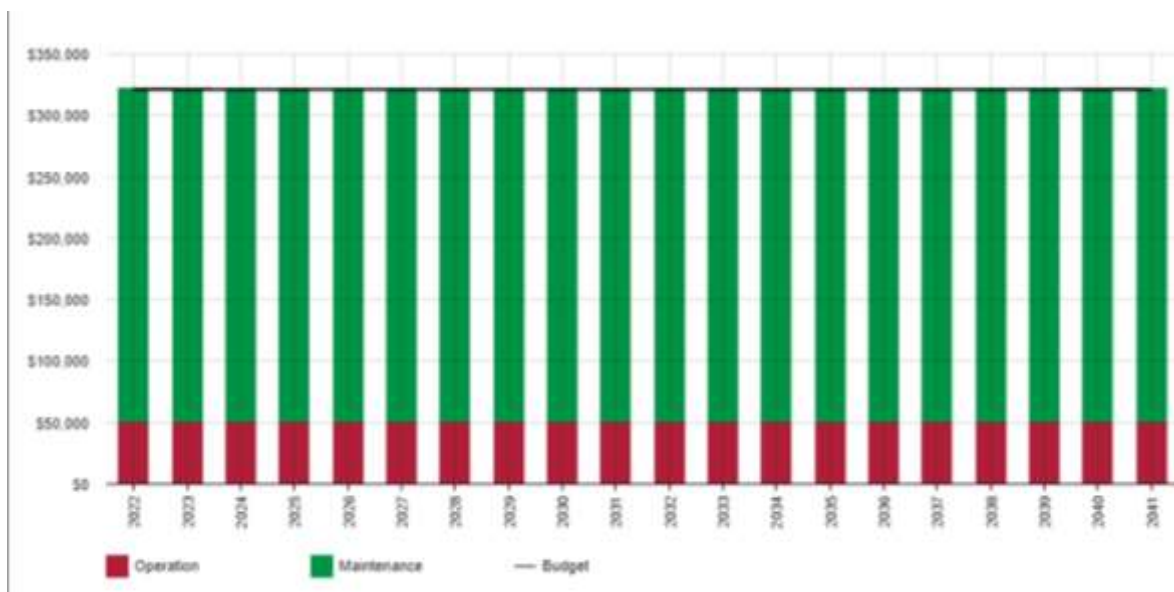
		<ul style="list-style-type: none"> ■ Financial – Maximum efficiency of maintenance and cleaning operations is required, to minimise expenditure in achieving the desired outcomes.
Category 2 – High	High use facilities essential to service delivery, (e.g. buildings which are used for Council business purposes).	<ul style="list-style-type: none"> ■ Aesthetics – Minor signs or deterioration when viewed closely may be acceptable. No deterioration when viewed from 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).	<ul style="list-style-type: none"> ■ 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).	<ul style="list-style-type: none"> ■ 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	<ul style="list-style-type: none"> ■ 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.

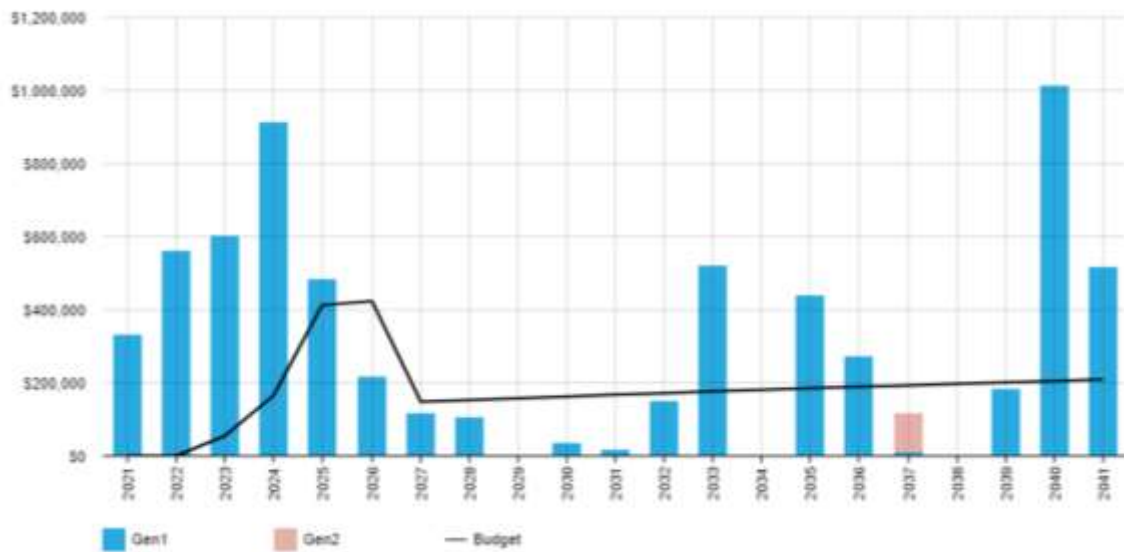
Table 5.3.1: Renewal Priority Ranking Criteria

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.

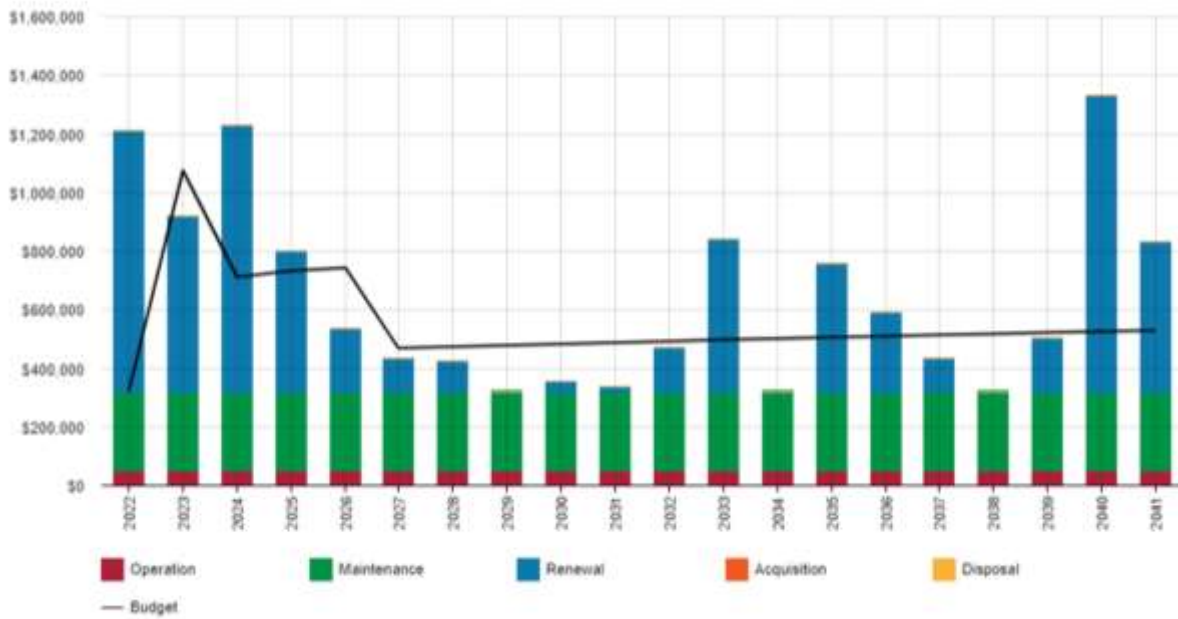
When Council commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative 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 risks⁹ 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
<u>Emergency evacuation centers:</u> <ul style="list-style-type: none"> - 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.

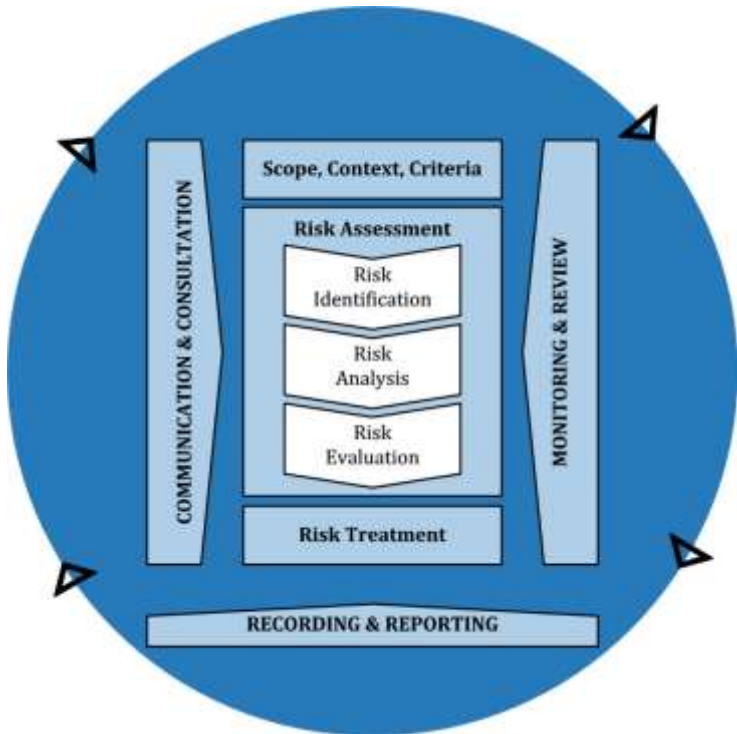


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

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 risks¹⁰ 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 Ratio¹¹ **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.

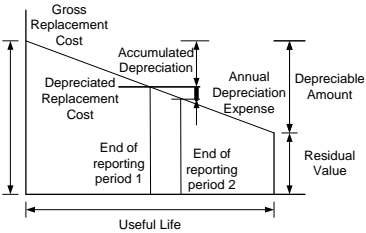
The financial strategy of Council determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

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 scale¹³ 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 $\pm 10\%$
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 $\pm 25\%$
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 $\pm 40\%$
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 Practices¹⁴

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, 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
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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).

10.0 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 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