



GLAMORGAN SPRING BAY COUNCIL

ASSET MANAGEMENT PLAN

PARKS & RECREATION

2023



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

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

1.2 Asset Description

This Asset Management Plan generally covers higher value Council owned or maintained parks and recreation type assets.

The parks and recreation assets included comprise of:

Asset Category	Number of Assets/Length	Replacement Value
Car parks/parking areas	26	\$4,320,786
Playgrounds	9	\$1,599,883
Formed and maintained walkways/trails	16 km	\$543,748
Tennis courts, netball courts, and cricket training nets	9	\$581,348
Skate parks and BMX tracks	7	\$528,906
Recreation grounds	5	\$561,526
Monuments, memorials, cenotaphs, public art etc.	10	\$353,077
BBQ's	17	\$281,358
Pedestrian walkway bridges	8	\$252,091
Public seating and picnic table settings	125	\$134,610
Dog parks (excluding shelters– see <i>Asset Management Plan – Buildings</i>)	6	\$93,786
Black water stations	5	\$49,651
Cemeteries	2	\$44,134
TOTAL		\$9,344,912

The above infrastructure assets have replacement value estimated at **\$9,344,912**.

1.3 Levels of Service

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

The main service consequences of the Planned Budget are:

- The level of service is forecast to reduce over the planning period, due to a shortfall between the planned budget and the forecast lifecycle costs.
- Significant acquisitions through grant funded projects in the 2021-23 financial year budgets have impacted (increased) forecast operations and maintenance costs over the planning period, which with an assumed constant budget will likely lead to a reduction in the level of service provided.
- The renewal of some assets during the planning period may require delay due to the forecast shortfall associated with the planned budget. This would result in a reduced level of service during this time.

1.4 Future Demand

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

- Demographics
- Climate change (and associated increase in frequency of extreme weather events)
- Community expectation

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

- Identify upgrades required to meet with current accessibility standards and ensure these are included in the planned budget.
- Modify service levles
- Identify practicable improvements to meet with community expectations and include in planned budget.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this Asset Management Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the Asset Management Plan may be prepared for a range of time periods, it typically informs a Long Term Financial Planning period of 10 years. Therefore, a summary output from the Asset Management Plan is the forecast of 10 year total outlays, which for parks and recreation assets is estimated as **\$26,840,000** or **\$2,864,000** on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for the 10 year period is **\$24,939,582** or **\$2,493,958** on average per year as per the Long Term Financial Plan and Planned Budget. This is **92.92 %** 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 parks and recreation assets leaves a shortfall of **\$190,604**, 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

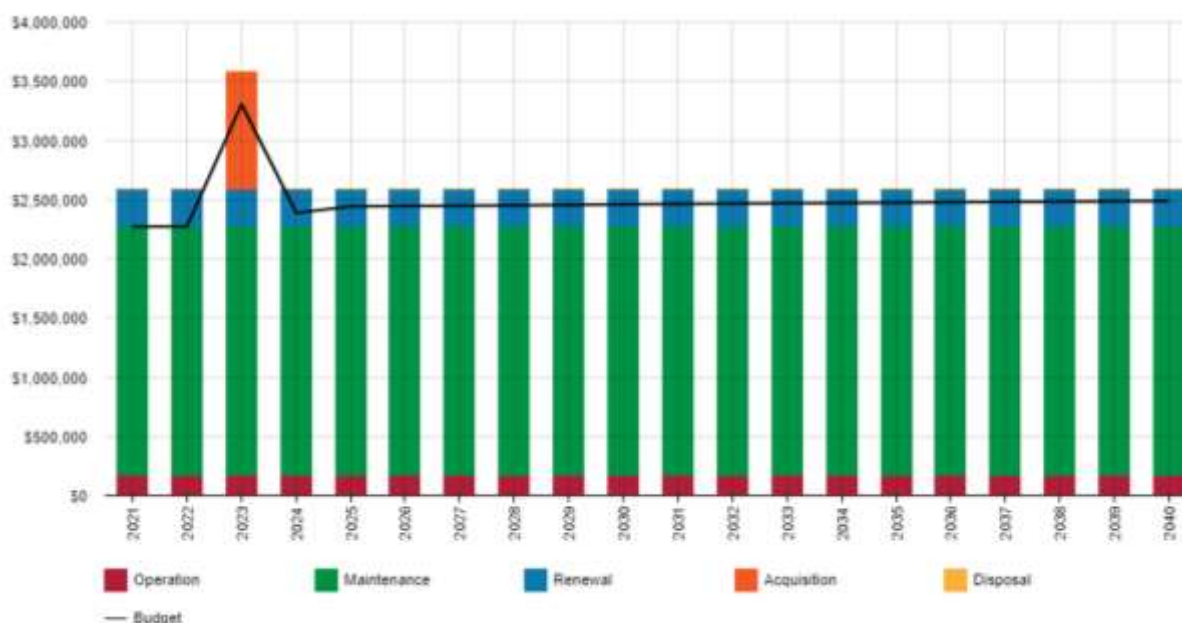


Figure values are in current day dollars.

We plan to provide parks and recreation infrastructure services for the following:

- Operation, maintenance, renewal and acquisition of parks and recreation assets to meet service levels set by Council.
- Forecast renewal works that are scheduled to occur over the planning period (once capital works program has been developed, refer Table 8.2). Specific renewals are not yet known, however preliminary renewal estimates have been made, refer to Appendix D.

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:

- We cannot undertake all parks and recreation asset renewals at the rate required to maintain the current level of service. Council will endeavour to complete renewals on a priority basis.
- We cannot acquire assets where there is no planned budget assigned (refer Long Term Financial Plan) to service the full lifecycle costs (acquisition, operation, maintenance, renewal and disposal) over the planning period. This includes externally funded capital works.
- We currently do not have sufficient planned budget to operate and maintain all newly (2021-22) acquired assets and previously existing assets, to the existing level of service.

1.6.3 Managing the Risks

Our present budget levels are insufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Public dissatisfaction with levels of service
- Injury to public
- Underfunding
- Loss of threatened or unique biodiversity
- Weed invasion

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

- Prioritising works and renewals to high risk or high use facilities
- Undertake appropriate renewal and maintenance works to ensure public safety
- Develop and continually improve asset register and condition assessment data to inform asset management plan and budget
- Community education, policing of and fines for illegal clearing of vegetation
- Reducing or eliminating targeted works
- Continued weed management works

1.7 Asset Management Planning Practices

Key assumptions made in this Asset Management Plan are:

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

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

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

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

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

- Improve parks and recreation asset register. Provide greater detail and break up into individual assets, review/add updated useful lives, condition, construction dates, renewal costs etc.
- Update XERO from new asset register (noting large increase in asset replacement value).
- Develop and maintain regular inspection of asset condition, defects and develop formal maintenance and capital works programs. Include condition assessment ratings in asset register and update the Asset Management Plan and Long-Term Financial Plan accordingly. Capital works program to show renewal priority consistent with agreed criteria in this plan.
- Establish service levels for parks activities.
- Increase accuracy of budget breakdown to include specific acquisitions, maintenance, operations, renewals and disposals sections. Aim for better transparency.

- Update Geographical Information System (GIS) to include all previously missing parks and reserves assets once they have been recorded in the field.
- 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.
- Capture and include tree and other significant planting data in GIS layers.
- Better understand community level of service expectations – community/Council consultation.
- Continually improve correlation between Long Term Financial Plan and Asset Management Plan.
- Improve confidence and maturity of Asset Management Plan.

2.0 Introduction

2.1 Background

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

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

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

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

This Asset Management Plan generally covers higher value Council owned or maintained parks and recreation type assets. For a detailed summary of the assets covered, refer to Table 5.1.1 in Section 5 and the lists below.

The parks and recreation infrastructure network is considered to comprise of the following:

- Recreation grounds, sports fields and associated assets not covered elsewhere
- BBQ's (excludes shelters – these are included in the *Asset Management Plan – Buildings*)
- Playgrounds
- Tennis courts, netball courts and cricket training nets
- Formed walkways and trails, including pedestrian bridges
- Parks/reserves incl. fencing.
- Dog parks (excluding shelters and tanks)
- Public seating and picnic tables
- Car parks (those not associated with Council buildings – these car parks are covered in the *Asset Management Plan – Buildings*)
- Cemeteries (replaceable, Council owned assets only)
- Skate parks and BMX tracks
- Black water stations
- Street Lighting
- Monuments, memorials, public art etc.
- Public Open Spaces included in road reserves including town centres

At this point in time, significant trees and other plantings, and the cost of their renewal have not been covered in this plan, however this is identified for future improvement in Section 8.0.

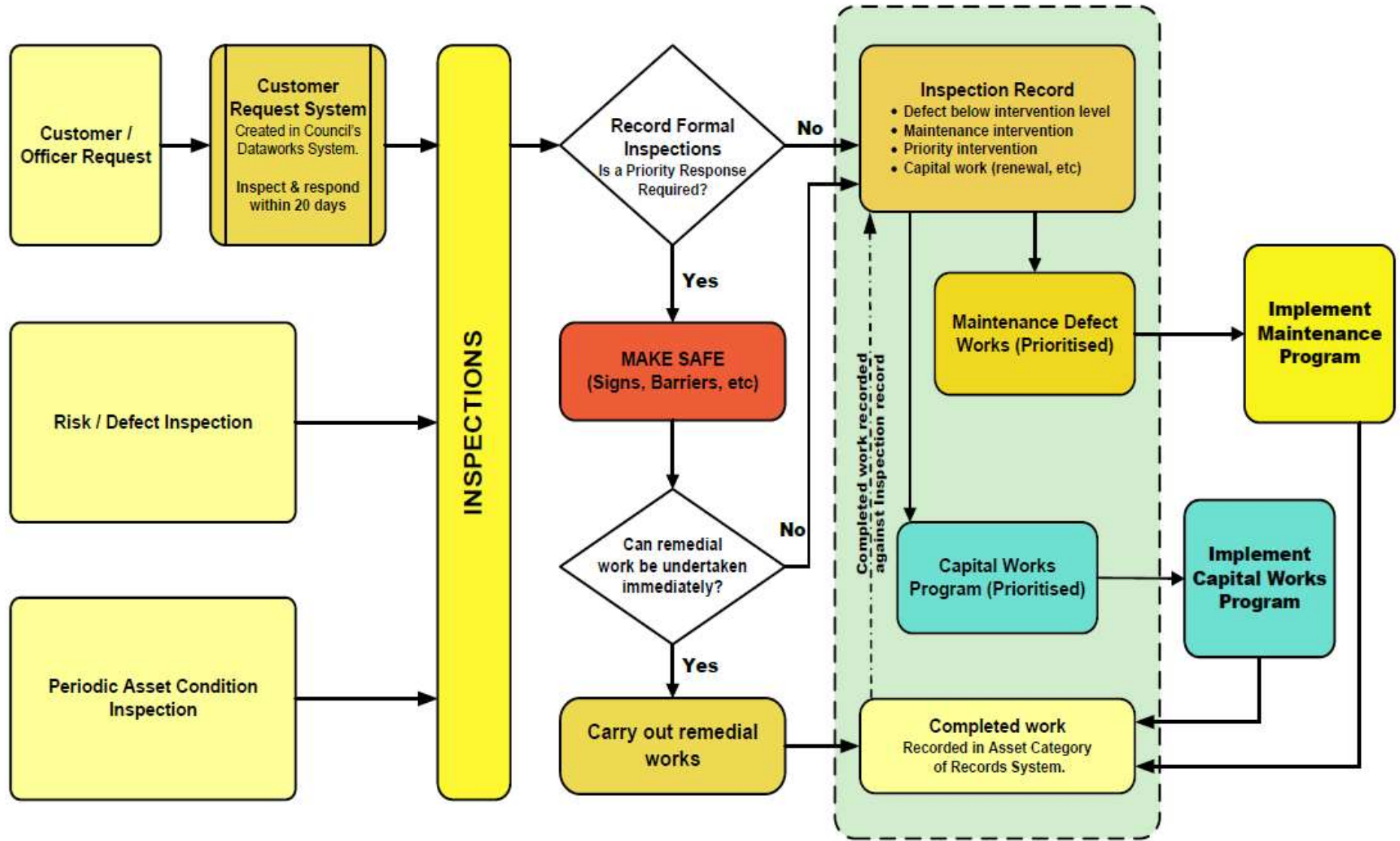
The parks and recreation assets included in this plan have a total replacement value of **\$9,344,912** (excluding land value).

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.
Infrastructure Management Team	<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 parks and recreation assets.

Our organisational structure for service delivery from parks and recreation 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

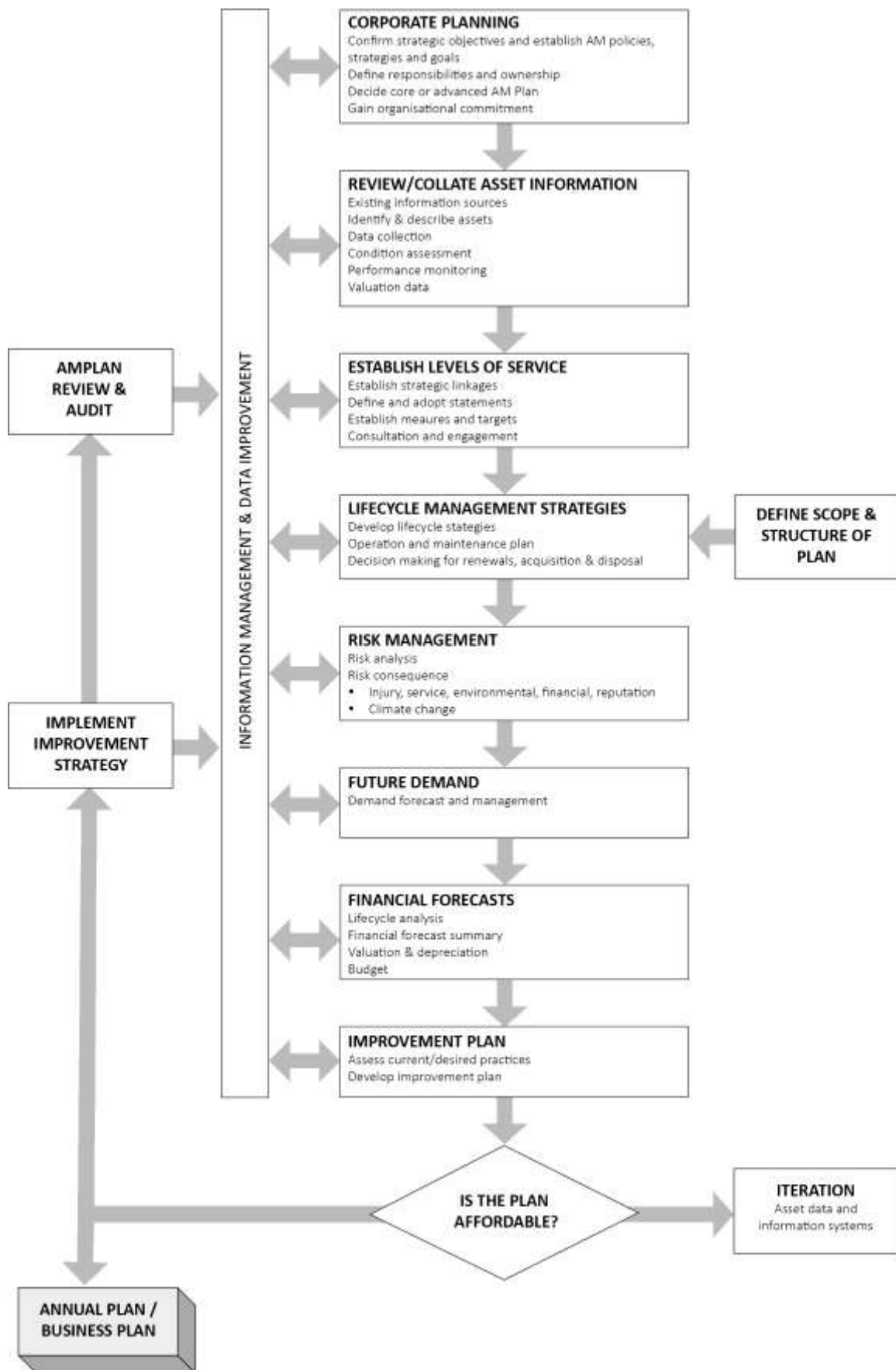
A road map for preparing an Asset Management Plan is shown below.

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

² ISO 55000 Overview, principles and terminology

Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

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

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

3.2 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of 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 have safe and reliable parks and reserve facilities for the community to enjoy.	Maintain and develop parks and recreation assets to appropriate standards.	Continue to develop and maintain regular inspection of asset condition, defects and develop maintenance and capital works programs for inclusion in the Asset Management Plan. Refer Section 8.0.

Good Governance	Provide asset management services in a sustainable manner. Deliver services effectively and efficiently.	Completion, adoption and review of asset management plans (this plan)
Appropriate service levels	Identify current service levels and target sustainable levels	An ongoing task that will be monitored and improved. Refer Section 8.
Improved risk management	Identify and address all known significant risks to parks and recreation 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.
National Parks and Reserves Management Act 2002	Provides management objectives for parks and reserves.
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.
Nature Conservation Act 2002	Provides nature conservation objectives.

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 and tidy public open space and recreation assets	Number of customer service requests	Generally only minor operational and maintenance type customer service requests	Expected to remain similar to existing
Accessible public open space and recreation assets	Number of customer service requests	Small number of improvements requested	Expected to remain similar to existing
Safe public open spaces and recreation assets	Number of customer service requests	Generally only minor operational and maintenance type customer service requests	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 measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

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

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Quality of parks and recreation assets	Conditions in asset register (once fully developed and assets assessed)	55* % Good condition 35* % Fair condition 10* % Poor condition *Gross estimate only	Expect planned renewals (yet to be defined) over planning period, hence improvement in some assets whilst not enough budget to undertake all renewals required, hence a continued deterioration of any remaining 'poor' or 'very poor' condition assets.
	Confidence levels		Low (professional judgement with no data evidence)	Low (professional judgement with no data evidence)
Function	Appropriate and compliant parks and recreation assets	Staff/contractor assessment and number of customer service requests	Majority of assets considered compliant, with improvements required for some playground equipment (as noted in recent inspection report)	Required improvements to be gradually undertaken during planning period
	Confidence levels		Medium (professional judgement supported by data sampling)	Medium (professional judgement supported by data sampling)
Capacity	Appropriate number of accessible parks and recreation facilities	Number of customer service requests	Based on number of requests, existing service level considered adequate	Expected to remain similar to existing
	Confidence levels		Medium (professional judgement supported by data sampling)	Medium (professional judgement supported by data sampling)

3.6 Technical Levels of Service

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

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

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).

- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

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

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

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Acquire assets that align with Council’s core purpose	Number of acquisitions	Council acquires assets generally on availability of external funding. 2021-23 financial years include significant externally funded acquisitions in the order of \$2M, however following this no future acquisitions are currently planned during the planning period.	Only acquire assets that align with Council’s core purpose and that Council can afford to maintain
		Budget	\$1,000,000 (2022-23)	\$0 per year
Operation	Keep parks and recreation assets clean and tidy	Frequency of cleaning	Different assets are cleaned at varying intervals and this also changes throughout the year (more cleaning occurs during summer than winter)	Current performance is considered adequate based on user feedback
	Keep parks and recreation assets operational and accessible	User feedback	User feedback suggests current performance is adequate	Current performance is considered adequate based on user feedback, but increase in budget required to renew and maintain assets.
		Budget	\$2,272,570	
Maintenance	Keep parks and recreation assets safe.	Frequency of maintenance	Reactive minor repairs and minor upgrades are undertaken	Reactive minor repairs, minor upgrades, and a planned preventative maintenance programme
	Keep parks and recreation assets serviceable	Frequency of maintenance	Reactive minor repairs and minor upgrades are undertaken	Reactive minor repairs, minor upgrades, and a

³ IPWEA, 2015, IIMM, p 2|28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
				planned preventative maintenance programme
		Budget	Incorporated in Operations values	Included in Operations above
Renewal	Ensure parks and recreation assets are in good condition for use/function	Frequency of renewal	Assets do not have formal inspection programs and are dealt with on a reactive basis.	Establish a formal inspection program which will feed condition information into the forecast renewal plan
	Ensure parks and recreation assets remain modern and compliant with current standards	Frequency of renewal (including component renewal)	Assets are renewed on a reactive basis. No works forecasts are currently in place.	Establish a detailed forecast renewal plan with priorities based renewal criteria (see Table 5.3.1)
		Budget	\$121,000 per year (10 year average)	\$311,000 per year (10 year average)
Disposal	Identify assets and activities that do not align with Council's core purpose	Number of assets and activities identified for disposal	No potential disposals have currently been identified	Develop a list of potential asset and activity disposals for Council assessment
	Dispose of assets and activities that do not align with Council's core purpose	Number of identified asset and activity disposals undertaken	No disposals are currently planned	Develop a plan for, and dispose of, identified assets following Council approval
		Budget	\$0 per year	\$0 per year

Note: * Current activities related to Planned Budget.

** Expected performance related to forecast lifecycle costs.

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

4.0 FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecasts

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

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

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

4.3 Demand Impact and Demand Management Plan

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

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

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

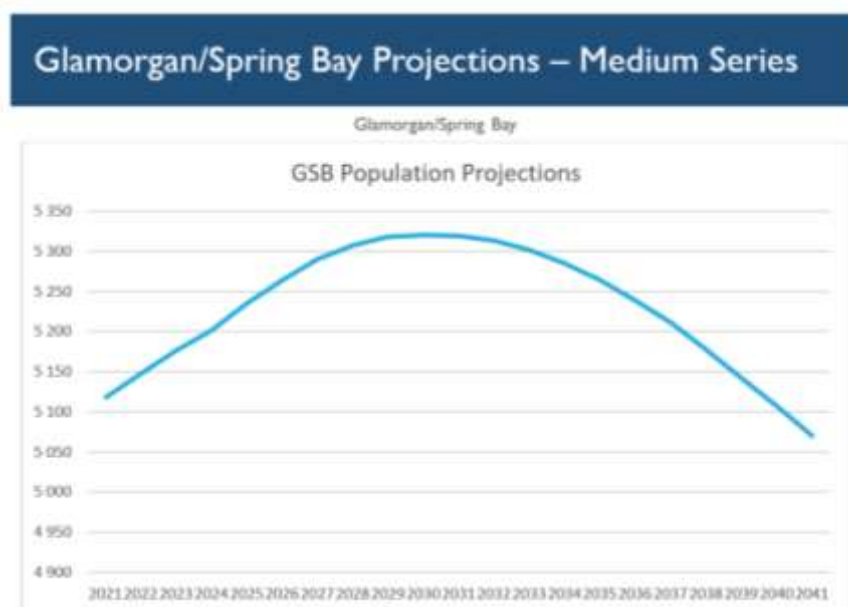


Figure 4.2 – Department of Treasury and Finance – Glamorgan Spring Bay population projections (medium series).

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 parks and reserve/facilities	Identify upgrades required to meet with current accessibility standards and ensure these are included in the planned budget
Climate change	Experiencing more extreme weather patterns and events	Continue to experience increased frequency and intensity of extreme weather events	May require increased maintenance of parks and recreation assets to reduce risk of extreme weather related damage	Implement a planned preventative maintenance programme.
Community expectation	Some customer service requests relating to parks and recreation assets (and acquisition of)	Some improvements required over planning period	Increased renewal and maintenance costs to meet with community expectations	Identify practicable improvements to meet with community expectations and include in 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 will impact on assets varies significantly depending on the location and the type of services provided, as does the way in which we respond and manage those impacts.

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

Risk and opportunities identified to date are shown in Table 4.5.1

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

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Increased frequency and intensity of extreme rainfall events	Increased maintenance of	Increased drainage upgrade and maintenance costs	Prioritise susceptible sites for improvement works to reduce vulnerability

	outdoor assets (e.g. walkways)		
Hotter summers	Increase in bushfire risk	Loss of assets	Refer <i>Glamorgan Spring Bay Council Risk Management Strategy</i>

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
Parks & Recreation assets	Increased risk of loss, or damage to assets	Consider climate change impacts when acquiring, renewing and maintaining assets.

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/Length	Replacement Value
Car parks/parking areas	26	4,320,786.70
Playgrounds	9	1,599,883.60
Formed and maintained walkways/trails	16 km	543,748.07
Tennis courts, netball courts, and cricket training nets	9	581,348.39
Skate parks and BMX tracks	7	528,906.90
Recreation grounds	5	561,526.76
Monuments, memorials, cenotaphs, public art etc.	10	353,077.76
BBQ's	17	281,358.84
Pedestrian walkway bridges	8	252,091.55
Public seating and picnic table settings	125	134,610.90
Dog parks (excluding shelters– see <i>Asset Management Plan – Buildings</i>)	6	93,786.28
Black water stations	5	49,651.56
Cemeteries	2	44,134.72
TOTAL		\$9,344,912

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

Figure 5.1.1: Asset Age Profile

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5.1.2 Asset capacity and performance

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

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Playground and exercise equipment throughout municipality	Compliance issues, corrosion, peeling paintwork, graffiti, lack of soft-fall and all other issues identified in <i>Kingston</i> condition audit. (Repairs currently underway)
Skatepark Swansea	Aged infrastructure removed due to wear and associated risk
BMX tracks/jumps require some maintenance	Weathering of dirt tracks and jumps
Picnic tables and seating – throughout municipality	Dilapidation of a small number of assets, renewal or maintenance required.

The above service deficiencies were identified by visual observation by the author, discussion with key staff and through review of the 2022 playground equipment condition inspection undertaken by councils contractor.

5.1.3 Asset condition

Council currently undertakes annual building maintenance inspections and risk assessments for all Council owned building structures. The purpose of these visual inspections is to identify defects and risk issues which are included into the annual maintenance program. Programmed maintenance is vital for extending the useful life of building components and elements to the full potential.

Condition is measured using a 1 – 5 grading system⁴ 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.

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

Figure 5.1.3: Asset Condition Profile

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All parks and recreation assets currently have no condition ratings applied, hence Figure 5.1.3 is blank. For accounting purposes, the assets that were included in Council’s XERO fixed asset register at the end of the 2021-22 financial year have currently been depreciated by approximately 50 % of their replacement value, meaning that on average those assets are assumed to have approximately 50 % of their service life remaining. This is in the absence of condition assessment data which would help calibrate these assumptions – this is noted for improvement in Section 8.0. It is important to note that development of this asset management plan has captured parks and recreation assets with an estimated total replacement value of approximately \$9.3 M, compared with the previously recorded \$7.5M in 2020 and \$3.6 M as at the end of 2019-20 financial year.

There are known assets that have not yet been valued or included in this management plan. One known example of this are significant tree and other plantings throughout the municipality which have an associated replacement cost. However noting Council is in the primary stages of its asset management journey, this has been highlighted for improvement in Section 8.0. A future project will be required to identify these and any other missing assets.

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.

Costs for this plan are drawn from the Parks, Town Maintenance and NRM budgets which serve the Parks and Public Open Space assets.

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

Table 5.2.1: Operations and Maintenance Budget Trends

Year	Operations and Maintenance Budget \$
2020-21	\$1,955,627
2021-22	\$2,048,209
2022-23	\$2,272,570

Operations and 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 operations and maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this Asset Management Plan and service risks considered in the Infrastructure Risk Management Plan.

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

Asset hierarchy

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

The service hierarchy is shown in Table 5.2.2.

Table 5.2.2: Asset Service Hierarchy

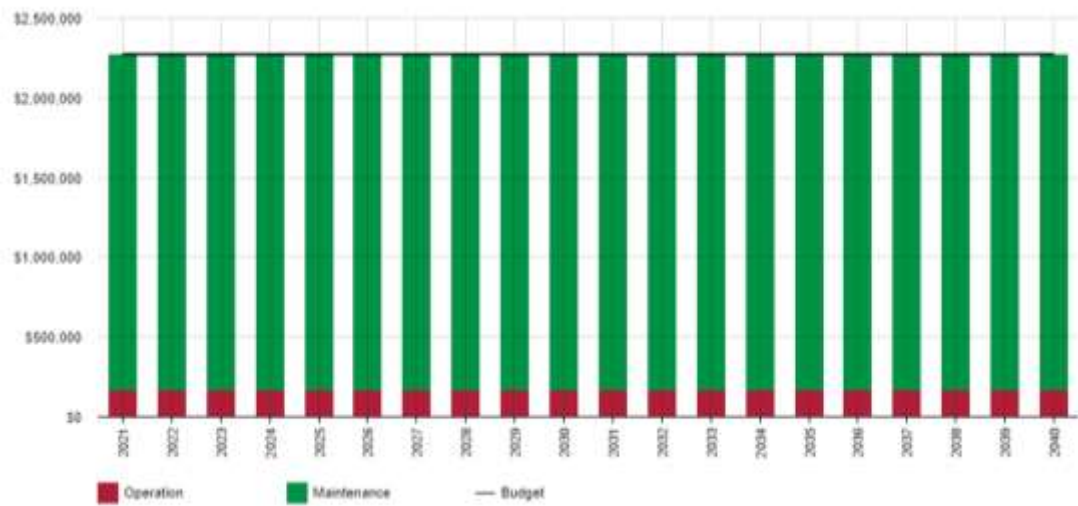
Service Hierarchy	Definition	Service Level Objective
Category 1 – Critical	High use, critical assets essential to service delivery	<ul style="list-style-type: none"> ■ Aesthetics – As new or highest quality reasonably achieved. ■ Functionality – All elements must function as intended at all times, with no down time tolerated during periods of intended use. ■ Legislative Requirements – All legal responsibility must be met. ■ Financial – Maximum efficiency of maintenance and cleaning operations is required, to minimise expenditure in achieving the desired outcomes.
Category 2 – High	High use assets essential to service delivery	<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 asset. 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 assets important to service delivery	<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 assets that are not critical to service delivery	<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 assets	<ul style="list-style-type: none"> ■ Aesthetics – Not important. ■ Functionality – No requirement to retain any functional performance except to avoid degradation of asset value or increase in risk. ■ 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. Maintenance costs are currently included in the operation costs shown in Figure 5.2, as separation of these within Council’s XERO financial management software has not been undertaken and will require future improvements noted in Section 8.0.

Operations and maintenance costs cover, but are not limited to, recreation grounds, playgrounds, walkways, tree inspections, cemeteries, weed management, beach reserves, barbeques, picnic tables, tennis/netball courts, street lighting and power pole replacement and dog parks. As can be seen in Figure 5.2, operation and maintenance cost forecasts are equal to the planned budget. Figure 5.2 highlights that Council does currently have sufficient planned budget to undertake forecast operation and maintenance over the planning period.

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 February 2021.

Table 5.3: Useful Lives of Assets

Asset (Sub)Category	Useful life
Car parks/parking areas	10 to 50 years
Playground/fitness equipment	15 to 20 years

Formed and maintained walkways/trails	10 to 50 years
Tennis courts, netball courts, and cricket training nets	25 years
Skate parks and BMX tracks	10 to 50 years
Recreation grounds (fencing, lighting etc.)	50 years
Monuments, memorials, cenotaphs, public art etc.	50 years
BBQ's	10 to 15 years
Pedestrian walkway bridges	20 to 50 years
Public seating and picnic table settings	20 years
Dog parks (excluding shelters– see <i>Asset Management Plan – Buildings</i>)	30 years
Black water stations	50 years
Cemeteries (fences, walls etc.)	50 years

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

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

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

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

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

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

Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Condition	30 %

⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

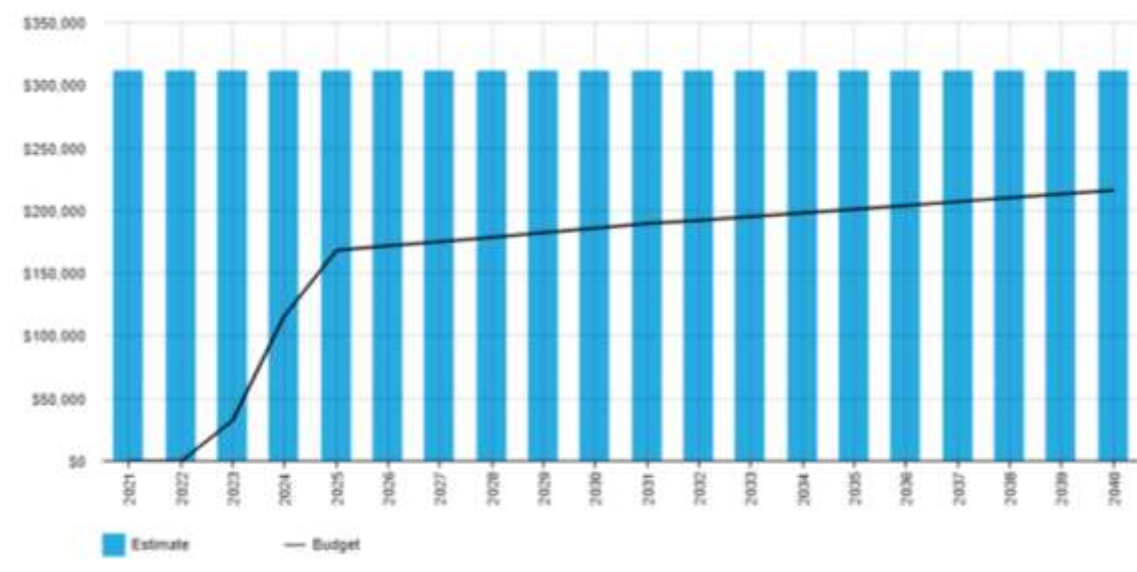
⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Criteria	Weighting
Usage/demand	30 %
Risk/failure consequence	20 %
High operation & maintenance costs that could be reduced significantly by renewal	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. A detailed summary of the forecast renewal costs is shown in Appendix D.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars.

Figure 5.4.1 shows that the forecast renewal costs are greater than the planned renewal budget over the planning period.

The lifecycle forecast estimate is essentially the total foreseen renewal costs over the planning period, divided by the planning period (20 years), to give an annual average.

Figure 5.4.1 highlights that Council does not currently have sufficient planned budget to undertake forecast renewals over the planning period. This generally leads to a reduction in the level of service provided.

There are currently deferred renewals including the skatepark facility in Swansea. Deferred renewal (assets identified for renewal and not scheduled in capital works programs) should be included in Section 6.0 of this plan where they pose a 'high' or 'very high' risk to Council – refer Table 6.2.

5.5 Acquisition Plan

Acquisition represents 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.

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

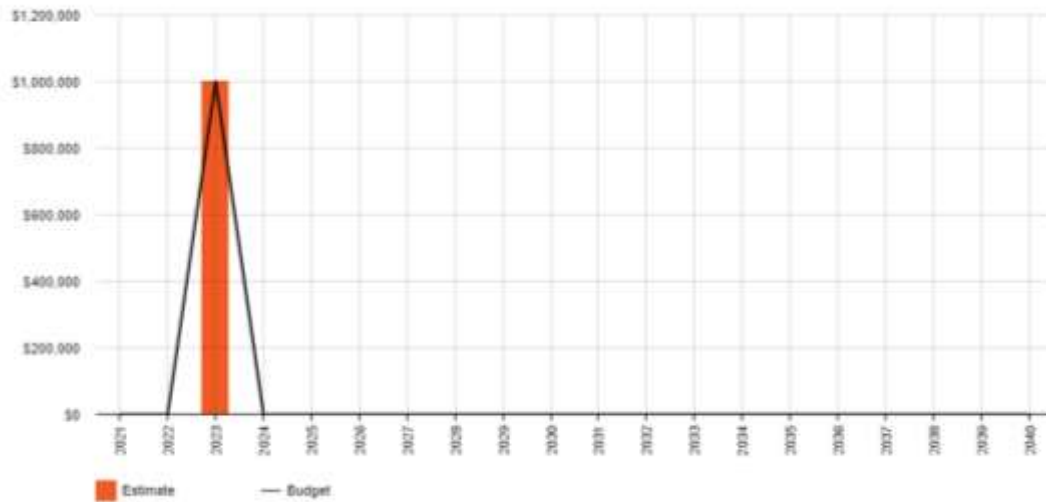
Criteria	Weighting
Is the acquisition in line with Council's core purpose?	30 %

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

Forecast acquisition asset costs are summarised in Figure 5.5.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works is limited to the Coles Bay Foreshore Path project.

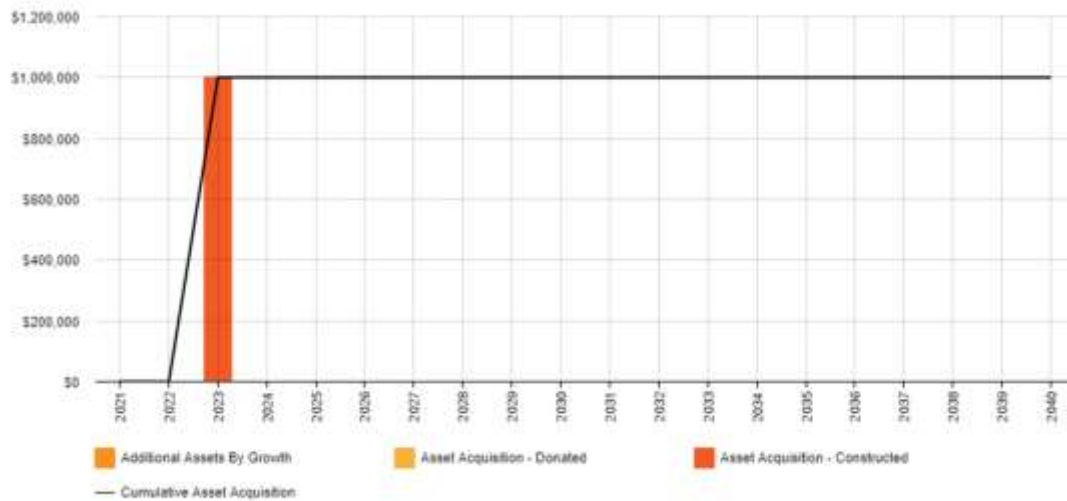
Figure 5.5.1: Acquisition (Constructed) Summary



All figure values are shown in current day dollars.

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

Figure 5.5.2: Acquisition Summary



All figure values are shown in current day dollars.

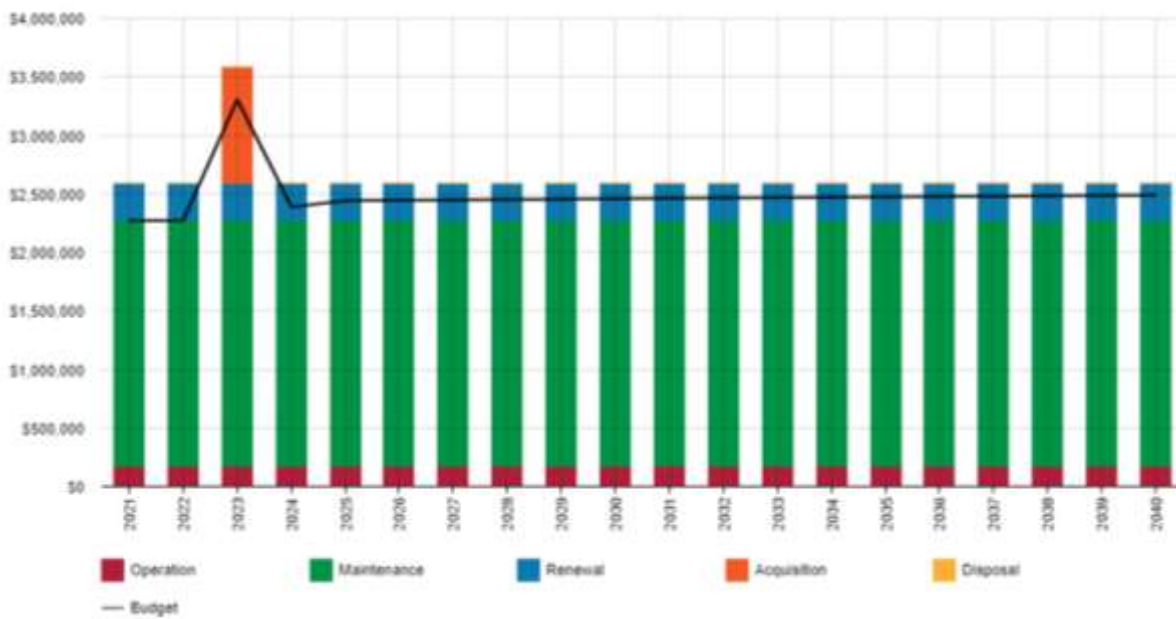
Expenditure on new assets and services in the capital works program will be accommodated in the Long Term Financial Plan, but only to the extent that there is available funding.

Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.4.3. 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 forecast lifecycle costs exceed the planned budget (black line). The forecast lifecycle cost for operations and maintenance (increasing forecast costs due to acquisitions), along with a shortfall in renewal funding, are the main reasons for the overall shortfall between the planned budget and the forecast lifecycle costs.

5.6 Disposal Plan

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

Table 5.6: Assets Identified for Disposal

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

While there are no assets identified for disposal, there are services that are being reviewed to reduce costs and enable their redirection to assist funding of renewal.

6.0 RISK MANAGEMENT PLANNING

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

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

An assessment of risks⁸ 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
N/A	N/A	N/A

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

6.2 Risk Assessment

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

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

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

⁷ ISO 31000:2009, p 2

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

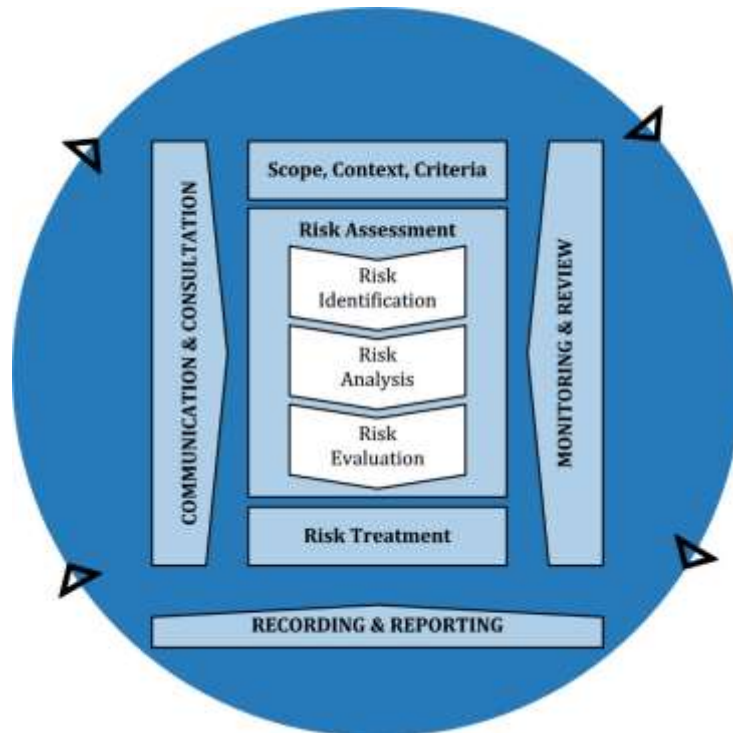


Fig 6.2 Risk Management Process – Abridged
 Source: ISO 31000:2018, Figure 1, p9

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

An assessment of 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.

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

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

Table 6.2: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Parks and recreation	Loss of knowledge and key staff	H	Capture knowledge in development of service level documents	L	Within operating budget
Playground equipment	Injury to public	H	Undertake appropriate renewal and maintenance works to ensure public safety (currently underway)	L	\$106,000 average annual renewal
Parks and reserves	Underfunding	H	Develop and continually improve asset register and condition assessment data to inform asset management plan and budget	L	Operational and capital expenses

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

There are substantial biodiversity risks associated with the operational activities of the Parks unit which are not included in the risk table above as they do not relate to hard infrastructure provision. Much of the operational and maintenance costs within parks are attributed to “soft” asset management.

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 capital works (acquisition and renewal) that are unable to be undertaken within the next 10 years. These include:

- We cannot acquire assets where there is no planned budget assigned (refer Long Term Financial Plan) to service the full lifecycle costs (acquisition, operation, maintenance, renewal and disposal) over the planning period. This includes externally funded capital works.
- We cannot undertake all parks and recreation asset renewals at the rate required to maintain the current level of service. Council will endeavour to complete renewals on a priority basis.
- We currently do not have sufficient planned budget to operate and maintain all newly (2022-23) acquired assets and previously existing assets, to the existing level of service.

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 Ratio¹⁰ **38.89 %**

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have **38.89 %** 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 **\$2,584,000** on average per year.

The proposed (budget) operations, maintenance and renewal funding is **\$2,393,958** on average per year, giving a 10 year funding shortfall of **\$190,042** per year. This indicates that **92.63%** of the forecast costs needed to provide the services documented in this Asset Management Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

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

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

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

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

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

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

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

Forecast costs are shown in current day dollar values.

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

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2021	\$2,165,462	\$656,115	\$0	\$245,921	\$0
2022	\$0	\$608,130	\$0	\$245,921	\$0
2023	\$0	\$608,130	\$0	\$245,921	\$0
2024	\$0	\$608,130	\$0	\$245,921	\$0
2025	\$0	\$608,130	\$0	\$245,921	\$0
2026	\$0	\$608,130	\$0	\$245,921	\$0
2027	\$0	\$608,130	\$0	\$245,921	\$0
2028	\$0	\$608,130	\$0	\$245,921	\$0
2029	\$0	\$608,130	\$0	\$245,921	\$0
2030	\$0	\$608,130	\$0	\$245,921	\$0
2031	\$0	\$608,130	\$0	\$245,921	\$0
2032	\$0	\$608,130	\$0	\$245,921	\$0
2033	\$0	\$608,130	\$0	\$245,921	\$0
2034	\$0	\$608,130	\$0	\$245,921	\$0
2035	\$0	\$608,130	\$0	\$245,921	\$0
2036	\$0	\$608,130	\$0	\$245,921	\$0
2037	\$0	\$608,130	\$0	\$245,921	\$0
2038	\$0	\$608,130	\$0	\$245,921	\$0
2039	\$0	\$608,130	\$0	\$245,921	\$0
2040	\$0	\$608,130	\$0	\$245,921	\$0

7.2 Funding Strategy

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

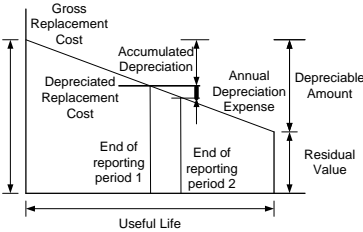
The financial strategy of Council determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

The best available estimate of the value of parks and recreation assets included in this Asset Management Plan is shown below:

Replacement Cost (Current/Gross)	\$9,344,912
Depreciable Amount	\$9,344,912
Depreciated Replacement Cost ¹¹	\$4,188,753^{Nominal}
Annual Depreciation	\$311,562



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

7.3.2 Valuation forecast

Asset values are forecast to increase slightly as additional or missing assets are added to the asset register.

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:

- Renewal costs are budget type figures, and in some instances have a confidence range of $\pm 40\%$
- Financial data used in the development of this plan was from the end of the 2019-20 financial year.
- It is assumed that no major acquisitions outside of those referenced in this plan are to be undertaken during the planning period without detailed lifecycle costing knowledge and allocation in planned budget to meet these costs.
- Several gross assumptions were required in the derivation of planned budget and lifecycle forecast figures. This is due to the quality of financial and condition 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 a A - E level scale¹² 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 $\pm 2\%$
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
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 $\pm 40\%$

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

Confidence Grade	Description
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	Medium	Several gross estimates and assumptions made. Requires review on provision and improvement of financial data
Operation and maintenance forecast	Low	Actuals used and projected forward
Renewal forecast - Asset values	Low to Medium	Based on professional judgement of staff and recently undertaken projects
- Asset useful lives	Medium	Based on professional judgement/estimate by staff
- Condition modelling	Low	Based on visual inspection and professional judgement/estimate by staff
Disposal forecast	Medium	No disposals currently identified

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

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹³

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	Improve parks and recreation asset register. Provide greater detail and break up into individual assets, review/add updated useful lives, condition, construction dates, renewal costs etc.	Director of Works & Infrastructure	Director Works & Infrastructure, Technical officer	2024
2	Develop and maintain regular inspection of asset condition, defects and develop formal maintenance and capital works programs. Include condition assessment ratings in asset register and update the Asset Management Plan and Long Term Financial Plan accordingly. Capital works program to show renewal priority consistent with agreed criteria in this plan.	Director of Infrastructure, Works Manager, Works Supervisor	Internal	2024
3	Increase accuracy of budget breakdown to include specific acquisitions, maintenance, operations, renewals and disposals sections. Aim for better transparency.	Accountant	Accountant, Director of Works & Infrastructure	September 2024
4	Update Geographical Information System (GIS) to include all previously missing parks and reserves assets once they have been recorded in the field.	Director of Works & Infrastructure	Surveyor/Geographical Information System Officer	December 2022
5	Improve confidence in financial data used in Long Term Financial Plan and Asset Management Plan – this is foreseen to involve improved recording	Accountant	Accountant, Director of Works & Infrastructure, Works Manager	December 2023

¹³ ISO 55000 Refers to this as the Asset Management System

	of acquisition, operations, maintenance, renewal and disposal asset lifecycle activities within XERO (accounting software) so accurate costs can be developed.			
6	Better understand community level of service expectations – community/Council consultation	Director of Works & Infrastructure	Internal	2023
7	Continually improve correlation between Long Term Financial Plan and Asset Management Plan. (Conduct regular meetings of responsible persons – aim for ‘high’ confidence level)	General Manager, Accountant, Director of Works & Infrastructure	General Manager, Accountant, Director of Works & Infrastructure, Works Manager	Ongoing
8	Improve confidence and maturity of Asset Management Plan	Director of Works & Infrastructure	Internal	Ongoing
9	Develop Service Level Documents to capture knowledge of assets and intervention cycles	Director of Works & Infrastructure	Internal	Dec 2024

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.
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012, Practice Note 6 Long Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6>
- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8>
- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- '10-year Strategic Plan 2020-2029'
- '2020-2021 Annual Plan' (incl. budget)

10.0 APPENDICES

Appendix A Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

A key assumption in the writing of this Asset Management Plan is that no Council funded acquisitions are forecast to be undertaken over the planning period (from 2022 onward). Given future demand (discussed in Section 4), Council’s current financial position, available budget and discussion with key staff, a strategy of no Council funded acquisition (for parks and recreation assets) over the planning period is recommended.

A.2 – Acquisition Project Summary

Coles Bay Foreshore Track 2023 \$1M

There are currently no acquisitions forecast beyond 2023.

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	\$1,000,000	\$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 and Maintenance Forecast

B.1 – Operation and Maintenance Forecast Assumptions and Source

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

B.2 – Operation Forecast Summary

Table B2 displays the forecast operation and maintenance costs each year over the planning period. Note the ‘Additional Operation and Maintenance Forecast’ in 2021 is \$135,558, which relates to the operation and maintenance of assets acquired during that year. Note the ‘Additional Operation and Maintenance Forecast’ is zero from 2022 onwards, as no acquisitions are assumed to occur during this time.

Table B2 – Operation and Maintenance Forecast Summary

Year	Operation and Maintenance Forecast	Additional Operation and Maintenance Forecast	Total Operation and Maintenance Forecast
2022	\$2,273,000	\$0	\$2,273,000
2023	\$2,273,000	\$0	\$2,273,000
2024	\$2,273,000	\$0	\$2,273,000
2025	\$2,273,000	\$0	\$2,273,000
2026	\$2,273,000	\$0	\$2,273,000
2027	\$2,273,000	\$0	\$2,273,000
2028	\$2,273,000	\$0	\$2,273,000
2029	\$2,273,000	\$0	\$2,273,000
2030	\$2,273,000	\$0	\$2,273,000
2031	\$2,273,000	\$0	\$2,273,000
2032	\$2,273,000	\$0	\$2,273,000
2033	\$2,273,000	\$0	\$2,273,000
2034	\$2,273,000	\$0	\$2,273,000
2035	\$2,273,000	\$0	\$2,273,000
2036	\$2,273,000	\$0	\$2,273,000
2037	\$2,273,000	\$0	\$2,273,000
2038	\$2,273,000	\$0	\$2,273,000
2039	\$2,273,000	\$0	\$2,273,000
2040	\$2,273,000	\$0	\$2,273,000
2041	\$2,273,000	\$0	\$2,273,000

Appendix C Maintenance Forecast

C.1 – Maintenance Forecast Assumptions and Source

Refer to Appendix B. Maintenance costs and forecasts are yet to be separated out from ‘Operations and Maintenance’. This has been noted for improvement in Section 8.0.

C.2 – Maintenance Forecast Summary

Refer to Appendix B. Maintenance costs and forecasts are yet to be separated out from ‘Operations and Maintenance’. This has been noted for improvement in Section 8.0.

Table C2 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
N/A	N/A	N/A	N/A

Appendix D Renewal Forecast Summary

D.1 – Renewal Forecast Assumptions and Source

The renewal forecast of \$160,604 per year is essentially based on the sum of the estimated 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 Rawlinson Construction Cost Guide 2020, recent construction project costs, staff research, approximate asset size, and professional judgement of staff.

D.2 – Renewal Project Summary

The below Table D2 shows a preliminary estimate of asset renewal value forecast within the planning period (up to 2040). This is a gross estimate of forecast renewals and is subject to further condition assessments of specific parks and recreation assets. Further professional judgement will be required in prioritising forecast renewals (refer Table 5.3.1) and development of a detailed capital works program is also required.

Table D2 – Preliminary Renewal Forecast Summary

Asset Category	Valuation	Useful Life	Annual Renewal
Car parks/parking areas	\$ 4,320,786.70	50	\$ 86,415.73
Playgrounds	\$ 1,599,883.60	15	\$ 106,658.91
Formed and maintained walkways	\$ 543,748.07	50	\$ 10,874.96
Tennis courts, netball courts, and	\$ 581,348.39	25	\$ 23,253.94
Skate parks and BMX tracks	\$ 528,906.90	25	\$ 21,156.28
Recreation grounds	\$ 561,526.76	50	\$ 11,230.54
Monuments, memorials, cenotaphs	\$ 353,077.76	50	\$ 7,061.56
BBQ's	\$ 281,358.84	10	\$ 28,135.88
Pedestrian walkway bridges	\$ 252,091.55	50	\$ 5,041.83
Public seating and picnic tables	\$ 134,610.90	20	\$ 6,730.54
Dog parks (excluding shelters)	\$ 93,786.28	30	\$ 3,126.21
Black water stations	\$ 49,651.56	50	\$ 993.03
Cemeteries	\$ 44,134.72	50	\$ 882.69
Totals	\$ 9,344,912.02		\$ 311,562.10

D.3 – Renewal Forecast Summary

Table D3 displays the forecast renewal costs and planned budget each year over the planning period. The renewal forecast is approximately \$123,000, per year, higher than the forecast renewal budget.

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2022	\$311,000	\$0
2023	\$311,000	\$32,355
2024	\$311,000	\$115,507
2025	\$311,000	\$168,310
2026	\$311,000	\$171,676
2027	\$311,000	\$175,110
2028	\$311,000	\$178,612
2029	\$311,000	\$182,184
2030	\$311,000	\$185,828
2031	\$311,000	\$189,544
2032	\$311,000	\$192,000
2033	\$311,000	\$195,000
2034	\$311,000	\$198,000
2035	\$311,000	\$201,000
2036	\$311,000	\$204,000
2037	\$311,000	\$207,000
2038	\$311,000	\$210,000
2039	\$311,000	\$213,000
2040	\$311,000	\$216,000
2041	\$311,000	\$219,000

Appendix E Disposal Summary

E.1 – Disposal Forecast Assumptions and Source

Through discussion with key staff, and analysis of the asset register, no disposals with foreseen costs to Council are forecast to occur over the planning period.

E.2 – Disposal Project Summary

No disposals with foreseen costs to Council are forecast to occur over the planning period.

E.3 – Disposal Forecast Summary

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

Table E3 – Disposal Activity Summary

Year	Disposal Forecast	Disposal Budget
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. 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	\$2,165,462	\$656,115	\$0	\$123,000	\$0	\$2,944,577
2023	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2024	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2025	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2026	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2027	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2028	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2029	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2030	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2031	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2032	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2033	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2034	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2035	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2036	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2037	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2038	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2039	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2040	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572
2041	\$0	\$472,572	\$0	\$123,000	\$0	\$595,572