

Council Buildings Asset Management Plan

2021 – 2030

DRAFT

Document Control

Asset Management Plan



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1. EXECUTIVE SUMMARY

The City of Charles Sturt embraces some of Adelaide's oldest suburban developments with many housing and business facilities dating back many years. Over time and under current and previous organisation guidance the area has grown to include many diverse services utilising a mixture of infrastructure and soft assets. For many years the City has grown both in size and demand with the coming years being no different in reflecting the State's 30 year plan for growth. Asset age and therefore intervening investment to ensure maintained condition and service continues to provide the organisation and its staff with a challenge.

The City of Charles Sturt exists to provide services to its community, some of which are provided by infrastructure assets. Infrastructure assets have been acquired by construction by contract or council staff or through contribution of new public infrastructure from developers. The organisations goal in managing infrastructure assets is to meet a defined level of service in the most cost-effective manner for present and future consumers.

Asset Management Plans (AMP) are an important tool in balancing investment in both growth and maintenance.

This plan contributes to achieving the appropriate balance of social, cultural, environmental and economic services; the keys to sustainability. Whilst assets are about the physical; at the forefront to this planning is our community – the current and future users of the assets.

1.1 Asset Description

The Council Building network is comprised of:

- Sporting Clubrooms
- Commercial Buildings
- Aged Accommodation Units
- Council Occupied (Civic) Buildings
- Libraries
- Community Centres
- Community Halls
- Public Toilets

These Council Building assets, which is a subset of the building financial classification have a current replacement cost of **\$184m** (as at 30 June 2019). This increase, since the previous plan was adopted, is a result of a range of factors, including:

- The formal audit and valuation of Council Buildings in 2018.

- Inclusion of replacement costs for non-commissioned records.
- The componentisation of building assets data structure to align with an industry standard.
- The development of new assets since the 2015 AMP.
- Assets which have been discovered and included since the development of the previous AMP.

For the purposes of this AMP, an independent valuer Jones Lang LaSalle (JLL) was contracted to undertake an extensive review of Councils Buildings portfolio. This was conducted with close collaboration with staff to ensure the highest level of confidence in the data. A Quantity Surveyor was also engaged to review current unit rates of building components for the smaller renewal works. This has resulted in a decrease in forecast renewal expenditure. This will be reflected in the next version of the Long Term Financial Plan (LTFP).

1.2 What does it Cost?

Revaluation of assets and/or reviews of useful lives often result in an increase to ongoing depreciation expense. This results in an increase in the depreciation operating expense for our assets and as such an increase in rates levied to cover the extra expense ensuring Council's sustainable operating position is maintained. These increases will be included in the assumptions and built into successive updates of the LTFP.

For year ending June 2019 total depreciation for buildings and other structures was \$3.7m. Prior to the revaluation actual depreciation for year ending 2015 was \$2.93m. This increase impacts the operating expense, which subsequently must be taken into account when evaluating council's ongoing financial sustainability. This information is built into successive LTFP forecasts.

The projected outlays necessary to provide the services covered by this Asset Management Plan (AM Plan) includes operations, maintenance, renewal and upgrade of existing assets over the 10 year planning period is \$61m or \$6.1m on average per year. Estimated available funding for this period is \$69.5m or \$6.9m on average per year which is 114% of the cost to provide the service.

The estimated surplus budget is due to improved asset data for building component renewals following the condition assessment carried out in 2018, and more accurate estimates for whole of building renewal costs. The projected outlays from this AMP will be adopted in the LTFP when it is next reviewed.

The projected average annual outlay necessary to provide the services is as follows:

Capital

- Renewal - \$1,983,000
- Upgrade - \$600,000

Operating

- Operations – \$976,000
- Maintenance - \$2,537,000

The operation and maintenance forecast are based on a 5 year average of the accumulated financial actuals relating to property assets financial expenses. A detailed breakdown can be located within Councils electronic records management system reference 19/108748.

The 4-year renewal program outlined in this AMP includes whole of building renewals at: -

- Flinders Park Oval Clubrooms
- Pedlar Reserve Clubrooms

As part of the Government of South Australia's Grassroots Football, Cricket, and Netball Facility

Program the City of Charles Sturt will facilitate sporting club changeroom upgrades. Each year two clubs will be nominated for an upgrade. The next 4 year upgrade program includes the following clubs:-

- Fawk Reserve Clubroom
- Pedlar Reserve Clubrooms*
- Woodville Oval Bowling and Tennis Club
- Woodville District Cricket Club
- Aquatic Reserve Clubrooms
- Croydon Bowling Club
- Findon Reserve Skid Kids Changerooms
- Grange Hockey Club
- Matheson Reserve Clubrooms
- Pennington Oval Reserve Clubrooms

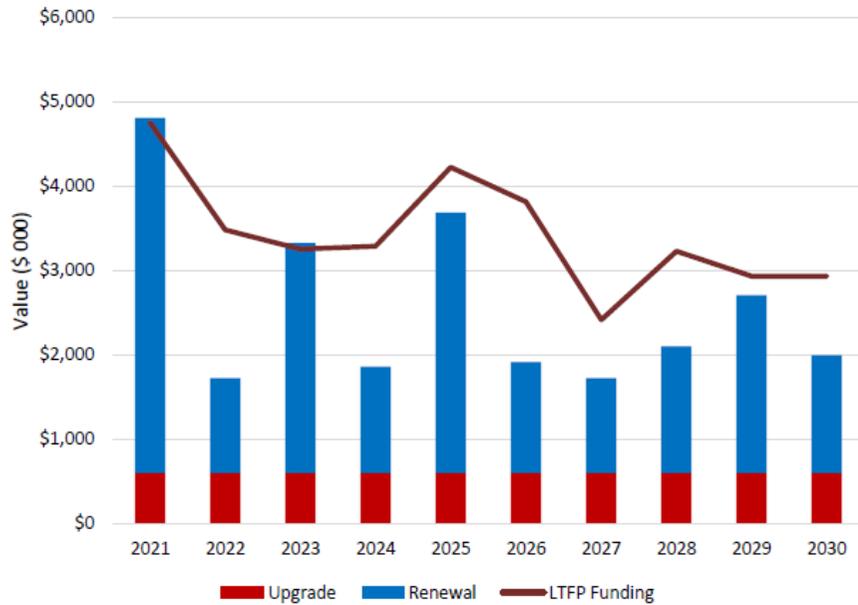
**Deferred to align with proposed whole of building renewal in 2024/2025*

Endorsing this AMP allows these figures to be transferred to the Long Term Financial Plan. Projected expenditure required to provide services in the AMP compared with planned expenditure currently included in the Long Term Financial Plan are shown in the graph on the following page.

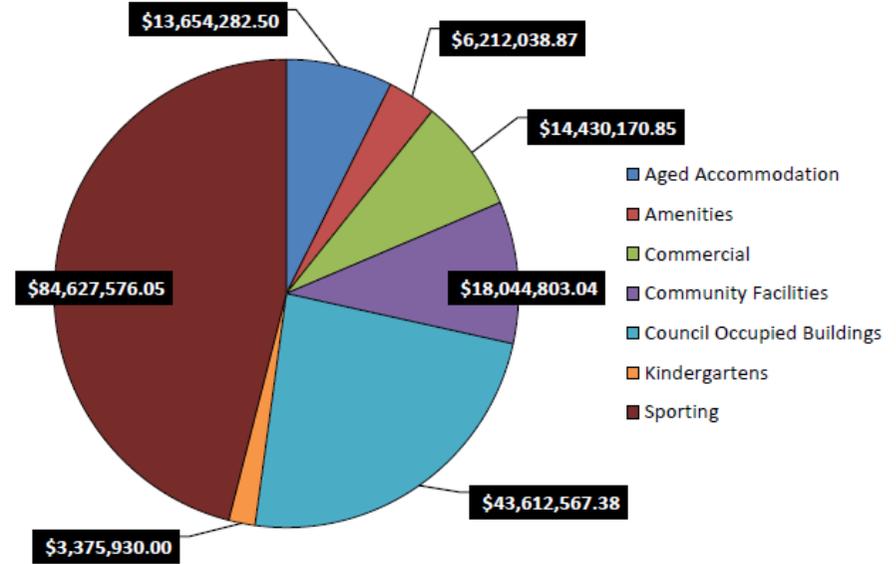
Woodville Town Hall – Established in 1927 upgraded in 2006



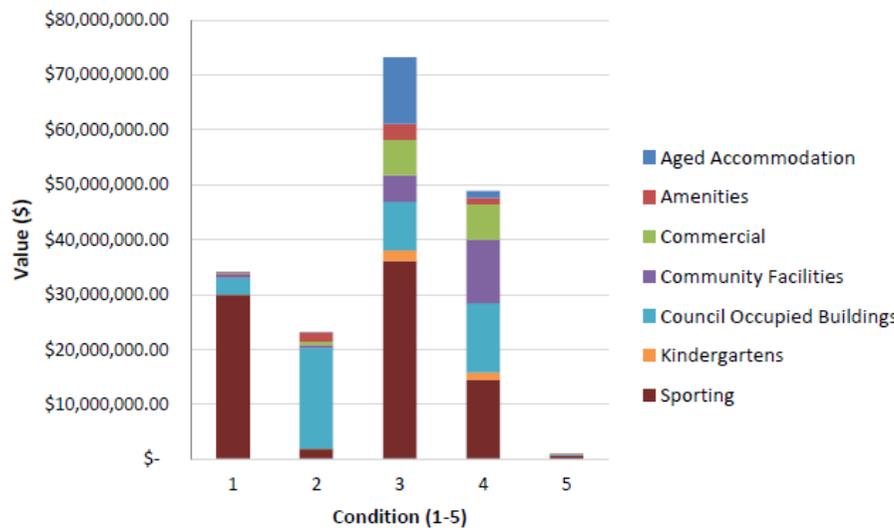
10 Year Property Renewal/ Upgrade



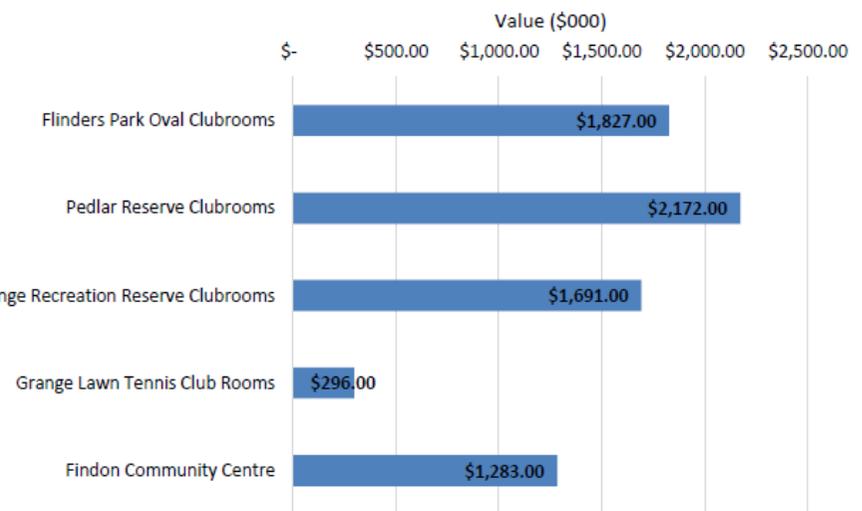
Property Category Valuation



Property Asset Condition Profile



10 Year Whole of Building Renewals



The Brocas Museum – Established in 1851



2. INTRODUCTION

2.1 Background

This asset management plan is to demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service over a 10 year planning period. The Asset Management Plan follows the format for AM Plans recommended in Section 4.2.6 of the International Infrastructure Management Manual. ¹

The Asset Management Plan is to be read with the organisation's Asset Management Policy and the following associated planning documents:

- Community Plan 2016 – 2027
- Corporate Plan 2016 – 2020
- Open Space Strategy 2025
- Development Plan
- Living Green to 2020
- Engineering and Open Space Development Guidelines
- Asset Accounting Policy
- Asset Fund Policy
- Environmental Sustainability Policy
- Sporting and Community Clubs Fees Policy
- Access and Inclusion Plan
- Regional Sporting Facility Supply and Demand Study

The Council Building assets covered by this AMP are outlined in section 1.1. These assets are used to provide Council Buildings to service our community.

Updates have been made to this AMP since the previous 2015 version, and these are summarised as follows:

- The increased asset stock, since the previous AMP, is largely due to the renewal works including, Josiah Mitton Reserve Toilet Block, Croydon Playground Reserve Toilet Block, Jubilee Reserve Changeroom, Woodville Town Hall Green Room, James Brickworks Kiln Shelter, MJ McNerney Reserve Toilet Block, Beverley Waste Transfer Station and St Clair Recreation Centre.
- The maintenance and renewal of club assets where they are not accessible to the general public are the responsibility of the Club as outlined in Council's *'Sporting and Community Clubs Fees Policy' – May 2018 TRIM12/270436[V4]*

The process for preparing an asset management plan is shown on the following page.

INFORMATION FLOWS

- Asset register data on size, age, value, remaining life of the network
- Unit rates for categories of work/material
- Adopted service levels
- Projections of various factors affecting future demand for services
- Correlations between maintenance and renewal, including decay models
- Data on new assets acquired by council

ASSET MANAGEMENT PLAN

- Assumed Works Program and trends
- Resulting budget, valuation and depreciation projections
- Useful life analysis

- Long term financial plan
- Strategic business plan
- Annual budget
- Departmental business plans and budgets

3. LEVELS OF SERVICE

Levels of Service are a commitment to carry out a given action or actions within a specified time frame in response to an event or asset condition data. The levels of service defined in this section will be used to:

- Identify the desired level of service that our customers seek and clarify the level of service that our customers should expect;
- Identify works required to meet these levels of service;
- Identify the costs and benefits of the services offered; and
- Enable Council and customers to discuss and assess the suitability, affordability and equality of the existing service level and to determine the impact of increasing or decreasing this level in future.

The adopted levels of service for Council owned property assets are based on legislative requirements, customer research and expectations (outlined in section 3.2), and corporate goals (outlined in section 4.1).

3.1 Customer Research and Expectations

A Community Survey was conducted in March 2019 to capture City of Charles Sturt residents' and business owners' satisfaction with aspects of services and facilities provided by Council and to test the importance of specific aspects of service provided to the community.

Overall, **68%** of people were satisfied with Council's performance. Levels of satisfaction for community facilities such as Libraries, Community Centres, Sporting Clubs and Council/Town Halls at **91%**.

Table 3.1.1 City of Charles Sturt 2019 Community Survey Report - Community facilities Page 14

Location	Importance	Usage	Satisfaction (2019)	Change in satisfaction (since 2018)
Libraries	80%	40%	94%	1% increase
Community centres	70%	12%	86%	1% increase
Sporting clubs	66%	20%	88%	6% increase
Council/Town halls	52%	5%	96%	6% increase

Whilst these results are positive, council strives to develop an environment of continuous improvement, which is underpinned by our Community Plan 2016 – 2027 in particular, Our Liveability – Charles Sturt will continue to evolve as a destination of choice to live and visit. Local places will bring people together and new ways of living will revitalise our suburbs to create a liveable City of great places.

3.2 Levels of Service

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

Technical Levels of Service are defined by standards and legislative requirements and relate to the allocation of resources to service activities that the Council undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

The community and technical levels of service relevant to this AMP are as follows:

- Quality *The condition of the whole of building as assessed during the independent valuation process. Assessment is based on Australian Standard*
- Function *Is the building performing to meet its current use, or any proposed future use including the requirement for facilities that allow for female participation?*
- Capacity *Is the building able to meet the requirements for the volume of users in its current use, or any proposed future use?*
- Utilisation *How frequently is the building used?*
- Legislative Compliance *Does the service comply with current legislation?*
- Risk Consequence *The risk consequence of either personal injury, financial loss to Council or an inability to perform core Council functions*
- Risk Likelihood *The likelihood of an incident occurring based on whether the building provides a safe environment for its users. Building Code and DDA issues are considered as part of this assessment*
- Criticality *How critical is the building to delivering Councils core services to the community?*

3.3 Desired Levels of Service

At present, indications of desired levels of service are obtained from various sources including tenant’s feedback to Councillors and staff, service requests and correspondence are considered when capital improvements are made to each building. Council undertook a review of the current levels of services for all council owned properties which now defines the renewal and upgrade priority matrix that will target properties deemed to a meet desired levels of service in future buildings works. This will be reflected in future revisions of this asset management plan following public consultation. Table 3.3.1 outlines the criteria.

Table 3.3.1 Property Services Building and Sporting Club Priority Matrix rating criteria

CONDITION	FUNCTION	CAPACITY	UTILISATION	RISK CONSEQUENCE	RISK LIKELIHOOD	CRITICALITY
1 - Very Good Condition	1 - Easily Performs	1 - Easily Meeting	1 - Not Utilised	1 - Insignificant	1 - May Occur	NA
2 - Minor Defects Only	2 - Adequately Performs	2 - Adequately Meeting	2 - Infrequently Utilised	2 - Minor	2 - Could Occur	2 - Non-Critical
3 - Maintenance Required	3 - Performing	3 - Usually Meets	3 - Moderately Utilised	3 - Moderate	3 - Might Occur	3 - Moderate
4 - Requires Renewal	4 - Lowest Level	4 - Frequently Fails	4 - Frequently Utilised	4 - Major	4 - Probable	4 - Important
5 - Asset Unserviceable	5 - Not Performing	5 - Unable to Meet	5 - Repeatedly Utilised	5 - Catastrophic	5 - Expected	5 - Critical

Palm Grove Residential Care – Circa 1880



4. FUTURE DEMAND

4.1 Corporate Goals

This asset management plan is prepared under the direction of the City of Charles Sturt's planning documents outlined in section 2.1. Relevant goals and objectives of the Community Plan 2016 – 2027 that are addressed in this AMP are as follows:

- **Goal - Our Liveability - A liveable city of great places.**
 - City assets and infrastructure are developed and well maintained on a strategic and equitable basis.
 - Enhance the quality and diversity of open and public spaces.
 - Create valued urban places that bring people together and reflect local character and identity.
- **Goal - Our Environment - An environmentally responsible and sustainable city.**
 - Continue to implement climate change mitigation and adaptation solutions.
 - Enhance the state of the City's environment and biodiversity.
- **Our Leadership - A leading and transformational local government organisation**
 - Adaptive and sustainable management of the City's finances.

4.2 Managing Demand

Drivers affecting demand include population change, changes in demographics, trends in recreation and sport seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

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 include non-asset solutions, insuring against risks and managing failures.

Identifying future demand for buildings can be a complex exercise with occupiers of our buildings regularly wishing for improvements to their facility. Buildings can be well maintained and in good condition but may not be functionally adequate for its users. This is particularly the case for Sporting Clubs who face challenges such as fluctuating participation rates (prompting calls for expansion) and increasing expenses (prompting clubs to seek improved facilities for venue hire or catering requirements). There is an increasing demand for the participation by women in traditionally male dominated sports adding to these requirements. Community attitudes and expectations also rapidly change which can lead to buildings failing to meet the expectations of the community. Prior to any building upgrade the new licence fees are calculated based on the sporting club leases and licence fees policy. The sporting club is then required to agree to the increase in licence fees.

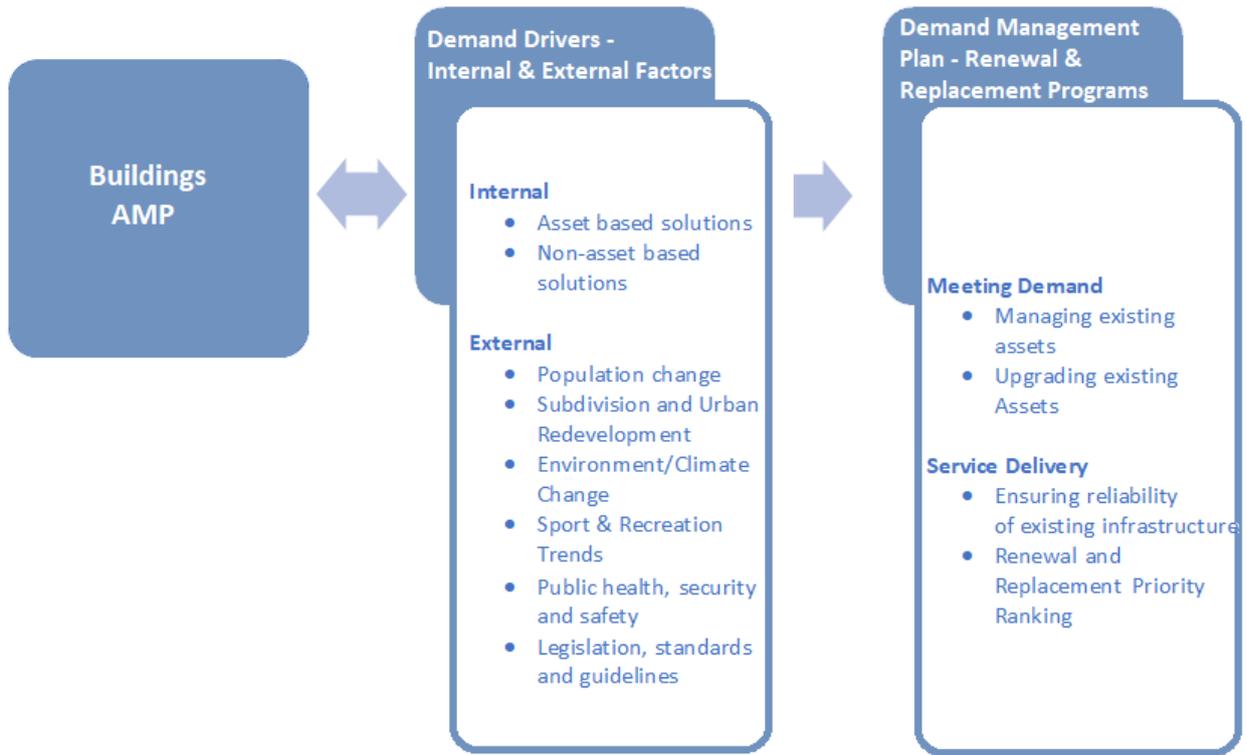
To assist in managing these demands, representatives of the Open Space, Recreation and Property Portfolio review each building annually against a set of criteria measuring how the building performs to both the technical levels of service and the community levels of service. This assessment provides a ranking which forms the basis for major renewal/upgrade works of the entire building. The specific assessed criteria can be found below in Table 4.1.

On average it is anticipated that one major renewal/upgrade is completed every 2 years. Costs for this are estimated based on the Rawlinsons Construction Guide and similar projects from previous years. Extensive consultation is conducted for each specific project. These works are in addition to the annual forecast renewals which are based purely on the condition of renewable components such as carpets and roofing which occur as required.

Future requests for sporting club capital works should be assessed in accordance with the guidelines and principles outlined in Councils Sporting and Community Clubs Fees Policy and encourage that future upgrades of buildings, or new buildings, enables multi-purpose use. Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures.

Examples of non-asset solutions include providing services from existing infrastructure such as aquatic centres and libraries that may be in another community area or public toilets provided in commercial premises.

Figure 1: Demand Drivers, Projections and Impact on Services



The City of Charles Sturt assessed all property categories and derived a ranking criteria to determine priority of identified renewal and replacement proposals which is detailed in Table 4.2.1 and Table 4.2.2.

Table 4.2.1: Renewal and Replacement Priority Ranking Criteria

Criteria	Weighting %
Condition The condition of the whole of building as assessed during the independent valuation process. Assessment is based on Australian Standard AASB13.	30%
Function Is the building performing to meet its current use, or any proposed future use? <i>E.g. including the requirement for facilities that allow for female participation.</i>	30%
Risk Consequence The risk consequence of either personal injury, financial loss to Council or an inability to perform core Council functions.	10%
Risk Likelihood The likelihood of an incident occurring based on whether the building provides a safe environment for its users. Building Code and DDA issues are considered as part of this assessment.	15%
Criticality How critical is the building to delivering Councils core services to the community?	15%

Table 4.2.2: Upgrade Priority Ranking Criteria

Criteria	Weighting %
Condition The condition of the whole of building as assessed during the independent valuation process. Assessment is based on Australian Standard AASB13.	10%
Function Is the building performing to meet its current use, or any proposed future use including the requirement for facilities that allow for female participation?	20%
Capacity Is the building able to meet the requirements for the volume of users in its current use, or any proposed future use?	35%
Utilisation How frequently is the building used?	35%

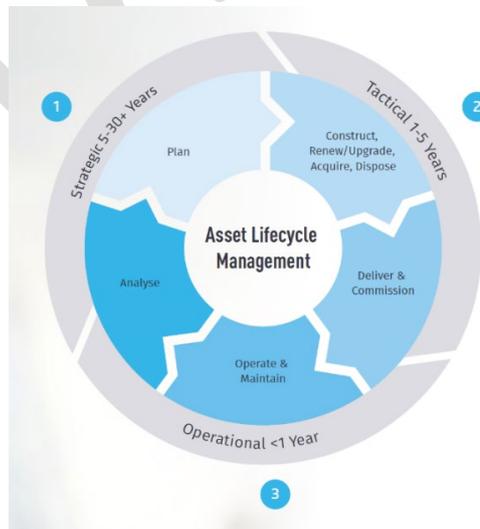
The detailed Property Services Building and Sporting Club Evaluation Matrix can be found within Councils electronic records management system reference 19/58263.

5. LIFECYCLE MANAGEMENT

The lifecycle management plan details how the organisation plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while optimising life cycle costs. Based on Council’s current knowledge and audit data, the expected useful lives (EUL) of property assets are summarised in councils electronic records management system reference 19/244011 Council also acquired an independent assessment by a Quantity Surveyor to determine appropriate useful life and unit rates of council’s building components. The assessment involved applying a percentage factor based on a set of indices called the Building Price Index which is published in an annual publication called Rawlinson's Australian Construction Handbook.

Using the method and indices suggested in Rawlinson’s with a Base of December 2012, escalating to June 2018.

Figure 2: Asset lifecycle Management - Optimised Asset Performance Chart



TechnologyOne, Asset lifecycle Management - Optimised Asset Online Brochure

Woodville Town Hall – Established in 1902 as Council office and Chambers. Then becoming a Town Hall in 1927.



5.1 Asset Condition

The assets covered by this asset management plan are outlined in section 1.1. The useful life of an asset is defined as a period over which a depreciable asset is expected to be fully utilised, however, this period can be significantly impacted by Council's maintenance practices.

Condition is monitored via independent audit every 5 years. This audit determines the condition of each sub-component (roof, carpets etc.) of our buildings. A review of those components nearing renewal is undertaken by our staff annually to confirm that renewal is required before budget bids are submitted.

An independent condition assessment of Council owned property assets was conducted in 2018 as part of council's ongoing condition and valuation audit program (5-year schedule cycle).

Overall, council's property assets are in fair condition. This is due to the nature of building assets whereby factors such as limited resources to fulfil whole of building renewals/upgrades and expected service levels established in early AMP's. Current data confidence is high, it is important to note that the valuation of property assets was carried out at the financial component: -

- **Superstructure** - Part of the building which is constructed above the ground level such as Basement Walls, Columns above tops of bases, Roof, Staircases, Floor Finishes, External Floors. Excludes all non-structural work associated with the internal services.
- **Substructure** - The structurally sound and watertight base upon which to build which includes the basement and foundation excavations; piers, piles, pedestals, beams and strip footings; foundation walls; drop aprons; hard-core filling; work slabs and damp-proofing or other membranes; floor structures; subsoil drainage; ducts, pits, bases and service tunnels; entrance steps, ramps and their finishes; steps and ramps in the one floor level; structural screeds and toppings; covered swimming pools; all other work up to but excluding the lowest floor finish.
- **Fitouts and Fittings** - The fit out of the building with built-up fitments and fixed items such as benches, cupboards, shelving, racks, seats, counters, chalkboards, notice boards, signs and name plates, coat rails and hooks, mirrors, windows, W.C. suites, urinals, basins, sinks and tubs, troughs and runnels, drinking fountains, slop hoppers, showers, hobs, showers, soap and toilet paper holders, towel rails and hand driers, tapware, including External & Internal Doors.
- **Finishes** – Includes the internal Wall, External Wall, Internal Floor, External Floor, and Ceiling Finishes.
- **Services** – Internal and External elements within a building such as Fire, Electrical, Gas, Hydraulic, Mechanical and Security services.

A Quantity Surveyor was engaged to provide an update on the building's "non-financial" component assets useful lives and unit rates. The method adopted was to take a percentage factor based on a set of indices called the "Building Index" which is published in an annual publication called Rawlinson's Australian Construction Handbook. The method and indices were the basis for the costings of December 2012, this method was then used to determine the June 2018 costs resulting in an increase of 11.55% rate using December 2012 as the benchmark. Council staff then undertook an extensive desktop review of the unit rates to be applied to each non-financial asset.

Council staff review assets that are due for renewal prior to 2019, and this AMP has been updated to ensure all priority assets are included for renewal in 2020 or at an appropriate time, based on:

1. Asset condition;
2. Useful remaining life;
3. Strategic importance (priority matrix);

Condition is measured using a 1 – 5 grading system¹ as detailed in Table 5.1.1.

¹ IPWEA, 2015, IIMM, Sec 2.5.4, p 2 | 80.

Table 5.1.1: Simple Condition Grading Model

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

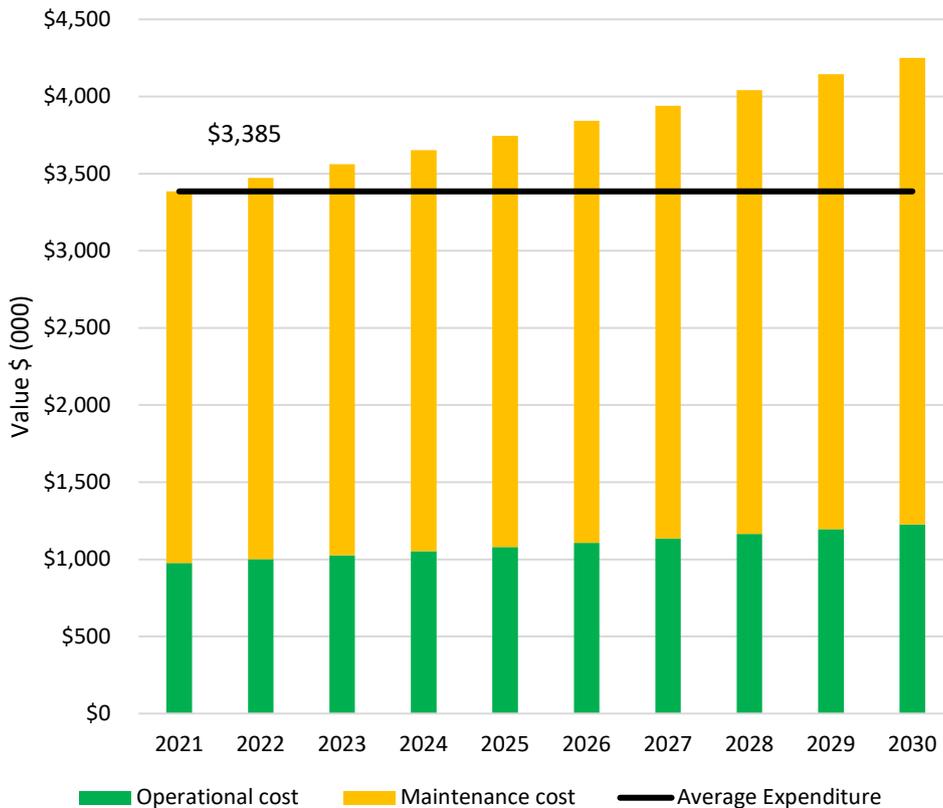
5.2 Operations and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, e.g. Utilities. Routine maintenance is the regular on-going work that is necessary to keep assets operating, e.g. (Painting, cleaning, contractors etc) this also includes instances where portions of the asset fail and need immediate repair to make the asset operational again.

5.2.1 Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 3. Note that all costs are shown in current 2019 dollar values (i.e. real values) and all operational and maintenance works are planned annually in the recurrent budget showing an annual 2.5% growth based on the Forecast Access Estimates (CPI) figures.

Figure 3: Projected Operations and Maintenance Expenditure



A review of current operation and maintenance expenditure has been undertaken as part of this AMP. There has been an increase in operation and maintenance expenditure over the last 3 years due to the increase in utility premiums hence why the expenditure is higher than the original budgeted amount in the AMP. The maintenance budget requirements above the red line (shown in Figure 3) are funded from the Property Services program for major maintenance practices.

The annual average **operations and maintenance** expenditure is estimated at **\$3.4m**, includes administrative overheads and operating costs for field staff and external contractors. Annual operations and maintenance expenditure will increase as new assets are acquired.

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, e.g. oiling of timber elements on reserve furniture, but excludes rehabilitation or renewal activities. Maintenance may be categorised into reactive, planned and specific maintenance work activities.

Reactive maintenance is generally logged via Council's Customer Request Management (CRM) system, with work programmed through a Work Order (WO) process through the Works and Assets Systems. This repair work is carried out in response to service requests and management/supervisory directions.

Planned maintenance is repair work that is identified and managed through a Maintenance Management System (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance. Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle. This work falls below the capital/maintenance threshold but may require a specific budget allocation.

5.3 Renewal/Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Renewal and replacement expenditure can also include work required to bring the asset into compliance with current legislative, technical or operational requirements for example: disability access & inclusion requirements, health & food safety requirements or provision of sanitary facilities. This can also sometimes be referred to as current replacement cost (CRC).

CRC's for whole of building renewals are reviewed annually and based on the Rawlinsons Construction Cost Guide and verified/adjusted following a comparison with recent similar projects.

CRC's for building component renewals are reviewed annually and based on previous similar projects and verified by an independent quantity surveyor.

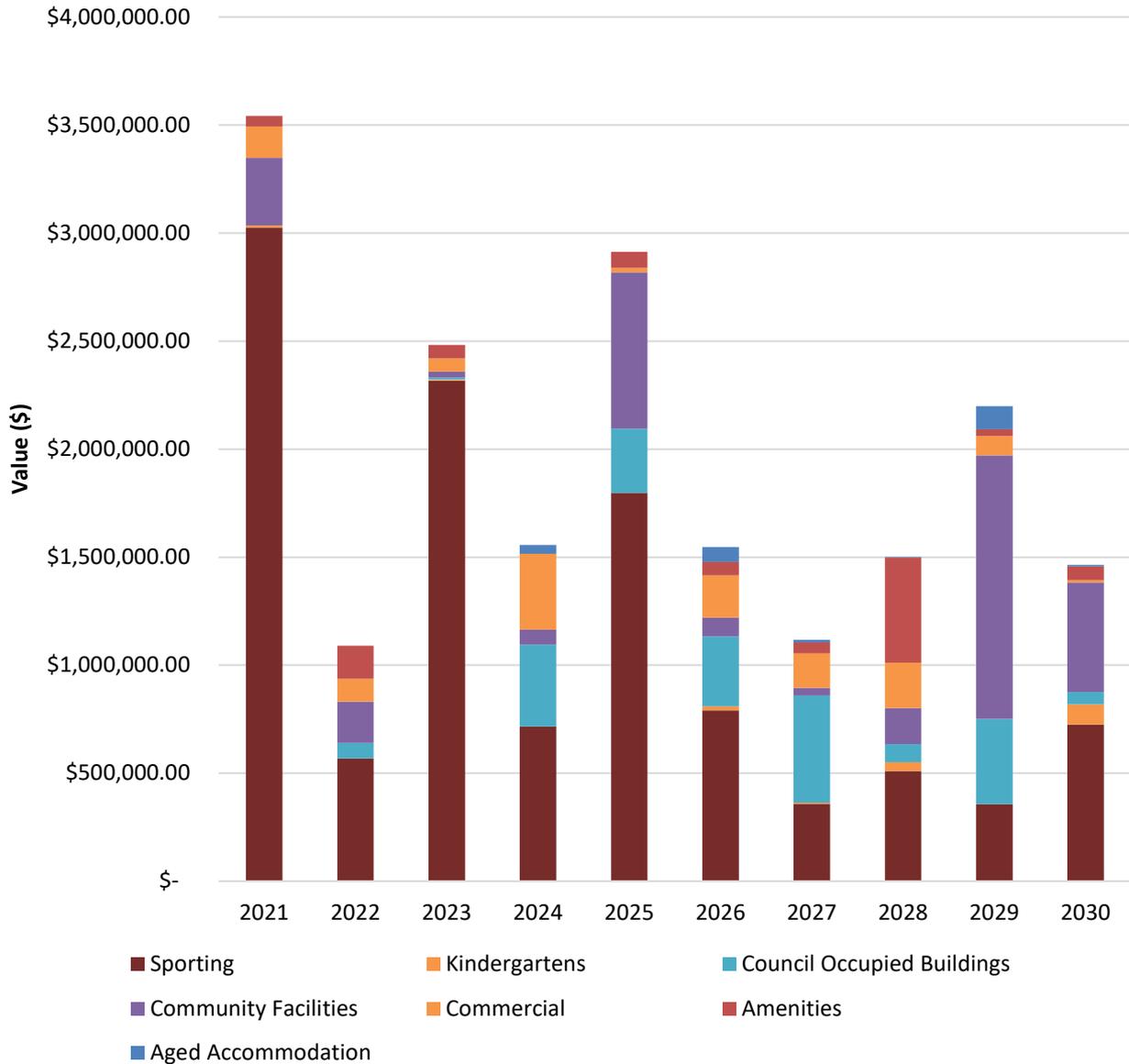
Work over and above restoring an asset to original service potential is considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

5.3.1 Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditures are forecast to increase over time when the asset stock increases. The expenditure associated with this AMP is shown in Figure 6. Note that all amounts are shown in current 2019 dollars.

The organisation will need to maintain its current Long Term Financial Plan (LTFP) to meet the demands of the projected expenditure in 10 years. The 4-year projected capital renewal and replacement program is provided as a separate document to Council to the AMP.

Figure 4: Projected Capital Renewal and Replacement Expenditure



5.4 Creation/Acquisition/Upgrade Plan

New works are those that create a new asset that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost directly to Council from major land developments.

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. Table 5.4.1 outlines the priority ranking criteria for renewal and replacement of Property assets, based on condition function and The Property Services Building and Sporting Evaluation Matrix.

All planned building upgrades of Sporting Clubs are subject to consultation with the licensees to agree to the proposed annual licence fee in accordance with the Sporting and Community Club Fees Policy. Noting that the licence fee is calculated based on the equity that Council holds in the building a club may choose to defer buildings works until additional funding can be secured. Should the licensee be unable to agree to the terms of the revised annual licence fee, Council may defer works until the Club has secured suitable funding. Repairs due to further deterioration of the building structure during this phase remains the liability of Council.

Table 5.4.1: New Assets Priority Ranking Criteria

Criteria	Weighting
Is the new asset/upgrade aligned to the Regional Sporting Facility Supply and Demand Study (Asset Management Plans, Community Plan, Long Term Financial Plan)?	High
Will the new asset/upgrade assist in meeting legal requirements or industry best practice?	High
Will the new asset/upgrade reduce Council’s risk?	High
Will a large section of the community directly benefit from the new asset/upgrade?	High
How much social and/ or economic benefit will be derived by the new asset/upgrade?	High

5.4.2 Summary of future upgrade/new assets expenditure

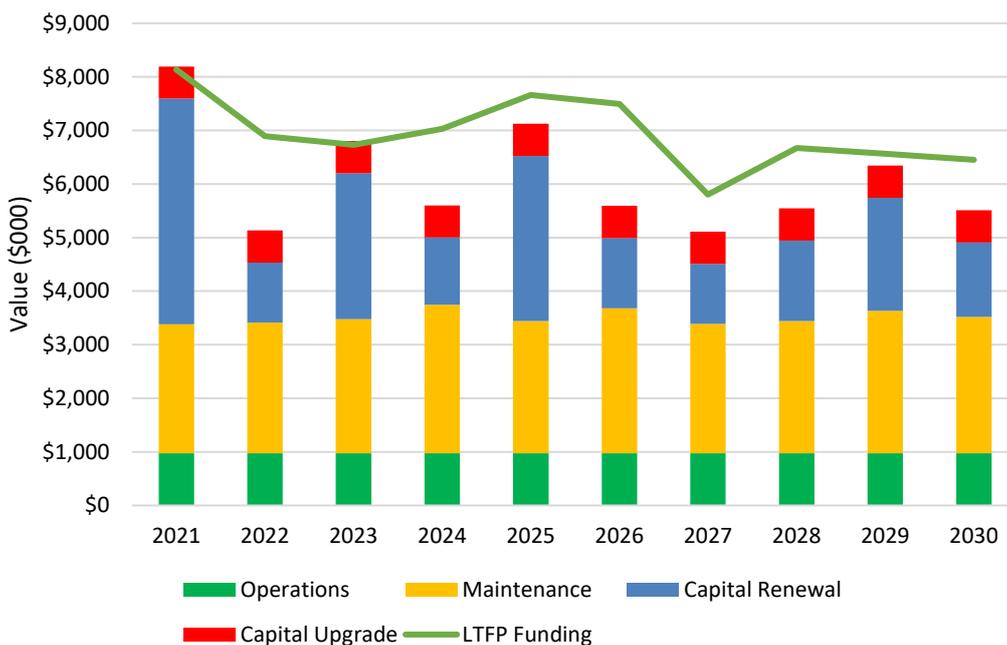
Funding is only included in the LTFP until Council adopts, in principal, the expenditure on new assets and services in the capital works program. The 4-year projected capital renewal and replacement program is provided within Appendix B of this document.

5.4.3 Summary of asset expenditure requirements

The financial projections from this asset plan are shown in Figure 5 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). Note that all costs are shown in real values. These projections have been developed using Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year and will be reviewed to inform future updates of this AMP. Further information relating to financial projections is included in section 7.

It should be noted that a number of assets that were due for renewal in 2019 or before have been deferred for renewal in 2025, as they have been assessed and are currently in good condition. This assessment will be reconfirmed at the next review of this AMP, and their renewal dates adjusted accordingly.

Figure 5: Projected Operating and Capital Expenditure



Josiah Mitton Reserve Exeloo – Constructed in 2016



5.5 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Any revenue gained from asset disposals is accommodated in Council's Long Term Financial Plan.

The City of Charles Sturt has identified the building on 111a Woodville Road St Clair as excess to requirements and Council has commenced a revocation process for its impending sale.

6. RISK MANAGEMENT PLAN

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

An evaluation matrix of risks associated with service delivery including condition, function and capacity from building assets has identified critical risks that will result in loss or reduction in service from building assets or a 'financial shock'. The evaluation matrix identifies a priority rating, develops an overall ranking which is used as a guide for building renewals and the whole of building replacement program.

6.1 Critical Assets

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

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

6.2 Risk Assessment

The risk management process used in this project is shown in Figure 6 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 the ISO risk assessment standard ISO 31000:2009.

Figure 6: Risk Management Process – Abridged



The risk assessment process:

- identifies credible risks;
- the likelihood of the risk event occurring;
- the consequences should the event occur;
- evaluates the risk; and
- develops a risk treatment plan for non-acceptable risks.

6.2.1 Service Consequences and Risks

The organisation has prioritised decisions made in adopting this AMP to obtain the optimum benefits from its available resources. Council has an existing budget that allows the AMP to balance the risks of Property assets and the asset register data provides a basis for where the AMP and future works is generated from.

6.2.2 What we cannot do

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

- Renewal of assets that may fail prematurely due to unforeseen events, such as storms or heat wave conditions.
- Renewal of assets that are not associated with the Council Property renewal program.
- Resolving all accessibility issues with Council buildings immediately. The City of Charles Sturt Access and Inclusion Plan has been drafted which, when accepted, will set out the strategies to address non-compliance with the Disability Discrimination Act.
- Provide all sporting clubs with upgraded facilities to meet their current demands and predicted future demands.

6.2.3 Service consequences

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

- Limited or prevention of access to impacted sites and/or infrastructure;
- Increase in maintenance costs.

6.2.4 Risk consequences

There are risks associated with providing the service and not being able to complete all identified activities and projects. Council have identified major risks as:

- Failure to maintain asset data, particularly the condition and remaining life of the building components. This could potentially lead to poor decision making and lack of funding for maintenance and renewals.
- Insufficient resources including funding and staff to replace/renew assets in accordance with renewal forecasts maintenance standards.

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

- Conducting regular condition audits and site inspections to determine the remaining useful life of assets and maintenance requirements. Our first complex audit was conducted in 2013 and forms the basis of this plan.
- Request funding for renewals as required, monitor trends of maintenance requirements and ensure the Long Term Financial Plan is updated accordingly to ensure Council

Once risks have been assessed and rated the most significant risks (those rated as high or extreme), are isolated for the implementation of treatment measures. Those identified as moderate or low will continue to be monitored and reviewed if circumstances change.

Bower Cottages Community Centre – Established in 1897



7. FINANCIAL SUMMARY

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

7.1 Financial Statements and Projections

7.1.1 Asset valuations

The best available estimate of the value of assets included in this Asset Management Plan are outlined below.

- Gross Replacement Cost \$ 184,334,000
- Depreciable Amount \$ 184,334,000
- Depreciated Replacement Cost² \$ 86,016,000
- Annual Average Asset Consumption \$ 3,731,000

Gross Replacement Cost refers to the current replacement value of all open space and recreation assets. **Depreciable amount** refers to the cost of an asset, or other amount substituted for its cost, less its residual value. **Depreciated replacement cost (DRC)** refers to the current replacement cost of an asset less, where applicable, accumulated depreciation calculated based on such cost to reflect the already consumed or expired future economic benefits of the asset.

Annual average asset consumption refers to the ratio of annual asset consumption relative to the depreciable amount of the assets. It measures the amount of the consumable parts of assets that are consumed in a period (depreciation) expressed as a percentage of the depreciable amount.

7.1.4 Projected expenditures for Long Term Financial Plan

Table 7.1.1 shows the projected expenditures for the 10-year Long Term Financial Plan.

Table 7.1.1: Projected Expenditures for Long Term Financial Plan

Projected Expenditure (\$000)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Capital Expenditure on Renewal/Replacement of existing assets	\$4,209	\$1,122	\$2,724	\$1,258	\$3,083	\$1,314	\$1,120	\$1,502	\$2,107	\$1,391
Capital Expenditure on Upgrade/New assets	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600
TOTAL CAPITAL EXPENDITURE	\$4,809	\$1,722	\$3,324	\$1,858	\$3,683	\$1,914	\$1,720	\$2,102	\$2,707	\$1,991
Operational cost of existing assets	\$976	\$976	\$976	\$976	\$976	\$976	\$976	\$976	\$976	\$976
Maintenance cost of existing assets	\$2,409	\$2,438	\$2,502	\$2,768	\$2,467	\$2,703	\$2,413	\$2,469	\$2,660	\$2,543
Increase operational costs attributed to new assets	\$0	\$3	\$6	\$10	\$13	\$16	\$19	\$22	\$25	\$29

² Also reported as Written Down Value, Carrying or Net Book Value.

Maintenance costs attributed to new assets	\$0	\$8	\$17	\$25	\$33	\$41	\$50	\$58	\$66	\$74
TOTAL OPERATING EXPENDITURE	\$3,385	\$3,425	\$3,501	\$3,779	\$3,489	\$3,736	\$3,458	\$3,525	\$3,727	\$3,622
Disposal of Surplus Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

7.2 Funding Strategy

Funding for assets is provided from the budget and Long Term Financial Plan. The financial strategy of the entity determines how funding will be provided, whereas the asset management plan communicates how and when this will be spent, along with the service and risk consequences of differing options.

8. IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

The City of Charles Sturt commissioned a review of the existing Council Owned Property asset register and re-valuation report in 2018, in accordance with the relevant Australian Accounting Standards and Local Government Regulations.

Re-valuation is the act of recognising a reassessment of values of non-current assets at a point in time and must be carried out with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the reporting date.

Reporting on property assets using the fair value process enables Council to meet the requirements for financial reporting. It results in financial reports, financial sustainability indicators, asset management and Long Term Financial Plans more accurately reflecting the financial performance and position of the Council and its ability to provide goods and services to community.

8.2 Improvement Plan

In 2015 The City of Charles Sturt recognised several improvements, below in Table 8.2.1 is a summary how those improvements were met.

Table 8.2.1 Previous AMP improvements

Task No	Task	Action taken
1	Adopt a change in recording Asset Disposals to include instances where part of building is "disposed" as part of an upgrade.	Implemented a comprehensive building componentisation asset breakdown to capture non-financial maintenance asset renewals e.g. Roof, guttering, wet areas and kitchen fit outs.
2	Measure the performance KPI's for responding to CRM's. Reporting requirements to be investigated given the transition to new Works and Asset Management System.	Ongoing monitoring and improvement
3	Allow for differentiation of maintenance expenditure as planned and un-planned	The City of Charles Sturt has now recognised maintenance expenditure
4	Develop a ranking matrix (similar to that of sporting clubs) to assist in determining a priority list for all asset classes.	The City of Charles Sturt has developed a priority matrix that lists all Council owned property assets based on their assessed function, capacity, utilisation risk and condition score. Each element was weighted to derive a renewal and upgrade priority criteria. See table 4.1 and 4.2

5	Continue to improve asset data including reviewing the asset handover procedure.	Implemented a comprehensive building componentisation asset breakdown to capture non-financial maintenance asset renewals e.g. Roof, guttering, wet areas and kitchen fit outs.
6	Consider amortising the interior refurbishments of the Aged Accommodation units as this will better reflect current practice of updating the facilities upon vacation of each unit.	Council trialled this improvement for three aged residential facilities. Units are now upgraded when residents vacate unit.
7	Draft a Public Convenience Plan to guide prioritising of upgrades to existing and construction of new facilities.	An initiative will be addressed to integrate the Public Convenience plan to the Open Space Strategy.
8	Develop an Asset Service Hierarchy	Complete. This work was incorporated in Point 4 above

The asset management improvement plan generated from this AMP is shown in Table 8.2.2.

Table 8.2.2: Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline
1	Continue to improve asset data including a review of expected useful lives and the asset handover process.	Coordinator Property Services Asset Officer	Within existing resources and budgets.	Ongoing
2	Undertake a review of the Sporting and Community Clubs Fees Policy, considering the renewal costs of Property assets that are the responsibility of clubs, to ensure renewal of these assets are achievable	Manager Open Space and Recreation and Property, Coordinator Open Space Policy, Planning and Assets,	Time from all staff to complete the review.	2023/24
3	Undertake a survey to determine the functionality and capacity requirements of each sporting club.	Coordinator Open Space Policy, Planning and Assets, Coordinator Property Services	Time from all staff to complete the review	2020/21
4	Continued review and site validation of the Property Services asset portfolio to align the Finance Asset Register and the Operating Asset Register.	Coordinator Property Services Asset Officer Asset Planner	Asset Management Planning Team Budget	2020/21
5	Measure the performance KPI's for responding to CRM's.	Coordinator Property Services Asset Officer Asset Planner	Within existing resources and budgets.	Review Annually
6	Improve planning and communications between internal portfolios, including property services, open space planning, design, maintenance and asset management.	Asset Management Lead, Coordinator Property Services Policy Planning and Assets, Asset Planner	Time from all staff to facilitate the interaction required	Review Annually
7	Identify new efficient maintenance options to improve service (continuous improvement research).	Coordinator Property Services Asset Officer Asset Planner	Within existing resources and budgets.	Review Annually
8	Identify new efficient renewal options to improve facilities and limit/reduce costs (continuous improvement research).	Coordinator Property Services Asset Officer Asset Planner	Within existing resources and budgets.	Review Annually

9	Review renewal costs annually to ensure that approved renewal budgets will continue to cover the cost of like for like replacements.	Asset Officer, Asset Planner	Within existing resources and budgets.	Review Annually
10	Continue to increase staff awareness of the importance of updating Open Space and Recreation Asset Management Plans. The plan outlines the types of services we provide to the community in respect to providing adequate OSR assets. Furthermore, the plan drives the Council's Long Term Financial Plan and budget bids.	Manager Open Space and Recreation and Property, Coordinator Property Services, Planning and Assets, Asset Planner	Time from all staff to develop and implement awareness strategies.	Review Annually
11	Work in collaboration with the Open Space Planning department to undertake a review of the Sporting and Community Clubs Fees Policy, considering the renewal costs of building assets that are a shared responsibility between the clubs and council, to ensure renewal of these assets are achievable.	Manager Open Space and Recreation and Property, Coordinator Open Space Policy, Planning and Assets, Coordinator Property Services, Open Space Planner	Time from all staff to complete the review.	2020/21

8.3 Monitoring and Review Procedures

This AMP will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions. The AMP will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the Long Term Financial Plan.

8.4 Performance Measures

The effectiveness of the AMP can be measured in the following ways:

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the Long Term Financial Plan.
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the asset management plan.
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans.
- The Asset Renewal Funding Ratio achieving the target of 1.0.

9. REFERENCES

1. IPWEA, 2015, 3rd edition, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
2. IPWEA, 2015, 2nd edition, 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
3. City of Charles Sturt, 2019 Community Survey Report, <http://www.charlessturt.sa.gov.au/webdata/resources/files/2019%20Community%20Survey%20-%20Full%20Report.pdf>
4. IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
5. IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney.
6. TechnologyOne, *Asset lifecycle Management - Optimised Asset*, https://www.technologyonecorp.com/_data/assets/pdf_file/0015/13083/TechnologyOne-Asset-lifecycle-management-brochure.pdf

10. APPENDICES

Appendix A - Budgeted Expenditures Accommodated in LTFP

Council Owned Property Infrastructure projected and LTFP budgeted renewals and financing shortfall.

Year End	Projected Renewal	LTFP Renewal Budget As at 2018/19	Renewal Financing	Cumulative Shortfall
Jun-30	(\$'000)	(\$'000)	Shortfall (- gap, + surplus) (\$'000)	(- gap, + surplus) (\$'000)
2020/2021	\$4,809	\$3,252	-\$1,558	-\$1,558
2021/2022	\$1,122	\$1,981	\$859	-\$699
2022/2023	\$2,724	\$2,253	-\$471	-\$1,170
2023/2024	\$1,258	\$2,288	\$1,030	-\$140
2024/2025	\$3,083	\$3,222	\$139	-\$1
2025/2026	\$1,314	\$2,816	\$1,502	\$1,501
2026/2027	\$1,120	\$1,415	\$295	\$1,796
2027/2028	\$1,502	\$2,227	\$725	\$2,521
2028/2029	\$2,107	\$1,932	-\$175	\$2,346
2029/2030	\$1,391	\$1,932	\$541	\$2,888

Appendix B – Projected 4 Year Capital Works Program

These tables show the indicative Capital Works cost estimates for the next four financial years. Renewal costs are based on the 2018 condition audit and revaluation of Property assets, and the desktop review of other assets completed by Council staff. Upgrade costs are estimates based on previous similar projects. The figures for the property renewals reflect current market rates, including design, project management and other relevant project costs. A detail list of the 4 and 10 year building component renewals can be found within council electronic records management system on 19/238679.

2020/21

Description	Estimate
Asset Breakdown - Contingency Fund	\$ 130,000
Office Furniture Renewals	\$ 45,000
Building Component Renewals	\$ 607,000
Construction - Whole of Building Renewal - Flinders Park Oval Clubrooms	\$1,827,000
Contribution for West Beach Surf Lifesaving Club	\$1,600,000
Sporting Club Changeroom Upgrades - Fawk Reserve Clubrooms	\$ 300,000
Sporting Club Changeroom Upgrades - Woodville Oval Bowling and Tennis Club	\$ 300,000
TOTAL	\$4,209,000

2021/22

Description	Estimate
Asset Breakdown - Contingency Fund	\$ 130,000
Office Furniture Renewals	\$ 45,000
Concept planning and tender docs for whole of building renewal – Pedlar Reserve Clubrooms	\$ 70,000
Building Component Renewals	\$ 877,000
Sporting Club Changeroom Upgrades - Woodville District Cricket Club	\$ 300,000
Sporting Club Changeroom Upgrades - Aquatic Reserve Clubrooms	\$ 300,000
TOTAL	\$1,722,000

2022/23

Description	Estimate
Asset Breakdown - Contingency Fund	\$ 130,000
Office Furniture Renewals	\$ 45,000
Building Component Renewals	\$ 377,000
Construction - Whole of Building Renewal - Pedlar Reserve Clubrooms	\$2,172,000
Sporting Club Changeroom Upgrades - Croydon Bowling Club	\$ 300,000
Sporting Club Changeroom Upgrades - Findon Reserve Skid Kids Changerooms	\$ 300,000
TOTAL	\$3,324,000

2023/24

Description	Estimate
Asset Breakdown - Contingency Fund	\$ 130,000
Office Furniture Renewals	\$ 45,000
Concept planning and tender docs for whole of building renewal – Grange Recreation Reserve Clubrooms (Cyril Baxter Hall)	\$ 70,000
Building Component Renewals	\$1,013,000
Sporting Club Changeroom Upgrades - Grange Hockey Club	\$ 300,000
Sporting Club Changeroom Upgrades - Matheson Reserve Clubrooms	\$ 300,000
TOTAL	\$1,858,000