



MEANS
THE WORLD

COUNCIL BUILDINGS ASSET MANAGEMENT PLAN 2024 – 2034



Document Control		Council Buildings Asset Management Plan 2024-2034			
Document ID : 23/218248					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1	20 November 2023	Council Building Asset Management Plan 2024-2034 Endorsed for Consultation	DHO	SHI	AMC 20/11/23 Item 4.79
2	15 April 2024	Council Building Asset Management Plan 2024-2034 Final – 23/218248	DHO / JWI	SHI	AMC 15/04/24 Item 4.24

© Copyright 2017 – All rights reserved.
The Institute of Public Works Engineering Australasia.
www.ipwea.org/namsplus

Table of Contents

1.	Executive Summary	4
	Asset Description	4
	What does it Cost?.....	5
2.	Introduction	9
	Background	9
3.	Levels of Service.....	11
	Customer Research and Expectations	11
	Levels of Service.....	12
	Desired Levels of Service	12
4.	Future Demand.....	13
	Corporate Goals.....	13
	Managing Demand	13
5.	Lifecycle Management.....	16
	Asset Condition.....	16
	Operations and Maintenance Plan	17
	Renewal/Replacement Plan	18
	Creation/Acquisition/Upgrade Plan	19
	Disposal Plan.....	21
	Unisex Participation Upgrade Plan	22
	Public Amenities Strategic plan	22
6.	Risk Management Plan	23
	Critical Assets.....	23
	Risk Assessment.....	24
	Environmentally Sustainable Development – Asset Strategy	25
7.	Financial Summary.....	27
	Financial Statements and Projections	27
	Funding Strategy.....	29
8.	Improvement and Monitoring	29
	Status of Asset Management Practices	29
	Improvement Plan	29
	Monitoring and Review Procedures	32
	Performance Measures	33
9.	References	33
10.	Appendices	34
	Appendix A - Budgeted Capital Expenditures Accommodated in LTFP	34
	Appendix B – Projected 4 Year Capital Works Program	35

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 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 contracts 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.

Asset Description

The Council Building network is comprised of various building types including:

- 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 **\$204m** (as at 30 June 2023). This increase, since the previous plan was adopted, is a result of a range of factors, including:

- The formal audit of Council Buildings in 2023.
- 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 2019 AMP.
- Assets which have been discovered and included since the development of the previous AMP.

An independent valuer was contracted to undertake an extensive review of Councils Buildings portfolio in 2018 with the next major review to be undertaken in 2024.

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 and provide insight into the current market trends across the industry for building construction and maintenance costs.

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 expenses for our assets within the operating budget 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 2023 total depreciation for buildings and other structures was \$4.1m. This represents an increase from the previous AMP where the annual depreciation expense was \$3.7m.

This increase impacts the operating expense, which subsequently must be considered when evaluating council's ongoing financial sustainability. This information is built into successive LTFP forecasts.

The projected outlay necessary to provide the services covered by this Asset Management Plan is \$103m or \$10.3m on average per year which covers operations, maintenance, renewal, and upgrade of existing assets over the 10-year planning period.

Current available funding for this period as per Councils Long Term Financial Plan is \$68m or \$6.8m on average per year which is 67% of the cost to fund this Asset Management Plan.

The estimated budget deficit of \$35m can be attributed to various following factors:

- Significant impacts across the construction and maintenance industries which were heavily impacted by the Covid-19 pandemic market conditions, the construction industry has seen a 32% increase in costs since the previous AMP in 2018. This increase determined by an independent quantity surveyor has been applied to all unit rates making up the Building Component Renewals.
- Cost of ensuring Council is able to deliver on their commitment to address Climate Change by using environmentally sustainable materials (ESM) where possible incurs an additional cost increase. This increase has been built into all costs published in this AMP. (See section 7 for further detail)
- Councils Commitment to upgrade sporting facilities to encourage and support female participation to be delivered within industry standard and within compliance/sporting code guidelines.

A detailed breakdown of the funding shortfall is set out in the table below.

Projected Expense	Annual Shortfall (Average)	Total Shortfall	Reason
Building Component Renewals	\$174,331	\$1,743,316	Inflation since 2018
Building Contingency Renewals	\$3,600	\$36,000	Provision for improved environmental sustainability
Office Configuration Modifications	\$810	\$8,100	Provision for improved environmental sustainability
Unisex Changeroom Upgrades	\$1,170,700	\$11,707,000	Continuation of Council Resolution Asset Management Committee, Item 4.20 (16/3/2020). Council Item 2.2.1 (23/3/2020) endorsed unisex Changeroom renewals.
Whole Building Renewal Concept Planning/Design/Documentation	\$55,900	\$559,000	Continuation of previous AMP Building Renewal Strategy
Whole Building Renewal Construction	\$2,094,684	\$20,946,848	Continuation of previous AMP Building Renewal Strategy
Operating Expenses	\$16,210	\$162,198	Provision for improved environmental sustainability
Maintenance Expenses	\$49,929	\$499,299	Provision for improved environmental sustainability
Totals	\$3,566,266	\$35,662,661	

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 - \$4,763,000
- Upgrade/New - \$1,841,000

Operating

- Operations – \$917,000
- Maintenance - \$2,823,000

The operation and maintenance forecast are based on a 4-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.

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

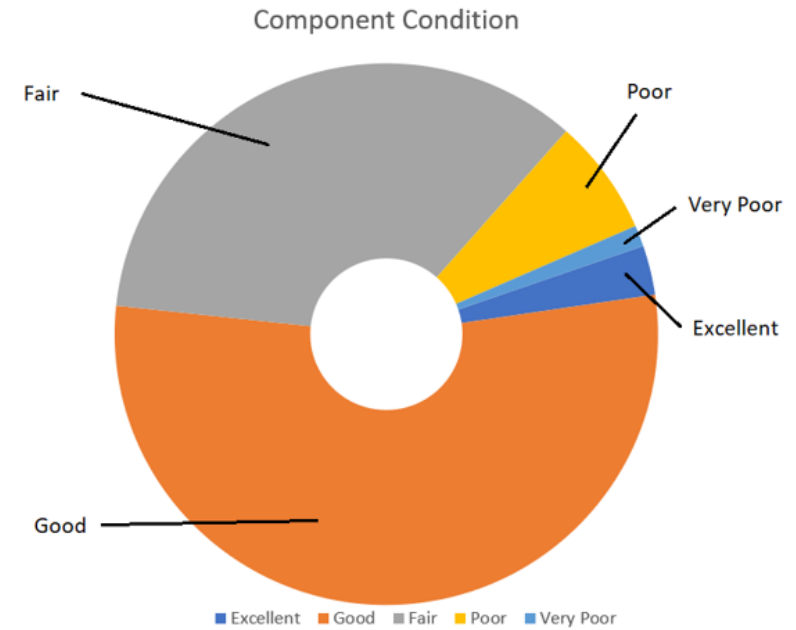
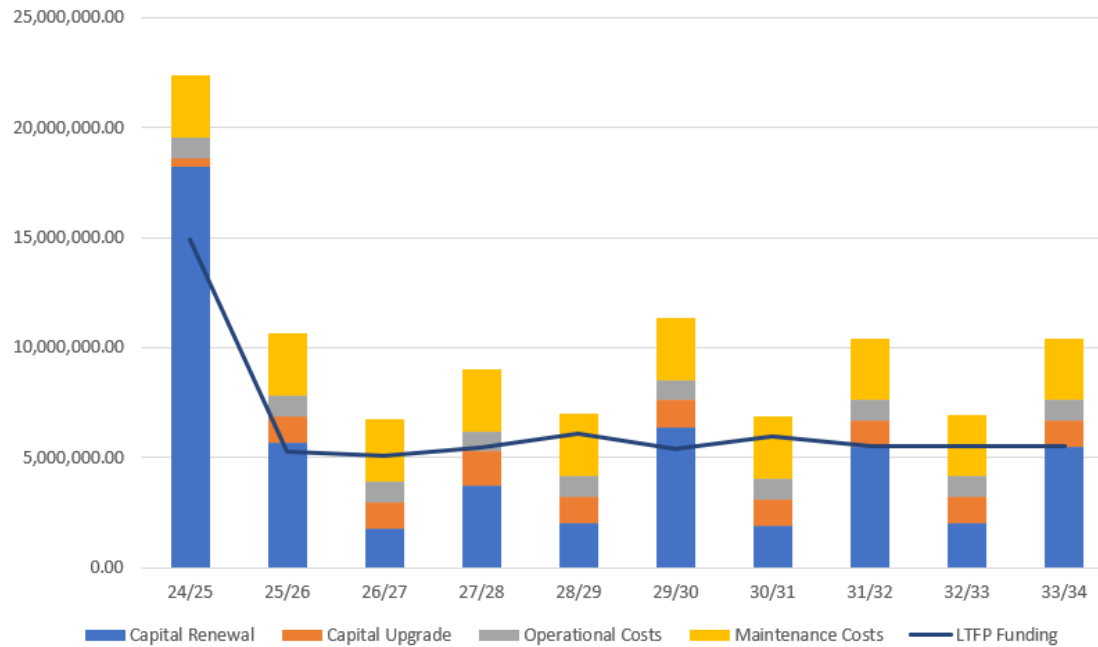
- Beverley Depot
- Henley Ngutungka
- Sam Johnson Reserve Clubrooms
- Trust Reserve Changerooms

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 changerroom upgrades. Each year one club will be nominated for an upgrade. This was previously two clubs but has been reduced to one per year for the duration of this AMP due to a dramatic increase in construction costs across the industry.

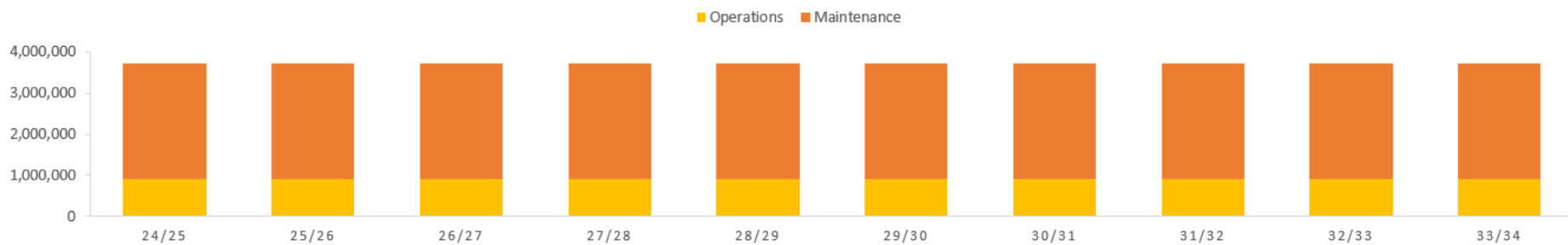
The next 4-year upgrade program includes the following clubs:

- Ledger Reserve Changerooms
- Grange Hockey Clubrooms
- Henley Memorial Oval Clubrooms
- Collins Reserve Clubrooms

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.



OPERATING AND MAINTENANCE FORECASTS



2. Introduction

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
- Open Space Strategy (In draft format awaiting consultation)
- Development Plan
- Engineering and Open Space Development Guidelines
- Asset Accounting Policy
- Asset Fund Policy
- Environmental Sustainability Policy
- Sporting and Community Clubs Fees Policy
- Disability 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 2019 version, and these are summarised as follows:

- The increased asset stock, since the previous AMP, is largely due to the renewal works as previously listed in the 2018 AMP and as a result of the buildings audit undertaken in 2023 including discovered assets.
- 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' – September 2023 CM12/270436[V6]*

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).

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%**.

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

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

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.

The next Community Survey is planned for 2024.

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?

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.

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	N/A
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

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

4. Future Demand

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.

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 or considering asset consolidation 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 4.2.1.

Criteria	Weighting %
Target Groups Does the Building have programs that benefit a diverse/broad range of user/community groups. Is the building available to any or all of the Community?	25%
Usage Number of people use the facility?	25%
Safety / Compliance Does the building provide a safe environment for it's users? Does the Building comply with current Building Code regulations. What is the potential for DDA related issues/incidents at the building	20%
Fit for Purpose Is the building fit for its current/proposed future use (including facilities that allow for female participation in Rec Buildings)	15%
Condition Overall condition of the building as assessed independently	15%

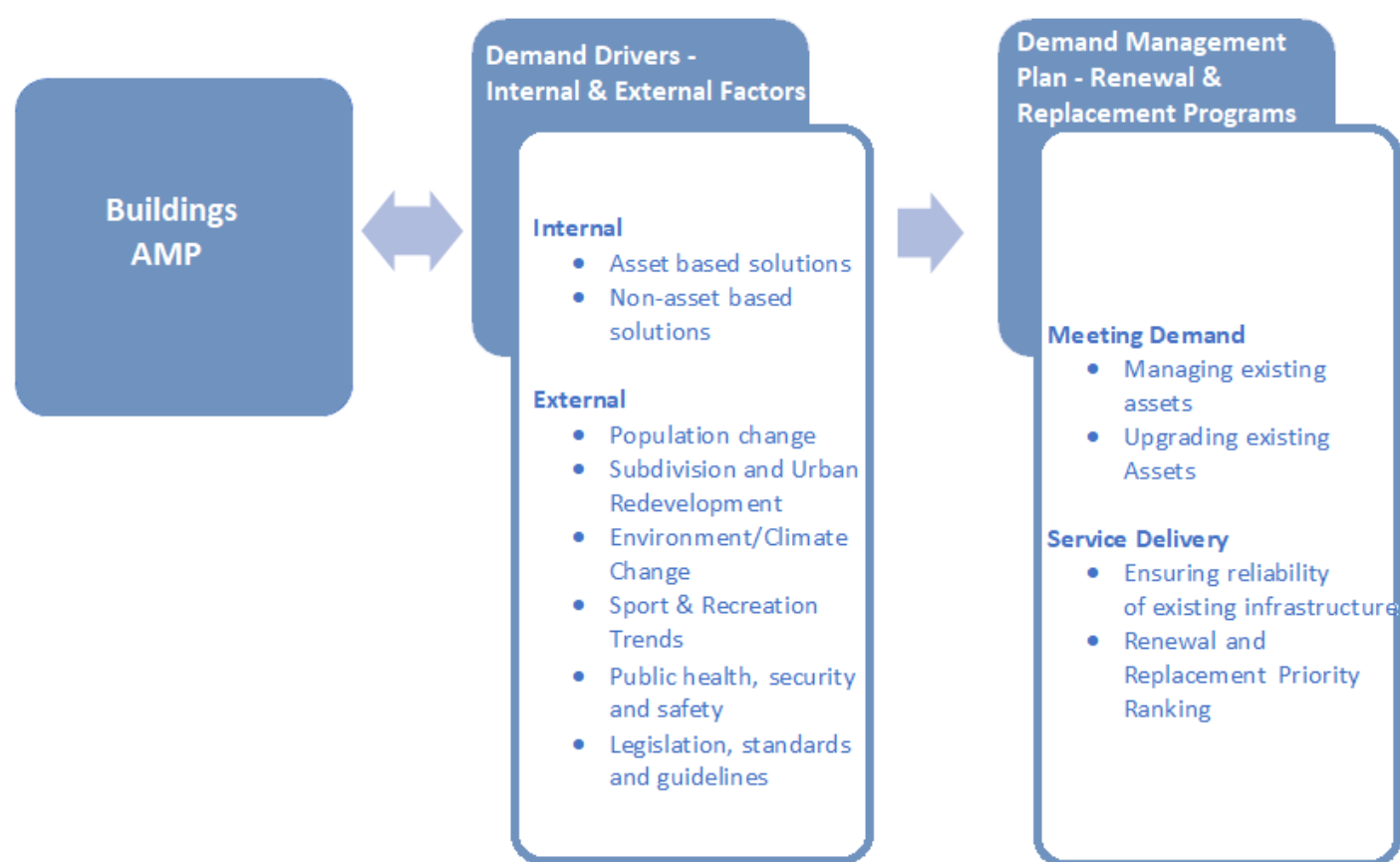
Table 4.2.1: Upgrade Priority Ranking Criteria

The detailed Property Services Building and Sporting Club Evaluation Matrix can be found within Councils electronic records management system reference 23/28066.

On average it is anticipated that one major renewal/upgrade is completed every 2 years. Costs for this are estimated based on Quantity Surveyors Estimates for future works 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 criterion to determine priority of identified renewal and replacement proposals which is detailed in Table 4.2.2.

Criteria	Weighting %
Condition The condition of the whole of building as assessed during the independent valuation process. Assessment is based on Australian Standard AASB13.	20%
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>	20%
Risk Consequence The risk consequence of either personal injury, financial loss to Council or an inability to perform core Council functions.	20%
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.	20%
Criticality How critical is the building to delivering Councils core services to the community?	20%

Table 4.2.2: Renewal and Replacement Priority Ranking Criteria

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 23/31801. Council also acquired an independent assessment by a Quantity Surveyor to determine appropriate useful life and unit rates of council's building components.

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.

A condition assessment of Council owned property assets was conducted in 2023 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.
- **Fit outs 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 and 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 the data provided by an independent Quantity Surveyor. The method and indices were the basis for the costings of June 2018, this method was then used to determine the June 2026 costs resulting in an increase of 31.57% rate using June 2018 as the benchmark.

Council staff review assets that are due for renewal annually, and this AMP has been updated to ensure all priority assets are included for renewal in 2025 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.

Condition Grading	Description of Condition
1	Excellent: 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

Table 5.1.1: Simple Condition Grading Model

Operations and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, eg. Utilities. Routine maintenance is the regular on-going work that is necessary to keep assets operating, eg. (Painting, cleaning, contractors etc) this also includes instances where portions of the asset fail and need immediate repair to make the asset operational again. (CM 22/125395 and 22/125391 Council Buildings Maintenance Service Standards and Council Buildings Maintenance Plan).

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 2023 dollar values (ie. real values) and all operational and maintenance works are planned annually in the recurrent budget showing an annual 5.44% growth based on the Forecast Access Estimates (CPI) figures.

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

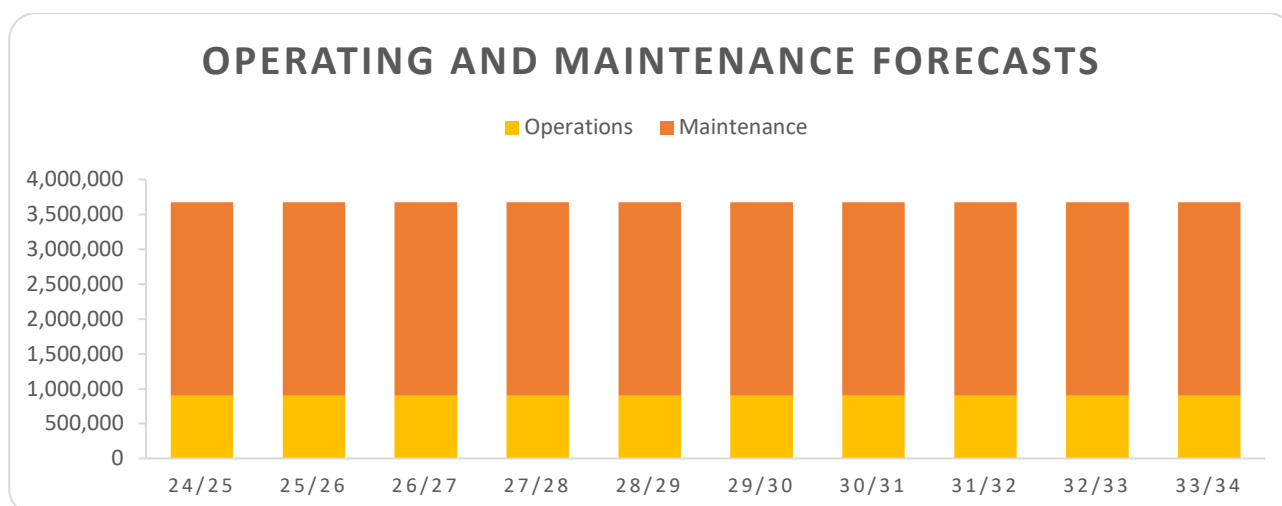


Figure 3: Projected Operations and Maintenance Expenditure

The annual average **operations and maintenance** expenditure is estimated at **\$3.74m**, 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, eg. 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 Planned Maintenance Management System (PMMS). PMMS 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.

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 and inclusion requirements, health and food safety requirements or provision of sanitary facilities. This can also sometimes be referred to as current replacement cost (CRC).

CRCs for whole of building renewals are reviewed annually and based on the invoiced costs and quantity surveyors estimates and verified/adjusted following a comparison with recent similar projects.

CRCs 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.

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 4. Note that all amounts are shown in current 2023 dollars and it is estimated an annual increase of 5.4% can be applied to all costs based on the Local Government Pricing Index.

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. The 10-year budget forecast for Council-owned property infrastructure, including LTFP budgeted renewals and financial shortfall is provided within **Appendix A** of this document.

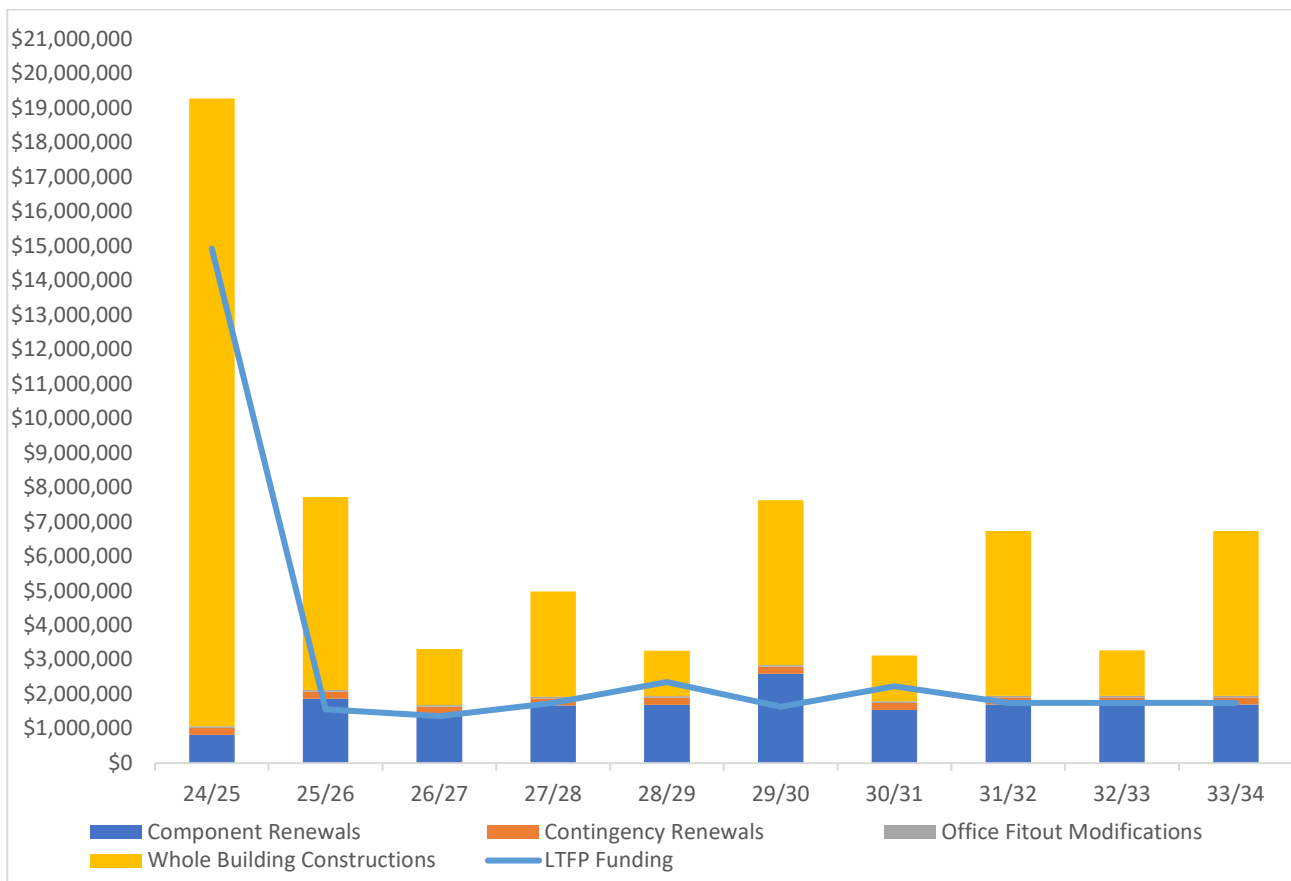


Figure 4: Projected Capital Renewal and Replacement Expenditure

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.

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

Table 5.4.1: New Assets Priority Ranking Criteria

There are no plans for any new asset construction in this planning period.

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.

Summary of asset expenditure requirements

The financial projections from this asset plan are shown in Figure 5 below for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). 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.

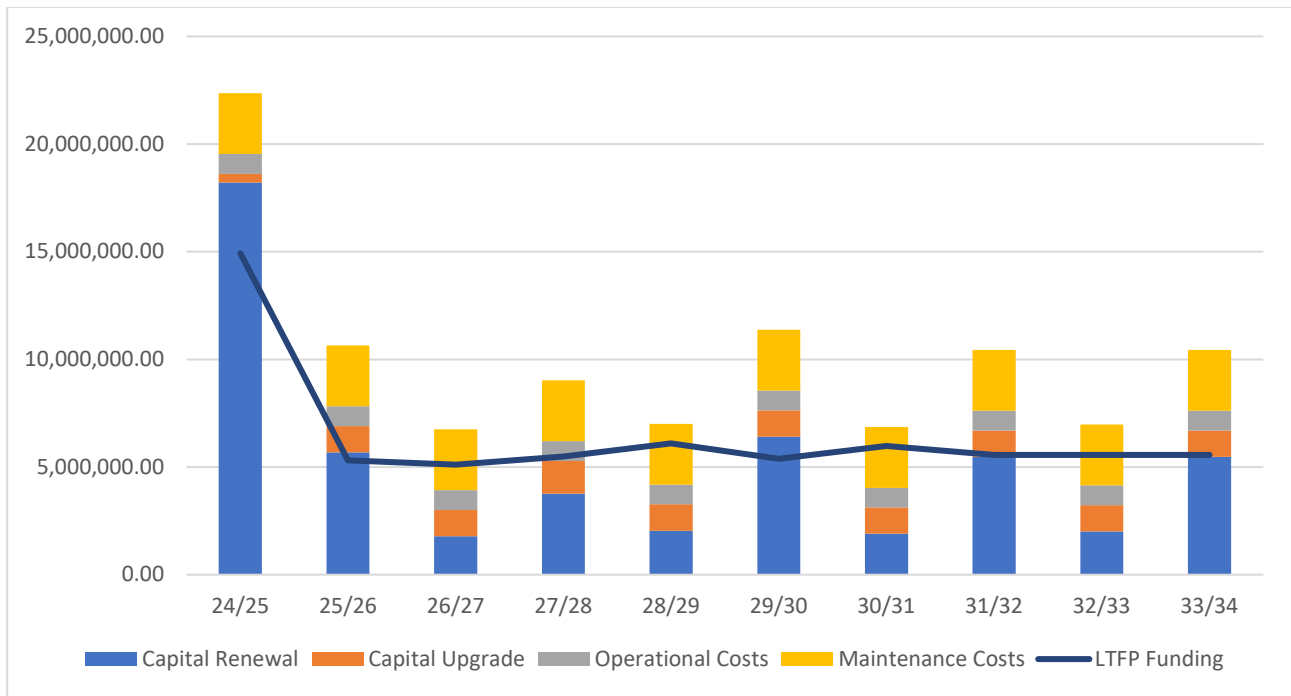


Figure 5: Projected Operating and Capital Expenditure

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.

Building Assets that may be considered for disposal would be evaluated under some or all of the following criteria:

Criteria No.	Category	Detail
1.	Criticality	How critical is the building to delivering Councils core services to the community?
2.	Utilisation	How frequently is the building used?
3.	Location	Is the building appropriately located for its current use, or any proposed future use or could the current use of the building be accommodated in another suitable facility?
4.	Quality	Does the condition of the whole of building meet acceptable building standards and does the building meet minimum legislative & WHS requirements?
5.	Function	Is the building performing to meet its current use, or any proposed future use?
6.	Capacity	Is the building able to meet the requirements for the volume of users in its current use, or any proposed future use?

An expenditure on a building asset evaluated against and failing to satisfy the above criteria should be assessed as to whether this is the most cost effective and efficient use of available funds.

Unisex Participation Upgrade Plan

As per AM Committee - Item 4.20 (16/3/2020). Council Item 2.2.1 (23/3/2020) endorsed unisex Changeroom renewals), Council committed to future proofing sporting clubs for unisex participation across all codes of sports.

Since 2020 a significant quantity of sporting club changerooms have been upgraded to ensure compatibility with unisex participation and sporting code requirements. As these have been worked through, we have had significant findings across the projects. The ongoing strategy is to continue with the unisex changerroom upgrade model to include future sites which have been flagged for the upgrade. The proposed program has been reduced to 1 changerroom per year (previously 2) due to cost increases. The initial budget allowances for the Unisex Participation Upgrade program are no longer sufficient due to multiple factors:

- Cost increases across the construction industry as detailed within the executive summary of this document.
- The need for 4 changerooms to be included in the upgrade as a minimum requirement to ensure unisex participation can be facilitated (Previously 2 or 4 changerooms were acceptable).
- Additional requirements for size and amenities within the changerroom facilities to align/comply with updated sporting code requirements.
- Additional works often being required to amenities and other building elements to ensure code compliance during the upgrade (often there is a need to upgrade DDA, male and female amenities within the projects which have been triggered by relevant building codes through the development approval process).

All budgeted costs for changerroom renewals are based on previous project costs and quantity surveying estimates of future projects. Councils' aim remains to leverage all future budget provisions to apply for additional funding through streams such as the Office of Recreation, Sport and Racing to have additional funds ensuring a successful delivery of the program, however, it should be noted that funding grants are becoming more challenging to secure due to the highly competitive nature of the applications in recent years.

Public Amenities Strategic plan

The City of Charles Sturt remains committed to providing public amenities within our Open Space areas and Buildings. An overarching set of criteria has been determined to guide the strategic inclusion of amenities within our Open Space areas as follows:

Best Practice Reserve Hierarchy Priorities for Public Amenities

Regional – Multiple amenities including DDA and ambulant amenities.

District – Amenities provided where playgrounds or sports fields are present.

Neighbourhood – Amenities not required unless specific needs are identified.

Local – Amenities not required unless specific needs are identified.

Note: Where public amenities (amenities listed on the National Public Toilet Map) or Council amenities within alternate infrastructure (eg. sporting clubs) are provided within a 300m walking distance then the inclusion of public amenity is not required as best practice but can still be considered based on needs analysis.

To ensure Council buildings ongoing operational and maintenance expenditure is maximised, asset consolidation should be considered where suitable. Where an underutilised public amenity is due for a whole of building renewal or significant renewal expenditure works, the amenity will be evaluated against the above criteria and the efficiency of its current use. If an amenity is deemed surplus to requirements based on low public usage, not aligning with reserve hierarchy priorities for amenities (as listed above) and the condition is poor, then asset disposal will be considered where appropriate. The public is to be notified of the closure of said public amenity.

Automated Public Toilets

As best practice, for all future public amenities building renewals or new public amenity buildings, Council will budget and allow for an automated public amenity as priority. This will ensure substantially lower operating and maintenance costs over the lifecycle of the asset as well as a better quality of amenity for public use due to lower rates of vandalism, antisocial behaviour, and misuse.

Changing Places

As part of Council's efforts to align with our Disability, Access and Inclusion Plan and offer amenity to all, any major Council library or community facility (Ngutungka) which is newly constructed is to include a Changing Places facility. Changing Places facilities are also to be considered at any major Open Space location which facilitates programs for persons with a disability which may require Changing Places Facilities (such as Henley Square).

Council understands that the cost of including Changing Places facilities within our buildings or as stand-alone amenities comes at an incurred cost of upward of \$300,000.00 to ensure facilities are constructed to national standards for Changing Places.

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.

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.

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.

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.

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.

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.

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.

Environmentally Sustainable Development – Asset Strategy

In response to its climate emergency declaration (2019), Council is seeking to improve its understanding of, and response to, climate change risks. As part of this AMP revision, a decision support tool has been developed to understand the vulnerability of our assets to both the physical and economic transition risks of climate change and provides a process for our asset managers to consider climate-resilient response options.

This new process is considered an important first step to understand the financial and asset management implications of the impacts of climate change and the climate-resilient asset management response options. Staff will continue to refine this process over time as knowledge and capacity grows.

Risks

Building Assets are exposed to both physical and transition climate-related risks requiring different types of risk reduction measures, as follows:

- **Physical risks (Acute)** result from extreme weather events including storms, floods, and heatwaves. These can damage physical infrastructure and present disruptions to service delivery or asset function.
- **Physical risks (Chronic)** result from the gradual change in climate. For example, increasing average temperatures can increase demand for mechanical cooling of buildings.

- **Transition risks** are associated with the social, economic, and technological transition to a low-carbon economy. These risks can result from policy changes to limit greenhouse gas emissions, technology advancement, and shifts in market supply and demand, including increased demand for low-emissions technologies and products.

Better understanding the scale and extent of these climate change risks on Council's assets will help inform our asset management and planning and identify priorities to build resilience in our assets, so they can function effectively into the future and contribute to the climate resilience of our community.

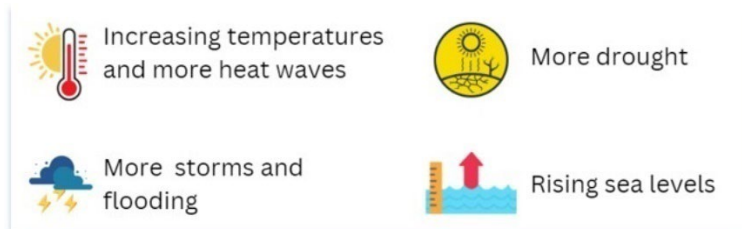
Customer Research and Expectations

In response to Council's climate emergency declaration (2019), Council's Asset Management Plans are being updated to include the identification and assessment of risks or vulnerabilities to climate change risks and a process to consider how to build asset resilience to these risks. This also reflects community sentiment, evident by our Community Survey (2022), with **80% of respondents agreeing** that taking action to combat climate change is important, and **81% of respondents agreeing** that local council's play an important role in this.

Our Climate Change Response

Council recognises the importance of developing and implementing resilience strategies that will allow our city to survive, adapt and thrive in the face of climate change, while continuing to minimise our contribution to climate change through reducing greenhouse gas emissions. We are also committed to growing the circular economy through our procurement and asset management decisions.

The impacts of climate change are likely as follows over the next 30 years:



Source: Adapted from Department for Environment and Water (2022). *Guide to Climate Projections for Risk Assessment and Planning in South Australia 2022*, Government of South Australia.

Council endorsed [Environmentally Sustainable Development \(ESD\) Requirements for Council Buildings](#) in June 2022 and provides the policy setting for reducing the environmental impact of our council buildings in their construction and refurbishment and in its operation.

With climate change, our buildings may be exposed to climate hazards based on their location and their materials and design. The use of our buildings may also change with public facilities more commonly being used as heat refuges by community members. Heating and cooling our facilities efficiently and reliably and with less impact on the environment is a key objective. Using the ESD Requirements for all new and upgrades and refurbishments and renewals will result in continued investment in solar and batteries, all electric facilities, climate resilient design and lower embodied carbon emission materials.

Cost Implications

For the purpose of our asset management planning, council has applied an increase to property capital and maintenance expenditure, in order to fund the inclusion of these sustainable and climate resilient elements for our building assets.

Supporting data and relevant information can be found in the Green Building Council Australia's [The business case for Green Star Buildings \(March 2023\)](#) – refer page 8. We have estimated that council's *Environmentally Sustainable Development (ESD) Requirements for Council Buildings* is aligned with a 5 Star Green Star Design and Build for our cost estimating purposes.

Through our asset management planning, we aim to:

1. Minimise our greenhouse gas (GHG) emissions.
2. Design, construct and manage assets to reduce exposure to, and build resilience to, the impacts of climate change.
3. Support the circular economy.
4. Consider the whole of lifecycle costs (incl emissions) of managing assets.
5. Improve our environment through design, construction, and maintenance of natural and built assets.

Improvement plan	
Undertake research into climate change impacts of building assets, including embodied energy, local vs non-local production, useful life, maintenance costs and recyclability.	2024 - 2026
Continue to review, refine and adapt the process to assess and respond to climate change risks and building climate resilience relating to building assets, as new information, knowledge and capacity grows.	Ongoing
Aim to achieve innovative climate adaptation approaches for our buildings.	Ongoing

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.

Financial Statements and Projections

Asset valuations

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

- Gross Replacement Cost \$ 204,238,000
- Depreciable Amount \$ 204,238,000
- Depreciated Replacement Cost² \$ 95,270,000
- Annual Average Asset Consumption \$ 4,165,000

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

Gross Replacement Cost refers to the current replacement value of all Council owned Building 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.

Projected expenditures for Long Term Financial Plan

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

Projected Expenditure (\$000)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Capital Expenditure on Renewal/Replacement of existing assets	\$824	\$1,868	\$1,431	\$1,677	\$1,693	\$2,594	\$1,547	\$1,702	\$1,702	\$1,702
Capital Expenditure on Upgrade/New assets	\$6,297	\$2,036	\$1,527	\$1,221	\$1,221	\$1,221	\$1,221	\$1,221	\$1,221	\$1,221
Capital Expenditure on Whole of Building Renewal Planning	\$101	\$0	\$101	\$0	\$101	\$0	\$101	\$0	\$101	\$0
Capital Expenditure on Whole of Building Renewal Construction	\$11,808	\$3,563	\$0	\$1,832	\$0	\$3,563	\$0	\$3,563	\$0	\$3,563
Contingency Renewals	\$203	\$203	\$203	\$203	\$203	\$203	\$203	\$203	\$203	\$203
Office Fit-out Modifications	\$46	\$46	\$46	\$46	\$46	\$46	\$46	\$46	\$46	\$46
TOTAL CAPITAL EXPENDITURE	\$19,281	\$7,716	\$3,310	\$4,980	\$3,266	\$7,628	\$3,119	\$6,736	\$3,274	\$6,736
Operational cost of existing assets	\$917	\$917	\$917	\$917	\$917	\$917	\$917	\$917	\$917	\$917
Maintenance cost of existing assets	\$2,823	\$2,823	\$2,823	\$2,823	\$2,823	\$2,823	\$2,823	\$2,823	\$2,823	\$2,823
TOTAL OPERATING EXPENDITURE	\$3,741	\$3,741	\$3,741	\$3,741	\$3,741	\$3,741	\$3,741	\$3,741	\$3,741	\$3,741
Disposal of Surplus Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Table 7.1.1: Projected Expenditures for Long Term Financial Plan

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

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.

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.

Task No	Task	Action taken	Status
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.	Completed
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.	Ongoing
3	Allow for differentiation of maintenance expenditure as planned and un-planned.	The City of Charles Sturt has now recognised maintenance expenditure.	Ongoing

Task No	Task	Action taken	Status
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.	Completed
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.	Ongoing
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.	Ongoing
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.	Ongoing
8	Develop an Asset Service Hierarchy.	Complete. This work was incorporated in Point 4 above	Completed

Table 8.2.1 Previous AMP improvements

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

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	2023/24
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	Ongoing
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

Task No	Task	Responsibility	Resources Required	Timeline
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.	Completed
12	Review current Council Buildings Maintenance Service Standards & Council Buildings Maintenance Plan) to ensure standards are still applicable and reflective of community and stakeholder needs. Document Ref: CM 22/125395 & 22/125391	Coordinator Property Services Asset Officer Work Group Leader – Property Services	Within Existing resources and budget	2023/24

Table 8.2.2: Improvement Plan

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.

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 Capital Expenditures Accommodated in LTFP

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

Year End	Projected Capital	LTFP Capital Budget As at 2023/24	Capital Financing	Cumulative Shortfall
Jun-30			Shortfall (- gap, + surplus)	(- gap, + surplus)
24/25	\$19,281,707	\$14,928,000	-\$4,353,707	-\$4,353,707
25/26	\$7,716,965	\$1,559,000	-\$6,157,965	-\$10,511,672
26/27	\$3,310,084	\$1,365,000	-\$1,945,084	-\$12,456,756
27/28	\$4,980,529	\$1,747,000	-\$3,233,529	-\$15,690,285
28/29	\$3,266,181	\$2,352,000	-\$914,181	-\$16,604,466
29/30	\$7,628,485	\$1,636,000	-\$5,992,485	-\$22,596,951
30/31	\$3,119,947	\$2,228,000	-\$891,947	-\$23,488,898
31/32	\$6,736,156	\$1,745,000	-\$4,991,156	-\$28,480,054
32/33	\$3,274,956	\$1,745,000	-\$1,529,956	-\$30,010,010
33/34	\$6,736,156	\$1,745,000	-\$4,991,156	-\$35,001,166

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 2023 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.

2024/25

Description	Estimate
Asset Breakdown - Contingency Fund	\$ 203,600
Office Fit-out Modifications	\$ 45,810
Public Toilet and Changing Places – Point Malcolm Reserve	\$ 610,800
Building Component Renewals	\$ 824,348
Construction - Whole of Building Renewal – Beverley Depot	\$11,808,800
Construction - Whole of Building Renewal – Ngutungka Henley	\$ 5,228,448
Concept planning and tender docs for whole of building renewal – Sam Johnson Reserve Clubrooms	\$ 101,800
Concept planning and tender docs for new Public Amenities at Inlet Reserve (subject to budget process)	\$ 50,900
Sporting Club Changeroom Upgrades – Percy Fox Grandstand Changerooms	\$ 407,200
TOTAL	\$19,281,706

2025/26

Description	Estimate
Asset Breakdown - Contingency Fund	\$ 203,600
Office Fit-out Modifications	\$ 45,810
Building Component Renewals	\$1,868,555
Construction – New – Inlet Reserve Public Amenities (subject to budget process)	\$ 814,400
Construction - Whole of Building Renewal – Sam Johnson Reserve Clubrooms	\$3,563,000
Sporting Club Changeroom Upgrades – Ledger Reserve Clubrooms	\$1,221,600
TOTAL	\$7,716,965

2026/27

Description	Estimate
Asset Breakdown - Contingency Fund	\$ 203,600
Office Fit-out Modifications	\$ 45,810
Concept planning and tender docs for whole of building renewal – Trust Reserve Changerooms	\$ 101,800
Building Component Renewals	\$1,431,874
Sporting Club Changeroom Upgrades – Grange Hockey Clubrooms	\$ 1,527,000
TOTAL	\$3,310,084

2027/28

Description	Estimate
Asset Breakdown - Contingency Fund	\$ 203,600
Office Fit-out Modifications	\$ 45,810
Building Component Renewals	\$1,677,118
Construction - Whole of Building Renewal – Trust Reserve Changerooms	\$1,832,400
Sporting Club Changeroom Upgrades – Henley Memorial Oval Clubrooms	\$ 1,221,600
TOTAL	\$4,980,528

2028/29

Description	Estimate
Asset Breakdown - Contingency Fund	\$ 203,600
Office Fit-out Modifications	\$ 45,810
Concept planning and tender docs for whole of building renewal – Cheltenham Community Centre	\$ 101,800
Building Component Renewals	\$ 1,693,370
Sporting Club Changeroom Upgrades – Collins Reserve Clubrooms	\$ 1,221,600
TOTAL	\$ 3,266,180

2029/30

Description	Estimate
Asset Breakdown - Contingency Fund	\$ 203,600
Office Fit-out Modifications	\$ 45,810
Building Component Renewals	\$ 2,594,474
Construction - Whole of Building Renewal – Cheltenham Community Centre	\$ 3,563,000
Sporting Club Changeroom Upgrades – To Be Determined	\$ 1,221,600
TOTAL	\$ 7,628,404