BUILDINGS INFRASTRUCTURE ASSET MANAGEMENT PLAN 2025

VERSION 3.0

Document Control		Asset Management Plan			
Rev No	**Date**	**Revision Details**	**Author**	**Reviewer**	**Approver**
1	November 2010	Version 1	JL	MG	GW
2	June 2021	Version 2	JL & LB	DS	SC
3	June 2025	Version 3	JL & LB	DS	VA

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1.0 EXECUTIVE SUMMARY

Our community relies on a diverse portfolio of infrastructure assets, including Buildings infrastructure, valued at approximately $50 million.

The Asset Management Plan (AM Plan) provides a strategic framework for managing our community's infrastructure assets, ensuring they remain safe, reliable, and capable of meeting current and future demands.

1.1 The Purpose of the Plan

The AM Plan aims to:

- provide a systematic approach to asset management,
- address critical risks associated with aging infrastructure and limited funding, and
- ensure infrastructure supports the community's social, economic, and environmental goals.

This AM Plan details information about Buildings infrastructure with key actions required to maintain service levels, optimise lifecycle costs, and support long-term financial sustainability.

The plan defines the services, how they are provided and what funds are required to provide the services over the 20 year planning period. The AM Plan expenditure forecasts inform the Financial Management Strategy which typically considers a 10-year planning period.

1.2 Asset Description

The buildings infrastructure portfolio comprises a total of 87 buildings across the following classes:

- Administration Offices
- Civic Amenities
- Community Group Facilities
- Public Halls
- Child Care Facilities
- Recreation Facilities
- Rental Properties
- Workshops & Utilities

The above infrastructure assets have replacement value estimated at $50 million

1.3 Levels of Service

This plan covers the infrastructure assets that provide building related services to the Waratah-Wynyard community delivered in a safe, timely, serviceable and cost-effective manner while aspiring to cyclical improvements for the benefit of all stakeholders.

The allocation in the planned budget will need annual review and increase to continue providing existing services at current levels given the high level of asset acquisitions for the planning period.

The main service consequences of not adequately planning for the increased operational budget driven by new asset acquisitions are:

- Potentially dissatisfied customers
- Periodic increased reactive maintenance requirements on affected buildings

1.4 Future Demand

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

- Aging population
- Decreasing volunteer numbers
- Sea/Tree change residents
- Tourism
- Increasing public health awareness
- Increasing safety standards

- Coastal inundation, climate change, and/or other environmental factors identified in the Integrated Council Environmental Plan (iCEP).

Strategies to manage these demands are discussed in Section 4.0, including:

- Continual monitoring & evaluation of community needs
- Evaluation of multi-use arrangements to maximise service benefits from existing facilities
- Evaluation of alternative use for existing facilities due to changing community needs
- Upgrade/replacement of existing facilities

1.5 Lifecycle Management Plan

How we plan to manage and operate the assets at the agreed levels of service throughout their lifecycle is contingent on 10-year Financial Management Strategy (FMS).

Furthermore, when Waratah-Wynyard Council commits to the upgrade of existing and acquisition of new assets, then future operations, maintenance and renewal costs including depreciation will increase.

1.5.1 What Does it Cost?

The lifecycle costs necessary to provide the services covered by this AM Plan include operations, maintenance, renewal and upgrade of existing assets, and the acquisition of new assets to meet demand. Disposal of assets is also considered.

When lifecycle costs are prepared for a minimum 10-year planning period, they can be used to inform the 10-year FMS. The first 10-year lifecycle forecast is estimated to cost $71,419,168 or $7,141,917 on average per year.

Depreciation is excluded from these cost estimates.

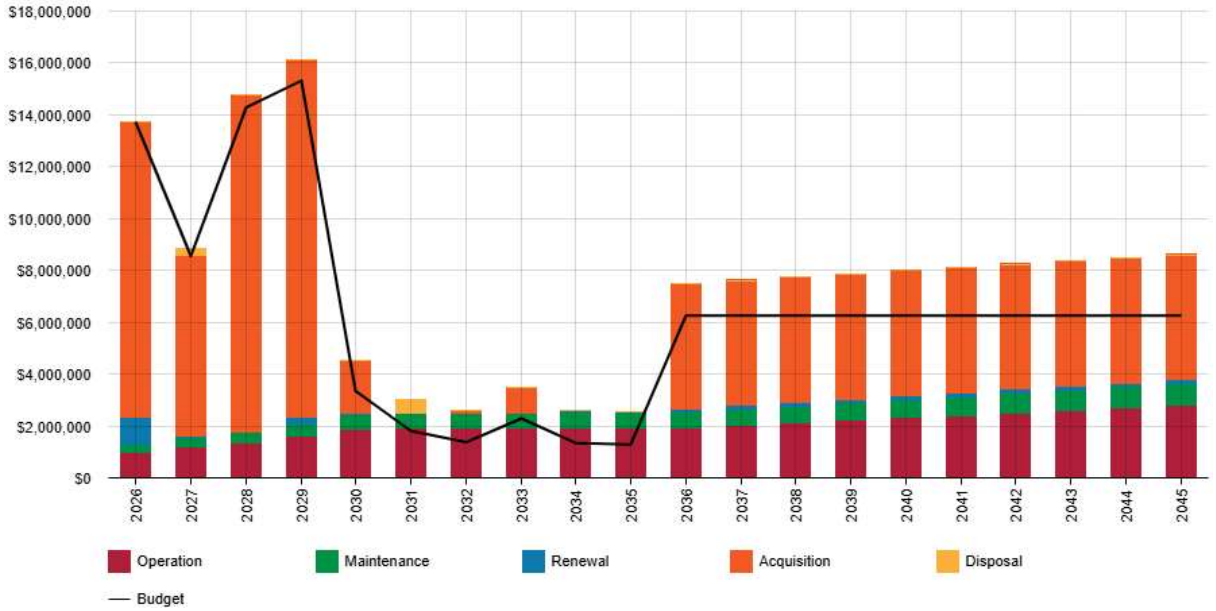
1.5.2 What We Will Do

Estimated available funding for the 10 year period of the Financial Management Strategy is $62,602,352 or $6,260,236 on average per year which is approximately 87.65% of the cost to sustain the current level of service at the lowest lifecycle cost.

The reality is, only what is funded in the FMS can be provided. Informed decision making depends on the AM Plan emphasising the consequences of planned budgets on the service levels provided and communicating the residual risks. It is important to ensure the organisation is delivering the services in a financially sustainable manner.

Buildings Infrastructure requires an increase of $881,681 on average per year of the forecast lifecycle costs required to provide services in the AM Plan. This is shown in the figure below.

Figure 1: Forecast Lifecycle Costs and Planned Budgets



Amounts are shown in real values (i.e., current values, net of inflation).

Note: Years 2036-2045 are based on averages of the preceding 10 year period.

We plan to provide Building Infrastructure services for the following:

- Operation, maintenance, renewal and acquisition of buildings infrastructure to meet service levels set by Council in annual budgets.
- New facilities as per the Boat Harbour Beach Master Plan
- New facilities as per the Somerset Sports Precinct Master Plan
- Complete the Wynyard Sports Precinct Master Plan works
- Replace the amenities buildings at the Waratah Caravan Park
- Build new facility for the relocation of Wynyard Child Care Services.

1.5.3 What We Cannot Do

We currently do not budget to sustain the below assets:

- Renewal of building components at 17A Park St, Wynyard (scheduled for demolition)

1.6 Risk Management

At present budget levels there are a number of risks to be considered by Council as either acceptable or not acceptable in the medium term. All known risks for Buildings Infrastructure are listed in the Infrastructure Risk Register.

The critical infrastructure risks (high or extreme ratings) identified for this asset class are listed in Table 1 following.

Table 1: Critical Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan
Wynyard Council Office Air Conditioner	• Inconsistent temperature control. • Possible sudden unit failure. • Inadequate for purpose– non-compliance with National Construction Code (statutory fresh air exchange requirements) and electrical supply standards.	H	• Replacement scheduled
Langley Park Clubrooms Upstairs Social Space Access, Somerset	• Not DDA compliant • Exposed to complaints • Reputational risk	H	• Schedule upgrade • Consider relocation and construction of single level asset
Wynyard Squash Centre	• Not DDA compliant • Exposed to complaints • Reputational risk	H	• Schedule upgrade • Seek advice from building surveyor
Various Buildings Not On Council Key System	• Key copying is uncontrolled leading to security issues	H	• Move to Council key system over time • Undertake review and develop implementation plan
Council Key System Patent & Issuing of Keys	• Patent expired • Potential for uncontrolled key copying leading to security issues • Unauthorised access to Council buildings	H	• Maintain and continue to review the key register • Replace key system and revise key procedures • Internal & external training • Explore alternate locking systems
Somerset Tennis Courts Clubroom	• Damage due to flooding and/or coastal erosion	H	• Coastal erosion protection or Possible future option to plan for relocation of the asset (OSSR)
Somerset Surf Lifesaving Clubroom	• Damage due to flooding and/or coastal erosion	H	• Maintain implemented coastal erosion protection works • Relocation of building when replaced in the future
Somerset Surf Lifesaving Clubrooms – roof	• Roof may fail causing damage to property or injury	H	• Repair corroded section to prevent ongoing deterioration – budgeted for repair

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan
Elma Fagan Hall – mezzanine floor	• Legislative non-compliance • Safety risk due to inadequate guard rail on stairs and mezzanine • Users remove barricade and continue to access	H	• Reiterate to users that barricade is to be replaced and access ceased via formal communications • Consider removal of stairs if required
The Watershed - lift	• Regularly out of order • Facility not DDA compliant when lift is out of order • Exposed to complaints • Reputational risk	H	• Review option to repair existing and investigate long term solution

1.7 Financial Summary

Providing financially sustainable and affordable services from infrastructure requires the careful management of service levels, costs and risks.

The 10-year FMS is $6,260,236 on average per year giving a 10 year funding shortfall of $881,681 per year. This indicates that 87.65% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the FMS.

Asset values are forecast to increase as additional assets are added into service.

1.8 Monitoring and Improvement Program

Key assumptions made in this AM Plan are:

- The services provided by assets in this category are consumed at a constant rate over the pre-defined standard useful lives recorded in council's asset management system for each of the asset components.
- Present service levels will remain constant for the life of the plan.
- Present levels of expenditure (and the relative distribution of planned & reactive maintenance, and capital renewals & new/upgrades) will remain constant for the life of the plan
- Legislative compliance will remain constant over the life of the plan

The Alternate Method was used to forecast the renewal lifecycle costs for this AM Plan.

This AM Plan is based on a C (medium) level of confidence information.

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

- Continue to improve inputs to the 10 Year Works Plan,
- Continue to improve infrastructure risk management,
- Formalise maintenance intervention levels and documented service levels for building infrastructure assets,
- Undertake audit of energy usage in Council building facilities and implement energy efficiencies as per the Integrated Council Environmental Plan (iCEP),
- Assess infrastructure needs based on future demand drivers.

2.0 INTRODUCTION

2.1 Background

This AM Plan communicates the actions and necessary funds required to sustainably deliver services through the careful management of assets for the foreseeable future.

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

- Waratah-Wynyard Council Strategic Asset Management Plan
- Waratah-Wynyard Council Financial Management Strategy
- Waratah-Wynyard Council Corporate Strategic Plan
- Waratah-Wynyard Council Integrated Council Environmental Plan (iCEP) 2020-2030

The infrastructure assets covered by this AM Plan include all Council buildings such as administration offices, civic amenities, community group facilities, public halls, child care facilities, recreation facilities, rental properties, workshops & utilities. Assets not covered by this plan are land and non-building land improvements such car parking and land drainage infrastructure. For a detailed summary of the assets covered in this AM Plan refer to Table 10 in Section 5.1.

These assets provide buildings related services to the Waratah-Wynyard community in a safe, timely, serviceable and cost effective manner while aspiring to cyclical improvements for the benefit of all stakeholders.

The infrastructure assets included in this plan have a total replacement value of $50,345,289.

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.

Table 2: Key Stakeholders in the Asset Management Plan

Key Stakeholder	Role in Asset Management Plan
Waratah-Wynyard Councillors	• Represent needs of community/shareholders, • Allocate resources to meet planning objectives in providing services while managing risks, • Ensure service sustainable.
Chief Executive Officer (CEO)	Maintain Council's focus on strategic asset management and sustainable service provision.
Council Staff	To maintain a proactive approach to customer requests, and to utilise a holistic asset management system and procedures which can better inform decisions by Council.
The Waratah-Wynyard Community (including residents and businesses)	Provide feedback to Council regarding the community's service level demands and their ability and willingness to pay for the costs of service delivery.
User Groups	Provide input with regard to maintenance of and desired improvements to the asset they utilise.
Emergency Services	Report perceived shortcomings, damage, safety concerns, etc. with the current infrastructure in relation to their needs.
Federal & State Government Authorities and Agencies	Providing input with regard to overall infrastructure performance in conjunction with infrastructure under their jurisdiction.
Utility Companies	Providing input with regard to access to their assets.
Developers	Providing input with regard to their interests in future investment in the infrastructure.

Key Stakeholder	Role in Asset Management Plan
Neighbouring Councils	Maintaining a dialogue with other municipal authorities with regard to asset management practices, construction standards, resource sharing, etc.

2.2 Principles, Goals and Objectives of Asset Ownership

The principles of asset management as per the International Standards for asset management are:

- Value: asset management focuses on the value assets provide to the organization over time.
- Alignment: asset management aligns financial, technical and operational decisions with the organizational objectives, promoting vertical and horizontal coordination.
- Leadership: leadership and sustained commitment at all levels are crucial for successful asset management.[1]

Our goal for managing infrastructure assets is to deliver the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers.

The key objectives of infrastructure asset management as defined by the International Infrastructure Management Manual are:

- Defining levels of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which accommodates the required expenditure and how it will be funded.[2]

[1] ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
[2] IPWEA International Infrastructure Management Manual (IIMM), Sec 1.2.1

3.0 LEVELS OF SERVICE

Levels of service define the standards and performance targets that infrastructure assets are expected to meet to ensure they provide reliable, safe, and efficient services to the community.

3.1 Customer Research and Expectations

Table 3 shows current available community satisfaction levels for relevant services identified by the 2019 Community Satisfaction Survey carried out by *Insync Surveys* as well as comparison with previous surveys. The survey asked respondents to rate the importance of each of the identified service elements as well as their perception of Council's performance in delivering that service element. This allowed calculation of a mean gap score for each element where a large gap score signifies a perceived poor performance by Council in a service area relative to its importance to the community.

According to Insync Surveys, the mean gap score can be interpreted as follows:

Good	Mean gap score <2
Average	Mean gap score 2 – 3
Poor	Mean gap score >3

Table 3: Customer Satisfaction Survey Levels

Service Element	2019 Community Satisfaction Survey			2016 Survey Mean Gap Score
	Importance (max score 7)	Performance (max score 7)	Mean Gap Score	
Public toilet amenities	6.2	4.0	**2.2**	1.62
Tourism services, facilities & museums	5.7	5.2	**0.5**	0.05
Physical access to Council buildings	5.6	5.3	**0.3**	0.22
Public halls and council facilities	5.4	4.7	**0.7**	0.38

3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of Waratah-Wynyard Council's vision, mission, goals and objectives.

COUNCIL'S MISSION

Building our community and region, providing leadership, a strong voice, and delivering outcomes based on value for money.

COUNCIL'S VISION

To deliver innovative, sustainable services to our community through strong leadership, clear direction and collaborative relationships.

COUNCIL'S VALUES

Our work and decisions are guided by our values.

Our values underpin our actions and dealings with each other and the community we serve.

As representatives of Waratah-Wynyard Council, together we deliver important services to our great community, we are committed to deliver quality outcomes by creating a workplace culture where people enjoy their work, feel valued and are proud to work to serve our community.

Respect — People are heard, valued and respected. We are fair and equitable in all our practices.

Pride	We take pride in the quality of our service and the standard of work we deliver. We serve each other and our community with integrity.
Connection	People are at the heart of all we do. We are inclusive and build relationships that foster trust and belonging.
Sustainability	The impact we have on people and our environment is important to us. We make integrated and sustainable choices.
Learning	We are a learning organisation. We embrace opportunities for continuous improvement and innovation.

COUNCIL'S STRATEGIC GOALS AND OBJECTIVES

Relevant Council goals and objectives and how these are addressed in this asset management plan are show in Table 4.

Table 4: Goals and How These Are Addressed in This Plan

Goal	Objective	How Goals and Objectives are addressed in the AM Plan
GOAL 1: Leadership and Governance	Outcome 1.1 We make publicly transparent decisions on spending and future directions while encouraging feedback.	AM Plans provide Council with the long-term implications of service delivery for consideration in decision making. Plans are published publicly to improve community knowledge.
	Outcome 1.2 We maintain and manage our assets sustainably.	Assets are maintained in good, fit-for-purpose condition to facilitate the provision of services to the community.
Goal 2: Organisational Support	Outcome 2.5 We are future-focussed and value continuous improvement.	AM Plans undergo a 4 year cyclic review and include improvement plans in each review to ensure the provision of current and relevant information for Council's future planning.
Goal 3: Connected Communities	Outcome 3.3 Our natural and built environment aids the community with an active and healthy lifestyle.	Council decision making is aided by the AM Plan in determining appropriate provision of assets to meet community use.
Goal 4: Community Recreation and Wellbeing	Outcome 4.2 Our community values, encourages and supports physical, social and cultural activities.	
	Outcome 4.3 We provide recreational opportunities to the community for all ages and abilities.	

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of building services are outlined in Table 5.

Table 5: Legislative Requirements

Legislation	Requirement
Local Government Act (1993)	Sets out role, purpose, responsibilities and powers of local governments including the preparation of the financial management strategy supported by asset management plans for sustainable service delivery.
Disability Discrimination Act (1992)	Aims to eliminate discrimination against persons on the ground of disability across a variety of areas, including work, accommodation, education, access to premises, clubs and sport. It also ensures that persons with disabilities have the same rights to equality before the law as the rest of the community; and promotes recognition and acceptance within the community of persons with disabilities having the same fundamental rights as the rest of the community.
Building Act (2000)	Regulates the construction and maintenance of buildings and building and plumbing matters and to provide for permits, enforcement matters and resolution of disputes

3.4 Customer Values

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

Customer values indicate:

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

Measures of customer values are not significantly developed beyond the general understanding obtained from routine customer service activities and periodic community satisfaction surveys (shown above in Section 3.1 – Table 3)

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

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

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

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

Customer levels of service measures are not significantly developed beyond the general understanding obtained from routine customer service activities and periodic community satisfaction surveys (shown above in Section 3.1 – Table 3)

3.6 Technical Levels of Service

To deliver on the customer values and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the lifecycle activities (see Section 5.0) and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

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

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

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

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

Table 6 shows the lifecycle activities related to the current 10 year planned budget, and the forecast costs recommended in this AM Plan.

Table 6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
Acquisition	Provide additional facilities to meet changing community needs	Drawn from masterplans and significant developments	Currently all identified upgrade works from major developments and council-initiated masterplans are scheduled to be funded	Complete all acquisitions as per the lifecycle forecast
		Additional developments not triggered from masterplans	Not funded	Evaluate and prioritise non-funded acquisitions (Would increase current lifecycle cost without furthering the service aim)
Operation	Provide for the ongoing operation of Council owned facilities	Annual Budget	The Operation activities can be done within the current planned budget constraints	The Operation activities are fully funded in the annual budget
Maintenance	Ensure facilities are maintained at fit-for-purpose standard	Annual Budget	The Maintenance activities can be done within the current planned budget constraints	The Maintenance activities are fully funded in the annual budget
Renewal	Replace utilised facilities at end of useful life	Annual Budget	Asset Renewal Funding Ratio of 100%	Asset Renewal Funding Ratio of 100%

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

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
Disposal	Reduce the financial burden of operating & maintaining facilities surplus to community needs	Annual Budget	The Disposal activities can be done within the current planned budget constraints	Asset disposals carried out in line with service aim

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

4.0 FUTURE DEMAND

Future demand refers to the anticipated need for infrastructure services driven by factors such as population movement, economic development, technological advancements, and changing environmental or community expectations.

4.1 Demand Drivers

A demand driver refers to the factors or trends that influence the need for infrastructure services and capacity. The factors influencing future demand are listed in Table 7 below.

Demand drivers help predict future infrastructure needs and guide planning and investment decisions.

4.2 Demand Forecasts

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

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 7.

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. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 7. Further opportunities will be developed in future revisions of this AM Plan.

Table 7: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	Approx. 14,000	Municipal population expected to decline slightly over the next 5-10 years without intervention.	A declining population may result in reduction in demand for services.	Continue to investigate multi-use arrangements to maximise service benefits from existing facilities. Optimise maintenance, renewal, and upgrade practices.
Demographics	Aging population Increasing cultural diversity	Population continues to age with increased proportion of persons over 60 years of age.	Could result in a change in the types of building facilities being demanded by the community Increased importance on accessibility features.	Continue to monitor and evaluate community needs. Continue to review and develop service levels and asset management plans to ensure accessibility for all community members in line with changing needs.
Sea/Tree Change	Popularity of rural living and associated hobby farms has increased in recent times	Increased demand for small coastal residential allotments.	Increased expectation of high 'urban' quality services resulting in higher costs.	Continue to monitor and evaluate community needs. Clearly communicate service levels to the community.

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Tourism	Coach visits, local events	Increase in events and tourism generally.	Increased need for new and/or larger public event facilities with appropriate parking	Continue to monitor and evaluate community needs. Maximise on-street parking.
Planning scheme changes	Tasmanian Planning Scheme	More centralisation of population placing a higher burden on existing facilities	Push to duplicate or modernise urban facilities, increase levels of service, cater for larger seasonal events	Continue to review and develop service levels and asset management plans to ensure community needs are met Clearly communicate service levels to the community
Public health awareness/ passive building use	Increasing public awareness	More diversity in types of activity, greater focus on healthy lifestyle pursuits available all seasons	Broader functionality of current facilities walking tracks, exercise points, indoor facilities	Investigate alternate uses of existing facilities in line with changing community needs.
Decline in committees and volunteer involvement	Utilisation of facilities is dependent on club memberships	Greater demand for Council involvement	Rationalisation of buildings and resources	Assessment of ongoing requirements, including possible disposal of under-utilised facilities
Safety Standards	Standards and user expectations are increasing	Ongoing revision of current safety standards requiring compliance	Some existing facilities not in line with updated standards	Continual monitoring of relevant standards. Instigate upgrades with new building works where possible. Replace / upgrade existing facilities to meet changes. Clearly communicate service levels to the community

4.4 Asset Programs to Meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.5.

Acquiring new assets will commit the Waratah-Wynyard Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in the Financial Management Strategy (refer to Section 5.0).

4.5 Climate Change Adaptation

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

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

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

Risk and opportunities identified to date are shown in Table 8

Table 8: Managing the Impact of Climate Change on Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Changing weather patterns and increased coastal erosion over recent years	Trending toward increased seasonal extremes – rainfall, tidal, heat, wind, and storm events.	Increasing levels of maintenance work to maintain current standard of building infrastructure. Erosion and inundation of existing facilities. Increasing requirements for flood mitigation to protect building assets	Consider retreat/defend strategies for vulnerable assets. Consider options to reduce carbon footprint. Schedule long-term capital works program. Investigate cooperating with adjacent councils to achieve economies of scale and cost savings. Investigate new and innovative methods of construction, operation, maintenance and renewal. Consider methods & costs of erosion mitigation

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

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

Table 9 summarises some asset climate change resilience opportunities.

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

Table 9: Building Asset Resilience to Climate Change

New Asset Description	Climate Change Impact on These Assets	Build Resilience in New Works
Boat Harbour Beach Surf Club	Threat of coastal inundation due to location	Designs include: • sea level risk analysis • fully electric with gas for cooking • solar panels • solar battery • rainwater capture • timed showers • utilisation of native plants
Somerset Sports Precinct	Damage and flooding from extreme weather events	
Wynyard Child Care Centre	Damage and flooding from extreme weather events	Design includes: • sustainability analysis • carbon neutral outcome • minimal vegetation removal • solar panels • solar battery • rainwater capture • maximisation of natural light

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AM Plan. Reference will be drawn from research from other bodies, for example the Feb 2024 report 'Weathering the Storm' prepared by Infrastructure Victoria (https://www.infrastructurevictoria.com.au/resources/weathering-the-storm).

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Waratah-Wynyard Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 3.0) throughout their entire lifecycle, from acquisition or creation to disposal. The goal is to maximise the value of the assets while minimising costs and risks, ensuring they continue to meet performance requirements over time.

From a financial perspective, infrastructure activities tend to be classified as being either Operating or Capital. The lifecycle activities used in the asset management and financial planning and reporting process cover:

Capital

- Acquisition – the activities to provide a higher/upgraded level of service (e.g., widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- Renewal – the activities that replace or restore assets to the standard it had originally provided (e.g., road resurfacing and pavement reconstruction, pipeline replacement and building component replacement).

Operating

- Operations - the routine activities that keep services accessible and effective, balancing efficiency with user expectations (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.)
- Maintenance – the preventative and corrective actions to sustain asset functionality and minimise unexpected failures. Maintenance activities enable an asset to provide service for its planned life (e.g., road patching, unsealed road grading, building and structure repairs).
- Disposal – the decommissioning, removing, or repurposing of assets that are no longer cost-effective, safe, or necessary (e.g. shutting down an old water treatment plant, demolishing unsafe buildings, dismantling old bridges, etc.).

A pictorial representation of the asset lifecycle activities is shown below in Figure 2.

Figure 2: Asset Lifecycle Activities

5.1 Background Data

5.1.1 Physical Parameters

The assets covered by this AM Plan are shown in Table 10.

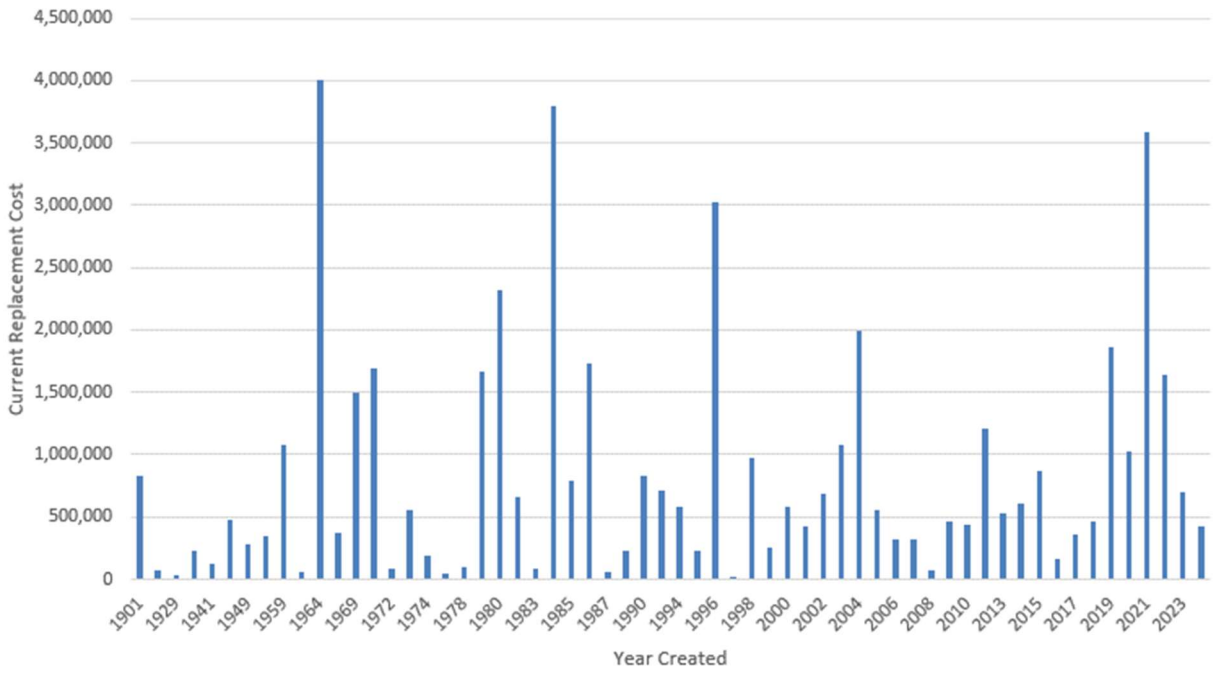
Table 10: Assets Covered by this Plan

Asset Category	Number	Replacement Value
Administration Offices	5	9,324,694
Child Care Facilities	1	1,180,000
Civic Amenities	20	3,498,558
Community Group Facilities	17	14,253,565
Public Halls	3	2,949,863
Recreation Facilities	24	15,965,818
Rental Properties	4	1,205,000
Workshops & Utilities	13	1,967,791
	TOTAL	**$ 50,345,289**

Amounts are shown in real values (i.e., current values, net of inflation).

The age of the assets in this AM Plan are shown in Figure 3

Figure 3: Asset Age Profile



Amounts are shown in real values (i.e., current values, net of inflation).

The data for the age profile is sourced from data provided in the final valuation report completed by APV Valuers & Asset Management in 2024.

5.1.2 Asset Capacity and Performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 11.

Table 11: Known Service Performance Deficiencies

Location	Service Deficiency
Wynyard Squash Centre	No elevator for DDA compliance
Langley Park Clubrooms	No elevator for DDA compliance
	Lack provision of female amenities

The above service deficiencies were identified from Infrastructure Risk Register.

5.1.3 Asset Condition

With some exceptions, reliable and consistent data describing the current condition of all individual assets which make up the building asset group have not been recorded in any formal way. For this reason the remaining useful lives of assets have been updated according to the report provided by APV Valuers & Asset Management.

However, condition inspections are undertaken on an annual basis to inform renewals and maintenance funding programs.

5.2 Operations and Maintenance Plan

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

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

The trend in maintenance budgets are shown in Table 12.

Table 12: Maintenance Budget Trends

Year	Maintenance Budget $
2023/2024	$270,426
2024/2025	$298,077
2025/2026 (estimated)	$365,413

Amounts are shown in real values (i.e., current values, net of inflation).

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

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

5.2.1 Asset Hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class

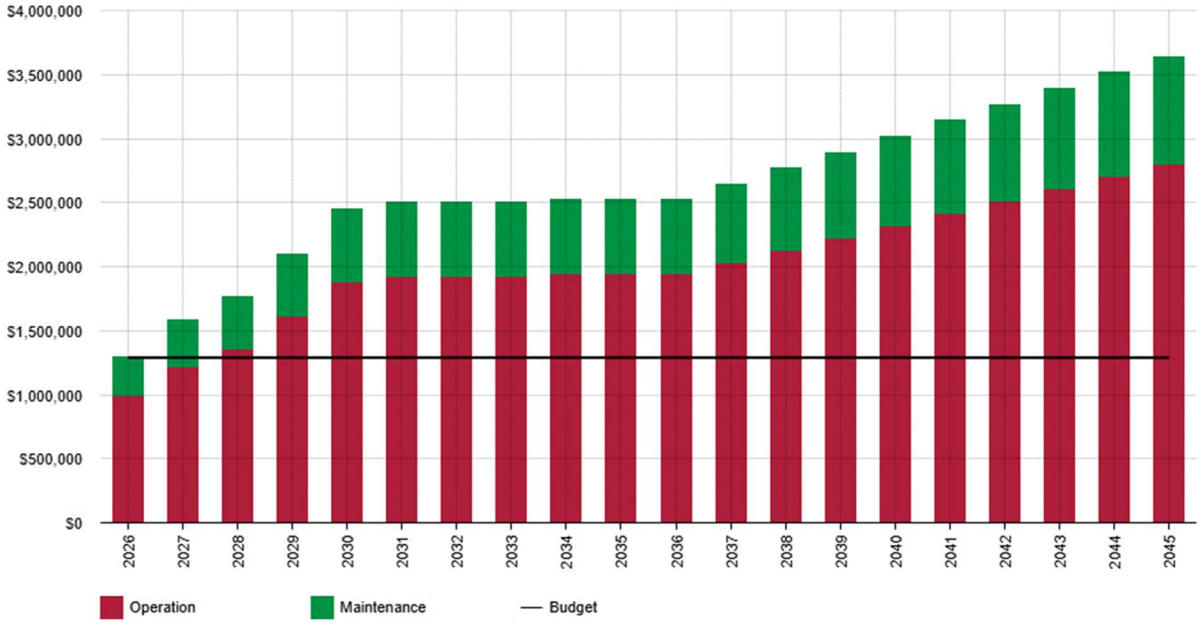
and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

The hierarchy for buildings is currently in development and will be detailed in the Council's Buildings Infrastructure Service Level Document once completed.

5.2.2 Summary of Forecast Operations and Maintenance Costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 4 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance planned budget.

Figure 4: Operations and Maintenance Summary



Amounts are shown in real values (i.e., current values, net of inflation).

The step increases in operations and maintenance expenditure illustrated in the above figure are the result of the projected capital acquisitions (new and/or upgraded assets) expenditure in Council's 10 year works plan 2026-2035. The projections from 2036-2044 assume an annual expenditure on new/upgraded assets equal to the average annual expenditure of the first 10 years of the AM Plan.

The period 2026-2032 is considered to be a period of high capital investment in new/upgraded buildings infrastructure.

Any deferred maintenance (i.e. works that are identified for maintenance activities but unable to be completed due to available resources) will be included in the infrastructure risk register.

5.3 Renewal Plan

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

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

- Method 1 uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- Method 2 uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 13. Asset useful lives were last reviewed as part of the 2024 Buildings Revaluation.[5]

Table 13: Useful Lives of Assets

Asset (Sub)Category	Useful Long Life	Useful Short Life
Substructure	150 years	60-120 years
Structure	100-150 years	50-120 years
Floor Coverings	N/A	14-40 years
Fit-Out	100-130 years	35-95 years
Roof	100-150 years	45-90 years
Mechanical Systems	50-80 years	18-50 years
Fire Systems	40 years	18-25 years
Electrical Systems	150-200 years	50-90 years
Hydraulic Systems	150-200 years	50-90 years
Security Systems	N/A	15-25 years
Transport Systems	150 years	95-100 years

The estimates for renewals in this AM Plan were based on method 2 (Alternate Method).

5.3.1 Renewal Ranking Criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground)[6]

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

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

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 14.

Table 14: Renewal Priority Ranking Criteria

Category	Criteria	Score	Weighting
Safety/Risk	Project creates additional risk/safety implication/s for Council	1	3
	Project has no risk/safety implications/impact for Council	3	

[5] Final Valuation of Waratah-Wynyard Council Building Assets' Report: 30 June 2024, written by APV Valuers & Asset Management

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

Category	Criteria	Score	Weighting
	Project is necessary to address identified issues in risk/safety assessment carried out	5	
Adopted Plan Alignment	Project is a new idea that does not align with an existing plan or strategy adopted by Council	1	2
	Project indirectly supports an adopted plan or strategy of Council	3	
	Project directly supports an adopted plan or strategy of Council	5	
Operational Financial Implications	Project creates a new operational burden on Council greater than $10,000 p.a.	1	1
	Project creates a new operational burden on Council less than $10,000 p.a.	3	
	Project reduces or does not create a additional maintenance burden on Council	5	
Regulatory or Statutory Implications	Project has no regulatory implications	1	2
	Project/action supports code of practice/guideline recommendations	3	
	Project/action required to meet statutory/regulatory requirements	5	
Type of Project	New asset	1	1
	Asset upgrade	3	
	Asset renewal	5	
Level of Service & Community Satisfaction	Current level of service satisfactory	1	2
	Level of service has reduced – minor complaint levels	3	
	Level of service has reduced <25% of expected level, service interruptions, additional maintenance inputs required, frequent user complaints	5	

Renewal will be undertaken using 'low-cost' renewal methods where practical. The aim of 'low-cost' renewals is to restore the service potential or future economic benefit of the asset by renewing the assets at a cost less than replacement cost.

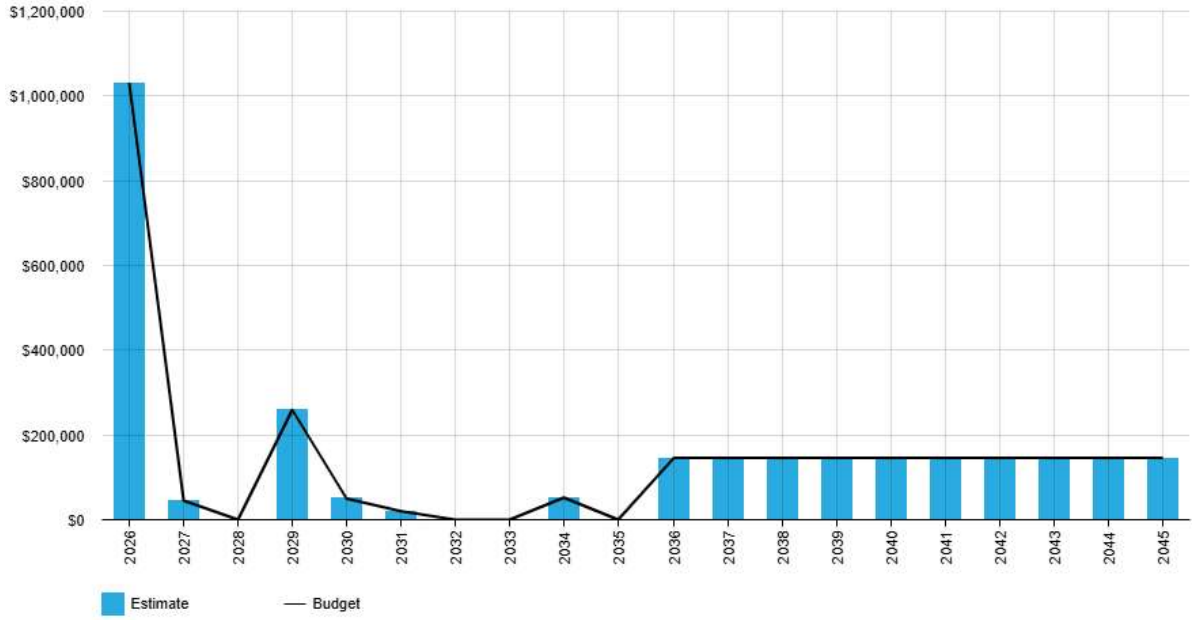
Renewal work is carried out in accordance with the following Standards and Specifications:

- The Building Code of Australia
- Building Act 2000
- Building Regulations 2004
- Plumbing Regulations 2004

5.4 Summary of Future Renewal Costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5. A detailed summary of the forecast renewal costs is shown in Appendix D.

Figure 5: Forecast Renewal Costs



Amounts are shown in real values (i.e., current values, net of inflation).

Renewals and replacement expenditure in the capital works program will be accommodated in the Financial Management Strategy. Some of these renewal projects may require a decision on disposal or demolition of the asset. For example: residential property holdings.

Any deferred renewals (assets identified for renewal and not scheduled in capital works programs) will be included in the risk analysis process in the infrastructure risk register.

5.5 Acquisition Plan (Upgrade & New)

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

5.5.1 Selection Criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to Council's needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 15.

Table 15: Acquired Assets Priority Ranking Criteria

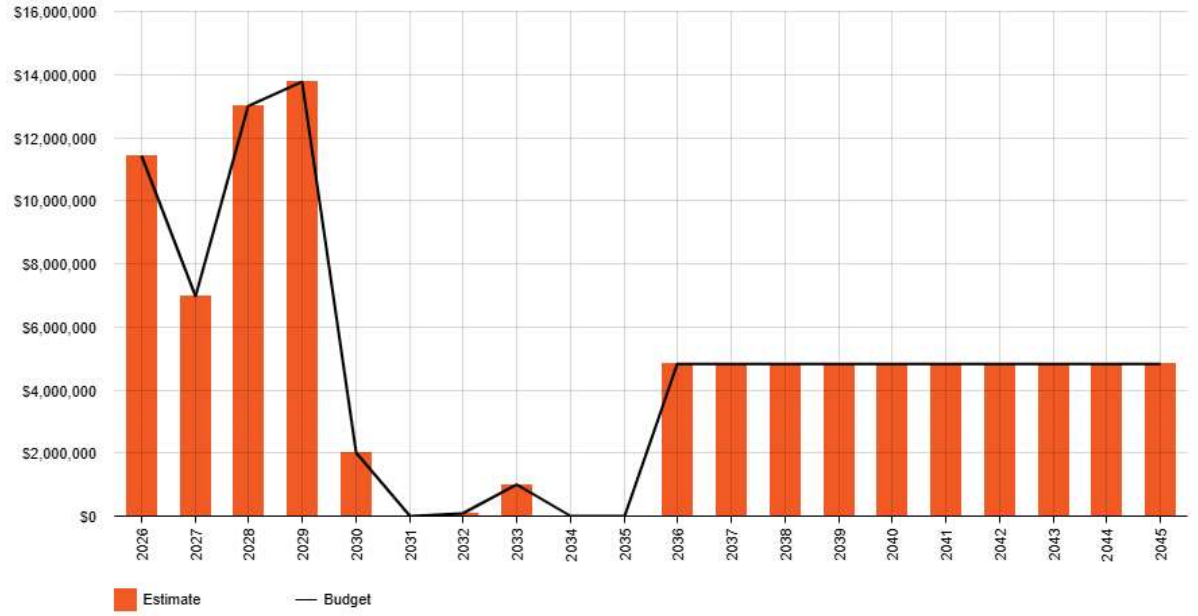
Category	Criteria	Score	Weighting
Safety/Risk	Project creates additional risk/safety implication/s for Council	1	3
	Project has no risk/safety implications/impact for Council	3	
	Project is necessary to address identified issues in risk/safety assessment carried out	5	
Adopted Plan Alignment	Project is a new idea that does not align with an existing plan or strategy adopted by Council	1	2

Category	Criteria	Score	Weighting
	Project indirectly supports an adopted plan or strategy of Council	3	
	Project directly supports an adopted plan or strategy of Council	5	
Operational Financial Implications	Project creates a new operational burden on Council greater than $10,000 p.a.	1	1
	Project creates a new operational burden on Council less than $10,000 p.a.	3	
	Project reduces or does not create a additional maintenance burden on Council	5	
Regulatory or Statutory Implications	Project has no regulatory implications	1	2
	Project/action supports code of practice/guideline recommendations	3	
	Project/action required to meet statutory/regulatory requirements	5	
Type of Project	New asset	1	1
	Asset upgrade	3	
	Asset renewal	5	
Level of Service & Community Satisfaction	Current level of service satisfactory	1	2
	Level of service has reduced – minor complaint levels	3	
	Level of service has reduced <25% of expected level, service interruptions, additional maintenance inputs required, frequent user complaints	5	

5.5.2 Summary of Future Asset Acquisition Costs

Forecast acquisition asset costs are summarised in Figure 6 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A.

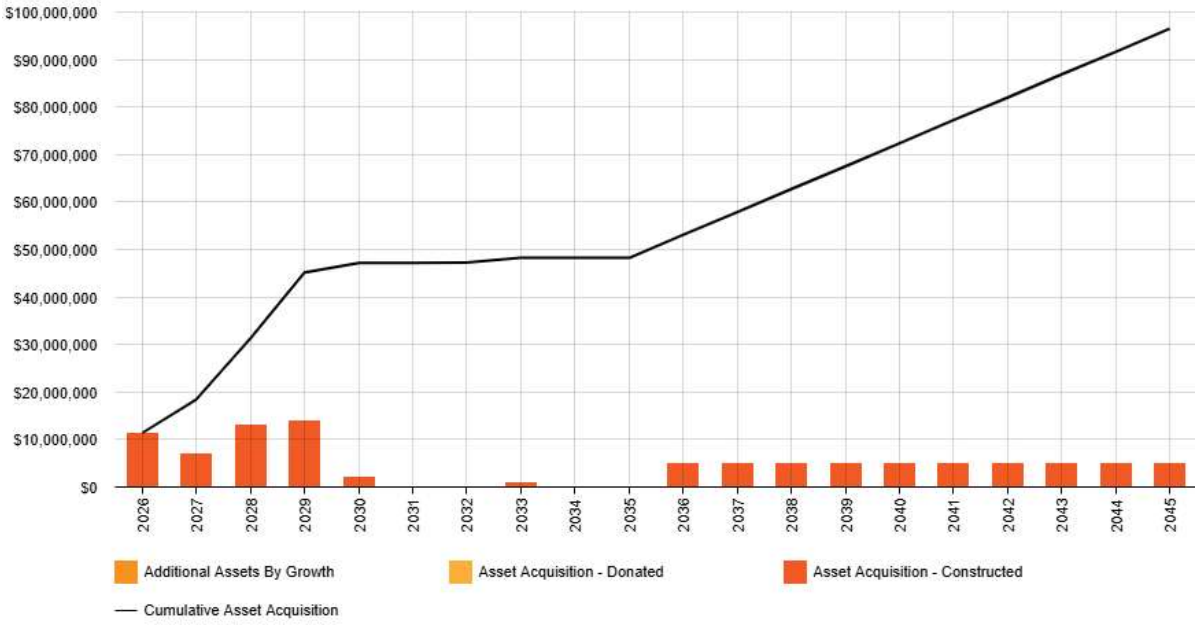
Figure 6: Acquisition (Constructed) Summary



Amounts are shown in real values (i.e., current values, net of inflation).

When an entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by Council. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 7.

Figure 7: Acquisition Summary



Amounts are shown in real values (i.e., current values, net of inflation).

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

In acquiring these new assets, Council must commit to the funding of ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.5, including a summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets. Any costs or revenue gained from asset disposals is included in the Financial Management Strategy.

Asset	Reason for Disposal	Timing	Disposal Costs $	Operations & Maintenance Savings
17a Park Street, Wynyard	Increase area available for Wynyard sporting precinct	2026-27	$250,000	No current cost
Somerset Indoor Recreation Centre	Centre to be replaced in Somerset sporting precinct redesign. (Sale instead of demolition to be considered)	2030-31	$500,000	No saving as cost will be transferred to new facility

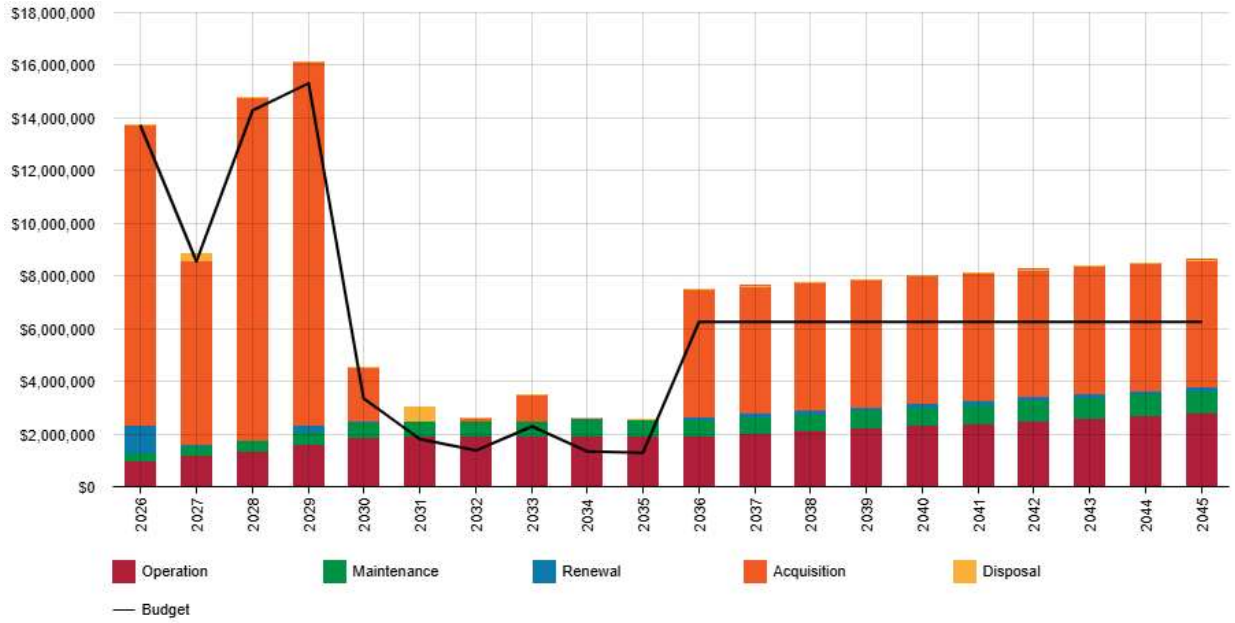
Amounts are shown in real values (i.e., current values, net of inflation).

5.7 Summary of Asset Forecast Costs

The financial projections from this asset plan are shown in Figure 8. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

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

Figure 8: Lifecycle Summary



Amounts are shown in real values (i.e., current values, net of inflation).

Continued annual comparison of planned asset acquisitions against the Financial Management Strategy capacity to fund is key to financial sustainability. Rationalisation of asset acquisition aspirations may be required as part of this process.

The Buildings asset class requires an increase of $881,681 on average per year of the forecast lifecycle costs required to provide services in the AM Plan.

6.0 RISK MANAGEMENT PLANNING

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

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

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

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 16. Failure modes may include physical failure, collapse or essential service interruption.

Table 16: Critical Assets

Critical Asset(s)	Failure Mode	Impact
Wynyard Council Office	Building Collapse or Fire	Council day-to-day operations affected Alternate premises required during reconstruction
Wynyard Depot Buildings	Fire	Council day-to-day operations affected Alternate premises required during reconstruction
Wynyard Child Care Building	Fire	Only facility of its type in the municipal area

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

6.2 Risk Assessment

The risk management process used is shown in Figure 9.

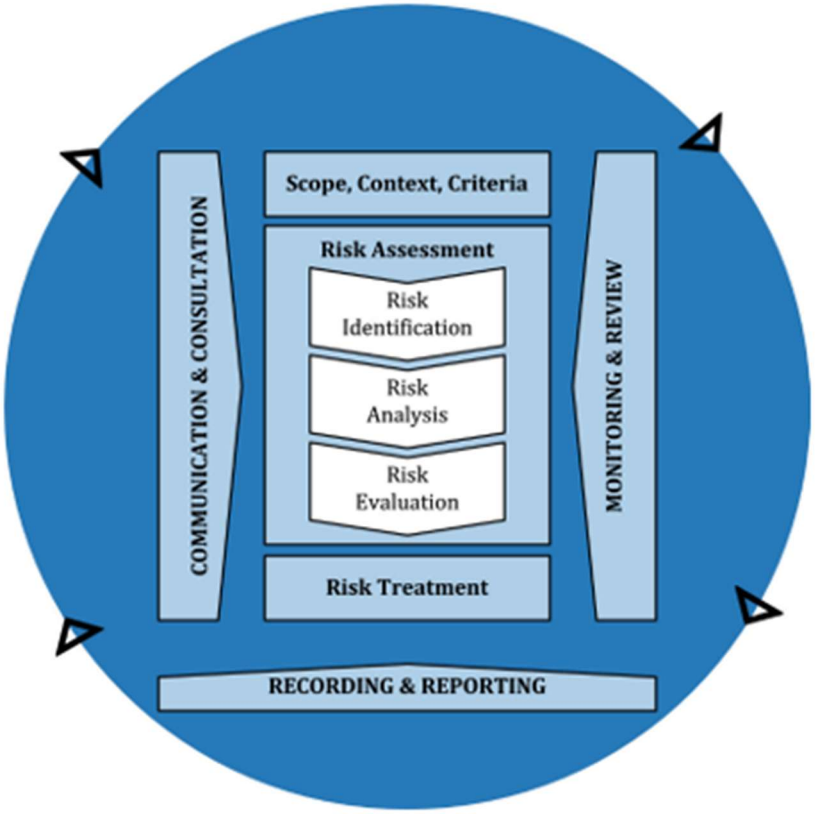
It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

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

[8] ISO 31000:2009, p 2
[9] Waratah-Wynyard Council Infrastructure Risk Register

Figure 9: Risk Management Process – Abridged

Source: ISO 31000:2018, Figure 1, p9



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

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

Critical risks are those assessed with 'Extreme' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Register. The risks currently identified as Extreme or High are listed in Table 17. It is essential that these critical risks and costs are reported to management and Council.

Table 17: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan
Wynyard Council Office Air Conditioner	• Inconsistent temperature control. • Possible sudden unit failure. • Inadequate for purpose– non-compliance with National Construction Code (statutory fresh air exchange requirements) and electrical supply standards.	H	• Replacement scheduled

[10] Waratah-Wynyard Council Infrastructure Risk Register

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan
Langley Park Clubrooms Upstairs Social Space Access, Somerset	• Not DDA compliant • Exposed to complaints • Reputational risk	H	• Schedule upgrade • Consider relocation and construction of single level asset
Wynyard Squash Centre	• Not DDA compliant • Exposed to complaints • Reputational risk	H	• Schedule upgrade • Seek advice from building surveyor
Various Buildings Not On Council Key System	• Key copying is uncontrolled leading to security issues	H	• Move to Council key system over time • Undertake review and develop implementation plan
Council Key System Patent & Issuing of Keys	• Patent expired • Potential for uncontrolled key copying leading to security issues • Unauthorised access to Council buildings	H	• Maintain and continue to review the key register • Replace key system and revise key procedures • Internal & external training • Explore alternate locking systems
Somerset Tennis Courts Clubroom	• Damage due to flooding and/or coastal erosion	H	• Coastal erosion protection or Possible future option to plan for relocation of the asset (OSSR)
Somerset Surf Lifesaving Clubroom	• Damage due to flooding and/or coastal erosion	H	• Maintain implemented coastal erosion protection works • Relocation of building when replaced in the future
Somerset Surf Lifesaving Clubrooms – roof	• Roof may fail causing damage to property or injury	H	• Repair corroded section to prevent ongoing deterioration – budgeted for repair
Elma Fagan Hall – mezzanine floor	• Legislative non-compliance • Safety risk due to inadequate guard rail on stairs and mezzanine • Users remove barricade and continue to access	H	• Reiterate to users that barricade is to be replaced and access ceased via formal communications • Consider removal of stairs if required
The Watershed - lift	• Regularly out of order • Facility not DDA compliant when lift is out of order • Exposed to complaints • Reputational risk	H	• Review option to repair existing and investigate long term solution

6.3 Infrastructure Resilience Approach

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

Resilience is built on aspects such as response and recovery planning, financial capacity, climate change and crisis leadership.

While Council's Business Continuity Plan addresses this to some degree, we do not currently formally measure our resilience in service delivery. This will be included in future iterations of the AM Plan.

6.4 Service and Risk Trade-Offs

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

6.4.1 What We Cannot Do

There are some operations and maintenance activities and capital projects that are not funded to be undertaken within the next 10 years. These include:

- Replace the roof on the Council office building in Wynyard
- Renewing the changerooms at the Wynyard Squash Club
- Relocate the Wynyard Transfer Station; and
- Maintaining service standards in unforeseen circumstances such as during extreme weather events.

6.4.2 Service Trade-Off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Disruption of service provision,
- Increased maintenance costs to keep assets in service that are due for renewal; and/or
- Lower standard of service in these areas.

6.4.3 Risk Trade-Off

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

- Potentially dissatisfied customers
- Increased reactive maintenance requirements on affected infrastructure
- Risk of asset failure and/or loss of service
- Increased risk to users of these infrastructure assets

These actions and expenditures are considered and included in the forecast costs and, where applicable, the Infrastructure Risk Register.

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. Forecasts will be improved as the discussion on sustainable levels of service, risk and cost matures in line with the financial strategy.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of Service Delivery

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

- Asset Renewal Funding Ratio (planned renewal budget for the next 10 years / forecast renewal outlays for the next 10 years identified as warranted in the AM Plan), and
- Lifecycle Funding Ratio (planned lifecycle budget for the next 10 years / forecast lifecycle outlays for the next 10 years identified as warranted in the AM Plan).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio[11] 100.0%

The Asset Renewal Funding Ratio illustrates that over the next 10 years we expect to have 100.0% of the funds required for the optimal renewal of assets.

The forecast renewal works along with the proposed renewal budget is illustrated in Appendix D.

Lifecycle Funding Ratio – 10 Year Financial Planning Period

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

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

The forecast operations, maintenance and renewal costs over the 10 year planning period is $2,317,079 on average per year.

The proposed (budget) operations, maintenance and renewal funding is $1,435,398 on average per year, requiring additional funding of $881,681 per year. This indicates that 61.95% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note: these calculations exclude depreciation, the acquisition of new assets, and the upgrade of existing assets.

The Financial Management Strategy points to the requirement to annually review expenses and revenue to ensure that services can be maintained at current or desired levels.

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

7.1.2 Forecast Costs (outlays) for the Financial Management Strategy

Table 18 shows the forecast costs (outlays) required for consideration in the 10 year Financial Management Strategy.

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

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

A gap between the forecast outlays and the amounts allocated in the financial strategy indicates further work is required on reviewing service levels in the AM Plan and/or financial projections in the Financial Management Strategy.

We will manage any 'gap' by communicating the service performance, cost, and risk implications in consultation with the community and key stakeholders.

Forecast costs are shown in real values (i.e., current values, net of inflation).

Table 18: Forecast Costs (Outlays) for the Financial Management Strategy

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2026	11,412,904	991,714	298,077	1,030,070	0
2027	6,972,300	1,216,548	365,413	45,000	250,000
2028	13,000,000	1,353,903	406,550	0	0
2029	13,767,573	1,610,003	483,250	259,000	0
2030	2,010,000	1,881,224	564,478	50,000	0
2031	0	1,920,821	576,337	20,000	500,000
2032	85,596	1,920,821	576,337	0	0
2033	1,000,000	1,922,507	576,842	0	0
2034	0	1,942,207	582,742	52,000	0
2035	0	1,942,207	582,742	0	0
2036	4,824,838	1,942,207	582,742	145,607	0
2037	4,824,838	2,037,256	611,209	145,607	0
2038	4,824,838	2,132,306	639,675	145,607	0
2039	4,824,838	2,227,355	668,142	145,607	0
2040	4,824,838	2,322,404	696,609	145,607	0
2041	4,824,838	2,417,454	725,075	145,607	0
2042	4,824,838	2,512,503	753,542	145,607	0
2043	4,824,838	2,607,552	782,008	145,607	0
2044	4,824,838	2,702,601	810,475	145,607	0
2045	4,824,838	2,797,651	838,941	145,607	0

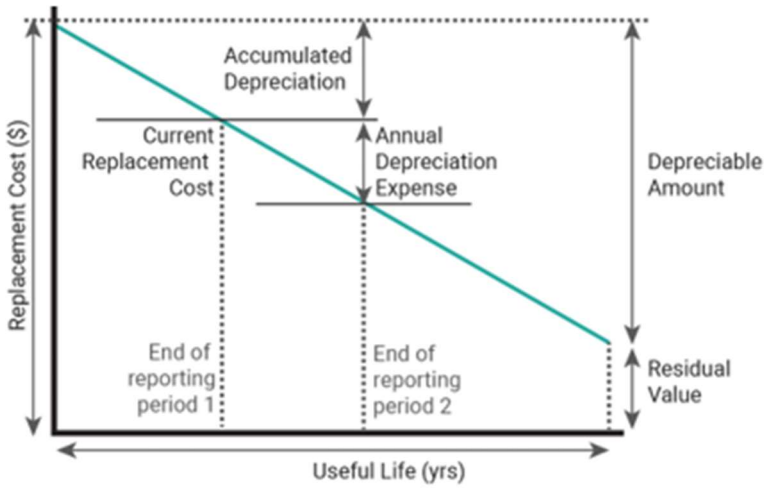
7.2 Funding Strategy

The proposed funding for assets is outlined in Council's Budget and Financial Management Strategy.

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

7.3 Valuation Forecasts

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at current replacement cost.



Replacement Cost (Current/Gross)	$50,345,289
Depreciable Amount	$50,345,289
Depreciated Replacement Cost[12]	$32,194,707
Depreciation (Annual)	$756,925

Asset values are forecast to increase as additional assets are added to service. Acquiring new assets will add to existing operations, maintenance, future renewal, and depreciation expenses in the long term.

Annual comparison with the Financial Management Strategy as part of setting annual plan and budgets will be required to ensure financial sustainability.

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

8.0 ASSUMPTIONS AND IMPROVEMENT PLANNING

8.1 Data and Information Sources

8.1.1 Accounting and Financial Data Sources

This AM Plan utilises accounting and financial data sourced from:

- Authority
- Waratah-Wynyard Council Budget 2024/2025
- Waratah-Wynyard Council Financial Management Strategy

8.1.2 Asset Management Data Sources

This AM Plan also utilises asset management data sourced from:

- Waratah-Wynyard Council 10 Year Works Plan
- Conquest Asset Register

8.2 Key Assumptions Made in Financial Forecasts

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

Key assumptions made in this AM Plan are:

- The services provided by assets in this category are consumed at a constant rate over the pre-defined standard useful lives recorded in council's asset management system for each of the asset components.
- Present service levels will remain constant for the life of the plan.
- Present levels of expenditure (and the relative distribution of planned & reactive maintenance, and capital renewals & new/upgrades) will remain constant for the life of the plan
- Legislative compliance will remain constant over the life of the plan

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

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

The Alternate Method was used to forecast the renewal lifecycle costs for this AM Plan.

8.3 Forecast Reliability and Confidence

The forecast demands, costs, planned budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset management and financial planning and reporting, it is critical that the information is reliable and up to date. Data confidence is classified on an A to E level scale in accordance with the guidance provided in the International Infrastructure Management Manual[13] in accordance with Table 19.

Table 19: Data Confidence Grading System

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

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

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

The estimated confidence level for and reliability of data used in this AM Plan is considered to be C (Medium).

8.4 Improvement Plan

8.4.1 Asset Management Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. Council's improvement plan generated from this AM Plan is shown in Table 20. The improvement plan for this iteration includes a review of past improvement plan items, including a rationalisation of duplicate/overlapping items.

Table 20: Improvement Plan

Task	Task	Responsibility	Timeline	Resources Required
1	Continue to improve inputs to the 10 Year Works Plan	Asset Services	Annual Review	Staff Time
2	Continue to improve infrastructure risk management	Asset Services	Annual Review	Staff Time
3	Formalise maintenance intervention levels and documented service levels for building infrastructure assets	Buildings Infrastructure Working Group	2-3 years	Staff Time
4	Undertake audit of energy usage in Council building facilities and implement energy efficiencies as per the Integrated Council Environmental Plan (iCEP)	Buildings Maintenance Team	2-3 years	Staff Time
5	Assess infrastructure needs based on future demand drivers	Asset Services	2028+	Staff Time

8.4.2 Status of Previous Improvement Plan Tasks

The status of improvement tasks from the previous Buildings Infrastructure AM Plans are shown in Table 21.

Table 21: Status of Improvement Tasks from Previous AM Plan

Task No	Task	Responsibility	Timeframe	Status
1	Develop and adopt Levels of Service	Assets Coord	3-5 years	Commenced
2	Estimate new assets from growth factor	Assets Coord	1 - 2 years	On Hold
3	Develop asset condition inspection program	Assets Coord	5+ years	Complete and Ongoing
4	Develop Infrastructure Risk Management Plan	Assets Coord	2-3 years	Complete and Ongoing
5	Develop and adopt weighted capital works priority ranking criteria	Assets Coord	1-2 years	Complete and Ongoing
6	Ensure next valuation is informed by asset condition to a greater extent	Asset Services	2025	Complete
7	Expand documented service levels	Asset Services	2025	Commenced
8	Improve 10 year works plan	Asset Services	Annually	Complete and Ongoing
9	Develop Building Act compliant building maintenance schedule	Asset Services	Annually	Complete and Ongoing
10	Formalise maintenance intervention levels for building infrastructure assets	Assets Coord	2-3 years	Commenced
11	Assess infrastructure needs based on future demand drivers	Asset Services	2026+	Commenced
12	Undertake audit of energy usage in Council building facilities and implement energy efficiencies as per the Integrated Council Environmental Plan (iCEP)	Asset Services	2022	Commenced

8.5 Monitoring and Review Procedures

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

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

The AM Plan has a maximum life of 4 years and is due for complete revision and updating within 4 years of plan adoption.

8.6 Performance Measures

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

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

9.0 REFERENCES

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Building Act (2000)

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Waratah-Wynyard Council Financial Management Strategy

Waratah-Wynyard Council Annual Plan/s, Annual Report/s and Budget/s

Waratah-Wynyard Council Asset Management Maturity Assessment 2019

Waratah-Wynyard Council Strategic Asset Management Plan

Waratah-Wynyard Council 10 Year Works Plan

Waratah-Wynyard Council Integrated Council Environmental Plan (iCEP) 2020-2030

'Final Valuation of Waratah-Wynyard Council Building Assets' Report: 30 June 2024, APV Valuers & Asset Management

10.0 APPENDICES

APPENDIX A Acquisition Forecast

APPENDIX B Operation Forecast

APPENDIX C Maintenance Forecast

APPENDIX D Renewal Forecast Summary

APPENDIX E Disposal Forecast

APPENDIX F Budget Summary by Lifecycle Activity

Appendix A: Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

The Acquisitions forecast was sourced from the 10 Year Works Plan.

All amounts are shown in real values (i.e., current values, net of inflation).

A.2 – Acquisition Project Summary (10 years)

Year	Project	Estimate $
2026	Boat Harbour Beach Masterplan	8,457,000
2026	Elma Fagan Community Centre Kitchen, Hall & Main Room - upgrade to LED lighting	2,500
2026	Elma Fagan Hall - switchboard safety upgrade	9,900
2026	EW Foreshore - Year 2 - market shed upgrade	86,758
2026	Frederick Street - audit & upgrade obsolete lighting to LED	6,500
2026	Public Toilets - replace soap dispensers	15,000
2026	Public Toilets - replace toilet roll holders	20,000
2026	Somerset New Indoor Facility - Stage 2 - detail design & permits	343,800
2026	Somerset Sports Precinct - Langley Park Building Upgrade - new public toilets, player amenities, lift, downstairs refit	964,634
2026	Somerset Sports Precinct - Langley Park Solar Panel Installation	36,632
2026	Somerset Surf Club - switchboard safety upgrade	10,200
2026	Waratah Caravan Park – replace amenities buildings	422,895
2026	Waratah Council Chambers - switchboard saftey upgrade	17,100
2026	Waratah Museum - line walls of geological room	7,585
2026	Wonders of Wynyard - switchboard saftey upgrade	4,400
2026	Wynyard Bandrooms - upgrade heat pump	3,000
2026	Wynyard Child Care Centre - relocation/replacement	1,000,000
2026	Wynyard Works Depot - audit & upgrade obsolete lighting to LED	5,000
2027	Artscape - switchboard saftey upgrade	2,900
2027	Depot Site Upgrade - material storage bays, potting shed roof, nursery strategy, emulsion waste treatment, site security	100,000
2027	Langley Park - switchboard safety upgrade	9,700
2027	Wynyard Bandrooms - switchboard saftey upgrade	2,100
2027	Wynyard Child Care Centre - relocation/replacement	4,000,000
2027	Wynyard Recreation Ground Grandstand - switchboard safety upgrade	5,900
2027	Wynyard Recreation Ground Umpires Changerooms - switchboard safety upgrade	1,000
2027	Wynyard Sports Precinct - WHS Surrounds - construct new shared indoor training facility incl. school toilets	2,600,000
2027	Wynyard Sports Precinct - WRG Surrounds - Grandstand changerooms upgrade to female friendly standard	250,000
2027	Wynyard Waste Transfer Station - switchboard saftey upgrade	700
2028	Somerset New Indoor Facility - Stage 4 - building construction year 1	13,000,000
2029	Somerset New Indoor Facility - Stage 4 - building construction year 2	12,966,800
2029	Somerset New Indoor Facility - Stage 5 - car park, access road, tennis courts, landscaping	696,773

Year	Project	Estimate $
2029	Wynyard Bandrooms - upgrade to LED lighting	4,000
2029	Wynyard Sports Precinct - ISC & Surrounds - Indoor Sports Centre external facelift	100,000
2030	Wynyard Sports Precinct - ISC & Surrounds - Bandrooms storage upgrade	10,000
2030	Wynyard Sports Precinct - WRG Surrounds - construct new shared clubrooms	2,000,000
2032	Somerset Sports Precinct - Langley Park Building Security System Upgrade	24,421
2032	Somerset Sports Precinct - Langley Park Building Upgrades - upstair bathroom & window furnishings	61,175
2033	Wynyard Sports Precinct - ISC & Surrounds - upgrade squash centre	1,000,000
	Total	**48,248,373**

A.3 – Acquisition Forecast Summary (20 years)

Year	Constructed $	Donated $	Growth $
2026	11,412,904	0	0
2027	6,972,300	0	0
2028	13,000,000	0	0
2029	13,767,573	0	0
2030	2,010,000	0	0
2031	0	0	0
2032	85,596	0	0
2033	1,000,000	0	0
2034	0	0	0
2035	0	0	0
2036	4,824,838	0	0
2037	4,824,838	0	0
2038	4,824,838	0	0
2039	4,824,838	0	0
2040	4,824,838	0	0
2041	4,824,838	0	0
2042	4,824,838	0	0
2043	4,824,838	0	0
2044	4,824,838	0	0
2045	4,824,838		0
Totals	**96,496,753**	**0**	**0**

Appendix B: Operation Forecast

B.1 – Operation Forecast Assumptions and Source

The Operation forecast was sourced from the 2024/25 budget.

All amounts are shown in real values (i.e., current values, net of inflation).

B.2 – Operation Forecast Summary (20 years)

Year	Operation Forecast $	Additional Operation Forecast $	Total Operation Forecast $
2026	991,714	224,834	991,714
2027	991,714	137,354	1,216,548
2028	991,714	256,100	1,353,903
2029	991,714	271,221	1,610,003
2030	991,714	39,597	1,881,224
2031	991,714	0	1,920,821
2032	991,714	1,686	1,920,821
2033	991,714	19,700	1,922,507
2034	991,714	0	1,942,207
2035	991,714	0	1,942,207
2036	991,714	95,049	1,942,207
2037	991,714	95,049	2,037,256
2038	991,714	95,049	2,132,306
2039	991,714	95,049	2,227,355
2040	991,714	95,049	2,322,404
2041	991,714	95,049	2,417,454
2042	991,714	95,049	2,512,503
2043	991,714	95,049	2,607,552
2044	991,714	95,049	2,702,601
2045	991,714	95,049	2,797,651
Totals	**19,834,280**	**1,900,982**	**40,401,244**

Appendix C: Maintenance Forecast

C.1 – Maintenance Forecast Assumptions and Source

The Maintenance forecast was sourced from the 2024/25 budget.

All amounts are shown in real values (i.e., current values, net of inflation).

C.2 – Maintenance Forecast Summary (20 years)

Year	Maintenance Forecast $	Additional Maintenance Forecast $	Total Maintenance Forecast $
2026	298,077	67,336	298,077
2027	298,077	41,137	365,413
2028	298,077	76,700	406,550
2029	298,077	81,229	483,250
2030	298,077	11,859	564,478
2031	298,077	0	576,337
2032	298,077	505	576,337
2033	298,077	5,900	576,842
2034	298,077	0	582,742
2035	298,077	0	582,742
2036	298,077	28,467	582,742
2037	298,077	28,467	611,209
2038	298,077	28,467	639,675
2039	298,077	28,467	668,142
2040	298,077	28,467	696,609
2041	298,077	28,467	725,075
2042	298,077	28,467	753,542
2043	298,077	28,467	782,008
2044	298,077	28,467	810,475
2045	298,077	28,467	838,941
Totals	**5,961,540**	**569,366**	**12,121,186**

Appendix D: Renewal Forecast Summary

D.1 – Renewal Forecast Assumptions and Source

The Renewals forecast was sourced from the 10 Year Works Plan.

All amounts are shown in real values (i.e., current values, net of inflation).

D.2 – Renewal Project Summary (10 years)

Year	Project	Estimate $
2026	23A Austin Street - replace laundry cupboard	1,500
2026	41 Dodgin Street - interior window painting	7,500
2026	41 Dodgin Street - replace carpet	5,000
2026	41 Dodgin Street - replace fence	5,000
2026	Artscape - renew roof	30,000
2026	Elma Fagan Community Centre - replace skylights	20,000
2026	Police Station Building - replace roof	20,000
2026	Waratah Caravan Park - power (GPO) upgrades	20,000
2026	Waratah Council Chambers - replace carpet	2,500
2026	Waratah Museum - repair & paint windows	5,000
2026	Wynyard Community Centre - historical room - replace carpet	5,000
2026	Wynyard Community Centre - repair concrete headers above windows	4,000
2026	Wynyard Council Offices - HVAC Renewal Stage 3 - HVAC Installation	895,570
2026	Wynyard Elderly Citizens Clubrooms - paint windows	4,000
2026	Wynyard Indoor Recreation Centre (Basketball) - replace changeroom exhaust fans	5,000
2027	30 Jackson Street - replace carpet	7,500
2027	Wynyard Child Care - Little Goldie St - replace carpet	30,000
2027	Wynyard Council Offices - upstairs kitchen - replace vinyl	7,500
2029	Elderly Day Care (The Oaks) - replace carpet	3,000
2029	Wynyard Waste Transfer Station - replace fence	256,000
2030	41 Dodgin Street - renew roof	40,000
2030	Somerset Surf Club - repaint front beams	10,000
2031	32 Jackson St - renew fence	5,000
2031	32 Jackson St - renew roof	15,000
2034	Frederick Street - vinyl flooring replacement	45,000
2034	Moorleah Hall - external painting	7,000
	Total	**1,456,070**

D.3 – Renewal Forecast Summary (20 years)

Year	Renewal Forecast $	Renewal Budget $
2026	1,030,070	1,030,070
2027	45,000	45,000
2028	0	0
2029	259,000	259,000
2030	50,000	50,000
2031	20,000	20,000
2032	0	0

Year	Renewal Forecast $	Renewal Budget $
2033	0	0
2034	52,000	52,000
2035	0	0
2036	145,607	145,607
2037	145,607	145,607
2038	145,607	145,607
2039	145,607	145,607
2040	145,607	145,607
2041	145,607	145,607
2042	145,607	145,607
2043	145,607	145,607
2044	145,607	145,607
2045	145,607	145,607
Totals	**2,912,140**	**2,912,140**

Appendix E: Disposal Summary

E.1 – Disposal Forecast Assumptions and Source

The Disposals forecast was sourced from the 10 Year Works Plan.

All amounts are shown in real values (i.e., current values, net of inflation).

E.2 – Disposal Project Summary (10 years)

Year	Project	Estimate $
2027	Park Street - demolition of mechanics building	250,000
2031	Somerset Indoor Facility - demolition of Beaufort St facility	500,000
	Total	**750,000**

E.2 – Disposal Forecast Summary

Year	Disposal Forecast $	Disposal Budget $
2026	0	0
2027	250,000	250,000
2028	0	0
2029	0	0
2030	0	0
2031	500,000	500,000
2032	0	0
2033	0	0
2034	0	0
2035	0	0
2036	0	0
2037	0	0
2038	0	0
2039	0	0
2040	0	0
2041	0	0
2042	0	0
2043	0	0
2044	0	0
2045	0	0
Totals	**750,000**	**750,000**

Appendix F: Budget Summary by Lifecycle Activity

F.1 – Budget Assumptions and Source

The Budget forecast was sourced from the 10 Year Works Plan and the 2023/24 Annual Budget.

All amounts are shown in real values (i.e., current values, net of inflation).

F.2 – Budget Summary by Lifecycle Activity (20 years)

Year	Acquisition $	Operation $	Maintenance $	Renewal $	Disposal $	Total $
2026	11,412,904	991,714	298,077	1,030,070	0	13,732,765
2027	6,972,300	991,714	298,077	45,000	250,000	8,557,091
2028	13,000,000	991,714	298,077	0	0	14,289,791
2029	13,767,573	991,714	298,077	259,000	0	15,316,364
2030	2,010,000	991,714	298,077	50,000	0	3,349,791
2031	0	991,714	298,077	20,000	500,000	1,809,791
2032	85,596	991,714	298,077	0	0	1,375,387
2033	1,000,000	991,714	298,077	0	0	2,289,791
2034	0	991,714	298,077	52,000	0	1,341,791
2035	0	991,714	298,077	0	0	1,289,791
2036	4,824,838	991,714	298,077	145,607	0	6,260,236
2037	4,824,838	991,714	298,077	145,607	0	6,260,236
2038	4,824,838	991,714	298,077	145,607	0	6,260,236
2039	4,824,838	991,714	298,077	145,607	0	6,260,236
2040	4,824,838	991,714	298,077	145,607	0	6,260,236
2041	4,824,838	991,714	298,077	145,607	0	6,260,236
2042	4,824,838	991,714	298,077	145,607	0	6,260,236
2043	4,824,838	991,714	298,077	145,607	0	6,260,236
2044	4,824,838	991,714	298,077	145,607	0	6,260,236
2045	4,824,838	991,714	298,077	145,607	0	6,260,236
Totals	**96,496,753**	**19,834,280**	**5,961,540**	**2,912,140**	**750,000**	**125,954,713**