

# STRATEGIC ASSET MANAGEMENT PLAN (Combined) 2022

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June 2022



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## **1. EXECUTIVE SUMMARY**

### **1.1. Context**

Waratah-Wynyard Council is responsible for the acquisition, operation, maintenance, renewal and disposal of an extensive range of physical assets with a replacement value of \$274 million.

These assets include land, buildings, parks, reserves, sporting grounds, roads, bridges, footpaths, urban stormwater, drainage systems, and associated operating assets and provide service essential to our community's quality of life.

This Strategic Asset Management Plan (SAMP) takes the organisational objectives in our Strategic Plan, develops the asset management objectives, principles, framework and strategies required to achieve our organisational objectives. The plan summarises activities and expenditure projections from individual asset management plans to achieve the asset management objectives.

### **1.2. Current situation**

Our aim is to continue to progress towards 'core' maturity for asset management activities. Improvement tasks with target dates have been identified and documented in Table 16.

### **1.3. What does it Cost?**

#### **Operating Outlays (excluding depreciation)**

The projected operating outlays necessary to provide the services covered by this SAMP, including operation and maintenance of existing assets, over the 10 year planning period is \$6.7 million on average per year.

#### **Capital Outlays**

The projected required capital outlays including renewal/replacement and upgrade of existing assets and acquisition of new assets over the 10 year planning period is \$5.8 million on average per year.

We have balanced the projected expenditures in the SAMP with financial outlays in the Financial Management Strategy (FMS) involving:

- community consultation on desirable and affordable levels of service
- balancing service performance, risk and cost in a trade-off of projects and initiatives
- considering the impact of trade-offs and accepting the service and risk consequences
- borrowings of \$2.85 million to finance high priority capital stormwater upgrade/new projects in 2023/24

### **1.4. What we will do**

Our aim is to provide the services needed by the community in a financial sustainable manner. Achieving financial sustainability requires balancing service levels and performance with cost and risk.

It may not be possible to meet all expectations for services within current financial resources. We will continue to engage with our community to ensure that needed services are provided at appropriate levels of service at an affordable cost while managing risks.

### **1.5. What we have deferred**

We do not have enough funding to provide all services at the desired service levels or provide new services. Major initiatives and project that are deferred for the next 10 years under financial management strategy funding levels are:

- Replace Council Key-Patent System and re-key all Council doors/locks
- Waratah walking tracks
- Upgrade Reservoir Drive (north of highway) to accommodate increased Fonterra truck size
- Upgrade shoreline stormwater outfall pipes (various locations)

## 1.6. Managing the Risks

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 infrastructure assets are listed in the Infrastructure Risk Register. The critical risks (high or very high ratings) are shown in Table 1.

*Table 1: Critical Risks and Treatment Plans*

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan
<b>BUILDINGS</b>			
Athenaeum Hall (heritage listed), Waratah	<ul style="list-style-type: none"> <li>• Aged asset in very poor condition. Costly to fix.</li> <li>• Building becoming unusable/uninsurable</li> <li>• Has associated reputational risk</li> <li>• Windows leaking creating damage</li> <li>• Doors rotting - security issue</li> <li>• Birds in roof</li> </ul>	H	<ul style="list-style-type: none"> <li>• Independent assessment</li> <li>• Fund recommended repair works</li> </ul>
Wynyard Council Office Air Conditioner	<ul style="list-style-type: none"> <li>• Inconsistent temperature control.</li> <li>• Possible unit failure.</li> <li>• Inadequate for purpose</li> </ul>	H	<ul style="list-style-type: none"> <li>• Independent assessment of replacement options</li> <li>• Schedule/fund replacement</li> </ul>
Langley Park Clubrooms Upstairs Social Space Access, Somerset	<ul style="list-style-type: none"> <li>• Not DDA compliant</li> <li>• Exposed to complaints</li> <li>• Reputational risk</li> </ul>	H	<ul style="list-style-type: none"> <li>• Schedule upgrade</li> <li>• Alternately, consider relocation and construction of single level asset as per OSSRP</li> </ul>
Wynyard Squash Centre	<ul style="list-style-type: none"> <li>• Not DDA compliant</li> <li>• Exposed to complaints</li> <li>• Reputational risk</li> </ul>	H	<ul style="list-style-type: none"> <li>• Schedule upgrade</li> </ul>
Various Buildings Not On Council Key System	<ul style="list-style-type: none"> <li>• Key copying is uncontrolled leading to security issues</li> </ul>	H	<ul style="list-style-type: none"> <li>• Move to Council key system over time</li> </ul>
Council Key System Patent & Issuing of Keys	<ul style="list-style-type: none"> <li>• Patent expired</li> <li>• Potential for uncontrolled key copying leading to security issues</li> <li>• Unauthorised access to Council buildings"</li> </ul>	H	<ul style="list-style-type: none"> <li>• Maintain and continue to review the key register</li> <li>• Replace key system and revise key procedures</li> <li>• Internal &amp; external training</li> <li>• Explore alternate locking systems</li> </ul>
Somerset Tennis Courts Clubroom	<ul style="list-style-type: none"> <li>• Damage due to flooding and/or coastal erosion in the future</li> </ul>	H	<ul style="list-style-type: none"> <li>• Consider defence of facility or a plan for relocation of the asset as per OSSRP</li> </ul>
Somerset Surf Lifesaving Clubroom	<ul style="list-style-type: none"> <li>• Damage due to flooding and/or coastal erosion in the future</li> </ul>	H	<ul style="list-style-type: none"> <li>• Defence or relocation of building in the future</li> </ul>

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan
<b>PARKS, RESERVES AND SPORTING GROUNDS</b>			
Somerset All Abilities Playground (incl. carparking)	<ul style="list-style-type: none"> <li>Damage due to flooding and/or coastal erosion</li> </ul>	H	<ul style="list-style-type: none"> <li>Coastal erosion defence works (in planning phase)</li> </ul>
Coastal Pathway	<ul style="list-style-type: none"> <li>Damage due to flooding and/or coastal erosion</li> </ul>	H	<ul style="list-style-type: none"> <li>Coastal erosion defence works (in planning phase)</li> </ul>
Playgrounds (various locations)	<ul style="list-style-type: none"> <li>Failure due to age or vandalism causing injury</li> </ul>	H	<ul style="list-style-type: none"> <li>Prioritise action</li> <li>Remove or renew</li> <li>More frequent inspections</li> </ul>
River Track	<ul style="list-style-type: none"> <li>Infrastructure is susceptible to erosion or flood.</li> </ul>	H	<ul style="list-style-type: none"> <li>Forward renewals of infrastructure are planned in the context of flood or erosion susceptibility.</li> </ul>
Boat Harbour Northern Bay Seawall	<ul style="list-style-type: none"> <li>Historical fill may contain hazardous materials</li> </ul>	H	<ul style="list-style-type: none"> <li>Rebuild the seawall (capital works planned)</li> </ul>
Timber & Replas Boardwalks (various locations)	<ul style="list-style-type: none"> <li>Get slippery during winter creating slip hazard potentially causing injury</li> </ul>	H	<ul style="list-style-type: none"> <li>Increase signage</li> <li>Education of users</li> <li>Replace with slip resistant materials (e.g. East Wynyard Foreshore Plan)</li> <li>Close boardwalks</li> </ul>
Inglis River Mouth Breakwater (Crown Land & Asset)	<ul style="list-style-type: none"> <li>Continued undermining forming sink holes and leading to failure of breakwater, with associated risk of shoreline erosion and property damage</li> </ul>	H	<ul style="list-style-type: none"> <li>Continue periodic back-filling</li> <li>Full renewal of breakwater and retaining wall</li> </ul>
Public Pontoon Balustrade	<ul style="list-style-type: none"> <li>non-compliant - potential for injury</li> </ul>	H	<ul style="list-style-type: none"> <li>Upgrade railing to comply with current standard</li> </ul>
Cam River Reserve Vehicular Access & Pedestrian Walkways	<ul style="list-style-type: none"> <li>Pedestrians and vehicles in the same area with potential for injury</li> </ul>	H	<ul style="list-style-type: none"> <li>Exclude traffic from reserve as adopted in the Cam River Master Plan</li> </ul>
Fence at Boat Harbour Beach Playground	<ul style="list-style-type: none"> <li>Fence is non-compliant - climbable and has potential for fall onto hard surface causing injury</li> </ul>	H	<ul style="list-style-type: none"> <li>Upgrade fence in short term to comply with current standard</li> <li>Relocate playground through Boat Harbour Beach Master Plan development</li> </ul>
Unrecognised Assets	<ul style="list-style-type: none"> <li>Understated depreciation</li> <li>Asset renewals unable to be identified from asset register</li> </ul>	H	<ul style="list-style-type: none"> <li>Audit and recognition of all open space assets</li> </ul>

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan
<b>TRANSPORT</b>			
Port Road, Boat Harbour	Landslip	H	Consider recommended work from Geotech. Watch and monitor
Sisters Beach Road	Tree Fall	H	Measure movement. Watch and monitor
South Elliott Road	Landslip	H	Watch and monitor
Deaytons Lane	Landslip	H	Watch and monitor
Reservoir Drive	Landslip	H	Watch and monitor
Lowries Road	Landslip	H	Watch and monitor
Old Bass Highway	Coastal erosion	H	Watch and monitor
<b>URBAN STORMWATER</b>			
Big Creek / Stanwyn Court	Flooding of dwellings	H	<ul style="list-style-type: none"> <li>Detention basin upstream (dam)</li> </ul>
Port Creek	Flooding of dwellings	H	<ul style="list-style-type: none"> <li>Widening of creek and levee construction along with flow diversions</li> </ul>

## 1.7. Confidence Levels

This SAMP is based on a C (Uncertain) level of confidence information.

## 1.8. The Next Steps

The actions resulting from this asset management plan are:

- implement the improvement plan in Section 8.2
- improve consultation methods to increase awareness of service performance, risk and cost pressures we are facing
- investigate actions to extend the life of assets without affecting performance and risk
- review asset renewal and replacement options to reduce service delivery lifecycle costs

## **2. ASSET MANAGEMENT STRATEGY**

### **2.1. Asset Management System**

Asset management enables an organisation to realise value from assets in the achievement of organisational objectives, while balancing financial, environmental and social costs, risk, quality of service and performance related to assets.<sup>1</sup>

An asset management system is a set of interrelated and interacting elements of an organisation to establish the asset management policy and asset management objectives, and the processes, needed to achieve those objectives. An asset management system is more than ‘management information system’ software. The asset management system provides a means for:

- coordinating contributions from and interactions between functional units within an organisation,<sup>2</sup> and
- consistent application of the asset management processes to achieve uniform outcomes and objectives.

The asset management system includes:

- The asset management policy
- The asset management objectives
- The strategic asset management plan
- The asset management plans, which are implemented in
  - operational planning and control
  - supporting activities
  - control activities
  - other relevant processes.<sup>3</sup>

The asset management system fits within the organisation’s strategic planning and delivery process as shown in Figure 1.

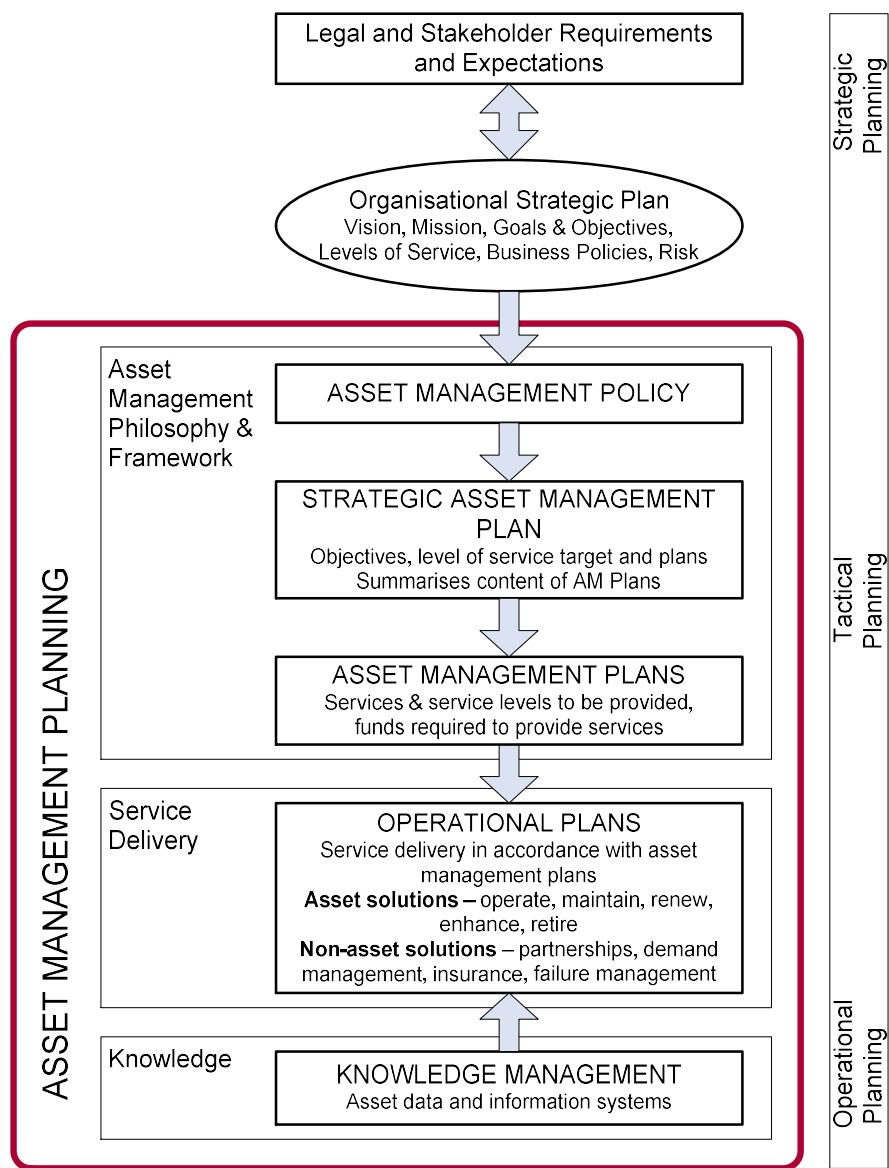
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<sup>1</sup> ISO, 2014, ISO 55000, Sec 2.2, p 2

<sup>2</sup> ISO, 2014, ISO 55000, Sec 2.5.1, p 5

<sup>3</sup> ISO, 2014, ISO 55002, Sec 4.1.1, p 2.

*Figure 1: Strategic Asset Management Plan's Fit in Planning Process*



### 2.1.1. Asset Management Policy

The asset management policy sets out the principles by which the organisation intends applying asset management to achieve its organisational objectives.<sup>4</sup> Organisational objectives are the results the organisation plans to achieve, as documented in its Strategic Plan. Our adopted asset management policy is available from our web site <https://www.warwyn.tas.gov.au/governance/policies-codes-guidelines/>.

### 2.1.2. Asset Management Objectives

The asset management objectives developed in Section 2.4.3 provide the essential link between the organisational objectives and the asset management plan(s) that describe how those objectives are going to be achieved. The asset management objectives transform the required outcomes (product or service) to be provided by the assets, into activities typically described in the asset management plans. Asset management objectives should be specific, measurable, achievable, realistic and time bound (i.e. SMART objectives).<sup>5</sup>

<sup>4</sup> ISO, 2014, ISO 55002, Sec 5.2, p 7.

<sup>5</sup> ISO, 2014, ISO 55002, Sec 6.2.1, p 9.

### **2.1.3. Strategic Asset Management Plan**

This strategic asset management plan is to document the relationship between the organisational objectives set out in the Waratah-Wynyard Council 10 Year Corporate Strategic Plan 2017-2027 and the asset management (or service) objectives and define the strategic framework required to achieve the asset management objectives.<sup>6</sup>

The asset management objectives must be aligned with the organisation's strategic objectives set out in its strategic plan.

This strategic asset management plan encompasses the following services:

- Building Infrastructure
- Parks, Reserves, and Sporting Grounds Infrastructure
- Transport Infrastructure
- Urban Stormwater Infrastructure

The strategic asset management framework incorporates strategies to achieve the asset management objectives. The strategies are developed in 4 steps:

- What assets do we have?
- Our assets and their management
- Where do we want to be?
- How will we get there?<sup>7</sup>

### **2.1.4. Asset Management Plans**

Supporting the strategic asset management plan are asset management plans for major service/asset categories. The asset management plans document the activities to be implemented and resources to be applied to meet the asset management objectives. The strategic asset management plan summarises the key issues from following asset management plans:

- Building Infrastructure
- Parks, Reserves, and Sporting Grounds Infrastructure
- Transport Infrastructure
- Urban Stormwater Infrastructure

The Strategic Asset Management Plan is part of the organisation's strategic and annual planning and reporting cycle as shown in Table 2.

*Table 2: Strategic Asset Management Plan Within the Planning and Reporting Cycle*

Planning Category	Plan	Planning Cycle	Performance Reporting	Reporting Method
Community Planning	Sustainable Murchison 2040: Community Plan	4 – 10 years	Community Objectives Indicators	Annual Report
Strategic Planning	Waratah-Wynyard Council 10 Year Corporate Strategic Plan 2017-2027	4 years	Organisational Objectives	Annual Report
	10 year Financial Management Strategy		Financial Indicators	

<sup>6</sup> ISO, 2014, ISO 55002, Sec 4.1.1, p 2.

<sup>7</sup> LGPMC, 2009, Framework 2, Sec 4.2, p 4.

Planning Category	Plan	Planning Cycle	Performance Reporting	Reporting Method
	Strategic Asset Management Plan, and Asset Management Plans		Asset Management Objectives	
Operational Planning	4 year Operational Plan	4 years	Operational Objectives incorporated into Annual Plan	Annual Report
Annual Planning & Budget	Annual Plan & Budget	Annual	Annual Objectives Budget Objectives	Annual Report, and Monthly Reports to Council
	Departmental/Directorate Work Plans		Work Plan Objectives	Monthly Reports to Council
	Individual Work Plans		Work Plan Objectives	Performance Reviews

## 2.2. What Assets do we have?

We manage a lot of assets to provide services to our community. The assets provide the foundation for the community to carry out its everyday activities, while contributing to overall quality of life.

*Table 3: Assets Covered by this Plan*

Asset Class/Category	Dimensions
Buildings	Buildings = 89
Parks, Reserves and Sporting Grounds	Parks & Reserves = 50 Sporting Grounds = 9 Gardens/Surrounds of Other Sporting Facilities = 4 Walking Tracks = 21 Boat Ramps and Jetties = 11
Transport	Sealed Roads = 290 km Unsealed Roads = 243 km Kerb & Channel = 126 km Bridges – Vehicular = 48 Bridges – Pedestrian = 54 Bridges – Major Culverts = 72 Footpaths = 80 km
Urban Stormwater	Stormwater Drainage Mains = 97 km Stormwater Pits/Headwalls = 3,117

## 2.3. Our Assets and their management

### 2.3.1. Asset Values

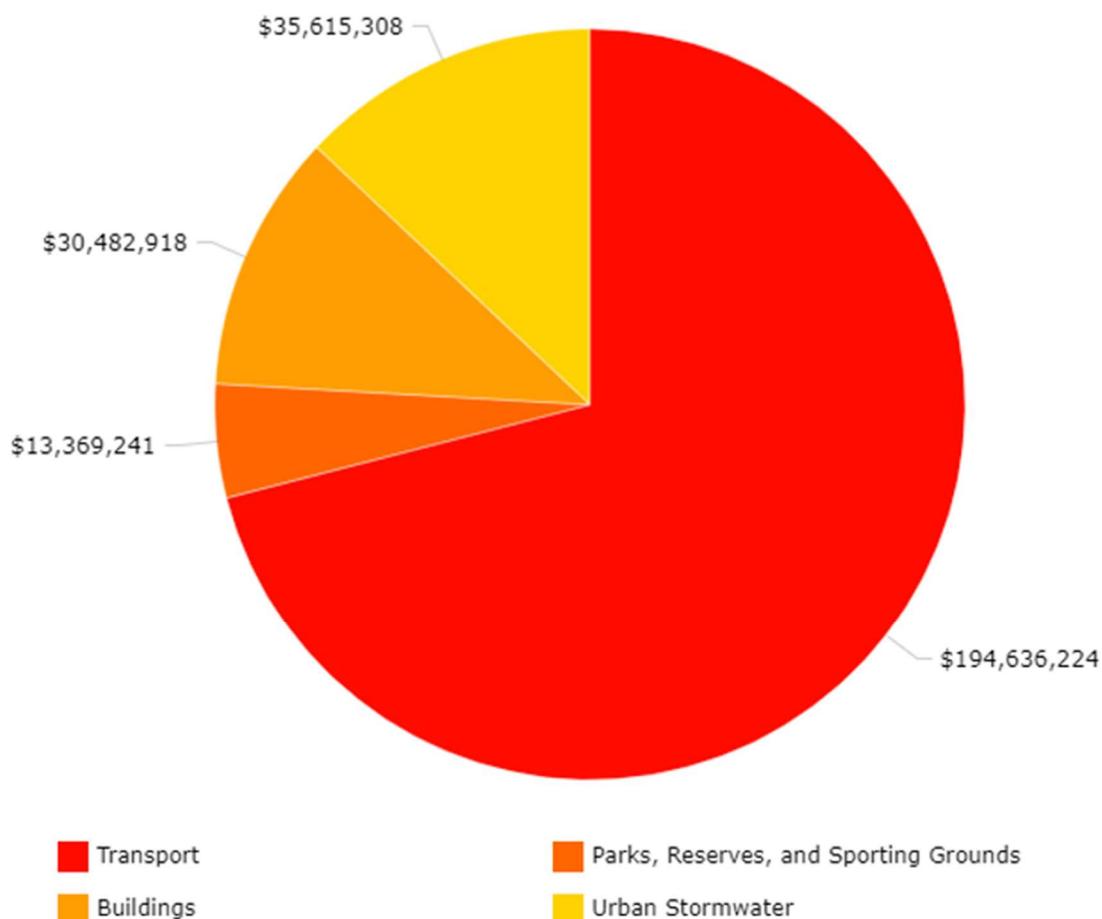
The infrastructure assets covered by this strategic asset management plan are shown in Table 4. These assets are used to provide services to the community.

Table 4: Value of Assets Covered by this Plan

Asset Class/Category	Gross Replacement Cost	Carrying Value	Annual Depreciation
Buildings	30,482,918	22,086,920	444,308
Parks, Reserves and Sporting Grounds	13,369,241	9,023,603	294,910
Transport	194,636,224	123,849,112	2,660,165
Urban Stormwater	35,615,308	18,261,192	446,717
<b>TOTAL</b>	<b>274,103,691</b>	<b>173,220,827</b>	<b>3,846,100</b>

Figure 2 shows the gross replacement value of our assets.

Figure 2: Waratah-Wynyard Council Asset Replacement Value



Section 2.3 demonstrates the significance of Councils investment in infrastructure. An objective for this SAMP is to demonstrate how value is to be obtained from the \$274 million investments in providing services to the community. The investment in infrastructure is being consumed at \$3.8 million per annum.

### 2.3.2. Asset Condition, Function and Capacity

Our State of the Assets Report monitors the performance of the assets under three community service indicators:

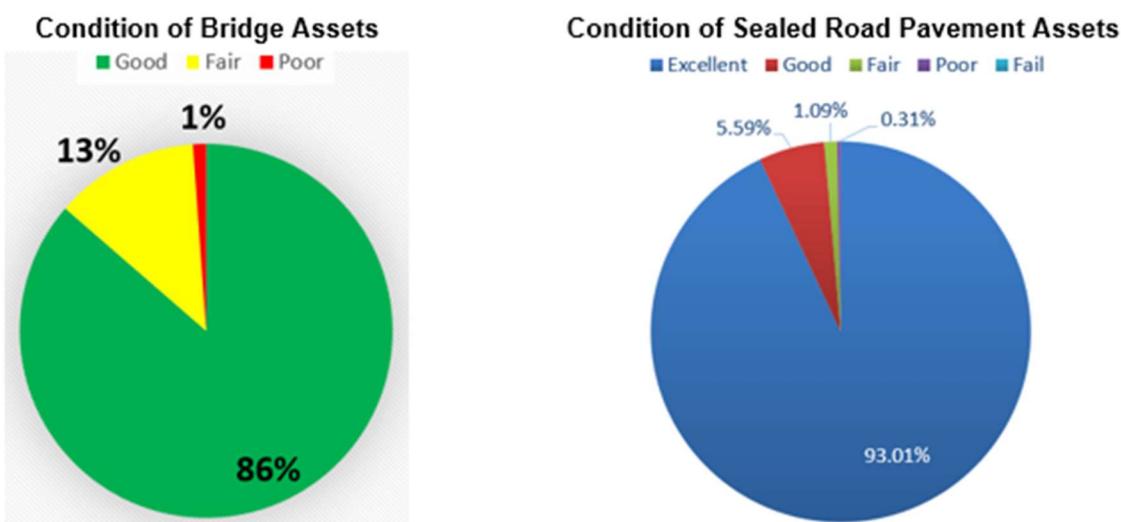
- Condition / Quality – how good is the service?
- Function – does it meet users' needs?
- Capacity / Utilisation – is the service usage appropriate to capacity?

In general, we do not yet have any high confidence, up-to-date data on the condition of all of our assets with the exception of:

- Bridges - monitored using twice-yearly inspections by an independent expert, and
- Sealed Road Surfaces, for which a visual condition inspection was carried out in 2019.

The condition of these assets is shown in Figure 3.

*Figure 3: Condition of Bridge Assets and Sealed Road Pavement Assets*



*Figure 3: State of the Assets*

The current strategy is to fund all renewals. If this was to be relaxed in the future, we would expect deteriorating condition of assets.

### 2.3.3. Lifecycle Costs

Lifecycle costs (or whole of life costs) are the average annual costs that are required to sustain the service levels over the longest asset life. Lifecycle costs include operation and maintenance expenditures plus asset consumption (depreciation). Life cycle costs can be compared to lifecycle expenditure to give a comparison of current expenditures to lifecycle costs of services.

Lifecycle expenditures include operation and maintenance expenditures (excluding depreciation) plus capital renewal expenditure. The capital renewal component of lifecycle expenditure can vary depending on the timing of asset renewals.

The lifecycle costs and expenditures averaged over the 10 year planning period are shown in Table 5.

*Table 5: Asset Lifecycle Costs*

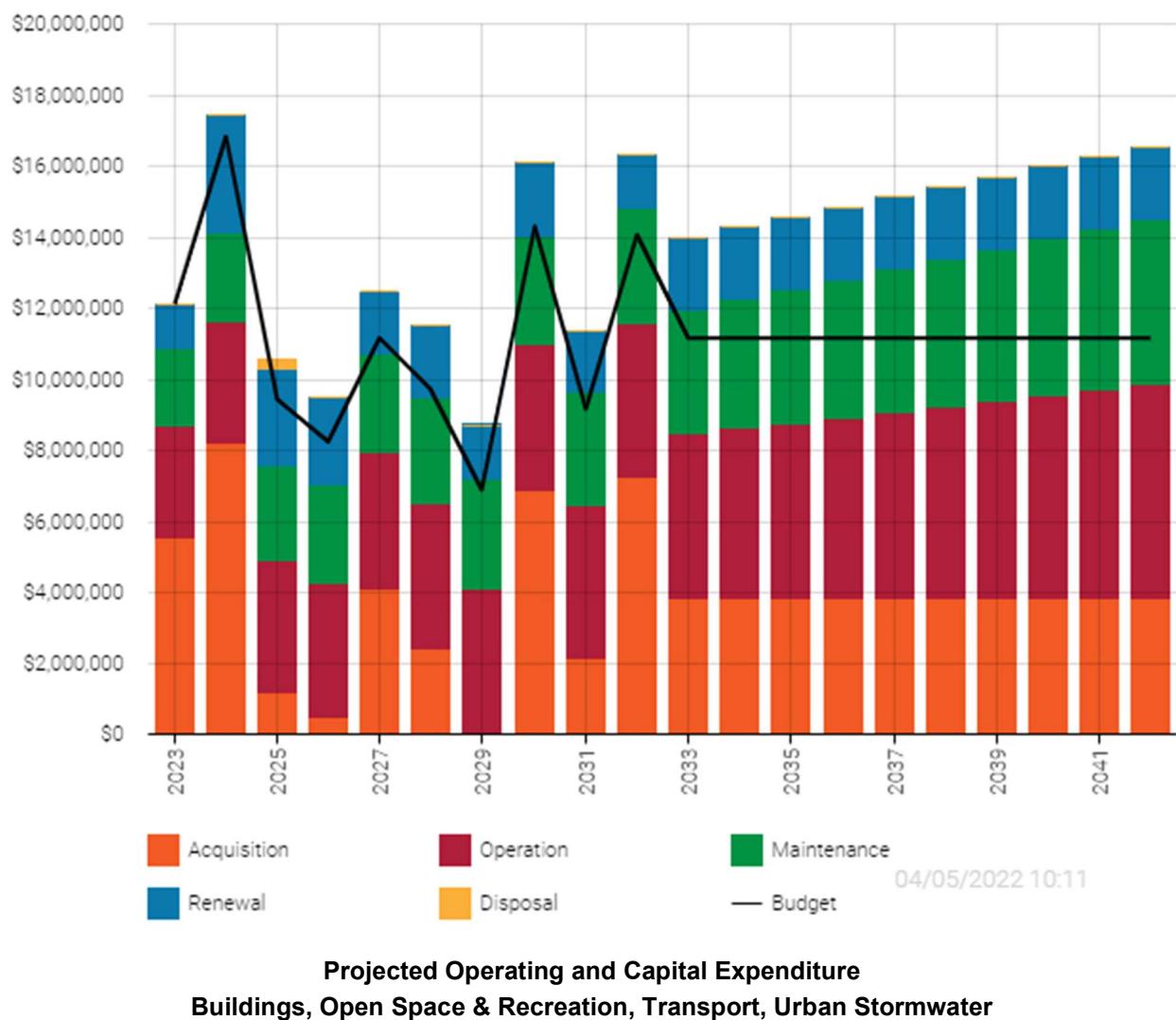
Asset Class/Category	Lifecycle Cost (\$M/yr)	Lifecycle Expenditure (\$M/yr)	Lifecycle Expenditure Indicator
Buildings	1,567,305	1,245,229	79.45
Parks, Reserves, and Sporting Grounds	3,271,427	1,849,962	56.55
Transport	5,061,230	4,027,411	79.57
Urban Stormwater	679,196	218,489	32.17
<b>TOTAL</b>	<b>10,579,158</b>	<b>7,341,091</b>	<b>69.39</b>

Total lifecycle expenditure may reasonably be higher/lower than lifecycle costs in periods of above/below average asset renewal/replacement activity. The lifecycle indicator is a measure of estimated need over the long-term. It is dependent on the age profile of the assets, with older assets expected to have a higher life cycle indicator and newer assets a lower lifecycle indicator. Section 5.3 gives a more accurate indicator of renewal/replacement funding needs over the period of the SAMP.

#### **2.3.4. Asset Management Indicators**

An asset management objective is to provide the services that the community needs at the optimum lifecycle cost in a financially sustainable manner. Figure 4 shows the projected operation, maintenance, acquisition, renewal expenditure balanced with financial outlays in the 10 year Financial Management Strategy. Some activities and/or projects have been deferred to subsequent years to allow further consideration of service level needs and financing options.

*Figure 4: Waratah-Wynyard Council Lifecycle Summary*



The purpose of this strategic asset management plan is to develop the strategies to achieve the asset management objectives through balancing of asset service performance, cost and risk.

Figure 4 shows the results of balancing of service performance, risk and cost in the Asset Management Plans with the Financial Management Strategy to achieve an agreed and affordable position on service level and costs. This includes additional borrowings to finance urgent and critical new capital works in years 2023/24, and deferral of lower priority projects and initiatives for at least 10 years and identification and acceptance of the risks associated with the deferrals.

### 2.3.5. Opportunities and Risks

We have identified opportunities relevant to the services included in this strategic asset management plan including:

- Potential for reduced operating costs through more effective use of IT (software and hardware),
- Emergence of improved engineering design and construction practices (modern equivalent asset) to provide better value for money for customers
- Open space and recreation planning

Relevant risks to the strategic asset management plan in the future are:

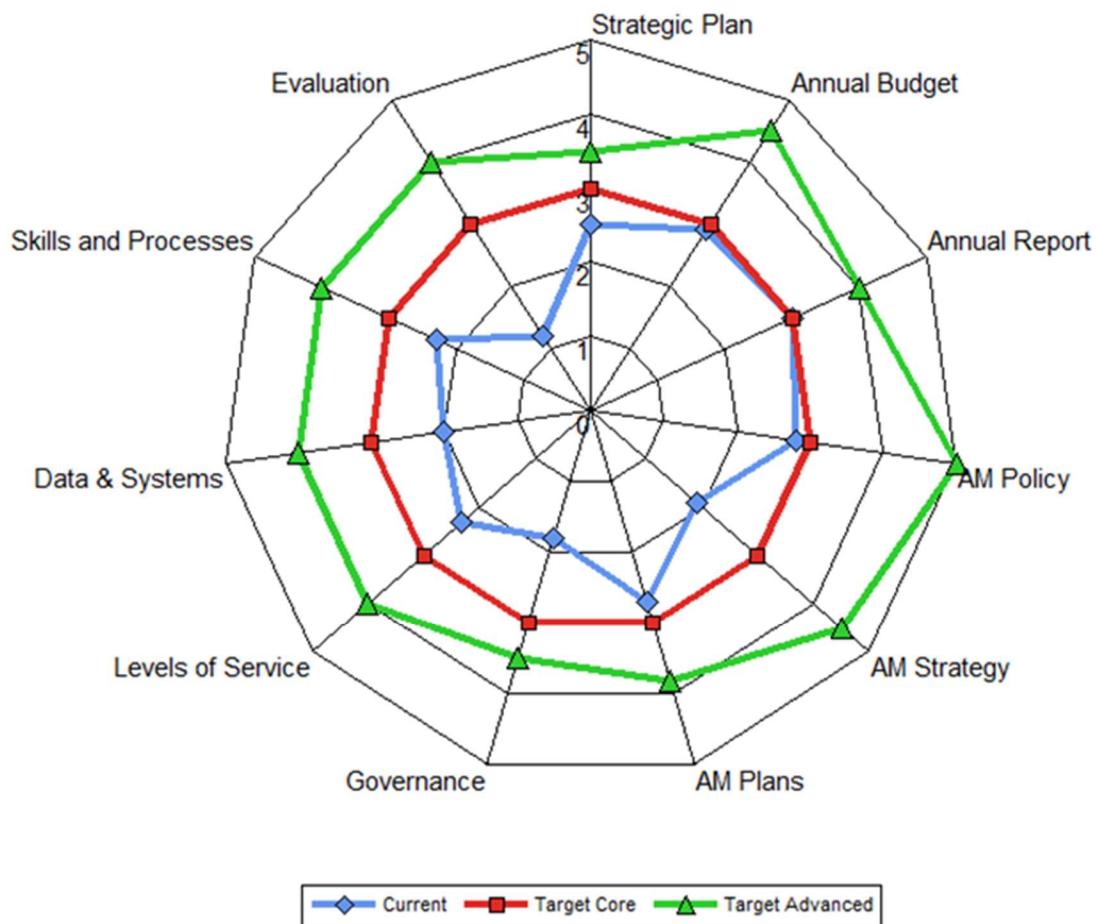
- Reduction of Financial Assistance Grants and/or Roads to Recovery Funding,
- Uninformed community expectations for increased service delivery,
- Ongoing impacts from COVID-19 pandemic,
- Population decline and aging effecting community's capacity to pay for services,
- Climate change impacting on development and maintenance of infrastructure in coastal and flood affected areas.

Infrastructure risk management plans for these and other relevant risks are summarised with risk management activities and resource requirements incorporated in the relevant asset management plans.

### 2.3.6. Asset and Financial Management Maturity

We have taken steps to improve our asset and financial management performance including assessing our asset management maturity against the Three Frameworks of the Local Government Financial Sustainability Nationally Consistent Frameworks. Our target is to achieve 'core' maturity with the Frameworks. Figure 5 shows the current and target 'core' and 'advanced' maturity scores for the eleven elements of the National Frameworks for asset and financial management.

*Figure 5: Maturity Assessment - Waratah-Wynyard Council (ID 661)*



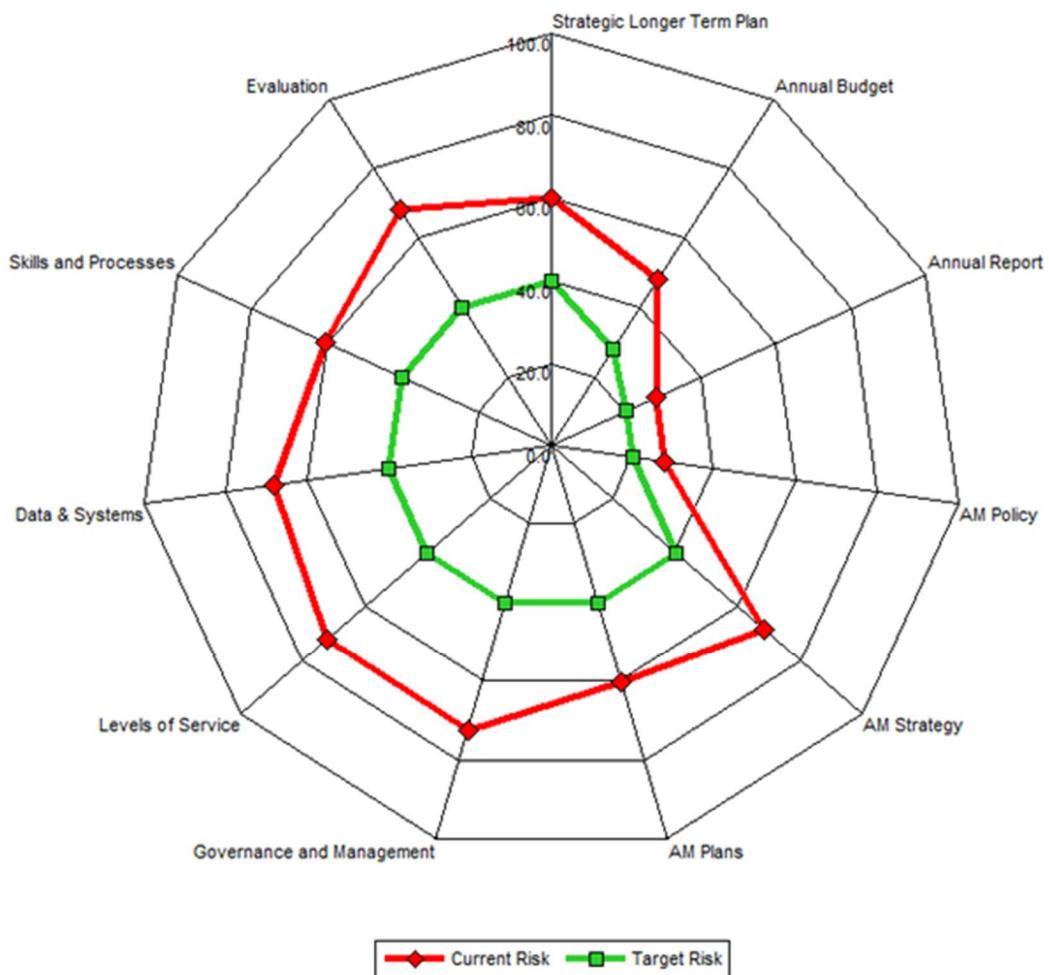
Improvement in 'core' maturity is indicated by movement of the blue ♦ (current maturity) line to the red ■ ('core' maturity) and green line ▲ (desired or aspirational target maturity).

Elements with low maturity scores are:

- Evaluation,
- Asset Management Strategy,
- Data and Systems, and
- Governance.

The risk to the organisation from the current maturity is shown in Figure 6.

*Figure 6: Maturity Risk Assessment - Waratah-Wynyard Council (ID661)*



*Figure 6: Maturity Risk Assessment*

Reduction in risk from current NAF maturity is indicated by movement of the red ♦ (current risk) line to the green line ■ (desired or aspirational target risk). Elements with high maturity risk to the organisation are:

- Data and Systems,
- Governance and Management,
- Evaluation,
- Levels of Service, and
- Asset Management Strategy

Tasks to improve asset and financial management maturity are prioritised and included within the Improvement Plan shown in Section 8.2.

### **2.3.7. Strategy Outlook**

1. We are continuing to review our current levels of service to ensure we can remain financially sustainable over the next 10 years.
2. We are not certain of our ability to fund current infrastructure lifecycle costs at current levels of service and with available revenue for all services.
3. Our current asset and financial management maturity is below ‘core’ level in some areas and investment is needed to improve information management, lifecycle management, service management and accountability and strategic direction (Refer to Section 8.2 Improvement Plan).

## **2.4. Where do we want to be?**

### **2.4.1. Community Expectations**

It is critical to be able to assess community expectations in respect to service levels. Community engagement is critical to ensure that informed decisions are made on future levels of service and costs and that service and risk consequences are known and accepted by stakeholders.

While the Community Satisfaction Surveys undertaken in 2016 and 2019 represent definite forward steps in this direction, they only represent a snapshot in time. Further efforts (i.e. more targeted community engagement) are required in this area as our level of community engagement continues to develop.

In the meantime, it is assumed that community expectations for service levels are generally consistent with current levels of service.

### **2.4.2. Organisational Objectives**

The organisation objectives are developed in the Waratah-Wynyard Council Corporate Strategic Plan 2017-2027 under Vision, Mission, Values, and Thematic Goals as shown below.

#### **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 THEMATIC GOALS

Goal	Description
LEADERSHIP AND GOVERNANCE	Waratah-Wynyard Council will deliver an openly transparent, inclusive, community-focussed governing body. We will pride ourselves on a strong sense of belonging and fairness based on trust, honesty and approachability.
ORGANISATIONAL SUPPORT	Waratah-Wynyard Council will provide relevant information, training and development to our people in a timely manner, supporting great leadership to deliver services to the community.
CONNECTED COMMUNITIES	Waratah-Wynyard community members will feel a sense of inclusion, belonging and value within a thriving, innovative and diverse population. They will be actively engaged in developing Council facilities, services and programs, and will be encouraged to provide input to planning for community needs.
COMMUNITY RECREATION AND WELLBEING	Waratah-Wynyard will be a healthy community with access to more recreational choices in safe and welcoming environments. It will enjoy programs and recreational spaces that are inclusive, thriving and energetic, and will have access to high quality facilities, services and equipment.
ECONOMIC PROSPERITY	Waratah-Wynyard will have a sustainable economy that creates jobs and delivers long-term regional and local benefits which are environmentally aware and improve liveability.
TRANSPORT AND ACCESS	Waratah-Wynyard's roads, traffic management and infrastructure will be sustainable and fit for purpose, facilitating the transport of goods and enabling people to undertake their daily activities.
ENVIRONMENT	Waratah-Wynyard will be an environment where green meets blue; where natural beauty and heritage values are appreciated and managed through best practice.

### 2.4.3. Asset Management Objectives

The AM objectives developed in this SAM Plan provide the essential link between the organisational objectives and the AM plan(s) that describe how those objectives are going to be achieved. The AM objectives are developed from our strategic plan and a range of requirements including corporate goals and stakeholder, regulatory and legislative requirements.

The AM objectives are aligned to the organisational objectives in the strategic plan, with the objective of establishing alignment from the organisational objectives through the AM objectives to AM initiatives, projects and performance measures.

The AM objectives incorporate our desire to ensure that infrastructure assets are managed in an efficient and sustainable manner and asset cost is optimised over the asset's lifecycle. AM objectives transform the required outcomes (product or service) to be provided by the assets, into activities typically described in the asset management plans.

Table 6 shows the AM objectives developed under each organisational objective with a performance target/timeline and responsible officer.

Note: Development of Asset Management Objectives is a requirement if ISO 55001. The Asset Management Objectives shown in Table 6 are those to be achieved to deliver the agreed level of service performance while managing risk and cost. The Asset Management Objectives are identified and developed in our Strategic Plan.

All actions and tasks to achieve the asset management objectives are included within operational and capital works plans discussed in Sections 5.3 to 5.6

*Table 6: Asset Management Objectives*

Organisational Objective AM Objective	Action	Performance Target /Timeline	Responsible Officer
<b>GOAL 1: Leadership and Governance</b> <b>Waratah-Wynyard Council will deliver an openly transparent, inclusive, community-focussed governing body. We will pride ourselves on a strong sense of belonging and fairness based on trust, honesty and approachability.</b>			
<i>We make publicly transparent decisions on spending and future directions while encouraging feedback.</i>			
The long term implications of all services are considered in all Council deliberations.	More frequent referral to Financial Management Strategy rather than just annual budget.	Achieved & Ongoing	GM/EMT/SMT
Long term financial planning drives budget deliberations.	Incorporate Year 1 of Financial Management Strategy revenue and expenditure projections into annual budgets.	Achieved & Ongoing	GM/EMT/SMT
Improved decision making and greater value for money.	Ensure Council decisions are made from accurate and current information in asset registers, on service level performance and 'whole of life' costs.	Achieved & Ongoing	GM/EMT/SMT
<i>We maintain and manage our assets sustainably</i>			
Resource allocation aligned to the strategic objectives of Council.	The Strategic Asset Management Plan (SAMP), Asset Management Plans (AMP) & Financial Management Strategy (FMS) are regularly updated.	Achieved & Ongoing	GM/EMT/SMT
Sustainable funding model to provide services.	Develop and maintain a Financial Management Strategy covering 10 years incorporating asset management plan expenditure projections with evidence based scenarios for a sustainable funding position outcome.	Achieved & Ongoing	GM/EMT/SMT
Ensure resources and operational capabilities are identified and responsibility for asset management is allocated	Annual performance reviews for staff and responsibilities are written into position descriptions	Achieved & Ongoing	GM/EMT/SMT
<i>We encourage broad community input to create a focussed and strong sense of belonging.</i>			
Community opinion is sought through various consultative means, including the Community Satisfaction Surveys	Community information and feedback is considered in Council's decision making process, and is included in the SAMP, AMP's and FMS.	Achieved & Ongoing	GM/EMT/SMT
<i>We cherish fairness, trust and honesty in our conduct and dealings with all.</i>			
The long term implications of all services are considered in all Council deliberations.	More frequent referral to Financial Management Strategy rather than just annual budget.	Achieved & Ongoing	GM/EMT/SMT

Organisational Objective AM Objective	Action	Performance Target /Timeline	Responsible Officer
Financial sustainability information is available for Council and the community.	Report our financial position at an appropriate cost basis in accordance with Australian Accounting Standards, financial sustainability and performance against organisational objectives in Annual Reports.  All such reports are published and available to the community.	Achieved & Ongoing	GM/EMT/SMT
Transparent and accountable performance against service standards	Report on service delivery performance against service standards in the annual report.	Achieved & Ongoing	GM/EMT/SMT
Council budgeting and reporting are categorised in terms of operational, maintenance, renewal, upgrade and new expenditure classifications	Collaboration across departments to agree upon and improve data handling	Achieved & Ongoing	Asset Services and Finance Departments.
<i>We highly value the use of an evidence-based approach to the development and implementation of strategies and policies that support and strengthen our decision making</i>			
Resource allocation aligned to the strategic objectives of Council.	The SAMP, AMP & FMS are regularly updated in order to achieve the organisations strategic objectives, as outlined in Council's Corporate Strategic Plan	Achieved & Ongoing	GM/EMT/SMT
Meet legislative requirements for asset management	Regular investigation of legislative requirements. Ongoing training.	Achieved & Ongoing	GM/EMT/SMT
<i>We are recognised for proactive and engaged leadership</i>			
Identification of services needed by the community and required funding to optimise 'whole of life' costs.	Review asset management plans and strategic asset management plan on a minimum 4 yearly rotation or at a material change event (e.g.: revaluation, service review, or change in assessed risk).	Achieved & Ongoing	GM/EMT/SMT
We and the community are aware of changes to service levels and costs arising from budget decisions	Review and update asset management plans, strategic asset management plan and financial management strategies to inform annual budgets. Communicate any consequence of funding decisions on service levels and service risks	Achieved & Ongoing	GM/EMT/SMT
Oversight of finance and resource allocation and performance.	Report to Council via Audit Panel/GM on development and implementation of Strategic Asset Management Plan, Asset Management Plans and Financial Management Strategies.	Achieved & Ongoing	GM/EMT/SMT
<b>GOAL 2: Organisational Support</b> <b>Waratah-Wynyard Council will provide relevant information, training and development to our people in a timely manner, supporting great leadership to deliver services to the community.</b>			
<i>We are a knowledgeable organisation – we demonstrate best practices in our business processes.</i>			
<i>We are technology-enabled with information available on demand on different levels.</i>			

Organisational Objective AM Objective	Action	Performance Target /Timeline	Responsible Officer
Responsibility for asset management is defined.	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	Achieved & Ongoing	GM/EMT/SMT
<i>We are focussed on the needs of our internal customers.</i>			
<i>We have a leaning culture that embraces the development and growth of our people</i>			
Meet the training needs in financial and asset management practices for councillors and staff	Source and engage appropriate training	Achieved & Ongoing	GM/EMT/SMT
<i>We are future-focussed and value continuous improvement.</i>			
Improved financial and asset management capacity within the organisation.	Implement an improvement plan to realise 'core' maturity at a whole of organisation level for the higher risk financial and asset management competencies.	Achieved & Ongoing	GM/EMT/SMT
Safeguard our assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets.	Incorporation of Business Continuity Planning into all long term and strategic planning	Achieved & Ongoing	GM/EMT/SMT
Ensure continuous improvement and seek innovative ways of meeting service delivery requirements.	Ongoing training of staff and encouragement of investigation and innovation	Achieved & Ongoing	GM/EMT/SMT
<i>We attract, retain and develop the workforce we need.</i>			
<b>GOAL3: Connected Communities</b> <b>Waratah-Wynyard community members will feel a sense of inclusion, belonging and value within a thriving, innovative and diverse population. They will be actively engaged in developing Council facilities, services and programs, and will be encouraged to provide input to planning for community needs.</b>			
<i>Waratah-Wynyard is a modern community – moving forward but not forgetting where it started.</i>			
<i>We listen and engage with our community in decision making.</i>			
<i>Our natural and built environment aids the community with an active and healthy lifestyle.</i>			
<i>Our strong local economy allows for the development of affordable services and programs for all ages.</i>			
<i>Our community uses its voice to shape its future alongside a strong Council willing to listen and implement where reasonable and practical.</i>			
<b>GOAL 4: Community Recreation and Wellbeing</b> <b>Waratah-Wynyard will be a healthy community with access to more recreational choices in safe and welcoming environments. It will enjoy programs and recreational spaces that are inclusive, thriving and energetic, and will have access to high quality facilities, services and equipment.</b>			
<i>Our community is welcoming and supportive.</i>			
<i>Our community values, encourages and supports physical, social and cultural activities.</i>			

Organisational Objective AM Objective	Action	Performance Target /Timeline	Responsible Officer
<i>We provide recreational opportunities to the community for all ages and abilities.</i>			
Council are meeting the recreational needs of the Community	Regular review of SAMP, Parks Reserves and Recreation Facilities AMP, FMS and Service Level Documents, along with evaluation of the Community Satisfaction Survey and community consultation.	Achieved & Ongoing	GM/EMT/SMT
<i>Our community enjoys access to visually appealing safe spaces and facilities for recreation.</i>			
<p><b>GOAL 5: Economic Prosperity</b>  <b>Waratah-Wynyard will have a sustainable economy that creates jobs and delivers long-term regional and local benefits which are environmentally aware and improve liveability.</b></p>			
<i>We understand our local and regional potential, and we plan for and encourage investment in it.</i>			
<i>Education and training opportunities are available and targeted.</i>			
<i>Long-term sustainable economic growth is achieved through adaptability and innovation.</i>			
<i>Pathways to improve liveability now and in the future are provided.</i>			
<p><b>GOAL 6: Transport and Access</b>  <b>Waratah-Wynyard's roads, traffic management and infrastructure will be sustainable and fit for purpose, facilitating the transport of goods and enabling people to undertake their daily activities.</b></p>			
<i>Our transport and access network can accommodate the changing needs of our industry and community.</i>			
The strategic requirements for providing transport infrastructure assets are kept current	Operation and maintenance of transport assets are considered in the SAMP, AMP's, FMS and Service Level Documents, and are reviewed on a regular basis.	Achieved & Ongoing	GM/EMT/SMT
<i>Our transport and access network is sustainable, affordable and fit for purpose.</i>			
New and innovative work practices are considered in renewals and acquisitions	Cost/benefit and business case analysis included in strategic planning	Achieved & Ongoing	GM/EMT/SMT
Ongoing evaluation of service provisions to ensure Council are meeting the transport needs of the Community	Regular review of SAMP, Transport AMP, FMS and Service Level Documents.	Achieved & Ongoing	GM/EMT/SMT
<i>We represent our community and are a strong advocate for contemporary regional transport and access network needs.</i>			
Ensure Council continue to meet the needs of the Community	Regular review of SAMP, Transport AMP, FMS and Service Level Documents, along with evaluation of the results from community surveys.	Achieved & Ongoing	GM/EMT/SMT

Organisational Objective AM Objective	Action	Performance Target /Timeline	Responsible Officer
<b>GOAL 7: Environment</b> <b>Waratah-Wynyard will be an environment where green meets blue; where natural beauty and heritage values are appreciated and managed through best practice.</b>			
<i>Council and the community minimise its resource consumption and carbon footprint.</i>			
<i>The community understands its vulnerabilities and strengths when it comes to climate change adaptation and resilience.</i>			
<i>Our natural environment, unique surroundings and community assets are future ready in a changing climate.</i>			
Council provides suitable assets into the future	Environmental factors are considered as part of the SAMP and AMP's, and all future developments	Achieved & Ongoing	GM/EMT/SMT
<i>The natural environment is shared, and land use conflict is reduced through sustainable development.</i>			
Our infrastructure services are provided in an economically optimal way, with the appropriate levels of service to residents, visitors and the environment determined by reference to our financial sustainability	Environmental factors are considered as part of the SAMP and AMP's, and all future developments	Achieved & Ongoing	GM/EMT/SMT
<i>Stewardship of our land, water and marine ecosystems respects past, present and future generations.</i>			

## 2.5. Asset Management Vision

To ensure the long-term financial sustainability of the organisation, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, we aspire to:

**Develop and maintain asset management governance, skills, process, systems and data in order to provide the level of service the community need at present and in the future, in the most cost-effective and fit for purpose manner.**

In line with the vision, the objectives of the strategic asset management plan are to:

- ensure that our infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to our financial sustainability
- safeguard our assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets
- adopt the Financial Management Strategy as the basis for all service and budget funding decisions
- meet legislative requirements for all our operations
- ensure resources and operational capabilities are identified and responsibility for asset management is allocated
- ensure operational and service delivery risks are adequately managed
- continually improve our asset, risk and financial management and service delivery performance
- provide high level oversight of financial and asset management responsibilities through Audit Panel and/or the General Manager reporting to Council on development and implementation of the Strategic Asset Management Plan, Asset Management Plans and Financial Management Strategy.

Strategies to achieve this position are outlined in Section 2.6.

## 2.6. How will we get there?

The strategic asset management plan proposes strategies to enable the organisational objectives and asset management policies to be achieved.

*Table 7: Asset Management Strategies*

No	Strategy	Desired Outcome	Progress
1	The SAMP, AMP & FMS are regularly updated in order to achieve the organisations strategic objectives, as outlined in Council's Corporate Strategic Plan	Resource allocation aligned to the strategic objectives of Council.	Substantially progressed
2	More frequent referral to long term financial management strategy rather than just annual budget.	The long term implications of all services are considered in all Council deliberations.	Commenced
3	Incorporate Year 1 of Financial Management Strategy revenue and expenditure projections into annual budgets.	Long term financial management strategy drives budget deliberations and the long term implications of all services are considered in annual budget deliberations.	Substantially progressed
4	Report our financial position at an appropriate cost basis in accordance with Australian Accounting Standards, financial sustainability and performance against organisational objectives in Annual Reports.	Financial sustainability information is available for Council and the community.	Complete & Ongoing

No	Strategy	Desired Outcome	Progress
5	Review asset management plans and strategic asset management plan on a minimum 4 yearly rotation or at a material change event (e.g. revaluation, service review, or change in assessed risk).	Identification of services needed by the community and required funding to optimise 'whole of life' costs.	Commenced
6	Review and update asset management plans, strategic asset management plan and financial management strategies to inform annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	We and the community are aware of changes to service levels and costs arising from budget decisions.	Commenced
7	Develop and maintain a Financial Management Strategy covering 10 years incorporating asset management plan expenditure projections with evidence based scenarios for a sustainable funding position outcome.	Sustainable funding model to provide services.	Commenced
8	Ensure Council decisions are made from accurate and current information in asset registers, on service level performance and 'whole of life' costs.	Improved decision making and greater value for money.	Commenced
9	Report on service delivery performance against service standards in the annual report.	Transparent and accountable performance against service standards.	Commenced
10	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	Responsibility for asset management is defined.	Commenced
11	Implement an improvement plan to realise 'core' maturity at a whole of organisation level for the higher risk financial and asset management competencies.	Improved financial and asset management capacity within the organisation.	Substantially progressed
12	Report to Council via Audit Panel and/or General Manager on development and implementation of Strategic Asset Management Plan, Asset Management Plans and Financial Management Strategy.	Oversight of resource allocation and performance.	Commenced
13	Develop and maintain a risk register of operational and service delivery risks showing current risk levels, risk management treatments and report regularly to Council on current high level risks	Risk management of operational and service delivery risks is an integral part of governance	Commenced
14	Report on our resources and operational capability to deliver the services needed by the community in the annual report	Services delivery is matched to available resources and operational capabilities	Commenced

## 2.7. Asset Management Improvement Plan

The tasks required achieving a 'core' financial and asset management maturity are shown in priority order in the asset management improvement plan in Section 8.2.

## 2.8. Consequences if actions are not completed

There are consequences for the Council/Board if the improvement actions are not completed. These include:

- Inability to achieve strategic and organisational objectives
- Inability to achieve financial sustainability for the organisation's operations

- Current risks to infrastructure service delivery are likely to eventuate and response actions may not be appropriately managed
- We may not be able to accommodate and/or manage changes in demand for infrastructure services.

### 3. LEVELS OF SERVICE

#### 3.1. Consumer Research and Expectations

Stakeholders include associated service providers, residents, business and industries that directly use our services, the wider community, governments and regulators. Customer expectations are challenging the organisations to respond to changing economic conditions and preferences. These can include implementing strategies to improve economic conditions and increase attractiveness in the area while keeping costs down.

The expectations and requirements of various stakeholders were considered in the preparation of asset management plans summarised in this strategic asset management plan.

Table 8 shows current available community satisfaction levels for relevant services identified by the 2019 Community Satisfaction Survey carried out by *Insync Surveys* with the 2016 survey mean gap results also shown for comparison. 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. Table 8 illustrates current customer expectation challenges.

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

<span style="background-color: green; width: 15px; height: 15px; display: inline-block;"></span>	Good	Mean gap score <2
<span style="background-color: yellow; width: 15px; height: 15px; display: inline-block;"></span>	Average	Mean gap score 2.0 – 2.99
<span style="background-color: red; width: 15px; height: 15px; display: inline-block;"></span>	Poor	Mean gap score >3

*Table 8: Community Satisfaction Levels*

Asset Management Plan	Service Element	2019 Community Satisfaction Survey			2016 Survey Mean Gap Score
		Importance (max score 7)	Performance (max score 7)	Mean Gap Score	
BUILDINGS	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
OPEN SPACE AND RECREATION	Parks & Reserves incl foreshore areas	6.2	4.4	1.8	1.13
	Walking tracks	5.9	4.5	1.4	1.10
	Cemeteries	5.5	5.0	0.5	0.27
	Sports grounds & facilities	5.7	4.7	1.0	0.17
	Urban gardens, flowers & trees	5.8	5.3	0.5	0.45
	Playground equipment	5.8	4.1	1.7	0.56
	Boat ramps & wharf	5.4	4.7	0.7	0.22
TRANSPORT	Rural sealed roads	5.7	4.4	1.3	1.32
	Roadside management - Rural	5.9	4.2	1.7	1.82

Asset Management Plan	Service Element	2019 Community Satisfaction Survey			2016 Survey Mean Gap Score
		Importance (max score 7)	Performance (max score 7)	Mean Gap Score	
URBAN STORMWATER	Traffic movement through municipal area	6.0	4.4	1.7	NA
	Rural unsealed roads	5.4	4.1	1.3	1.19
	Street signage	5.9	4.8	1.1	1.46
	Street lighting	5.9	4.7	1.2	1.03
	Footpaths	6	4.4	1.6	1.55
	Bridges	Not included in survey			
URBAN STORMWATER	Stormwater drainage system	6.2	4.7	1.5	1.61

### 3.2. Organisational Objectives

Sections 2.4.2 and 2.4.3 of this strategic asset management plan reported the organisational objectives from the Strategic Plan and asset management objectives developed from the organisational objectives.

The organisational and asset management objectives provide focus for the technical level of service table in Appendix A.

### 3.3. Legislative Requirements

We have to meet many legislative requirements including Australian and State legislation and State regulations. These are detailed in the various asset management plans summarised in this strategic asset management plan.

### 3.4. Levels of Service

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

**Customer Levels of Service** measure how the customer receives the service and whether the organisation is providing value.

Customer levels of service measures used in the asset management plan are:

- |                               |   |
|-------------------------------|---|
| • <b>Quality/Condition</b>    | How good is the service?                      |
| • <b>Function</b>             | Does it meet users' needs?                    |
| • <b>Capacity/Utilisation</b> | Is the service usage appropriate to capacity? |

Our current and projected community levels of service for the services covered by this strategic asset management plan are shown in the AM Plans summarised in this strategic asset management plan.

The community level of service measures provide information on our performance on service delivery. They can indicate areas of possible over and over servicing and potential for reallocation of resources to maximise community value.

**Technical Levels of Service** support the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

Technical service measures are linked to annual budgets covering:

- **Operation** – the regular activities to provide services such as availability, cleansing, mowing, etc.
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset similar to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement) or to a lower service level,
- **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).

Service managers plan, implement and control technical service levels to influence the customer service levels.<sup>8</sup>

Together the community and technical levels of service provide detail on service performance, cost and whether service levels are likely to stay the same, get better or worse.

Our current and projected technical levels of service for the services covered by this strategic asset management plan are shown in the AM Plans summarised in this strategic asset management plan.

A table summarising the current and desired technical levels of service for services are shown in Appendix A.

**Note:**

The Tables in Appendix A summarise the agreed sustainable position where trade-offs between service performance, risk and cost have been agreed by the Council following consultation with the community.

<sup>8</sup> IPWEA, 2011, IIMM, p 2.22

## 4. FUTURE DEMAND

### 4.1. Demand Drivers

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

### 4.2. Demand Forecast

The present position and projections for demand drivers that may impact future service delivery and utilisation of assets were identified and are documented in Table 9.

### 4.3. Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and utilisation of assets are shown in Table 9.

*Table 9: Demand Drivers, Projections and Impact on Services*

Demand Drivers	Present Position	Projection	Impact on Services
Population	Approx. 14,000	Municipal population expected to decline slightly over the next 5-10 years.	May result in slight reduction in capacity of the community to pay for maintenance and renewal.
Demographics	Aging population	Population continues to age with increased proportion of persons over 60 years of age.	Increased importance on mobility access features and services.
Sea 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.
Agricultural Practices	Yield increases through farming efficiencies. Utilisation of wider farm machinery & more general access vehicles used for transport of goods from farm	Increase in localised transport traffic, with requirements for wide roads, and for restricted access vehicles to service farms.	Increasing requirement for improvements in the Transport network.
Timber Industry	Large proportion of municipality devoted to commercial forestry	Localised increases in heavy vehicle movements at harvest time. Expected to remain the same.	Requirement for increased maintenance and/or earlier capital renewal/upgrade in the Transport network.
Industry	Scattered throughout community	Encourage more consolidation through better planning.	Allocate and maintain appropriate freight routes including possible road upgrade requirements.
Climate Change	Changing weather patterns and increased coastal erosion over recent years	Trending toward increased seasonal extremes.	Increasing levels of maintenance work to maintain current standards of service.
Tourism	Coach visits, local events	Increase in events and tourism generally.	Increased requirement for provision of Tourist friendly services and facilities

Demand Drivers	Present Position	Projection	Impact on Services
Land Use	Council's planning scheme maintains control of areas of future development	Facilitation of new domestic subdivisions	Increased access to new subdivisions may create pressure to increase existing service levels
Planning scheme changes	WWC Planning Scheme 2000	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
Public health awareness / passive building	Increasing	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
Decline in committees and volunteer involvement	Many building facilities run by volunteer committee	Greater demand for Council involvement	Rationalisation of assets
Safety Standards	Becoming more stringent	Ongoing revision of current safety standards requiring compliance	Some existing assets not in line with updated standards
Increasing demand for active natural resource management on land managed by Council	Some open spaces and reserves are passively managed by Council and there is an increase in expectation and desire for volunteer involvement	Greater demand for Council leadership on natural resource management	Traditional maintenance activities may need to be revised

#### 4.4. Demand Management Plan

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

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<sup>9</sup>. Examples of non-asset solutions include providing joint services from existing infrastructure such as aquatic centres and libraries that may be in another community area or public toilets provided in commercial premises.

Opportunities identified for demand management are shown in Table 10.

*Table 10: Demand Management Plan Summary*

Service Impact	Demand Management Plan
Population Reduction in capacity of the community to pay for maintenance and renewal.	Continue to investigate alternate renewal treatments and multi-use arrangements to maximise service benefits from existing infrastructure. Optimise maintenance, renewal, and upgrade practices.

<sup>9</sup> IPWEA, 2015, IIMM, Sec 2.3.6, p 2|53.

Service Impact	Demand Management Plan
Demographics Increased importance on mobility access features and services.	Continue to review and develop service levels and asset management plans to ensure accessibility to all community members in line with changing needs
Sea Change 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. Lobby for increase developer contributions Revise planning controls to increase population density and decrease requirements for expanding infrastructure
Agricultural Practices Increasing requirement for improvements in the Transport network.	Prioritisation of network to ease travel to main roads across the municipality. Ensure service levels facilitate the 'directing' of traffic to favoured routes. Where appropriate, institute load limits & traffic control devices to avoid the necessity to upgrade construction.
Timber Industry Requirement for increased maintenance and/or earlier capital renewal/upgrade in the Transport network.	Investigate partnership and user pays agreements with forestry industry for use of Council transport network
Industry Allocate and maintain appropriate freight routes including possible road upgrade requirements.	Encourage industry to be near State controlled roads. Ensure service levels facilitate the 'directing' of traffic to favoured routes. Where appropriate, institute load limits & traffic control devices to avoid the necessity to upgrade construction. Review and implement an approved "B-double" network (in conjunction with DIER).
Climate Change Increasing levels of maintenance work to maintain current standards of service.	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 retreat/defend strategies for vulnerable assets. Consider methods & costs of erosion mitigation.
Tourism Increased requirement for provision of Tourist friendly services and facilities	Continue to monitor and evaluate community needs. Maximise on-street parking
Land Use Increased access to new subdivisions may create pressure to increase existing service levels	Prioritisation of network to allow travel to main roads across municipality
Planning Scheme Changes 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

Service Impact	Demand Management Plan
Public Health Awareness 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 Volunteer Involvement Rationalisation of assets	Assessment of ongoing requirements, including possible disposal of under-utilised infrastructure
Safety Standards Some existing assets not in line with updated standards	Continual monitoring of relevant standards. Instigate upgrades with new works where possible Replace / upgrade existing infrastructure to meet current standards
Natural Resource Management Traditional maintenance activities may need to be revised	Review natural resource management models and methods for partnering with community groups. Seeking expressions of interest for formation of a community based environmental advisory panel.

#### 4.5. Asset Programs to meet Demand

The new assets required to meet growth will be acquired free of cost from land developments and constructed/acquired by the organisation. New assets constructed/acquired by Council are discussed in Section 5.4.

Acquiring these new assets will commit the organisation to fund ongoing operation, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operation, maintenance and renewal costs in Section 7.

## **5. LIFECYCLE MANAGEMENT PLAN**

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 and managing risks.

### **5.1. Background Data**

#### **5.1.1. Physical Parameters**

The assets covered by this strategic asset management plan are shown in Table 3 and Table 4.

#### **5.1.2. Asset Capacity and Performance**

The organisation's services are generally provided to meet design standards where these are available.

Asset capacity and performance is monitored for 3 community service measures at the end of the reporting period for condition (quality), function and capacity/utilisation in a *State of the Assets* report. The state of the assets data available is shown in Figure 3.

## **5.2. Routine Operation and Maintenance Plan**

Operation include regular activities to provide services such as public health, safety and amenity, e.g. cleansing, utility services, street sweeping, grass mowing and street lighting.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

### **5.2.1. Operation and Maintenance Plan**

Operation activities affect service levels including quality and function, such as cleanliness, appearance, etc., through street sweeping and grass mowing frequency, intensity and spacing of street lights and cleaning frequency and opening hours of building and other facilities.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal.

Forecast operations and maintenance expenditure levels are considered to be inadequate to meet projected service levels, which may be less than or equal to current service levels without strategic interventions. Where maintenance expenditure levels are such that will result in a lesser level of service, the service consequences and service risks have been identified and service consequences highlighted in the respective AM Plan and service risks considered in the Infrastructure Risk Register.

### **5.2.2. Operation and Maintenance Strategies**

We will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

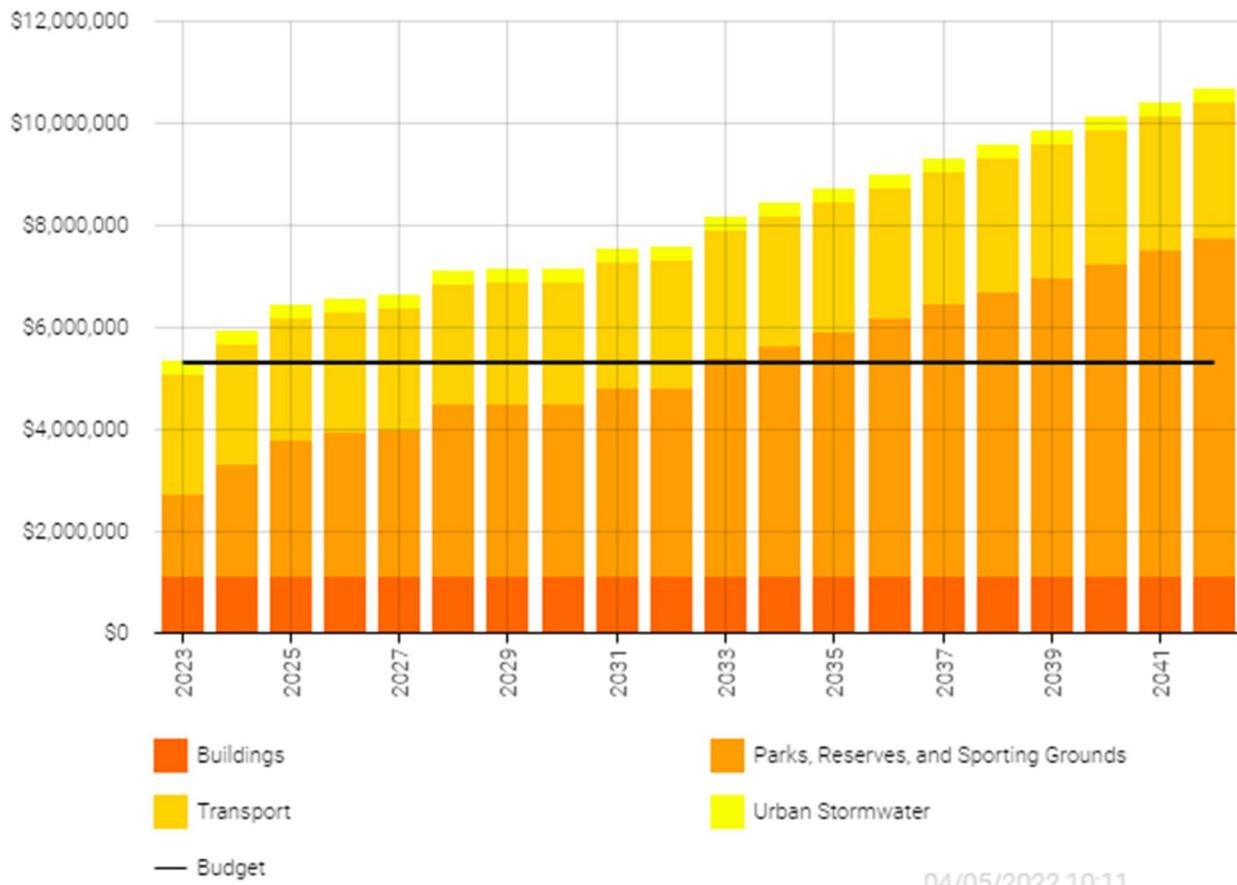
- Scheduling operations activities to deliver the defined level of service in the most efficient manner
- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes. Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost)
- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council
- Review current and required skills base and implement workforce training and development to meet required operation and maintenance needs
- Review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options

- Maintain a current hierarchy of critical assets and required operation and maintenance activities
- Develop and regularly review appropriate emergency response capability
- Review management of operation and maintenance activities to ensure we are obtaining best value for resources used.

### 5.2.3. Summary of Future Operation and Maintenance Expenditures

Future operation and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 7. The forecast expenditures (shown in Appendix B) will be reviewed in Council's Financial Management Strategy. Note that all costs are shown in current dollar values (i.e. real values).

*Figure 7: Projected Operation and Maintenance Expenditure and FMS Outlays*



### Operations and Maintenance Summary Buildings, Parks, Reserves & Sporting Grounds, Transport, Urban Stormwater

The consequences of deferred maintenance (i.e. works that are identified for maintenance and unable to be funded) are to be included in the risk assessment and analysis in the Infrastructure Risk Register.

### 5.3. Renewal/Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original or lesser required service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

### **5.3.1. Renewal and Replacement Strategies**

We will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner
- Undertaking project scoping for all capital renewal and replacement projects to identify
  - the service delivery ‘deficiency’, present risk and optimum time for renewal/replacement
  - the project objectives to rectify the deficiency
  - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency
  - and evaluate the options against evaluation criteria adopted by Council/Board, and
  - select the best option to be included in capital renewal programs,
- Using optimal renewal methods (cost of renewal is less than replacement) wherever possible
- Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and report Very High and High risks and Residual risks after treatment to management, Audit Committee and Council/Board
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs
- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required
- Review management of capital renewal and replacement activities to ensure we are obtaining best value for resources used.

#### **Renewal Ranking Criteria**

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replace 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. roughness of a road).

Capital renewal and replacement priorities are indicated by identifying assets or asset groups that:

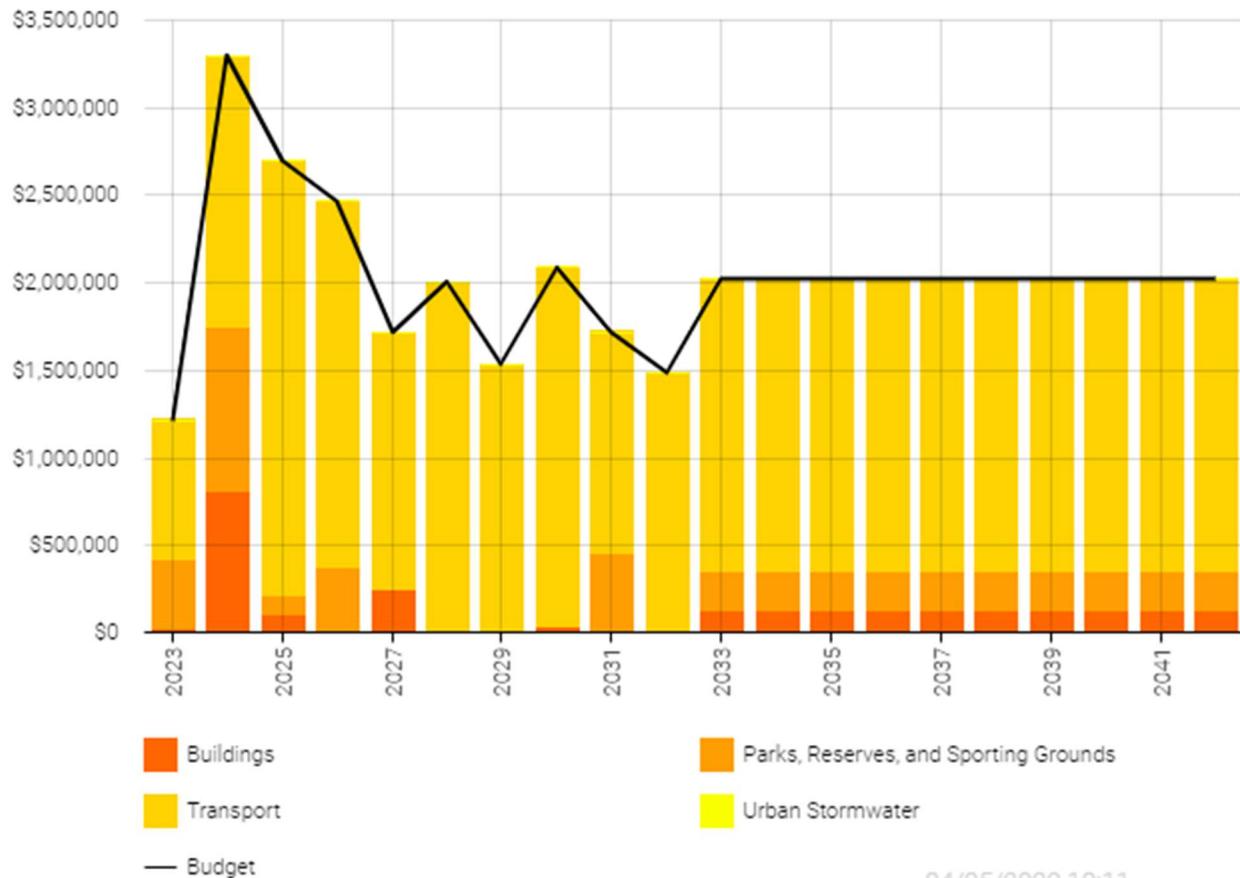
- Have a high consequence of failure
- Have a high utilisation and loss of service would have a significant impact on users
- Have the highest average age relative to their expected lives
- Are identified in the AM Plan as key cost factors
- Have high operational or maintenance costs, and
- Where replacement with modern equivalent assets would yield material savings.

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in the respective asset management plans.

### 5.3.2. Summary of Future Renewal and Replacement Expenditure

Projected future renewal and replacement expenditures are forecast to increase over time as the asset stock ages. The forecast expenditures have been accommodated in Council's Financial Management Strategy as shown in Figure 8. Note that all costs are shown in current dollar values (i.e. real values).

*Figure 8: Projected Capital Renewal and Replacement Expenditure and FMS Outlays*



### Renewal Summary Buildings, Parks, Reserves & Sporting Grounds, Transport, Urban Stormwater

Where renewal projections are based on estimates of asset useful lives, the useful lives are documented in the relevant asset management plan(s). Projected capital renewal and replacement programs are shown in Appendix C.

Low priority renewal and replacement projects unable to be accommodated within the 10 year Financial Management Strategy have been deferred for following years (see Appendix E) to allow further consideration in updates of the AM Plan and Financial Management Strategy.

## **5.4. Creation/Acquisition/Upgrade Plan**

New works are those works that create a new asset that did not previously exist, or works which 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 to the organisation from land development.

### **5.4.1. Selection Criteria**

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. 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. The priority ranking criteria is detailed in the respective asset management plans.

### **5.4.2. Capital Investment Strategies**

We will plan capital upgrade and new projects to meet level of service objectives by:

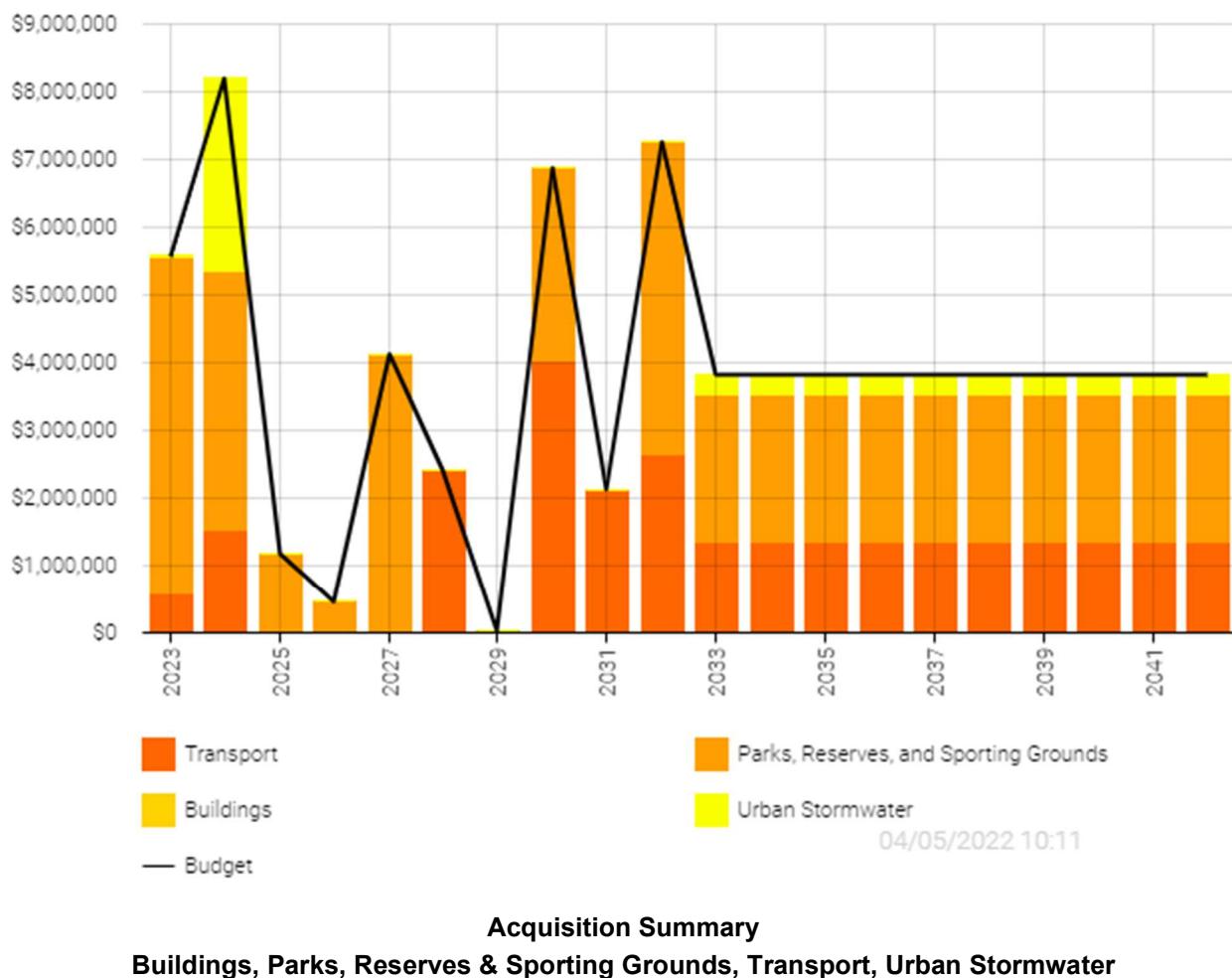
- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
- Undertake project scoping for all Renewal projects to identify
  - the service delivery ‘deficiency’, present risk and required timeline for delivery of the upgrade/new asset
  - the project objectives to rectify the deficiency including value management for major projects
  - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency
  - management of risks associated with alternative options
  - and evaluate the options against evaluation criteria adopted by Council, and
  - select the best option to be included in renewal programs
- Review current and required skills base and implement training and development to meet required construction and project management needs
- Review management of capital project management activities to ensure we are obtaining best value for resources used.

Standards and specifications for maintenance of existing assets and construction of new assets and upgrade/expansion of existing assets are detailed in relevant asset management plans.

#### 5.4.3. Summary of Future Upgrade/New Assets Expenditure

Projected upgrade/new asset expenditures and estimated Financial Management Strategy outlays are summarised in Fig 9. The forecast expenditures have been accommodated in the Council's Financial Management Strategy. The projected upgrade/new capital works program is shown in Appendix D. Note that all costs are shown in current dollar values (i.e. real values).

*Figure 9: Asset Acquisition Expenditure and Budget*



**Acquisition Summary**  
**Buildings, Parks, Reserves & Sporting Grounds, Transport, Urban Stormwater**

Low priority new and upgrade projects unable to be accommodated within the 10 year Financial Management Strategy have been deferred for following years (see Appendix E) to allow further consideration of service performance, risks and cost in updates of the AM Plan and Financial Management Strategy.

#### 5.5. Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in the respective asset management plans summarised in this strategic asset management plan.

## **5.6. Service Consequences and Risks**

The organisation has prioritised decisions made in adopting the asset management plans summarised in this strategic asset management plan to obtain the optimum benefits from its available resources.

The asset management plans are based on balancing service performance, cost and risk to provide an agreed level of service from available resources in our Financial Management Strategy.

### **5.6.1. Deferred Initiatives and Projects**

There are some operation and maintenance initiatives and capital projects that have been deferred for the next 10 years. These are shown in Appendix E. The major initiatives and projects include:

- Update Council key patent and re-key all Council buildings
- Waratah walking track upgrade
- Upgrade Reservoir Drive (north of highway) to accommodate increased Fonterra truck size
- Upgrade shoreline stormwater outfall pipes (various locations)

## 6. 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 31000:2009 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2009 as: ‘coordinated activities to direct and control with regard to risk’<sup>10</sup>.

An assessment of risks<sup>11</sup> associated with service delivery will identify critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’. 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, evaluate the risks and develop 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. Similarly, critical failure modes are those which have the highest consequences. Examples of failure mode could include:

- Physical failure, collapse
- Essential service interruption

Critical assets have been identified and their typical failure mode and the impact on service delivery are summarized in Table 11.

*Table 11: 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
Port Road, Boat Harbour	Landslip	Community cut off with no other access
Sisters Beach Road	Tree Fall	Community cut off with no other access
South Elliott Road	Landslip	Local road users cut off with no other access
Deaytons Lane	Landslip	Local road users cut off with no other access
Reservoir Drive	Landslip	Local road users cut off with no other access

<sup>10</sup> ISO 31000:2009, p 2

<sup>11</sup> Waratah-Wynyard Council Infrastructure Risk Register

Critical Asset(s)	Failure Mode	Impact
Lowries Road	Landslip	Local road users cut off with no other access
Old Bass Highway	Coastal erosion	Disruption to local road user or loss of main road
Beach Outfalls – Wynyard to Somerset	Outlet blockage	Risk of flooding to property upstream of blockage during rain events
Big Creek/Stanwyn Court, Wynyard	Flooding	Flooding affecting dwellings in high rainfall events
Port Creek/Old Bass Highway & surrounds, Wynyard	Flooding	Flooding affecting dwellings in high rainfall events
Cotton Street low lying areas, south of Inglis St, Wynyard	Flooding	Flooding affecting dwellings in high rainfall events

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

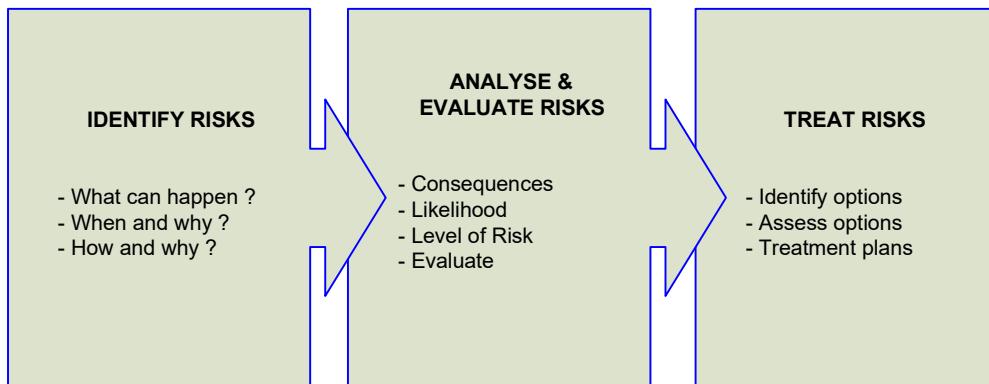
## 6.2. Risk Assessment

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

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

The process is based on the fundamentals of the ISO risk assessment standard ISO 31000:2009.

*Figure 10: Risk Management Process – Abridged*



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

An assessment of risks<sup>12</sup> associated with service delivery from infrastructure assets will identify the critical risks that will result in significant loss, ‘financial shock’ or a reduction in service.

<sup>12</sup> Waratah-Wynyard Council Infrastructure Risk Register

<sup>1</sup> IPWEA, 20015, IIMM, Sec 3, p9.

Critical risks are those assessed with risk ratings of 'Very High' – requiring immediate corrective action, and 'High' – requiring prioritised corrective action. Critical risks identified in the Infrastructure Risk Register and their possible treatment plan are summarised in Table 12. These risks are regularly reported to management and Council.

*Table 12: Critical Risks and Treatment Plans*

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan
<b>BUILDINGS</b>			
Athenaeum Hall (heritage listed), Waratah	<ul style="list-style-type: none"> <li>• Aged asset in very poor condition. Costly to fix.</li> <li>• Building becoming unusable/uninsurable</li> <li>• Has associated reputational risk</li> <li>• Windows leaking creating damage</li> <li>• Doors rotting - security issue</li> <li>• Birds in roof</li> </ul>	H	<ul style="list-style-type: none"> <li>• Independent assessment</li> <li>• Fund recommended repair works</li> <li>• Consider disposal</li> </ul>
Wynyard Council Office Air Conditioner	<ul style="list-style-type: none"> <li>• Inconsistent temperature control.</li> <li>• Possible unit failure.</li> <li>• Inadequate for purpose</li> </ul>	H	<ul style="list-style-type: none"> <li>• Independent assessment of replacement options</li> <li>• Schedule/fund replacement</li> </ul>
Langley Park Clubrooms Upstairs Social Space Access, Somerset	<ul style="list-style-type: none"> <li>• Not DDA compliant</li> <li>• Exposed to complaints</li> <li>• Reputational risk</li> </ul>	H	<ul style="list-style-type: none"> <li>• Schedule upgrade</li> <li>• Consider relocation and construction of single level asset</li> </ul>
Wynyard Squash Centre	<ul style="list-style-type: none"> <li>• Not DDA compliant</li> <li>• Exposed to complaints</li> <li>• Reputational risk</li> </ul>	H	<ul style="list-style-type: none"> <li>• Schedule upgrade</li> </ul>
Various Buildings Not On Council Key System	<ul style="list-style-type: none"> <li>• Key copying is uncontrolled leading to security issues</li> </ul>	H	<ul style="list-style-type: none"> <li>• Move to Council key system over time</li> </ul>
Council Key System Patent & Issuing of Keys	<ul style="list-style-type: none"> <li>• Patent expired</li> <li>• Potential for uncontrolled key copying leading to security issues</li> <li>• Unauthorised access to Council buildings"</li> </ul>	H	<ul style="list-style-type: none"> <li>• Maintain and continue to review the key register</li> <li>• Replace key system and revise key procedures</li> <li>• Internal &amp; external training</li> <li>• Explore alternate locking systems</li> </ul>
Public Toilets with Electronic Locks	<ul style="list-style-type: none"> <li>• Locks fail, locking people in the toilets</li> </ul>	H	<ul style="list-style-type: none"> <li>• Consider replacement with manual locks or other alternative</li> </ul>
Somerset Tennis Courts Clubroom	<ul style="list-style-type: none"> <li>• Damage due to flooding and/or coastal erosion</li> </ul>	H	<ul style="list-style-type: none"> <li>• Plan for relocation of the asset (OSSR)</li> </ul>

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan
Somerset Surf Lifesaving Clubroom	<ul style="list-style-type: none"> <li>Damage due to flooding and/or coastal erosion</li> </ul>	H	<ul style="list-style-type: none"> <li>Relocation or defence of building</li> </ul>
<b>PARKS, RESERVES AND SPORTING GROUNDS</b>			
Somerset All Abilities Playground (incl. carparking)	<ul style="list-style-type: none"> <li>Damage due to flooding and/or coastal erosion</li> </ul>	H	<ul style="list-style-type: none"> <li>Coastal erosion defence works (in planning phase)</li> </ul>
Coastal Pathway	<ul style="list-style-type: none"> <li>Damage due to flooding and/or coastal erosion</li> </ul>	H	<ul style="list-style-type: none"> <li>Coastal erosion defence works (in planning phase)</li> </ul>
Playgrounds (various locations)	<ul style="list-style-type: none"> <li>Failure due to age or vandalism causing injury</li> </ul>	H	<ul style="list-style-type: none"> <li>Prioritise action</li> <li>Remove or renew</li> <li>More frequent inspections</li> </ul>
River Track	<ul style="list-style-type: none"> <li>Infrastructure is susceptible to erosion or flood.</li> </ul>	H	<ul style="list-style-type: none"> <li>Forward renewals of infrastructure are planned in the context of flood or erosion susceptibility.</li> </ul>
Boat Harbour Northern Bay Seawall	<ul style="list-style-type: none"> <li>Historical fill may contain hazardous materials</li> </ul>	H	<ul style="list-style-type: none"> <li>Rebuild the seawall (capital works planned)</li> </ul>
Timber & Replas Boardwalks (various locations)	<ul style="list-style-type: none"> <li>Get slippery during winter creating slip hazard potentially causing injury</li> </ul>	H	<ul style="list-style-type: none"> <li>Increase signage</li> <li>Education of users</li> <li>Replace with slip resistant materials (e.g. East Wynyard Foreshore Plan)</li> <li>Close boardwalks</li> </ul>
Inglis River Mouth Breakwater	<ul style="list-style-type: none"> <li>Continued undermining forming sink holes and leading to failure of breakwater, with associated risk of shoreline erosion and property damage</li> </ul>	H	<ul style="list-style-type: none"> <li>Continue periodic back-filling</li> <li>Full renewal of breakwater and retaining wall</li> </ul>
Public Pontoon Balustrade	<ul style="list-style-type: none"> <li>non-compliant - potential for injury</li> </ul>	H	<ul style="list-style-type: none"> <li>Upgrade railing to comply with current standard</li> </ul>
Cam River Reserve Vehicular Access & Pedestrian Walkways	<ul style="list-style-type: none"> <li>Pedestrians and vehicles in the same area with potential for injury</li> </ul>	H	<ul style="list-style-type: none"> <li>Exclude traffic from reserve as adopted in the Cam River Master Plan</li> </ul>
Fence at Boat Harbour Beach Playground	<ul style="list-style-type: none"> <li>Fence is non-compliant - climbable and has potential for fall onto hard surface causing injury</li> </ul>	H	<ul style="list-style-type: none"> <li>Upgrade fence in short term to comply with current standard</li> <li>Remove playground through Boat Harbour Beach Master Plan development</li> </ul>

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan
Frederick Street Reserve	<ul style="list-style-type: none"> <li>Golf balls and broken tees causing injury to users, especially equestrian (horse jumping)</li> </ul>	H	<ul style="list-style-type: none"> <li>Schedule more regular inspections</li> <li>Stop golf practice near equestrian centre</li> <li>Relocate equestrian clubs</li> </ul>
Unrecognised Assets	<ul style="list-style-type: none"> <li>Understated depreciation</li> <li>Asset renewals unable to be identified from asset register</li> </ul>	H	<ul style="list-style-type: none"> <li>Audit and recognition of all open space assets</li> </ul>
<b>TRANSPORT</b>			
Port Road, Boat Harbour	Landslip	H	Consider recommended work from Geotech. Watch and monitor
Sisters Beach Road	Tree Fall	H	Measure movement. Watch and monitor
South Elliott Road	Landslip	H	Watch and monitor
Deaytons Lane	Landslip	H	Watch and monitor
Reservoir Drive	Landslip	H	Watch and monitor
Lowries Road	Landslip	H	Watch and monitor
Old Bass Highway	Coastal erosion	H	Watch and monitor
<b>URBAN STORMWATER</b>			
Big Creek / Stanwyn Court	Flooding of dwellings	H	Consider options of: <ul style="list-style-type: none"> <li>Levee wall 375m x 2m</li> <li>Detention basin upstream (dam)</li> </ul>
Port Creek	Flooding of dwellings	H	Consider options of: <ul style="list-style-type: none"> <li>Widening of creek and levee construction</li> <li>Increase requirements on developers</li> <li>Investigate flow restrictors upstream</li> </ul>

### 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 any given level of stress or demand” and to respond to possible disruptions to ensure continuity of service.

Resilience is built on aspects such as robustness, response and recover planning, financial capacity 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 SAM 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 operation and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Renew Waratah Veneer Mill
- Renew Council's security key system patent and re-key all Council owned/managed buildings
- Unable to convert all unsealed roads to sealed roadway
- Maintain service standards in circumstances such as unforeseen extraordinary heavy vehicle road usage or during extreme weather events

### **6.4.2. Service Trade Off**

If there is forecast work (Operation, maintenance, capital renewal, upgrade / new) that cannot be undertaken due to available resources, then this will result in service consequences for users. These include:

- Lower standard of service in some areas
- Some roads will continue to exhibit functional deficiencies
- Disruption of service provision
- Increased maintenance costs to keep assets in service that are overdue for renewal

### **6.4.3. Risk Trade Off**

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

- Potentially dissatisfied customers
- Periodic increased reactive maintenance requirement on affected assets
- Lower travelling speeds and/or greater risk of road accidents through driver inattention on road sections with identified functional deficiencies
- Risk of asset failure and/or loss of service
- Increased risk to asset users

These actions and expenditures are considered and included in the forecast costs. Where applicable, these items as included in the Infrastructure Risk Register.

## **7. FINANCIAL SUMMARY**

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

### **7.1. Financial Indicators and Projections**

#### **Asset Renewal Funding Ratio**

The Asset Renewal Funding Ratio indicates whether projected capital renewal and replacement expenditure are able to be financed in the Financial Management Strategy. It is calculated by dividing the projected capital renewal expenditure shown in the AM Plans by the estimated capital renewal budget provided in the Financial Management Strategy. Over the next 10 years, we are forecasting that we will have 100% of the funds required for the optimal renewal and replacement of assets.

### **7.2. Funding Strategy**

The funding strategy to provide the services covered by this strategic asset management plan and supporting asset management plans is contained within the organisation's 10 year Financial Management Strategy.

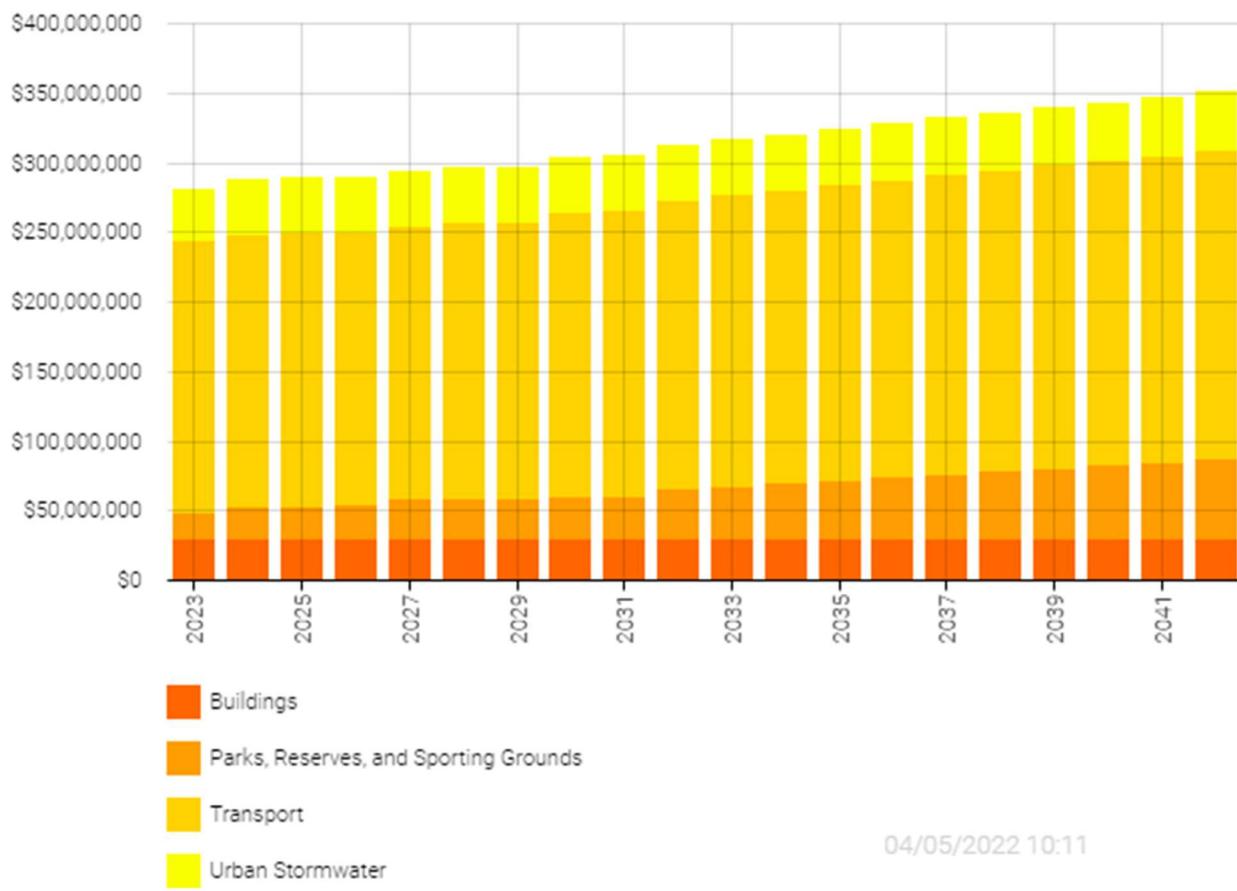
The funding strategy was developed in conjunction with the AM Plans and Financial Management Strategy. We recognise that we are unable to meet all service demands, have reviewed all service needs and demands and agreed on a trade-off of projects and initiatives to balance service performance, risk and costs. The funding strategy includes borrowings of \$2.85 million to finance critical and high priority capital upgrade/new projects and initiatives in years 2023/24. Servicing of the borrowings is accommodated within the Financial Management Strategy.

## 7.3. Valuation Forecasts

### 7.3.1. Asset Values

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to the Council. Figure 11 shows the projected replacement cost asset values over the planning period. Note that all costs are shown in current dollar values (i.e. real values).

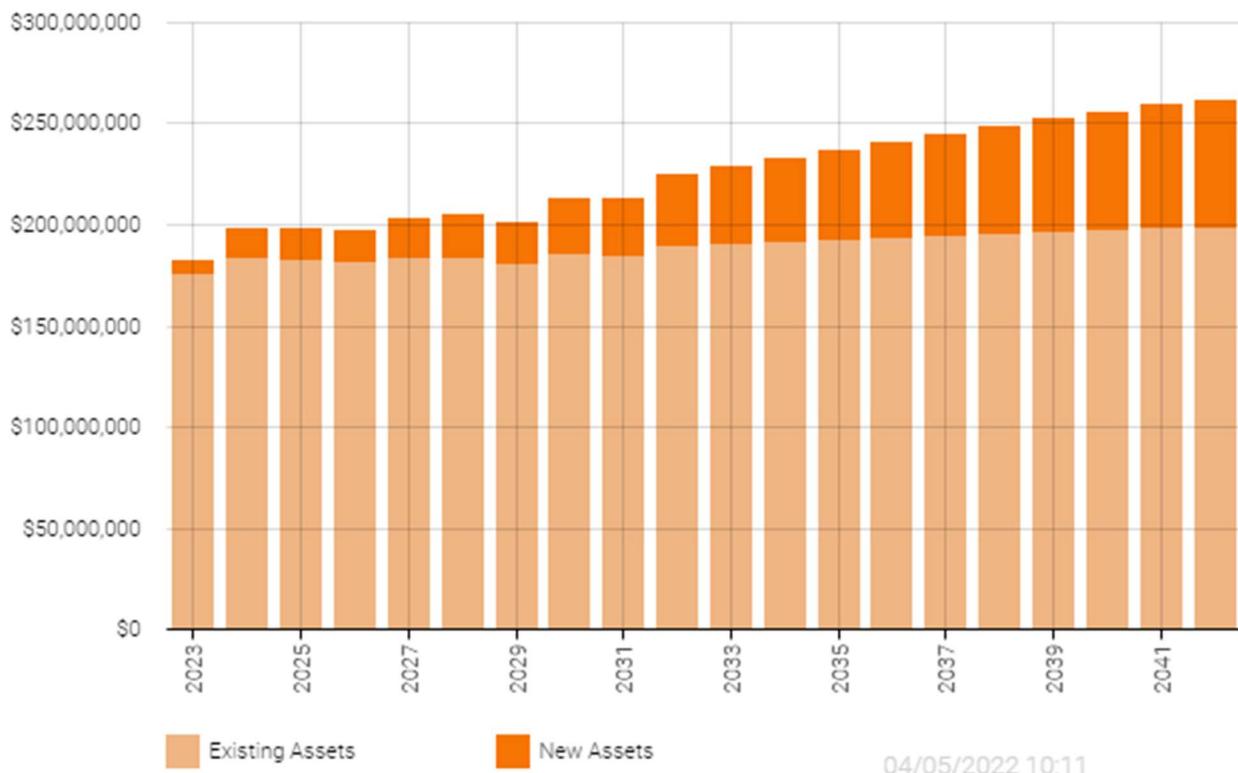
*Figure 11: Projected Asset Values*



### 7.3.2. Depreciated Replacement Cost

Depreciated replacement cost will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Figure 12. The depreciated replacement cost of contributed and new assets is shown in the darker colour and in the lighter colour for existing assets.<sup>13</sup> Note that all costs are shown in current dollar values (i.e. real values).

*Figure 12: Projected Depreciated Replacement Cost*



#### Depreciated Replacement Cost

#### Buildings, Parks, Reserves & Sporting Grounds, Transport, Urban Stormwater

An increase in the projected depreciated replacement cost (carrying value) of infrastructure assets indicates that the organisation is maintaining/increasing its infrastructure capital in aggregate. The projection for new and contributed assets is shown by the darker colour. A decrease would indicate that aggregate infrastructure capital is being eroded.

Figure 12 indicates that we are maintaining our infrastructure capital over the 10 year period.

### 7.4. Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this strategic asset management plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

<sup>13</sup> Note; Fair Value for buildings valued at market value is shown as DRC

Key assumptions made in this asset management plan and risks that these may change are shown in Table 13.

*Table 13: Key Assumptions Made in Strategic Asset Management Plan and Risks of Change*

Key Assumptions	Risks of Change to Assumptions
Current estimates of replacement cost and useful life of infrastructure assets are accurate.	May affect future depreciation and renewal costs.
Operating budget expenditure levels as at year 1 remain unchanged over life of plan (in real dollar terms)	Increases or decreases will impact revenue projections and other FMS considerations accordingly.
There will be no external market fluctuations to cost inputs over the life of the plan.	May affect future operational and capital costs of service delivery.
Current service levels will remain constant for the life of the plan.	Raising or lowering service levels (eg maintenance intervention levels) are likely to increase or decrease operating and maintenance expenditure projections accordingly.
Legislative compliance requirements will remain constant over the life of the plan.	Changes in legislation and regulations may increase operating and maintenance expenditure projections.

## 7.5. Forecast Reliability and Confidence

The expenditure and valuations projections in this strategic asset management plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management.

The estimated confidence level for and reliability of data used in this strategic asset management plan is shown in Table 14 and Table 15.

*Table 14: Data Confidence Grading System*

Confidence Grade	Description
A - Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B - Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C - Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D - Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E - Unknown	None or very little data held.

*Table 15: Data Confidence Assessment for AM Plans Summarised in Strategic AM Plan*

AM Plan	Confidence Assessment	Comment
Buildings Infrastructure Asset Management Plan	C – Uncertain	Primarily based on expert opinion/judgement supported by ad-hoc site inspections
Parks, Reserves, and Sporting Grounds Infrastructure Asset Management Plan	Playgrounds: <b>A</b> – Highly Reliable All other assets: D – Very Uncertain	Playground installations regularly inspected by qualified person. Other assets primarily based on expert opinion/judgement supported by ad-hoc site inspections.
Transport Infrastructure Asset Management Plan	Roads: C – Uncertain Bridges: A – Highly Reliable	Primarily based on expert opinion/judgement and a 5-year inspection for sealed roads. Bridge assets have a 6-month inspection cycle by independent expert
Urban Stormwater Infrastructure Asset Management Plan	C – Uncertain	Primarily based on expert opinion/judgement and ad-hoc camera inspections as required

Over all data sources, the data confidence is assessed as C (Uncertain) confidence level for data used in the preparation of this strategic asset management plan.

Actions to mitigate the adverse effects of data quality are included within Table 16.

## **8. PLAN IMPROVEMENT AND MONITORING**

### **8.1. Status of Asset Management Practices**

Waratah-Wynyard Council is committed to sustainable service delivery into the future. To this end Council has made very real and significant progress in recent times towards improving the maturity level of its asset management practices. In order to be able to demonstrate long term financial sustainability, we must progress beyond the ‘core’ level of maturity for some of the performance elements relating to asset and financial management.

A strategic and coordinated, organisation-wide approach to asset management and service delivery is critical. This is achieved through the development of an asset management framework where the organisation’s Financial Management Strategy (FMS) is meaningfully integrated with its Strategic Asset Management Plan (SAMP) to inform Council’s strategic planning framework, including ongoing resourcing decisions via the annual plan and budget process.

In this way Council can provide a transparent, accountable and evidence-based approach to the provision of value-for-money services while at the same time communicating the service level and risk consequences of various funding scenarios as it engages with the community to identify agreed levels of service.

### **8.2. Improvement Plan**

#### **8.2.1. Improvement Plan**

The asset management improvement tasks identified from an asset management maturity assessment and preparation of this strategic asset management plan are shown in Table 16.

*Table 16: Improvement Plan*

Task No	Task	Responsibility	Resources Required	Timeline
1	AMMA* 14 Develop and progress 2022/23 annual work plan for Asset Management Steering Committee	AM Steering Committee	Staff Time	2022/23
2	AMMA* 15 Review membership and process of current monthly Capital Progress meeting for greater focus on capital take-on	AM Steering Committee	Staff Time	2022/23
3	AMMA* 15 Include life-cycle cost implications (e.g. in % rates terms) alongside capital program during workshops	AM Steering Committee	Staff Time	2022/23
4	AMMA* 15 Review current capital take-on process with a view to improving asset management & financial management outcomes	AM Steering Committee	Staff Time	Annually
5	AMMA* 19 Ensure technical LPOS are incorporated, monitored and reported at an operational level (1 <sup>st</sup> cut zero-based budgeting for Works & Services)	AM Steering Committee	Staff Time	2022/23

Task No	Task	Responsibility	Resources Required	Timeline
6	AMMA* 23 Mapping assets against the GL (Function Code project) for better data integrity between Conquest and Authority	AM Steering Committee	Staff Time	2022/23
7	AMMA* 23 Bring non-infrastructure assets across to Authority for asset management (do not need to be in Conquest)	AM Steering Committee	Staff Time	2022/23
8	AMMA* 23 Targeted asset data review of useful lives (eg "Heritage Assets", Furniture & Fittings)	AM Steering Committee	Staff Time	2022/23
9	AMMA* 24 Annual Plan Action to resume Review of Corporate Asset System (assessment, planning and costing for 2022/23 Budget bid)	AM Steering Committee	Staff Time	2022/23
10	AMMA* 26 Prepare or complete inspection manuals for all major asset classes – Stormwater Asset Class.	Infrastructure and Development	Staff Time	2022/23
11	AMMA* 31 Undertake a sample-based internal audit to assess service level compliance – Roads Service Levels	Infrastructure and Development	Staff Time	2022/23
12	Improve confidence of capital works forecasting (10 year works plan) with particular focus on years 1-3	Whole of Council	Staff Time	2022/23
13	Continue development of formal service levels	Whole of Council	Staff Time	2022/23
14	Revision of Asset Management Plans – Stormwater Asset Class	Whole of Council AMP custodians	Staff Time	2022/23
15	Review asset valuation methodologies including external benchmarking across all asset classes – Stormwater Asset Class	Infrastructure & Corporate Services	Staff Time	2022/23

Note: \* AMMA refers to the Asset Management Maturity Assessment (2019/20)

### 8.2.2. Status of Previous Improvement Plan Tasks

The status of improvement plan tasks which were incomplete in the previous SAMP are shown below in Table 17. A full list of Improvement Plan Tasks, including tasks completed prior to previous SAMP's, can be found in Appendix G.

*Table 17: Status of Incomplete Improvement Plan Tasks from Previous SAMP's*

Task No	Task	Responsibility	Timeline	Status
AMMA* 14	Develop and progress 2021/22 annual work plan for Asset Management Steering Committee	AM Steering Committee	2021/22	Complete
AMMA* 15	Review membership and process of current monthly Capital Progress meeting for greater focus on capital take-on	AM Steering Committee	2021/22	Complete
AMMA* 15	Include life-cycle cost implications (e.g. in % rates terms) alongside capital program during workshops	AM Steering Committee	2021/22	Complete
AMMA* 15	Map out and review current capital take-on process with a view to improving asset management & financial management outcomes	AM Steering Committee	2021/22	Complete
AMMA* 23	Mapping assets against the GL (Function Code project) for better data integrity between Conquest and Authority	AM Steering Committee	2021/22	Commenced
AMMA* 23	Bring non-infrastructure assets across to Authority for asset management (do not need to be in Conquest)	AM Steering Committee	2021/22	In progress
AMMA* 24	Annual Plan Action to resume Review of Corporate Asset System (assessment, planning and costing for 2022/23 Budget bid)	AM Steering Committee	2021/22	Substantially complete
1	Improve confidence of capital works forecasting (10 year works plan) with particular focus on years 1-3	Whole of Council	2022/23	Complete
2	Continue development of formal service levels	Whole of Council	2022/23	Complete & Ongoing
AMMA* 4	Review the commentary in the budget following the completion of the Financial Management Strategy to provide a statement of whether the budget will achieve the strategic plan objectives.	Organisational Performance	TBC	Commenced
AMMA* 25	Annual update of unit rates based on completed works program for comparison with replacement and renewal cost rates.	Infrastructure and Development	2020/21	Superseded by annual asset review process
AMMA* 26	Prepare or complete inspection manuals for all major asset classes.	Infrastructure and Development	TBC	Commenced
AMMA* 6	Include explanation in Annual Report on variations between budget and actual results.	Organisational Performance	TBC	Complete
ii	Production of 1st cut Service Level Dashboards.	Whole of Council	2019/20	No Longer Required
v	Revision of Asset Management Plans.	Whole of Council AMP custodians	perpetual	Complete

Task No	Task	Responsibility	Timeline	Status
vii	Document asset valuation methodologies including external benchmarking across all asset classes	Infrastructure & Corporate Services	2018/19	Complete & Ongoing

Note: \* AMMA refers to the Asset Management Maturity Assessment (2019/20)

### 8.3. Monitoring and Review Procedures

The strategic asset management plan has a life of 4 years (Council election cycle) but is typically updated every 12 months.

### 8.4. Performance Measures

The effectiveness of the strategic asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this strategic asset management plan are incorporated into Council's Financial Management Strategy
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the summarised asset management plans
- 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 organisation's Strategic Plan and associated plans
- The Asset Renewal Funding Ratio achieving the target of 90 - 100%.

## **9. REFERENCES**

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- Local Government Act 1993
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- Disability Discrimination Act (1992)
- Burial and Cremation Act 2019
- Roads & Jetties Act (1935)
- Traffic Act (1925)
- Urban Drainage Act 2013
- Urban Drainage (General) Regulations 2016
- Sustainable Murchison 2040: Community Plan
- Waratah-Wynyard Council 10 Year Corporate Strategic Plan 2017-2027
- Waratah-Wynyard Council Annual Plan/s, Annual Report/s and Budget/s
- Waratah-Wynyard Council Financial Management Strategy
- Waratah-Wynyard Council Asset Management Plans
- Waratah-Wynyard Council Service Level Documents
- Final Valuation of Waratah-Wynyard Council Building Assets Report, APV Valuers & Asset Management
- Waratah-Wynyard Council Stormwater System Management Plan (2019)
- Waratah-Wynyard Council Asset Management Maturity Assessment 2019
- Waratah-Wynyard Council 10 Year Works Plan

## **10. APPENDICES**

- Appendix A      Levels of Service Summaries for Services
- Appendix B      Projected 10 year Operation and Maintenance Expenditures
- Appendix C      Projected 10 year Capital Renewal and Replacement Works Program
- Appendix D      Projected 10 year Renewal Works Program
- Appendix E      Deferred Initiatives and Capital Works proposals
- Appendix F      Asset Management Maturity Assessment (2019/20) Recommendations
- Appendix G      Improvement Plan Tasks from Previous SAMP's

## Appendix A Summary Technical Levels of Service

Current technical service levels for all asset classes are summarised in the table below.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
<b>Acquisition (new/upgrade)</b>	Service Aim	Drawn from masterplans and significant developments	Currently all identified upgrade works from major developments and council-initiated masterplans are scheduled to be funded	All identified upgrade works from major developments and council-initiated masterplans are funded
		Unplanned acquisitions	Not funded	Would increase current lifecycle cost without furthering the service aim
<b>Operations</b>	Service Aim	Annual Budget	Current budget funds estimated operation costs	All operation costs are met
<b>Maintenance</b>	Service Aim	Annual Budget	Current budget funds stated maintenance intervention levels	Stated maintenance intervention levels are met
<b>Renewal</b>	Service Aim	Annual Budget	Asset Renewal Funding Ratio of 100%	Service Aim
<b>Disposal</b>	Service Aim	Annual Budget	Annual Budget	Service Aim

## **Appendix B Projected Operation and Maintenance Expenditure**

Projected operation and maintenance expenditures included in the Financial Management Strategy are shown below.

Year	Buildings \$	Parks, Reserves, & Sporting Grounds \$	Transport \$	Urban Stormwater \$
2023	1,122,997	1,620,902	2,354,998	218,489
2024	1,122,997	2,220,393	2,362,288	218,581
2025	1,122,997	2,682,972	2,380,801	235,966
2026	1,122,997	2,821,552	2,381,164	235,966
2027	1,122,997	2,873,958	2,381,527	235,966
2028	1,122,997	3,370,789	2,381,890	235,966
2029	1,122,997	3,370,789	2,410,899	235,966
2030	1,122,997	3,371,395	2,411,262	235,966
2031	1,122,997	3,716,209	2,460,025	235,966
2032	1,122,997	3,716,209	2,485,798	235,966

## Appendix C Projected Capital Renewal/Replacement Program

### Buildings

Year	Project	Estimate (\$)
2023	Somerset Basketball Club remarking parking bays	15,716
2023	Wynyard Childcare Centre - Electrical Upgrade For Emergency Power	5,000
2024	Artscape - Renew Roof	30,000
2024	Athenaeum Hall - asbestos removal	4,500
2024	Athenaeum Hall - painting	47,500
2024	Athenaeum Hall - repair flooring	10,300
2024	Athenaeum Hall - repair library room wall lining	15,100
2024	Athenaeum Hall - repairs to fire door	1,900
2024	Athenaeum Hall - repairs to roof	44,500
2024	Athenaeum Hall - repairs to sub-floor door and frame	2,900
2024	Athenaeum Hall - replace bedplate in kitchen window	3,400
2024	Athenaeum Hall - replace doors and window	225,000
2024	Athenaeum Hall - replace kitchen cabinets	23,500
2024	Athenaeum Hall - scaffolding costs	72,000
2024	Athenaeum Hall - seal skirting boards	2,500
2024	Boat Harbour Beach Toilets - Renew Roof & Fascia	25,000
2024	Elma Fagan Community Centre - replace skylights	20,000
2024	Wynyard Police Station Building - Renew Roof	20,000
2024	Wonders Of Wynyard - Renew Fire Detectors	4,500
2024	Wynyard Waste Transfer Station - Renew Fence	256,000
2025	32 Jackson St - Renew Fence	5,000
2025	32 Jackson St - Renew Roof	15,000
2025	41 Dodgin Street - Fence Partial Replacement	6,000
2025	Moorleah Hall - External Painting	7,000
2025	Moorleah Hall - Renew Roof	15,000
2025	Wynyard Squash Centre Changerooms	50,000
2026	New Roof on Old Potting Shed (Depot)	5,000
2027	Wynyard Council Offices Roof Replacement	250,000
2030	41 Dodgin Street - Renew Roof	30,000
2030	Somerset Surf Club - repaint front beams	10,000
2023	Somerset Basketball Club remarking parking bays	15,716
<b>TOTAL</b>		<b>1,222,316</b>

### Parks, Reserves, and Sporting Grounds

Year	Project	Estimate (\$)
2023	EW Foreshore - Year 1 - remove & replace existing boardwalk	206,972
2023	Gutteridge Gardens - Treat & Paint Terraces	12,036
2023	Off Saunders Street - Viewing platform - #137	5,650
2023	Riverwalk - Unnamed Creek - #181	24,980
2023	Riverwalk Off Gibbons St - Boardwalk - #175	118,535
2023	Table Cape Lighthouse - replace 3x picnic tables	18,849
2023	Walk Track Access (End of Reid St) retaining wall renewal	10,534
2024	Fossil Bluff Stairway to Lookout - replacement	30,000
2024	Lowe Street Playground	100,000
2024	New Cricket Wicket Covers - Frederick St	6,000
2024	New Cricket Wicket Covers - Langley Park	6,000

Year	Project	Estimate (\$)
2024	New Cricket Wicket Covers - Wynyard Recreation Ground	6,000
2024	New Cricket Wicket Covers - Yolla	6,000
2024	Off Austin Street - River Walk - #139	51,800
2024	Off Austin Street - River Walk - #140	30,448
2024	Off Golf Links Rd - Boardwalk No1 east Table Cape Rd - #148	240,095
2024	Off Golf Links Rd - Boardwalk No1 east Table Cape Rd - #148	7,850
2024	Off Saunders Street - Viewing platform - #137	91,879
2024	River Walk Off Golf Links Rd - Tidal Flats east Table Cape Bridge - #152	93,077
2024	River Walk Off Golf Links Rd - Unnamed Creek east Table Cape Bridge - #150	79,218
2024	River Walk Off Golf Links Rd - Unnamed Creek east Table Cape Bridge - #151	13,413
2024	Somerset Tennis Club Fencing	68,200
2024	Staircase Off 266 Port Road, Boat Harbour Beach - #193	74,818
2024	Waratah Tyre Park retaining wall renewal	15,000
2024	Wynyard CBD Banner Frames - refurbish	22,000
2025	Inglisdale Mews Entryway Gardens	8,000
2025	River Walk - Big Creek - #141	92,305
2025	River Walk Track - Drain - #134	18,165
2026	River Walk - Boardwalk - #159	70,549
2026	River Walk - Boardwalk - #160	139,902
2026	River Walk - Unnamed Creek - #164	80,788
2026	River Walk Lookout - Ingliss River - #142	36,787
2026	Wynyard Lawn Cemetery irrigation	35,000
2026	Wynyard Skate Park	15,000
2031	Off Irby Drive - Sisters Beach Jetty - #138	167,136
2031	Off Lighthouse Rd - Stairs - #153	29,298
2031	Off Lighthouse Rd - Unnamed Creek - #154	18,413
2031	River Walk - Boardwalk - #165	74,793
2031	River Walk - Boardwalk - #166	31,471
2031	River Walk - Unnamed Creek - #146	34,963
2031	River Walk - Unnamed Creek - #147	13,299
2031	River Walk - Unnamed Creek - #167	23,740
2031	River Walk - Unnamed Creek - #168	14,874
2031	River Walk - Unnamed Creek - #169	23,016
2031	River Walk - Unnamed Creek - #170	23,740
<b>TOTAL</b>		<b>2,290.595</b>

## Transport

Year	Project	Estimate (\$)
2023	Bridge Renewal	180,624
2023	Resheet	261,010
2023	Rural Reseal	220,072
2023	Urban Reseal	133,465
2024	Resheet	668,322
2024	Rural Reseal	473,210
2024	Urban Reseal	406,913
2025	Bridge Renewal	390,222
2025	Resheet	487,969
2025	Rural Reseal	390,463
2025	Urban Reseal	1,212,259

Year	Project	Estimate (\$)
2026	Bridge Renewal	203,949
2026	Resheet	441,839
2026	Rural Reseal	1,157,469
2026	Urban Reseal	280,199
2027	Resheet	490,749
2027	Rural Reseal	594,422
2027	Urban Reseal	384,242
2028	Bridge Renewal	958,059
2028	Resheet	237,744
2028	Rural Reseal	499,942
2028	Urban Reseal	311,410
2029	Resheet	279,175
2029	Rural Reseal	754,083
2029	Urban Reseal	504,121
2030	Bridge Renewal	198,559
2030	Resheet	525,644
2030	Rural Reseal	772,125
2030	Urban Reseal	552,398
2031	Bridge Renewal	639,352
2031	Resheet	163,433
2031	Rural Reseal	343,745
2031	Urban Reseal	118,285
2032	Bridge Renewal	114,233
2032	Pavement Renewal	137,331
2032	Resheet	523,684
2032	Rural Reseal	451,860
2032	Urban Reseal	261,550
<b>TOTAL</b>		<b>16,724,132</b>

### Urban Stormwater

Due to the age and standard lives of the assets in this asset class the first renewals are still around 30 years into the future and, as such, there are currently no renewals scheduled in the life of this plan.

## Appendix D Projected Acquisition Works Program

### Buildings

Year	Project	Estimate (\$)
2023	Somerset Basketball Club solar panels	12,000
2023	Wynyard Childcare Centre Expansion	1,356,000
2023	Wynyard Squash Centre - heating, lighting & door upgrades	77,156
2024	Athenaeum Hall - supply and install underfloor insulation	13,900
2024	East Wynyard Foreshore - install power & water outlets to market building	6,000
2024	East Wynyard Foreshore masterplan - market shed upgrade	128,499
2024	Table Cape Loo with a View	772,113
2024	Sisters Beach Community Centre	100,000
2024	Wynyard Sports Precinct – WRG Surrounds - grandstand changerooms upgrade to female friendly standard	215,000
2025	Boat Harbour Beach Masterplan	3,850,000
2025	Langley Park heating in clubrooms	10,000
2025	Sustainable Murchison Projects	1,000,000
2025	Wynyard Sports Precinct - WHS Surrounds - construct new shared indoor training facility incl. school toilets	1,050,000
2025	Wynyard Sports Precinct - WRG Surrounds - construct new maintenance storage shed	80,000
2027	Wynyard Sports Precinct - WRG Surrounds - construct new shared clubrooms	2,000,000
2028	Wynyard Sports Precinct - ISC & Surrounds - upgrade squash centre	1,000,000
2029	Wynyard Sports Precinct - ISC & Surrounds - Indoor Sports Centre external facelift	100,000
2030	Wynyard Sports Precinct - ISC & Surrounds - Bandrooms storage upgrade	10,000
2031	Somerset OSSR Projects (Sports Centre, Streetscape, Cam River)	2,000,000
2031	Sustainable Murchison Projects	1,000,000
<b>TOTAL</b>		<b>14,780,668</b>

### Parks, Reserves, and Sporting Grounds

Year	Project	Estimate (\$)
2023	Cam River Reserve Master Plan - Playground	107,770
2023	Cardigan Street Recreation Ground - Ball Catching Fences	91,698
2023	Coastal Pathway	1,800,000
2023	EW Foreshore - Year 1 - CCTV installation rollout	30,000
2023	EW Foreshore - Year 1 - remove & replace existing boardwalk	91,987
2023	EW Foreshore - Year 1 - upgrade path to shared path standard	319,640
2023	Material Storage Bays	85,292
2023	Myalla Recreation Reserve - new public camping site	30,000
2023	Nurses Retreat, Boat Harbour - furniture installation	17,413
2023	Port Road Car Park, Boat Harbour - furniture installation	17,413
2023	RV dump point at Yolla Recreation Ground	7,284
2023	Sisters Creek Estuary Rehabilitation	38,881
2023	Solar Lighting at 4 x Boat Ramps	20,201
2023	Table Cape Lookout - carpark upgrade	655,756
2023	Wynyard Sports Precinct - WHS Oval 3 - install new light towers	422,600
2023	Wynyard Sports Precinct - WHS Oval 3 - install subsurface drainage and irrigation systems	842,980
2023	Wynyard Sports Precinct - WRG Oval 1 - new turf wicket	119,724
2023	Wynyard Sports Precinct - WRG Surrounds - install 2 new turf practice wickets	100,000
2023	Wynyard Sports Precinct - WRG Surrounds - relocate cricket nets from showground	147,659

Year	Project	Estimate (\$)
2024	Boat Harbour Beach Masterplan	2,000,000
2024	Cam River Reserve Master Plan - Drinking Fountains	7,250
2024	Cam River Reserve Master Plan - Outdoor Shower	15,000
2024	Cam River Reserve Master Plan - Safety Fence	22,000
2024	EW Foreshore - Year 2 - 2x DDA pedestrian connections across Old Bass Hwy	37,271
2024	EW Foreshore - Year 2 - install seating & tables	106,584
2024	EW Foreshore - Year 2 - lighting options (to be determined)	5,000
2024	EW Foreshore - Year 2 - linking path to existing viewing platform	7,052
2024	Fossil Bluff Masterplan - Year 2 - install interpretive signage	3,000
2024	Fossil Bluff Masterplan - Year 2 - install picnic space at Freestone Cove Foreshore	27,000
2024	Fossil Bluff Masterplan - Year 2 - investigate & address flooding & erosion damage near Lower Golf Links Road	14,500
2024	Fossil Bluff Masterplan - Year 2 - upgrade footpath between 6-8 Inglisdale Drive	31,000
2024	Fossil Bluff Masterplan - Year 3 - install interpretive signage	3,000
2024	Fossil Bluff Masterplan - Year 3 - install lookout at Inglisdale Drive	130,000
2024	Sisters Beach - Erosion Mitigation	600,000
2024	Wynyard CBD - Tree Planting	10,000
2024	Wynyard Sports Precinct - WHS Oval 2 - construct new synthetic wicket	50,000
2024	Wynyard Sports Precinct - WHS Oval 2 - install underground irrigation system	150,000
2024	Wynyard Sports Precinct - WHS Surrounds - construct new carpark off Austin St	140,000
2024	Wynyard Sports Precinct - WHS Surrounds - construct new carpark off Gibbon St	450,000
2024	Wynyard Sports Precinct - WHS Surrounds - install new scoreboard	8,000
2025	Cam River Reserve Master Plan - Riverside Pathway	52,900
2025	Cam River Reserve Master Plan - Riverside Pathway Lighting	67,500
2025	Fossil Bluff Masterplan - Year 4 - install interpretive signage	3,000
2025	Fossil Bluff Masterplan - Year 4 - install walking track directional signage	20,000
2025	Land Acquisitions	1,000,000
2026	EW Foreshore - Year 3 - Public Art Advisory Group re: annual arts competition	3,000
2026	Fossil Bluff Masterplan - Year 5 - install lighting in trees at edge of Wynyard Golf Course	20,000
2026	Gutteridge Garden - widen pathway	29,150
2026	Wynyard Sports Precinct - ISC & Surrounds - Bandrooms car park extension and reorientation	138,668
2026	Wynyard Sports Precinct - WHS Surrounds - upgrade netball courts	241,568
2027	EW Foreshore - Year 4 - create exercise arena	201,300
2027	EW Foreshore - Year 4 - Install picture points (giant frames)	10,370
2027	EW Foreshore - Year 4 - install sensory garden	45,000
2027	EW Foreshore - Year 4 - Install solar lighting	97,600
2027	OSSR Somerset Rec - relocate Langley Park to School	3,640,000
2027	Wynyard Sports Precinct - install new sports walk of fame	5,000
2027	Wynyard Sports Precinct - ISC & Surrounds - establish parkland	20,000
2027	Wynyard Sports Precinct - ISC & Surrounds - Walking track upgrades & extension	80,000
2029	Wynyard Sports Precinct - ISC & Surrounds - wind protection for tennis courts	5,000
2030	OSSR Frederick Street Reserve	2,830,000
2030	Wynyard Sports Precinct - ISC & Surrounds - Bandrooms carpark lighting	15,000
2032	Waratah Walking Tracks	1,000,000
2032	Waratah Waterfall	3,600,000
<b>TOTAL</b>		<b>21,888,011</b>

## Transport

Year	Project	Estimate (\$)
2023	DDA Footpath Ramp Upgrades	30,000
2023	EW Foreshore - Redevelop existing carparks Stage #1	572,437
2024	Boat Harbour Beach Masterplan - Redevelop existing carparks	1,500,000
2024	DDA Footpath Ramp Upgrades	30,000
2025	DDA Footpath Ramp Upgrades	30,000
2026	DDA Footpath Ramp Upgrades	30,000
2027	DDA Footpath Ramp Upgrades	30,000
2028	DDA Footpath Ramp Upgrades	30,000
2028	EW Foreshore - Redevelop existing carparks Stage #2	267,510
2028	Wynyard Central Area Development Plan (CADP)	2,100,000
2029	DDA Footpath Ramp Upgrades	30,000
2030	DDA Footpath Ramp Upgrades	30,000
2030	Table Cape Road - upgrade to widen road	1,350,000
2030	Tollymore Road - upgrade to widen road	2,650,000
2031	DDA Footpath Ramp Upgrades	30,000
2031	Wynyard Central Area Development Plan (CADP)	2,100,000
2032	DDA Footpath Ramp Upgrades	30,000
2032	Somerset Central Area Development Plan (CADP)	2,630,000
<b>TOTAL</b>		<b>13,469,947</b>

## Urban Stormwater

Year	Project	Estimate (\$)
2023	Boat Harbour Beach - Uphill of residential creek (Uphill of VOS subdivision) - open drain - planning & design	15,000
2024	Boat Harbour Beach - Uphill of residential creek (Uphill of VOS subdivision) - open drain - construction	100,000
2024	Boat Harbour Beach Stormwater Upgrades	250,000
2024	Sisters Beach Stormwater Upgrades	500,000
2024	Somerset Stormwater Upgrades	1,000,000
2024	Somerset Stormwater Upgrades	1,000,000
<b>TOTAL</b>		<b>2,865,000</b>

## Appendix E Deferred Initiatives and Capital Works proposals

### Buildings

Year	Project	Estimate (\$)
2023	Wynyard Council Offices - Audit & upgrade of lighting to LED	0
	Council Buildings - Re-key To Council Key System	0
	Wynyard Childcare - Little Goldie St - Playground Renewal	40,000
	Veneer Mill	500,000

### Parks, Reserves, and Sporting Grounds

Year	Project	Estimate (\$)
2024	War Memorial Grove, Yolla - needs landscaping work & tree removal - ON HOLD	4,000
2024	CBD Flower Beds Dripline Irrigation - ON HOLD	
2024	Oonah Crescent playground	
2024	Little Goldie Street (Community Centre) playground	
2024	Puddleduck Playground	

### Transport

Year	Project	Estimate (\$)
2025	Fossil Bluff Masterplan - Changes to Golf Links Road Stage #1	
2026	Fossil Bluff Masterplan - Changes to Golf Links Road Stage #2	
2028	Urban Reseal - 15977 - Roundabout Goldie/Austin Street Sec 10 - edging replacement	
2032	Upgrade - 27712 - Scotts Road (0020-0185m) - Surface - upgrade to seal	
2032	Upgrade - 27171 - Scotts Road (0239-0621m) - Surface - upgrade to seal	
	Reservoir Drive - Nth of H'way - upgrade to widen road	
	Footpath Replacement - Cnr Martin St & Old Bass Highway	

### Urban Stormwater

Year	Project	Estimate (\$)
2023	2/22 Goldie St, Wynyard – additional catchpits	
2023	Moore St/6 Cummings St, Boat Harbour Beach - drainage issues	
2023	Shoreline Stormwater Outfall Pipes (various locations)	
2025	5 Stockdale Ave – piping open drain	

## Appendix F Asset Management Maturity Assessment (2019/20) Recommendations

Task No	Element	Task	Current Score	Target Score	Current Risk	Target Risk
1	Strategic Longer Term Plan	Ensure Strategic Plan priorities and performance measures are linked to community and technical service levels in AMPs.	2.5	3.5	MEDIUM	LOW
2	Strategic Longer Term Plan	Continue to review and improve SAMP and FMS.	2.5	3.5	MEDIUM	LOW
3	Strategic Longer Term Plan	Consider including commentary in the next update of the Strategic Plan on the important role infrastructure plays in achieving strategic objectives and the future outlook for this infrastructure (any challenges/risks).	2.5	3.5	MEDIUM	LOW
4	Annual Budget	Review the commentary in the budget following the completion of the FMS to provide a statement of whether the budget will achieve the strategic plan objectives.	2.9	4.5	MEDIUM	LOW
5	Annual Report	Include "state of the assets" reporting in annual report to show service level trends e.g. percentage of assets at Poor/Fair/Good condition, function and capacity. This will provide an annual snapshot of service level trends.	3	4	LOW	LOW
6	Annual Report	Include explanation on variations between budget and actual results	3	4	LOW	LOW
7	AM Policy	Review AM Policy	2.8	5	LOW	LOW
8	AM Policy	Ensure that the AM Policy is implemented and communicated to key stakeholders, and compliance measures are more fully embedded in business processes.	2.8	5	LOW	LOW
9	AM Strategy	Ensure that this maturity improvement plan forms part of the ongoing strategy based on cost, benefit and risk.	1.9	4.5	MEDIUM	LOW
10	AM Strategy	Review the strategy to fit with the council strategic plans	1.9	4.5	MEDIUM	LOW
11	AM Strategy	Ensure that Council's Asset Management Strategy shows how the asset portfolio can meet the service delivery needs of the community and defines the future vision of asset management practices within Council.	1.9	4.5	MEDIUM	LOW
12	AM Plans	Updated AMPs include "state of the assets" metrics such as quality/condition, function and capacity to at least "low confidence", expert judgement level.	2.7	3.8	MEDIUM	LOW
13	AM Plans	Ensure risk assessments and criticality profiles are created as each AMP is updated.	2.7	3.8	MEDIUM	LOW

Task No	Element	Task	Current Score	Target Score	Current Risk	Target Risk
14	Governance and Management	Establish an Asset Management Steering Committee that has full EMT participation with adopted terms of reference.	1.8	3.5	HIGH	LOW
15	Governance and Management	Ensure whole of life costing impacts from all capital upgrade/expansion projects have a feedback loop into AMPs and Budget/Long Term Financial Management Strategy.	1.8	3.5	HIGH	LOW
16	Governance and Management	Develop a formal process for corporate risk reporting for any residual high risks from AMPs to Audit Committee and Council.	1.8	3.5	HIGH	LOW
17	Governance and Management	AM improvement to be driven by EMT.	1.8	3.5	HIGH	LOW
18	Levels of Service	In developing future LOS for each of the AMPs ensure that service level targets for the next ten years are achievable and make clear what Council can and cannot do for the likely budget/FMS.	2.3	4	HIGH	LOW
19	Levels of Service	Ensure technical LOS are incorporated, monitored and reported at an operational level.	2.3	4	HIGH	LOW
20	Levels of Service	Link community and technical service levels in AMPs to the community strategic plan and corporate plan.	2.3	4	HIGH	LOW
21	Levels of Service	Develop additional AMP scenarios as required to align with the FMS and show service outcomes and risk consequences of FMS resourcing levels.	2.3	4	HIGH	LOW
22	Data and Systems	Ensure that the current register is kept up to date and asset condition is monitored and validated by field staff as part of the annual review of the works program.	2	4	MEDIUM	LOW
23	Data and Systems	Continue data improvement program as part of the asset management improvement program based on benefit/cost/risk.	2	4	MEDIUM	LOW
24	Data and Systems	Provide a knowledge management strategy to continue to identify skills and knowledge needed for the technology/data options and audit trail, security etc.	2	4	MEDIUM	LOW
25	Data and Systems	Annual update of unit rates based on completed works program for comparison with replacement and renewal cost rates.	2	4	MEDIUM	LOW
26	Data and Systems	Prepare or complete inspection manuals for all major asset classes.	2	4	MEDIUM	LOW

Task No	Element	Task	Current Score	Target Score	Current Risk	Target Risk
27	Skills and Processes	Continue to review business processes and document them to ensure audit trail for financial transactions, asset register updates and annual reporting.	2.3	4	MEDIUM	LOW
28	Skills and Processes	Ensure any highest risks in each AMP be included in the corporate risk register and reported to executive/council/audit committee for acceptance of residual risk.	2.3	4	MEDIUM	LOW
29	Evaluation	Use this maturity report and AM Improvement Plan to monitor and review national framework implementation.	1.2	4	MEDIUM	LOW
30	Evaluation	Service level reporting needs to be implemented using “state of the assets” metrics, reporting on trends for quality, function and capacity. Continue regular reporting on current maturity and status of AM Improvement Plan implementation.	1.2	4	MEDIUM	LOW
31	Evaluation	Annual sample-based reporting to be introduced for established community and technical levels of service.	1.2	4	MEDIUM	LOW

## Appendix G Improvement Plan Tasks from Previous SAMP's

### 1. Improvement Plan from SAMP 2021

Task No	Task	Responsibility	Timeline	Status
AMMA* 14	Develop and progress 2021/22 annual work plan for Asset Management Steering Committee	AM Steering Committee	2021/22	Complete
AMMA* 15	Review membership and process of current monthly Capital Progress meeting for greater focus on capital take-on	AM Steering Committee	2021/22	Complete
AMMA* 15	Include life-cycle cost implications (e.g. in % rates terms) alongside capital program during workshops	AM Steering Committee	2021/22	Complete
AMMA* 15	Map out and review current capital take-on process with a view to improving asset management & financial management outcomes	AM Steering Committee	2021/22	Complete
AMMA* 23	Mapping assets against the GL (Function Code project) for better data integrity between Conquest and Authority	AM Steering Committee	2021/22	Commenced
AMMA* 23	Bring non-infrastructure assets across to Authority for asset management (do not need to be in Conquest)	AM Steering Committee	2021/22	In progress
AMMA* 24	Annual Plan Action to resume Review of Corporate Asset System (assessment, planning and costing for 2022/23 Budget bid)	AM Steering Committee	2021/22	Substantially complete
1	Improve confidence of capital works forecasting (10 year works plan) with particular focus on years 1-3	Whole of Council	2022/23	Complete
2	Continue development of formal service levels	Whole of Council	2022/23	Complete & Ongoing

Note: AMMA refers to the Asset Management Maturity Assessment (2019/20)

### 2. Improvement Plan from SAMP 2020

Task No	Task	Responsibility	Timeline	Status
AMMA 14	Establish an Asset Management Steering Committee that has full EMT participation with adopted terms of reference.	EMT	2020/21	Complete
AMMA 16	Develop a formal process for corporate risk reporting for any residual high risks from AMPs to Audit Committee and Council.	EMT + SMT	2020/21	Complete & Ongoing
AMMA 4	Review the commentary in the budget following the completion of the LTFP/FMS to provide a statement of whether the budget will achieve the strategic plan objectives.	Organisational Performance	TBC	Not Started

Task No	Task	Responsibility	Timeline	Status
<b>AMMA 25</b>	Annual update of unit rates based on completed works program for comparison with replacement and renewal cost rates.	Infrastructure and Development	2020/21	Not Started
<b>AMMA 26</b>	Prepare or complete inspection manuals for all major asset classes.	Infrastructure and Development	TBC	Commenced
<b>AMMA 6</b>	Include explanation in Annual Report on variations between budget and actual results	Organisational Performance	TBC	Not Started

Note: AMMA refers to the Asset Management Maturity Assessment (2019/20)

### 3. Improvement Plan from SAMP 2018

Task No	Task	Responsibility	Timeline	Status
2	Implementation of stormwater drainage service plan	Infrastructure & Corporate Services	Dec 2019	Complete
3	Production of 1st cut Service Level Dashboards	Whole of Council	2019/20	30% complete
4	Review of sealed road pavement useful lives	Infrastructure	2017/18	Complete
5	Document urban road service levels	Infrastructure	2018/19	Complete
7	Revision of Asset Management Plans	Whole of Council AMP custodians	perpetual	Complete & Ongoing
8	Review of organisational Asset Management maturity assessment	GM & EMT	Oct 2018	Complete
9	Document asset valuation methodologies including external benchmarking across all asset classes	Infrastructure & Corporate Services	2018/19	Commenced
10	Develop Council's Corporate Risk Register to incorporate asset & service related risks identified in asset management and service plans.	EMT + SMT	2018/19	Complete

### 4. Improvement Plan from SAMP 2016 & SAMP 2015

Task No	Task	Responsibility	Timeline	Status
1	Review of stormwater drainage depreciation	Asset Services	2016/17	Complete
2	Production of 1 <sup>st</sup> cut Service Level Dashboards	Asset Services	2016/17	30% Complete
3	Review of sealed road pavement useful lives	Asset Services	2016/17	Complete
4	Review and document road service levels	Asset Services	2016/17	Complete
5	Develop and adopt an Open Space and Recreation Plan	General Manager	2016/17	Complete
6	Revision of Asset Management Plans	Engineering Services	2017/18	Complete & Ongoing
7	Review of organisational AM maturity assessment	Cross-Org AM steering group	2017/18	Complete & Ongoing

<b>Task No</b>	<b>Task</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Status</b>
8	Further priorities to be identified as improvement plan progresses	EMT	2017/18	Complete
9	Review of asset valuation methodologies including external benchmarking across all asset classes	Asset Services & Financial Services	1-4 years	Complete
10	Develop and adopt formal service levels (including maintenance intervention levels) across all service areas	Asset Services	1-4 years	Complete
11	An Infrastructure Risk Management Plan needs to be developed to provide a framework within which 'critical' risks are identified and risk treatment plans, actions and funding for required works are included within future maintenance and capital works programs. The review of risks is an on-going, iterative process and the framework will need to be refined as the maturity of Council's assets management practices increases over time.	EMT	1-4 years	Commenced
12	As the maturity of our approach to asset management increases, the process of refining Council's Levels of Service (LOS) should involve consultation with the community (e.g. "we require this LOS <u>and</u> recognise the cost of having it")	EMT	1-4 years	Commenced