



**WARATAH
WYNYARD**
COUNCIL

PARKS, RESERVES, AND SPORTING GROUNDS INFRASTRUCTURE ASSET MANAGEMENT PLAN 2022



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1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 20 year planning period. The AM Plan will link to a Financial Management Strategy which typically considers a 10 year planning period.

1.2 Asset Description

This plan covers the infrastructure assets that provide the community with access to open spaces offering opportunities for active recreation, passive recreation, and remembrance.

The Parks, Reserves, and Sporting Grounds Infrastructure network comprises:

- Parks and Reserves
- Sporting Grounds
- Walking Tracks
- Boat Ramps and Jetties
- Cemeteries and Memorial Reserves

The above infrastructure assets have replacement value estimated at \$13.4 million

1.3 Levels of Service

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

The main service consequences of not reviewing or increasing the budget are:

- Potentially dissatisfied customers
- Increased reactive maintenance requirements on assets past their useful life
- Risk of asset failure and/or loss of service
- Increased risk to users on assets kept in service beyond their useful life

1.4 Future Demand

- The factors influencing future demand and the impacts they have on service delivery are created by:
- Aging population
- Sea change residents
- Increasing public health awareness
- Increasing safety standards
- Coastal inundation, climate change, or other factors identified in Integrated Council Environmental Plan (iCEP).

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

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

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Financial Management Strategy period of 10

years. Therefore, a summary output from the AM Plan is the forecast of 10 year total outlays, which for the Parks, Reserves and Sporting Grounds Infrastructure is estimated as \$53,943,772 or \$5,394,378 on average per year.

1.6 Financial Summary

1.6.1 What we will do

The Financial Management Strategy relies upon capital funding sources over the 10 year period made up of:

- Cash resources 48%
- Grant funds 46%
- Borrowings 6%

The infrastructure reality is that only what is funded in the Financial Management Strategy can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The Parks, Reserves and Sporting Grounds Infrastructure requires an increase of \$1,355,615 on average per year of the forecast lifecycle costs required to provide services in the AM Plan. This is shown in the figure below.

Figure 1: Forecast Lifecycle Costs and Planned Budgets

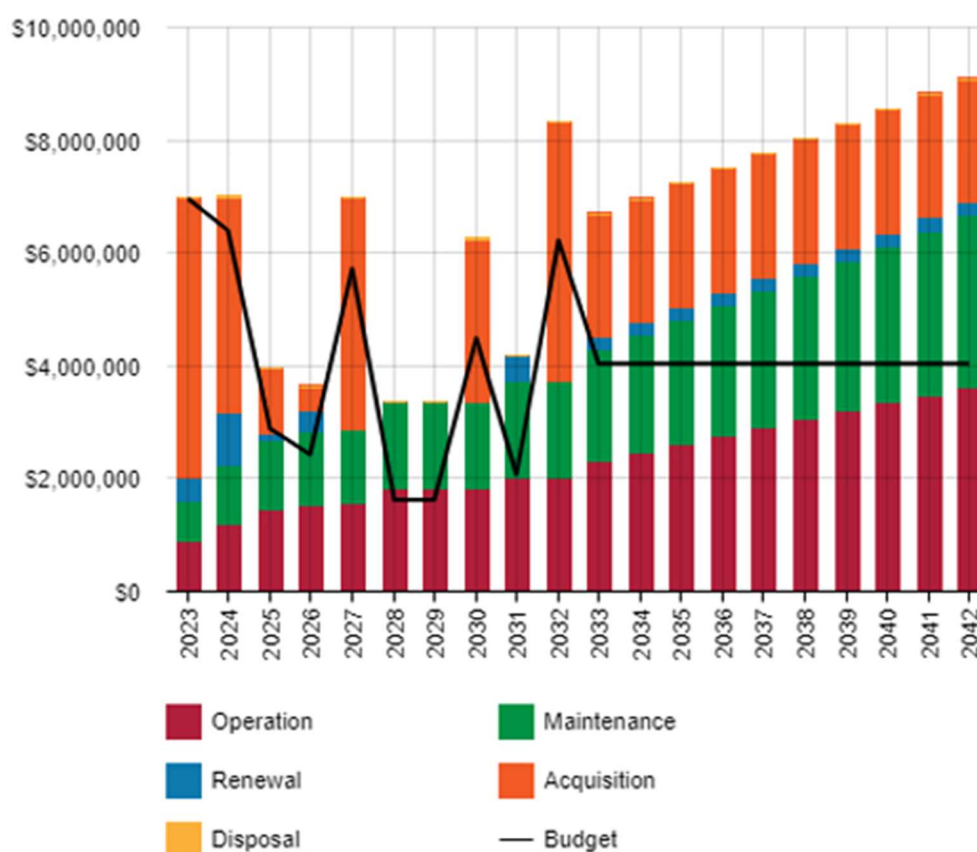


Figure Values are in current dollars.

Note: Years 2033-2042 are based on averages of the preceding 10 year period.

We plan to provide Parks, Reserves and Sporting Grounds Infrastructure services for the following:

- Operation, maintenance, renewal and acquisition of parks, reserves, sporting grounds, walking tracks, boat ramps, jetties, cemeteries, and memorial gardens to meet service levels set by Council in annual budgets.

- Boat Harbour Beach Master Plan, Coastal pathway development, Waratah walking track development, Wynyard Sports Precinct Master Plan, Coastal erosion mitigation, East Wynyard Foreshore Master Plan, Fossil Bluff Master Plan, Somerset Recreation Ground relocation or upgrade (from OSSR Plan), Frederick Street Reserve redevelopment (from OSSR Plan), Waratah Waterfall redevelopment.

1.6.2 What we cannot do

We currently allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought.

1.6.3 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 parks, reserves, and sporting grounds infrastructure 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
Somerset All Abilities Playground (incl. carparking)	<ul style="list-style-type: none"> • Damage due to flooding and/or coastal erosion 	H	<ul style="list-style-type: none"> • Coastal erosion defence works (in planning phase)
Coastal Pathway	<ul style="list-style-type: none"> • Damage due to flooding and/or coastal erosion 	H	<ul style="list-style-type: none"> • Coastal erosion defence works (in planning phase)
Playgrounds (various locations)	<ul style="list-style-type: none"> • Failure due to age or vandalism causing injury 	H	<ul style="list-style-type: none"> • Prioritise action • Remove or renew • More frequent inspections
River Track	<ul style="list-style-type: none"> • Infrastructure is susceptible to erosion or flood. 	H	<ul style="list-style-type: none"> • Forward renewals of infrastructure are planned in the context of flood or erosion susceptibility.
Boat Harbour Northern Bay Seawall	<ul style="list-style-type: none"> • Historical fill may contain hazardous materials 	H	<ul style="list-style-type: none"> • Rebuild the seawall (capital works planned)
Timber & Replas Boardwalks (various locations)	<ul style="list-style-type: none"> • Get slippery during winter creating slip hazard potentially causing injury 	H	<ul style="list-style-type: none"> • Increase signage • Education of users • Replace with slip resistant materials (e.g. East Wynyard Foreshore Plan) • Close boardwalks
Inglis River Mouth Breakwater	<ul style="list-style-type: none"> • Continued undermining forming sink holes and leading to failure of breakwater, with associated risk of shoreline erosion and property damage 	H	<ul style="list-style-type: none"> • Continue periodic back-filling • Full renewal of breakwater and retaining wall
Public Pontoon Balustrade	<ul style="list-style-type: none"> • non-compliant - potential for injury 	H	<ul style="list-style-type: none"> • Upgrade railing to comply with current standard

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan
Cam River Reserve Vehicular Access & Pedestrian Walkways	<ul style="list-style-type: none"> Pedestrians and vehicles in the same area with potential for injury 	H	<ul style="list-style-type: none"> Exclude traffic from reserve as adopted in the Cam River Master Plan
Fence at Boat Harbour Beach Playground	<ul style="list-style-type: none"> Fence is non-compliant - climbable and has potential for fall onto hard surface causing injury 	H	<ul style="list-style-type: none"> Upgrade fence in short term to comply with current standard Remove playground through Boat Harbour Beach Master Plan development
Frederick Street Reserve	<ul style="list-style-type: none"> Golf balls and broken tees causing injury to users, especially equestrian (horse jumping) 	H	<ul style="list-style-type: none"> Schedule more regular inspections Stop golf practice near equestrian centre Relocate equestrian clubs
Unrecognised Assets	<ul style="list-style-type: none"> Understated depreciation Asset renewals unable to be identified from asset register 	H	<ul style="list-style-type: none"> Audit and recognition of all open space assets

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

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

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

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

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

This AM Plan is based on a D level of confidence information.

1.8 Monitoring and Improvement Program

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

- Prioritised improvements from 2019/20 Asset Management Maturity Assessment
- Audit and full accounting of all infrastructure assets in this class
- Improve confidence level of 10 year works planning
- Rolling service level review
- Continue development of asset condition inspection program
- Continue develop of Infrastructure Risk Management Plan
- Assess infrastructure needs based on future demand drivers

- Investigate remaining fully depreciated assets still in service and reassess remaining lives
- Prioritised actions from Waratah-Wynyard Council Integrated Council Environmental Plan (iCEP) 2020-2030

2.0 INTRODUCTION

2.1 Background

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

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

- Waratah-Wynyard Council Strategic Asset Management Plan
- Waratah-Wynyard Council Financial Management Strategy
- Waratah-Wynyard Council Corporate Strategic Plan
- Waratah-Wynyard Council Open Space, Sport and Recreation Plan
- Boat Harbour Beach Master Plan
- Wynyard Sports Precinct Master Plan
- East Wynyard Foreshore Master Plan
- Cam River Reserve Master Plan
- Fossil Bluff Master Plan

The infrastructure assets covered by this AM Plan include parks, reserves, sporting grounds, walking tracks, boat ramps, jetties, cemeteries, and memorial reserves. For a more detailed summary of the assets covered in this AM Plan refer to Table 10 in Section 5.1.

These assets are used to provide the community with access to open spaces offering opportunities for active recreation, passive recreation, and remembrance.

The infrastructure assets included in this plan have a total replacement value of \$13,369,241.

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

Table 2: Key Stakeholders in the Asset Management Plan

Key Stakeholder	Role in Asset Management Plan
Waratah-Wynyard Councillors	<ul style="list-style-type: none">• Represent needs of community/shareholders,• Allocate resources to meet planning objectives in providing services while managing risks,• Ensure service sustainable.
General Manager	Maintain Council's focus on strategic asset management and sustainable service provision.
Council Staff	To maintain a proactive approach to customer requests, and to utilise a holistic asset management system and procedures which can better inform decisions by Council
The Waratah-Wynyard Community (including residents and businesses)	Provide feedback to Council regarding the community's service level demands and their ability and willingness to pay for the costs of service delivery
Emergency Services	Report perceived shortcomings, damage, safety concerns, etc. with the current infrastructure in relation to their needs.
Federal & State Government Authorities and Agencies	Providing input with regard to overall infrastructure performance in conjunction with infrastructure under their jurisdiction.
Utility Companies	Providing input with regard to access to their assets.

Key Stakeholder	Role in Asset Management Plan
Developers	Providing input with regard to their interests in future investment in the infrastructure.
Neighbouring Councils	Maintaining a dialogue with other municipal authorities with regard to asset management practices, construction standards, resource sharing, etc.
User Groups	Provide input with regard to maintenance of and desired improvements to the asset they utilise. E.g. sporting clubs, Wynyard Landcare Group, Sisters Beach Wildcare Group, etc.

2.2 Goals and Objectives of Asset Ownership

Our goal for managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Financial Management Strategy which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

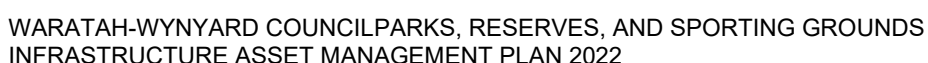
- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

A road map for preparing an AM Plan is shown following.

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

² ISO 55000 Overview, principles and terminology

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



3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

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

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

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

Table 3: Customer Satisfaction Survey Levels

Service Element	2019 Community Satisfaction Survey			2016 Survey Mean Gap Score
	Importance (max score 7)	Performance (max score 7)	Mean Gap Score	
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

3.2 Strategic and Corporate Goals

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

COUNCIL'S MISSION

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

COUNCIL'S VISION

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

COUNCIL'S VALUES

Our work and decisions are guided by our values.

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

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

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

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

COUNCIL'S GOALS

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

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

Goal	Objective	How Goals and Objectives are addressed in the AM Plan
GOAL 1: Leadership and Governance	We make publicly transparent decisions on spending and future directions while encouraging feedback.	AM Plans provide Council with the long-term implications of service delivery for consideration in decision making. Plans are published publicly to improve community knowledge.
	We maintain and manage our assets sustainably.	Building assets are maintained in good, fit-for-purpose condition to facilitate the provision of services to the community.
Goal 2: Organisational Support	We are future-focussed and value continuous improvement.	The AM Plan improvement plan will meet this goal.
Goal 3: Connected Communities	Our natural and built environment aids the community with an active and healthy lifestyle.	Council decision making is aided by the AM Plan in determining appropriate provision of assets for community use.
Goal 4: Community Recreation and Wellbeing	Our community is welcoming and supportive	
	Our community values, encourages and supports physical, social and cultural activities.	
	We provide recreational opportunities to the community for all ages and abilities.	
	Our community enjoys access to visually appealing safe spaces and facilities for recreation.	

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the parks, reserves, and sporting ground services are outlined in Table 5.

Table 5: Legislative Requirements

Legislation	Requirement
Local Government Act (1993)	Sets out role, purpose, responsibilities and powers of local governments including the preparation of the financial management strategy supported by asset management plans for sustainable service delivery.
Disability Discrimination Act (1992)	Aims to eliminate discrimination against persons on the ground of disability across a variety of areas, including work, accommodation, education, access to premises, clubs and sport. It also ensures that persons with disabilities have the same rights to equality before the law as the rest of the community; and promotes recognition and acceptance within the community of persons with disabilities having the same fundamental rights as the rest of the community
Roads & Jetties Act (1935)	An Act to consolidate and amend certain enactments relating to roads and jetties and to make provision for the establishment and maintenance of aerodromes.
Burial and Cremation Act 2019	An Act to make provision for the establishment and management of cemeteries and crematoria, to provide for, and regulate, the handling and storage of human remains

3.4 Customer Values

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

Customer values indicate:

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

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

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

- Condition** How good is the service... What is the condition or quality of the service?
- Function** Is it suitable for its intended purpose.... Is it the right service?
- Capacity/Use** Is the service over or under used... Do we need more or less of these assets?

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

3.6 Technical Levels of Service

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

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

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

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

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

Table 6 shows the activities expected to be provided under the current 10 year planned budget allocation, and the forecast activity requirements being recommended in this AM Plan.

Table 6: Technical Levels of Service

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

³ IPWEA, 2015, IIMM, p 2|28.

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

Note: * Current activities related to Planned Budget.

 ** Forecast required performance related to forecast lifecycle costs.

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

4.0 FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecasts

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

4.3 Demand Impact and Demand Management Plan

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

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

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

Table 7: Demand Management Plan

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

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Tourism	Coach visits, local events	Increase in events and tourism generally.	Increased need for new and/or larger public event infrastructure with appropriate parking	Continue to monitor and evaluate community needs. Maximise on-street parking.
Planning scheme changes	WWC Planning Scheme 2000	More centralisation of population placing a higher burden on existing infrastructure	Push to duplicate or modernise urban open space infrastructure, increase levels of service, cater for larger seasonal events	Continue to review and develop service levels and asset management plans to ensure community needs are met. Clearly communicate service levels to the community
Public health awareness/ passive recreation	Increasing	More diversity in types of activity, greater focus on healthy lifestyle pursuits available in all seasons	Broader functionality of current sporting grounds, walking tracks, exercise points	Investigate alternate uses of existing infrastructure in line with changing community needs.
Decline in sporting committees and volunteer involvement	Some sporting infrastructure is run by volunteer committees	Greater demand for Council involvement	Rationalisation of infrastructure and resources	Assessment of ongoing requirements, including possible disposal of under-utilised infrastructure.
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	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.
Safety Standards	Becoming more stringent	Ongoing revision of current safety standards requiring compliance	Some existing infrastructure not in line with updated standards	Continual monitoring of relevant standards. Instigate upgrades with new works where possible. Replace / upgrade existing infrastructure to meet changes.

4.4 Asset Programs to meet Demand

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

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

4.5 Climate Change Adaptation

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

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

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

Risk and opportunities identified to date are shown in Table 8

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

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Changing weather patterns and increased coastal erosion over recent years	Trending toward increased seasonal extremes – rainfall, tidal, wind, and storm events.	Increasing levels of maintenance work to maintain current standard of infrastructure. Erosion and inundation of existing open space infrastructure. Increasing requirements for flood mitigation to protect open space infrastructure	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

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

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

Table 9 summarises some asset climate change resilience opportunities.

Table 9: Building Asset Resilience to Climate Change

New Asset Description	Climate Change Impact These Assets?	Build Resilience in New Works
Somerset ANZAC Park All Abilities Playground	Threat from coastal erosion from high intensity storm events	Project includes coastal protection civil works
Coastal Pathway	Threat from coastal erosion from high intensity storm events	Project includes coastal protection civil works

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

New Asset Description	Climate Change Impact These Assets?	Build Resilience in New Works
Inglis River Walking Track Renewal	Threat from coastal erosion from high intensity storm events	Project includes erosion and flood protection civil works and design

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AM Plan.

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Waratah-Wynyard Council plans to manage and operate the assets at the agreed levels of service (refer to Section 3.0) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The Parks, Reserves, and Sporting Grounds Infrastructure AM Plan covers an extremely diverse portfolio comprising facilities in all parks, reserves and sporting grounds including off-street car parks, gardens, other landscaped areas, playgrounds, street furniture, park furniture, barbecues, shelters, pathways, lighting, wharves, boat ramps, jetties, walking tracks, boardwalks, footbridges, retaining walls, fencing, cenotaphs, cemeteries, memorial walls, and other memorial spaces.

There is currently no singular grouping of the assets covered by this AM Plan and the asset register itself is not considered to be complete. Organising the assets into sub-categories is intended to be undertaken concurrently with an audit of all relevant infrastructure assets.

Council's parks, reserves, and sporting grounds infrastructure assets portfolio is extremely diverse. It encompasses infrastructure in rural, urban and residential areas over two principal towns, two coastal seaside villages and a mining town to the south of the municipality.

All council maintained buildings, irrespective of their purpose, are outside the scope of this document and are considered in the Buildings Infrastructure AM Plan.

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

Table 10: Assets Covered by this Plan

Asset Category	Dimension
Parks and Reserves	50
Sporting Grounds	9
Gardens/Surrounds of Other Sporting Facilities	4
Walking Tracks	21
Boat Ramps and Jetties	11

The total value recorded for this asset class is \$13,369,241.

Asset values in this class are held 'at cost' (value of original capital acquisition). It should be noted that current replacement cost and/or future renewal cost would be considerably greater than this figure.

In addition, the assets recorded in this class only comprise those acquired since the change to accrual accounting in the mid 1990's and, as such, is not considered a full and complete register of all Council owned assets in this class. A full audit and recognition of unrecognised assets is listed in our improvement plan as an area for future work.

5.1.2 Asset capacity and performance

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

Table 11: Known Service Performance Deficiencies

Location	Service Deficiency
Wynyard Public Pontoon	Balustrade insufficient for compliance

The above service deficiencies were identified from the Infrastructure Risk Register

5.1.3 Asset condition

With some exceptions, reliable and consistent data describing the current condition of all individual assets which make up the parks, reserves and sporting grounds infrastructure group have not been recorded in any formal way.

Regular and consistent assessment of asset condition has been identified as a key objective to better enable reliable calculation of the remaining life of assets in the future. It is intended that condition be measured using a 1 – 5 grading system⁵ as detailed in Table 12. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AM plan, results are translated to a 1 – 5 grading scale for ease of communication.

Table 12: Condition Grading System

Condition Grading		Description of Condition
1	Very Good	free of defects, only planned and/or routine maintenance required
2	Good	minor defects, increasing maintenance required plus planned maintenance
3	Fair	defects requiring regular and/or significant maintenance to reinstate service
4	Poor	significant defects, higher order cost intervention likely
5	Very Poor	physically unsound and/or beyond rehabilitation, immediate action required

Condition is not currently monitored in a formal way with the following exceptions:

- Playgrounds and which receive regular inspections in accordance with Australian Standards.
- Walking track structures and wharves/pontoons which receive regular inspection by qualified bridge inspectors

⁵ IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

5.2 Operations and Maintenance Plan

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

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

The trend in maintenance budgets are shown in Table 13.

Table 13: Maintenance Budget Trends

Year	Maintenance Budget \$
2019/2020	\$785,842
2020/2021	\$765,393
2021/2022	\$736,810

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

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

5.2.1 Asset hierarchy

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

The asset service hierarchy is shown in Table 14.

Table 14: Asset Service Hierarchy

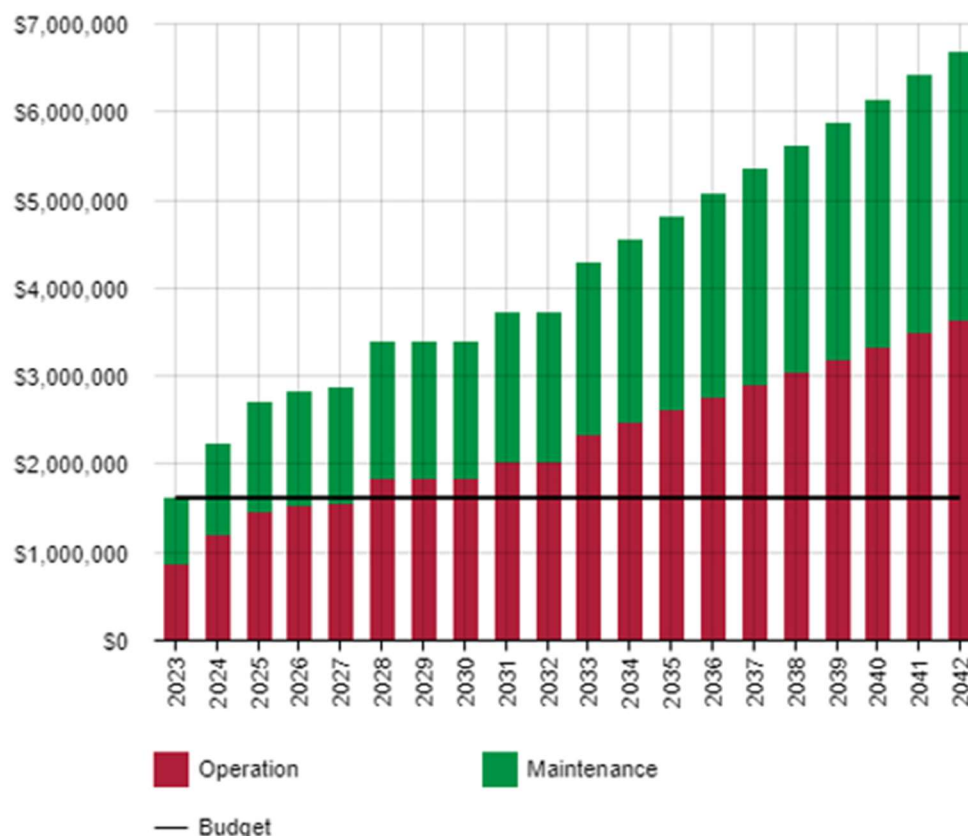
HIERARCHY CLASS	FUNCTION
Regional	Predominately serving the whole Council area or region. This may have significance to a large population including visitors.
District	Serving an area larger than the locality it is located in – i.e. a township, precinct, or group of localities.
Local	Predominately serving the immediate local residents. This typically has a relatively small size (e.g. up to 1ha), services daily and weekly needs and is generally accessed by walking or cycling from surrounding areas.

Within each of these hierarchy classes there is a further categorisation of sub-classes to reflect varying service standards, denoted by a 1, 2, 3, 4 allocation where 1 is the highest and 4 is the lowest.

5.2.2 Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 3 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance planned budget.

Figure 3: Operations and Maintenance Summary



All figure values are shown in current day dollars.

The step increases in operations and maintenance expenditure illustrated in the above figure are as a result of the projected capital acquisitions (new and/or upgraded assets) expenditure in Council's 10 year works plan 2023-2032. The projections from 2033-2042 assume an annual expenditure on new/upgraded assets equal to the average annual expenditure of the first 10 years of the AM Plan.

Period 2023-2032 is considered to be a period of high capital investment in new/upgraded parks, reserves and sporting grounds infrastructure.

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

5.3 Renewal Plan

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

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

- Method 1 uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or

- Method 2 uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 15.

Table 15: Useful Lives of Assets

Asset (Sub)Category	Useful life
Playgrounds	10-15 years
Gardens/Landscaping	15-20 years
Irrigation	15-80 years
Street & Park Furniture	10-20 years
Barbeques	10-25 years
Shelters	25-50 years
Pathways	15-80 years
Lighting	10-80 years
Fencing	10-30 years
Retaining Walls	20-100 years
Playing Surfaces	25-30 years
Wharf	40-80 years
Boat Ramp	50 years
Jetty	30-40 years
Cemetery Niche Wall	50 years
Cenotaph	100+ years

The estimates for renewals in this AM Plan were based on method 2.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

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

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

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

⁶ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁷ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 16.

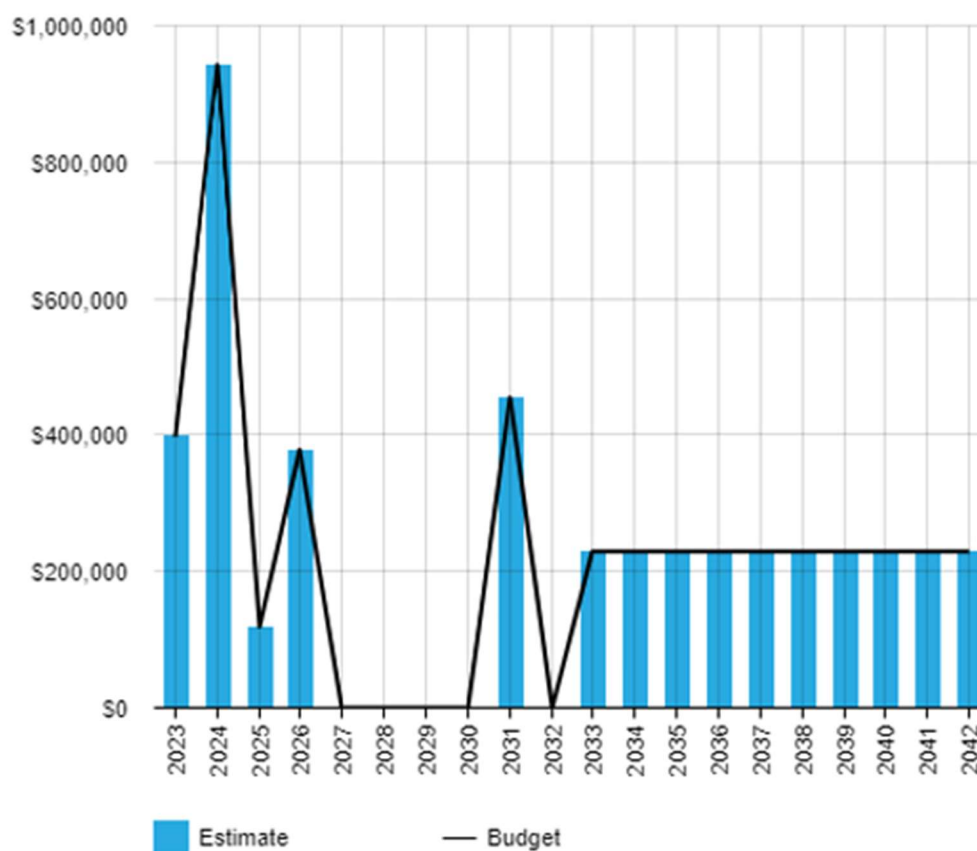
Table 16: Renewal Priority Ranking Criteria

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

5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 4. A detailed summary of the forecast renewal costs is shown in Appendix D.

Figure 4: Forecast Renewal Costs



All figure values are shown in current day dollars.

Renewals and replacement expenditure in the capital works program will be accommodated in the Financial Management Strategy.

Some of these renewal projects may require a decision on disposal or demolition of the asset. For example: playgrounds marked for demolition.

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

5.5 Acquisition Plan (Upgrade & New)

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

5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to Council's needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Figure 5.

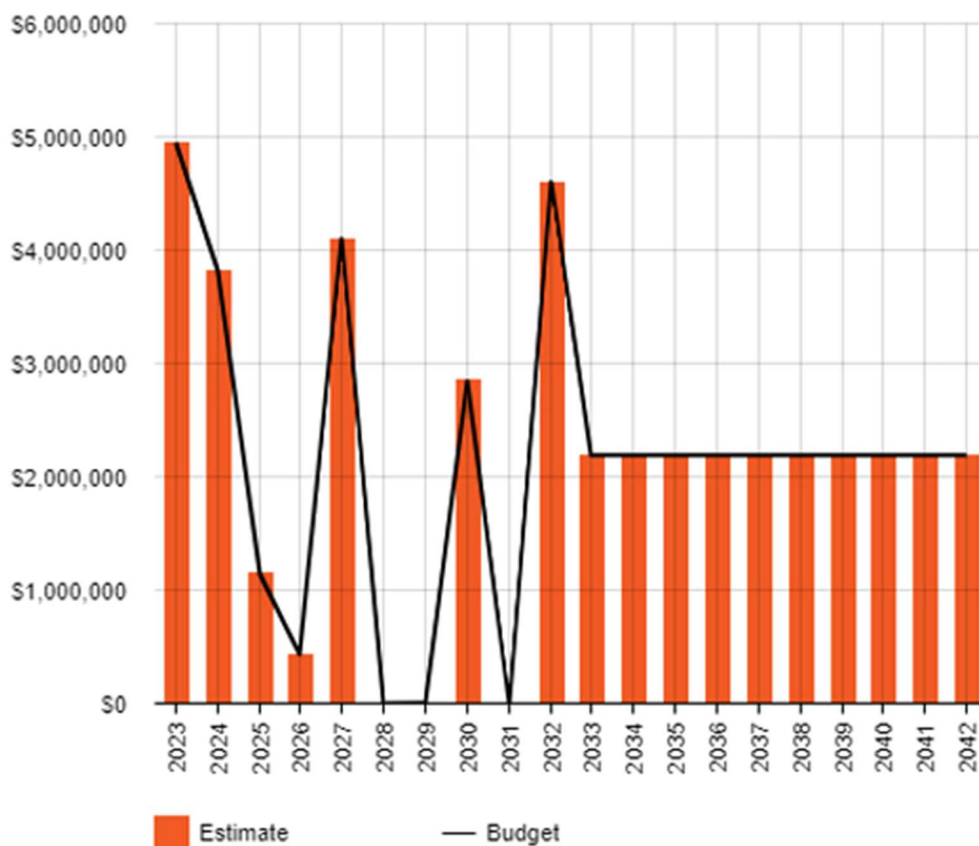
Figure 5: Acquired Assets Priority Ranking Criteria

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

5.5.2 Summary of future asset acquisition costs

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

Figure 6: Acquisition (Constructed) Summary

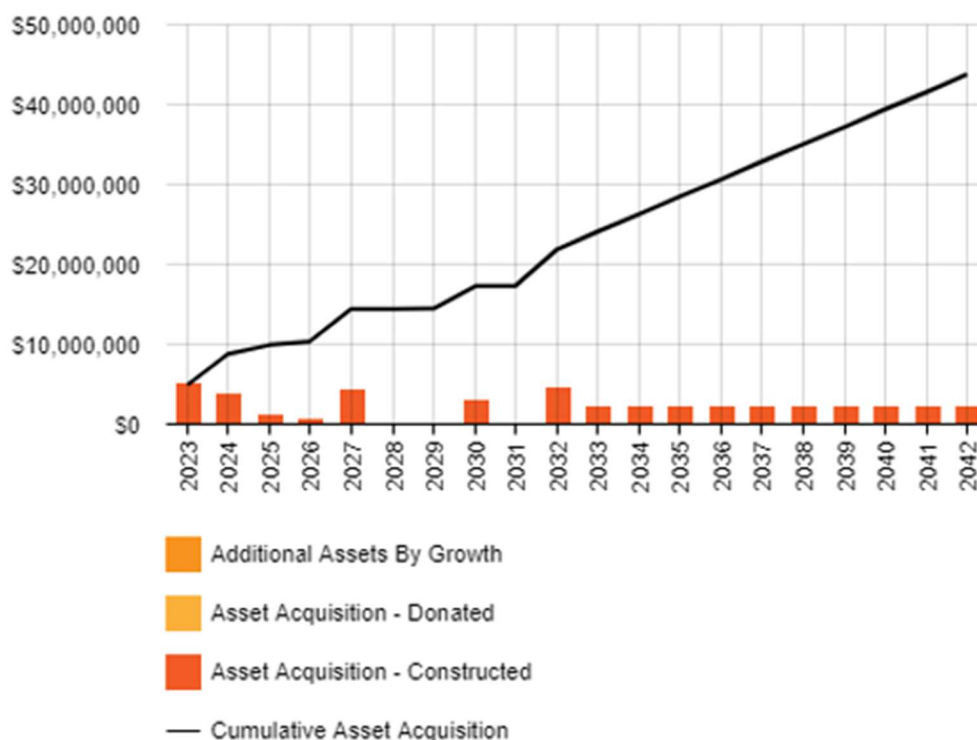


All figure values are shown in current day dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the Financial Management Strategy but only to the extent of the available funds.

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

Figure 7: Acquisition Summary



All figure values are shown in current dollars.

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

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

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 17. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in this table. Any costs or revenue gained from asset disposals is included in the financial management strategy.

Table 17: Assets Identified for Disposal

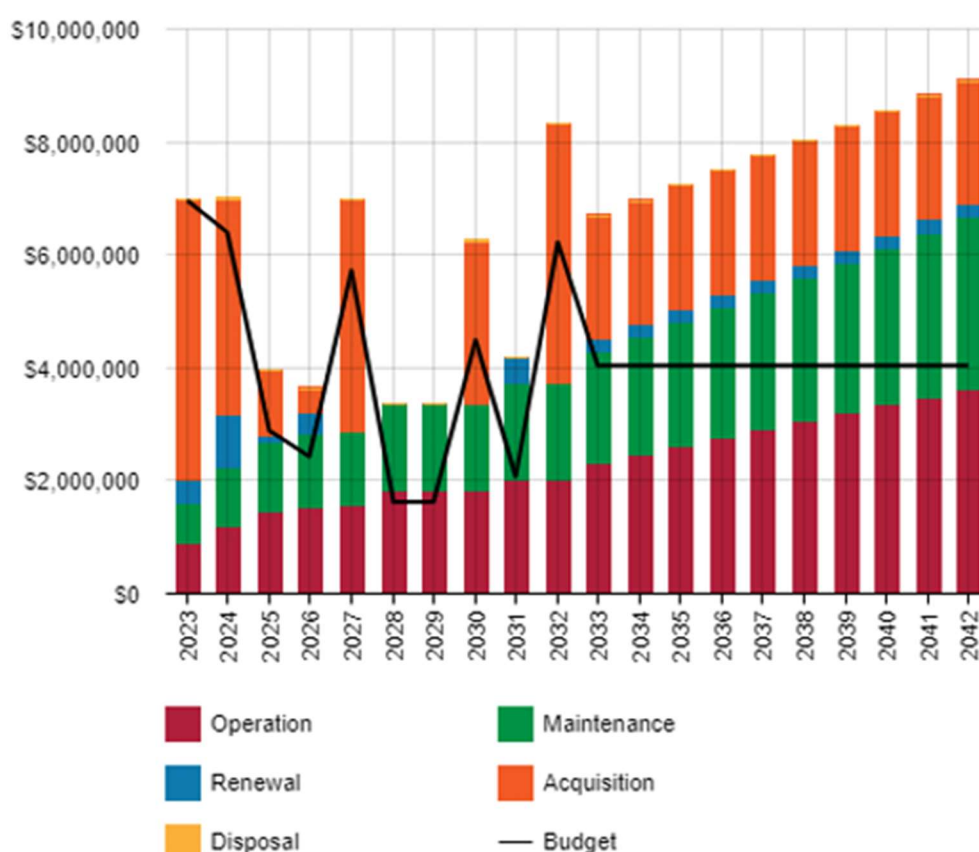
Asset	Reason for Disposal	Timing	Disposal Costs	Estimated Operations & Maintenance Annual Savings
Boat Harbour Beach Lawn Playground	Boat Harbour Beach Master Plan	2024	\$10,000	\$2,500
Wynyard Foreshore Splash Playground	Rationalisation	2025	\$5,000	\$1,500
Boat Harbour Beach Playground (beach side)	Boat Harbour Beach Master Plan	2030	\$20,000	\$3,000

5.7 Summary of asset forecast costs

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

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

Figure 8: Lifecycle Summary



All figure values are shown in current day dollars.

The Financial Management Strategy relies upon capital funding sources over the 10 year period made up of:

- Cash resources 48%
- Grant funds 46%
- Borrowings 6%

The infrastructure reality is that only what is funded in the Financial Management Strategy can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The Parks, Reserves and Sporting Grounds Infrastructure requires an increase of \$1,355,615 on average per year of the forecast lifecycle costs required to provide services in the AM Plan.

6.0 RISK MANAGEMENT PLANNING

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

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

An assessment of risks⁹ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Failure modes may include physical failure, collapse or essential service interruption.

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

Due to this nature of this asset class no critical assets have been identified.

6.2 Risk Assessment

The risk management process used is shown in Figure 9.

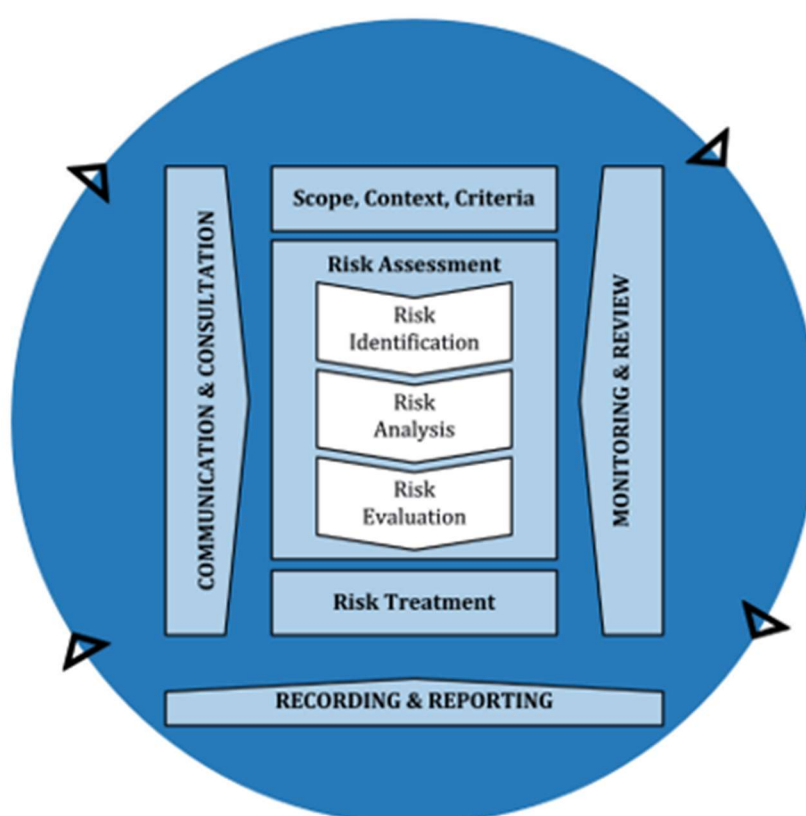
It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

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

⁸ ISO 31000:2009, p 2

⁹ Waratah-Wynyard Council Infrastructure Risk Register

Figure 9: Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9



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

An assessment of risks¹⁰ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 18. It is essential that these critical risks and costs are reported to management and the Council.

Table 18: Critical Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan
Somerset All Abilities Playground (incl. carparking)	<ul style="list-style-type: none"> Damage due to flooding and/or coastal erosion 	H	<ul style="list-style-type: none"> Coastal erosion defence works (in planning phase)
Coastal Pathway	<ul style="list-style-type: none"> Damage due to flooding and/or coastal erosion 	H	<ul style="list-style-type: none"> Coastal erosion defence works (in planning phase)
Playgrounds (various locations)	<ul style="list-style-type: none"> Failure due to age or vandalism causing injury 	H	<ul style="list-style-type: none"> Prioritise action Remove or renew More frequent inspections

¹⁰ Waratah-Wynyard Council Infrastructure Risk Register

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan
River Track	<ul style="list-style-type: none"> Infrastructure is susceptible to erosion or flood. 	H	<ul style="list-style-type: none"> Forward renewals of infrastructure are planned in the context of flood or erosion susceptibility.
Boat Harbour Northern Bay Seawall	<ul style="list-style-type: none"> Historical fill may contain hazardous materials 	H	<ul style="list-style-type: none"> Rebuild the seawall (capital works planned)
Timber & Replas Boardwalks (various locations)	<ul style="list-style-type: none"> Get slippery during winter creating slip hazard potentially causing injury 	H	<ul style="list-style-type: none"> Increase signage Education of users Replace with slip resistant materials (e.g. East Wynyard Foreshore Plan) Close boardwalks
Inglis River Mouth Breakwater	<ul style="list-style-type: none"> Continued undermining forming sink holes and leading to failure of breakwater, with associated risk of shoreline erosion and property damage 	H	<ul style="list-style-type: none"> Continue periodic back-filling Full renewal of breakwater and retaining wall
Public Pontoon Balustrade	<ul style="list-style-type: none"> non-compliant - potential for injury 	H	<ul style="list-style-type: none"> Upgrade railing to comply with current standard
Cam River Reserve Vehicular Access & Pedestrian Walkways	<ul style="list-style-type: none"> Pedestrians and vehicles in the same area with potential for injury 	H	<ul style="list-style-type: none"> Exclude traffic from reserve as adopted in the Cam River Master Plan
Fence at Boat Harbour Beach Playground	<ul style="list-style-type: none"> Fence is non-compliant - climbable and has potential for fall onto hard surface causing injury 	H	<ul style="list-style-type: none"> Upgrade fence in short term to comply with current standard Remove playground through Boat Harbour Beach Master Plan development
Frederick Street Reserve	<ul style="list-style-type: none"> Golf balls and broken tees causing injury to users, especially equestrian (horse jumping) 	H	<ul style="list-style-type: none"> Schedule more regular inspections Stop golf practice near equestrian centre Relocate equestrian clubs
Unrecognised Assets	<ul style="list-style-type: none"> Understated depreciation Asset renewals unable to be identified from asset register 	H	<ul style="list-style-type: none"> Audit and recognition of all open space assets

6.3 Infrastructure Resilience Approach

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

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

6.4 Service and Risk Trade-Offs

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

6.4.1 What we cannot do

There are no operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years.

6.4.2 Service trade-off

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

- Disruption of service provision
- Increased maintenance costs to keep assets in service that are due for renewal
- Lower standard of service in these areas

6.4.3 Risk trade-off

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

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

These actions and expenditures are considered and included in the forecast costs, and where developed, the Risk Management Plan.

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

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

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs / proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio¹¹ 100.0%

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

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

Medium Term – 10 Year Financial Planning Period

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

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

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

7.1.2 Forecast costs (outlays) for the Financial Management Strategy

Table 19 shows the forecast costs (outlays) required for consideration in the 10 year Financial Management Strategy.

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

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

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

Forecast costs are shown in 2022 dollar values.

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

Table 19: Forecast Costs (Outlays) for the Financial Management Strategy

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2023	4,946,298	884,092	736,810	397,556	0
2024	3,816,657	1,211,042	1,009,351	941,798	20,000
2025	1,143,400	1,463,323	1,219,649	118,470	5,000
2026	432,386	1,538,902	1,282,650	378,026	0
2027	4,099,270	1,567,483	1,306,475	0	0
2028	0	1,838,445	1,532,345	0	0
2029	5,000	1,838,445	1,532,345	0	0
2030	2,845,000	1,838,775	1,532,620	0	20,000
2031	0	2,026,830	1,689,380	454,744	0
2032	4,600,000	2,026,830	1,689,380	0	0
2033	2,188,801	2,330,890	1,942,840	229,059	0
2034	2,188,801	2,475,569	2,063,442	229,059	0
2035	2,188,801	2,620,249	2,184,045	229,059	0
2036	2,188,801	2,764,929	2,304,648	229,059	0
2037	2,188,801	2,909,609	2,425,251	229,059	0
2038	2,188,801	3,054,288	2,545,854	229,059	0
2039	2,188,801	3,198,968	2,666,457	229,059	0
2040	2,188,801	3,343,648	2,787,060	229,059	0
2041	2,188,801	3,488,328	2,907,663	229,059	0
2042	2,188,801	3,633,007	3,028,266	229,059	0

7.2 Funding Strategy

The proposed funding for assets is outlined in Council's budget and financial management strategy.

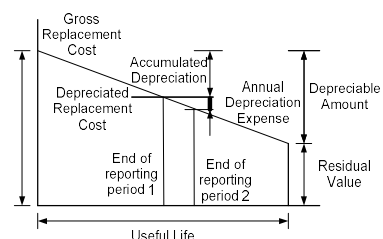
The financial strategy of Council determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

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

Replacement Cost (Current/Gross)	\$13 369 241
Depreciable Amount	\$13,369,241
Depreciated Replacement Cost ¹²	\$9,023,603
Depreciation	\$294,910



7.3.2 Valuation forecast

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

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals and add to future depreciation forecasts.

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

7.4 Key Assumptions Made in Financial Forecasts

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

Key assumptions made in this AM Plan are:

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

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on an A - E level scale¹³ in accordance with Table 20.

Table 20: 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 $\pm 10\%$

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

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

Confidence Grade	Description
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.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be D.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹⁴

8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is:

- Authority
- Waratah-Wynyard Council Budget 2020/2021
- Waratah-Wynyard Council Financial Management Strategy

8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is:

- Waratah-Wynyard Council 10 Year Works Plan

8.2 Improvement Plan

8.2.1 Asset Management Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. Council's improvement plan generated from this AM Plan is shown in Table 21.

Table 21: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Prioritised improvements from 2019/20 Asset Management Maturity Assessment	EMT/SMT	Staff Time	2023
2	Audit and full accounting of all infrastructure assets in this class	Asset Services	Staff Time	2026
3	Improve confidence level of 10 year works planning	Asset Services	Staff Time	Annually
4	Rolling service level review	Asset Services	Staff Time	2026
5	Continue development of asset condition inspection program	Asset Services	Staff Time	2026
6	Continue develop of Infrastructure Risk Management Plan	Asset Services	Staff Time	Annually
7	Assess infrastructure needs based on future demand drivers	Asset Services	Staff Time	2026+
8	Investigate remaining fully depreciated assets still in service and reassess remaining lives	Asset Services	Staff time	2024
9	Prioritised actions from Waratah-Wynyard Council Integrated Council Environmental Plan (iCEP) 2020-2030	Asset Services	Staff Time Possible third party assistance	2023

¹⁴ ISO 55000 Refers to this as the Asset Management System

8.2.2 Status of Previous Improvement Plan Tasks

The status of improvement tasks from the previous Recreation Infrastructure AM Plan 2010 are shown in Table 22.

Table 22: Status of Improvement Tasks from Previous AM Plan

Task No	Task	Responsibility	Timeframe	Status
1.	Review and adopt Council's Asset Management Policy	Assets Coord	1 year	Complete
2.	Develop and adopt Levels of Service	Assets Coord	3-5 years	Complete
3.	Estimate new assets from growth factor	Assets Coord	1 - 2 years	Not Started
4.	Audit and revaluation of recreation asset group	Assets Coord	1 year	Not Started
5.	Develop asset condition inspection program	Assets Coord	5+ years	Commenced
6.	Develop Infrastructure Risk Management Plan	Assets Coord	2-3 years	Commenced
7.	Formalise maintenance intervention levels for recreation infrastructure assets	Assets Coord	2-3 years	Complete
8.	Develop and adopt weighted capital works priority ranking criteria	Assets Coord	1-2 years	Complete
9.	Investigate fully depreciated assets still in service and reassess remaining lives	Assets Coord	1 year	Commenced

8.3 Monitoring and Review Procedures

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

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

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

8.4 Performance Measures

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

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

9.0 REFERENCES

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- Local Government Act 1993
- Disability Discrimination Act (1992)
- Roads & Jetties Act (1935)
- Burial and Cremation Act 2019
- Sustainable Murchison Community Plan 2040
- Waratah-Wynyard Council 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 Maturity Assessment 2019
- Waratah-Wynyard Council Strategic Asset Management Plan
- Waratah-Wynyard Council 10 Year Works Plan
- Waratah-Wynyard Council Integrated Council Environmental Plan (iCEP) 2020-2030
- Open Space Sport and Recreation Plan 2017-2027
- Boat Harbour Beach Master Plan
- Wynyard Sports Precinct Master Plan
- East Wynyard Foreshore Master Plan
- Cam River Reserve Master Plan
- Fossil Bluff Master Plan

10.0 APPENDICES

- APPENDIX A Acquisition Forecast
- APPENDIX B Operation Forecast
- APPENDIX C Maintenance Forecast
- APPENDIX D Renewal Forecast Summary
- APPENDIX E Disposal Forecast
- APPENDIX F Budget Summary by Lifecycle Activity

Appendix A: Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

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

A.2 – Acquisition Project Summary (10 years)

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 - construction	1,800,000
2023	EW Foreshore Master Plan - CCTV installation rollout	30,000
2023	EW Foreshore Master Plan - remove & replace existing boardwalk	91,987
2023	EW Foreshore Master Plan - 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, Wynyard - furniture installation	17,413
2023	Port Road Car Park, Wynyard - 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 Master Plan - WHS Oval 3 - install new light towers	422,600
2023	Wynyard Sports Precinct Master Plan - WHS Oval 3 - install subsurface drainage and irrigation systems	842,980
2023	Wynyard Sports Precinct Master Plan - WRG Oval 1 - new turf wicket	119,724
2023	Wynyard Sports Precinct Master Plan - WRG Surrounds - install 2 new turf practice wickets	100,000
2023	Wynyard Sports Precinct Master Plan - WRG Surrounds - relocate cricket nets from showground	147,659
2024	Boat Harbour Beach Master Plan	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 Master Plan - 2x DDA pedestrian connections across Old Bass Hwy	37,271
2024	EW Foreshore Master Plan - install seating & tables	106,584
2024	EW Foreshore Master Plan - lighting options (to be determined)	5,000
2024	EW Foreshore Master Plan - linking path to existing viewing platform	7,052
2024	Fossil Bluff Master Plan - install interpretive signage	3,000
2024	Fossil Bluff Master Plan - install picnic space at Freestone Cove Foreshore	27,000
2024	Fossil Bluff Master Plan - investigate & address flooding & erosion damage near Lower Golf Links Road	14,500
2024	Fossil Bluff Master Plan - upgrade footpath between 6-8 Inglisdale Drive	31,000

Year	Project	Estimate (\$)
2024	Fossil Bluff Master Plan - install interpretive signage	3,000
2024	Fossil Bluff Master Plan - 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 Master Plan - WHS Oval 2 - construct new synthetic wicket	50,000
2024	Wynyard Sports Precinct Master Plan - WHS Oval 2 - install underground irrigation system	150,000
2024	Wynyard Sports Precinct Master Plan - WHS Surrounds - construct new carpark off Austin St	140,000
2024	Wynyard Sports Precinct Master Plan - WHS Surrounds - construct new carpark off Gibbon St	450,000
2024	Wynyard Sports Precinct Master Plan - 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 Master Plan - install interpretive signage	3,000
2025	Fossil Bluff Master Plan - install walking track directional signage	20,000
2025	Land Acquisitions	1,000,000
2026	EW Foreshore Master Plan - Public Art Advisory Group re: annual arts competition	3,000
2026	Fossil Bluff Master Plan - install lighting in trees at edge of Wynyard Golf Course	20,000
2026	Gutteridge Garden - widen pathway	29,150
2026	Wynyard Sports Precinct Master Plan - ISC & Surrounds - Bandrooms car park extension and reorientation	138,668
2026	Wynyard Sports Precinct Master Plan - WHS Surrounds - upgrade netball courts	241,568
2027	EW Foreshore Master Plan - create exercise arena	201,300
2027	EW Foreshore Master Plan - Install picture points (giant frames)	10,370
2027	EW Foreshore Master Plan - install sensory garden	45,000
2027	EW Foreshore Master Plan - Install solar lighting	97,600
2027	OSSR Somerset Rec - relocate Langley Park to School	3,640,000
2027	Wynyard Sports Precinct Master Plan - install new sports walk of fame	5,000
2027	Wynyard Sports Precinct Master Plan - ISC & Surrounds - establish parkland	20,000
2027	Wynyard Sports Precinct Master Plan - ISC & Surrounds - Walking track upgrades & extension	80,000
2029	Wynyard Sports Precinct Master Plan - ISC & Surrounds - wind protection for tennis courts	5,000
2030	OSSR Frederick Street Reserve	2,830,000
2030	Wynyard Sports Precinct Master Plan - ISC & Surrounds - Bandrooms carpark lighting	15,000
2032	Waratah Walking Tracks	1,000,000
2032	Waratah Waterfall	3,600,000
TOTAL		\$21,888,011

A.3 – Acquisition Forecast Summary (20 years)

Year	Constructed	Donated	Growth
2023	4,946,298	0	0
2024	3,816,657	0	0
2025	1,143,400	0	0
2026	432,386	0	0
2027	4,099,270	0	0
2028	0	0	0
2029	5,000	0	0
2030	2,845,000	0	0
2031	0	0	0
2032	4,600,000	0	0
2033	2,188,801	0	0
2034	2,188,801	0	0
2035	2,188,801	0	0
2036	2,188,801	0	0
2037	2,188,801	0	0
2038	2,188,801	0	0
2039	2,188,801	0	0
2040	2,188,801	0	0
2041	2,188,801	0	0
2042	2,188,801	0	0
TOTALS	\$43,776,021	\$0	\$0

Appendix B: Operation Forecast

B.1 – Operation Forecast Assumptions and Source

The Operation forecast was sourced from the 2021/22 budget.

B.2 – Operation Forecast Summary (20 years)

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2023	884,092	326,950	884,092
2024	884,092	252,281	1,211,042
2025	884,092	75,579	1,463,323
2026	884,092	28,581	1,538,902
2027	884,092	270,962	1,567,483
2028	884,092	0	1,838,445
2029	884,092	331	1,838,445
2030	884,092	188,055	1,838,775
2031	884,092	0	2,026,830
2032	884,092	304,060	2,026,830
2033	884,092	144,680	2,330,890
2034	884,092	144,680	2,475,569
2035	884,092	144,680	2,620,249
2036	884,092	144,680	2,764,929
2037	884,092	144,680	2,909,609
2038	884,092	144,680	3,054,288
2039	884,092	144,680	3,198,968
2040	884,092	144,680	3,343,648
2041	884,092	144,680	3,488,328
2042	884,092	144,680	3,633,007
TOTALS	\$17,681,840	\$2,893,599	\$46,053,652

Appendix C: Maintenance Forecast

C.1 – Maintenance Forecast Assumptions and Source

The Maintenance forecast was sourced from the 2021/22 budget.

C.2 – Maintenance Forecast Summary (20 years)

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2023	736,810	272,541	736,810
2024	736,810	210,298	1,009,351
2025	736,810	63,001	1,219,649
2026	736,810	23,824	1,282,650
2027	736,810	225,870	1,306,475
2028	736,810	0	1,532,345
2029	736,810	276	1,532,345
2030	736,810	156,760	1,532,620
2031	736,810	0	1,689,380
2032	736,810	253,460	1,689,380
2033	736,810	120,603	1,942,840
2034	736,810	120,603	2,063,442
2035	736,810	120,603	2,184,045
2036	736,810	120,603	2,304,648
2037	736,810	120,603	2,425,251
2038	736,810	120,603	2,545,854
2039	736,810	120,603	2,666,457
2040	736,810	120,603	2,787,060
2041	736,810	120,603	2,907,663
2042	736,810	120,603	3,028,266
TOTALS	\$14,769,200	\$2,412,060	\$38,368,531

Appendix D: Renewal Forecast Summary

D.1 – Renewal Forecast Assumptions and Source

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

D.2 – Renewal Project Summary (10 years)

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
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	7,850
2024	Off Golf Links Rd - Boardwalk No1 east Table Cape Rd - #148	240,095
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 - Unamed Creek east Table Cape Bridge - #150	79,218
2024	River Walk Off Golf Links Rd - Unamed 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 - Unamed 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

Year	Project	Estimate (\$)
2031	Off Lighthouse Rd - Unamed Creek - #154	18,413
2031	River Walk - Boardwalk - #165	74,793
2031	River Walk - Boardwalk - #166	31,471
2031	River Walk - Unamed Creek - #146	34,963
2031	River Walk - Unamed Creek - #147	13,299
2031	River Walk - Unamed Creek - #167	23,740
2031	River Walk - Unamed Creek - #168	14,874
2031	River Walk - Unamed Creek - #169	23,016
2031	River Walk - Unamed Creek - #170	23,740
TOTAL		\$2,290,595

D.3 – Renewal Forecast Summary (20 years)

Year	Renewal Forecast	Renewal Budget
2023	397,556	397,556
2024	941,798	941,798
2025	118,470	118,470
2026	378,026	378,026
2027	0	0
2028	0	0
2029	0	0
2030	0	0
2031	454,744	454,744
2032	0	0
2033	229,059	229,059
2034	229,059	229,059
2035	229,059	229,059
2036	229,059	229,059
2037	229,059	229,059
2038	229,059	229,059
2039	229,059	229,059
2040	229,059	229,059
2041	229,059	229,059
2042	229,059	229,059
TOTALS	\$4,581,184	\$4,581,184

Appendix E: Disposal Summary

E.1 – Disposal Forecast Assumptions and Source

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

E.2 – Disposal Project Summary (10 years)

Year	Project	Cost Estimate (\$)
2024	Boat Harbour Beach Lawn Playground	10,000
2025	Wynyard Foreshore Splash Playground	5,000
2030	Boat Harbour Beach Playground (beach side)	20,000
TOTAL		35,000

E.3 – Disposal Forecast Summary (20 years)

Year	Disposal Forecast	Disposal Budget
2023	0	0
2024	20,000	20,000
2025	5,000	5,000
2026	0	0
2027	0	0
2028	0	0
2029	0	0
2030	20,000	20,000
2031	0	0
2032	0	0
2033	0	0
2034	0	0
2035	0	0
2036	0	0
2037	0	0
2038	0	0
2039	0	0
2040	0	0
2041	0	0
2042	0	0
TOTALS	\$45,000	\$45,000

Appendix F: Budget Summary by Lifecycle Activity

F.1 – Budget Assumptions and Source

The Budget forecast was sourced from the 10 Year Works Plan and the 2021/22 Annual Budget.

All figures are in current year dollars.

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

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2023	4,946,298	884,092	736,810	397,556	0	6,964,756
2024	3,816,657	884,092	736,810	941,798	20,000	6,399,357
2025	1,143,400	884,092	736,810	118,470	5,000	2,887,772
2026	432,386	884,092	736,810	378,026	0	2,431,314
2027	4,099,270	884,092	736,810	0	0	5,720,172
2028	0	884,092	736,810	0	0	1,620,902
2029	5,000	884,092	736,810	0	0	1,625,902
2030	2,845,000	884,092	736,810	0	20,000	4,485,902
2031	0	884,092	736,810	454,744	0	2,075,646
2032	4,600,000	884,092	736,810	0	0	6,220,902
2033	2,188,801	884,092	736,810	229,059	0	4,038,763
2034	2,188,801	884,092	736,810	229,059	0	4,038,763
2035	2,188,801	884,092	736,810	229,059	0	4,038,763
2036	2,188,801	884,092	736,810	229,059	0	4,038,763
2037	2,188,801	884,092	736,810	229,059	0	4,038,763
2038	2,188,801	884,092	736,810	229,059	0	4,038,763
2039	2,188,801	884,092	736,810	229,059	0	4,038,763
2040	2,188,801	884,092	736,810	229,059	0	4,038,763
2041	2,188,801	884,092	736,810	229,059	0	4,038,763
2042	2,188,801	884,092	736,810	229,059	0	4,038,763
TOTALS	43,776,021	17,681,840	14,736,200	4,581,184	45,000	80,820,255