



ASSET MANAGEMENT PLAN

BUILDING ASSETS (2024)



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Acknowledgement of Country

The Shire of York acknowledges the Ballardong people of the Noongar Nation who are the Traditional Owners of this country and recognise their continuing connection to land, water, sky and culture. We pay our respects to all these people and their Elders past, present and emerging.

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This document – ‘**Asset Management Plan for Buildings**’ (AM Plan) includes key information on building assets within the Shire of York and details how the Shire will implement a robust approach to asset management of the Shire’s building assets.

The AM Plan defines what services are to be provided, how these services are provided and what funds are required over the twenty (20) year planning period.

The AM Plan links to the Long-Term Financial Plan (LTFP) which typically considers a 10-year planning period. The objective of this AM Plan is to improve the strategic management of buildings to ensure the buildings:

- Are well maintained.
- Provide an appropriate level of service at a cost that is affordable to the community.

1.2 Asset Description

This AM Plan includes the building assets that are owned or controlled by the Shire of York and provide space for accommodation, recreational activities, social integration, exhibitions, and celebrations.

There are 52 buildings owned and maintained by the Shire. An overview of the buildings inventory based on type is provided below:

- 18 Community Buildings
- 3 Emergency Services (Fire Sheds)
- 8 Municipal Buildings
- 9 Residential Buildings
- 5 Sporting Facilities
- 9 Toilet Blocks

The building assets have an estimated replacement value of \$48,267,460 as at June 2024.

1.3 What does it Cost?

This AM Plan forecasts the cost to provide the services identified in this Asset Management Plan through each phase of the asset management lifecycle including maintenance, renewal, acquisition, and disposal over the 20 year planning period.

The forecast renewal cost of the Shire’s buildings over the period of 20 years is \$21,205,405 or \$1,060,270 on average per year.

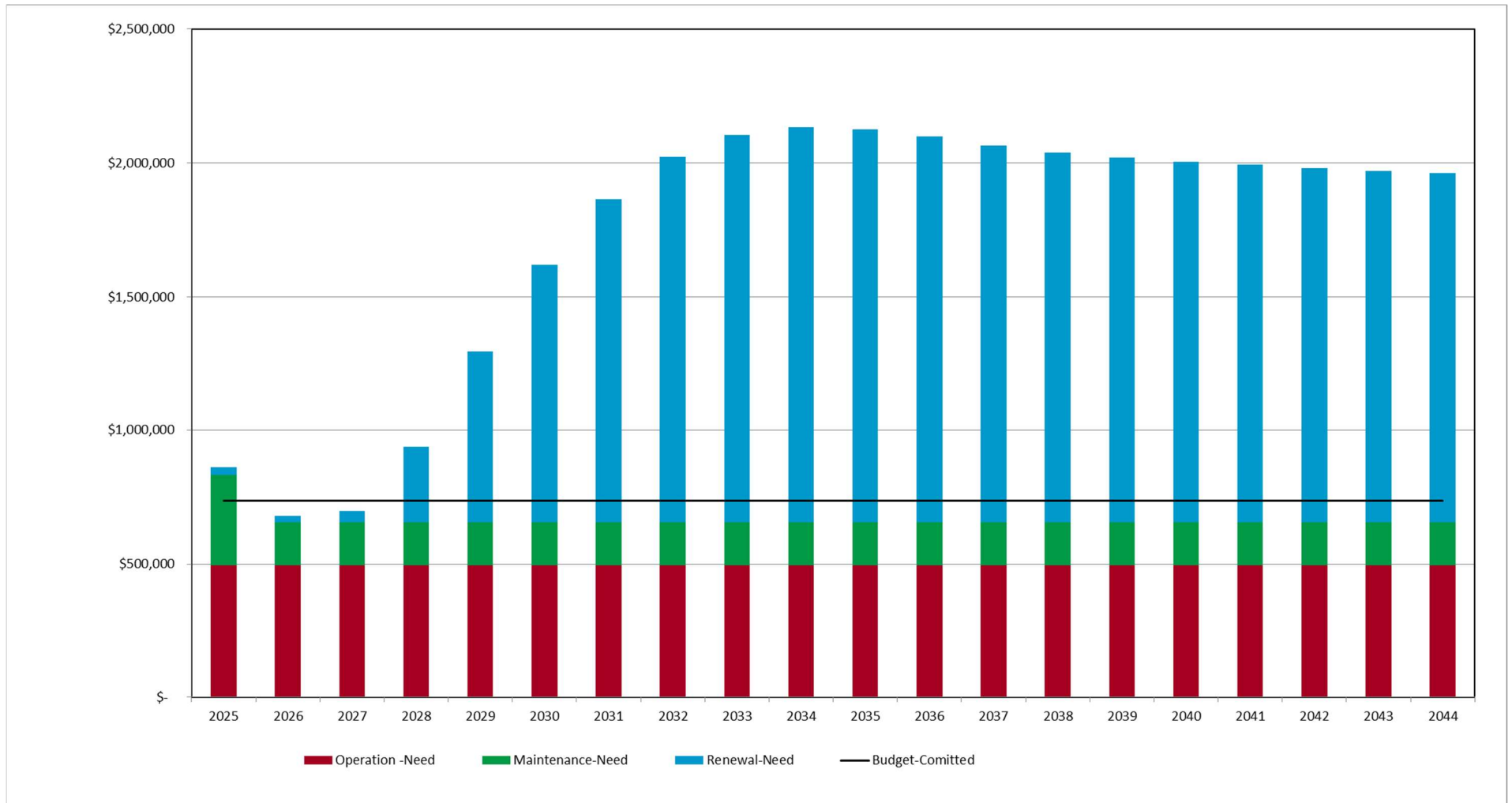
The estimated available funding for renewal is \$85,000 per year. This is 8% of the cost to provide the service.

The forecast lifecycle costs necessary to provide the services covered by this AM Plan, including operations, maintenance and renewal of assets over the 20 year planning period is \$34,471,645 or \$1,723,582 on average per year.

Estimated available funding is \$735,662 on average per year. This is 43% of the cost to sustain the current level of service.

The projected need and current budget allocation over the 20 years period is shown in Table 1.3 below.

Table 1.3: Forecast Lifecycle Costs and Planned Budgets



1.4 What we will do

The Shire of York Long Term Financial Plan (LTFP) 2024 - 2039 does not currently include an allocation for the renewal/ replacement of building assets. It is intended that this AM Plan will inform an update to the LTFP.

The Shire of York plans to provide Building asset services for the following:

- Operation, maintenance, renewal, acquisition and disposal of Building assets to meet service levels set by Shire of York in annual budgets
- Identify the highest priority renewals and incorporate them into the LTFP.

1.5 What we cannot do

The AM Plan modelling has identified that the Shire cannot sustain the required services at the proposed standard or to provide new services. Works and services that cannot be provided under present funding levels are:

- Renewal works for all the building components that will require renewal in the period over the next 10 years
- Upgrade assets to accommodate capacity need during events
- Major renewal works for historically significant buildings unless external funding is secured
- Acquire new assets unless a funding plan is developed.

1.6 Managing the Risks

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

- Downgrading of services
- Not meeting compliance requirements for buildings, putting patrons and the Shire at risk
- Poor experience by community and visitors
- Decline in condition of historically significant buildings
- Decline in community confidence and engagement due to poor service.

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

- Maintaining compliance requirements
- Monitoring condition of assets and intervene with repairs, maintenance when budget permits
- Seeking grant opportunities to obtain funds for asset renewal and acquisition
- Preparing and implementing a proactive maintenance program to protect asset condition
- Reviewing the asset portfolio against service requirements to identify asset disposal opportunities to reduce overall renewal requirements.

1.7 Assumptions used in this AMP

Key assumptions made in this AM Plan are:

- The 2023/24 financial year operations and maintenance budgets have been used to calculate projected expenditure
- Asset revaluation provides a reasonably accurate representation of the building assets
- Renewal forecasts have been made using the asset condition assessment and professional judgement
- All costs are represented in current day dollars
- The information held on the buildings included in the asset register is accurate
- For leased buildings, maintenance requirements being adequately maintained by the Lessee
- Renewal allocation towards buildings assets is calculated based on the identified renewal expenditure in 2022/23 and 2023/24 financial years budgets
- As the inclusion of building assets in the LTFP will be based on this AM Plan, the LTFP has not informed this AM Plan.

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

1.8 Next Steps

The next steps resulting from this AM Plan are:

- Assess the current service levels for each building asset
- Based on building usage and importance, prioritise assets and adjust service levels and renewal programs accordingly
- Consider obsolete and surplus assets for disposal
- Schedule and undertake a regular inspection program to identify and address issues
- Develop a works program to undertake maintenance activities
- Update the LTFP to determine the funding for this asset group over the next 10 years.

2.0 INTRODUCTION

2.1 Background

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

The AM Plan is to be read with the Buildings AMP-Asset Register Method planning documents. This should include the Asset Management Policy and Asset Management Strategy when developed, along with other key planning documents, including:

- Operational Policy-Asset Management
- Shire of York Strategic Community Plan 2020 -2030
- Shire of York Long Term Financial Plan 2024-2029
- Shire of York Annual Budget
- Shire of York Corporate Business Plan 2020-2024

The Shire has undertaken a comprehensive review of all its asset management planning documents. The objective is to make AM Plans more transparent and workable documents that will assist Council and executive management in effective and purposeful decision making.

The infrastructure assets covered by this AM Plan include building assets owned and controlled by the Shire. For details of the assets covered in this AM Plan refer to the Table in Section 5.

In summary, there are 52 buildings owned and maintained by the Shire. An overview of buildings inventory based on type is provided below:

- 18 Community Buildings
- 3 Emergency Services (Fire Sheds)
- 8 Municipal Buildings
- 9 Residential Buildings
- 5 Sporting Facilities
- 9 Toilet Blocks

These assets are used to provide recreational services, community facilities, storage, aged care services, staff accommodation and, administration and operation services.

The infrastructure assets included in this plan have a total replacement value of \$48,267,460.

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Elected Members	<p>Represent needs of community</p> <p>Allocate resources to meet planning objectives in providing services while managing risks</p> <p>Ensure service sustainable</p>
Executive Leadership Team	<p>Prioritise and support the development of a suite of asset management plans.</p> <p>Utilise the findings and recommendations from asset management plans to better inform forward planning, including considerations for Budget and updating the Long Term Financial Plan.</p>
Corporate Services	<p>Provide administrative and financial support for developing and implementing the AMP.</p> <p>Assist in budgeting and financial planning related to asset management.</p> <p>Ensure compliance with legal and regulatory requirements.</p> <p>Coordinate communication and reporting related to asset management.</p>
Infrastructure Services	<p>Develop and maintain the asset inventory and data.</p> <p>Coordinate condition assessments and asset inspections.</p> <p>Develop maintenance and renewal strategies for assets.</p> <p>Execute asset maintenance and rehabilitation activities.</p>
External Parties	<p>Community residents and business-Provide feedback and desired level of service.</p> <p>Neighbouring Local Governments-Knowledge and experience sharing</p> <p>Emergency Service-Provide knowledge on fire emergencies and impacts on service delivery.</p> <p>Federal and state government authorities-Provide legislative and best practice guidelines.</p>

2.2 Goals and Objectives of Asset Management

The goal for managing 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 that meet the defined level of service
- Identifying, assessing, and appropriately controlling risks, and
- Linking to a LTFP which identifies required, affordable forecast costs and how it will be allocated.

The goal of this asset management plan is to:

- Document the services/service levels to be provided and the costs of providing the service
- Communicate the consequences for service levels and risk, where desired funding is not available, and
- Provide information to assist decision makers in trading off service levels, costs and risks to provide services in a financially sustainable manner.

The Shire of York vision for the Strategic Community Plan is:

- Diverse Heritage
- Vibrant Community
- Prosperous Future

The Goals, objectives and strategies for change from the Strategic Community Plan are:

Goal 1: The Place to Be

Aspiration: To be a close-knit community full of life, in a welcoming and accessible place for all.

Goal 2: Driving the York Economy Forward

Aspiration: To have a vibrant, diverse, and prosperous local economy which creates local jobs, business opportunities and a positive image for the Shire.

Goal 3: A Leader in Sustainable Environment

Aspiration: To be a place which is renowned for the quality of its natural environment, the astounding beauty of the landscape, and the care taken by the community.

Goal 4: Built for lifestyle and resilience

Aspiration: To have a built environment which supports community, economy, and the environment, respects the past and creates a resilient future.

Goal 5: Strong Leadership and Governance

Aspiration: To have an effective and responsive leadership and governance, where a sense of collective purpose and shared direction combine to work together.

2.3 Asset Management Plan Framework

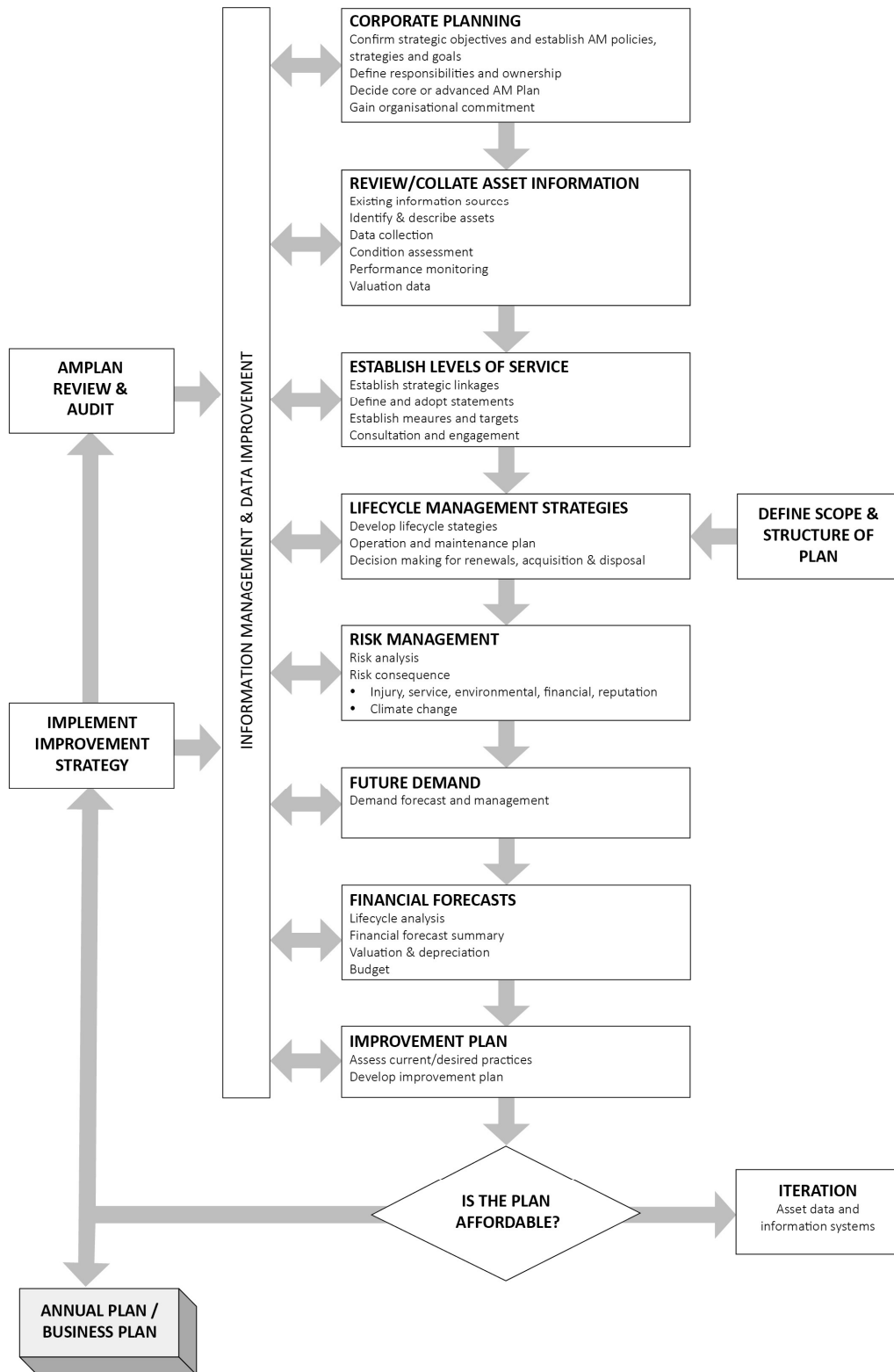
Key elements of the Asset Management Planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management – identify and mitigate risks that arise from the management of the assets
- 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 the Shire will increase asset management maturity.

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

Road Map for preparing an Asset Management Plan

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



3.0 LEVELS OF SERVICE

There is no formal research on customer expectations for the Building Assets specifically. Future revisions of the AM Plan will consider community needs on service levels and costs of providing the service. This will assist the Shire and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

Service levels are defined in two ways: customer levels of service and technical levels of service.

3.1 Customer Level of Service:

The customer levels of service are evaluated based on the standard of the service, whether it meets user need, and level of usage.

In Table 3.1, under each of the service measure types, there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

Table 3.1: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Customer value	Customer satisfaction	Community Survey (Community Scorecard 2023)	89% Positive Rating (Excellent to Okay) on community buildings, halls, and toilets 78% positive rating (Excellent to okay) on Sport and recreation facilities and services	Capital expenditure, particularly on heritage buildings, required to optimise performance
Condition	Condition of Buildings and its components	Condition score assigned to building	Visual assessment of building suggests that currently no building exceeds the intervention level	This is an outcome of a visual assessment only Building components and structures will continue to deteriorate. Seek sources for renewal fundings.
	Confidence levels			Medium(Visual Assessment supported by professional judgement and staff experiences)
Function	Are the assets appropriate for the intended use?	Assessment of whether the building assets are fit for purpose and usage studies	Most of the assets are fit for the purpose. However, many require updates for user comfort and amenity.	Failure to meet community expectation if renewal for user experience is not recognised
	Confidence levels			Low (Professional Judgement with no data evidence)
Safety	Buildings are safe, suitable and free of hazards	No of incidents, issues reported	Low, no schedule of compliance requirements	Improvement as Workforce Plan outcomes implemented
	Confidence levels			Low (Professional Judgement with no data evidence)

3.2 Technical Levels of Service

Technical levels of service define the service quality and performance from a technical perspective. This includes the reliability, availability, and efficiency of the service. It ensures that the infrastructure meets the required standards and performance criteria necessary to deliver the expected service levels.

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

Acquisition – The activities to provide a higher level of service (Acquiring a new building, replacing a small building with a larger building) or a new service that did not exist previously (a new library).

Operations – The regular activities to provide services (opening hours, cleaning, cleaning chemicals, inspections)

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 (repairing a leaking roof, replacing broken windows or doors, Addressing electrical failures or power outages, patch and paint damaged walls, repair of gutters)

Renewal – The activities that return the service capability of an asset up to that which it had originally provided (replacement of roof, new kitchen fit outs, new cabinets on toilets or any building component replacement)

Table 3.2 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.

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 circumstances such as technology and customer priorities will change over time.

Table 3.2: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
Acquisition	Assets meet demands of community and visitors	Unknown	Planning to acquire buildings within the Aquatic Facility	Continue with aquatic facility renewal plan.
		Budget	\$0	\$1,647,000
Operation	Day to day activities that ensure smooth running of the building facilities to provide intended services	Cleaning frequency Annual pest control Annual defects inspection	Operational budget is considered sufficient. No exceedance has occurred in the recent years.	Document regular inspections Build proactive schedule.
		Budget	\$494,462	\$494,462
Maintenance	Activities undertaken to ensure building assets are safe and in working order	Action requests addressed, Planned maintenance completed to schedule	Maintenance Budget is based on reactive maintenance only.	Maintenance budget should be aligned to a strategic works program.
		Budget	\$156,000	\$180,000
Renewal	Replace the asset/components	Renewal value calculated by external valuers	No planned renewal. Opportunistic and reactive renewal only occurs.	Contribute to Building Reserve to fund Renewal

	before they reach the end of their service life.	based on the condition assessment		activity based on strategic works program.
		Budget	\$85,000	\$100,000
Disposal	No Disposal planned.			Identify obsolete assets. Allocate these assets for disposal in the Long-Term Financial Plan (LTFP)
		Total Budget	\$735,462	\$2,421,462

3.3 Legislative Requirements

There are a range of legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the buildings service are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
<i>National Construction Code</i>	Construction and building standards for all buildings in Australia
<i>Local Government Act 1995</i>	Provides a framework in understanding the powers and functions of local governments in managing building assets Sets out the requirement for the preparation of a Long Term Financial Plan supported by Asset Management Plans for sustainable service delivery.
<i>Emergency Management Act 2005</i>	Provides the framework for managing emergencies and disasters.
<i>Work Health and Safety Act 2020</i>	Relates to health and safety of workers at workplaces, including building assets. This Act provides the framework to identify and manage workplace hazards in accordance with relevant regulations.
<i>Planning and Development Act 2005</i>	Related to compliance with statutory requirements for planning schemes and development assessments.
<i>Australian Accounting Standards</i>	Provides for the financial management of organisations including the handling of assets.
<i>Heritage Act 2004</i>	Provides for and encourages the conservation of heritage places.

4.0 FUTURE DEMAND

4.1 Demand Drivers

Drivers impacting demand include matters such as population change, legislative updates, changes in demographics, seasonal factors, consumer preferences and expectations, technological changes, economic factors, agricultural practices and environmental awareness.

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

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

Opportunities identified for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this AM Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Access and Inclusion	Existing building assets do not meet access and inclusion expectations	Increased demand for equal access to all demographic group	Limited reach and reduced customer base. Decreased social cohesion	Monitor the need and usage and consider actions in the Access and Inclusion Plan
Aging Infrastructure	Buildings and components are in acceptable service conditions at this point; however, signs of aging are visible	Increasing maintenance and repair needs over time	Potential for increased downtime and higher repair costs	Implement a proactive maintenance programme, prioritise structural assessments and necessary upgrades.
Changing community needs and expectations	Building assets are in acceptable service condition, however, regular inspections of structural components followed by repair is required	Demand for increased level of service.	Loss of relevance and decreased satisfaction on community level	Annual visual inspection of building assets Visual Inspection will be followed by structural assessment of building components of selected buildings. This approach ensures that any visible signs of wear, damage, or potential issues are identified early, allowing for timely and effective maintenance or repairs
Change in legislation	Unknown	Introduction of complex legislative and	May require operational adjustments within the building	Monitor and update legal framework

		regulatory requirements		
Impacts of climate change	Unknown	Extended hot and dry period, Heavy rain, and flooding	Impact on asset useful life	Apply Environmentally Sustainable Design guidelines for refurbishment or renewal works. Implement sustainable building maintenance practices
Tourism	Events held at heritage buildings to attract tourism	Increase demand on accessibility and capacity	Deterioration of structural and non-structural components of building due to increased usage	Ensure renewal activities are adequately planned and funded. Monitor usage and develop maintenance program accordingly

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 5.4.

Acquiring new assets will commit the Shire to ongoing operations, maintenance and renewal costs for as long as the assets are required to provide the service. This means that once acquired, the organisation must allocate resources for regular upkeep, repairs, and eventual replacement of these assets.

These future costs associated with new assets are to be identified and incorporated into forecasts for operations, maintenance, and renewal costs and included in the LTFP.

The Shire has plans for the acquisition of new buildings within a new Aquatic facility. It is recommended that an operations and maintenance plan is part of the facility business plan. For this AM Plan, it is assumed that the expected expenditure for the buildings will be covered by resources currently allocated for the existing facility.

4.5 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets the Shire manages 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.

As a minimum the Shire must consider how to manage the existing assets given potential climate change impacts for the region.

Risk and opportunities identified to date are shown in Table 4.5(a)

Table 4.5 (a) Managing the Impact of Climate Change on Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Increased frequency of extreme weather events	More frequent and severe storms, heatwaves, or floods	Increased risk of damage to roofs, windows, and structural integrity; potential for disruption to services	Implement weatherproofing measures; develop emergency response plans; allocate funds for disaster preparedness and recovery.

Rising temperatures	Higher average temperature and more frequent heat waves	Increased demand on HVAC systems, higher cooling demands, potential for overheating in buildings	Upgrade HVAC systems for energy efficiency; enhance insulation and shading; implement energy efficiency strategies
Changing rainfall patterns	Altered rainfall patterns, including droughts and heavy rains	Potential for water infiltration, drainage issues, pressure on stormwater systems. Extended dry periods	Upgrade drainage systems, adopt drought-resilience practices.

Additionally, the way in which the Shire constructs 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 with a reduced carbon footprint.

Table 4.5(b) summarises some asset climate change resilience opportunities.

Table 4.5(b) Building Asset Resilience to Climate Change

New Asset Description	Climate Change impact on the assets?	Build Resilience in New Works
Changed rainfall pattern	Water ingress and damage	Additional freeboard to counteract localised flooding
Increased temperature	Rapid deterioration of structure due to sun exposure	Use weather resistant material and protective coatings.

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 as knowledge in this area grows.

5.0 LIFECYCLE MANAGEMENT PLAN

All buildings should be managed with a long-term perspective and a comprehensive approach. To implement an effective lifecycle management plan, it is essential to understand the condition and purpose of each building. This includes ongoing maintenance, upgrades, and renewal strategies. By doing so, resources can be allocated to areas with the greatest need, meeting user expectations and preserving the value of the assets.

The lifecycle management plan details the strategies for managing and operating assets to achieve agreed service levels while efficiently controlling lifecycle costs, as outlined in the AM Plan.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this AM Plan are shown in Table 5.1.1.

This AM plan covers varieties of building assets located in the York townsite and the rural settlements. Buildings Assets are categorised into the following types based on the purpose served by the building.

- Community Facilities
- Emergency Services
- Municipal
- Residential
- Sporting Facilities
- Amenities Block

For the purpose of this AM Plan, Building Assets are broken down further into components as follows:

- Long Life Structure
- Short Life Structure
- Roof
- Mechanical Services
- Fit out

Table 5.1.1: Assets covered by this Plan

Item	Building Description	Address	Category	Renewal Cost
1	Toilet Block-Gwambygine Park	Great Southern Highway	Amenities Block	\$ 150,176.00
2	Toilet Block	Lowe Street	Amenities Block	\$ 506,844.00
3	Toilet block	Howick Street	Amenities Block	\$ 262,808.00
4	Toilet block-Talbot Hall	Talbot Hall	Amenities Block	\$ 98,553.00
5	Toilet Block	Cowan Road	Amenities Block	\$ 84,474.00
6	Toilet Block	Ford St/Grey St	Amenities Block	\$ 56,316.00
7	Toilet Block Motorcross Track	Spencers Brook	Amenities Block	\$ 9,386.00
8	Toilet Block	Mount Brown Lookout	Amenities Block	\$ 23,465.00
9	Toilets/storeroom	Cemetery Road	Amenities Block	\$ 131,404.00

10	Town Hall	Avon Terrace	Community facilities	\$11,818,950.00
11	Radio Station	24 Barker Street	Community facilities	\$ 307,162.00
12	Scout Hall	Bird Street	Community facilities	\$ 554,256.00
13	Residency Museum	Brook Street	Community facilities	\$ 2,812,524.00
14	Containers for Change Shed	Maxwell Street	Community facilities	\$ 176,176.00
15	Bus Garage	Elizabeth Stret	Community facilities	\$ 54,054.00
16	Workshop & Office	Maxwell Street	Municipal	\$ 1,085,840.00
17	Early Years Hub	Forrest Street	Community facilities	\$ 1,307,552.00
18	Pioneer Memorial Lodge	Macartney Street	Community facilities	\$ 2,642,520.00
19	Kiosk & Change Rooms	Georgiana Street	Community facilities	\$ 663,546.00
20	Plant Room	Georgiana Street	Community facilities	\$ 93,952.00
21	York Swimming Club	Georgiana Street	Community facilities	\$ 300,222.00
22	Gazebo	Cemetery Road	Community facilities	\$ 42,000.00
23	Tea Room-Pavilion	South Street	Community facilities	\$ 1,970,688.00
24	Office Building (Transfer Station)	Spencers Brook - York Road	Community facilities	\$ 20,020.00
25	Talbot Hall	314 Talbot Hall Road	Community Facilities	\$ 954,552.00
26	Wheatbelt Women's Health Hub	4 Gilford Street	Community facilities	\$ 631,236.00
27	Community Resource Centre	89 Avon Terrace	Community facilities	\$ 1,476,360.00
28	Greenhills Fire Brigade Shed	Greenhills Road	Emergency Services	\$ 60,696.00
29	Malbelling Fire Brigade Shed	Grass Valley Road	Emergency Services	\$ 60,696.00
30	Burges Bush Fire Brigade Shed	Boycutty Road	Emergency Services	\$ 60,696.00
31	Shire Office & Library	Joaquina Street	Municipal	\$ 3,879,840.00
32	Dog Pound	13 Maxwell Street	Municipal	\$ 54,054.00
33	Cat Pound	13 Maxwell Street	Municipal	\$ 9,009.00
34	Records Storage Container- Depot	13 Maxwell Street	Municipal	\$ 36,036.00
35	Drum Shed at Works Depot	13 Maxwell Street	Municipal	\$ 26,976.00
36	Signage and Gardeners Shed at Works Depot	13 Maxwell Street	Municipal	\$ 180,964.00
37	Machinery shelter and store at works depot	13 Maxwell Street	Municipal	\$ 182,532.00
38	Transportable	Maxwell Street	Municipal	\$ 9,009.00
39	Dwelling	17 Forbes Street	Residential	\$ 667,604.00
40	Dwelling	24 Ford Street	Residential	\$ 720,776.00
41	Dwelling	38 Fraser Street	Residential	\$ 667,604.00
42	Centennial Park Units (1 & 2)	40 Macartney Street	Residential	\$ 724,464.00
43	Centennial Park Units (3 & 4)	40 Macartney Street	Residential	\$ 724,464.00
44	Centennial Park Units (5&6)	40 Macartney Street	Residential	\$ 724,464.00
45	Dwelling	51 Roe Street	Residential	\$ 711,914.00
46	Dwelling	75 Osnaburg Road	Residential	\$ 711,914.00
47	Staff Dwelling	2 Dinsdale Street	Residential	\$ 685,328.00
48	Basketball Courts - Indoor Stadium	South Street	Sporting Facilities	\$ 2,893,280.00

49	Racing Officials Tower	South Street	Sporting Facilities	\$ 72,336.00
50	Cricket Shed	Forrest Street	Sporting Facilities	\$ 30,348.00
51	York Recreation & Convention Centre	South Street	Sporting Facilities	\$ 6,081,420.00
52	Netball Pavilion	Forrest Street	Sporting Facilities	\$ 56,000.00

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where available, however, there are insufficient resources to address all known deficiencies.

As part of the visual condition assessment of 52 buildings owned by the Shire, maintenance defects were identified. There is a historic lag in addressing maintenance activities, resulting in a backlog of \$177,000 across all buildings.

Additionally, several service deficiencies are known to staff, such as roof leakage likely due to water penetrating through gutters and the absence of a roof safety system in the town hall. The town hall-theatre room also lacks an air conditioning system. The admin building has a limited dining area and localised roof leaks.

Overall, there are significant service deficiencies and maintenance needs across the Shire's buildings.

5.1.3 Asset condition

A Condition score is assigned at the component level. The condition was assessed based on a visual inspection.

Condition is measured using a 1 – 10 grading system as detailed in Table 5.1.3.

Table 5.1.3: Condition Grading System

Condition Grading	Description of Condition
0	New: New or an asset recently rehabilitated back to new condition
1	Near New: No visible signs of deterioration often based upon the time since construction rather than observed condition decline
2	Excellent: Very slight condition declines obvious, no longer in new condition.
3	Very Good: Early stages of deterioration minor no serviceability problems.
4	Good: Some obvious deterioration evident slightly impaired serviceability.
5	Fair: Obvious deterioration some serviceability loss
6	Fair to Poor: Obvious deterioration serviceability would be affected and rising maintenance cost
7	Poor: Service deterioration-serviceability limited, High Maintenance cost
8	Very Poor: Serviceability heavily impacted. very high Maintenance cost needed to be rehabilitated.
9	Extremely Poor: Severe serviceability problems needing rehabilitation immediately. Could also be a risk to remain in service.
10	Failed: No longer serviceable and should not remain in service extreme risk

5.1.4 Building component condition

A visual Inspection was conducted on all buildings. The buildings were divided into four (4) major elements for an assessment. The aim is to produce a “First Cut” Renewal model based on the following key elements:

- Building Structure (including roof frame, wall frame and floor,
- Roof Cladding Material
- Building Fit-out (Cabinet & Sanitary fixtures)
- Building Plant/Mechanical (Heating, Cooling)

Each building was inspected externally and internally. Each of the elements were visually inspected and any visible defects or failures , which would potentially lead to reduction in the life of the element were identified.

Each key element was attributed a condition rating based on the extent of deterioration, faults detected and the significance of those faults in affecting the longevity of the element.

The level that was set as the intervention point was condition score 7. None of the building items were past the intervention level.

5.2 Operations and Maintenance Plan

Operations refers to regular activities to provide services. Typical operational activities include cleaning, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition. Typical maintenance activities include repairs, plumbing works, painting, and patching.

With the new workforce plan aligning maintenance activity with asset management, maintenance will have a strategic approach. The development of a strategic works program may reveal deficiencies in the maintenance budget.

A key action will be implementing a monitoring process that allows operation and maintenance activities to be analysed in detail. This will enable the accurate monitoring of annual maintenance expenditure and better assessment of building performance over time.

Maintenance budget trends have been calculated based on staff knowledge, the 2023/24 budget and assumptions. This information is shown in Table 5.2. Currently, only the past year's budget is available due to constraints with the data.

Table 5.2: Maintenance Budget Trends

Year	Maintenance Budget \$
Budget 2023-24	\$156,000
Budget 2024-25	\$160,000 (Recommended)

5.2.1 Asset prioritisation

Currently, there is no formal prioritisation process in place for building assets, resulting in a lack of a clear strategy for allocating maintenance activities.

A recommendation in this AM Plan is to assess the current service levels of each building as well as analysing the usage and significance of the asset. This will contribute to a prioritisation process that will align service level with function and importance.

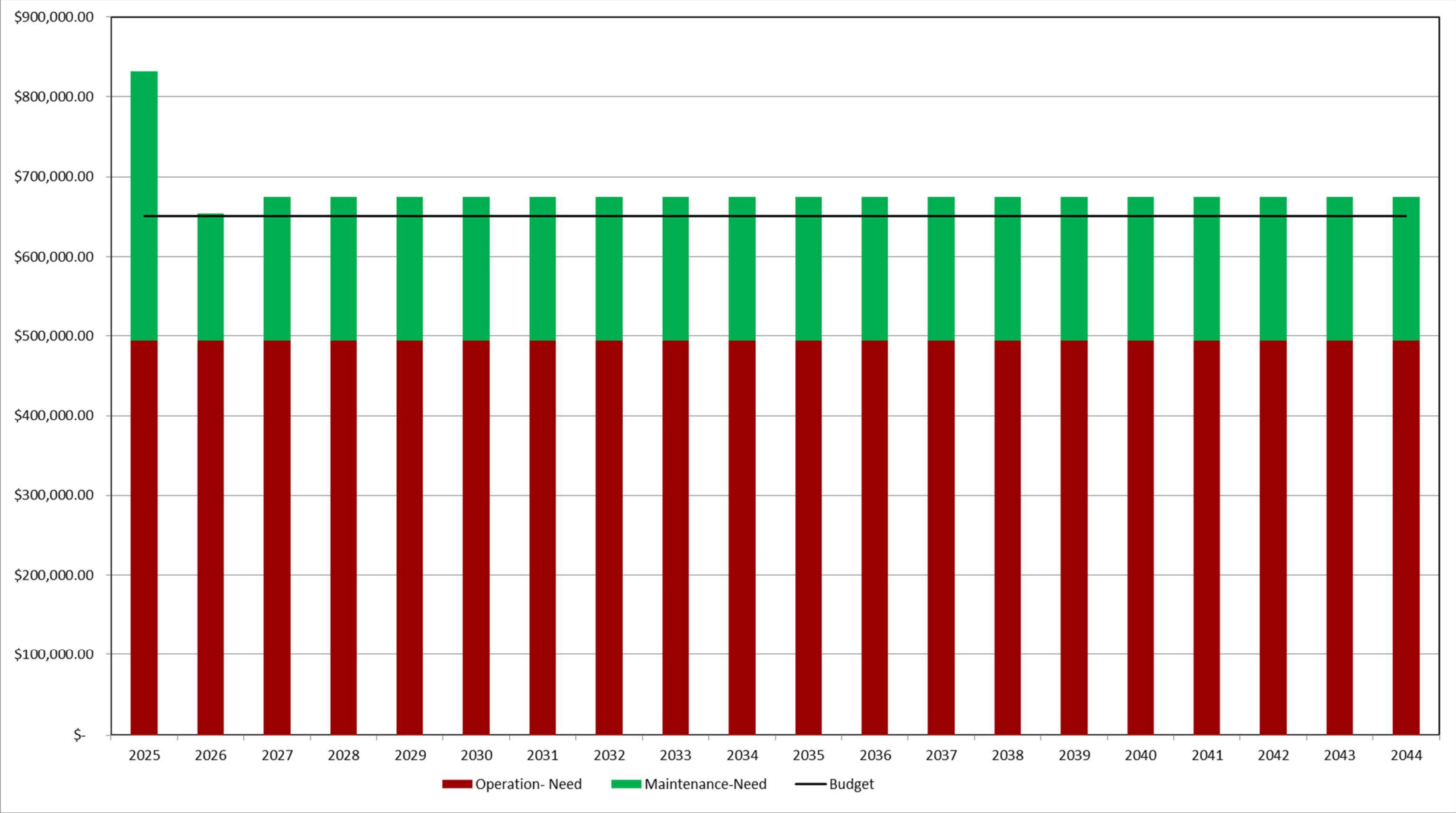
This process will assist in resourcing and decision-making, ensuring maintenance activities align with the strategic importance of the building assets. This will assist in ensuring the constrained budget allocation delivers strategic outcomes.

5.2.2 Summary of forecast operations and maintenance costs

Forecasted operations and maintenance costs will fluctuate based on the total number and value of the asset stock. Assuming that the current operations and maintenance (O&M) budget is adequate, it is projected that these costs will continue to grow in line with the Consumer Price Index (CPI). This approach ensures that the O&M budget remains aligned with inflation, allowing for consistent and effective management of asset maintenance and operational needs.

Figure 5.2 shows the forecast maintenance and operating costs relative to the current budget allocation trends.

Figure 5.2: Maintenance & Operations Summary



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.

The first method uses the 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

The second method 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 estimates for renewals in this AM Plan were based on the Asset Register Method.

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3 (a). It is unknown when the asset useful lives were last formally reviewed. The useful lives in this Plan have been determined using professional judgment.

Table 5.3 (a): Useful Lives of Assets

Asset (Sub)Category	Useful life (Years)
Structure Long Life	80
Structure Short Life	60
Roof	30
Fit Out	25
Mechanical Services	15

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to achieve the following objectives:

- Ensure the reliability of the existing infrastructure to deliver the intended service (aging air conditioning)
- Maintain infrastructure quality to meet service requirements (playground condition).

To effectively prioritise renewals, it is crucial to identify assets or asset groups that:

- Have a high consequence of failure, which could significantly impact safety, operations, or service delivery
- Experience high usage, where the impact of asset failure or degradation would affect a large number of users
- Incur higher than expected operational or maintenance costs, indicating inefficiencies that could be mitigated through renewal
- Offer potential for life cycle cost reduction by being replaced with modern, more efficient equivalents that provide the same or enhanced services.

The proposed renewal criteria and weighting are outlined in Table 5.3.

Table 5.3: Renewal Priority Ranking Criteria

Criteria	Weighting
Condition and Remaining Useful Life	30%
Consequence of Failure (High safety risks or potential for significant operational disruption if the asset fails)	30%
Usage and Impact on others (High frequency of use and significant impact on the community or service users if the asset is unavailable)	20%
Heritage/Cultural significance	20%
Total	100%

5.4 Summary of future renewal costs

A renewal forecast model was created based on the condition of the building assets and their components, as well as their degradation patterns.

The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4(a).

The assets were componentised according to their service life, with high-level categories including structures, roofs, fit-outs, and mechanical services. The effect of componentisation on the renewal model is illustrated in Figure 5.4(b).

The renewal demand is primarily influenced by asset components with shorter service lives, such as fit-outs and mechanical services in the case of buildings

Figure 5.4 (a): Forecast Renewal Costs

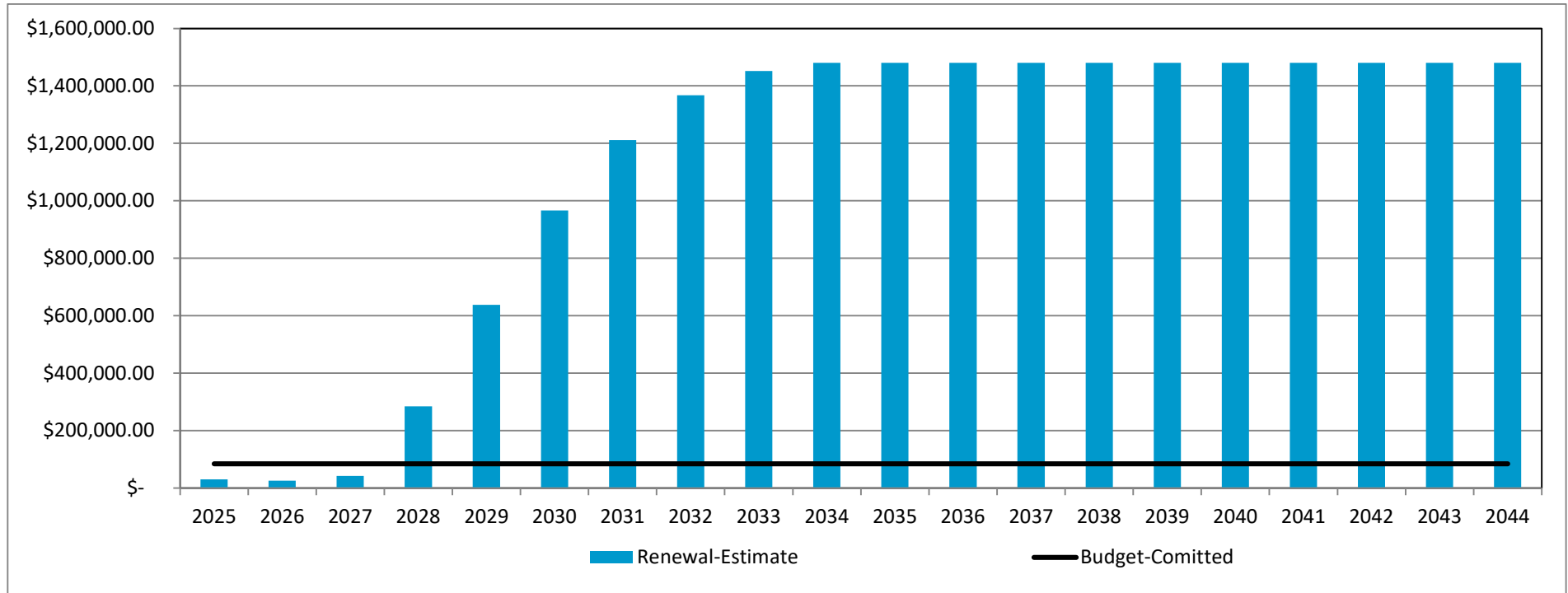
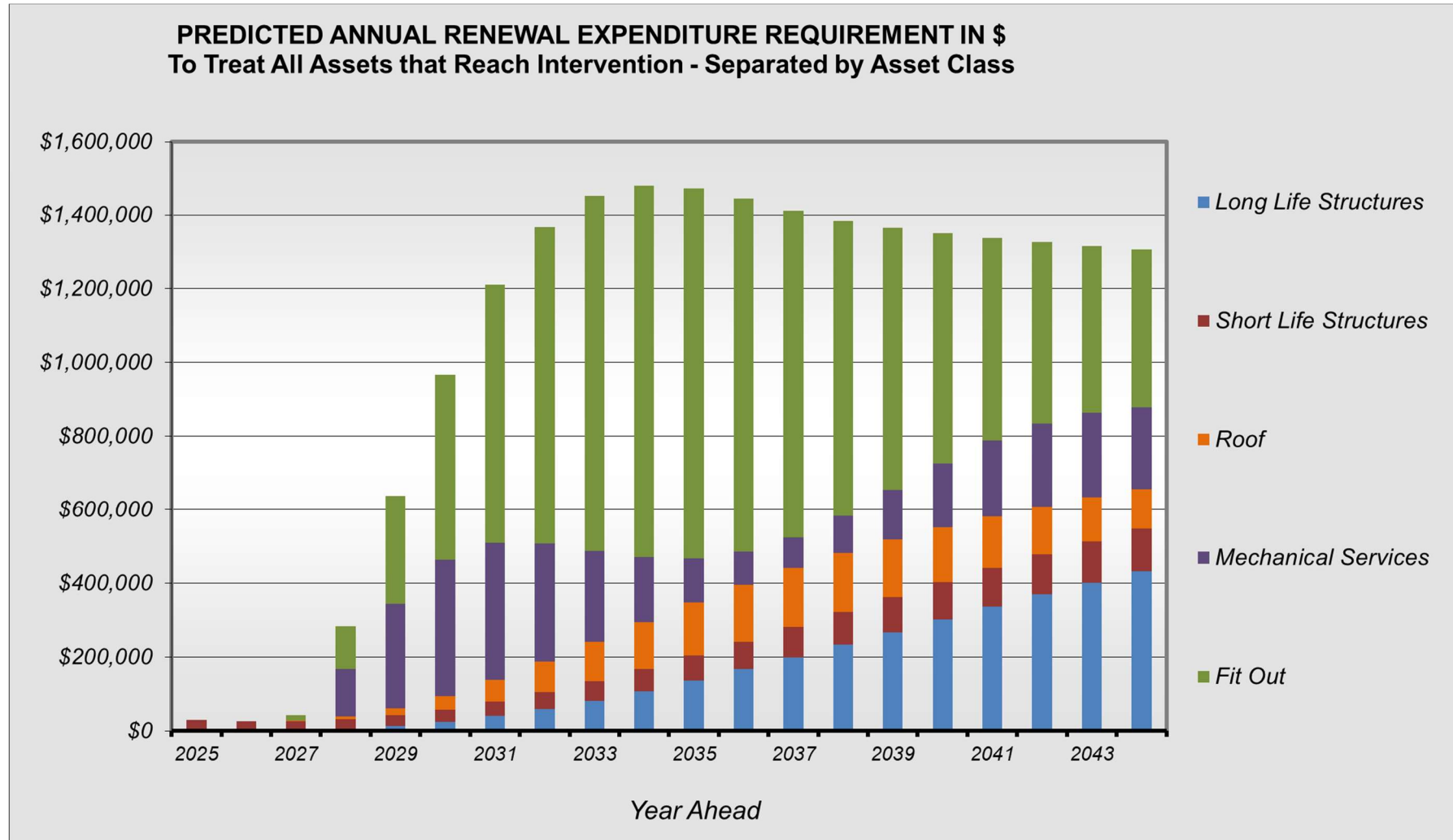


Figure 5.4 (b): Forecast Renewal Costs by Asset Component



5.5 Acquisition Plan

Acquisition relates to 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 Shire.

The Shire plans to acquire a new aquatic facility, which will involve the addition of new building assets. These building assets have a projected value of \$1,647,400.

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 upgrades and new works should be reviewed to verify that they are essential to needs.

Any 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.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

The Asset Register should be analysed to identify obsolete and surplus building assets. This analysis will help identify items that are no longer in use or have become redundant, allowing for their potential disposal.

By conducting this review, the asset portfolio can be streamlined, resource allocation optimised and support the retention of valuable and functional assets only.

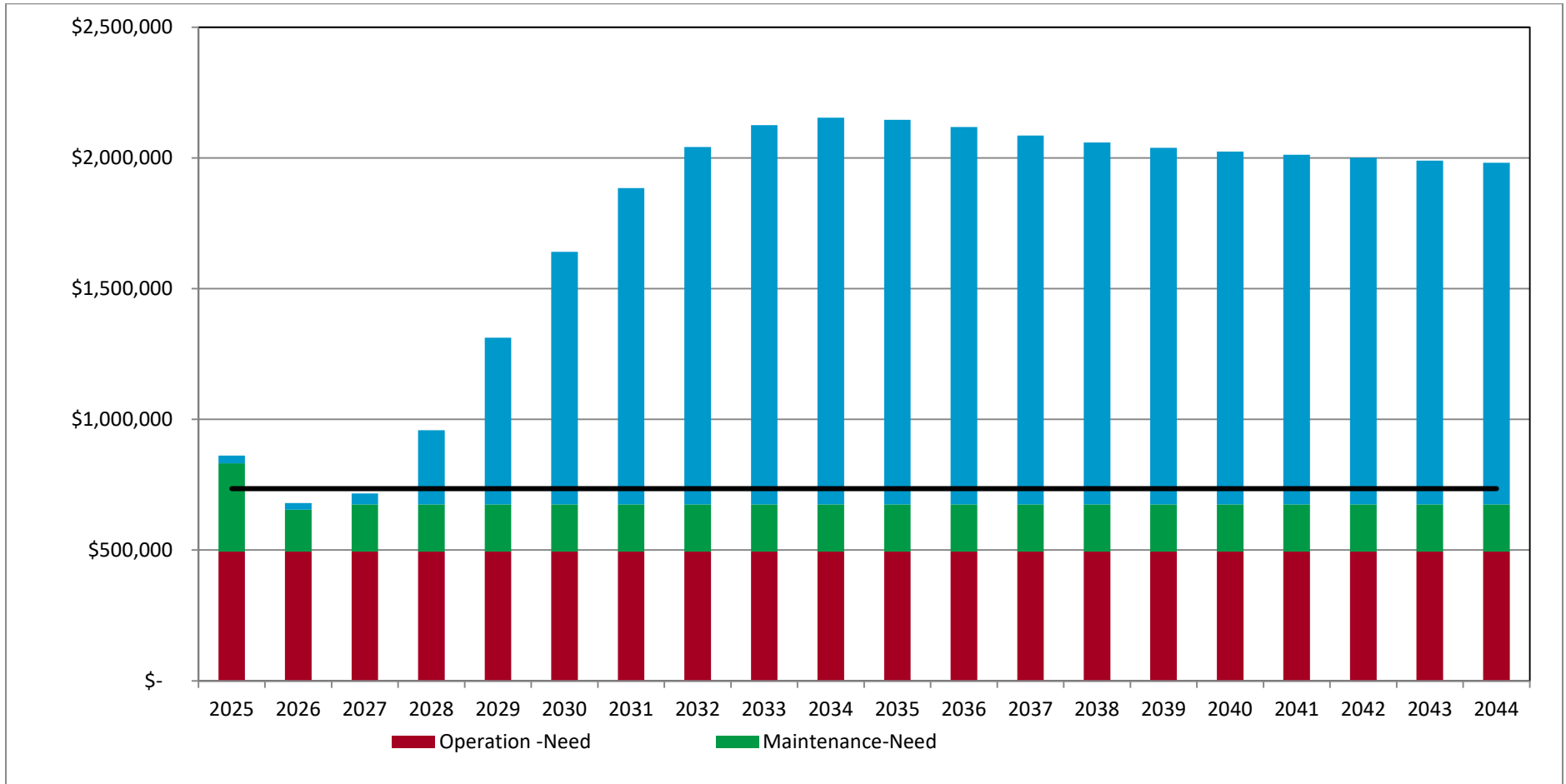
5.7 Summary of Asset Forecast Costs

To effectively manage the financial aspects of the asset management plan, it is crucial to understand the projected costs associated with the various stages of asset lifecycle. The following analysis provides a detailed overview of the financial projections necessary to support the acquisition, operation, maintenance, renewal, and disposal of assets.

The financial projections from this asset plan are shown in Figure 5.7.1. 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 5.7.1: Lifecycle Summary



6.0 RISK MANAGEMENT PLANNING

An assessment of risks 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 where the consequence of failure is high, causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Administration office and Library	Structural failure of roofing system, HVAC system failure, Electrical System failure, Plumbing and water supply system failure,	Interruption of delivery of services to the community Safety risk to occupants
Depot	Structural failure, Electrical system failure, Plumbing and water supply system failure	Interruption of delivery of services to the community. Safety risk to occupants
Town Hall and Residency Museum (Heritage Buildings)	Deterioration of structural components, Water infiltration, Fire hazards, Lack of accessibility	Loss/degradation of significant heritage buildings, non-compliances, financial burden for restoration and conservation, reputational damage
Community and Recreational Buildings	Structural failure, HVAC system failure, Electrical system failure, Plumbing and water supply system failure,	Closure of community centres, Disruption of activities and services, Customer dissatisfaction, Lack of social integration, Impact on wellbeing of community members, Safety risk to occupants
Residential houses	Structural failure, HVAC system failure, Electrical system failure, Plumbing and water supply system failure,	Safety risk to occupants, Emotional distress in residents, Increased insurance costs,

6.2 Risk Management

Risk is to be managed in line with the Shire of York Risk Management Plan.

The Risk Assessment and Acceptance Criteria used in the Shire Risk Management Plan has been used in this AM Plan.

It provides a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The risk table is shown in Figure 6.2 below.

Table 6.2: Risks and Treatment Plans

Service or Asset at Risk	What can Happen?	Likelihood	Consequence Rating	Assessed Risk	Risk Treatment Plan	Residual Risk *
Heritage Building (Residency Museum and Town Hall)	Water Ingress	Likely	Major	High	Annual Roof Inspection & Gutter Cleaning	Low
Inadequate maintenance/renewal work program	Reduced Life of an asset and reduced Level of Service	Likely	Moderate	Moderate	Develop works program for building assets. Develop annual maintenance program for planned preventative maintenance	Low
Public Toilets	Failure of water and plumbing services, failure of non-structural components of buildings such as latch, door, mirror, basin etc	Likely	Moderate	Moderate	Ensure all the public toilets are inspected and maintained regularly	Low
Lack of knowledge of Asset	Loss of service, unexpected events, reputational damage	Possible	Moderate	Moderate	Develop asset knowledge base	Low
Inadequate Budget	Unable to fully complete improvements	Likely	Major	Moderate	Update LTFP	Low
Change in demand-service standards	Community demand higher service standards or new assets	Possible	Major	High	Adopt Level of service for each building Communications plan	Low

6.3 Infrastructure Resilience Approach

Maintaining the resilience of critical infrastructure is essential for the ongoing provision of services to customers. It is necessary to understand capacity to handle stress and to respond to disruptions to ensure continuity of service.

Resilience in service delivery is not currently measured. 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 aimed at achieving the optimum benefits from the available resources. All decisions require a level of trade off and acceptance of risks.

6.4.1 Service exclusions

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 20 years. These include:

- Undertake renewal of all the buildings which are due for renewal. Essential projects may be postponed or partially funded.
- Clear the backlog of maintenance work
- Maintain service levels. It will be challenging to sustain current service levels
- Acquire new assets unless there is a specific funding strategy

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:

- Building asset that may deteriorate due to lack of renewal activities as priority is given to critical assets
- Some structures may become obsolete and need to be disposed off
- Change in service levels if current levels cannot be maintained

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:

- Deterioration of building assets and their components may compromise safety.
- Failure to undertake renewal work at the designated intervention point may lead to significantly higher expenditures in the future.

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 this AM Plan. The two indicators are:

- Asset renewal funding ratio (proposed renewal budget for the next 20 years / forecast renewal costs for next 20 years), and
- Medium term forecast costs/proposed budget (over 20 years of the planning period).

7.1.2 Asset renewal funding ratio

The Asset Renewal Funding Ratio is a financial metric used to assess how well an organisation is funding the renewal or replacement of its assets. It compares the amount of funding allocated for asset renewal to the amount required over the lifecycle.

A ratio below 1 (100%) suggests a shortfall in funding, which may lead to a backlog of renewal work or the deterioration of assets.

The forecast renewal costs, on average per year, is \$1,060,270, while the proposed renewal budget is \$85,000 per year.

The Asset Renewal Funding Ratio over the next 20 years is 8% of the funds required for the optimal renewal of assets.

7.1.3 Medium term – 20-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 20 year period.

This forecast work can be compared to the proposed budget over the 20 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 20 year planning period is \$1,732,582 on average per year.

The proposed (budget) operations, maintenance and renewal funding is \$735,662 per year resulting in a 20 year funding shortfall of \$987,920 per year. This indicates that 43% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget.

7.1.4 Forecast Costs for the LTFP

Table 7.1 shows the forecast costs required for consideration in the 20 year planning period.

Providing services in a financially sustainable manner requires a balance between the forecast costs required to deliver the agreed service levels with the planned budget allocations in the LTFP.

The gap between the forecast costs and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including revising the LTFP).

The 'gap' will be managed by using this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Table 7.1: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2025	0	\$494,462	\$160,000	\$30,250	\$0
2026	0	\$494,462	\$160,000	\$25,667	\$0
2027	1,647,400	\$494,462	\$160,000	\$42,351	\$0
2028	0	\$494,462	\$160,000	\$284,108	\$0
2029	0	\$494,462	\$160,000	\$637,346	\$0
2030	0	\$494,462	\$160,000	\$965,903	\$0
2031	0	\$494,462	\$160,000	\$1,210,577	\$0
2032	0	\$494,462	\$160,000	\$1,366,872	\$0
2033	0	\$494,462	\$160,000	\$1,450,562	\$0
2034	0	\$494,462	\$160,000	\$1,479,642	\$0
2035	0	\$494,462	\$160,000	\$1,471,571	\$0
2036	0	\$494,462	\$160,000	\$1,443,826	\$0
2037	0	\$494,462	\$160,000	\$1,411,544	\$0
2038	0	\$494,462	\$160,000	\$1,384,142	\$0
2039	0	\$494,462	\$160,000	\$1,364,325	\$0
2040	0	\$494,462	\$160,000	\$1,350,106	\$0
2041	0	\$494,462	\$160,000	\$1,338,124	\$0
2042	0	\$494,462	\$160,000	\$1,326,316	\$0
2043	0	\$494,462	\$160,000	\$1,315,085	\$0
2044	0	\$494,462	\$160,000	\$1,307,079	\$0

7.2 Funding Strategy

The proposed funding for assets is outlined in the budget and LTFP.

The financial strategy of the Shire 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.

Given the limitations in the budget, it's not feasible to fund all asset renewals at once. Instead, the renewal budget will need to be increased to a level that is practical and achievable within the financial and resource constraints. Additionally, a more strategic approach to maintenance will assist with the goal of extending the lifespan of assets.

By prioritising key renewals and optimising maintenance efforts, the Shire can better manage resources and ensure that critical building assets are maintained effectively while staying within budget.

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.

Replacement Cost (Current/Gross)	\$42,962,000
Depreciable Amount	\$42,962,000
Depreciated Replacement Cost	\$35,950,100
Depreciation	\$858,053

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 an overview of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- The 2023/24 financial year operations and maintenance budgets have been used to calculate projected expenditure
- Asset revaluation provides a reasonably accurate representation of the building assets
- Renewal forecasts have been made using the asset condition assessment and professional judgement
- All costs are represented in current day dollars
- The information held on the buildings included in the asset register is accurate
- For leased buildings, maintenance requirements being adequately maintained by the Lessee.
- Renewal allocation towards buildings assets is calculated based on the identified renewal expenditure in 2022/23 and 2023/24 financial years budgets.
- As the inclusion of building assets in the LTFP will be based on this AM Plan, the LTFP has not informed this AM 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 a level scale of A - E in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	C	Professional judgement
Growth projections	C	Professional judgement
Acquisition forecast	B	Included in Long Term Financial Plan
Operation forecast	C	Based on 2023/24 Budget
Maintenance forecast	C	Based on 2023/24 Budget
Renewal forecast		
- Asset values	C	Based on condition Survey 2024
- Asset useful lives	C	Industry standards
- Condition modelling	C	Moloney's modelling was utilised. The buildings were componentised into 4 major components to generate renewal model.
Disposal forecast	B	No disposal forecast

The estimated confidence level for and reliability of data used in this Asset Management Plan is Medium.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Asset Management Practices

In developing this AM Plan, both accounting/financial data and asset management data are integrated to ensure a robust and accurate framework.

The financial data is sourced from the 2023 revaluation report, providing a current and comprehensive valuation of the assets. Additionally, the Asset Register offers an insight into asset conditions and performance.

8.2 Improvement Plan

The Improvement and Monitoring Plan includes analysing current asset conditions, identifying improvement areas, and developing strategies to address gaps. By regularly updating the asset register and financial data the aim is to optimise maintenance and renewal processes, manage risks effectively, and ensure long-term sustainability.

The improvement plan generated from this AM Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Assess and document the current levels of service for each building, based on usage, purpose, and significance.	Asset Team	Staff resources	1 Year
2	Undertake condition assessment of critical components and document financial implications	Asset Team	Staff/contracted resources	2 years
3	Ensure the maintenance/renewal obligations are clear for all leased buildings.	Manager Governance and People	Staff resources	1 year
4	Based on assessment of asset usage and importance, prioritise the asset register and adjust service levels and renewal programs	Asset Team	Staff resources	1 year
5	Develop a works program to undertake maintenance activities with a planned and strategic approach	Manager Projects and Assets	Staff resources	1 year
6	Continue to align asset planning with the Strategic Community Plan and Long-Term Financial Plan. Align LTFP with Annual Budget.	ELT	Staff resources	2 years
7	Schedule and undertake an inspection program to identify and address issues	Manager Projects and Assets	Staff resources	1 year
8	Consider obsolete and surplus assets for disposal	ELT	Staff resources	2 years
9	Establish internal asset management procedures to ensure the asset register is up to date and managed	Asset Team	Staff resources	1 Year

8.3 Monitoring and Review Procedures

The AM Plan will be 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 LTFP as updates are completed.

A formal review and update of this AM Plan will be carried out every four (4) years.

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 LTFP
- The degree to which the 1–5-year detailed works programs, budgets, business plans and corporate structures consider the strategic direction outlined in 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 (to be set).

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10.0 APPENDICES

10.1 Appendix A Acquisition Forecast Summary

The Shire is undertaking feasibility planning for a new Aquatic Facility which will include the acquisition of new buildings

Year	Acquisition Forecast
2027	\$1,647,000

10.2 Appendix B Operation Forecast Summary

The current operations budget has been applied to further years, however this will need to be reviewed and updated as part of the improvement plan

Year	Operation Forecast	Operation Budget
2025	\$494,462	\$494,462
2026	\$494,462	\$494,462
2027	\$494,462	\$494,462
2028	\$494,462	\$494,462
2029	\$494,462	\$494,462
2030	\$494,462	\$494,462
2031	\$494,462	\$494,462
2032	\$494,462	\$494,462
2033	\$494,462	\$494,462
2034	\$494,462	\$494,462
2035	\$494,462	\$494,462
2036	\$494,462	\$494,462
2037	\$494,462	\$494,462
2038	\$494,462	\$494,462
2039	\$494,462	\$494,462
2040	\$494,462	\$494,462
2041	\$494,462	\$494,462
2042	\$494,462	\$494,462
2043	\$494,462	\$494,462
2044	\$494,462	\$494,462

10.3 Appendix C Maintenance Forecast Summary

The current maintenance budget has been applied to future years, however, this will need to be reviewed and updated as a part of the improvement plan

Year	Maintenance Forecast	Maintenance Budget
2025	\$160,000	\$156,000
2026	\$160,000	\$156,000
2027	\$160,000	\$156,000
2028	\$160,000	\$156,000
2029	\$160,000	\$156,000
2030	\$160,000	\$156,000
2031	\$160,000	\$156,000
2032	\$160,000	\$156,000
2033	\$160,000	\$156,000
2034	\$160,000	\$156,000
2035	\$160,000	\$156,000
2036	\$160,000	\$156,000
2037	\$160,000	\$156,000
2038	\$160,000	\$156,000
2039	\$160,000	\$156,000
2040	\$160,000	\$156,000
2041	\$160,000	\$156,000
2042	\$160,000	\$156,000
2043	\$160,000	\$156,000
2044	\$160,000	\$156,000

10.4 Appendix D Renewal Forecast Summary

The recommended Renewal Forecast exceeds the planned budget

Year	Renewal Forecast	Renewal Budget
2025	\$30,250	\$85,000
2026	\$25,667	\$85,000
2027	\$42,351	\$85,000
2028	\$284,108	\$85,000
2029	\$637,346	\$85,000
2030	\$965,903	\$85,000
2031	\$1,210,577	\$85,000
2032	\$1,366,872	\$85,000
2033	\$1,450,562	\$85,000
2034	\$1,479,642	\$85,000
2035	\$1,471,571	\$85,000
2036	\$1,443,826	\$85,000
2037	\$1,411,544	\$85,000
2038	\$1,384,142	\$85,000
2039	\$1,364,325	\$85,000
2040	\$1,350,106	\$85,000
2041	\$1,338,124	\$85,000
2042	\$1,326,316	\$85,000
2043	\$1,315,085	\$85,000
2044	\$1,307,079	\$85,000

10.5 Appendix E Disposal Forecast Summary

At this stage there are no significant asset disposals planned

Year	Disposal Forecast	Disposal Budget
2025	\$0	\$0
2026	\$0	\$0
2027	\$0	\$0
2028	\$0	\$0
2029	\$0	\$0
2030	\$0	\$0
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
2043	\$0	\$0
2044	\$0	\$0

10.6 Appendix F Budget Forecast Summary by Lifecycle Activity

The following budget summary is based on the 2022/23 Annual Budget and capital works undertaken in FY 2022/23 and FY 2023/24

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2025	\$0	\$494,462	\$156,000	\$85,000	\$0
2026	\$0	\$494,462	\$156,000	\$85,000	\$0
2027	\$1,647,400	\$494,462	\$156,000	\$85,000	\$0
2028	\$0	\$494,462	\$156,000	\$85,000	\$0
2029	\$0	\$494,462	\$156,000	\$85,000	\$0
2030	\$0	\$494,462	\$156,000	\$85,000	\$0
2031	\$0	\$494,462	\$156,000	\$85,000	\$0
2032	\$0	\$494,462	\$156,000	\$85,000	\$0
2033	\$0	\$494,462	\$156,000	\$85,000	\$0
2034	\$0	\$494,462	\$156,000	\$85,000	\$0
2035	\$0	\$494,462	\$156,000	\$85,000	\$0
2036	\$0	\$494,462	\$156,000	\$85,000	\$0
2037	\$0	\$494,462	\$156,000	\$85,000	\$0
2038	\$0	\$494,462	\$156,000	\$85,000	\$0
2039	\$0	\$494,462	\$156,000	\$85,000	\$0
2040	\$0	\$494,462	\$156,000	\$85,000	\$0
2041	\$0	\$494,462	\$156,000	\$85,000	\$0
2042	\$0	\$494,462	\$156,000	\$85,000	\$0
2043	\$0	\$494,462	\$156,000	\$85,000	\$0
2044	\$0	\$494,462	\$156,000	\$85,000	\$0