



ASSET MANAGEMENT PLAN

PUBLIC OPEN SPACES (2024)



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Asset Management Plan

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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 Public Open Spaces' (AM Plan) includes key information on Public open space (POS) assets within the Shire of York and details how the Shire will implement a robust approach to asset management of the Shire's POS 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 POS to ensure the assets:

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

1.2 Asset Description

This plan covers the infrastructure assets that provide Public Open Spaces. This covers approximately 22 hectares of open space within the Shire of York boundary.

The asset network comprises:

- 7 Playgrounds – play equipment, soft fall and associated shade sails and structures.
- 52 Park and street furniture – park benches and seats, BBQs, picnic tables and drinking fountains
- 64 'Other' structures – sporting surfaces and miscellaneous structures
- 13 Lighting structures – Floodlights at sporting grounds and parks
- 3 Shade structures at the Aquatic Facility

These public open space assets have replacement value estimated at \$7,305,448 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 POS Assets over the period of 20 years is \$5,461,666 or \$273,083 on average per year.

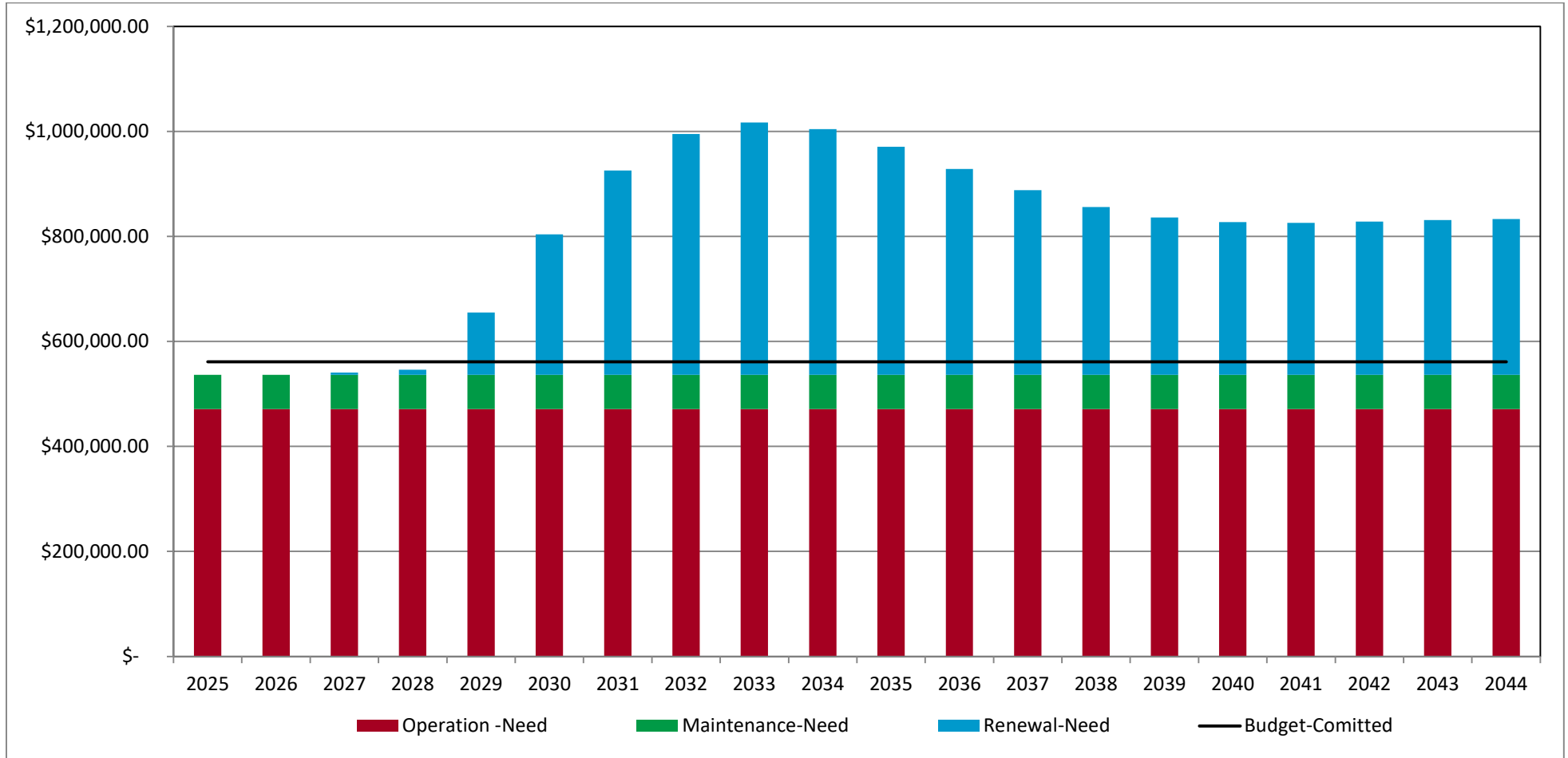
The estimated available funding for renewal is \$25,000 per year. This is 9% of the cost to provide the service.

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 \$16,181,666 or \$809,083 on average per year.

Estimated available funding is \$561,000 on average per year. This is 69% 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 POS assets. It is intended that this AM Plan will inform an update to the LTFP.

The planned budget for POS Assets leaves a funding shortfall of \$248,083 on average per year compared with the projected expenditure required to provide the level of service in this AM Plan.

The Shire of York plans to provide Public Open Space services for the following:

- Operation, maintenance, renewal, acquisition and disposal of Public Open Space assets to meet service levels set in annual budgets.
- The acquisition of an aquatic facility is planned for Year 3 of the planning period. It is not reflected in the lifecycle summary graph at this time. It is recommended to revise the AMP once the location and concept design of the facility are finalised.

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:

- Replace synthetic turf surfaces.
- Major water efficiency initiatives
- Replace major playground structures.

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:

- Poor experience by community and visitors
- Loss of tourism
- Restricted access to sporting grounds and facilities.
- Not meeting safety requirements, putting visitors and community at risk

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

- Monitor condition of assets and intervene with repairs, maintenance when budget permits
- Seek grant opportunities to obtain funds for asset renewal and acquisition
- Prepare and implement a proactive maintenance program to protect asset condition
- Review 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

- Renewal forecasts have been made using the asset condition assessment and professional judgement
- All costs are represented in current day dollars
- The Swimming Pool has been excluded from renewal model due to planned acquisition of a new aquatic facility
- Renewal allocation for POS assets is calculated based on the identified renewal expenditure in 2022/23 and 2023/24 financial years budgets
- As the inclusion of POS assets in the LTFP will be based on this AM Plan, the LTFP has not informed this AM Plan.

This Asset Management 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 POS asset
- Develop a regular inspection programme to document the condition of assets
- Based on usage and significance, prioritise assets and adjust service levels and renewal programs accordingly
- Update the LTFP to determine the funding for this asset group over the next ten years
- Develop a works program to undertake maintenance activities
- Access climate modelling to better understand the impacts of climate change on Public Open Spaces.

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 Public Open Spaces 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 2016-2026
- Shire of York Annual Budget
- Shire of York Corporate Business Plan 2020-2024

The Shire has undertaken a comprehensive review and update of all its asset management planning documentation. 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 parks and gardens, sporting fields and facilities and other public spaces. The majority of these assets are located within the York townsite. For a detailed summary of the assets covered in this AM Plan refer to Table in Section 5.

In summary, there are 10 POS sites managed by the Shire. These are:

- Avon Park
- Peace Park
- Joanna Whitley Park
- War Memorial
- Forrest Oval Complex
- York Swimming Pool
- Gwambygine Park
- Candice Bateman Park
- Mt Brown/Wongborel Look Out
- RV Park

These assets are used to provide opportunities for residents and visitors to come together and build a sense of community, benefit health and wellbeing and provide character and amenity to the town.

The infrastructure assets included in this plan have a total replacement value of \$7,305,448.

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 Ownership

The 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 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.

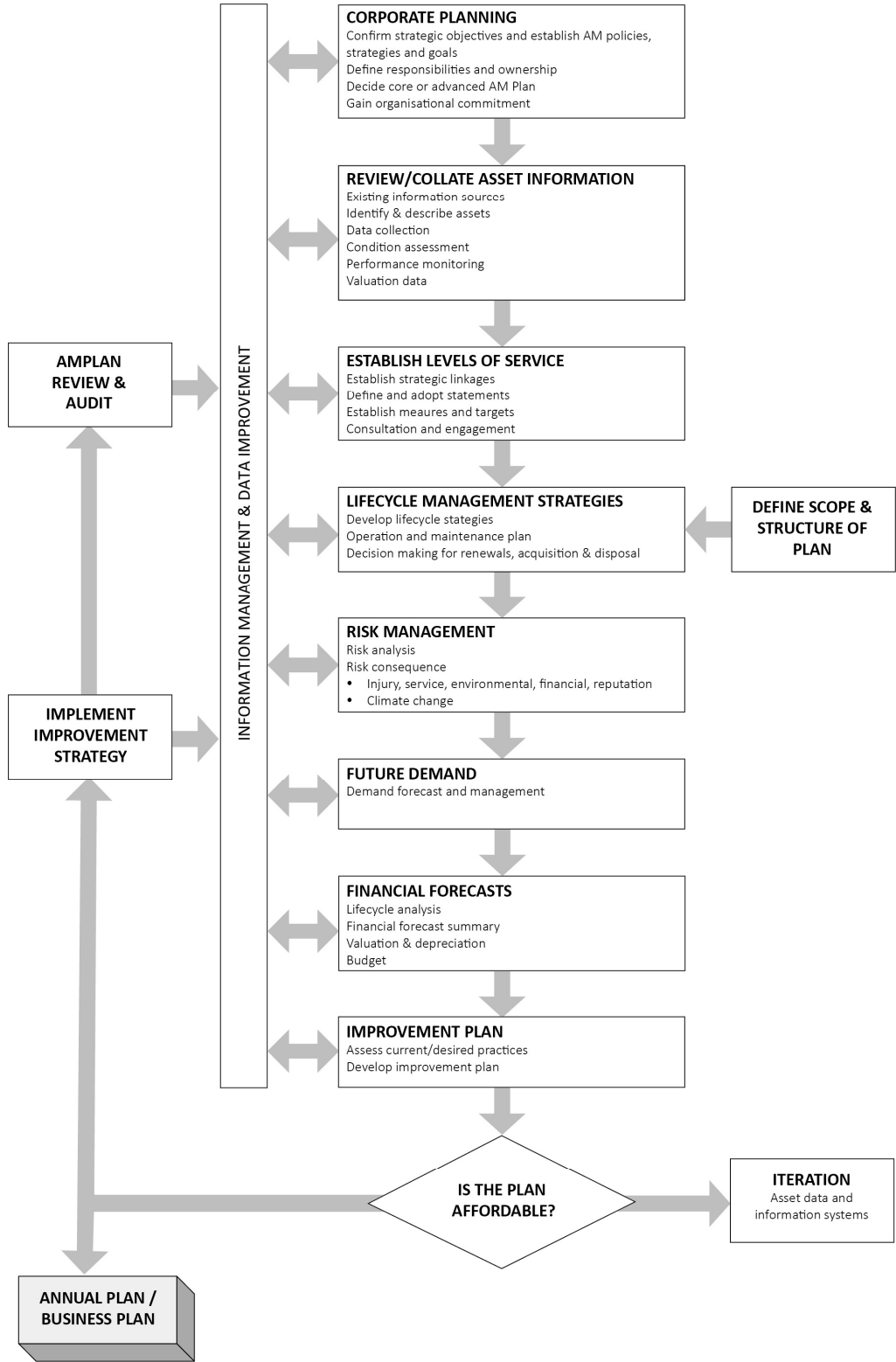
2.3 Asset Management Plan Framework

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 to manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how the Shire of York 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 Public Open Space Assets specifically. Future revisions of AM Plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Shire of York 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 Levels 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	Vandalism	Action Requests, Police Reports	Minimal number of complaints	Capital expenditure on effective security measures required.
	Customer satisfaction	Community Scorecard (Community Scorecard 2023)	78% positive rating (Excellent to okay) on Sport and recreation facilities and services 94 % positive rating (Excellent to okay) for playgrounds, parks, and reserves	The asset will deteriorate over time. Adopt a strategic approach to undertaking maintenance activities.
Condition	Condition of Open spaces asset and its components	Condition rating of the asset components	90% Lighting assets are in good condition.	Insufficient expenditure on these assets is likely to result in deterioration over the short to medium term.
	Confidence levels			Medium (Visual Assessment supported by professional judgement and staff experiences)
Function	Are the assets appropriate for the intended use. Are they being used?	Assessment of whether assets are fit for purpose and usage studies	Most of the assets are fit for purpose; however, some surfaces are beginning to fail.	Insufficient expenditure is likely to result in more sporting surfaces not meeting expectations in the medium to long term.
	Confidence levels			Low Professional Judgement with no data evidence

Safety	Public Open Space assets 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 (Upgrading sports facilities, a new aquatic facility, new seating, lighting, turf etc.) or a new service that did not exist previously (a new park)
- **Operation** – The regular activities to provide services (undertaking routine inspection, cleaning the sport facilities)
- **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 (fixing or replacing damaged benches, playground equipment, fencing)
- **Renewal** – The activities that return the service capability of an asset up to that which it had originally provided (replacing ground surfaces with new, replacing inefficient lighting with new and efficient fixtures, replacement of park structures such as gazebo)

Table 3.2 shows the activities expected to be provided under the current 20-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	Public Open Space assets meet demands of community and visitors	Implementation of Strategic Community Plan and Access and Inclusion Plan.	Feasibility study for construction of swimming pool is ongoing. Acquisition Plan has been identified in the LTFP.	Continue with aquatic facility acquisition plan
		Budget	<i>\$0</i>	<i>\$10,350,000</i>

Operation	Park assets are clean, clear of hazards and fit for purpose	Frequency of inspections and maintenance activity	Operational budget is considered sufficient. No exceedance has occurred in the recent years.	Document safety inspections on regular basis. Continue proactive inspections
		Budget	<i>\$471,000</i>	<i>\$471,000</i>
Maintenance	Park assets are safe and in working order	Establish an annual maintenance program and implement it. Responsiveness to action requests.	As needed Maintenance in practice. Respond to action request	Strategic works program for ongoing preventative maintenance
		Budget	<i>\$65,000</i>	<i>\$65,000</i>
Renewal	Replace asset/ components before they reach the end of their service life.	Renewal value calculated by external valuers based on the condition assessments	No planned renewal. Opportunistic and reactive renewal only occurs. It is likely that maintenance budget has been used for renewals.	Contribute to Reserve fund for POS to fund Renewal activity based on strategic works program
		Budget	<i>\$25,000</i>	<i>\$50,000</i>
Disposal	No disposals planned	-	-	Identify unsafe or obsolete assets. Allocate these assets for disposal in the Long-Term Financial Plan (LTFP)
		Budget	<i>\$0</i>	
		Total Budget	<i>\$561,000</i>	<i>\$10,936,000</i>

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 POS service are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
<i>Local Government Act 1995</i>	Provides a framework in understanding the powers and functions of local governments in managing Public Open Space assets. Sets out the requirement of 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 public open spaces. 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 handling of assets.

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
Sporting Surface Quality	Some surfaces are within acceptable service levels, some are beginning to wear	Increase in population may increase demand for sporting grounds	Surfaces may fail and prevent use of facilities	Utilise LTFP to ensure renewals are adequately planned for and funded
Climate Change	Grass and artificial turf currently withstand flooding and extreme heat	Increased flood events, extended hot, dry periods	Impact on turf condition. Impact on useful life	When renewing, investigate best options for changing climate conditions
Tourism	Priority to attract tourists and events to York	Increased demand on play equipment and open space capacity	Equipment may fail due to increased usage. Increased wear and tear on turf surfaces	Utilise LTFP to ensure renewals are adequately planned for and funded. Monitor usage and modify maintenance programme accordingly
Population Increase	Continual increase in property sales and property development	Increased demand for fit for purpose spaces	May fail to meet changing demands of community	Monitor the needs and usage and incorporate feedback from community engagement
Changing community needs and expectations	POS assets are in acceptable condition and regular inspection of components is carried out	Demand for increased level of service	Loss of relevance and decreased satisfaction on community level	Visual Inspection This approach ensures that any visible signs of wear, damage, or potential issues are identified early, allowing for timely and effective maintenance or repairs.

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 forecast for operations, maintenance, and renewal costs and included in the LTFP.

The Shire has plans to acquire a new swimming pool at a new Aquatic Facility which is in the feasibility study phase. It is recommended that an operations and maintenance plan is part of the facility business plan. For this AMP Plan, it is assumed that the expected expenditure for the new swimming pool 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
Rainfall	Higher intensity rainfall events during summer	More localised flooding	Develop storm water management plan
Extended dry periods	Longer periods without rain	Increased cost of water and turf maintenance	Include increased costs in LTFP. Explore water use efficiency options
Rising Temperature	Higher temperatures and more frequent heat waves	Increased cost of water and increased damage to artificial surfaces (reduction in useful life)	Include increased costs in LTFP. Explore water use efficiency options. Potential adjustment of useful life
Fire-Weather	Increased fire risk	Catastrophic damage to asset	Develop fire risk assessment for each asset including development of mitigation plan

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 These assets?	Build Resilience in New Works
All water usage	Expected increase in water demand	Include considerations for water efficiency for any future designs and renewals
Flooding	More frequent flood events	Include storm water management plans in any future design and renewals

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 Public Open Space Assets 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 asset. 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.

The POS assets covered by this AM Plan include parks and gardens, sporting fields and facilities and other public spaces. The majority of these assets are located within the York townsite. These assets are used to provide recreational areas and enhance the amenity and natural environment of the Shire.

For the purpose of this AM Plan, Public Open Space Assets are broken down further to components as follows:

- Short Life Structure
- Long Life Structure
- Roof
- Lighting
- Park Furniture
- Play Equipment
- Synthetic Surface
- Reticulation
- Miscellaneous

Table 5.1.1: Assets covered by this Plan

Asset Description	Reserve/Location	Replacement Cost
Sheds & Shelters		
Shelter 1	Avon Park	\$ 10,000.00
Shelter 2	Avon Park	\$ 2,000.00
Rotunda	Avon Park	\$ 8,000.00
Skate Park	Avon Park	\$ 400,000.00
Shelter & Table Set 2	Candice Bateman Park	\$ 8,000.00
Shelter 1	Candice Bateman Park	\$ 8,000.00
Hit Up Wall	Candice Bateman Park	\$ 15,000.00
Concrete Water tank approx. 32KL - 1	Candice Bateman Park	\$ 16,000.00

Shelter & Table Set 1	Candice Bateman Park	\$ 8,000.00
Shelter & Table Set 3	Candice Bateman Park	\$ 8,000.00
Concrete Water tank approx. 32KL - 2	Candice Bateman Park	\$ 16,000.00
Shelter	Forrest Oval Complex	\$ 90,000.00
Retaining Wall	Forrest Oval Complex	\$ 5,000.00
Skate Park	Forrest Oval Complex	\$ 35,000.00
Water tanks	Forrest Oval Complex	\$ 60,000.00
Sheds	Forrest Oval Complex Day Care Centre	\$ 10,000.00
Shelter 1	Gwambygine Park	\$ 15,000.00
Shelter 2	Gwambygine Park	\$ 27,000.00
Shelter & Seating Arrangement 1	Mt Brown Lookout	\$ 6,000.00
Shelter & Seating Arrangement 2	Mt Brown Lookout	\$ 6,000.00
Gazebo	Peace Park	\$ 5,000.00
Retaining Wall	Peace Park	\$ 6,000.00
Shelter	Spencers Brook - York Road	\$ 20,748.00
Motorcross Picnic Shelter	Spencers Brook Road	\$ 27,000.00
Shelter	Talbot Hall	\$ 5,000.00
Shelter	War Memorial	\$ 50,000.00
War memorial	War Memorial	\$ 10,000.00
Timber Structure	York Centenary Lookout	\$ 8,000.00
Shadecloth Shelter 1	York Aquatic Centre	\$ 30,000.00
Shelter 1	York Aquatic Centre	\$ 50,000.00
Pool	York Aquatic Centre	\$ 1,500,000.00
Shelter 2	York Aquatic Centre	\$ 30,000.00
Shelter 3	York Aquatic Centre	\$ 25,000.00
Shadecloth Shelter 2	York Aquatic Centre	\$ 20,000.00
Chlorination Shed at Shire dam		\$ 2,000.00
Other (Lighting, Park Furniture, Play Equipment, Synthetic Playing Surfaces, Reticulation, Miscellaneous)		
Floodlights	Avon Park	\$ 2,000.00
3X Seater bench (1)	Avon Park	\$ 1,000.00
Picnic Table & bench (1)	Avon Park	\$ 2,000.00
Lighting - (1)	Avon Park	\$ 15,000.00
Play Equipment	Avon Park	\$ 1,000,000.00
BBQ (1)	Avon Park	\$ 3,000.00
Drain	Avon Park	\$ 5,000.00
Barbeque (2)	Avon Park	\$ 3,000.00

Barbeque (3)	Avon Park	\$ 3,000.00
Picnic Table & bench (2)	Avon Park	\$ 2,000.00
Picnic Table & bench (3)	Avon Park	\$ 2,000.00
3X Seater bench (2)	Avon Park	\$ 1,000.00
3XSeater bench (3)	Avon Park	\$ 1,000.00
3XSeater bench (4)	Avon Park	\$ 1,000.00
3XSeater bench (5)	Avon Park	\$ 1,000.00
3XSeater bench (6)	Avon Park	\$ 1,000.00
3X Seater bench (7)	Avon Park	\$ 1,000.00
3X Seater bench (8)	Avon Park	\$ 1,000.00
Lighting - (2)	Avon Park	\$ 15,000.00
Lighting - (3)	Avon Park	\$ 15,000.00
Lighting - (4)	Avon Park	\$ 15,000.00
Lighting - (5)	Avon Park	\$ 15,000.00
Play Equipment	Candice Bateman Park	\$ 5,000.00
Park improvements	Candice Bateman Park	\$ 30,000.00
Pump	Candice Bateman Park	\$ 1,200.00
Seating arrangement	Candice Bateman Park	\$ 4,000.00
Barbeque 1	Candice Bateman Park	\$ 800.00
3 Seater bench 1	Candice Bateman Park	\$ 500.00
3 Seater bench 2	Candice Bateman Park	\$ 500.00
3 Seater bench 3	Candice Bateman Park	\$ 500.00
Picnic table & benches 1	Candice Bateman Park Dog Park	\$ 3,000.00
Picnic table & benches 2	Candice Bateman Park Dog Park	\$ 3,000.00
Fencing	Forrest Oval Complex	\$ 2,000.00
Hockey Fields - Floodlights with 6 Floods - 1	Forrest Oval Complex	\$ 35,000.00
Oval Floodlights with 6 floods - 1	Forrest Oval Complex	\$ 50,000.00
Reticulation	Forrest Oval Complex	\$ 180,000.00
Lawn	Forrest Oval Complex	\$ 150,000.00
Cricket Pitch	Forrest Oval Complex	\$ 25,000.00
Netball Courts	Forrest Oval Complex	\$ 30,000.00
Synthetic Turf	Forrest Oval Complex	\$ 800,000.00
Synthetic Turf	Forrest Oval Complex	\$ 500,000.00
Fencing	Forrest Oval Complex	\$ 10,000.00
Fencing	Forrest Oval Complex	\$ 20,000.00
Reticulation	Forrest Oval Complex	\$ 27,000.00
Bowling Greens - Floodlights - (1)	Forrest Oval Complex	\$ 30,000.00
Tennis Court - Floodlights - (1)	Forrest Oval Complex	\$ 25,000.00

Netball Court - Floodlights - (1)	Forrest Oval Complex	\$ 75,000.00
Nets	Forrest Oval Complex	\$ 5,000.00
Lawn	Forrest Oval Complex	\$ 20,000.00
Seating	Forrest Oval Complex	\$ 10,000.00
Landscaping	Forrest Oval Complex	\$ 60,000.00
Play Equipment	Forrest Oval Complex	\$ 10,000.00
Reticulation	Forrest Oval Complex	\$ 400,000.00
Lawn	Forrest Oval Complex	\$ 80,000.00
Seating & table arrangement (1)	Forrest Oval Complex	\$ 2,000.00
Electrical Box	Forrest Oval Complex	\$ 3,000.00
Seating & table arrangement (2)	Forrest Oval Complex	\$ 2,000.00
Tennis Court - Floodlights - (2)	Forrest Oval Complex	\$ 25,000.00
Tennis Court - Floodlights -3	Forrest Oval Complex	\$ 25,000.00
Tennis Court - Floodlights - 4	Forrest Oval Complex	\$ 25,000.00
Tennis Court - Floodlights - 5	Forrest Oval Complex	\$ 25,000.00
Tennis Court - Floodlights - 6	Forrest Oval Complex	\$ 25,000.00
Netball Court - Floodlights - 2	Forrest Oval Complex	\$ 75,000.00
Oval Floodlights with 6 floods - 2	Forrest Oval Complex	\$ 50,000.00
Oval Floodlights with 6 floods - 3	Forrest Oval Complex	\$ 50,000.00
Oval Floodlights with 6 floods - 4	Forrest Oval Complex	\$ 50,000.00
Hockey Fields - Floodlights with 6 Floods - 2	Forrest Oval Complex	\$ 35,000.00
Hockey Fields - Floodlights with 6 Floods - 3	Forrest Oval Complex	\$ 35,000.00
Hockey Fields - Floodlights with 6 Floods - 4	Forrest Oval Complex	\$ 35,000.00
Hockey Fields - Floodlights with 6 Floods - 5	Forrest Oval Complex	\$ 35,000.00
Hockey Fields - Floodlights with 6 Floods - 6	Forrest Oval Complex	\$ 35,000.00
Bowling Greens - Floodlights - 2	Forrest Oval Complex	\$ 30,000.00
Bowling Greens - Floodlights - 3	Forrest Oval Complex	\$ 30,000.00
Bowling Greens - Floodlights - 4	Forrest Oval Complex	\$ 30,000.00
Bowling Greens - Floodlights - 5	Forrest Oval Complex	\$ 30,000.00
Bowling Greens - Floodlights - 6	Forrest Oval Complex	\$ 30,000.00
Play Equipment	Forrest Oval Complex Day Care Centre	\$ 4,000.00
Shade sail	Forrest Oval Complex Day Care Centre	\$ 15,000.00
Barbeque 1	Gwambygine Park	\$ 1,200.00
Concrete Pillars	Gwambygine Park	\$ 1,000.00
Play Equipment	Gwambygine Park	\$ 3,000.00
Picnic Table 1	Gwambygine Park	\$ 2,500.00
Picnic Table 2	Gwambygine Park	\$ 2,500.00

Picnic Table 3	Gwambygine Park	\$ 2,500.00
Picnic Table 4	Gwambygine Park	\$ 2,500.00
Picnic Table 5	Gwambygine Park	\$ 2,500.00
Picnic Table 6	Gwambygine Park	\$ 2,500.00
Picnic Table 7	Gwambygine Park	\$ 2,500.00
Picnic Table 8	Gwambygine Park	\$ 2,500.00
Picnic Table 9	Gwambygine Park	\$ 2,500.00
Water Tap	Gwambygine Park	\$ 300.00
Stormwater pipe	Gwambygine Park	\$ 1,500.00
Barbeque 2	Gwambygine Park	\$ 1,200.00
Barbeque 3	Gwambygine Park	\$ 1,200.00
Barbeque 4	Gwambygine Park	\$ 1,200.00
Barbeque 5	Gwambygine Park	\$ 1,200.00
Fencing	Johanna Whitley Park	\$ 15,000.00
3 Seater bench 1	Johanna Whitley Park	\$ 2,000.00
Flag Poles & Monument	Johanna Whitley Park	\$ 25,000.00
3 Seater bench 2	Johanna Whitley Park	\$ 2,000.00
3 Seater bench 3	Johanna Whitley Park	\$ 2,000.00
3 Seater bench 4	Johanna Whitley Park	\$ 2,000.00
Barbeque 1	Mt Brown Lookout	\$ 8,000.00
Lighting	Peace Park	\$ 3,000.00
Lighting	Peace Park	\$ 6,000.00
3-seater bench (1)	Peace Park	\$ 1,200.00
Lighting	Peace Park	\$ 15,000.00
Wishing Well	Peace Park	\$ 1,500.00
Christmas Tree Frame	Peace Park	\$ 500.00
Water fountain	Peace Park	\$ 300.00
Bollards	Peace Park	\$ 600.00
Metal bench seat	Peace Park	\$ 600.00
3-seater bench (2)	Peace Park	\$ 1,200.00
3-seater bench (3)	Peace Park	\$ 1,200.00
Picnic table & benches (1)	Peace Park	\$ 2,000.00
Picnic table & benches (2)	Peace Park	\$ 2,000.00
Dump Point	RV Park	\$ 4,000.00
Lighting	RV Park	\$ 7,000.00
Landscaping	RV Park	\$ 60,000.00
Reticulation	RV Park	\$ 5,000.00
Garden	War Memorial	\$ 22,000.00

Plaque	War Memorial	\$ 300.00
Reticulation	War Memorial	\$ 300.00
Stone plaque	York Centenary Lookout	\$ 1,200.00
York Swimming Pool - Floodlight with 1 flood (1)	York Aquatic Centre	\$ 20,000.00
York Swimming Pool - Floodlight with 1 flood (2)	York Aquatic Centre	\$ 20,000.00
York Swimming Pool - Floodlight with 1 flood (3)	York Aquatic Centre	\$ 20,000.00
York Swimming Pool - Floodlight with 1 flood (4)	York Aquatic Centre	\$ 20,000.00
York Swimming Pool - Floodlight with 1 flood (5)	York Aquatic Centre	\$ 20,000.00
York Swimming Pool - Floodlight with 1 flood (6)	York Aquatic Centre	\$ 20,000.00
York Swimming Pool - Floodlight with 1 flood (7)	York Aquatic Centre	\$ 20,000.00

5.1.2 Asset capacity and performance

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

Several service deficiencies have been identified by staff, requiring attention to ensure the continued functionality and safety of community assets.

The floodlights at the Bowling Greens have been damaged by corellas, necessitating a strategic solution to mitigate further damage. The outdoor netball courts are experiencing surface deterioration, including depressions and cracks, and the rings are in poor condition, additionally, the lights at the hockey field do not meet current standards, with the existing illumination proving inadequate. At Gwambygine Park, the barbeque infrastructure needs inspection and repair, while the Candice Bateman Dog Park currently lacks an effective water access point.

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 POS component condition

A visual inspection was carried out on all assets. The Public Open Space assets were categorised into major elements for an assessment based on the asset service life. The aim is to produce a “First Cut” Renewal model based on following key elements:

- Long Life Structures
- Short Life Structures
- Roof
- Lighting
- Park / Street
- Furniture
- Play Equipment
- Synthetic Surfaces
- Reticulation
- Other

Each asset was inspected externally and internally (where possible). 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.

There were 166 POS items inspected and assessed. The level that was set as the intervention point was condition score 7. None of the POS 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, utility costs and insurance.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition. Typical maintenance activities include pipe repairs, maintaining synthetic turfs, repairs to BBQs, benches and play equipment.

With the new workforce plan aligning maintenance 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 Public Open Space assets 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	\$65,000
Budget 2024-25	\$65,000 (Recommended)

5.2.1 Asset prioritisation

Currently, there is no defined service level for Public Open Space 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 POS asset 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.

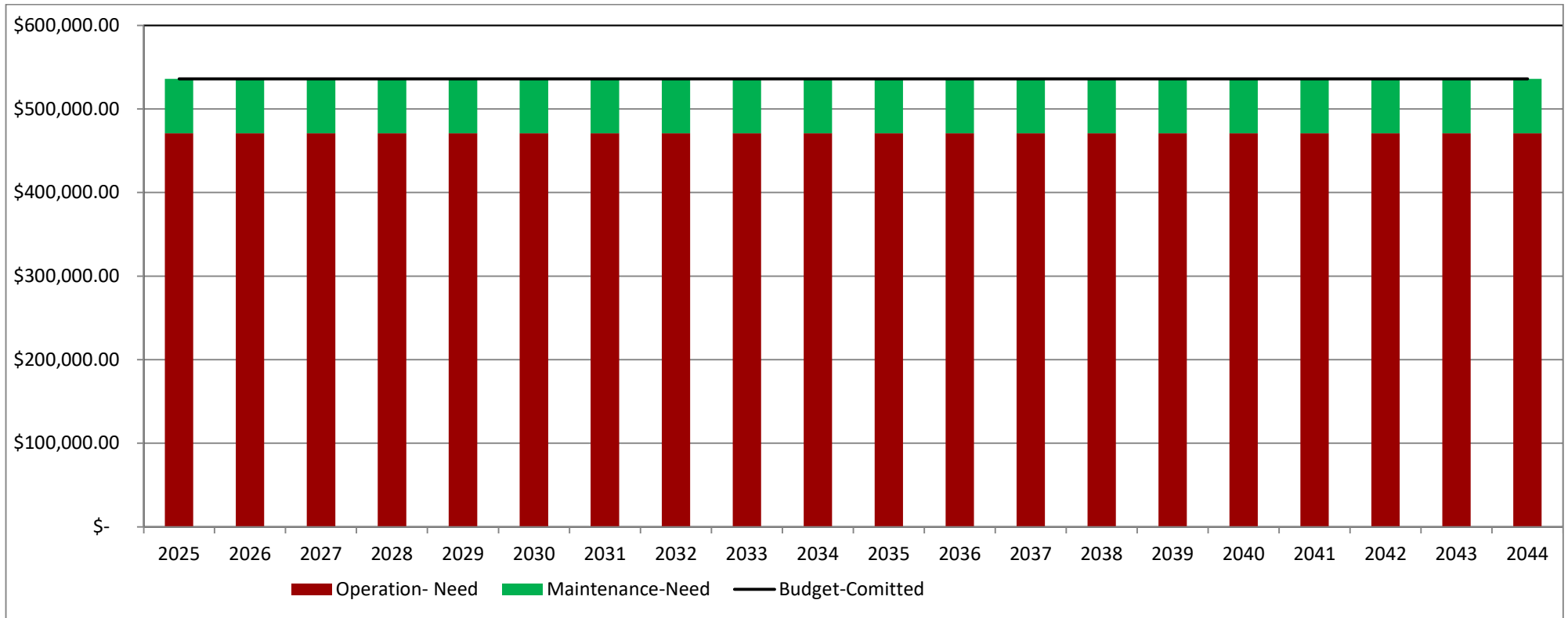
This process will assist in resourcing and decision-making, ensuring maintenance activities align with the strategic importance of the Public Open Space assets. This will assist in ensuring the constrained budget allocation delivers strategic outcomes.

5.2.2 Summary of forecast operations and maintenance costs

Forecasted operations and maintenance costs are anticipated to fluctuate based on the total number and value of the asset stock. Assuming that the current operations and maintenance (O&M) budget is adequate for current assets, it is projected that these costs will continue to grow in line with the Consumer Price Index (CPI) and with acquisition of new asset. 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 operation and maintenance costs relative to the current trend of operation and maintenance allocation in the budget.

Figure 5.2: Operations and Maintenance 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)
Lighting	25
Street & Park Furniture (Benches, Barbeques, Picnic Sets etc)	15
Play Equipment	15
Synthetic Turfs (Cricket Pitch & Turfs)	20
Reticulation	25
Miscellaneous (Fencing, Lawn, Dump Point, Drain etc)	20
Buildings-Roof (Shades and Shelters)	30
Buildings-Long Life structure (Skate Park, Hit Up Wall, Concrete water tank etc)	80
Buildings-Short Life Structure (Shades and Shelters)	60

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(b) Renewal Priority Ranking Criteria

Criteria	Weighting
Condition and Remaining Useful Life	35%
Consequence of Failure (High safety risks or potential for significant operational disruption if the asset fails)	35%
Usage and Impact on others (High frequency of use and significant impact on the community or service users if the asset is unavailable)	30%
Total	100%

5.4 Summary of future renewal costs

A renewal forecast model was created based on the condition of the POS 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 shelters, reticulation, lighting, synthetic surface and play equipment. The effect of componentisation on the renewal model is illustrated in Figure 5.4(b).

The renewal demand is influenced by asset components with shorter service lives, such as lighting, synthetic surfaces and play equipment.

Figure 5.4 (a): Forecast Renewal Costs

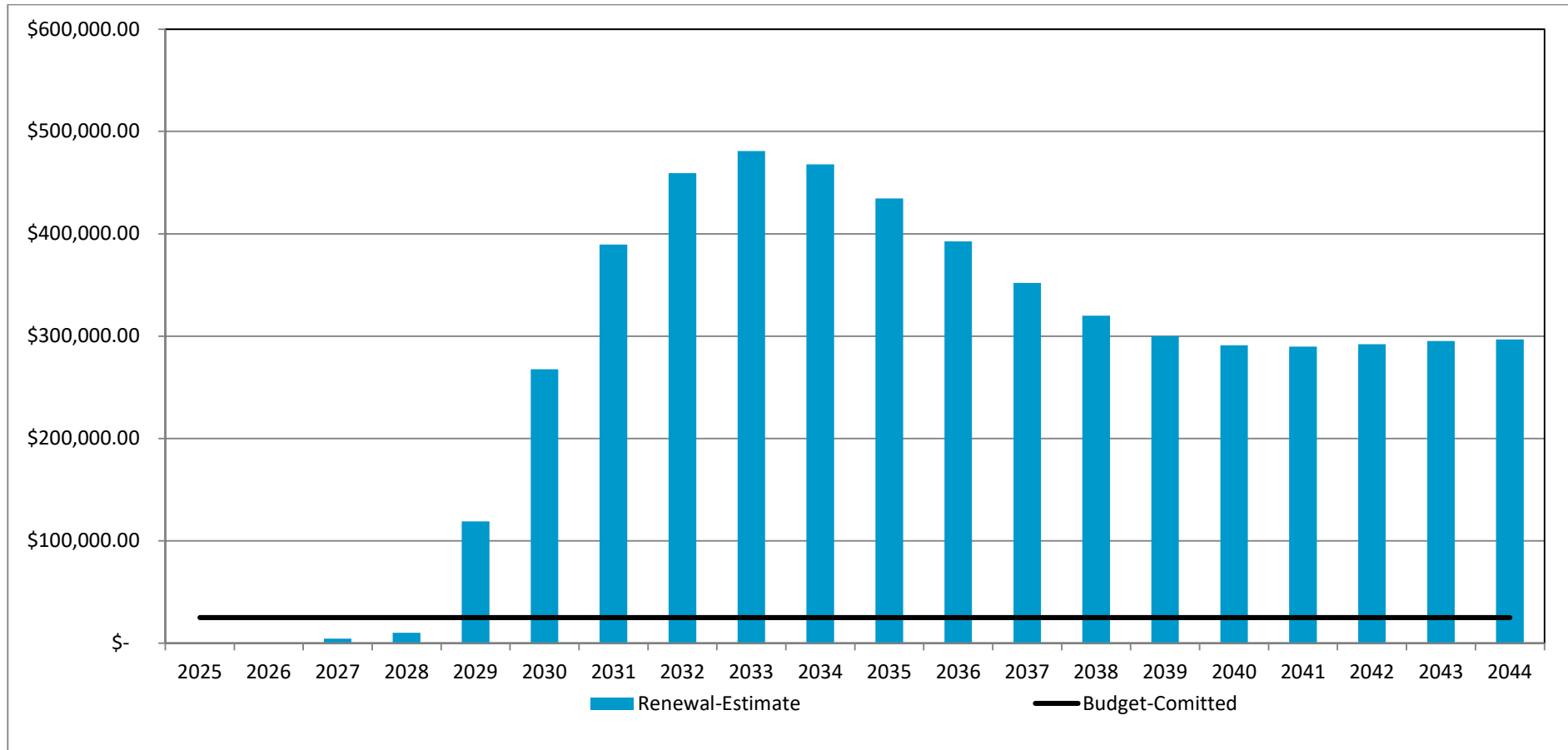
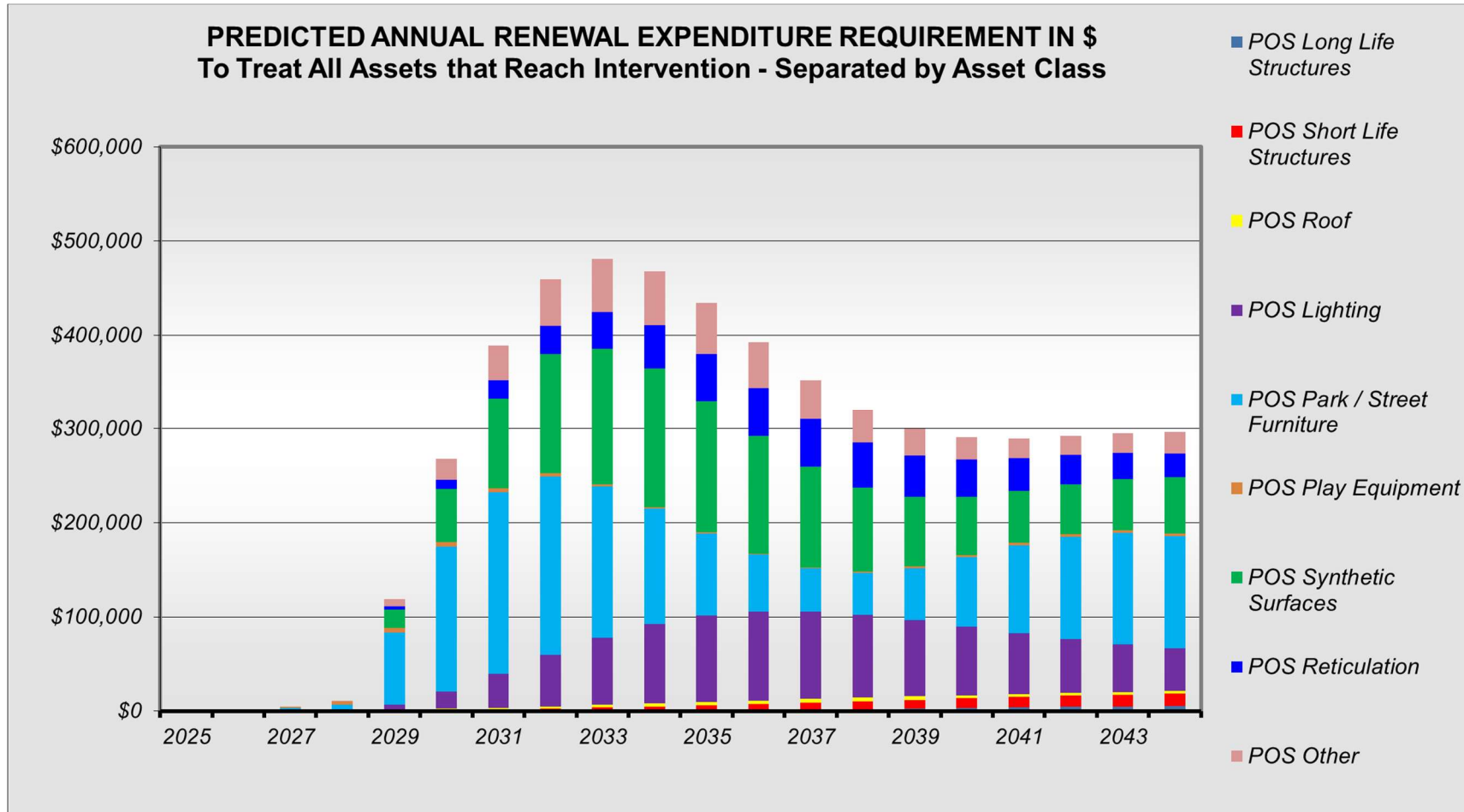


Figure 5.4 (b): Forecast Renewal Costs-by Asset Component



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 a new swimming pool. The swimming pool has an estimated acquisition cost of \$10,350,000.

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 POS 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 Shire can streamline its asset portfolio, optimise resource allocation, and ensure that only valuable and functional assets are retained.

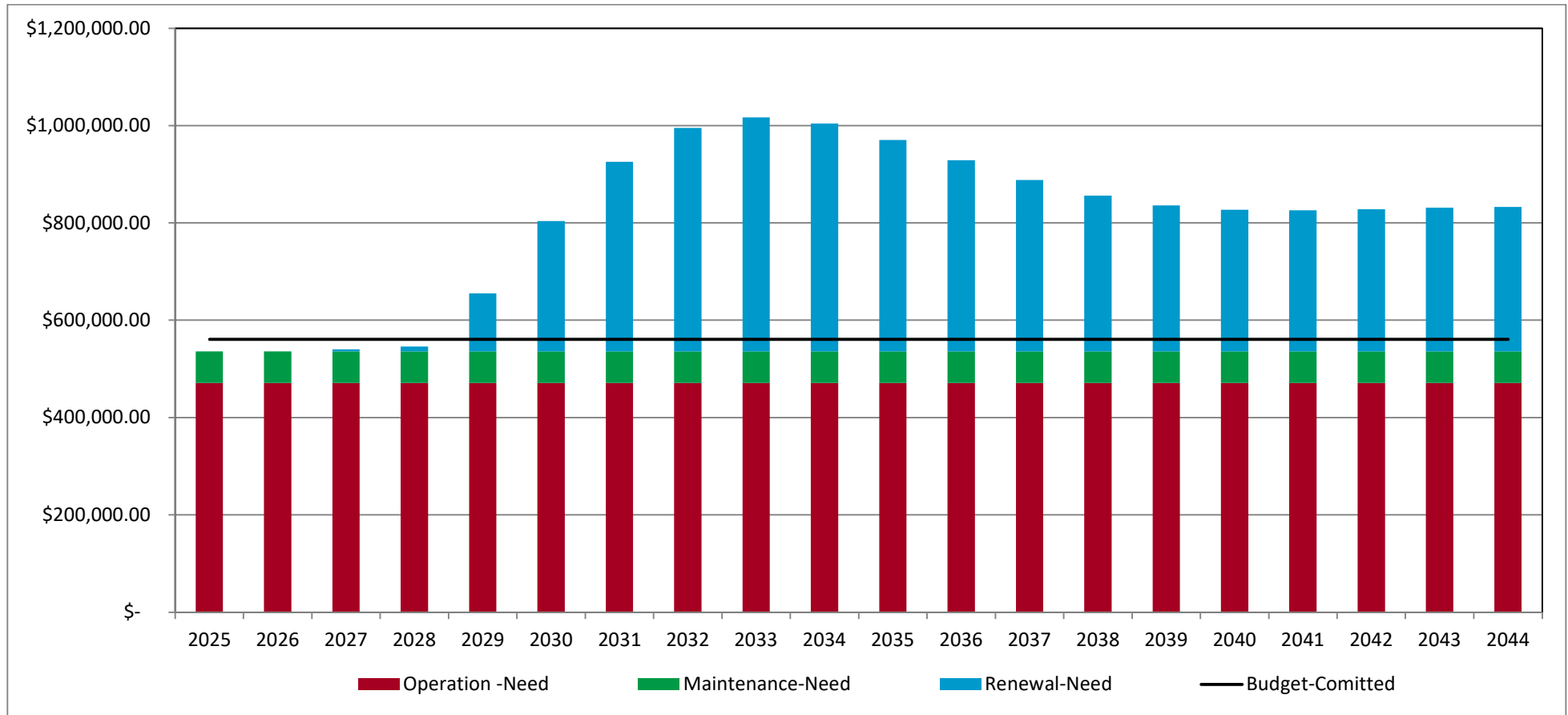
5.7 Summary of asset forecast costs

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

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Sporting Surfaces	Material or subsurface failure	Surfaces cannot be used by sporting clubs or casual users
Lighting	Structural	Nighttime training and events cannot occur
Playground Equipment	Structural	Potential closure Failure to meet community needs, Safety risk for the community.

6.2 Risk Assessment

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
Inadequate maintenance/renewal work program	Reduced Life of an asset and reduced Level of Service Safety hazard from poorly maintained asset	Likely	Moderate	Moderate	Develop works program for POS assets. Develop annual maintenance program for planned preventative maintenance	Low
Playgrounds	Injury to users and reduction in amenity	Possible	Moderate	Moderate	Weekly inspection of assets Daily inspection for issues	Low–
Lack of knowledge of asset	Inadequate knowledge and experience to maintain level of service	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 POS 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 POS assets which are due for renewal. Essential projects may be postponed or partially funded.
- 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:

- POS assets 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 POS 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 the AM Plan for this service area. The two indicators are the:

- 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 \$273,083, while the proposed renewal budget is \$25,000 per year.

The Asset Renewal Funding Ratio over the next 20 years is 9% 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 provides input into long term financial planning and funding plans aimed at providing the required services in a sustainable manner.

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 \$809,083 on average per year.

The proposed (budget) operations, maintenance and renewal funding is \$561,000 per year resulting in a 20 year funding shortfall of \$248,083 per year. This indicates that 69% 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 long-term financial plan).

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	\$ -	\$471,000	\$65,000	\$0	\$0
2026	\$ -	\$471,000	\$65,000	\$0	\$0
2027	\$10,350,000	\$471,000	\$65,000	\$4,330	\$0
2028	\$ -	\$471,000	\$65,000	\$10,113	\$0
2029	\$ -	\$471,000	\$65,000	\$119,020	\$0
2030	\$ -	\$471,000	\$65,000	\$267,722	\$0
2031	\$ -	\$471,000	\$65,000	\$389,379	\$0
2032	\$ -	\$471,000	\$65,000	\$459,154	\$0
2033	\$ -	\$471,000	\$65,000	\$480,751	\$0
2034	\$ -	\$471,000	\$65,000	\$467,945	\$0
2035	\$ -	\$471,000	\$65,000	\$434,555	\$0
2036	\$ -	\$471,000	\$65,000	\$392,499	\$0
2037	\$ -	\$471,000	\$65,000	\$351,869	\$0
2038	\$ -	\$471,000	\$65,000	\$319,920	\$0
2039	\$ -	\$471,000	\$65,000	\$299,864	\$0
2040	\$ -	\$471,000	\$65,000	\$290,910	\$0
2041	\$ -	\$471,000	\$65,000	\$289,691	\$0
2042	\$ -	\$471,000	\$65,000	\$292,164	\$0
2043	\$ -	\$471,000	\$65,000	\$295,083	\$0
2044	\$ -	\$471,000	\$65,000	\$296,698	\$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 POS 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)	\$7,305,448
Depreciable Amount	\$7,305,448
Depreciated Replacement Cost	\$4,845,334
Depreciation	\$248,777

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
- Renewal forecasts have been made using the asset condition assessment and professional judgement
- All costs are represented in current day dollars
- The Swimming Pool has been excluded from renewal model due to planned acquisition of a new aquatic facility
- Renewal allocation for POS assets is calculated based on the identified renewal expenditure in 2022/23 and 2023/24 financial years budgets
- As the inclusion of POS 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 ± 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 ± 10%
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%

Confidence Grade	Description
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(b)

Table 7.5 (b): 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 the Long-Term Financial Plan
Operation forecast	C	Based on 2023/24 Budget
Maintenance forecast	C	Based on 2023/24 Budget
Renewal forecast - Asset values	B	Data from Asset Register and Revaluations
- Asset useful lives	C	Industry Standards
- Condition modelling	C	Moloney's modelling was utilised. Public Open Space assets were categorised into elements with similar useful lives and degradation patterns to generate a renewal model.

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 POS Asset, based on usage, purpose and significance	Asset Team	Staff resources	1 Year
2	Based on assessment of asset usage and importance, prioritise the asset register and adjust service levels and renewal program	Asset Team	Staff resources	1 year
3	Schedule and undertake an inspection program to identify and address issues	Asset Team	Staff resources	2 Years
4	Develop a works program to undertake maintenance activities with a planned and strategic approach	Manager Projects and Assets	Staff resources	1 year
5	Continue to align asset planning with community strategic plan and Long-Term Financial Plan. Align LTFP with Annual Budget.	ELT	Staff resources	2 years
6	Consider obsolete and surplus assets for disposal	ELT	Staff resources	2 years
7	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).

9.0 REFERENCES

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- Shire of York - Long Term Financial Plan 2016-2026
- Shire of York - Annual Budget 2023-2024
- Shire of York - Corporate Business Plan 2020-2024

10.0 APPENDICES

10.1 Appendix A Acquisition Forecast Summary

The Shire is undertaking feasibility planning for a new Aquatic Facility

Year	Acquisition Forecast
2027	\$10,153,000.00

10.2 Appendix B Operation Forecast Summary

The current operational budget has been applied to future years. However, this will need to be reviewed and updated as part of the improvement plan

Year	Operation Forecast	Operation Budget
2025	\$471,000.00	\$471,000.00
2026	\$471,000.00	\$471,000.00
2027	\$471,000.00	\$471,000.00
2028	\$471,000.00	\$471,000.00
2029	\$471,000.00	\$471,000.00
2030	\$471,000.00	\$471,000.00
2031	\$471,000.00	\$471,000.00
2032	\$471,000.00	\$471,000.00
2033	\$471,000.00	\$471,000.00
2034	\$471,000.00	\$471,000.00
2035	\$471,000.00	\$471,000.00
2036	\$471,000.00	\$471,000.00
2037	\$471,000.00	\$471,000.00
2038	\$471,000.00	\$471,000.00
2039	\$471,000.00	\$471,000.00
2040	\$471,000.00	\$471,000.00
2041	\$471,000.00	\$471,000.00
2042	\$471,000.00	\$471,000.00
2043	\$471,000.00	\$471,000.00
2044	\$471,000.00	\$471,000.00

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	\$65,000	\$65,000
2026	\$65,000	\$65,000
2027	\$65,000	\$65,000
2028	\$65,000	\$65,000
2029	\$65,000	\$65,000
2030	\$65,000	\$65,000
2031	\$65,000	\$65,000
2032	\$65,000	\$65,000
2033	\$65,000	\$65,000
2034	\$65,000	\$65,000
2035	\$65,000	\$65,000
2036	\$65,000	\$65,000
2037	\$65,000	\$65,000
2038	\$65,000	\$65,000
2039	\$65,000	\$65,000
2040	\$65,000	\$65,000
2041	\$65,000	\$65,000
2042	\$65,000	\$65,000
2043	\$65,000	\$65,000
2044	\$65,000	\$65,000

10.4 Appendix D Renewal Forecast Summary

The recommended Renewal Forecast exceeds the planned budget

Year	Renewal Forecast	Renewal Budget
2025	\$0	\$25,000
2026	\$0	\$25,000
2027	\$4,330	\$25,000
2028	\$10,113	\$25,000
2029	\$119,020	\$25,000
2030	\$267,722	\$25,000
2031	\$389,379	\$25,000
2032	\$459,154	\$25,000
2033	\$480,751	\$25,000
2034	\$467,945	\$25,000
2035	\$434,555	\$25,000
2036	\$392,499	\$25,000
2037	\$351,869	\$25,000
2038	\$319,920	\$25,000
2039	\$299,864	\$25,000
2040	\$290,910	\$25,000
2041	\$289,691	\$25,000
2042	\$292,164	\$25,000
2043	\$295,083	\$25,000
2044	\$296,698	\$25,000

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 E Budget 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	\$471,000	\$65,000	\$25,000	\$0
2026	\$0	\$471,000	\$65,000	\$25,000	\$0
2027	\$10,153,000	\$471,000	\$65,000	\$25,000	\$0
2028	\$0	\$471,000	\$65,000	\$25,000	\$0
2029	\$0	\$471,000	\$65,000	\$25,000	\$0
2030	\$0	\$471,000	\$65,000	\$25,000	\$0
2031	\$0	\$471,000	\$65,000	\$25,000	\$0
2032	\$0	\$471,000	\$65,000	\$25,000	\$0
2033	\$0	\$471,000	\$65,000	\$25,000	\$0
2034	\$0	\$471,000	\$65,000	\$25,000	\$0
2035	\$0	\$471,000	\$65,000	\$25,000	\$0
2036	\$0	\$471,000	\$65,000	\$25,000	\$0
2037	\$0	\$471,000	\$65,000	\$25,000	\$0
2038	\$0	\$471,000	\$65,000	\$25,000	\$0
2039	\$0	\$471,000	\$65,000	\$25,000	\$0
2040	\$0	\$471,000	\$65,000	\$25,000	\$0
2041	\$0	\$471,000	\$65,000	\$25,000	\$0
2042	\$0	\$471,000	\$65,000	\$25,000	\$0
2043	\$0	\$471,000	\$65,000	\$25,000	\$0
2044	\$0	\$471,000	\$65,000	\$25,000	\$0