



ASSET MANAGEMENT PLAN

(2018-2028)



Version 1.5 June 2018

Document Control	NAMS.PLUS Asset Management www.ipwea.org/namsplus  
------------------	---

Document ID: 140527 nams.plus3 core am strategy template v1.1

Rev No	Date	Revision Details	Author	Reviewer	Approver
1.1	1/3/16	Revision of AMP 2013-2023	MA	TO	DI
1.2	24/1/18	Revision of AMP 2013-2023	AO	DI	DI
1.3	21/3/2018	Update of AMP 2017-2027	AO	DI	DI
1.4	10/4/2018	Update of AMP 2017-2027	AO	DI	DI
1.5	21/6/2018	Update of AMP 2018-2028	AO	DI	DI
1.6	22/05/2019	Adopted by Council	AO	DI	DI

TABLE OF CONTENTS

TABLE OF CONTENTS	2
Executive Summary	3
1.0 INTRODUCTION.....	4
1.1 Background	4
1.2 Goals and Objectives.....	4
1.3 Asset Management Policy	4
1.4 Plan Framework	4
2.0 UNDERSTANDING WHAT COUNCIL OWNS.....	6
2.1 Asset Categories	6
2.2 Current replacement cost	7
2.3 Operational and Capital Expenditure	9
2.4 Remaining Useful Life vs Total Useful Life.....	13
3.0 LEVELS OF SERVICE	14
3.1 Current levels of Service.....	14
3.2 Desired levels of service	14
4.0 ASSET SUSTAINABILITY.....	16
5.0 SUMMARY OF EACH ASSET CLASS.....	18
5.1 Roads Overview	18
5.2 Kerbing and Footpaths Overview.....	20
5.3 Bridges Overview	23
5.4 Stormwater Drainage Overview	25
5.5 Buildings and Land Overview	29
5.6 Structures and Site Improvements.....	33
5.7 CWMS Overview	38
5.8 Plant and Equipment Overview.....	41
6.0 APPENDICES.....	43
APPENDIX A – GLOSSARY OF TERMS.....	44
APPENDIX B – CAPITAL WORKS PROGRAM 2017 -2027.....	49

Executive Summary

Context

Port Pirie Regional Council aims to achieve a balance of financial, environmental, social and political goals that reflect both the short term and long term needs of the wider community. There is an ongoing commitment to continuing major projects, addressing an infrastructure backlog and responding to community priorities, so far as Council's limited resources allow.

This Asset Management Plan (including Capital Works Program) provides a strategy to manage, renew and replace its significant fixed asset base. As these assets predominantly comprise major community infrastructure assets it is imperative that there is an appropriate link and consistency between the Asset Management Plan and the Long Term Financial Plan, in that the latter Plan provides for the necessary capital outlays for their renewal and replacement.

What Council owns

Port Pirie Regional Council owns and is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services to all regional users. Below is a list of asset categories included in this plan:

- Roads
- Kerbing
- Footpaths
- Other Road Infrastructure
- Stormwater Drainage
- Bridges
- CWMS
- Buildings and Land
- Structures and Site Improvements
- Plant and equipment

These infrastructure assets have a replacement value of just over \$351 million.

What does it Cost?

The projected outlays necessary to provide the services covered by this Asset Management Plan including operations, maintenance, renewal and upgrade of existing assets over the 10 year planning period is \$89 million, averaging more than \$8.9 million per year.

The Long Term Financial Plan proposes to fully fund this amount with planned operating surpluses, grant opportunities and borrowings.

While this effectively funds the required asset servicing and immediate renewal requirements, Council still needs to quantify the backlog of asset works from previous years of under commitment. This will be prepared in the near future as data quality and asset planning improves.

Levels of Service

Council aims to provide services for the operation, maintenance, renewal and upgrade of its assets to meet service levels set in annual budgets within the ten year planning period.

Asset planning includes seeking input from the community to determine what level of service they are prepared to pay for, as there is generally a gap between community demand and Council's financial capacity.

Capital Works Program has been developed which identifies and prioritises projects and funding opportunities during the next ten years. This has been produced with significant community input as these are important decisions for the region's future.

Confidence Levels

The information used to determine the current condition levels of service has been gathered through physical data collection, consultant reports, staff knowledge and many other sources. It is expected that over the next 2-3 years, the quality of Council's asset data will continue to improve, which will lead to more accurate costing and reporting of levels of service.

This Plan is based on medium level of confidence information.

Next Steps

The actions resulting from this asset management plan are:

- Continue with data collection in order to refine the accuracy of the information contained in this Plan;
- Determine more accurate levels of service;
- Monitor the Plan to ensure that it is meeting the organisation's objectives;
- Undertake an asset management improvement program.

1.0 INTRODUCTION

1.1 Background

This Asset Management Plan has been prepared to demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding necessary to provide the required levels of service.

The Asset Management Plan is to be read with the following associated documents:

- Community Plan 2016-2025
- Long Term Financial Plan 2018-2028
- Asset Management Policy
- Asset Management Strategy

The Asset Management Plan provides essential guidance for the development and review of the Capital Works Program and input into the Long Term Financial Plan.

1.2 Goals and Objectives

This Asset Management Plan has been prepared within the direction of Council's vision, mission, goals and objectives as detailed in its Strategic Plan.

Council Vision:

“Regional Leader – Economic Hub – Quality Lifestyle”

By 2025 the Port Pirie Region is the premier regional centre in South Australia where residents and visitors want to be.

Council Mission:

To progressively strive for excellence, lead with integrity and deliver positive outcomes for the community

The Asset Management Plan has strong linkages with Council's goals and objectives, as detailed in the Strategic Plan:

1.3 Asset Management Policy

Council adopted its Asset Management Policy in September 2015. The purpose of an asset management policy is outlined in the International Infrastructure Management Manual as:

“Asset management policy and strategy development translates an organisation's broad strategic outcomes and plans into specific objectives, targets and plans relevant to a particular portion of the organisation.”

An adopted asset management policy provides the framework which, together with the organisational strategic plan, enables the asset management strategy and specific objectives, targets and plans to be produced.

(IPWEA, 2006, IIMM, Sect 1.2.3 p 1.7).

1.4 Plan Framework

Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- taking a life cycle approach,
- developing cost-effective management strategies for the long term,
- providing a defined level of service and monitoring performance,
- understanding and meeting the demands of growth through demand management and infrastructure investment,

- managing risks associated with asset failures,
- ensuring sustainable use of physical resources,
- Implementing continuous improvement in asset management practices.

Further to this the Asset Management Plan will:

- identify and classify all assets held by Council
- address levels of service and desired levels of service
- address funding requirements
- incorporate asset sustainability strategies
- Incorporate the Capital Works Program as its schedule of proposed works.

The Asset Management Plan provides an overview of the current state of Council's assets by providing a detailed overview for each asset class. The Asset Management Plan provides the background for the development of the draft Capital Works Program.

2.0 UNDERSTANDING WHAT COUNCIL OWNS

2.1 Asset Categories

Port Pirie Regional Council owns and is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services to all regional users.

This Asset Management Plan is developed to ensure that Council continues to provide effective and comprehensive management of its infrastructure asset portfolios.

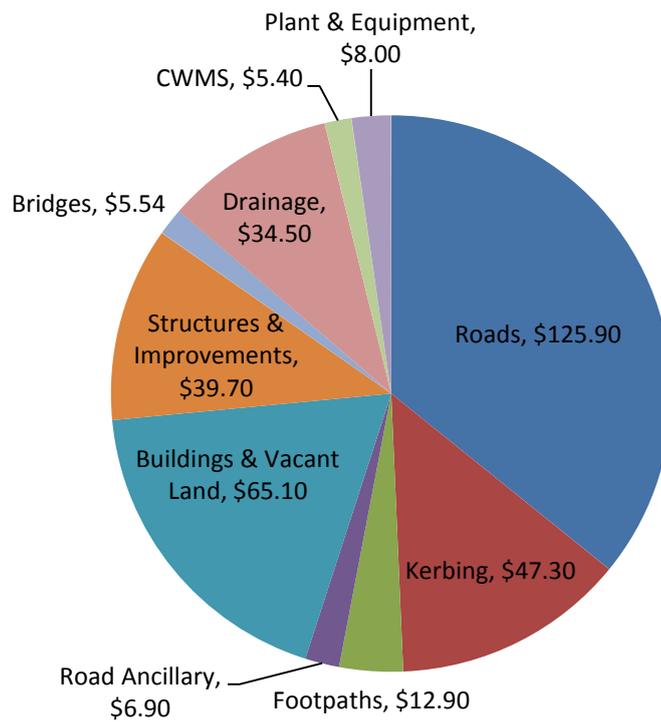
AMP	Assets Covered
Roads	314 km of Sealed and 630 km of un sealed road network
Kerbing	297 km of kerb and channel mainly located in the City of Port Pirie and out lying townships.
Footpaths	Concrete, Block paving and crusher dust paths 297 km.
Other road Infrastructure	Spoon drains, traffic control devices, car parks and concrete drainage systems
Stormwater Drainage	Underground pipes, pits, tidal valves, headwalls, pump stations, lagoons, open drains, levee and easements.
CWMS	Pump stations, lagoons, underground pipes, manholes, house connection branches, building structures.
Bridges	Ten bridges within the Council Area with six open and four closed.
Buildings & Vacant Land	Community, Council, recreation, cultural buildings, toilet blocks and Vacant Land.
Structures & Site Improvements	Swimming pools, irrigation sporting ovals, skate parks, park furniture, fencing, monuments, marine and cemeteries
Plant & Equipment	Graders, loaders, tractors, trucks, utilities, sweepers, mowers, cars and other.

2.2 Current replacement cost

Council periodically revalues its assets to determine the current replacement cost of its assets. Revaluations are performed when it is considered that the carrying amount of the asset class may differ materially from the fair value of the class.

The current replacement cost of Council's assets as at 30 June 2017 is just over \$351 million. The breakdown of the current replacement cost of each asset category is provided in the following table.

Current Replacement Costs (\$million)



Asset Category	Typical Data	Replacement Value (\$m)
Roads	Sealed Roads – 314km Sheeted Roads-630km Formed and unformed roads are not valued	\$110m \$15.9m
Kerbing	297 km of kerb and channel mainly located in the City of Port Pirie and outlying townships.	\$47.3m
Footpaths	297km of Footpaths consisting of bitumen, concrete , paved and unsealed paths, of which 67km is valued	\$12.9
Other Road Infrastructure	Ancillaries-Spoon Drains , Traffic control devices , kerb ramps and rural floodway assets	\$6.9
Stormwater Drainage	50 km (pipe) 1,273 (pits), 2.7km (open drains), 9 (lagoons), 6 (pump stations) Levee & Tide gates	\$34.5m
Bridges	Six bridges in general use and open to traffic Two heritage listed bridges out of service and closed Two other bridges closed to traffic and are to be closed formally under the Roads (Opening and Closing) Act 1991 in negotiation with adjacent landholders	\$5.54m
CWMS	13.8km pipework – Crystal Brook, 4.6km pipework – Napperby 1 treatment plant – Napperby 1 lagoon – Crystal Brook	\$5.4m
Buildings & Vacant Land	Council manages 124 Buildings within the following Townships; Crystal Brook, Koolunga, Mundoora, Napperby, Nelshaby, Port Pirie, Redhill and Warnertown . Land Assets - 368	Buildings - \$41.5m Land Assets - \$23.6m (Land valued at 'Fair Value')
Structures & Site Improvement	Council manages in excess of 2,569 Assets consisting of; Parks and recreation areas, bins, fences, furniture, hard surfaces, Irrigation , lights ,memorials , park facilities, paths ,playgrounds, services, signs, sporting facilities, jetties, boat ramps , wharves and swimming pools.	\$39.7m
Plant & Equipment	Various heavy plant, vehicles and equipment.	\$8.0m
TOTAL		\$351.24m

2.3 Operational and Capital Expenditure

Council is responsible for the management, operation and maintenance of its assets and in doing so aims to operate and maintain its asset network to achieve the following objectives:

- Ensure the assets contribute to strategic objectives by providing the required levels of service.
- Ensure the assets are maintained at a safe and functional standard which will be set out in this Asset Management Plan.
- Ensure the inspection and maintenance plans for all assets are sufficient to meet the legislative and operational requirements in order to deliver the required levels of service to the community.

In the lifecycle of the assets, Council will also plan for capital renewal and replacement projects to meet the level of service objectives and minimise risks associated with infrastructure failure.

The lifecycle costs of an asset need to be budgeted for and the impact of doing so is explained in the following section.

2.3.1 Operations and Maintenance Expenditure

Definitions of the various types of expenditure are provided as follows:

Operational Expenditure is generally recurrent expenditure, continuously required to provide a service, typically including power, fuel, staff, plant and equipment, on- costs and overheads.

Operating Expense is the gross outflow of economic benefits, being cash and non cash items, arising in the course of ordinary activities of an entity, typically including depreciation.

Maintenance Expenditure is recurrent expenditure which is periodically or regularly required to ensure that the asset achieves its useful life and provides the required level of service. Maintenance can include:

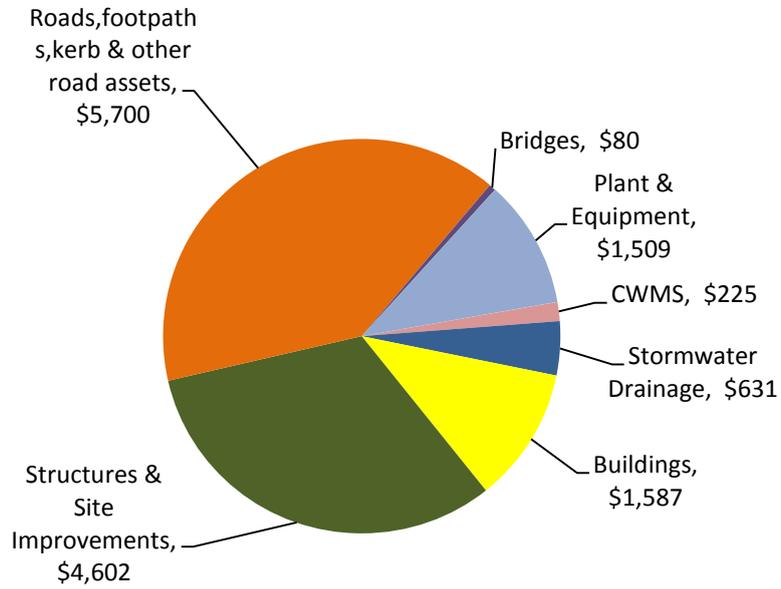
Planned: Work identified through a maintenance management system, through inspection, assessment, prioritisation, actioning and reporting, to form a reliable history to improve future delivery and performance.

Unplanned: Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service.

Reactive: Works undertaken in response to service requests and management direction.

Significant: Major work as detailed in long term maintenance budgets.

Average Annual Operating Expenses (\$'000)



The above graph shows the forecast average annual expenditure on the operations and maintenance of Council's assets. This also includes depreciation.

2.3.2. Capital Expenditure

Capital expenditure is relatively large expenditure, which will produce benefits expected to last for more than 12 months. Types of capital expenditure are as follows.

Capital Renewal

Expenditure on an existing asset or to replace an existing asset, which returns it to its original service capability. Typically includes resurfacing or re-sheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, replacing a building or structure with a similar asset.

Capital Upgrade

Expenditure which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Typically includes widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a building or structure.

Capital Expansion

Expenditure that extends the capacity of an existing asset to provide benefits at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. Typically includes extending a drainage or road network, the provision of a park in a new subdivision for new residents.

Capital New

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. It will increase future operations and maintenance expenditure.

The **Capital Works Program 2018-2028** provides a list of projects and acquisitions and their proposed priority, likely timing and estimated cost.

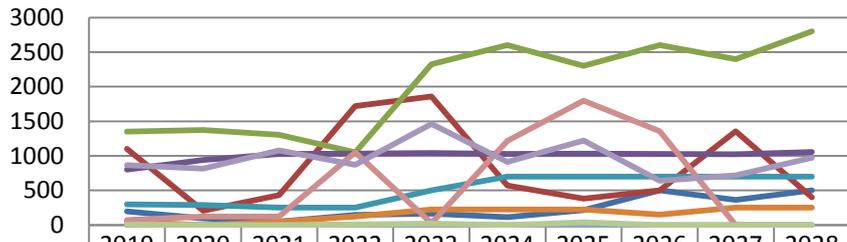
Ultimately, the Capital Works Program seeks:

- To achieve an average Asset Sustainability Ratio of approximately 100% (meaning Council is spending the equivalent of its annual depreciation cost on renewing and replacing existing assets);
- To include new and additional infrastructure assets to cater for the anticipated future demands and growth of the community; and
- To provide a responsible, consistent and affordable expenditure program over the term of the Program.

The graph on the following page provides a representation of the forecast expenditure for Capital works for the LTFP period.

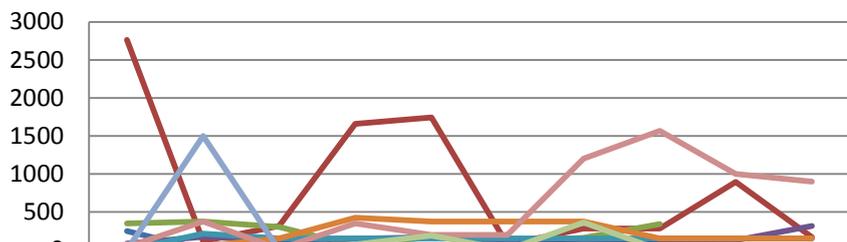
(The Capital Works Program contained in Appendix B).

Renewal Capital Works Program 2018-28 (\$'000)



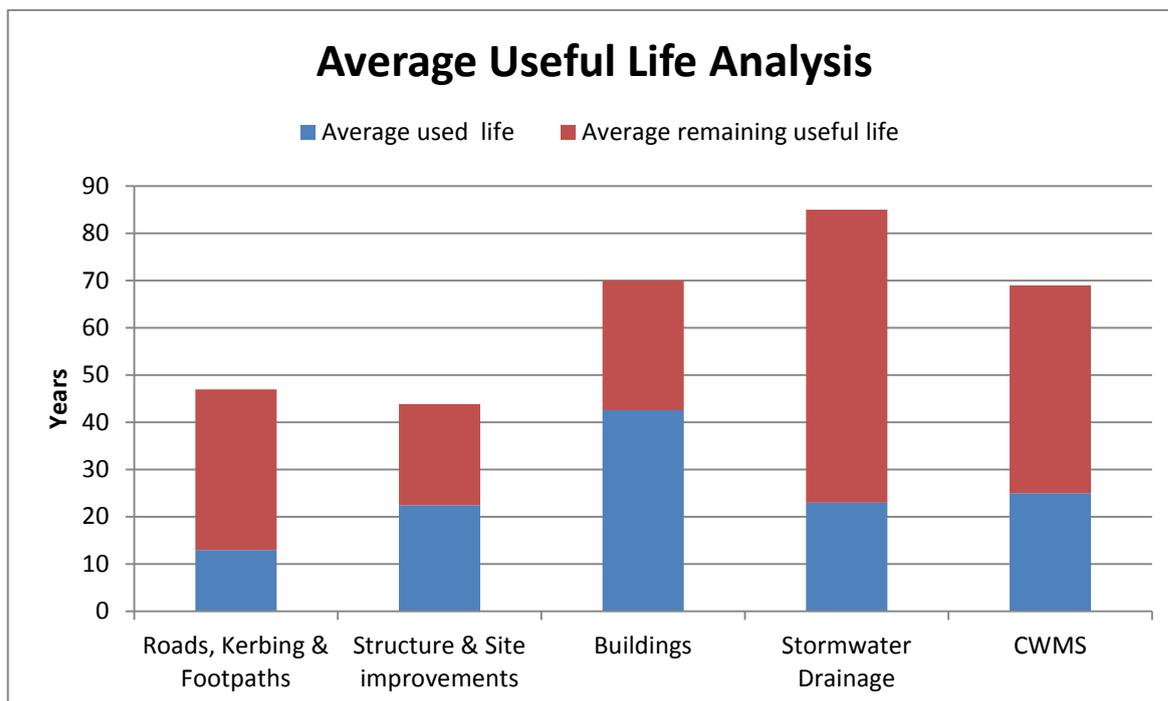
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land & Buildings	195	96	50	148	163	113	213	500	363	500
Structures & Site Improvements	1103	207	434	1720	1857	572	383	501	1356	398
Roads - Sealed	1350	1375	1305	1050	2325	2600	2300	2600	2400	2800
Roads - Unsealed	800	942	1028	1033	1040	1028	1030	1029	1025	1055
Kerbing	300	288	250	250	500	700	700	700	700	700
Footpath	50	0	50	125	225	225	225	150	250	250
Bridges	0	0	0	0	0	0	0	0	0	0
Drainage	73	125	125	1050	25	1215	1800	1355	0	0
CWMS	8	0	0	8	21	0	40	0	0	0
Plant & Equipment	865	815	1080	870	1460	910	1220	640	720	970

New Capital Works Program 2018-28 (\$'000)



	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land & Buildings	250	4	0	38	38	38	38	0	38	0
Structures & Site Improvements	2763	114	316	1660	1744	72	283	281	893	168
Roads - Sealed	350	375	305	50	175	100	160	340		100
Roads - Unsealed	85	174	133	148	170	133	140	136	125	315
Kerbing	0	213	150	150	150	150	150	150	150	150
Footpath	0	50	150	425	375	375	375	150	150	150
Bridges	0	1500	0	0	0	0	0	0	0	0
Drainage	38	375	15	350	200	200	1200	1565	1000	900
CWMS	72	0	0	72	189	0	360	0	0	0
Plant & Equipment	0	0	0	0	0	0	0	0	0	0

2.4 Remaining Useful Life vs Total Useful Life



The above graph is based on the consumption of useful life versus the total useful life of an asset. In most cases the useful life of an asset is around 50% used and within 10 to 20 years, will require major capital upgrade or replacement. **The graph also only shows a selected asset class due to current valuations.**

Currently most assets are in average condition and money will need to be spent to ensure the current level of performance is maintained. However, investment must be targeted at current assets and not investing in new assets other than those identified in the Capital Works Program.

The graph also indicates that all of the asset classes are ageing and will require funding for upgrades to be able to operate to the same service levels.

In addition, the average condition of the asset indicates that most of the assets are of average condition, including some of the most expensive assets to replace such as Transport, Buildings, Drainage and Marine. These will cost millions of dollars to maintain to current service levels as described in the maintenance expenditure.

It should be noted that in many cases accurate data relating to the original construction date of most assets is not available. Over time, more accurate data will be collected to improve the understanding of the condition of the assets and remaining useful lives.

3.0 LEVELS OF SERVICE

3.1 Current levels of Service

Service levels can be defined in two terms, customer levels of service and technical levels of service.

3.1.1 Community Levels of Service

Community levels of service measure how the community receives the service and whether the organisation is providing community value.

Community levels of service measures used in the Asset Management Plan are:

Quality	How good is the service?
Function	Does it meet users' needs?
Capacity/Utilisation	Is the service over or under used?

Within each of these measures are the KPI metrics of Level of Service Objective, Performance Measure Process, Desired Service Level and the Current Level of Service.

In 2015 and 2017 Council surveyed the community to seek their views to help Council to utilise the information in its Community Plan and to develop performance measures of Quality, Function, Capacity Utilisation, Accessibility and Safety.

3.1.2 Technical Levels of Service

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

Technical service measures are linked to annual budgets covering:

- Operations – the regular activities to provide services such as opening hours, cleansing frequency, mowing frequency, etc.
- Maintenance – the activities necessary to retain an assets as near as practicable to an appropriate service condition (eg road patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (eg frequency and cost of road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade – the activities to provide an higher level of service (eg widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (eg a new library).

The information used to determine the current levels of service has been gathered through physical data collection, consultant reports, staff knowledge and many other sources. It is expected that over the next 2-3 years, the quality of Council's asset data will improve significantly, which will lead to more accurate costing and reporting of levels of service.

3.2 Desired levels of service

Desired or future levels of service have been considered in the context of asset management as follows:

- Future operations, maintenance and renewal requirements are based on current and future demand forecasts.
- Management of existing assets can be better modelled when demand is considered.
- More educated decisions can be made to upgrade existing assets when demand by the community can be understood.

- Decisions regarding provision of new assets can be better made.
- The implementation of non asset solutions can be enhanced.

Factors effecting desired or future levels of service include but are not limited to:

- Population (Increase/decrease)
- Demographics
- New (and in-fill) development
- Increased legislative demands
- Increased environmental demands
- Market conditions
- Resources
- Increase in percentage of people from urban areas for 'tree change' reasons
- Industrial development in areas requiring bridge upgrades
- Progressive move to environmentally sustainable and recyclable materials to achieve sustainability goals.
- Changes in construction materials, techniques and equipment to maximise on opportunities to build more efficiently and in harmony with the environment.
- Improved design techniques adopted to arrive at more durable and utilitarian designs of public facilities
- to reduce maintenance costs
- Building management systems to be more capable of providing universal comfort level effectively
- Computerised asset management system
- The development of Geographic Information Systems (GIS) and mobile mapping (GPS)

4.0 ASSET SUSTAINABILITY

Financial Sustainability is defined as:

"A Council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services."

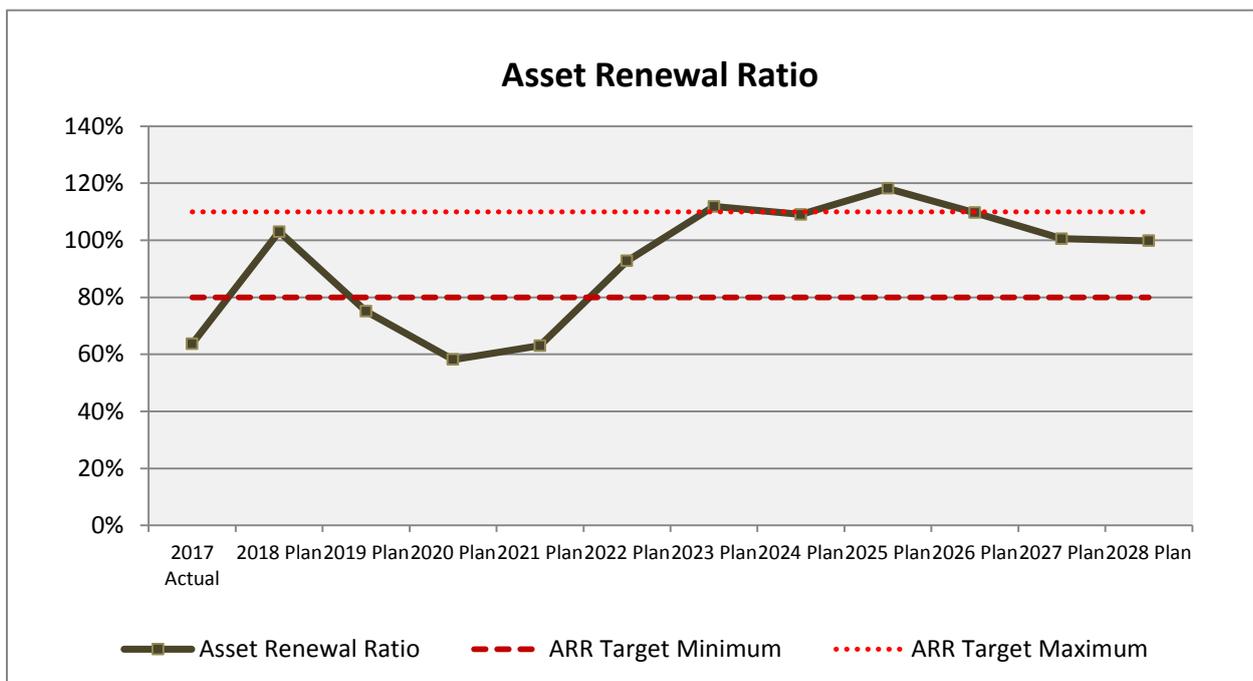
The importance of financial sustainability is to ensure that each generation 'pays their way', rather than any generation 'living off their assets' and leaving it to future generations to address the issue of repairing worn out infrastructure.

The **Asset Renewal Ratio** measures whether existing assets are being renewed or replaced at the same rate that they are being consumed compared to the planned Capital works in the Asset Management Plan/s. The commitment to address infrastructure renewal and replacement backlog is a critical focus of long term planning.

If the capital expenditure budget for the renewal or replacement of existing assets matches that projected in the Asset Management Plan/s, then the ratio will be 100% which indicates that the value of existing assets is maintained. If the ratio is less than 100% for any extended period, the financial sustainability will be undermined due to the high cost of maintaining assets that have exceeded their economic life and this will lead to a deterioration of asset condition over time, leaving future generations of ratepayers to fund high asset maintenance and replacement to restore the asset service level.

Cash expenditure on renewal/replacement of assets; Less: Sale of replaced assets
Planned asset expense as per the asset management plans

Council, through its Long Term Financial Plan 2018-2028 has set its Asset Renewal Ratio target range of between 80 - 110%. In the plan the ratio is below the minimum if the target range for the first three years then increases to over 100% from 2023 through to 2026 due to an increase in the road renewal program. The average measure of 94% over the period of the LTFP is within the target range.



The **Asset Renewal Gap** describes the difference between what Council spends on renewing its assets versus what it needs to spend to maintain the current average condition and service level of its assets. What Council needs to spend to maintain its assets is determined by the Annual Depreciation Expenditure.

The table below shows the asset renewal gap for each asset class based on the average annual capital renewal expenditure compared with the average annual depreciation expenditure. The depreciation expense is used as an indicator for what Council needs to spend on renewing its assets. We currently have good data for our Roads and Buildings and we will continue to update the data for the other asset classes so we can move away from using the depreciation expenditure.

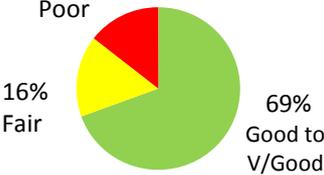
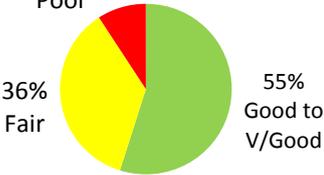
Asset Class	Average Capital Renewal p.a. LTFP 2018-2028	2017-2018 Depreciation Expenditure	Asset Renewal Gap p.a.
Roads	3,011,000	2,758,000	253,000
Kerbing	509,000	556,000	-47,000
Footpaths	155,000	206,000	-51,000
Stormwater drainage	577,000	384,000	193,000
Buildings	234,000	342,000	-108,000
CWMS	8,000	90,000	-82,000
Bridges	0	60,000	-60,000
Structures and site improvements	853,000	884,000	-31,000
Equipment, furniture & fittings	955,000	618,000	337,000

While the LTFP temporarily falls outside of the targets, the important consideration is whether the ratio averages at 100% over the ten year period. Based on the Average Capital Renewal over the 10 year period the Asset Renewal Ratio is 94% which means that Council is not adequately funding the renewal of its assets over the life of the LTFP.

The ongoing development and review of the Asset Management Strategy and the updating of the Asset Management Plans will continue to refine and improve the planning for asset management with the aim of closing the Asset Renewal Gap.

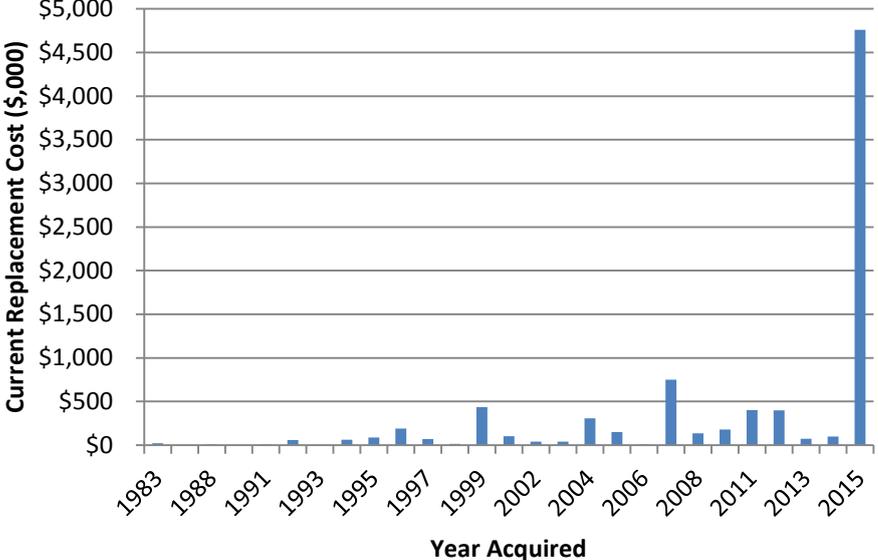
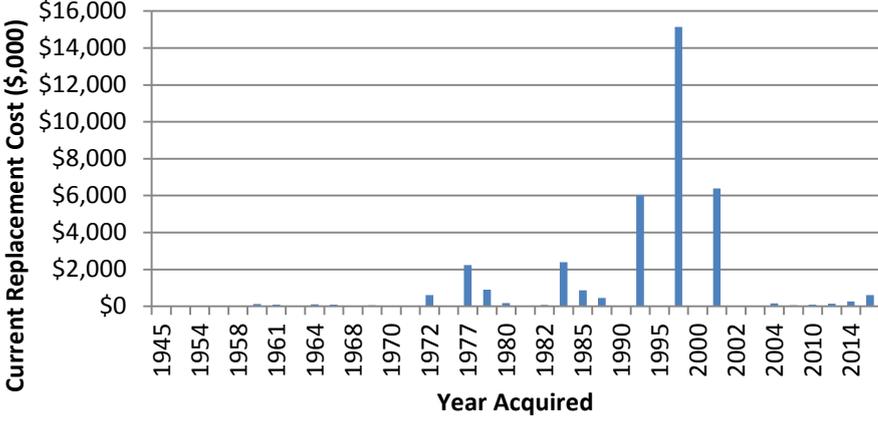
5.0 SUMMARY OF EACH ASSET CLASS

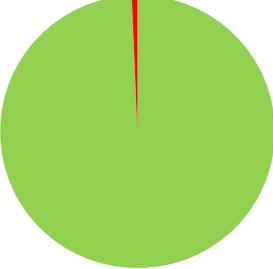
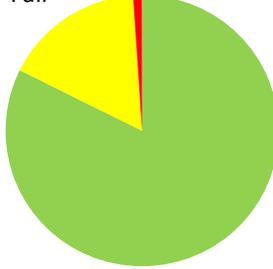
5.1 Roads Overview

1	Asset Register	<p>The Road assets are made up of Sealed Roads and Sheeted Road network. Council is responsible for 1,662km of roads. These roads can be categorised as follows:</p> <ul style="list-style-type: none"> • Sealed Roads – 314km • Sheeted Roads – 630km • Other Roads – 720km (non-valued) 																
2	Issues	<p>There is a backlog of sealed roads that need immediate treatment. For most, resealing will be an adequate treatment but some will require reconstruction.</p>																
3	Age	<p>The age of the roads varies and records for earlier constructed roads are not available. While age is considered, the primary factor determining the service level of the roads is condition.</p>																
4	Useful Lives	<p>The useful life of a surface is assumed to the time that a road surface is expected to last before a resurfacing of the whole surface is required, below is an average.</p> <p>If the road network is maintained each year through operational and capital works, then useful lives will be extended. Continued inspection of the road network is required to determine the current status regarding to the extent of capital and operational works required to maintain the infrastructure.</p> <table border="1" data-bbox="512 1144 1198 1263"> <thead> <tr> <th>Asset Type</th> <th>Remaining Useful Life (years)</th> <th>Total Useful Life (years)</th> </tr> </thead> <tbody> <tr> <td>Seal</td> <td>16</td> <td>28</td> </tr> <tr> <td>Sheeted</td> <td>19</td> <td>32</td> </tr> </tbody> </table>	Asset Type	Remaining Useful Life (years)	Total Useful Life (years)	Seal	16	28	Sheeted	19	32							
Asset Type	Remaining Useful Life (years)	Total Useful Life (years)																
Seal	16	28																
Sheeted	19	32																
5	Condition	<p>The following graphs show the condition of the road assets.</p> <div style="text-align: center;"> <p>Sealed Roads</p>  <table border="1" data-bbox="762 1473 1086 1648"> <caption>Sealed Roads Condition</caption> <thead> <tr> <th>Condition</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Good to V/Good</td> <td>69%</td> </tr> <tr> <td>Fair</td> <td>16%</td> </tr> <tr> <td>Poor</td> <td>15%</td> </tr> </tbody> </table> </div> <div style="text-align: center; margin-top: 20px;"> <p>Sheeted Roads</p>  <table border="1" data-bbox="775 1823 1099 1998"> <caption>Sheeted Roads Condition</caption> <thead> <tr> <th>Condition</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Good to V/Good</td> <td>55%</td> </tr> <tr> <td>Fair</td> <td>36%</td> </tr> <tr> <td>Poor</td> <td>9%</td> </tr> </tbody> </table> </div>	Condition	Percentage	Good to V/Good	69%	Fair	16%	Poor	15%	Condition	Percentage	Good to V/Good	55%	Fair	36%	Poor	9%
Condition	Percentage																	
Good to V/Good	69%																	
Fair	16%																	
Poor	15%																	
Condition	Percentage																	
Good to V/Good	55%																	
Fair	36%																	
Poor	9%																	

6	Replacement Costs	<p>The replacement cost of the road network at the time of last revaluation (1st July 2016) is as follows:</p> <ul style="list-style-type: none"> • Sealed Roads – \$109m • Sheeted Roads-\$15m <p>Formed and unformed roads do not form part of the Valuation. Formed roads will only receive an occasional grading which is treated as maintenance expenditure and unformed roads will not be treated at all.</p>
7	Risk Management	<p>There is an identified need to:</p> <ul style="list-style-type: none"> • Inspect and assess the sealed road network annually to assess the extent of surface distress, potholes, cracking and edge breaks in an attempt to determine deterioration rates; • Inspect the sheeted roads to assess corrugation, potholes and gravel loss especially in the event of high rain fall and flooding; • Allocate funding to resealing annually to ensure that the road network does not deteriorate beyond the need for reseal; • Allocate funding to re-sheeting annually to ensure the integrity of the sheeted road network is maintained.
8	Service Levels	<p>In 2015 and 2017 Council surveyed the community to seek their views to help Council to utilize the information in its Community Plan and will help develop service performance measures for Quality Function and Capacity/Utilisation</p> <p>Based on the survey results roads are of high important to the community but Council's performance is not currently meeting expectations. Further is required to ensure that Council's renewal priorities and maintenance standards are better aligned with community expectations.</p> <p>The Council's current and expected community service levels are detailed in the operational Asset Management Plan showing the agreed expected community levels of service based on resource levels in the current long-term financial plan and community consultation</p> <p>Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.</p> <p>Community and Technical Levels of Service Levels of service are detailed individually for Roads, Footpaths and Kerbing the operational Asset Management Plan Transport 2015-2025</p>
9	Assumptions	<p>Revaluation data was prepared by Tonkin Consulting as at 1 July 2016.</p>

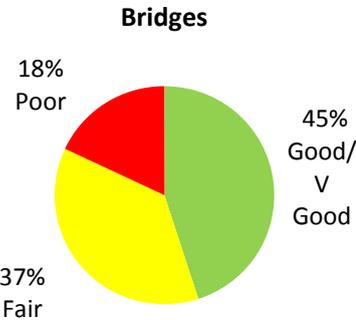
5.2 Kerbing and Footpaths Overview

1	Asset Register	Council is responsible for 297km of kerb and gutter and 297km of footpaths of which only 61.5km are valued.																																																																						
2	Issues	A condition inspection was completed in 2014 and Council is in the process of completing a footpath strategy to ensure we maximise our spending in the right areas.																																																																						
3	Age	<p>The age of the kerbs and footpaths varies and records for the earlier constructed infrastructure are not available. While age is considered, the primary factor determining the service level of these assets is condition.</p> <p style="text-align: center;">Assets Age Profile - Footpaths</p>  <table border="1"> <caption>Assets Age Profile - Footpaths</caption> <thead> <tr> <th>Year Acquired</th> <th>Current Replacement Cost (\$,000)</th> </tr> </thead> <tbody> <tr><td>1983</td><td>0</td></tr> <tr><td>1988</td><td>0</td></tr> <tr><td>1991</td><td>0</td></tr> <tr><td>1993</td><td>0</td></tr> <tr><td>1995</td><td>0</td></tr> <tr><td>1997</td><td>0</td></tr> <tr><td>1999</td><td>0</td></tr> <tr><td>2002</td><td>0</td></tr> <tr><td>2004</td><td>0</td></tr> <tr><td>2006</td><td>0</td></tr> <tr><td>2008</td><td>0</td></tr> <tr><td>2011</td><td>0</td></tr> <tr><td>2013</td><td>0</td></tr> <tr><td>2015</td><td>4700</td></tr> </tbody> </table> <p style="text-align: center;">Assets Age Profile - Kerbing & Watertable</p>  <table border="1"> <caption>Assets Age Profile - Kerbing & Watertable</caption> <thead> <tr> <th>Year Acquired</th> <th>Current Replacement Cost (\$,000)</th> </tr> </thead> <tbody> <tr><td>1945</td><td>0</td></tr> <tr><td>1954</td><td>0</td></tr> <tr><td>1958</td><td>0</td></tr> <tr><td>1961</td><td>0</td></tr> <tr><td>1964</td><td>0</td></tr> <tr><td>1968</td><td>0</td></tr> <tr><td>1970</td><td>0</td></tr> <tr><td>1972</td><td>0</td></tr> <tr><td>1977</td><td>0</td></tr> <tr><td>1980</td><td>0</td></tr> <tr><td>1982</td><td>0</td></tr> <tr><td>1985</td><td>0</td></tr> <tr><td>1990</td><td>0</td></tr> <tr><td>1995</td><td>6000</td></tr> <tr><td>2000</td><td>15000</td></tr> <tr><td>2002</td><td>6500</td></tr> <tr><td>2004</td><td>0</td></tr> <tr><td>2010</td><td>0</td></tr> <tr><td>2014</td><td>0</td></tr> </tbody> </table>	Year Acquired	Current Replacement Cost (\$,000)	1983	0	1988	0	1991	0	1993	0	1995	0	1997	0	1999	0	2002	0	2004	0	2006	0	2008	0	2011	0	2013	0	2015	4700	Year Acquired	Current Replacement Cost (\$,000)	1945	0	1954	0	1958	0	1961	0	1964	0	1968	0	1970	0	1972	0	1977	0	1980	0	1982	0	1985	0	1990	0	1995	6000	2000	15000	2002	6500	2004	0	2010	0	2014	0
Year Acquired	Current Replacement Cost (\$,000)																																																																							
1983	0																																																																							
1988	0																																																																							
1991	0																																																																							
1993	0																																																																							
1995	0																																																																							
1997	0																																																																							
1999	0																																																																							
2002	0																																																																							
2004	0																																																																							
2006	0																																																																							
2008	0																																																																							
2011	0																																																																							
2013	0																																																																							
2015	4700																																																																							
Year Acquired	Current Replacement Cost (\$,000)																																																																							
1945	0																																																																							
1954	0																																																																							
1958	0																																																																							
1961	0																																																																							
1964	0																																																																							
1968	0																																																																							
1970	0																																																																							
1972	0																																																																							
1977	0																																																																							
1980	0																																																																							
1982	0																																																																							
1985	0																																																																							
1990	0																																																																							
1995	6000																																																																							
2000	15000																																																																							
2002	6500																																																																							
2004	0																																																																							
2010	0																																																																							
2014	0																																																																							

4	Useful Lives	<p>Port Pirie Regional Council values their footpath and Kerbing/Watertable at a road segment level. It is therefore necessary to determine the average useful life of both the footpath and Kerbing/Watertable over a road segment.</p> <p>If the kerbs and footpaths are maintained each year, which incorporates operational and capital works, then the useful lives will be extended. Continued inspection of the kerbing and footpaths is required to determine the current status regarding to the extent of capital and operational works required to maintain the infrastructure.</p>
5	Condition	<p>The following graphs show the condition of the kerb and footpath assets.</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;"> <p>Kerbing and Watertable</p>  <p>1% Poor</p> <p>99% Good - V/Good</p> </div> <div style="text-align: center;"> <p>Footpaths</p>  <p>17% Fair</p> <p>1% Poor</p> <p>82% Good - V/Good</p> </div> </div>
6	Replacement Costs	<p>The replacement cost of the kerbs and footpaths at the time of revaluation as at 1st July 2016 is as follows:</p> <ul style="list-style-type: none"> • Kerb and gutter – \$47.3m • Footpaths – \$12.2m
7	Risk Management	<p>There is a need to:</p> <ul style="list-style-type: none"> • Identify where local flooding problems occur and determine if the cause is condition or capacity or related to underground storm water drainage issues; • Inspect and assess the footpath network annually to assess the extent of lifting and cracking in an attempt to determine deterioration rates; and, • Ensure that footpaths are adequately maintained to avoid exposure to liability issues. • Develop and implement a Footpath Strategy.

8	Service Levels	<p>In 2015 and 2017 Council surveyed the community to seek their views to help Council to utilize the information in its Community Plan and will help develop service performance measures for Quality Function and Capacity/Utilisation.</p> <p>Based on the survey results footpaths are of high important to the community but Council's performance is not currently meeting expectations. A Footpath Strategy will be prepared to better identify priorities to better align with community expectations</p> <p>The Council's current and expected community service levels are detailed in the operational Asset Management Plan showing the agreed expected community levels of service based on resource levels in the current long-term financial plan and community consultation</p> <p>Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.</p> <p>Community and Technical Levels of Service Levels of service are detailed individually for Roads, Footpaths and Kerbing the operational Asset Management Plan Transport 2015-2025</p>
9	Assumptions	Revaluation data prepared by Tonkin Consulting as at 1 July 2016.

5.3 Bridges Overview

1	Asset Register	<p>Council is responsible for ten bridges.</p> <p>Six bridges are in general use and open to traffic, while two are closed to traffic and are to be closed formally under the Roads (Opening and Closing) Act 1991 in negotiation with adjacent landholders.</p> <p>Four bridges are closed and two are considered to have local heritage value. The implication of the local heritage listing and the impact on Council's ongoing management activities of these bridges is currently being researched. Two other bridges are in ownership negotiation with adjacent landlords.</p>														
2	Issues	<p>All ten bridges have been transferred from the State Road Authority to Council as a result of road realignments and/or bridge replacements on the State Road Network.</p> <p>The condition history of the bridges is limited.</p> <p>The 2015 Mace Engineering Bridge Report indicates that in general terms, the condition of Council's bridges are fair to good. General deficiencies require the following attention:</p> <ul style="list-style-type: none"> • concrete spalling on underside of decks, piers, abutments and kerbs; • repairs and/or replacement of bridge/approach rails; • painting of structural steel components; • removal of debris, gravel and vegetation from various parts of bridges 														
3	Age	The age of the six bridges in general use varies between 50 and 80+ years old.														
4	Useful Lives	<p>Below shows the Remaining Life from the Bridge Component Level.</p> <table border="1" data-bbox="587 1149 1246 1413"> <thead> <tr> <th>Bridge Assets</th> <th>Remaining Life (Avg)</th> </tr> </thead> <tbody> <tr> <td>Butlers Bridge</td> <td>12</td> </tr> <tr> <td>Sims Bridge</td> <td>20</td> </tr> <tr> <td>Butlers Overflow Bridge</td> <td>7</td> </tr> <tr> <td>Redhill Bridge</td> <td>43</td> </tr> <tr> <td>O'Shaughnessy Bridge</td> <td>40</td> </tr> <tr> <td>Koolunga Bridge</td> <td>43</td> </tr> </tbody> </table>	Bridge Assets	Remaining Life (Avg)	Butlers Bridge	12	Sims Bridge	20	Butlers Overflow Bridge	7	Redhill Bridge	43	O'Shaughnessy Bridge	40	Koolunga Bridge	43
Bridge Assets	Remaining Life (Avg)															
Butlers Bridge	12															
Sims Bridge	20															
Butlers Overflow Bridge	7															
Redhill Bridge	43															
O'Shaughnessy Bridge	40															
Koolunga Bridge	43															
5	Condition	<p>The following graph shows the condition of the bridges:</p>  <p>Bridges</p> <ul style="list-style-type: none"> 45% Good/Very Good 37% Fair 18% Poor 														

6	Replacement Costs	<p>The replacement cost for the six bridges in general use, according to 2015 valuation figures, is over \$5.52 Million, as detailed below.</p> <table border="1" data-bbox="624 356 1264 714"> <thead> <tr> <th>Bridge Valuation</th> <th>CRC</th> </tr> </thead> <tbody> <tr> <td>Butlers Bridge</td> <td>\$615,000</td> </tr> <tr> <td>Sims Bridge</td> <td>\$355,000</td> </tr> <tr> <td>Butlers Overflow Bridge</td> <td>\$380,000</td> </tr> <tr> <td>Redhill Bridge</td> <td>\$1,306,200</td> </tr> <tr> <td>O'Shaughnessy Bridge</td> <td>\$790,000</td> </tr> <tr> <td>Koolunga Bridge</td> <td>\$2,083,200</td> </tr> <tr> <td>Total</td> <td>\$5,529,400</td> </tr> </tbody> </table>	Bridge Valuation	CRC	Butlers Bridge	\$615,000	Sims Bridge	\$355,000	Butlers Overflow Bridge	\$380,000	Redhill Bridge	\$1,306,200	O'Shaughnessy Bridge	\$790,000	Koolunga Bridge	\$2,083,200	Total	\$5,529,400
Bridge Valuation	CRC																	
Butlers Bridge	\$615,000																	
Sims Bridge	\$355,000																	
Butlers Overflow Bridge	\$380,000																	
Redhill Bridge	\$1,306,200																	
O'Shaughnessy Bridge	\$790,000																	
Koolunga Bridge	\$2,083,200																	
Total	\$5,529,400																	
7	Risk Management	<p>The six bridges in general use need to be maintained such that approach roads and the bridges themselves adequately service road users, including farming and commodity vehicles.</p> <p>Of the four bridges not in general use, three are still accessible to pedestrians and/or vehicles. All four bridges need to be managed in such a way that Council's risk and ongoing maintenance effort (and cost) is minimised, while maintaining structural integrity and safety for any users.</p>																
8	Service Levels	<p>In 2015 and 2017 Council surveyed the community to seek their views to help Council to utilize the information in its Community Plan and will help develop service performance measures for Quality Function and Capacity/Utilisation.</p> <p>While the bridges were not rates as such in the Community Survey, Council's performance could be linked to the roads network. Therefore, further is required to ensure that Council's renewal priorities and maintenance standards are better aligned with community expectations.</p> <p>The Council's current and expected community service levels are detailed in the operational Asset Management Plan showing the agreed expected community levels of service based on resource levels in the current long-term financial plan and community consultation</p> <p>Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.</p> <p>Community and Technical Levels of Service Levels of service are detailed for bridges in the operational Asset Management Plan Bridges 2016-2026.</p>																
9	Assumptions	<ul style="list-style-type: none"> • Asset revaluation information (30 June 2015) provided by Mace Engineering Services • Asset Condition Report (29 March 2016) provided by Mace Engineering Services. 																

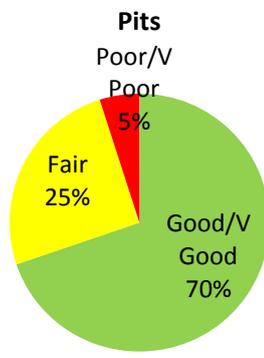
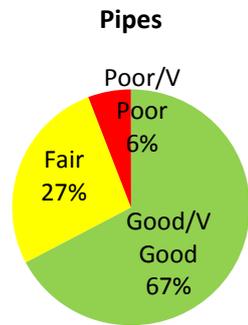
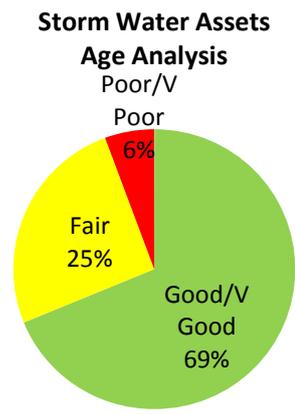
5.4 Stormwater Drainage Overview

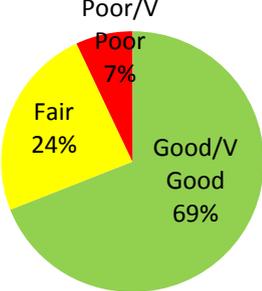
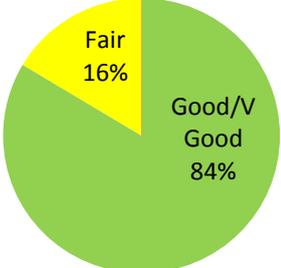
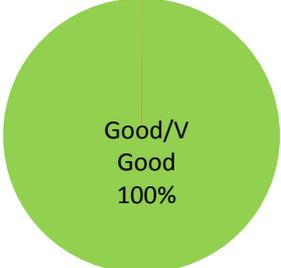
1	Asset Register	<p>Council is responsible for Drainage infrastructure as follows:</p> <table border="1" data-bbox="571 371 1331 640"> <thead> <tr> <th>Stormwater Asset Types</th> <th>Qty</th> </tr> </thead> <tbody> <tr> <td>Stormwater Drain Asset Types</td> <td>50,169m</td> </tr> <tr> <td>Stormwater Node Asset Types</td> <td>1,273</td> </tr> <tr> <td>Stormwater Pump Station Asset Types</td> <td>6</td> </tr> <tr> <td>Stormwater Basin Asset Types</td> <td>8</td> </tr> <tr> <td>Stormwater Open Drain Asset Types</td> <td>5</td> </tr> </tbody> </table>	Stormwater Asset Types	Qty	Stormwater Drain Asset Types	50,169m	Stormwater Node Asset Types	1,273	Stormwater Pump Station Asset Types	6	Stormwater Basin Asset Types	8	Stormwater Open Drain Asset Types	5												
Stormwater Asset Types	Qty																									
Stormwater Drain Asset Types	50,169m																									
Stormwater Node Asset Types	1,273																									
Stormwater Pump Station Asset Types	6																									
Stormwater Basin Asset Types	8																									
Stormwater Open Drain Asset Types	5																									
2	Issues	<p>Council is currently reviewing its position in regards to obtaining easements for drainage infrastructure within private land.</p> <p>Council is unsure of the current condition of the drainage infrastructure. Closed circuit television (CCTV) footage is required so Council can confirm the capital and operational works required to maintain our infrastructure.</p>																								
3	Age	<p>The age of the drainage infrastructure varies and records for older infrastructure are not available. While age is considered, the primary factor determining the service level of these assets is condition. For example:</p> <ul style="list-style-type: none"> • If a concrete pipe is installed properly it should easily achieve a life of 100 years. However, underground pipes in a marine environment exposed to corrosive soil types and brackish water may degrade from exposure. • Due to the critical nature of pump stations, they should be maintained to a high standard to ensure continued operation for their predicted life and replaced as scheduled. 																								
4	Useful Lives	<p>Remaining life of a stormwater asset has been reported on the basis of age based condition and is reported below as an average. More information is required to determine the actual condition of the drainage infrastructure. Some CCTV will be required.</p> <p>If the drainage infrastructure is maintained each year through operational and capital works, then the useful lives will be extended. CCTV inspections are required to determine the current status regarding the extent of capital and operational works required to maintaining the infrastructure.</p> <table border="1" data-bbox="593 1588 1279 1879"> <thead> <tr> <th>Asset Type</th> <th>Remaining Useful Life (years)</th> <th>Total Useful Life (years)</th> </tr> </thead> <tbody> <tr> <td>Basins</td> <td>30</td> <td>60</td> </tr> <tr> <td>Pump Stations</td> <td>14</td> <td>20</td> </tr> <tr> <td>Levee</td> <td>58</td> <td>80</td> </tr> <tr> <td>Tide Valves</td> <td>15</td> <td>30</td> </tr> <tr> <td>Underground Pipes</td> <td>64</td> <td>100</td> </tr> <tr> <td>Pits</td> <td>13</td> <td>75</td> </tr> <tr> <td>Open Drains</td> <td>8</td> <td>25</td> </tr> </tbody> </table> <p>Rising mains were not considered as part of the revaluation. There is limited information available on their age and condition.</p>	Asset Type	Remaining Useful Life (years)	Total Useful Life (years)	Basins	30	60	Pump Stations	14	20	Levee	58	80	Tide Valves	15	30	Underground Pipes	64	100	Pits	13	75	Open Drains	8	25
Asset Type	Remaining Useful Life (years)	Total Useful Life (years)																								
Basins	30	60																								
Pump Stations	14	20																								
Levee	58	80																								
Tide Valves	15	30																								
Underground Pipes	64	100																								
Pits	13	75																								
Open Drains	8	25																								

Condition of the Stormwater assets as been based on age. Council currently has limited CCTV vision to get a true condition report of the Stormwater assets. In 2018-2019 the Stormwater assets are due for valuation and as part of this process Council will CCTV a portion of the Stormwater assets. Council will continue each time these assets need valuing to CCTV another portion of the network.

Good/Very Good is from 0-40 years old
 Fair is from 41-60 years old
 Poor/Very Poor

5 Condition

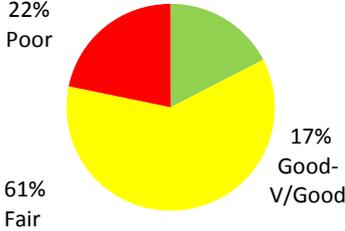
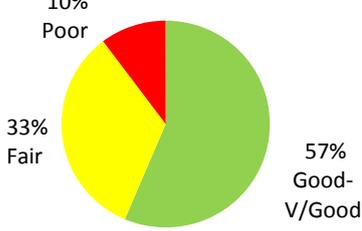


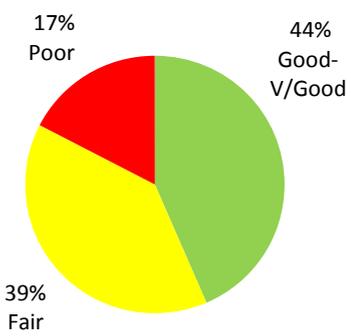
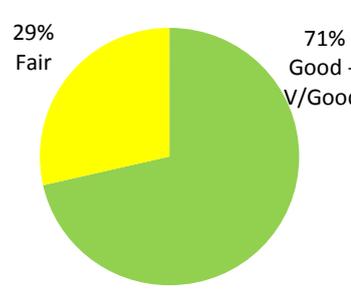
	<p>Condition</p>	<p>Tidal Valves & Headwalls</p>  <table border="1"> <thead> <tr> <th>Condition</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Good/V Good</td> <td>69%</td> </tr> <tr> <td>Fair</td> <td>24%</td> </tr> <tr> <td>Poor</td> <td>7%</td> </tr> </tbody> </table> <p>Pump Stations</p>  <table border="1"> <thead> <tr> <th>Condition</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Good/V Good</td> <td>84%</td> </tr> <tr> <td>Fair</td> <td>16%</td> </tr> </tbody> </table> <p>Open Drains & Basins</p>  <table border="1"> <thead> <tr> <th>Condition</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Good/V Good</td> <td>100%</td> </tr> </tbody> </table>	Condition	Percentage	Good/V Good	69%	Fair	24%	Poor	7%	Condition	Percentage	Good/V Good	84%	Fair	16%	Condition	Percentage	Good/V Good	100%
Condition	Percentage																			
Good/V Good	69%																			
Fair	24%																			
Poor	7%																			
Condition	Percentage																			
Good/V Good	84%																			
Fair	16%																			
Condition	Percentage																			
Good/V Good	100%																			

6	Replacement Costs	<p>The replacement costs of the drainage infrastructure at the time of revaluation (30 June 2014) is as follows:</p> <table border="1" data-bbox="555 271 1370 584"> <thead> <tr> <th data-bbox="555 271 1166 322">Stormwater Asset Types</th> <th data-bbox="1166 271 1370 322">CRC</th> </tr> </thead> <tbody> <tr> <td data-bbox="555 322 1166 365">Stormwater Drain Asset Types</td> <td data-bbox="1166 322 1370 365">\$24.38m</td> </tr> <tr> <td data-bbox="555 365 1166 407">Stormwater Node Asset Types</td> <td data-bbox="1166 365 1370 407">\$3.49m</td> </tr> <tr> <td data-bbox="555 407 1166 450">Stormwater Pump Station Asset Types</td> <td data-bbox="1166 407 1370 450">\$1.15m</td> </tr> <tr> <td data-bbox="555 450 1166 492">Stormwater Basin Asset Types</td> <td data-bbox="1166 450 1370 492">\$1.62m</td> </tr> <tr> <td data-bbox="555 492 1166 535">Stormwater Open Drain Asset Types</td> <td data-bbox="1166 492 1370 535">\$191k</td> </tr> <tr> <td data-bbox="555 535 1166 584" style="text-align: right;">Total</td> <td data-bbox="1166 535 1370 584">\$30.84M</td> </tr> </tbody> </table>	Stormwater Asset Types	CRC	Stormwater Drain Asset Types	\$24.38m	Stormwater Node Asset Types	\$3.49m	Stormwater Pump Station Asset Types	\$1.15m	Stormwater Basin Asset Types	\$1.62m	Stormwater Open Drain Asset Types	\$191k	Total	\$30.84M
Stormwater Asset Types	CRC															
Stormwater Drain Asset Types	\$24.38m															
Stormwater Node Asset Types	\$3.49m															
Stormwater Pump Station Asset Types	\$1.15m															
Stormwater Basin Asset Types	\$1.62m															
Stormwater Open Drain Asset Types	\$191k															
Total	\$30.84M															
7	Risk Management	<p>There is a need to:</p> <ul style="list-style-type: none"> • determine the extent of pipework through private property and secure easements to protect the infrastructure; • identify where local flooding problems occur and determine if the cause is condition or capacity; • implement the recommendations of the storm water management plans for Port Pirie and Crystal Brook; • Gather information to better understand the drainage requirements of the rural towns and outlying areas; and • ensure lagoons, pump stations and rising mains are maintained to ensure adequate drainage 														
8	Service Levels	<p>In 2015 and 2017 Council surveyed the community to seek their views to help Council to utilize the information in its Community Plan and will help develop service performance measures for Quality Function and Capacity/Utilisation.</p> <p>Based on the survey results stormwater drainage is of high important to the community but Council's performance is not currently meeting expectations. The recommendations of the various stormwater management plans and studies will continue to be implemented to ensure that the stormwater drainage is improved, combined with ongoing maintenance plans to ensure that community expectations can be met.</p> <p>The Council's current and expected community service levels are detailed in the operational Asset Management Plan showing the agreed expected community levels of service based on resource levels in the current long-term financial plan and community consultation</p> <p>Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.</p> <p>Community and Technical Levels of Service Levels of Service are detailed in the operational Asset Management Plan for Stormwater Drainage.</p>														
9	Assumptions	<ul style="list-style-type: none"> • Revaluation data prepared by Tonkin Consulting as at 30 June 2014. • Stormwater Management Plans for Port Pirie and Crystal Brook prepared by Tonkin Consulting. 														

5.5 Buildings and Land Overview

1	Asset Register	<p>Council is responsible for 124 buildings which are split across the below Townships.</p> <table border="1" data-bbox="608 398 1289 831"> <thead> <tr> <th>Building Assets Overview</th> <th>Qty</th> </tr> </thead> <tbody> <tr> <td>Crystal Brook</td> <td>35</td> </tr> <tr> <td>Koolunga</td> <td>4</td> </tr> <tr> <td>Mundoora</td> <td>1</td> </tr> <tr> <td>Napperby</td> <td>3</td> </tr> <tr> <td>Nelshaby</td> <td>1</td> </tr> <tr> <td>Port Pirie</td> <td>60</td> </tr> <tr> <td>Redhill</td> <td>15</td> </tr> <tr> <td>Warnertown</td> <td>5</td> </tr> <tr> <td>Total</td> <td>124</td> </tr> </tbody> </table>	Building Assets Overview	Qty	Crystal Brook	35	Koolunga	4	Mundoora	1	Napperby	3	Nelshaby	1	Port Pirie	60	Redhill	15	Warnertown	5	Total	124
Building Assets Overview	Qty																					
Crystal Brook	35																					
Koolunga	4																					
Mundoora	1																					
Napperby	3																					
Nelshaby	1																					
Port Pirie	60																					
Redhill	15																					
Warnertown	5																					
Total	124																					
2	Issues	<p>Council currently owns 124 buildings within the region. It has been identified that some of these buildings are surplus to Council's requirements. There is a need to make a decision in regards to the future of some of these buildings. That is, if certain buildings were to burn down or get to a stage that they were a risk to the community, would Council replace them or would they just dispose of them? This would impact on costs of insurance and depreciation as both are dependent on replacement cost of the buildings.</p> <p>Of the 124 buildings, 56 of these buildings are either leased, have management agreements or are rented. The revenue generated from these arrangements is negligible and in most cases Council is still responsible for capital renewal and maintenance.</p>																				
3	Age	<p>The average construction dates of Council's buildings is listed below:</p> <ul style="list-style-type: none"> • Toilet Blocks - 1978 • Council Buildings – 1976 • Recreation Buildings – 1974 • Cultural Buildings – 1980 • Community Buildings – 1963 <p>Many of these buildings are around 30-50 years old. Institutes are around 90-100 years old.</p>																				

4	Useful Lives	<p>Council staff inspected all buildings and assigned a condition rating for each component. Each asset was assigned a useful life based on the industry standard and remaining life was calculated based on the year the building was created.</p> <p>If the buildings are maintained each year through operational and capital works, then the useful lives will be extended.</p> <table border="1" data-bbox="625 443 1123 896"> <thead> <tr> <th>Building Assets Overview</th> <th>Remaining Life (Avg)</th> </tr> </thead> <tbody> <tr> <td>Crystal Brook</td> <td>23</td> </tr> <tr> <td>Koolunga</td> <td>31</td> </tr> <tr> <td>Mundoora</td> <td>24</td> </tr> <tr> <td>Napperby</td> <td>25</td> </tr> <tr> <td>Nelshaby</td> <td>21</td> </tr> <tr> <td>Port Pirie</td> <td>31</td> </tr> <tr> <td>Redhill</td> <td>22</td> </tr> <tr> <td>Warnertown</td> <td>20</td> </tr> </tbody> </table>	Building Assets Overview	Remaining Life (Avg)	Crystal Brook	23	Koolunga	31	Mundoora	24	Napperby	25	Nelshaby	21	Port Pirie	31	Redhill	22	Warnertown	20
Building Assets Overview	Remaining Life (Avg)																			
Crystal Brook	23																			
Koolunga	31																			
Mundoora	24																			
Napperby	25																			
Nelshaby	21																			
Port Pirie	31																			
Redhill	22																			
Warnertown	20																			
5	Condition	<p>The following graphs show the condition of selected Building Assets.</p> <p style="text-align: center;">Recreation Buildings</p>  <table border="1" data-bbox="762 1137 1107 1368"> <thead> <tr> <th>Condition</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Poor</td> <td>22%</td> </tr> <tr> <td>Fair</td> <td>61%</td> </tr> <tr> <td>Good-V/Good</td> <td>17%</td> </tr> </tbody> </table> <p style="text-align: center;">Community Buildings</p>  <table border="1" data-bbox="767 1525 1129 1756"> <thead> <tr> <th>Condition</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Poor</td> <td>10%</td> </tr> <tr> <td>Fair</td> <td>33%</td> </tr> <tr> <td>Good-V/Good</td> <td>57%</td> </tr> </tbody> </table>	Condition	Percentage	Poor	22%	Fair	61%	Good-V/Good	17%	Condition	Percentage	Poor	10%	Fair	33%	Good-V/Good	57%		
Condition	Percentage																			
Poor	22%																			
Fair	61%																			
Good-V/Good	17%																			
Condition	Percentage																			
Poor	10%																			
Fair	33%																			
Good-V/Good	57%																			

		<p style="text-align: center;">Toilet Buildings</p>  <p style="text-align: center;">Cultural Buildings</p> 																				
6	Replacement Costs	<p>The replacement cost of the buildings at the time of revaluation (30 June 2017) is as follows:</p> <table border="1" data-bbox="625 1223 1273 1688"> <thead> <tr> <th>Building Valuations by Township</th> <th>CRC</th> </tr> </thead> <tbody> <tr> <td>Crystal Brook</td> <td>\$8,415,119</td> </tr> <tr> <td>Koolunga</td> <td>\$1,438,340</td> </tr> <tr> <td>Mundoora</td> <td>\$1,634,000</td> </tr> <tr> <td>Napperby</td> <td>\$23,700</td> </tr> <tr> <td>Nelshaby</td> <td>\$51,300</td> </tr> <tr> <td>Port Pirie</td> <td>\$22,969,850</td> </tr> <tr> <td>Redhill</td> <td>\$3,863,245</td> </tr> <tr> <td>Warnertown</td> <td>\$473,440</td> </tr> <tr> <td style="text-align: right;">Total</td> <td>\$38,868,994</td> </tr> </tbody> </table>	Building Valuations by Township	CRC	Crystal Brook	\$8,415,119	Koolunga	\$1,438,340	Mundoora	\$1,634,000	Napperby	\$23,700	Nelshaby	\$51,300	Port Pirie	\$22,969,850	Redhill	\$3,863,245	Warnertown	\$473,440	Total	\$38,868,994
Building Valuations by Township	CRC																					
Crystal Brook	\$8,415,119																					
Koolunga	\$1,438,340																					
Mundoora	\$1,634,000																					
Napperby	\$23,700																					
Nelshaby	\$51,300																					
Port Pirie	\$22,969,850																					
Redhill	\$3,863,245																					
Warnertown	\$473,440																					
Total	\$38,868,994																					
7	Risk Management	<p>There is a need to ensure that all buildings are adequately maintained to:</p> <ul style="list-style-type: none"> • avoid expose to liability issues; • meet all legislative requirements; and • ensure that they remain fit for their intended purpose. <p>There is also a need to consider how it might better deliver ancillary services such as fire services, security, cleaning and other compliance related matters so that the buildings meet operational legislative compliance.</p>																				

8	Service Levels	<p>In 2015 and 2017 Council surveyed the community to seek their views to help Council to utilize the information in its Community Plan and will help develop service performance measures for Quality Function and Capacity/Utilisation.</p> <p>While the land and buildings were not rated as such in the Community Survey, Council's performance is linked to the individual sites and services provided by Council buildings, for example, the Port Pirie and Crystal Brook libraries. These services are of high importance to the community and Council's performance exceeds expectations. Therefore, ongoing work is required to ensure that Council's renewal priorities and maintenance standards are maintain community expectations.</p> <p>The Council's current and expected community service levels are detailed in the operational Asset Management Plan showing the agreed expected community levels of service based on resource levels in the current long-term financial plan and community consultation</p> <p>Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.</p> <p>Technical Levels of Service for buildings have been approved by the Section 41 Asset Management Committee in March 2017.</p> <p>The operational Asset Management Plan for Buildings is currently being created and the Levels of Service will be located in this document.</p>
9	Assumptions	<ul style="list-style-type: none"> • Revaluation data prepared by Tonkin Consulting in conjunction with Opteon Property Group as at 30 June 2017. • Council's Sport and Recreation Strategy. • Maintenance inspections by Council's Assets Officer. • Specific building assessments and structural engineering reports.

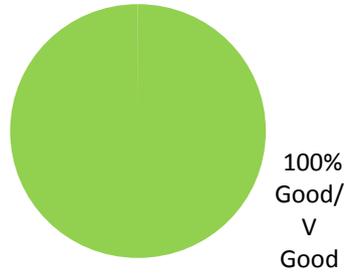
5.6 Structures and Site Improvements

1	Asset Register	Council is responsible for numerous Structures and Land improvement assets. Data for over 2,500 assets were collected and mapped via GIS.	
		Breakdown of Structures & Land Improvement Assets	Qty
		Bins	280
		Fences	158
		Furniture	407
		Hard Surfaces	130
		Irrigation Systems	191
		Lights	260
		Memorial	149
		Park Facilities	109
		Path	63
		Playground	145
		Services	159
		Signs	224
		Sport Assets	63
		Structures	228
		Swimming Pool	3
		Aerodrome Sealed Surface	29,483m ²
		Internal Road Sealed Surface	29,157m ²
		Carpark Sealed Surface	44,230m ²
		Aerodrome Sheeted Surface	67,178m ²
		Internal Road Sheeted Surface	58,650m ²
		Carpark Sheeted Surface	16,090m ²
		Internal Road Kerb	3,144m
		Carpark Kerb	3,725m
		Internal Road Footpath	117m ²
		Carpark Footpath	897m ²
		Boat Ramps	3
		Jetties	7
		Cemeteries	7

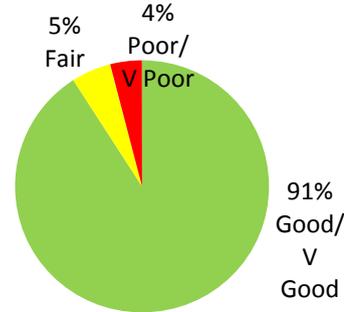
2	Issues	<p>The recreational facilities are ageing and will require significant operational and capital expenditure to renew, replace or upgrade the various infrastructure elements.</p> <p>Council has many facilities that are leased, or have licences or permits with various sporting and community groups. The revenue generated from these arrangements is negligible and in most cases Council is still responsible for capital renewal and maintenance. This is currently being reviewed as part of Council's Sport and Recreation Strategy.</p> <p>Council receives land for recreation purposes from developers as a statutory requirement due to the creation of land divisions. Council needs to decide whether it continues to receive land or a cash contribution to invest in existing parks and reserves.</p>															
3	Age	<p>The age of recreational infrastructure varies considerably due to the range in types of infrastructure. Age may not always be the main consideration if the infrastructure is well maintained.</p>															
4	Useful Life	<p>Each asset type was assigned a useful life based on industry standards.</p> <p>Sample of assets.</p> <table border="1" data-bbox="509 889 1350 1167"> <thead> <tr> <th data-bbox="509 889 836 981">Structure and Improvement Assets</th> <th data-bbox="836 889 1086 981">Remaining Useful Life (years)</th> <th data-bbox="1086 889 1350 981">Total Useful Life (years)</th> </tr> </thead> <tbody> <tr> <td data-bbox="509 981 836 1032">Skate Parks</td> <td data-bbox="836 981 1086 1032">28</td> <td data-bbox="1086 981 1350 1032">40</td> </tr> <tr> <td data-bbox="509 1032 836 1084">Shelters</td> <td data-bbox="836 1032 1086 1084">28</td> <td data-bbox="1086 1032 1350 1084">45</td> </tr> <tr> <td data-bbox="509 1084 836 1135">Fencing</td> <td data-bbox="836 1084 1086 1135">23</td> <td data-bbox="1086 1084 1350 1135">40</td> </tr> <tr> <td data-bbox="509 1135 836 1167">Playgrounds</td> <td data-bbox="836 1135 1086 1167">16</td> <td data-bbox="1086 1135 1350 1167">23</td> </tr> </tbody> </table>	Structure and Improvement Assets	Remaining Useful Life (years)	Total Useful Life (years)	Skate Parks	28	40	Shelters	28	45	Fencing	23	40	Playgrounds	16	23
Structure and Improvement Assets	Remaining Useful Life (years)	Total Useful Life (years)															
Skate Parks	28	40															
Shelters	28	45															
Fencing	23	40															
Playgrounds	16	23															

The following graphs show the condition of selected Structure & Improvement asset types of interest to the Community:

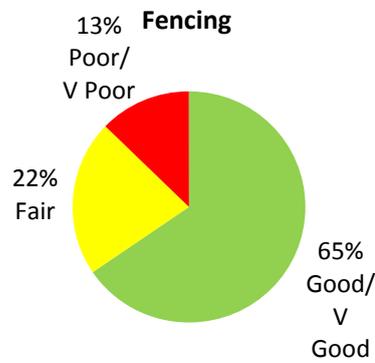
Skate Parks



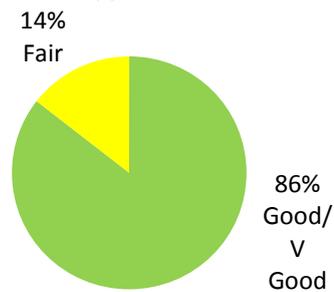
Shelters



Fencing



Playgrounds



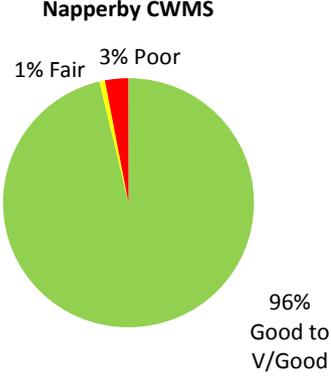
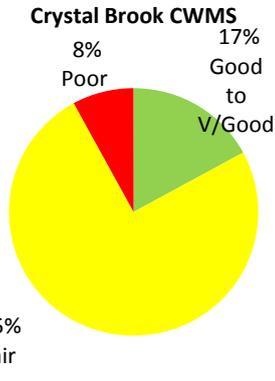
5 Condition

6	Replacement Costs	The replacement cost of the Structures & Improvements at the time of valuation (30 June 2017) is as follows:	
		Breakdown of Structures & Land Improvement Assets	CRC
		Bins	\$327,530
		Fences	\$4,754,459
		Furniture	\$1,170,285
		Hard Surfaces	\$904,377
		Irrigation Systems	\$687,811
		Lights	\$1,922,341
		Memorial	\$1,567,558
		Park Facilities	\$398,392
		Path	\$534,585
		Playground	\$2,282,789
		Services	\$311,567
		Signs	\$291,200
		Sport Assets	\$1,004,763
		Structures	\$4,854,167
		Swimming Pool	\$2,514,200
		Aerodrome Sealed Surface	\$639,791
		Aerodrome Pavement	\$1,638,877
		Aerodrome Sheeted Surface	\$150,808
		Internal Road Pavement	\$1,620,783
		Internal Road Sheeted Surface	\$204,910
		Internal Road Kerb	\$455,918
		Internal Road Footpath	\$12,982
		Carpark Sealed Surface	\$820,158
		Carpark Pavement	\$2,458,663
		Carpark Sheeted Surface	\$47,473
		Carpark Kerb	\$540,170
		Carpark Footpath	\$58,972
		Boat Ramps, Jetties & pontoon – Valued in 2012. Marine was not valued when Structures and Site Improvements was completed in 2017. This will be completed in 2018.	\$3,700,000
TOTAL	\$35.9M		

7	Risk Management	<p>There is a need to ensure Structures & Improvements are adequately maintained to avoid expose to liability issues remain fit for their intended purpose. The first step in this improvement has been the collection and location of the data to enable the Assets to be managed in a competent manner via the use of Conquest as a CMMS tool.</p> <p>There is also a need to consider how the services might better be delivered in a more efficient and cost effective way. This may include water re-use and solar power etc.</p>
8	Service Levels	<p>In 2015 and 2017 Council surveyed the community to seek their views to help Council to utilize the information in its Community Plan and will help develop service performance measures for Quality Function and Capacity/Utilisation.</p> <p>While the structures and site improvements were not rated as such in the Community Survey, Council's performance is linked to the individual sites and services provided by Council's facilities, for example, parks and gardens. These services are of high importance to the community and Council's performance does not meet expectations in the area of street furniture. Therefore, further work is required to ensure that Council's renewal priorities and maintenance standards are improved to better align with community expectations. A Parks Strategy is being prepared to better define priorities.</p> <p>The Council's current and expected community service levels are detailed in the operational Asset Management Plan showing the agreed expected community levels of service based on resource levels in the current long-term financial plan and community consultation</p> <p>Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.</p> <p>The operational Asset Management Plan for Structures and Site Improvements is currently being created and the Levels of Service will be located in this document.</p>
9	Assumptions	<ul style="list-style-type: none"> • Revaluation data prepared by Tonkin Consulting as at 30 June 2017.

5.7 CWMS Overview

1	Asset Register	<p>Council is responsible for two Community Wastewater Management Schemes (CWMS) servicing the rural townships of Crystal Brook and Napperby.</p> <p>Crystal Brook: 13.8km pipework, pump station and treatment plant comprising lagoons.</p> <p>Napperby: 4.6km pipework and treatment plant comprising underground tanks.</p>																																							
2	Issues	<p>Council is currently reviewing its position in regards to obtaining easements for pipework within private land.</p> <p>Council is unsure of the current condition of the CWMS infrastructure. This is where CCTV footage is required so Council can confirm the capital and operational works required to maintain infrastructure.</p> <p>Council is aware of stormwater incursion in Crystal Brook and a program is being developed to investigate and rectify this.</p> <p>Ongoing maintenance and monitoring is required at the treatment plants to ensure operational legislative compliance.</p>																																							
3	Age	<p>The age of the infrastructure at Crystal Brook is approximately 30-35 years and at Napperby around 17-20 years old.</p>																																							
4	Useful Lives	<p>Each asset was assigned a useful life based on the industry standard.</p> <p>If the CWMS infrastructure is maintained each year through operational and capital works, then the useful lives will be extended. CCTV inspections are required to assess current status and the extent of capital and operational works required to maintain the infrastructure.</p> <p><u>Napperby</u></p> <table border="1" data-bbox="576 1196 1283 1460"> <thead> <tr> <th>Asset Type</th> <th>Remaining Useful Life (years)</th> <th>Total Useful Life (years)</th> </tr> </thead> <tbody> <tr> <td>Gravity Drain</td> <td>43</td> <td>60</td> </tr> <tr> <td>Flushing Point</td> <td>43</td> <td>60</td> </tr> <tr> <td>Property Connections</td> <td>43</td> <td>60</td> </tr> <tr> <td>Pump Stations</td> <td>-</td> <td></td> </tr> <tr> <td>Treatment Plant</td> <td>36</td> <td>50</td> </tr> </tbody> </table> <p><u>Crystal Brook</u></p> <table border="1" data-bbox="576 1538 1283 1841"> <thead> <tr> <th>Asset Type</th> <th>Remaining Useful Life (years)</th> <th>Total Useful Life (years)</th> </tr> </thead> <tbody> <tr> <td>Gravity Drain</td> <td>30</td> <td>60</td> </tr> <tr> <td>Flushing Point</td> <td>30</td> <td>60</td> </tr> <tr> <td>Property Connections</td> <td>30</td> <td>60</td> </tr> <tr> <td>Pump Stations</td> <td>14.5</td> <td>20</td> </tr> <tr> <td>Lagoons</td> <td>76</td> <td>80</td> </tr> <tr> <td>Manholes/Rising Mains</td> <td>30</td> <td>60</td> </tr> </tbody> </table>	Asset Type	Remaining Useful Life (years)	Total Useful Life (years)	Gravity Drain	43	60	Flushing Point	43	60	Property Connections	43	60	Pump Stations	-		Treatment Plant	36	50	Asset Type	Remaining Useful Life (years)	Total Useful Life (years)	Gravity Drain	30	60	Flushing Point	30	60	Property Connections	30	60	Pump Stations	14.5	20	Lagoons	76	80	Manholes/Rising Mains	30	60
Asset Type	Remaining Useful Life (years)	Total Useful Life (years)																																							
Gravity Drain	43	60																																							
Flushing Point	43	60																																							
Property Connections	43	60																																							
Pump Stations	-																																								
Treatment Plant	36	50																																							
Asset Type	Remaining Useful Life (years)	Total Useful Life (years)																																							
Gravity Drain	30	60																																							
Flushing Point	30	60																																							
Property Connections	30	60																																							
Pump Stations	14.5	20																																							
Lagoons	76	80																																							
Manholes/Rising Mains	30	60																																							

5	Condition	<p>The following graphs show the condition of the CWMS assets:</p> <div style="text-align: center;"> <p>Napperby CWMS</p>  <p>96% Good to V/Good 3% Poor 1% Fair</p> </div> <div style="text-align: center; margin-top: 20px;"> <p>Crystal Brook CWMS</p>  <p>75% Fair 17% Good to V/Good 8% Poor</p> </div>																														
6	Replacement Costs	<p>The replacement cost of the CWMS infrastructure at the time of revaluation (30 June 2014) is as follows:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="2" style="background-color: #d9e1f2;">Crystal Brook CWMS Asset Types</th> <th style="background-color: #d9e1f2;">CRC</th> </tr> </thead> <tbody> <tr> <td>CWMS Pipe Types</td> <td></td> <td>\$2.8M</td> </tr> <tr> <td>CWMS Node Types</td> <td></td> <td>\$370k</td> </tr> <tr> <td>CWMS Pump Station & Treatment Site</td> <td></td> <td>\$841k</td> </tr> <tr> <td style="text-align: right;">Total</td> <td></td> <td>\$4M</td> </tr> </tbody> </table> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="2" style="background-color: #d9e1f2;">Napperby CWMS Asset Types</th> <th style="background-color: #d9e1f2;">CRC</th> </tr> </thead> <tbody> <tr> <td>CWMS Pipe Types</td> <td></td> <td>\$616k</td> </tr> <tr> <td>CWMS Node Types</td> <td></td> <td>\$90.5k</td> </tr> <tr> <td>CWMS WWTP & Reuse Types</td> <td></td> <td>\$580.7k</td> </tr> <tr> <td style="text-align: right;">Total</td> <td></td> <td>\$1.29M</td> </tr> </tbody> </table>	Crystal Brook CWMS Asset Types		CRC	CWMS Pipe Types		\$2.8M	CWMS Node Types		\$370k	CWMS Pump Station & Treatment Site		\$841k	Total		\$4M	Napperby CWMS Asset Types		CRC	CWMS Pipe Types		\$616k	CWMS Node Types		\$90.5k	CWMS WWTP & Reuse Types		\$580.7k	Total		\$1.29M
Crystal Brook CWMS Asset Types		CRC																														
CWMS Pipe Types		\$2.8M																														
CWMS Node Types		\$370k																														
CWMS Pump Station & Treatment Site		\$841k																														
Total		\$4M																														
Napperby CWMS Asset Types		CRC																														
CWMS Pipe Types		\$616k																														
CWMS Node Types		\$90.5k																														
CWMS WWTP & Reuse Types		\$580.7k																														
Total		\$1.29M																														
7	Risk Management	<p>There is a need to:</p> <ul style="list-style-type: none"> • Ensure pump stations and rising mains are maintained to ensure adequate drainage; • Determine the extent of pipework through private property and secure easements to protect the infrastructure; and • Maintain treatment plants to ensure ongoing operational legislative compliance. 																														

8	Service Levels	<p>In 2015 and 2017 Council surveyed the community to seek their views to help Council to utilize the information in its Community Plan and will help develop service performance measures for Quality Function and Capacity/Utilisation.</p> <p>Based on the survey results CWMS is not of high important to the community because it is only relevant to a small proportion of the community. However, Council's performance is currently exceeding expectations. Work will be ongoing to ensure that the renewal priorities and maintenance standards continue to meet community expectations.</p> <p>The Council's current and expected community service levels are detailed in the operational Asset Management Plan showing the agreed expected community levels of service based on resource levels in the current long-term financial plan and community consultation</p> <p>Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.</p> <p>Community and Technical Levels of Service Levels of Service are detailed in the operational Asset Management Plan for CWMS 2015-2025.</p>
9	Assumptions	<ul style="list-style-type: none"> • Revaluation data prepared by Tonkin Consulting as at 30 June 2014.

5.8 Plant and Equipment Overview

1	Asset Register	<p>Council operates a varied fleet of plant and equipment made up of the following types of vehicles:</p> <ul style="list-style-type: none"> • Graders • Loaders/Tractors • Trucks • Utilities • Sweepers • Mowers • Other • Cars 																
2	Issues	<p>Council has an extensive fleet of plant and equipment albeit an ageing one. It is important that the plant and equipment is suitable to deliver the capital and operational works programs.</p> <p>Break downs of major plant can impact significantly on works delivery and increase costs due to repairs and also having to hire substitute plant if required.</p> <p>Over time through changes in legislation and work practices, some plant and equipment is no longer suitable and needs to be replaced by more modern models. Modern machinery also performs more effectively and efficiently due to improvements in technology and performance.</p>																
3	Age	<p>The age range for each category of plant and equipment is shown below. However, age is not necessarily a consideration but rather condition.(Type of work performed/Utilisation rate)</p> <table border="1" data-bbox="611 1128 1313 1429"> <thead> <tr> <th>Asset Equipment Type</th> <th>Age in Yrs</th> </tr> </thead> <tbody> <tr> <td>Graders</td> <td>2-11</td> </tr> <tr> <td>Loaders/Tractors</td> <td>1-7</td> </tr> <tr> <td>Trucks</td> <td>2-17</td> </tr> <tr> <td>Utilities</td> <td>1-9</td> </tr> <tr> <td>Sweepers</td> <td>2-11</td> </tr> <tr> <td>Mowers</td> <td>1-7</td> </tr> <tr> <td>Cars</td> <td>1-5</td> </tr> </tbody> </table>	Asset Equipment Type	Age in Yrs	Graders	2-11	Loaders/Tractors	1-7	Trucks	2-17	Utilities	1-9	Sweepers	2-11	Mowers	1-7	Cars	1-5
Asset Equipment Type	Age in Yrs																	
Graders	2-11																	
Loaders/Tractors	1-7																	
Trucks	2-17																	
Utilities	1-9																	
Sweepers	2-11																	
Mowers	1-7																	
Cars	1-5																	
4	Useful Lives	<p>The remaining lives have been reported below as an average range.</p> <table border="1" data-bbox="611 1574 1313 1933"> <thead> <tr> <th>Asset Equipment Type</th> <th>Remaining Life (Avg)</th> </tr> </thead> <tbody> <tr> <td>Graders</td> <td>8-10</td> </tr> <tr> <td>Loaders/Tractors</td> <td>5-10</td> </tr> <tr> <td>Trucks</td> <td>7-8</td> </tr> <tr> <td>Utilities</td> <td>6</td> </tr> <tr> <td>Sweepers</td> <td>5-6</td> </tr> <tr> <td>Mowers</td> <td>5-10</td> </tr> <tr> <td>Cars</td> <td>2-4</td> </tr> </tbody> </table> <p>With regular maintenance and servicing each year, the useful lives will be extended.</p>	Asset Equipment Type	Remaining Life (Avg)	Graders	8-10	Loaders/Tractors	5-10	Trucks	7-8	Utilities	6	Sweepers	5-6	Mowers	5-10	Cars	2-4
Asset Equipment Type	Remaining Life (Avg)																	
Graders	8-10																	
Loaders/Tractors	5-10																	
Trucks	7-8																	
Utilities	6																	
Sweepers	5-6																	
Mowers	5-10																	
Cars	2-4																	

5	Condition	With regular servicing and maintenance it is possible for plant and equipment to operate beyond their recommended useful lives, however the cost of operation and frequency of maintenance generally increases and performance reduces. In some cases major breakdowns occur and are very costly not only in replacement parts but also lost time on the job or inefficiency.																				
6	Replacement Costs	<p>The replacement cost of the plant and equipment as at 30 June 2017 is as follows:</p> <table border="1" data-bbox="472 443 1422 763"> <tr> <td>Graders</td> <td>\$992,350</td> </tr> <tr> <td>Loaders/Tractors</td> <td>\$1,548,122</td> </tr> <tr> <td>Trucks</td> <td>\$1,335,856</td> </tr> <tr> <td>Utilities</td> <td>\$499,127</td> </tr> <tr> <td>Sweepers</td> <td>\$513,510</td> </tr> <tr> <td>Mowers</td> <td>\$170,756</td> </tr> <tr> <td>Rollers</td> <td>\$446,402</td> </tr> <tr> <td>Other</td> <td>\$718,309</td> </tr> <tr> <td>Cars</td> <td>\$394,924</td> </tr> <tr> <td>Total</td> <td>\$6,619,356</td> </tr> </table> <p>A ten year plant replacement program has been developed to ensure that a reasonable outcome can be achieved to maximise trade in values and minimise the need for major costly repairs on ageing machinery.</p>	Graders	\$992,350	Loaders/Tractors	\$1,548,122	Trucks	\$1,335,856	Utilities	\$499,127	Sweepers	\$513,510	Mowers	\$170,756	Rollers	\$446,402	Other	\$718,309	Cars	\$394,924	Total	\$6,619,356
Graders	\$992,350																					
Loaders/Tractors	\$1,548,122																					
Trucks	\$1,335,856																					
Utilities	\$499,127																					
Sweepers	\$513,510																					
Mowers	\$170,756																					
Rollers	\$446,402																					
Other	\$718,309																					
Cars	\$394,924																					
Total	\$6,619,356																					
7	Risk Management	<p>There is a need to:</p> <ul style="list-style-type: none"> • implement a plant replacement program to ensure the plant and equipment fleet can reliably deliver the capital and operational works programs; • to maintain its plant and equipment with regular servicing and maintenance to ensure that the level of service is maintained; and, • to ensure that plant and equipment is replaced at appropriate intervals to ensure that the need for major costly repairs is avoided. 																				
8	Service Levels	Plant and Equipment is not likely to form part of any community consultation. However, it is important that the plant and equipment is suitable for the construction and maintenance activities identified in the Capital Works plan and any operational plans to ensure that Community expectations on Council service delivery can be met. There is also a need to assess the future needs when considering plant and equipment replacement.																				
9	Assumptions	<ul style="list-style-type: none"> • Plant asset register 																				

6.0 APPENDICES

Appendix A - Glossary of Terms
Appendix B - Capital Works Plan

APPENDIX A – GLOSSARY OF TERMS

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset category

Sub-group of assets within a class hierarchy for financial reporting and management purposes.

Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset hierarchy

A framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function or asset type or a combination of the two.

Asset management (AM)

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Average annual asset consumption (AAAC)*

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Capital expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital expenditure - expansion

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the organisation's asset base, but may be associated with additional revenue from the new user group, eg. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, eg. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operations and maintenance expenditure in the future because of the increase in the organisation's asset base, eg. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

Capital funding

Funding to pay for capital expenditure.

Capital grants

Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.

Capital investment expenditure

See capital expenditure definition.

Class of assets

See asset class definition

Component

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Core asset management

Asset management which relies primarily on the use of an asset register, maintenance management systems, job resource management, inventory control, condition assessment, simple risk assessment and defined levels of service, in order to establish alternative treatment options and long-term cash flow predictions. Priorities are usually established on the basis of financial return gained by carrying out the work (rather than detailed risk analysis and optimised decision-making).

Cost of an asset

The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

Critical assets

Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than noncritical assets.

Current replacement cost (CRC)

The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Economic life

See useful life definition.

Expenditure

The spending of money on goods and services. Expenditure includes recurrent and capital outlays.

Infrastructure assets

Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, eg. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no separate market value.

Level of service

The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.

Life Cycle Cost *

1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises average operations, maintenance expenditure plus asset consumption expense, represented by depreciation expense projected over 10 years. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Maintenance

All actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating, eg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **Planned maintenance**
Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
- **Reactive maintenance**
Unplanned repair work that is carried out in response to service requests and management/supervisory directions.
- **Specific maintenance**
Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.
- **Unplanned maintenance**
Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance expenditure *

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Modern equivalent asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

Net present value (NPV)

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from eg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Operations

Regular activities to provide services such as public health, safety and amenity, eg street sweeping, grass mowing and street lighting.

Operating expenditure

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, eg power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating expense

The gross outflow of economic benefits, being cash and non cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Operating expenses

Recurrent expenses continuously required to provide a service, including power, fuel, staff, plant equipment, maintenance, depreciation, on-costs and overheads.

Operations, maintenance and renewal gap

Difference between budgeted expenditures in a long term financial plan (or estimated future budgets in absence of a long term financial plan) and projected expenditures for operations, maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

Pavement management system (PMS)

A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

PMS Score

A measure of condition of a road segment determined from a Pavement Management System.

Rate of annual asset consumption *

The ratio of annual asset consumption relative to the depreciable amount of the assets. It measures the amount of the consumable parts of assets that are consumed in a period (depreciation) expressed as a percentage of the depreciable amount.

Rate of annual asset renewal *

The ratio of asset renewal and replacement expenditure relative to depreciable amount for a period. It measures whether assets are being replaced at the rate they are wearing out with capital renewal expenditure expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade/new *

A measure of the rate at which assets are being upgraded and expanded per annum with capital upgrade/new expenditure expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Recoverable amount

The higher of an asset's fair value, less costs to sell and its value in use.

Recurrent expenditure

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

Recurrent funding

Funding to pay for recurrent expenditure.

Rehabilitation

See capital renewal expenditure definition above.

Remaining useful life

The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.

Renewal

See capital renewal expenditure definition above.

Risk management

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment

A self-contained part or piece of an infrastructure asset.

Service potential remaining

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

Specific Maintenance

Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, replacement of air conditioning equipment, etc. This work generally falls below the capital/ maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Strategic Longer-Term Plan

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in the Council's longer-term plans such as the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the Council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

- (a) the period over which an asset is expected to be available for use by an entity, or
- (b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the Council.

Source: IPWEA, 2009, AIFMG Glossary

APPENDIX B – CAPITAL WORKS PROGRAM 2018 -2028

Summary of Capital Works Program by Asset

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL 2018-28
Land	250										250
Buildings	315	100	50	185	200	170	250	500	400	500	2,670
Site Imp/Structures	3,865	370	750	375	598	640	695	780	775	565	9,413
CWMS	80			80	210		400				770
Drainage	110	600	30	1,400	225	1,415	3,000	2,920	1,000	900	11,600
Roads - Sealed	1,700	1,800	1,860	1,100	2,500	2,700	2,460	2,940	2,400	2,900	22,360
Roads - Unsealed	885	1,115	1,160	1,180	1,210	1,160	1,170	1,165	1,150	1,370	11,565
Footpaths	50	50	200	550	600	600	600	300	400	400	3,750
Kerb	300	500	400	400	650	850	850	850	850	850	6,500
Road ancillary			2								2
Bridges		1,500									1,500
Plant & Vehicles	865	795	1,080	870	1,460	910	1,220	640	720	970	9,530
Equipment		20	16				16				52
IT / Equipment	215	215	70	115	130	135	110	25	46	145	1,206
Furniture & Fittings	548	10	70	10	10	65	10	10	10	15	758
Major Projects				3,000	3,000				1,500		7,500
Grand Total	9,183	7,075	5,688	9,265	10,793	8,645	10,781	10,130	9,251	8,615	89,426
<i>TOTAL NEW/UPGRADE</i>	<i>3,863</i>	<i>2,979</i>	<i>1,304</i>	<i>2,890</i>	<i>3,139</i>	<i>1,178</i>	<i>2,705</i>	<i>2,621</i>	<i>2,355</i>	<i>1,770</i>	<i>24,802</i>
<i>TOTAL REPLACEMENT/REN</i>	<i>5,320</i>	<i>4,096</i>	<i>4,384</i>	<i>6,376</i>	<i>7,654</i>	<i>7,468</i>	<i>8,076</i>	<i>7,509</i>	<i>6,896</i>	<i>6,845</i>	<i>64,622</i>
<i>TOTAL</i>	<i>9,182</i>	<i>7,075</i>	<i>5,688</i>	<i>9,265</i>	<i>10,793</i>	<i>8,645</i>	<i>10,781</i>	<i>10,130</i>	<i>9,251</i>	<i>8,615</i>	<i>89,425</i>
<i>Asset Sustainability Ratio (AM)</i>	<i>75%</i>	<i>58%</i>	<i>63%</i>	<i>93%</i>	<i>112%</i>	<i>109%</i>	<i>118%</i>	<i>110%</i>	<i>101%</i>	<i>100%</i>	<i>94%</i>