# Northern Midlands Council Account Management Report

## Income & Expenditure Summary for the Period Ended 30 April 2022 (83% of Year Completed)

| Line Item Summary Totals | Operating Statement | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Governance | | Corporate Services | | Regulatory & Community Servi | | Development Services | | Works & Infrastructure Services | | Total Operating Statement | | % |
| | 2021/22 Budget | 2021/22 Actual | 2021/22 Budget | 2021/22 Actual | 2021/22 Budget | 2021/22 Actual | 2021/22 Budget | 2021/22 Actual | 2021/22 Budget | 2021/22 Actual | 2021/22 Budget | 2021/22 Actual | of Budget |
| 1 Wages | 402,488 | 339,238 | 1,145,879 | 810,431 | 222,372 | 188,483 | 396,524 | 330,501 | 1,791,965 | 1,420,216 | 3,959,228.00 | 3,088,869.00 | 78.02% |
| 2 Material & Services Expenditure | 611,145 | 456,406 | 716,183 | 780,118 | 559,949 | 333,449 | 444,920 | 377,109 | 3,779,786 | 2,815,592 | 6,111,983.00 | 4,762,674.00 | 77.92% |
| 3 Depreciation Expenditure | 68,516 | 57,096 | 91,886 | 76,606 | 20,660 | 17,220 | 18,718 | 15,598 | 6,319,378 | 5,266,098 | 6,519,158.00 | 5,432,618.00 | 83.33% |
| 4 Government Levies & Charges | 6,420 | 5,716 | 872,854 | 474,068 | 1,920 | 1,941 | 0 | 660 | 80,290 | 91,250 | 961,484.00 | 573,635.00 | 59.66% |
| 5 Interest Expenditure | 0 | 0 | 272,007 | 254,000 | 0 | 0 | 0 | 0 | 0 | 0 | 272,007.00 | 254,000.00 | 93.38% |
| 7 Councillors Expenditure | 205,180 | 168,470 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 205,180.00 | 168,470.00 | 82.11% |
| 9 Other Expenditure | 507,450 | 116,305 | 503,902 | 506,391 | 251,344 | 179,738 | 9,980 | 17,381 | 98,093 | 49,079 | 1,370,769.00 | 868,894.00 | 63.39% |
| 11 Oncost | 196,728 | 160,403 | 518,060 | 388,028 | 105,100 | 71,472 | 198,263 | 141,122 | 697,258 | 520,675 | 1,715,409.00 | 1,281,700.00 | 74.72% |
| 12 Internal Plant Hire/Rental | 21,760 | 10,488 | 26,590 | 12,268 | 29,347 | 11,473 | 21,490 | 3,998 | 1,045,974 | 918,263 | 1,145,161.00 | 956,490.00 | 83.52% |
| 13 Internal Rental/Rates | 0 | 0 | 1,790 | 376 | 0 | 0 | 0 | 0 | 6,630 | 4,895 | 8,420.00 | 5,271.00 | 62.60% |
| 10 Other Internal Transfers Expenditure | 0 | 0 | 7,484,576 | 6,236,976 | 0 | 403 | 0 | 0 | 30,550 | 25,550 | 7,515,126.00 | 6,262,929.00 | 83.34% |
| 14 Oncosts Paid - Payroll | 86,799 | 54,400 | 238,573 | 236,041 | 47,413 | 31,986 | 100,814 | 103,586 | 394,304 | 313,929 | 867,903.00 | 739,942.00 | 85.26% |
| 15 Oncost Paid - Non Payroll | 126,474 | 86,980 | 298,767 | 230,443 | 63,460 | 47,459 | 138,285 | 84,102 | 594,595 | 395,239 | 1,221,581.00 | 844,223.00 | 69.11% |
| 16 Plant Expenditure Paid | 4,000 | 3,343 | 17,180 | 9,906 | 7,630 | 6,378 | 17,780 | 17,345 | 492,060 | 486,579 | 538,650.00 | 523,551.00 | 97.20% |
| | 2,236,960 | 1,458,845 | 12,188,247 | 10,015,652 | 1,309,195 | 890,002 | 1,346,774 | 1,091,402 | 15,330,883 | 12,307,365 | 32,412,059.00 | 25,763,266.00 | 79.49% |
| 17 Rate Revenue | 0 | 0 | (11,344,356) | (11,351,536) | (24,390) | (24,184) | 0 | 0 | (903,088) | (921,476) | (12,271,834.00) | (12,297,196.00) | 100.21% |
| 18 Recurrent Grant Revenue | (58,346) | 0 | (1,791,710) | (2,098,656) | (353,050) | (247,135) | (5,000) | (17,453) | (2,892,117) | (3,093,368) | (5,100,223.00) | (5,456,612.00) | 106.99% |
| 19 Fees and Charges Revenue | (100) | (206) | (1,058,151) | (881,562) | (164,168) | (166,263) | (720,198) | (630,267) | (623,478) | (565,407) | (2,566,095.00) | (2,243,705.00) | 87.44% |
| 21 Interest Revenue | (279,181) | (141,537) | (200,360) | (254,445) | 0 | 0 | 0 | 0 | 0 | 0 | (479,541.00) | (395,982.00) | 82.58% |
| 22 Reimbursements Revenue | (2,130) | (1,364) | (25,278) | (15,543) | (7,632) | (8,123) | (9,000) | (24,862) | (7,878) | (20,277) | (51,918.00) | (70,169.00) | 135.15% |
| Interest Expenditure Reimbursed | 0 | 0 | (272,007) | (136,004) | 0 | 0 | 0 | 0 | 0 | 0 | (272,007.00) | (136,004.00) | 50.00% |
| Oncost Recoveries - Internal Tfer | (196,728) | (151,798) | (540,749) | (402,380) | (108,124) | (82,387) | (239,807) | (148,766) | (959,200) | (664,663) | (2,044,608.00) | (1,449,994.00) | 70.92% |
| Plant Hire Income - Internal Tfer | (13,800) | 0 | (39,190) | 0 | 0 | 0 | (47,580) | 0 | (1,460,680) | (1,234,207) | (1,561,250.00) | (1,234,207.00) | 79.05% |
| 10 Other Internal Transfers Income | (155,588) | (129,588) | (530,362) | (37,096) | (773,757) | (644,757) | (462,356) | (427,149) | (6,092,807) | (5,065,993) | (8,014,870.00) | (6,304,583.00) | 78.66% |
| 23 Other Revenue | (468,000) | (355,221) | (16,266) | (29,182) | (356) | (1,270) | 0 | 7,571 | (93,180) | (149,714) | (577,802.00) | (527,816.00) | 91.35% |
| | (1,173,873) | (779,714) | (15,818,429) | (15,206,404) | (1,431,477) | (1,174,119) | (1,483,941) | (1,240,926) | (13,032,428) | (11,715,105) | (32,940,148.00) | (30,116,268.00) | 91.43% |
| Underlying (Surplus) / Deficit Before | 1,063,087 | 679,131 | (3,630,182) | (5,190,752) | (122,282) | (284,117) | (137,167) | (149,524) | 2,298,455 | 592,260 | (528,089) | (4,353,002) | |
| 20 Gain on sale of Fixed Assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (3,836) | 0 | (3,836) | |
| 6 Loss on Sale of Fixed Assets | 0 | 0 | 0 | 19,375 | 0 | 0 | 0 | 0 | 505,860 | 0 | 505,860 | 19,375 | |
| Net Loss On Disposal of Fixed Assets | 0 | 0 | 0 | 19,375 | 0 | 0 | 0 | 0 | 505,860 | (3,836) | 505,860 | 15,539 | |
| Underlying (Surplus) / Deficit | 1,063,087 | 679,131 | (3,630,182) | (5,171,377) | (122,282) | (284,117) | (137,167) | (149,524) | 2,804,315 | 588,424 | (22,229) | (4,337,463) | |
| Capital Grant Revenue | 0 | 0 | 0 | 0 | 0 | (120,610) | 0 | 0 | (8,697,948) | (1,638,254) | (8,697,948) | (1,758,864) | |
| Subdivider & Capital Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (330,765) | 0 | (330,765) | 0 | |
| | 0 | 0 | 0 | 0 | 0 | (120,610) | 0 | 0 | (9,028,713) | (1,638,254) | (9,028,713) | (1,758,864) | |
| Operating (Surplus) / Deficit | 1,063,087 | 679,131 | (3,630,182) | (5,171,377) | (122,282) | (404,727) | (137,167) | (149,524) | (6,224,398) | (1,049,830) | (9,050,942) | (6,096,327) | |

**Northern Midlands Council**
**Account Management Report**

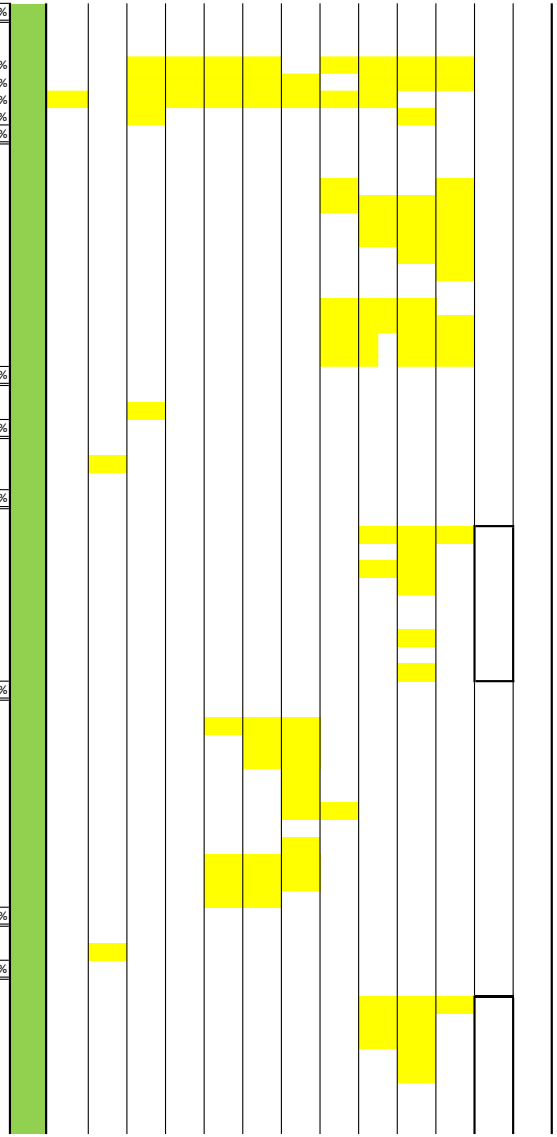
Schelduled and Actual Works by Month: Actual Expenditure | Scheduled Work

| 2021/22 for year to 30 April 2022 | | Annual Budget $ | YTD Actual $ | Annual Budget Spent % | | B/fwd | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Capital Expenditure - Governance** | | | | | | | | | | | | | | | | | | |
| **Fleet, Plant & Equipment, Land and Buildings** | | | | | | | | | | | | | | | | | | |
| 780006 | Gov - Office Equipment Purchases | 6,000 | 6,592 | | | | | | | | | | | | | | | |
| 780033 | Property - Road Reserve - 1 Punt Road | - | 3,780 | | | | | | | | | | | | | | | |
| 780034 | Property - Road Reserve - 6 Waterloo Street (White Donation) | - | 996 | | | | | | | | | | | | | | | |
| | | 6,000 | 11,368 | 189% | ! | | | | | | | | | | | | | |
| **Capital Expenditure - Corporate Services** | | | | | | | | | | | | | | | | | | |
| **Equipment & Buildings -Corporate Services** | | | | | | | | | | | | | | | | | | |
| 700020 | Fleet - F20 Child Care Van | 20,000 | - | 0% | | | | | | | | | | | | | | |
| 715300 | Corp - Computer System Upgrade | 180,570 | 109,189 | 60% | | | | | | | | | | | | | | |
| 715310 | Corp - Purchase Office Equipment | - | 390 | 0% | | | | | | | | | | | | | | |
| 791022 | Child Care - Furniture Round Tables | - | 3,960 | 0% | | | | | | | | | | | | | | |
| 791105 | Cry - Child Care Centre Internal Painting | - | - | 0% | | | | | | | | | | | | | | |
| 791110 | Pth - Child Care Centre Fore Street Preliminaries | 179,657 | 190,038 | 106% | | | | | | | | | | | | | | |
| 791111 | Pth - Child Care Centre Fore Street Construction Contract | 3,371,333 | 28,489 | 1% | | | | | | | | | | | | | | |
| | **Total Equipment & Buildings - Corporate Services** | 3,751,560 | 332,066 | 9% | | | | | | | | | | | | | | |
| | | 3,751,560 | 332,066 | 9% | | | | | | | | | | | | | | |
| **Capital Expenditure - Works Department** | | | | | | | | | | | | | | | | | | |
| **Fleet, Plant & Depot** | | | | | | | | | | | | | | | | | | |
| 700019 | Fleet - F19 Mitsubishi Outlander | | 32,904 | 0% | | | | | | | | | | | | | | |
| 700022 | Fleet - F22 Mitsubishi Triton 4x2 | - | 31,191 | 0% | | | | | | | | | | | | | | |
| 700023 | Fleet - F23 Utility Litter & Garbage Collection | 22,000 | - | 0% | | | | | | | | | | | | | | |
| 700025 | Fleet - F25 Utility Vehicle | 20,000 | - | 0% | | | | | | | | | | | | | | |
| 700042 | Fleet - Truck 6 Yard | 125,000 | - | 0% | | | | | | | | | | | | | | |
| 700067 | Fleet - F67 Tractor | 58,000 | 56,286 | 97% | | | | | | | | | | | | | | |
| 700101 | Fleet - F101 John Deere 1585 Mower | | 46,596 | 0% | | | | | | | | | | | | | | |
| 700129 | Fleet - F129 Tilt Trailer Mowing | - | 7,789 | 0% | | | | | | | | | | | | | | |
| 700165 | Fleet - F165 Paint Sprayer | - | 1,176 | 0% | | | | | | | | | | | | | | |
| 700166 | Fleet - F166 Tilt Trailer | 10,000 | - | 0% | | | | | | | | | | | | | | |
| 700167 | Fleet - F165 Vermeer Tree Chipper | 67,000 | - | 0% | | | | | | | | | | | | | | |
| 700168 | Fleet -F168 Karcher Pressure Washer | - | 1,113 | 0% | | | | | | | | | | | | | | |
| 700177 | Fleet - F177 Utility | 34,000 | 30,096 | 89% | | | | | | | | | | | | | | |
| 700180 | Fleet - Depot Pool Utility Vehicle | 20,000 | - | 0% | | | | | | | | | | | | | | |
| 700184 | Fleet - F184 Utility | 20,000 | 31,634 | 158% | ! | | | | | | | | | | | | | |
| 700195 | Fleet: Fleet 195 Ride On Mower | 50,000 | - | 0% | | | | | | | | | | | | | | |
| 700620 | Fleet - Radio System upgrage Analoge to Digital | 62,000 | - | 0% | | | | | | | | | | | | | | |
| 715320 | Works - Purchase Small Plant | 40,000 | 16,631 | 42% | | | | | | | | | | | | | | |
| 720200 | Works - Longford Depot Improvements | 50,000 | 11,090 | 22% | | | | | | | | | | | | | | |
| 720201 | Works - Ctown Depot Improvements | 50,000 | 1,943 | 4% | | | | | | | | | | | | | | |
| | **Total Fleet, Plant & Depot** | 628,000 | 268,449 | 43% | | | | | | | | | | | | | | |
| **All Areas - Street Tree program** | | | | | | | | | | | | | | | | | | |
| 707814 | BUDGET ONLY NO ORDERS All Areas - Street Tree Program | 78,000 | - | | | | | | | | | | | | | | | |
| 707814.11 | Ctown - Blackburn Park South Reserve Tree Planting | - | 6,945 | | | | | | | | | | | | | | | |
| 707814.5 | Pth - Main Street Flowering Pots / Planter Boxes | 2,000 | 4,520 | | | | | | | | | | | | | | | |
| 707814.8 | Pth - Main Street Trees | - | 6,810 | | | | | | | | | | | | | | | |
| | **Total All Areas - Street Tree program** | 80,000 | 18,275 | 23% | | | | | | | | | | | | | | |
| **All Areas - Town Entrance Landscape/Beautification** | | | | | | | | | | | | | | | | | | |
| 707855 | BUDGET ONLY NO ORDERS All Areas - Town Entrance Landscaping/Beautification | 30,000 | - | | | | | | | | | | | | | | | |
| 707899 | BUDGET ONLY NO ORDERS All Areas - Signage Projects | 15,000 | - | | | | | | | | | | | | | | | |
| 707899.3 | Ctown - Town Entrance Signs North and South | - | 19,114 | | | | | | | | | | | | | | | |
| 707899.4 | Midlands Highway - Silhouettes | 10,000 | - | | | | | | | | | | | | | | | |
| | **Total All Areas - Town Entrance Landscape/Beautification** | 55,000 | 19,114 | 35% | | | | | | | | | | | | | | |
| **Ross - Town Square Development** | | | | | | | | | | | | | | | | | | |
| 707972 | Ross - Town Square Development Design and Preliminaries | 558,000 | 33,973 | | | | | | | | | | | | | | | |
| 707972.1 | Ross - Town Square - Footpaths (Internal) | - | 18,925 | | | | | | | | | | | | | | | |

| | | | | |
|---|---|---|---|---|
| 707972.11 | Ross - Town Square - Rotunda | - | 66,654 | |
| 707972.12 | Ross - Town Square - Pavillion | - | 144,323 | |
| 707972.13 | Ross - Town Square - Playground | - | 67,400 | |
| 707972.14 | Ross - Town Square - Kerbs | - | 9,948 | |
| 707972.15 | Ross - Town Square - Irrigation | - | 42,145 | |
| 707972.16 | Ross - Town Square - furniture & Fixtures | - | 38,475 | |
| 707972.17 | Ross - Town Square - Landscaping | - | 50,972 | |
| 707972.18 | Ross - Town Square -Entry Arbour | - | 28,927 | |
| 707972.19 | Ross - Town Square - Plumbing | - | 31,422 | |
| 707972.21 | Ross - Town Square - Topdressing and Seeding | - | 14,412 | |
| 707972.9 | Ross - Town Square Development Other | - | 3,147 | |
| 707972.91 | Ross - Town Square Development Electrical | - | 63,858 | |
| 707972.92 | Ross - Town Square Development Sewer | - | - | |
| 707972.93 | Ross - Town Square Development Cut and Fill | - | - | |
| 707972.94 | Ross - Town Square Development Root Barrier | - | - | |
| 707972.95 | Ross - Town Square Development Front Fence | - | - | |
| 707972.96 | Ross - Town Square Development Footpath (External) | - | - | |
| 707972.97 | Ross - Town Square Development Side and Rear Fence | - | - | |
| 707972.98 | Ross - Town Square Development Tree Planting | - | - | |
| | **Total - Ross Town Square Development** | 558,000 | 614,581 | 110% |
| **All Areas - Street Furniture** | | | | |
| 715255 | BUDGET ONLY NO ORDERS All Areas - Street Furniture | 50,000 | 6,563 | |
| 715255.8 | Lfd - Mill Dam Picnic Settings | - | 11,288 | |
| | | 50,000 | 17,851 | 36% |
| **Cressy Recreation Ground Redevelopment** | | | | |
| 707913 | Cry - Rec Ground Sewer Dump Point, Main Ext, Carpark Preliminary | - | 171 | |
| 707923 | Cry - Recreation Ground Building Redevelopment | 1,013,866 | 1,047,920 | 103% |
| 708027 | Cry - Recreation Ground Southern Boundary fence | 14,700 | 484 | 3% |
| | | 1,028,566 | 1,048,575 | 102% |
| **Other Recreation Projects** | | | | |
| 707717 | Lfd - Rec Ground Training Oval | - | 403 | |
| 707800 | Rec - Special Committee Asset Purchase | - | 2,273 | |
| 707801 | All Areas - Private Power Pole Replacement | 25,000 | - | 0% |
| 707876 | Pth - Recreation Ground Topdressing | 20,000 | 10,851 | 54% |
| 707889 | BUDGET ONLY NO ORDERS All Areas - Playground Shelters | 20,000 | - | 0% |
| 707918 | Evan - Morven Park RV Sewer Dump Point Relocation | 30,000 | 918 | 3% |
| 708025 | Avoca - Boucher Park Side Fence Replacement | 12,400 | 12,372 | 100% |
| 708030 | Ctown - Recreation Ground Main Entry Beautification | 6,850 | 8,279 | 121% |
| 708035 | Ctown - Recreation Ground Irrigation Tank and Sprinklers | 185,815 | 185,815 | 100% |
| 708037 | Ross - Recreation Ground Topdress | 11,000 | 10,851 | 99% |
| 708038 | Evan - Recreation Ground Cricket Net Relocation | 80,353 | 66,383 | 83% |
| 708040 | Pth - Recreation Ground Goal Post Netting Upgrades | 15,000 | 7,601 | 51% |
| 708041 | Pth - Train Park Sculpture Maintenance | 8,000 | 537 | 7% |
| 708042 | Pth - Train Park Play Equipment Upgrades | 100,000 | - | 0% |
| 708043 | Pth - Dog Park Equipment Mulgrave Street | 20,000 | 22,052 | 110% |
| 708044 | Ross - Church St Nature Strip Irrigation Upgrades | 10,000 | - | 0% |
| 708045 | Lfd - Road Safety Park Victoria Square | 100,000 | - | 0% |
| 708046 | Rec - All Grounds Cricket Wicket Cover Rollers and Applicator | 24,200 | 18,270 | 75% |
| 708047 | Rec - Portable Soccer Goals | 3,000 | - | 0% |
| 708048 | Morven Park amenities Upgrade Sealing around Clubrooms including Bollards | 35,507 | 40,964 | 115% |
| 708049 | Lfd - Railway Bridge Pillar Restoration Project | 50,000 | - | 0% |
| 708050 | Lfd - Able Taman Avenue Entry Gazebo | 15,000 | 24,610 | 164% |
| 708052 | Rec - Ross Pool Fibre Glass Lining | 15,000 | 15,309 | 102% |
| 708053 | Pth - Recreation Ground Demolition of two old storage sheds | - | 1,118 | 0% |
| 708054 | Cry - Bartholomew Park Signage Installation | - | 4,309 | 0% |
| 708055 | Tooms Lake - Facilities Improvements | 20,000 | 1,734 | 9% |
| 715254 | BUDGET ONLY NO ORDERS All Areas - Play Ground Equipment | 50,000 | - | 0% |
| 715255.4 | Pth - William St Reserve BBQ | 55,000 | - | 0% |
| 715255.6 | Pth - Train Park BBQ | 85,000 | - | 0% |
| | **Total - Other Recreation Projects** | 997,125 | 434,649 | 44% |
| | **Total Recreation** | 2,768,691 | 2,153,045 | 78% |
| **Buildings** | | | | |
| **Ctown - War Memorial Oval Amenities Upgrade** | | | | |

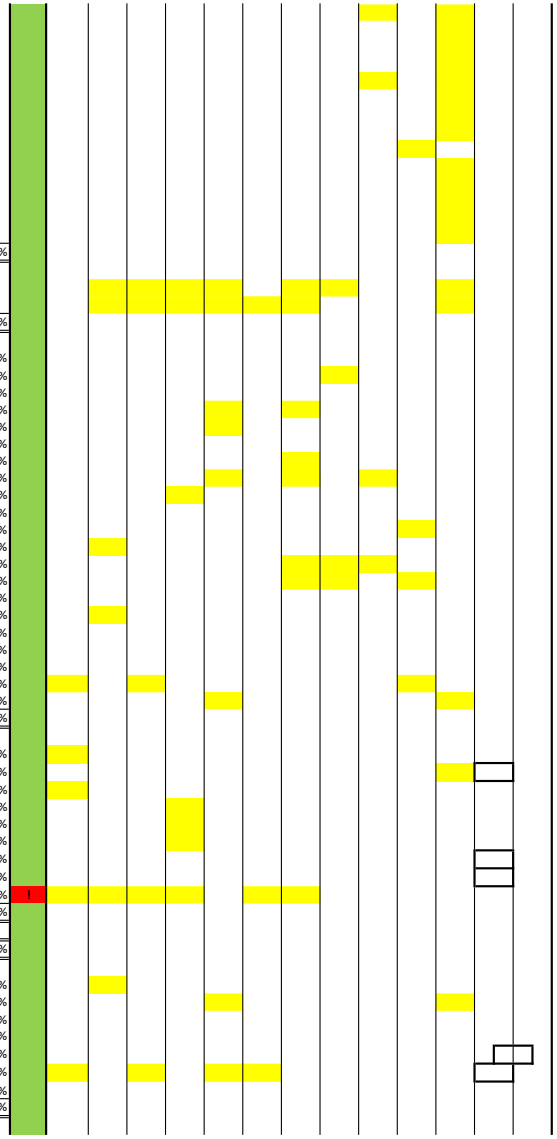
| | | | | |
|---|---|---|---|---|
| 707805.3 | Ctown - War Memorial Oval Amenities Upgrade - High St Access | 150,000 | 752 | 1% |
| 707805.51 | Ctown - Tennis Courts, Irrigation, Landscaping and Shade Shelters | 46,000 | 46,904 | 102% |
| 707805.55 | Ctown - Tennis Hit Up Wall | 36,793 | 39,265 | 107% |
| 707805.65 | Ctown - War Memorial Oval Amenities Old Toilet Block Replacement | 85,000 | 94,948 | 112% |
| 707805.66 | Ctown - War Memorial Oval Amenities Old Toilet Block Replacement (Demolition of Old Block) | - | 5,156 | 0% |
| 707805.94 | Ctown - War Memorial Oval Amenities Storage Shed Upgrade and Minor Works | 19,200 | 22,228 | 116% |
| 707805.97 | Ctown - War Memorial Oval Main Entry Beautification | 34,000 | - | 0% |
| 707805.98 | Ctown - War Memorial Oval Facility Equipment | - | 310 | 0% |
| 707805.99 | Ctown - War Memorial Oval Kerb Extension entry to new toilet, Cenotaph to existing Carpark | - | 69,367 | 0% |
| | **Total Ctown - War Memorial Oval Amenities Upgrade** | 370,993 | 278,930 | 75% |
| **Lfd - Longford Community Sports Centre Redevelopment** | | | | |
| 707752 | Lfd - Sports Centre - Gym Stage 2 - Carpark Kerb | - | 397 | |
| 707752.9 | Lfd - Sports Centre - Gym Stage 2 - Carpark Other | - | 498 | |
| 707752.96 | Lfd - Sports Centre Gym - Footpath and ramp to former gym at rear | 30,000 | 19,334 | |
| 707990.4 | Lfd - Sports Centre - Gym Stage 4 - Level 1 User Ready Including Lift | 270,000 | 199,889 | |
| 707990.62 | Lfd - Sports Centre - Gym Stage 3 - Joinery - Front Entry, Meeting Room, Accessible Toilet and Roof Area | | 277 | |
| 707990.7 | Lfd - Sports Centre - Squash Court Refurbishment | 50,000 | 49,567 | |
| | **Total Lfd - Longford Community Sports Centre Redevelopment** | 350,000 | 269,962 | 77% |
| **Shelters** | | | | |
| 707877.3 | Lfd - Bus Shelter Pateena Rd Longford | - | 1,054 | 0% |
| | | - | 1,054 | - |
| **Other Buildings** | | | | |
| 707747 | Lfd - Town Hall Improvements Exhibition Lighting Fitout | 18,000 | 15,936 | 89% |
| 707766 | Lake Leake - Amenities Upgrade | 145,256 | 6,152 | 4% |
| 707775 | Avoca - Hall Toilet Upgrade | 50,000 | - | 0% |
| 707802 | Avoca - Town Hall Side Entrance Ramp Upgrade | 15,000 | 14,489 | 97% |
| 707806 | Epping - Town Hall Improvements - Roof Replacement | 25,000 | 16,485 | 66% |
| 707867 | Avoca - Public Toilets Upgrade of Septic Tank, Gates and Building | 74,000 | 32,195 | 44% |
| 707868 | Cry - Town Hall Improvements | 40,000 | 4,095 | 10% |
| 707869 | Cry - Pool Improvements State and Federal Funding | 800,000 | 764,278 | 96% |
| 707871 | Evan - War Memorial Hall Improvements Roof Replacement | 175,000 | 16,362 | 9% |
| 707872 | Evan - Falls Park Pavillion Improvements Painting | 31,000 | - | 0% |
| 707873 | Ross - Town Hall Improvements Painting and Carpet | 30,000 | - | 0% |
| 707920 | All Areas - Public Buildings Asbestos Removal | - | 4,711 | 0% |
| 707943 | Bishopsbourne - Community Centre Skylight Replacement | 15,000 | 4,240 | 28% |
| 707947 | Ctown - Pool Improvement Outside Shower and Additional Toilet | 20,000 | - | 0% |
| 707948 | Ctown - Renovations/Upgrades William St Units | 50,000 | - | 0% |
| 707955 | Evan - Community & Visitor Centre Roof Works | 20,000 | - | 0% |
| 708026 | Cry - Memorial Clock Upgrade | 6,000 | 3,942 | 66% |
| 708039 | Pth - Recreation Ground Amenities Painting and Crack Repairs | 30,000 | - | 0% |
| 708051 | Ross - Drill Hall Roof Replacement | 40,000 | - | 0% |
| 715345 | Public Building and Amemites Projects - Administration | 86,000 | 88,714 | 103% |
| 715350 | All Areas - Public Building Improvements not yet allocated | 100,000 | - | 0% |
| 715366 | Avoca - Public Toilet Septic Tank Upgrade and Building Improvements | 2,455 | 2,785 | 113% |
| 720132 | Lfd - Cemetery Toilet Upgrade | 5,000 | - | 0% |
| 720133 | Pth - Talisker Street Car Park Toilet Replacement | 100,000 | 46,084 | 46% |
| 720134 | Pth - Seccombe St Reserve Toilet | 60,000 | 105,263 | 175% |
| 720135 | Evan - Pioneer Park Toilets Upgrade Male and Disabled | 20,000 | - | 0% |
| 720136 | Lfd - Council Chambers Exterior Timber Painting | 10,000 | 14,112 | 141% |
| 720137 | Evan - Medical Centre Extension | 300,000 | 13,223 | 4% |
| 720143 | Pth - Recreation Ground Electronic Scoreboard | 90,000 | 72,930 | 81% |
| 720144 | Pth - Recreation Ground carpark, fence & lighting | 167,100 | 28,489 | 17% |
| | **Total Other Buildings** | 2,524,811 | 1,254,485 | 50% |
| | **Total Buildings** | 3,245,804 | 1,804,431 | 56% |
| **Longford Main Street Project** | | | | |
| 707987.1 | Lfd -Main Street Project - Preliminaries | 747,723 | 86,907 | |
| 707987.2 | Lfd - Main Street Project - Victoria Square Memorial Hall Upgrade Preliminaries | 1,518,272 | 31,048 | |
| 707987.3 | Lfd - Main Street Project - Road infrastructure Upgrades Preliminaries | 1,396,413 | 48,086 | |
| 707987.4 | Lfd - Main Street Project - BBQ Upgrades Preliminaries | 696 | 696 | |
| 707987.5 | Lfd - Main Street Project - Victoria Square Additional Toilet Preliminaries | 334,415 | 1,179 | |
| 707987.6 | Lfd - Main Street Project - Fred Davies Memorial | 2,481 | 62,459 | |

| | | | | |
|---|---|---|---|---|
| | **Total Longford Main Street Project** | 4,000,000 | 230,375 | 6% |
| **Waste Management** | | | | |
| 712951 | Recycling - Bin Purchase (New Services and Replacements) | 12,500 | 10,116 | 81% |
| 712952 | Waste - Bin Purchase (New Services and Replacements) | 12,500 | 13,089 | 105% |
| 728767 | Waste - Longford WTS Recycling Shed | 200,000 | 190,913 | 95% |
| 728770 | All Areas - Recycling Initatives | 10,000 | 372 | 4% |
| | **Total Waste Management** | 235,000 | 214,490 | 91% |
| **Roads** | | | | |
| **Ctown - Barton Rd Reconstruction Ch 6.120 to 8.090** | | | | |
| 751586 | Ctown - Barton Rd Reconstruction Ch 6.120 to 8.090 | 535,000 | 795 | |
| 751586.1 | Ctown - Barton Rd Reconstruction Ch 6.120 to 8.090 Excavation | - | 43,284 | |
| 751586.2 | Ctown - Barton Rd Reconstruction Ch 6.120 to 8.090 Subbase | - | 132,982 | |
| 751586.3 | Ctown - Barton Rd Reconstruction Ch 6.120 to 8.090 Base | - | 97,734 | |
| 751586.4 | Ctown - Barton Rd Reconstruction Ch 6.120 to 8.090 Prep for Seal | - | 14,516 | |
| 751586.5 | Ctown - Barton Rd Reconstruction Ch 6.120 to 8.090 Seal | - | 98,837 | |
| 751586.7 | Ctown - Barton Rd Reconstruction Ch 6.120 to 8.090 Naturestrips | - | - | |
| 751586.8 | Ctown - Barton Rd Reconstruction Ch 6.120 to 8.090 Driveways | - | 5,551 | |
| 751586.9 | Ctown - Barton Rd Reconstruction Ch 6.120 to 8.090 Other | - | 53,034 | |
| 751586.91 | Ctown - Barton Rd Reconstruction Ch 6.120 to 8.090 Stormwater | - | 56,406 | |
| 751586.92 | Ctown - Barton Rd Reconstruction Ch 6.120 to 8.090 Intersection | - | 13,987 | |
| | **Total Ctown - Barton Rd Reconstruction Ch 6.120 to 8.090** | 535,000 | 517,126 | 97% |
| **Cry - Gatenby St Macquarie to Spencers Lane** | | | | |
| 750460 | Cry - Gatenby St No 1 to No 9 K&G and Verge Seal | 32,000 | 35,100 | |
| | **Total - Cry - Gatenby St Macquarie to Spencers Lane** | 32,000 | 35,100 | 110% |
| **Cry - Green Rises Rd Reconstruction Chn 8.3 to 10.59 Other** | | | | |
| 750524.9 | Cry - Green Rises Rd Reconstruction Chn 8.3 to 10.59 Other | - | 503 | |
| 750524.92 | Cry - Green Rises Rd Reconstruction Chn 8.3 to 10.59 Guard Rail | 62,121 | 62,121 | |
| | **Total - Cry - Green Rises Rd Reconstruction Chn 8.3 to 10.59 Other** | 62,121 | 62,624 | 101% |
| **Cry - Murfett St West Side to Saundridge Construct K&G and Verge Kerb** | | | | |
| 750905 | Cry - Murfett St West Side to Saundridge Construct K&G and Verge Kerb | 27,000 | 10,633 | |
| 750905.1 | Cry - Murfett St West Side to Saundridge Construct K&G and Verge Excavation | - | 746 | |
| 750905.2 | Cry - Murfett St West Side to Saundridge Construct K&G and Verge Subbase | - | 3,569 | |
| 750905.3 | Cry - Murfett St West Side to Saundridge Construct K&G and Verge Base | - | 2,436 | |
| 750905.4 | Cry - Murfett St West Side to Saundridge Construct K&G and Verge prep for Seal | - | - | |
| 750905.5 | Cry - Murfett St West Side to Saundridge Construct K&G and Verge Seal | - | - | |
| 750905.7 | Cry - Murfett St West Side to Saundridge Construct K&G and Verge Nature Strip | - | 127 | |
| 750905.8 | Cry - Murfett St West Side to Saundridge Construct K&G and Verge Driveways | - | - | |
| 750905.9 | Cry - Murfett St West Side to Saundridge Construct K&G and Verge Other | - | 627 | |
| | **Total Cry - Murfett St West Side to Saundridge Construct K&G and Verge Kerb** | 27,000 | 18,138 | 67% |
| **Evan - Glen Esk Rd Reconstruction Ch 5.660 to 7.530 (Sections 500/1/2)** | | | | |
| 750500 | Evan - Glen Esk Rd Reconstruction Ch 5.660 to 7.530 | 411,400 | 12,868 | |
| 750500.1 | Evan - Glen Esk Rd Reconstruction Ch 5.660 to 7.530 Excavation | - | 16,740 | |
| 750500.2 | Evan - Glen Esk Rd Reconstruction Ch 5.660 to 7.530 Subbase | - | 80,308 | |
| 750500.3 | Evan - Glen Esk Rd Reconstruction Ch 5.660 to 7.530 Base | - | 76,529 | |
| 750500.4 | Evan - Glen Esk Rd Reconstruction Ch 5.660 to 7.530 Prep for Seal | - | 10,384 | |
| 750500.5 | Evan - Glen Esk Rd Reconstruction Ch 5.660 to 7.530 Seal | - | 77,677 | |
| 750500.7 | Evan - Glen Esk Rd Reconstruction Ch 5.660 to 7.530 Naturestrips | - | - | |
| 750500.8 | Evan - Glen Esk Rd Reconstruction Ch 5.660 to 7.530 Driveways | - | 439 | |
| 750500.9 | Evan - Glen Esk Rd Reconstruction Ch 5.660 to 7.530 Other | - | 31,222 | |
| 750500.91 | Evan - Glen Esk Rd Reconstruction Ch 5.660 to 7.530 Stormwater | - | 66,930 | |
| 750500.92 | Evan - Glen Esk Rd Reconstruction Ch 5.660 to 7.530 Culverts | - | 3,718 | |
| | **Total Evan - Glen Esk Rd Reconstruction Ch 5.660 to 7.530** | 411,400 | 376,815 | 92% |
| **Lfd - Hobhouse St Marlborough to Pakenhan K&G and Verge Nth Side Kerb and Gutter** | | | | |
| 750577.8 | Lfd - Hobhouse St Marlborough to Pakenhan K&G and Verge Nth Side Driveways | - | 57 | |
| | **Total - Lfd - High Street, Burghley to No. 43 Reconstruct Verge** | - | 57 | 0% |
| **Lfd - Park Street Goderich to Hay Reconstruct Verge Cemetery Side** | | | | |
| 750984 | Lfd - Park Street Goderich to Hay Reconstruct Verge Cemetery Side Kerb | 45,000 | 14,319 | |
| 750984.1 | Lfd - Park Street Goderich to Hay Reconstruct Verge Cemetery Side Excavation | - | 2,585 | |
| 750984.2 | Lfd - Park Street Goderich to Hay Reconstruct Verge Cemetery Side Subbase | - | 4,645 | |
| 750984.3 | Lfd - Park Street Goderich to Hay Reconstruct Verge Cemetery Side Base | - | 1,279 | |
| 750984.4 | Lfd - Park Street Goderich to Hay Reconstruct Verge Cemetery Side prep for Seal | - | 476 | |
| 750984.5 | Lfd - Park Street Goderich to Hay Reconstruct Verge Cemetery Side Seal | - | - | |
| 750984.7 | Lfd - Park Street Goderich to Hay Reconstruct Verge Cemetery Side Nature Strip | - | - | |
| 750984.8 | Lfd - Park Street Goderich to Hay Reconstruct Verge Cemetery Side Driveways | - | - | |



| | | | | |
|---|---|---|---|---|
| 750984.9 | Lfd - Park Street Goderich to Hay Reconstruct Verge Cemetery Side Other | - | - | |
| | **Total Lfd - Park Street Goderich to Hay Reconstruct Verge Cemetery Side** | 45,000 | 23,304 | 52% |
| **Perth Bypass - Associated Works** | | | | |
| 751425 | Pth - Youl Road K&G Seal Verge and Bike Track from Phillip | 300,000 | - | 0% |
| 751425.6 | Pth - Youl Road Edward to Phillip Footpath | 100,000 | - | 0% |
| 751433 | Lfd - Marlborough/Wellington St Intersection Pedestrian Protection | 30,000 | 2,282 | 8% |
| 751498 | Pth - Drummond St K&G and Verge Seal No 58d to Drummond Cres | 75,000 | 4,331 | 6% |
| 751614 | Lfd - Entrance Roundabout Landscaping | 200,000 | 494 | 0% |
| 751614.6 | W/Junct - Hobart Road Shared Path Way | 250,000 | - | 0% |
| 752010 | Perth Bypass - Planting Vegetation Corridors | - | 540 | 0% |
| 752015 | Perth - Bypass Associated Works | 121,474 | 122,319 | 101% |
| 752015.1 | Perth - Bypass Associated Works - Signage Perth Roundabout | 45,603 | 45,603 | 100% |
| 752016 | Perth Bypass - Vegetation Corridors Land | 1,514 | 4,919 | 325% ! |
| 752017 | Budget Only Perth Bypass Roundabout Landscaping | 494,397 | - | 0% |
| 752017.1 | Perth Bypass Roundabout Landscaping - Eskleigh | - | 58,201 | 0% |
| 752017.2 | Perth Bypass Roundabout Landscaping - Seccombe Street | - | 132,519 | 0% |
| 752017.3 | Perth Bypass Roundabout Landscaping - MacKinnon Side of Highway | - | 10,981 | 0% |
| 752025 | Pth - Main Street Program | 691,000 | 44,380 | 6% |
| | **Perth Bypass - Associated Works** | 2,308,988 | 426,569 | 18% |
| **Pth Cromwell St Ch 0.073 to North Reconstruction** | | | | |
| 750329 | Pth Cromwell St Ch 0.073 to North Reconstruction | 5,587 | 5,587 | |
| | **Total - Pth Cromwell St Ch 0.073 to North Reconstruction** | 5,587 | 5,587 | 100% |
| **Pth - Elizabeth St William to Clarence K&G & Seal Verge** | | | | |
| 750399.8 | Pth - Elizabeth St William to Clarence Driveways | 4,364 | 5,364 | |
| | **Total - Pth - Elizabeth St William to Clarence** | 4,364 | 5,364 | 123% ! |
| **Pth - George St Clarence to End K&G and Verge** | | | | |
| 750474 | Pth - George St Clarence to End K&G and Verge | 50,000 | 51,606 | |
| 750474.1 | Pth - George St Clarence to End K&G and Verge Excavation | - | 1,830 | |
| 750474.2 | Pth - George St Clarence to End K&G and Verge Subbase | - | - | |
| 750474.3 | Pth - George St Clarence to End K&G and Verge Base | - | 1,933 | |
| 750474.4 | Pth - George St Clarence to End K&G and Verge Prep for Seal | - | 875 | |
| 750474.5 | Pth - George St Clarence to End K&G and Verge Seal | - | 4,525 | |
| 750474.7 | Pth - George St Clarence to End K&G and Verge Naturestrips | - | - | |
| 750474.8 | Pth - George St Clarence to End K&G and Verge Driveways | - | - | |
| 750474.9 | Pth - George St Clarence to End K&G and Verge Other | - | - | |
| 750474.91 | Pth - George St Clarence to End K&G and Verge Stormwater | - | - | |
| | **Total Pth - George St Clarence to End K&G and Verge** | 50,000 | 60,769 | 122% ! |
| **Resealing Program** | | | | |
| 715005 | Roads - Resealing All Areas | 782,800 | 29,827 | |
| 715005.0101 | Ctown - Reseal Barton Rd Ch 10.330 to Ch 10.450 | - | 2,233 | |
| 715005.0102 | Ctown - Reseal Barton Rd Ch 10.450 to Ch 10.750 | - | 4,557 | |
| 715005.0136 | Lfd - Reseal Bishopsbourne Rd Ch 11.400 to Ch 12.700 | - | 59,508 | |
| 715005.0146 | Cry - Reseal Blackwood Creek Rd Ch 6.200 to 7.870 | - | 11,055 | |
| 715005.0147 | Cry - Reseal Blackwood Creek Rd Ch 7.870 to 9.460 | - | 16,133 | |
| 715005.0148 | Cry - Reseal Blackwood Creek Rd 9.460 to 11.580 (Mill and Fills) | - | 19,301 | |
| 715005.015 | Cry - Reseal Blackwood Creek Rd 12.670 to 14.050 (Liffey Rd Intersection) | - | 15,849 | |
| 715005.0169 | Lfd - Reseal Bracknell Rd Liffey Rd to Bridge | - | 8,679 | |
| 715005.0205 | Lfd - Reseal Brumby St Ch2.660 to 3.260 | - | 12,664 | |
| 715005.0359 | Ctown - Reseal Delmont Rd Ch 0.000 to 0.505 | - | 9,192 | |
| 715005.0403 | Cry - Reseal Elphinstone Rd, Green Rises Rd to Ch 1.935 | - | 12,209 | |
| 715005.0495 | Evan - Reseal Glen Esk Rd Ch 0 to 0.970 | - | 1,508 | |
| 715005.0519 | Lfd - Green Rises Rd, Bishopsbourne to Ch 2.415 | - | 12,209 | |
| 715005.0532 | Lfd - Reseal Haslewood St Ch 0.0 to 1.105 | - | 22,996 | |
| 715005.0598 | Cry - Reseal Hop Valley Rd Ch 0.0 to 0.710 | - | 13,667 | |
| 715005.0701 | Cry - Reseal Liffey Rd Ch 5.700 to Ch 7.525 | - | 35,214 | |
| 715005.0702 | Cry - Reseal Liffey Rd Ch 7.525 to Ch 8.330 | - | 15,693 | |
| 715005.0703 | Cry - Reseal Liffey Rd Ch 8.330 to Ch 9.220 | - | 18,124 | |
| 715005.0707 | Cry - Reseal Liffey Rd Section 14.100 to 14.140 (Bracknell Rd Intersection) | - | 19,010 | |
| 715005.0745 | Cry - Reseal Macquarie River Rd Ch 0.000 to Ch 2.140 | - | 59,039 | |
| 715005.0746 | Cry - Reseal Macquarie River Rd Ch 2.140 to Ch 2.945 | - | 23,147 | |
| 715005.0747 | Cry - Reseal Macquarie Rd Ch 2.945 to 3.205 | - | 5,202 | |
| 715005.0748 | Cry - Reseal Macquarie River Rd 3.470 to 4.375 (Delmont Rd Intersection) | - | 18,053 | |
| 715005.0753 | Cry - Reseal Macquarie River Rd Ch 8.690 to Ch 8.955 | - | 3,304 | |
| 715005.0754 | Cry - Reseal Macquarie Road Ch 9.570 to 10.680 | - | 22,410 | |
| 715005.0779 | Ctown - Reseal Macquarie Rd Ch 38.200 to 40.110 | - | 41,123 | |
| 715005.0787 | Cry - Reseal Macquarie St Ch 0.401 to 0.806 | - | 7,816 | |

| | | | | |
|---|---|---|---|---|
| 715005.0903 | Cry - Reseal Munden Lane 0.000 to 1.965 | - | 47,811 | |
| 715005.099 | Lfd - Reseal Pateena Rd Ch 0.040 to Ch 0.160 | - | 3,099 | |
| 715005.0991 | Lfd - Reseal Pateena Rd Ch 0.160 to Ch 1.160 | - | 26,312 | |
| 715005.0992 | Lfd - Reseal Pateena Rd Ch 1.160 to Ch 1.680 | - | 13,307 | |
| 715005.0993 | Lfd - Reseal Pateena Rd 1.680 to 2.350 | - | 19,406 | |
| 715005.1031 | Lfd - Reseal Powranna Rd Ch 13.070 to 13.295 | - | 1,189 | |
| 715005.1032 | Lfd - Reseal Powranna Rd Ch 13.295 to 13.800 | - | 17,703 | |
| 715005.1105 | Cry - Reseal Saundridge Rd Ch 0.000 to Ch 0.675 | - | 18,568 | |
| 715005.1254 | Cry - Reseal Top Rd Ch 0.0 to 0.070 | - | 928 | |
| 715005.1316 | Ctown - Reseal Valleyfield Rd Ch 0.820 to 2.475 | - | 18,011 | |
| 715005.1319 | Ctown - Reseal Valleyfield Rd Ch 4.860 to 6.810 | - | 36,599 | |
| 715005.132 | Ctown - Reseal Valleyfield Rd Ch 6.810 to 7.605 | - | 15,240 | |
| 715005.1321 | Ctown - Reseal Valleyfield Rd Ch 7.605 to 8.505 | - | 16,593 | |
| 715005.1322 | Ctown - Reseal Valleyfield Rd Ch 8.505 to 10.410 | - | 34,709 | |
| | **Total Resealing Program** | 782,800 | 789,199 | 101% |
| **Resheeting Program** | | | | |
| 715125 | Southern - Resheeting | 236,900 | 137,869 | |
| 715460 | Roads Northern - Resheeting | 236,900 | 129,876 | |
| | **Total Resheeting Program** | 473,800 | 267,745 | 57% |
| **Footpath Construction Program** | | | | |
| 750000 | BUDGET ONLY NO ORDERS All Areas - Asphalt Footpath Replacements | 27,204 | - | 0% |
| 750176.6 | Ctown - Bridge St Esplanade to King St Footpath | 85,000 | 48,020 | 56% |
| 750270.6 | Cry - Church St Main to Charles Footpath | 67,000 | - | 0% |
| 750395.6 | Pth - Edward St in front of No 39 Footpath | 18,664 | 12,160 | 65% |
| 750395.8 | Pth - Edward St in front of No 39 Driveway | - | 7,540 | 0% |
| 750458.6 | Pth - Footpath Frederick St, Scone to Clarence North Side | 46,000 | - | 0% |
| 750574.9 | Pth - George St Clarence to End Nature Strips | - | 139 | 0% |
| 750574.9 | Pth - George St Clarence to End K&G and Verge Other | - | 1,509 | 0% |
| 750534.6 | Lfd - Hay Street Burghley to Smith Footpath East Side | 40,000 | 28,711 | 72% |
| 750796.6 | Cry - Main St Saundridge to Church St Footpath | - | - | 0% |
| 750827.6 | Lfd - Malcombe St Catherine to Burghley North Side | 40,000 | 496 | 1% |
| 750910.8 | Evan - Murray St Off Street Parking Pioneer Park | 50,000 | 662 | 1% |
| 750974.6 | Lfd - Pakenham Street Pultney 515 to Malcombe 660 | 52,000 | 31,996 | 62% |
| 750976.6 | Lfd - Pakenham StreeMalcombe toHobhouse Footpath East Side | 52,000 | 41,884 | 81% |
| 750986.6 | Ross - Park St High to Bridge St Footpath | - | - | 0% |
| 750999.6 | Lfd - Paton St Reconstruct Verge Burghley to Ch 0.110 Footpath South Side | 17,817 | 17,817 | 100% |
| 751037.6 | Lfd - Pultney Street Wellington to Marlborough Footpath North Side | 68,000 | - | 0% |
| 751038.6 | Lfd - Pultney Street Marlborough to Pakenham Footpath North Side | 32,000 | - | 0% |
| 751040.6 | Lfd - Pultney Street Catherine to Burghley Footpath North Side | 36,000 | - | 0% |
| 751498.6 | Pth - Drummond St No 58D to Drummond Crescent Footpath | 65,000 | 1,493 | 2% |
| 751613.6 | Pth - William St Reserve Footbridge Footpath | 40,000 | 506 | 1% |
| | **Total Footpath Construction Program** | 736,685 | 192,933 | 26% |
| **Other Road Projects** | | | | |
| 707899.2 | Ross - Signage Project Highway | - | 455 | 0% |
| 750536 | Lfd - Hay Street Park to End Reconstruct Verge | 70,000 | 97 | 0% |
| 750544 | Ctown - High St Streetscape Improvements (Bridge St to King St) | 925,000 | 125,741 | 14% |
| 750795 | Cry - Main St Saundridge to South Kerb in front of No 117 | 11,315 | 4,260 | 38% |
| 750795.8 | Cry - Main St Saundridge to South Driveway No 117 | - | 4,160 | 0% |
| 750795.91 | Cry - Main St Saundridge to South Stormwater in front of No 117 | - | 2,895 | 0% |
| 750840 | Lfd - Marlborough St Outstands Malcombe St Intersection | 20,000 | - | 0% |
| 750579 | Lfd - Hobhouse St Reconstruction Catherine to Burghley | 121,000 | - | 0% |
| 751043 | Ctown - Queen St On Street Car Parking Upgrades | 244,866 | 278,050 | 114% |
| | **Total Other Road Projects** | 1,392,181 | 415,658 | 30% |
| | **Total Roads** | 6,866,926 | 3,196,987 | 47% |
| **Bridges** | | | | |
| 741940 | Cry - Bridge 1940: Cressy Road, Pisa River | - | 176 | 0% |
| 742729 | Evandale - Bridge 2729: Bryants Lane | 201,777 | 1,755 | 1% |
| 742981 | Cry - Bridge 2981: Lake River Rd, Shoebridge Crk | 45,000 | - | 0% |
| 745045 | Cry - Bridge 5045: Saundridge Road, Palmers Rivulet (Brumby's Tailrace) | 51,000 | - | 0% |
| 745517 | Cry - Delmont Road Bridge (Guardrail Replacement) | 51,000 | - | 0% |
| 749963 | Pth - William Street Reserve Bridge No 9963 | 270,000 | 12,433 | 5% |
| 749997 | Cry - Bridge 9997: Baptist Camp Bridge off Liffey Road | 132,440 | - | 0% |
| | **Total Bridges** | 751,217 | 14,364 | 2% |
| **Urban Stormwater Drainage** | | | | |



| | | | | |
|---|---|---|---|---|
| 788575 | BUDGET ONLY NO ORDERS Storm Water Drainage - Unallocated Projects | 30,000 | - | 0% |
| 788601 | Evan - Stormwater Translink 4a Gatty Street Detention Basin | 252,540 | 25,410 | 10% |
| 788609.1 | NRM - Sheepwash Creek Capital Works (10) | - | 10,480 | 0% |
| 788609.2 | NRM - Sheepwash Creek Capital Works (Youl) | - - | 1,289 | 0% |
| 788609.3 | Pth - Sheepwash Creek Flow Meter Phillip St Culvert | 35,222 | 37,613 | 107% |
| 788621 | Lfd - NDRG Automate Gate Back Creek Flood Levy | 144,137 | 118,420 | 82% |
| 788622 | Pth - Stormwater Cromwell St Culvert Replacement | 110,360 | 98,628 | 89% |
| 788623 | Pth - Stormwater Philip St Culvert Extension | 28,500 | 12,352 | 43% |
| 788625 | Ctown/Ross - Macquarie River Flood Modeling | - | 10,497 | 0% |
| 788630 | Pth - Stormwater Drummond St | 15,000 | - | 0% |
| 788632 | Evan - Stormwater Barclay St Subdivision Contribution | 385,030 | 32,798 | 9% |
| 788633 | All Areas - Stormwater Side Entry Pit Renewals Program | 100,000 | - | 0% |
| 788635 | Lfd - Queens Wall Laneway Stormwater Between Council and Ambulance Station | 2,617 | 2,623 | 100% |
| 788636 | Lfd - Gross Pollutant Trap Wellington St near RSL | 22,439 | 33,663 | 150% ! |
| 788637 | Ctown - Stormwater High St Edgar to Mason | 130,000 | 72,850 | 56% |
| 788638 | Cry - Church Street Stormwater | 42,000 | 35,928 | 86% |
| 788639 | Pth - Stormwater Oakmount Street Turning Head to No 12 | 30,000 | 31,642 | 105% |
| 788640 | W'Junction - Translink extension of Detention Basin | 50,000 | 48,105 | 96% |
| 788641 | Pth - Stormwater extension Little Mulgrave St | 10,000 | 10,190 | 102% |
| 788642 | Pth - Sheepwash Creek widening for detention basin | 40,000 | 36,920 | 92% |
| 788643 | Avoca - St Pauls Place Stormwater | 20,000 | 1,800 | 9% |
| 788644 | Lfd - NDRG Penstock Valve Union Street Flood Levee | 45,570 | 4,375 | 10% |
| 788646 | Pth - Stormwater - Arthur Street detention | - | 600 | 0% |
| | **Total Urban Stormwater Drainage** | 1,493,415 | 623,605 | 42% |
| | **Total Capital - Works Department** | 19,989,053 | 8,505,745 | 43% |
| | **Total Capital Works All Departments** | 23,746,613 | 8,849,179 | 37% |

**REGISTER OF PUBLIC LAND OWNED BY NORTHERN MIDLANDS COUNCIL**
**SECTION 177A OF THE LOCAL GOVERNMENT ACT 1993**

**Declared by Council on: ……. May 2022**

| Property Assessment Number | Property Identification Number | Property Address | Location | Assessment Improvements | Title Ref | Link to Plan of Title |
|---|---|---|---|---|---|---|
| 100100.01 | 7511540 | Tasman Ave, Longford | Longford | Carins Park | | P100100.01 FolioPlan-92530-1.pdf |
| 100200.07 | 7644538 | Acacia Ct & Main Road, Perth | Perth | Public Open Space for landscaping | | P100200.07 FolioPlan-44478-53.pdf |
| 100800.39 | 7696629 | Arthur St, Perth | Perth | Public Open Space for footway | | P100800.39 FolioPlan-46803-57.pdf |
| 101000.3 | 6739439 | 1111 Bishopsbourne Rd, Bishopsbourne | Bishopsbourne | Recreation Ground & Community Centre | | P101000.30 PropertyReport-6739439.pdf |
| 102200.05 | 7498227 | 5 Callistemon Ct, Perth | Perth | Public Open Space Reserve | | P102200.05 FolioPlan-36013-38.pdf |
| 102400.015 | 2108680 | Cemetery Rd, Perth | Perth | Cemetery | | P102400.015 PropertyReport-2108680.pdf |
| 103100.01 | 7737478 | Lot 101/2 Cootamundra Dr & Main Road, Perth | Perth | Public Open Space for landscaping & footway | | P103100.01 FolioPlan-51209-101.pdf |
| 103300.32 | 6730928 | Catherine St/Cressy Rd, Longford | Longford | Coranation Park "Dog Park" | | P103300.32 FolioPlan-211701-1.pdf |
| 103300.34 | 6730936 | Cressy Rd, Longford | Longford | Cemetery | | P103300.34 FolioPlan-149225-1.pdf |
| 103600.033 | 3346816 | Off Cromwell Street, Perth | Perth | Adjacent to Sheepwash Creek | | n/a |
| 103600.033 | 3346816 | 57-59 Cromwell Street, Perth | Perth | Adjacent to Sheepwash Creek | | P103600.033 FolioPlan-168369-104 (1).pdf |
| 104500.6 | 3564207 | 23 Cromwell Street | Perth | Adjacent to Sheepwash Creek WSUD | | P104500.6 FolioPlan-174377-16 (1).p P104500.6 FolioPlan-174377-200.pdf |
| 104500.6 | 3264207 | Edward St | Perth | Adjacent to Sheepwash Creek | | n/a |
| 104500.601 | 9357882 | Edward St | Perth | Adjacent to Sheepwash Creek | | P104500.601 FolioPlan-178888-3 (1).pdf |
| 104500.602 | 9644572 | Edward St | Perth | Adjacent to Sheepwash Creek | | P104500.602 FolioPlan-179011-6.pdf |
| 104500.603 | 9722670 | Edward St | Perth | Adjacent to Sheepwash Creek | | P104500.603 FolioPlan-178888-3 (1).pdf |
| 104500.604 | 9052681 | Edward St | Perth | Adjacent to Sheepwash Creek | | P104500.604 FolioPlan-178888-3 (1).pdf |
| 104500.606 | 9096811 | Edward St | Perth | Adjacent to Sheepwash Creek | | P104500.606 FolioPlan-179011-1.pdf |
| 104600.08 | 6742857 | 163 Fairtlough St, Perth | Perth | Recreation Ground (Part only) | | P104600.08 FolioPlan-16852-18.pdf |
| 104900.18 | 7257319 | 173 Fairtlough St, Perth | Perth | Community Centre | | P104900.18 PropertyReport-7257319.pdf |
| 105400.095 | 2863520 | Gemihu Ct, Longford | Longford | Public Open Space Reserve | | P105400.095 FolioPlan-33867-72.pdf |
| 108100.42 | 3027065 | Lewis Street, Longford | Longford | Summerhill Park Reserve | | P108100.42 FolioPlan-159331-101.pdf |
| 108300.23 | 6753580 | Liffey Rd, Liffey | Liffey | Liffey Hall | | P108300.23 FolioPlan-212926-1.pdf |
| 108800.12 | 6749338 | 2a Macquarie St, Cressy | Cressy | Recreation Ground | | P108800.12 FolioPlan-149343-1.pdf |
| 108900.16 | 6744561 | 29a Main Rd, Perth | Perth | Train Park Reserve | | P108900.16 FolioPlan-247252-2.pdf |
| 108900.29 | 6744684 | 55a Main Rd, Perth | Perth | War Memorial Reserve | | P108900.29 FolioPlan-231876-1.pdf |
| 109000.2 | 6749549 | 39a Main St, Cressy | Cressy | Swimming Pool | | P109000.2 PropertyReport-6749549.pdf |
| 109000.34 | 6749696 | 67 Main St, Cressy | Cressy | Hall | | P109000.34 FolioPlan-8814-1.pdf |
| 109000.97 | 6750320 | 92a Main St, Cressy | Cressy | Reserve & Public Toilets | | P109000.97 FolioPlan-72370-2&3.pdf |
| 109000.97 | 6750320 | 92a Main St, Cressy | Cressy | Child Care Centre | | P109000.97 FolioPlan-223849-1.pdf |
| 109900.08 | 7833662 | Mulgrave St, Perth | Perth | Mulgrave to Arthur St Reserve | | P109900.08 FolioPlan-37508-15.pdf P109900.08 FolioPlan-45677-1.pdf |
| 109900.16 | 7559237 | Mulgrave St, Perth | Perth | Walkway to Callistemon Reserve | | P109900.16 FolioPlan-40954-43.pdf |
| 110410.18 | 1702151 | Nelson Pl, Perth | Perth | Public Open Space Reserve | | P110410.18 FolioPlan-108808-101.pdf |
| 110500.125 | 2254100 | Parkland | Perth | Public Open Space Reserve | | n/a |
| 110500.125 | 2254100 | 10 Norfolk St | Perth | Public Open Space Reserve | | P110500.125 FolioPlan-181698-1.pdf |
| 110500.13 | 9043599 | Parkland | Perth | Public Open Space Reserve | | n/a |
| 110500.13 | 9043599 | 32 Norfolk St | Perth | Public Open Space Reserve | | P110500.13 FolioPlan-180498-1.pdf |
| 110700.158 | 2814593 | 37 Old Bridge Rd, Perth | Perth | Charles Berryman Reserve | | P110700.158 FolioPlan-151006-1.pdf |
| 110700.159 | 2814606 | 39 Old Bridge Rd, Perth | Perth | Reserve south of Midlands Highway | | P110700.159 FolioPlan-151006-1.pdf |
| 111300.09 | 2895151 | Paton St, Longford | Longford | Road widening | | P111300.09 FolioPlan-153939-1.pdf |
| 111400.25 | 9933664 | Phillip St | Perth | Adjacent to Sheepwash Creek | | P111400.25 FolioPlan-179586-2 (1).pdf |
| 111800.141 | 1840407 | Sassafras St, Perth | Perth | Walkway | | P111800.141 FolioPlan-129481-3.pdf |
| 111800.142 | 1840415 | Sassafras St, Perth | Perth | Walkway | | P111800.142 FolioPlan-129481-4.pdf |
| 112200.1 | 3218793 | Seccombe Street, Perth | Perth | Park | | P112200.1 FolioPlan-160580-106.pdf P112200.1 FolioPlan-155680-104.pdf |
| 112300.01 | 6736617 | 55 Smith St, Longford | Longford | Recreation Ground & Sports Centre | | P112300.01 FolioPlan-214802-1.pdf |
| 112300.29 | 6736852 | 2a Archer St, Longford | Longford | Cycling Track Park & Caravan Park | | P112300.29 PropertyReport-6736852.pdf |
| 112300.34 | 3606876 | 13 Smith St, Longford | Longford | Council Chambers | | P112300.34 FolioPlan-155637-1.pdf P112300.34 FolioPlan-209813-1.pdf |
| 112300.345 | 9221120 | 15 Smith St, Longford | Longford | Office Carpark | | P112300.345 FolioPlan-162019-1.pdf |
| 112900.16 | 6746583 | 29 Talisker St, Perth | Perth | Toilets & carpark | | P112900.16 FolioPlan-216976-1.pdf |
| 113000.013 | 3396979 | Tannery Rd, Longford | Longford | Footpath to JBS | | P113000.013 FolioPlan-169514-1.pdf |

| | | | | | |
|---|---|---|---|---|---|
| 113000.04 | 6740464 | Tannery Rd, Longford | Longford | Mill Dam Picnic Grounds | P113000.04 FolioPlan-202868-1.pdf |
| 113500.063 | 3350743 | 4a Union St, Longford | Longford | Dog Reserve & Carpark | P113500.063 FolioPlan-166352-1.pdf P113500.063 FolioPlan-37139-1.pdf |
| 113500.07 | 6737409 | 4 Union St, Longford | Longford | River Reserve adjacent to Boat Ramp | P113500.07 FolioPlan-230095-1.pdf |
| 113500.08 | 6737417 | 2 Union St, Longford | Longford | River Reserve adjacent to Boat Ramp | P113500.08 FolioPlan-230094-1.pdf |
| 113500.09 | 6737425 | 1 Union St, Longford | Longford | River Reserve adjacent to Carins Park | P113500.09 FolioPlan-149298-1.pdf |
| 113500.095 | 2210458 | 3 Union St, Longford | Longford | Stokes Park Reserve | P113500.095 FolioPlan-214746-1.pdf |
| 113500.097 | 2210431 | Union St, Longford | Longford | Vacant Land adjacent to Stokes Park | P113500.097 FolioPlan-140168-1.pdf |
| 113600.2 | 6737732 | 55 Wellington St(Mem-Hall), Longford | Longford | Hall & Public Toilets | P113600.2 PropertyReport-6737732.pdf |
| 113600.21 | 6737740 | 55 Wellington St, Longford | Longford | Library | P113600.21 FolioPlan-222077-1.pdf |
| 113600.27 | 6737804 | 67 Wellington St, Longford | Longford | Hall | P113600.27 FolioPlan-141754-1.pdf |
| 113600.95 | 7696215 | Wellington St, Longford | Longford | George Hudson Place Reserve | P113600.95 FolioPlan-11088-25.pdf |
| 113601.261 | 1394080 | 58 Wellington St, Longford | Longford | Carpark adjacent to JJ's | P113601.261 FolioPlan-30561-4.pdf |
| 200200.01 | 7625484 | 1-3 Barclay St, Evandale | Evandale | Morven Park | P200200.01 FolioPlan-155644-1.pdf |
| 200700.03 | 9935899 | 2A Cambock Lane West, Evandale | Evandale | Reserve adjacent to Morven Park | P200700.03 FolioPlan-175116-2.pdf |
| 200200.15 | 2841620 | 43 Barclay St | Evandale | Water Tower | P200200.145 FolioPlan-144137-5.pdf |
| 201100.16 | 6397758 | 10 Cox St, Nile | Nile | Nile Playground | P201100.16 FolioPlan-23417-1.pdf |
| 201500.33 | 7784813 | 64A Devon Hills Rd, Devon Hills | Devon Hills | Range Road Reserve | P201500.33 FolioPlan-51994-139.pdf |
| 201500.8 | 7607577 | 41 Devon Hills Rd, Devon Hills | Devon Hills | Shelter Shed | P201500.8 FolioPlan-41126-1.pdf |
| 202000.08 | 7363728 | 18 Hartnoll Pl, Evandale | Evandale | Berresford Reserve | P202000.08 FolioPlan-31448-4.pdf P202000.08 FolioPlan-26542-27 P202000.08 FolioPlan-27517-35.pdf |
| 202100.27 | 6390871 | 18 High St, Evandale | Evandale | Community Centre | P202100.27 FolioPlan-202589-1.pdf |
| 202100.32 | 6396069 | 8 High St, Evandale | Evandale | Hall | P202100.32 FolioPlan-149218-1.pdf |
| 202200.07 | 7514864 | Lot17 Honeysuckle Gr, Evandale | Evandale | Public Open Space | P202200.07 FolioPlan-35942-17.pdf |
| 202500.25 | 6392797 | 356 Leighlands Rd, Evandale | Evandale | Rotary Park | P202500.25 FolioPlan-23983-1.pdf |
| 202700.005 | 2000717 | 2-14 Logan Rd, Evandale | Evandale | Falls Park | P202700.005 FolioPlan-26819-1.pdf |
| 203100.15 | 6397918 | 1074 Nile Rd, Nile | Nile | Fire Station | P203100.15 FolioPlan-147884-1.pdf P203100.15 FolioPlan-38759-2.pdf |
| 203400.17 | 6397002 | 6-8 Murray St, Evandale | Evandale | Cemetery | P203400.17 FolioPlan-48212-1.pdf |
| 203800.025 | 1496028 | 140 Perth Mill Rd, Western Junction | Evandale | Reserve off Range Road | P203800.025 FolioPlan-10850-24.pdf |
| 204300.23 | 6397475 | "War Memorial", 23 Russell St, Evandale | Evandale | War Memorial Reserve | P204300.23 FolioPlan-228182-1.pdf |
| 204300.28 | 7739430 | 9 Russell St, Evandale | Evandale | Imformation Bay Reserve | P204300.28 FolioPlan-45681-3.pdf |
| 204300.32 | 6397555 | 1 Russell St, Evandale | Evandale | Pioneer Park | P204300.32 FolioPlan-66542-1.pdf |
| 204400.08 | 7593507 | 12A Saddlers Ct, Evandale | Evandale | Saddlers Reserve | P204400.08 FolioPlan-39454-200.pdf |
| 204500.015 | 1854147 | 4 Scone St, Evandale | Evandale | Buffalo Park Reserve | P204500.015 FolioPlan-126095-2.pdf |
| 300600.29 | 6200708 | 161 Bridge St, Campbell Town | Campbell Town | Reserve West of Red Bridge | P300600.29 PropertyReport-6200708.pdf |
| 301300.01 | 7603410 | 1 Elizabeth Ct, Campbell Town | Campbell Town | Carpark | P301300.01 FolioPlan-36137-1.pdf |
| 301400.01 | 6201495 | 24 King Street, Campbell Town | Campbell Town | River reserve adjacent to King Street Oval | P301400.01 PropertyReport-6201495.pdf |
| 301600.01 | 6201815 | 2-6 Franklin St, Campbell Town | Campbell Town | Overnight Camping Area | P301600.01 FolioPlan-155639-1.pdf |
| 301600.012 | 3064843 | Franklin St, Campbell Town | Campbell Town | Footbridge and river reserve | P301600.012 PropertyReport-3064843.pdf |
| 301600.016 | 2889392 | Franklin St, Campbell Town | Campbell Town | Historic Pump House | P301600.016 FolioPlan-153636-4.pdf |
| 301900.08 | 6202033 | 17 Glenelg St, Campbell Town | Campbell Town | BiCentennial Park & Quarry | P301900.08 FolioPlan-120413-1.pdf |
| 302300.52 | 6202770 | 20 Glenelg St, Campbell Town | Campbell Town | Harold Gatty Memorial Park | P302300.52 FolioPlan-203773-1.pdf |
| 302300.81 | 6203087 | 57 High St, Campbell Town | Campbell Town | Rec. Ground & Swimming Pool | P302300.81 FolioPlan-149224-1.pdf |
| 302300.83 | 7570137 | 75-77 High St, Campbell Town | Campbell Town | Hall & Library | P302300.83 PropertyReport-7570137.pdf |
| 302300.89 | 6203175 | 89 High St, Campbell Town | Campbell Town | Valentine Park & Amenities | P302300.89 FolioPlan-141561-1.pdf |
| 302300.93 | 6203212 | 3 Commonwealth Lane, Campbell Town | Campbell Town | Carpark | P302300.93 FolioPlan-138127-1.pdf |
| 302700.06 | 7474428 | 63 Kalangadoo, Lake Leake | Lake Leake | Reserve adjacent to lake | P302700.06 FolioPlan-32379-110.pdf |
| 302800.19 | 6203757 | 24 King St, Campbell Town | Campbell Town | Sports Ground & Girl Guide Buildings | P302800.19 FolioPlan-155638-1.pdf |
| 303000.54 | 6205939 | Lake Rd, Lake Leake | Lake Leake | Reserve | P303000.01 FolioPlan-168877-2.pdf |
| 303000.65 | 6206069 | Lake Rd, Lake Leake | Lake Leake | Reserve | P303000.01 FolioPlan-168877-2.pdf |
| 303000.66 | 6206077 | Lake Rd, Lake Leake | Lake Leake | Reserve | P303000.01 FolioPlan-168877-2.pdf |
| 303000.67 | 6206085 | Lake Rd, Lake Leake | Lake Leake | Reserve | P303000.01 FolioPlan-168877-2.pdf |
| 303000.68 | 6206093 | Lake Rd, Lake Leake | Lake Leake | Reserve | P303000.01 FolioPlan-168877-2.pdf |
| 303000.69 | 6206106 | Lake Rd, Lake Leake | Lake Leake | Reserve | P303000.01 FolioPlan-168877-2.pdf |
| 303000.75 | 6206165 | Lake Rd, Lake Leake | Lake Leake | Reserve | P303000.01 FolioPlan-168877-2.pdf |
| 303000.88 | 6206317 | Lake Rd, Lake Leake | Lake Leake | Reserve | P303000.01 FolioPlan-168877-2.pdf |
| 303600.06 | 6208195 | Midlands Highway, Epping Forest | Epping Forest | Hall | P303600.06 FolioPlan-149850-1.pdf |
| 304500.12 | 6204960 | 51 Torlesse St, Campbell Town | Campbell Town | Reserve | P304500.12 FolioPlan-209763-1.pdf |
| 400300.05 | 6829768 | Recreation Ground Complex, Ross | Ross | Recreation Facilities | P400300.05 FolioPlan-155640-1.pdf |
| 400500.175 | 3312704 | 14 Bridge St, Ross | Ross | Ross School Oval | P400500.175 FolioPlan-168094-1.pdf |
| 400500.18 | 6830486 | 12 Bridge Street | Ross | Hall | P400500.18 FolioPlan-122337-1.pdf |
| 400500.19 | 1817215 | 6-8 Bridge Street, Ross | Ross | Pool, playground and shop | P400500.19 FolioPlan-153988-1.pdf |

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|---|---|---|---|---|---|
| 400600.015 | 3466420 | 52a Church Street | Ross | Reserve | P400600.015 FolioPlan-209561-3.pdf |
| 400600.02 | 6830531 | 52 Church Street | Ross | Drill Hall | P400600.02 FolioPlan-55563-1.pdf |
| 400600.035 | 2665751 | 46 Church Street | Ross | Library | P400600.035 FolioPlan-153989-1.pdf |
| 400600.36 | 7780265 | 33 Church Street | Ross | Reserve | P400600.036 FolioPlan-53141-1.pdf |
| 400700.01 | 7229502 | Esplanade, Ross | Ross | Caravan Park & Units | P400700.01 FolioPlan-21682-1.pdf P400700.01 FolioPlan-149299-1.pdf |
| 400700.02 | 6830937 | Lot 1 Esplanade | Ross | Convict Stables Reserve | P400700.02 FolioPlan-11172-1.pdf |
| 400900.2 | 6831155 | High St, Ross | Ross | Bridge Reserve & BBQ Shelter | P400900.2 FolioPlan-126969-2.pdf |
| 401700.04 | 6831454 | Burial Ground, Portugal Street | Ross | Cemetery | P401700.04 PropertyReport-6831454.pdf |
| 402100.16 | 7705388 | Tooms Lake Rd, Tooms Lake | Tooms Lake | Tooms Lake Reserve | P402100.16 FolioPlan-173820-1.pdf |
| 402100.161 | 3227876 | Tooms Lake Rd, Tooms Lake | Tooms Lake | Tower | P402100.161 FolioPlan-173820-1.pdf |
| 402500.03 | 6831817 | 34-52 Wellington St, Ross | Ross | Sandstone Quarry | P402500.03 FolioPlan-155642-1.pdf |
| 500100.14 | 6417851 | 24 Arthur St, Avoca | Avoca | Childcare Centre | P500100.14 FolioPlan-135834-1.pdf |
| 500400.08 | 3389920 | 16 Blenheim St, Avoca | Avoca | Museum | P500400.08 FolioPlan-169730-1.pdf |
| 501000.22 | 6418555 | 3 Storys Creek Road, Avoca | Avoca | Hall | P501000.22 FolioPlan-212209-1.pdf |
| 501200.07 | 7779184 | 27 Lee St, Rossarden | Rossarden | Reserve | P501200.07 FolioPlan-161138-3.pdf |
| 501200.08 | 7779192 | 29 Lee St, Roddarden | Rossarden | Reserve | P501200.08 FolioPlan-211878-5.pdf |
| 501200.09 | 7779205 | 31 Lee St, Rossarden | Rossarden | Reserve | P501200.09 FolioPlan-161138-2.pdf |
| 501200.1 | 7779176 | 33 Lee St, Rossarden | Rossarden | Reserve | P501200.1 FolioPlan-212294-3.pdf |
| 501200.11 | 7779213 | 35 Lee St, Rossarden | Rossarden | Reserve | P501200.11 FolioPlan-161138-1.pdf |
| 501200.12 | 6419750 | 37 Lee St, Rossarden | Rossarden | Park | P501200.12 FolioPlan-202728-1.pdf |
| 502300.19 | 6420399 | 3A Schell St, Rossarden | Rossarden | Recreation Ground | P502300.19 PropertyReport-6420399.pdf |
| | | Swan Avenue, Longford | Longford | Walkway to River | |
| | | Non-Vacant Other | Land on Pateena Rd with Bus Shelter | | |
| | | Non-Vacant Other | Additional Land on Pateena Road | | |


# STRATEGIC ASSET MANAGEMENT PLAN

Adopted: May 2022

NORTHERN MIDLANDS COUNCIL

| Document Control | | Strategic Asset Management Plan | | | |
|---|---|---|---|---|---|
| Document ID : | | | | | |
| **Rev No** | **Date** | **Revision Details** | **Author** | **Reviewer** | **Approver** |
| 1 | January 2022 | Version 1 | VB | MB | NMC |
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This Strategic Asset Management Plan is an overarching asset management plan largely informed by Council's individual Asset Management Plans for the three major asset classes (Transport, Buildings, and Stormwater) and Council's Long Term Financial Plan.

# Contents

# 1.0 EXECUTIVE SUMMARY

## 1.1 Context

Council is responsible for an extensive range of physical assets with a current replacement value of **$490,055,015.** Council manages the acquisition, operation, maintenance, renewal and disposal of these assets. The purpose of this Strategic Asset Management Plan is to:

- show how Council's asset portfolio will meet the service delivery needs of the community into the future.
- enable Council's asset management policies to be achieved;
- aid the integration of Council's asset management with its Long Term Financial Plan and Strategic Plan.

This Strategic Asset Management Plan is prepared to assist Council in improving the way it delivers services from infrastructure assets. These assets include, but are not limited to, infrastructure such as roads, bridges, footpaths, buildings, land, stormwater drainage, the Longford Flood Levees, parks, playgrounds, car parks, vehicles, plant, IT equipment, office equipment and furniture. Refer to Figure 1 below and Table 2.2.1 for a detailed list of assets covered by this Strategic Asset Management Plan.

***Figure 1: Asset Replacement Values***

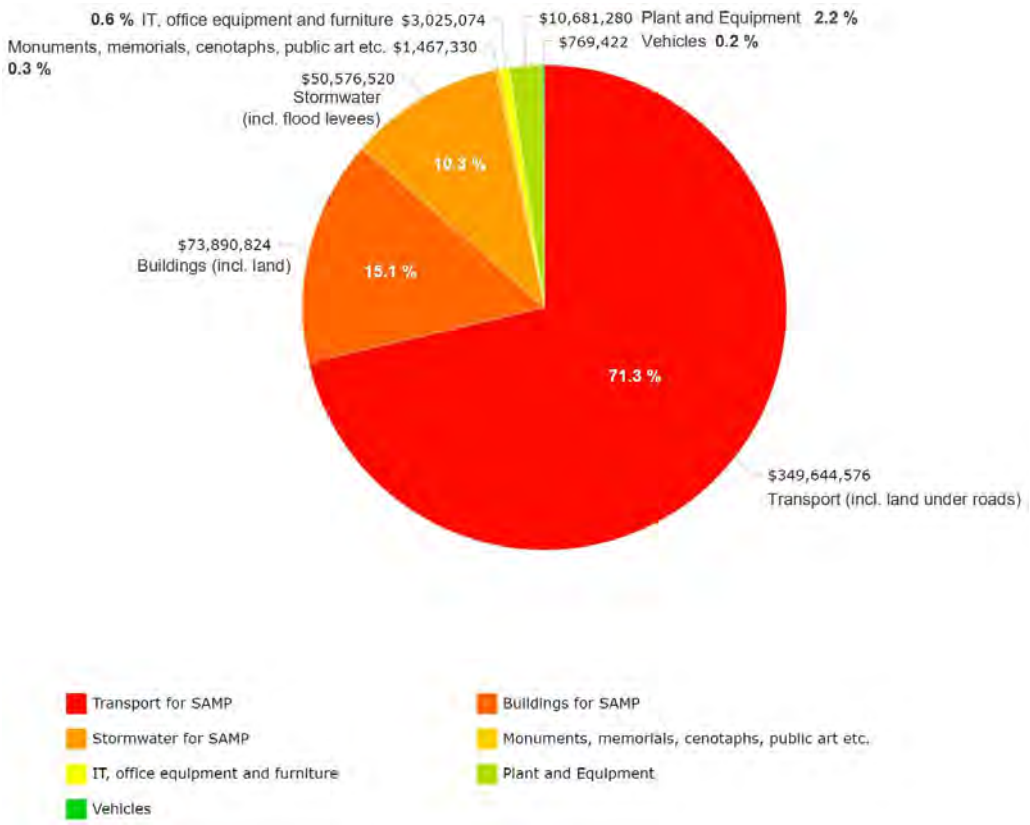



**Figure 1 Note**: Asset values derived from *Northern Midlands Council Annual Report 2020/2021*.

This Strategic Asset Management Plan develops asset management strategies required to achieve Council objectives detailed in our *Northern Midlands Strategic Plan 2021-2027*. It summarises forecast costs and planned budget figures from the asset management plans for Council's three largest asset classes, and the Long Term Financial Plan.

## 1.2 Current situation

Council is on the journey towards achieving best practice asset management. Significant progress has been made over the past decade with the development and adoption of the following key asset management documents (these documents have been continually revised and improved over this time):

- *Northern Midlands Strategic Plan 2021-2027*
- *Asset Management Policy*
- *Northern Midlands Council Strategic Risk Register*
- *Long Term Financial Plan 2020-2030*
- *Financial Management Strategy*
- *Annual Plan* & *Annual Report* (for current year)
- *Strategic Asset Management Plan* (this plan) – this replaces the previous *Asset Management Strategy*
- *Asset Management Plans* for our three major asset classes (96.7 % of Council's total asset value):
    - Transport
    - Buildings
    - Stormwater (including Longford Flood Levees)

Our aim is to achieve 'core' maturity for all asset management activities by 2025, and then continue maturity improvement where benefits exceed cost. Improvement tasks and target dates have been identified and documented in Table 8.2. Council is continually improving its asset management practices to ensure they adhere to the *Local Government Act 1993* and best practice asset management. Part of this process is the regular updating and use of asset management plans, such as this document, and the above mentioned strategic documents. Council first began developing key asset management documents in 2011. Since then, Council has continually updated, maintained, improved, and created new documents as required, endeavouring to achieve best practice asset management.

## 1.3 Forecast costs vs planned budget

**Total Lifecycle (Acquisition, Operation, Maintenance, Renewal, Disposal)**

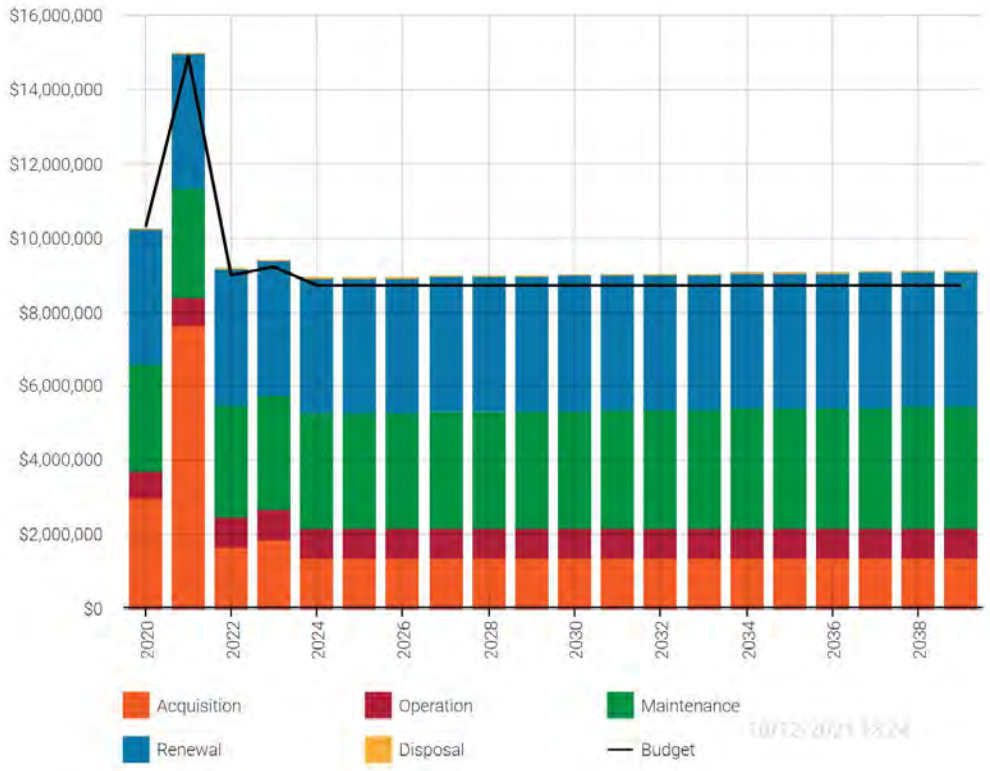
The forecast total lifecycle cost (for the three major asset classes) is **$9,744,601 on average per year** over the planning period, whilst the total lifecycle planned budget is **$9,571,602 on average per year**.

This results in a total **shortfall** of **$172,999 on average per year**, and a funding ratio of **98.2 %.** Refer Figure 1.1 below.

We have balanced the forecast costs in the Strategic Asset Management Plan with the planned budget from the Long Term Financial Plan, this has involved:

- providing desirable and affordable levels of service
- balancing service performance, risk and cost in a trade-off of with desired asset lifecycle activities (acquisitions, operations, maintenance, renewal, disposal)
- considering the impact of trade-offs and accepting the service and risk consequences

***Figure 1.1: Lifecycle Summary (major asset classes – Transport, Buildings, Stormwater)***




All figure values are shown in current day dollars.

## 1.4 What we will do

Our aim is to provide Council services to the community in a financially sustainable way. This requires balancing levels of service with cost and risk.

Not all expectations for services can be met with current financial resources. We will continue to engage with our community to ensure that services are provided at appropriate levels of service, at an affordable cost, while managing risks.

Council anticipates that current service levels can be maintained for the vast majority of assets over the next 10 years, with planned budget matching closely to lifecycle forecasts (refer Figure 1.1).

Council's current asset management maturity is slightly below 'core' level, and investment is needed to continue to improve information management, lifecycle management, service management, accountability and direction.

## 1.5 What we cannot do

We currently do not allocate enough budget to sustain all services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Upgrade of unsealed pavements to sealed pavements.

- Provision of footpaths on both sides of streets.
- Upgrade of single lane bridges to dual lane.
- Upgrade all Council buildings to the standard of new buildings (e.g. provision of double glazing, insulation, and heating to all buildings)
- Fund any major acquisitions from internal funding (reliant on external funding)
- Operation (to the existing level of service) of any new assets acquired over the planning period.
- Delivery of all proposed capital works, relating to stormwater assets, within the next five years - refer Appendix A.
- Major upgrades of stormwater systems at Translink Industrial Precinct and West Perth - may need to be staged over several years, unless external funding sources are identified.
- Extension of the Longford Flood levee systems.
- Fund all community/management committee requests without external funding and long term planning.
- A small amount of operation, maintenance and renewal activities to some lower priority assets.

Council cannot acquire assets where there is no planned budget assigned to service the full lifecycle costs (acquisition, operation, maintenance, renewal and disposal) over the planning period. This includes externally funded capital works.

## 1.6 Managing the risks

Major risks associated with the provision of assets and services included in this plan are detailed in Appendix F, however the most critical risks are detailed below:

- Loss of knowledge due to departure of key staff
- Reduced level of service due to shortfall between forecast costs and planned budget (underfunding causing delayed completion of lifecycle activities)
- Recurrent damage and risk to assets due to increased frequency of flood/storm events (climate change)
- Acquisition of assets (major assets and cumulative effect of acquisitions)
- Unknown condition ratings for some assets – potentially hiding additional renewal costs.
- Asbestos exposure
- Underfunding of required stormwater drainage upgrades leading to a lower level of service in some instances

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

- Developing a succession plan for key staff, documenting knowledge, providing training, appropriate expertise in strategic roles, and improved record keeping.
- Allocating budget to allow best practice asset management (strategic level). Ensure sufficient experienced staff are resourced to manage Council's assets, including use and continual updating of Asset Management Plans and Long Term Financial Plans.
- Formation of an active Asset Management Team to enable proper asset management.
- Undertake improvement works to prevent flooding. Improve vulnerable assets (where appropriate).
- Ensure lifecycle costs are considered prior to acquiring new assets. Ensure prioritised maintenance, renewals and acquisitions are budgeted for (works plan).

- Develop yearly acquisition, maintenance and renewal plans.
- Climate change adaptation, refer Section 4.5
- Undertaking regular condition assessments of assets and maintain assets and registers appropriately
- Continue to maintain Council's asbestos register
- Ensuring the Long Term Financial Plan is informed by the asset management plans
- Undertaking condition assessments at defined intervals

## 1.7 Confidence levels

Considering all data sources, the estimated confidence level for and reliability of data used in developing this Strategic Asset Management Plan is considered to be **Medium**. Refer section 7.5.

## 1.8 The next steps

The actions resulting from this plan are:

- implement the improvement plan in Section 8.0, this is critical in Council providing sustainable services to the community
- improve consultation methods to increase awareness of service performance, risk and cost pressures
- investigate actions to extend the life of assets without affecting performance and risk
- review asset renewal options to reduce service delivery lifecycle costs

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## 2.0 ASSET MANAGEMENT STRATEGY

### 2.1 Asset management system

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

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

- Coordinating contributions from and interactions between functional units within an organisation,[2] and
- Consistent application of the asset management processes to achieve uniform outcomes and objectives.

The asset management system includes:

- The asset management policy
- The asset management objectives
- The Strategic Asset Management Plan
- The asset management plans, which are implemented in
    - operational planning and control
    - supporting activities
    - control activities
    - other relevant processes.[3]

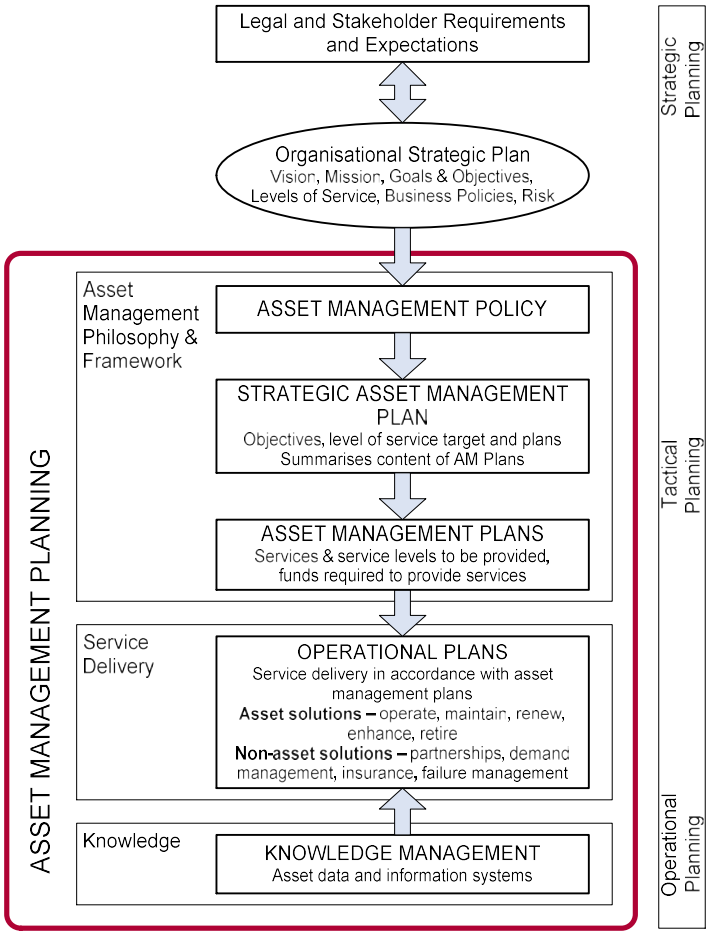
The asset management system fits within Council's strategic planning and delivery process as shown in Figure 2.

[1] ISO, 2014, ISO 55000, Sec 2.2, p 2

[2] ISO, 2014, ISO 55000, Sec 2.5.1, p 5

[3] ISO, 2014, ISO 55002, Sec 4.1.1, p 2.

***Figure 2: Strategic Asset Management Plan fit in Planning Process***




### 2.1.1 Asset management policy

The *Asset Management Policy* sets out the principles by which Council intends applying asset management to achieve its organisational objectives.[4] Organisational objectives are documented in Council's *Northern Midlands Council Strategic Plan 2021–2027* document. Council's *Asset Management Policy* is available at: https://northernmidlands.tas.gov.au/source-assets/images/Asset-Management.pdf and the Strategic Plan document is available at: https://northernmidlands.tas.gov.au/source-assets/images/Northern-Midlands-Council-Strategic-Plan-2021.pdf

[4] ISO, 2014, ISO 55002, Sec 5.2, p 7.

#### 2.1.2 Asset management objectives

The asset management goals and objectives developed in Section 2.4 provide the essential link between Council objectives and the individual Asset Management Plans that describe how those objectives are going to be achieved. The asset management objectives transform the required outcomes (product or service) to be provided by the assets, into activities typically described in the asset management plans. Asset management objectives should be specific, measureable, achievable, realistic and time bound (i.e. SMART objectives).[5]

#### 2.1.3 Strategic Asset Management Plan

This Strategic Asset Management Plan is to document the relationship between Council objectives set out in Council's *Strategic Plan 2021-2027* and the asset management (or service) objectives and define the strategic framework required to achieve the asset management objectives.[6]

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

This Strategic Asset Management Plan encompasses the following asset classes, which enables the provision of services to the community:

- Transport
- Buildings
- Stormwater
- Plant and Equipment
- Vehicles
- IT, Office Equipment, and Furniture
- Monuments, memorials, cenotaphs, public art etc.

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

- What assets do we have?
- Our assets and their management
- Where do we want to be?
- How will we get there?[7]

[5] ISO, 2014, ISO 55002, Sec 6.2.1, p 9.

[6] ISO, 2014, ISO 55002, Sec 4.1.1, p 2.

[7] LGPMC, 2009, Framework 2, Sec 4.2, p 4.

#### 2.1.4 Asset Management Plans

Supporting the Strategic Asset Management Plan are asset management plans for major asset classes. The asset management plans document the activities to be implemented and resources to be applied to meet the asset management objectives. The asset management plans are public documents and they are available on Council's website: https://northernmidlands.tas.gov.au/documents/strategic-annual-plan/annual-plan-and-financial-documents

The Strategic Asset Management Plan summarises the following asset management plans:

- Transport
- Buildings
- Stormwater (including Longford Flood Levee infrastructure)

This Strategic Asset Management Plan is part of Council's strategic and annual planning and reporting cycle as shown in Table 2.1.

***Table 2.1 - Strategic Asset Management Plan within the Planning and Reporting Cycle***

| | Plan | Planning Cycle | Performance Reporting | Reporting Method |
|---|---|---|---|---|
| **Community Planning** | 20 year Community Plan | 4 – 10 years | Community Objectives Indicators | Annual Report |
| **Strategic Planning** | 10 year Strategic Plan | 4 years | Organisational Objectives | Annual Report |
| | 10 year Long Term Financial Plan | | Financial Indicators | |
| | Strategic Asset Management Plan<br>Asset Management Plans | | Asset Management Objectives | |
| **Operational Planning** | 4 year Operational Plan | 4 years | Operational Objectives incorporated into Annual Plan | Annual Report |
| **Annual Planning & Budget** | Annual Plan & Budget | Annual | Annual Objectives<br>Budget Objectives | Annual Report Monthly Reports to Council |
| | Departmental Work Plans | | Work Plan Objectives | Monthly Reports to Council |
| | Individual Work Plans | | Work Plan Objectives | Performance Reviews |

### 2.2 What assets do we have?

We manage many assets to provide services to our community (refer Table 2.2. below). These assets provide the foundation for the community to carry out its everyday activities, while contributing to overall quality of life.

***Table 2.2 - Assets covered by this Plan***

| Asset Class | Elements | Dimension | Replacement Value |
|---|---|---|---|
| Transport (including land under roads) | Sealed roads:<br>Unsealed roads:<br>Footpaths:<br>Kerb and channel:<br>Other road assets including roundabouts and carparks:<br>Land under roads:<br>Bridges: | 574.88 km<br>385.45 km<br>71.49 km<br>139.13 km<br>-<br>14,069,252 $m^2$<br>251 | $231,003,504<br>$30,883,378<br>$11,373,134<br>$17,840,351<br>$787,814<br>$17,094,467<br>$40,661,914 |
| Buildings (including land) | Council administration offices, work depots and sheds/garages:<br>Community halls:<br>Community building facilities:<br>Public toilet blocks:<br>Residential houses/units:<br>Recreation ground buildings:<br>Shelters:<br>Other structures:<br>Land (including land for all buildings above): | 45<br>14<br>26<br>23<br>14<br>64<br>39<br>27<br>- | $6,478,273<br>$11,075,064<br>$9,812,811<br>$2,731,057<br>$2,039,005<br>$23,000,618<br>$844,798<br>$1,328,901<br>$16,580,299 |
| Stormwater (including flood levee infrastructure) | Stormwater pipes:<br>Stormwater pits:<br>Flood levee infrastructure - earthworks:<br>Flood levee infrastructure - other infrastructure | 99.05 km<br>3154<br>4.12 km<br>- | $36,602,291<br>$8,768,287<br>$3,316,457<br>$1,889,485 |
| Other | Monuments, memorials, cenotaphs, public art etc.: | 70 | $1,467,330 |
| IT, Office Equipment, and Furniture | IT Equipment:<br>Office Equipment and Furniture: | 460<br>2755 | $1,032,467<br>$1,992,607 |
| Plant and Equipment | Heavy Plant:<br>Other plant and equipment:<br>Other equipment: | 55<br>686<br>52 | $4,135,682<br>$6,012,837<br>$532,761 |
| Vehicles | Cars, utes etc. | 26 | $769,422 |
| | | **TOTAL:** | **$490,055,015** |

## 2.3 Our assets and their management

### 2.3.1 Asset values

The infrastructure assets covered by this Strategic Asset Management Plan are shown in Table 2.3.1 alongside their replacement value, depreciated replacement cost and annual depreciation. These assets are used to provide services to the community.

***Table 2.3.1: Assets value summary***

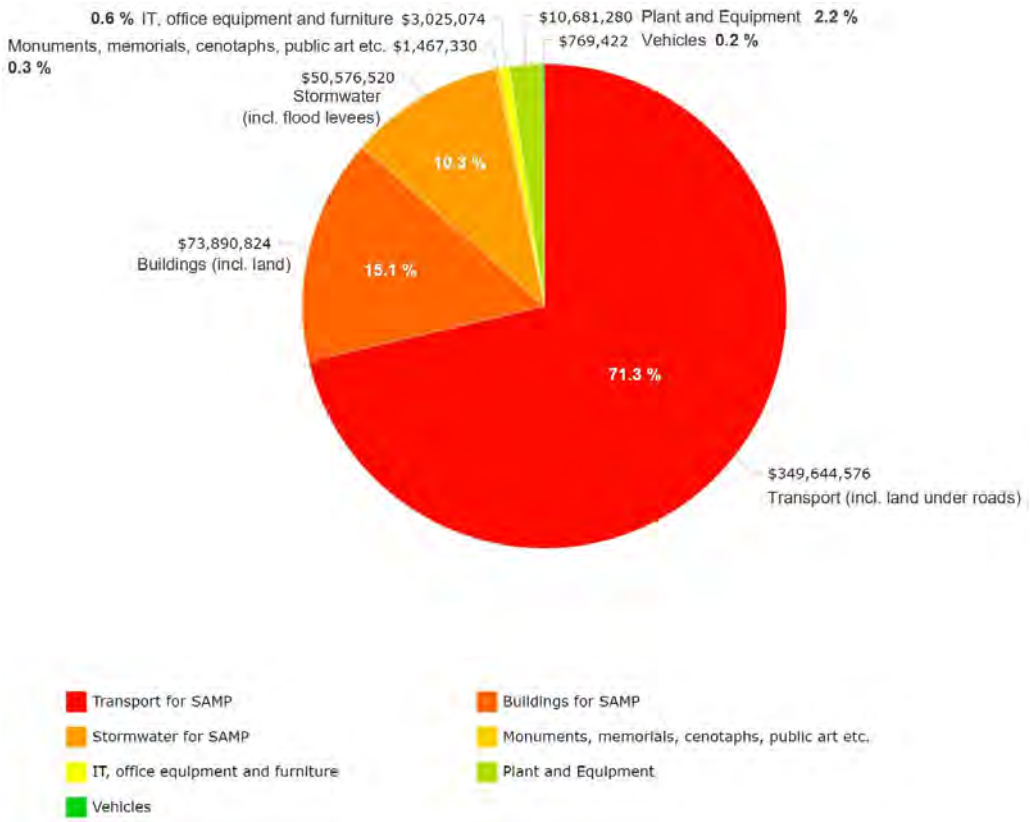
| Asset Class | Asset replacement value | Depreciated Replacement Cost (written down value) | Annual Depreciation |
|---|---|---|---|
| Transport | $349,644,562 | $255,671,100 | $4,451,268 |
| Buildings (incl. land) | $73,890,827 | $54,898,535 | $573,693 |
| Stormwater (inc. flood levees) | $50,576,520 | $39,171,258 | $455,978 |
| IT, Office Equipment, and Furniture | $3,025,074 | $1,241,068 | $181,018 |
| Fleet (plant & vehicles) | $5,437,864 | $3,117,031 | $441,888 |

| | | | |
|---|---|---|---|
| Other plant and equipment | $6,012,837 | $3,028,210 | $251,932 |
| **TOTAL** | **$ 488,587,684*** | **$357,127,202** | **$6,355,777** |

*excludes monuments, memorials, cenotaphs, public art etc.

Figure 3 provides a graphical representation of the replacement value of Council's asset. The infrastructure assets included in this plan have a total replacement value of **$490,055,015.**

***Figure 3 - Asset Replacement Values***




**Note**: Asset values derived from *Northern Midlands Council Annual Report 2020/2021*.

As can be noted above in Table 2.3.1 and Figure 3 above, there are four smaller additional asset classes (*"Vehicles"*, *"Plant & Equipment"*, *"IT, Office Equipment, and furniture"* and *"Monuments, memorials, cenotaphs, public art etc."*) which do not require individual asset management plans but are noted within this plan. A brief note on each of these smaller asset classes is provided below:

2.3.1.1 IT, Office Equipment, and Furniture

IT, Office Equipment, and Furniture assets are registered within Council's finance system *Open Office Local Government Solutions* and are recorded on a cost basis. No formal asset management is currently undertaken of this

asset class. The total replacement value of all assets within this class is approximately 0.6 % of Council's total asset value, refer Tables 2.2, 2.3.1 and Figure 3. Given this low percentage, developing core asset management maturity for this asset class is less of a priority than the major three asset classes. Resources should be initially concentrated on improving the major asset class maturity, where much greater value is to be obtained from this work.

2.3.1.2 Plant & Equipment

Plant & Equipment assets are registered within Council's finance system *Open Office Local Government Solutions* and are recorded on a cost basis. No formal asset management has traditionally been undertaken for this class, however recent efforts have seen improvements with asset registers.

Examples of *'Plant'* – Street lights, pool & gym equipment, generators, tools, playground equipment etc.

Examples of *'Equipment'* –Furniture & fittings,

The total replacement value of all assets within this class is approximately 2.2% of Council's total asset value, refer Tables 2.2, 2.3.1 and Figure 3. Given this low percentage, developing core asset management maturity for this asset class is less of a priority than the major three asset classes. Resources should be initially concentrated on improving the major asset class maturity, where much greater value is to be obtained from this work.

2.3.1.3 Vehicles (Fleet)

Vehicles are registered within Council's finance system *Open Office Local Government Solutions* and are recorded on a cost basis. No formal asset management has traditionally been undertaken for this class, however recent efforts have seen improvements with asset registers and a 10 year renewal plan being developed.

Examples of *'Heavy Plant'* – Excavators, graders, rollers, trucks

Examples of 'Light Fleet' – Sedans, utilities, vans

The total replacement value of all assets within this category is approximately 0.2 % of Council's total asset value, refer Tables 2.2, 2.3.1 and Figure 3. Given this low percentage, developing core asset management maturity for this asset class is less of a priority than the major three asset classes. Resources should be initially concentrated on improving the major asset class maturity, where much greater value is to be obtained from this work.

2.3.1.4 Monuments, memorials, cenotaphs, public art etc.

Vehicles are registered within Council's finance system *Open Office Local Government Solutions* and are recorded on a cost basis. No formal asset management has traditionally been undertaken for this asset class.

The total replacement value of all assets within this category is approximately 0.3 % of Council's total asset value, refer Tables 2.2, 2.3.1 and Figure 3. Given this low percentage, developing core asset management maturity for this asset class is less of a priority than the major five asset classes. Resources should be initially concentrated on improving the major asset class maturity, where much greater value is to be obtained from this work.

### 2.3.2 State of the assets

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

**Condition** How good is the service? What is the condition or quality of the service?

**Function** Is it suitable for its intended purpose? Is it the right service?

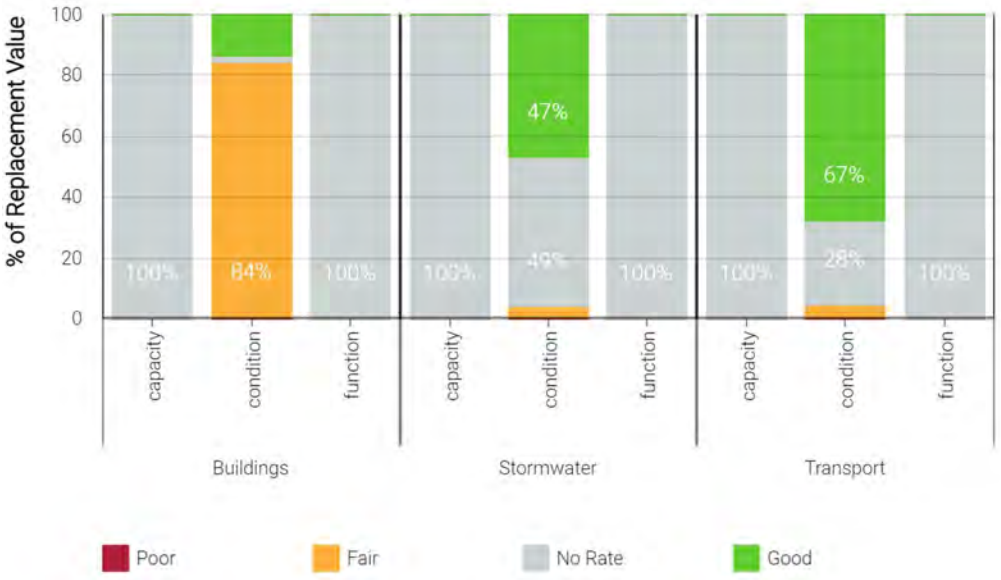
**Capacity/Use** Is the service over or under used? Do we need more or less of these assets?

Figure 2.3.2 (a) below shows the state of the assets (their condition, function, capacity) as a percentage of their replacement value. Only the three major asset classes feature (those with individual asset management plans). These three major classes make up approximately 97 % of Council's total asset value.

Interpretation of Figure 2.3.2 (a) - The vertical axis represents the percentage of overall asset value. Good performance is shown by the green. Poor performance is shown by the red. Fair performance is shown by the orange, and grey shows the assets where we currently have no data (noted for improvement in Section 8.0).

For example, according to the asset register *Transport* has 67 % of the class asset value considered in *good* condition, 28 % has an unknown/no data condition rating and 5 % is considered in *fair* condition. There is currently no data for 'capacity/use' and 'function' in all three major asset classes and this is noted for improvement.

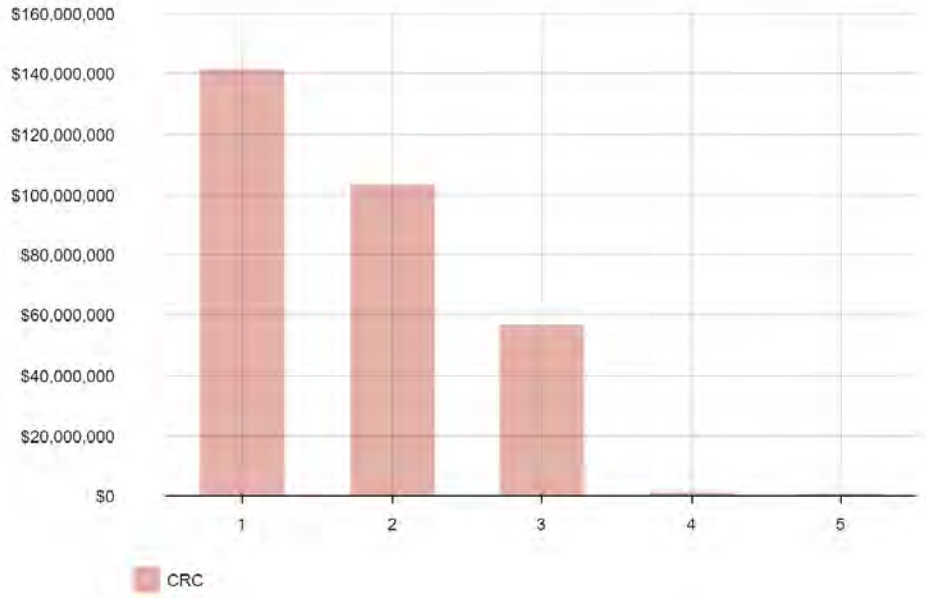
***Figure 2.3.2 (a) - State of the Assets (Major Classes)***



#### 2.3.3 Condition summary

Figure 2.3.3 shows asset value (vertical axis) against asset condition (horizontal axis, where 0 = no data, 1 = very good and 5 = very poor) for all major asset classes combined.

***Figure 2.3.3 – Condition summary of major asset classes combined***




As can be seen in Figure 2.3.3 above, there are 59 % ($215M) of the overall asset value in good or very good condition (Condition 1 and 2), 13.6 % ($56M) in fair condition (Condition 3) and 0.3 % ($1.3M) in poor or very poor condition (Condition 4 and 5). 27 % ($112M) of total asset value from the three major asset classes currently have a condition rating of '0' (unknown), noting this includes road formation replacement value, which is not depreciated, hence condition is not required. It also includes several newly acquired assets which have not yet been assigned a condition rating, or older assets that may not have a condition rating assigned – this is noted for improvement in Section 8.0.

Below is an individual condition summary for the three major asset classes, (refer to respective asset management plans for further detail).

##### 2.3.3.1 Transport

The most recent condition assessment of Council roads, footpaths, kerb and channel was undertaken by asset management consultants *Maloney Asset Management Systems* in May 2019. This involved inspecting the transport network, and assigning condition based on visual inspection. This condition assessment was then fed back into Council's Maloney Asset Management system. This type of comprehensive road condition assessment has generally been undertaken every four years, hence the next comprehensive assessment will be due in 2023.

Council's bridge condition inspection program is undertaken annually by *AusSpan*, with all bridges visually inspected, and updates made to the asset register. This is a well-structured inspection program, which has led to the development of a high quality asset register and no *'poor'* or *'very poor'* condition ratings currently present. **67.4 %** of Council's total transport asset value is in ***'very good'*** or ***'good'*** condition, **4.4 %** in **'fair'** condition, and **0.3 %** in a ***'poor'*** or ***'very poor'*** condition. There is approximately **$225,500** of asset value currently in **'very poor'** condition that currently requires renewal. Refer also Figure 2.3.2 (a).

2.3.3.2 Buildings

**13.4 %** of Council's total building asset value (excluding land) is in ***'very good'*** or ***'good'*** condition, **83.9 %** is in a **'fair'** condition, **0.3 %** in a **'poor'** condition, **0 %** in a **'very poor'** condition, and **2.4 %** with a '0' condition rating (not yet assigned). It is to be noted that the 2017 version of the *Asset Management Plan - Buildings* document Council included a significant value of assets in condition 4 and 5, which has now essentially been eliminated and this is reflective of Council's targeted building infrastructure renewal and maintenance works program over the past 5 years. Continued good asset management by Council is foreseen to keep the building assets predominantly in at least 'fair' condition well into the planning period. Refer also Figure 2.3.2 (a).

2.3.3.3 Stormwater

The condition of stormwater assets (excluding flood levee assets) is not currently monitored in any formal way and hence the actual individual condition of each asset is largely unknown. For accounting purposes, these stormwater drainage assets have currently been depreciated by approximately 25 % of their replacement value (noting a 100 year average design life, meaning their estimated remaining useful life is assumed to be approximately 75 years). Condition inspections and condition rating of individual assets have been noted for improvement in Section 8. Refer also Figure 2.3.2 (a) where condition data is provided, however it is noted that there is a very low degree of confidence in this data, hence the above depreciation approach has currently been utilised.

### 2.3.4 Forecast lifecycle costs

Forecast lifecycle costs (or whole of life costs) are the average annual costs that are required to sustain the service levels over the longest asset life. Forecast lifecycle costs include operation and maintenance plus asset consumption (depreciation).

Lifecycle planned budget includes operation and maintenance (excluding depreciation) plus forecast renewals and acquisitions where relevant. The renewal component of the planned budget can vary depending on the timing of asset renewals.

The lifecycle forecast and planned budget averaged over the planning period are shown in Table 2.3.4.

***Table 2.3.4 - Asset Lifecycle Costs***

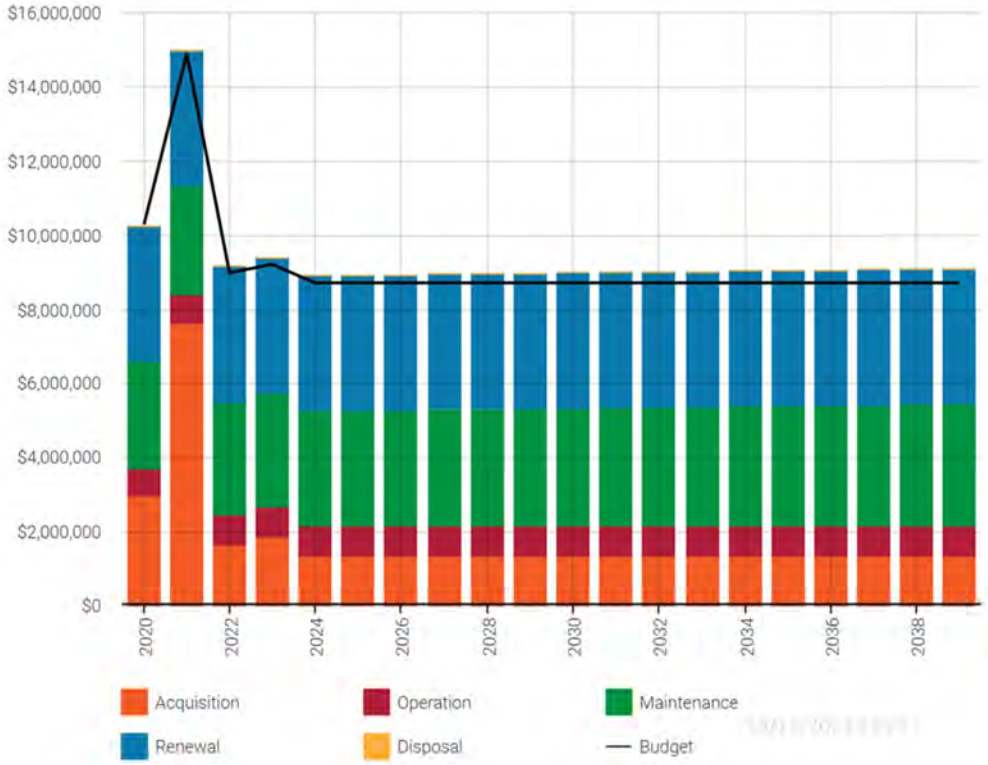
| Asset Class/Category | Lifecycle Forecast ($/year) | Lifecycle Planned Budget ($/year) | Lifecycle Indicator |
|---|---|---|---|
| Transport | $6,623,208 | $6,395,000 | 96.6 % |
| Buildings | $2,726,833 | $2,785,034 | 102.1 % |
| Stormwater | $394,560 | $391,568 | 99.2 % |
| **TOTAL** | **$9,744,601** | **$9,571,602** | **98.2 %** |

Note: Total planned budget may reasonably be higher/lower than lifecycle forecasts in periods of above/below average asset renewal activity. Section 5.3 gives a more detailed indication of renewal funding needs over the period of the Strategic Asset Management Plan.

### 2.3.5 Asset management indicators

An asset management objective is to provide the services that the community needs at the optimum lifecycle cost in a financially sustainable manner. Figure 2.3.5 shows the forecast lifecycle costs for acquisition, operation, maintenance and renewal balanced with the planned budget from the Long Term Financial Plan (10 year). Some minor lifecycle activities (e.g. acquisitions, renewals) have been deferred to subsequent years to allow further consideration of service level needs and financing options.

***Figure 2.3.5 – Forecast Lifecycle Costs (major asset classes – Transport, Buildings, Stormwater)***




The purpose of this Strategic Asset Management Plan is to develop the strategies to achieve the asset management objectives through balancing of asset service performance, cost and risk.

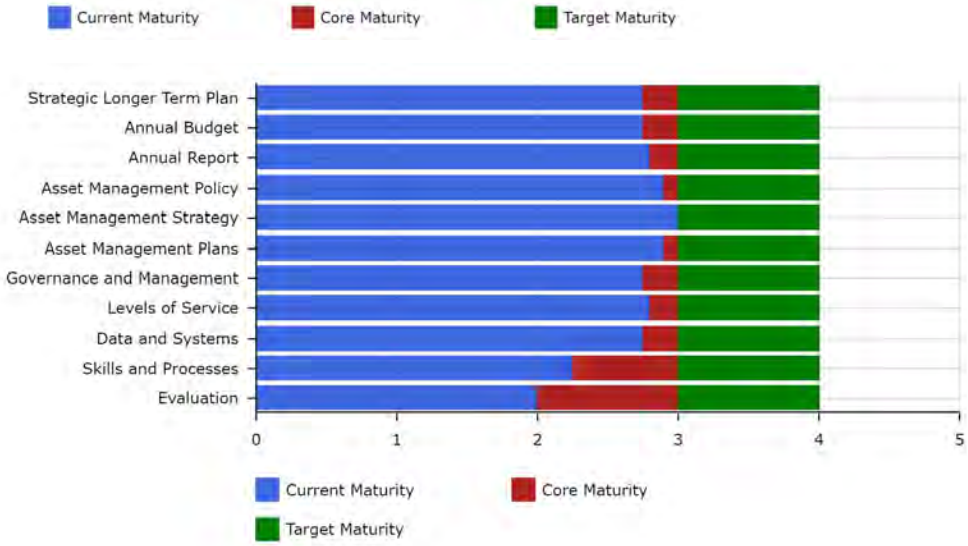
Figure 2.3.5 shows the results of balancing service performance, risk and cost in the asset management plans and Long Term Financial Plan to achieve an agreed and affordable position on service level and costs. This includes deferral of some lower priority lifecycle activities and identification and acceptance of the risks associated with the deferrals.

Risk assessments and associated management plans for these and other relevant risks are summarised in Appendix F. Refer also Section 6.0.

**2.3.7 Asset and financial management maturity**

We have taken steps to improve our asset and financial management performance including assessing our asset management maturity against the 3 Frameworks of the Local Government Financial Sustainability Nationally Consistent Frameworks. Our target is to achieve 'core' maturity with the Frameworks. Figure 2.3.7 (a) shows the current, 'core' and 'target' maturity scores for the eleven elements of the National Assessments Frameworks (NAF) for asset and financial management. The assessment result is shown in two forms (spider and bar chart) for ease of interpretation by various readers.

***Figure 2.3.7 (a) - Maturity assessment spider and bar chart***


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

As can be seen in Figures 2.3.7 (a), most elements are either at or slightly below core maturity, the Asset Management Strategy (incorporated into the SAMP, this document) is at core maturity, and elements with the lowest maturity scores are:

- Skills and Processes
- Evaluation

The risk to Council from the current maturity is shown in Figure 2.3.7 (b).

***Figure 2.3.7 (b) - Maturity risk assessment***


Reduction in risk from current National Assessment Framework maturity is indicated by movement of the blue line ■ (current risk) to the red line ■ (desired/target risk) in Figure 2.3.7 (b) above. The highest maturity risk to Council has currently been deemed to be:

- Evaluation

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

### 2.3.8 Strategic outlook

- Council will have the ability to maintain current service levels (for all high important assets) over the next 10 years, with planned budget matching lifecycle forecasts.
- Council's current asset management maturity is slightly below 'core' level, and investment is needed to continue to improve the above noted areas.

## 2.4 Where do we want to be?

### 2.4.1 Vision, Mission, Goals and Objectives

This Strategic Asset Management Plan is prepared under the direction of Council's vision, mission, goals and objectives.

Our asset management vision is:

***To provide the highest level of service for current and future generations which is a balance between responsible management of assets, meeting the community's expectations and affordability. To achieve this, assets must be planned, delivered, maintained, and refurbished so that they continue to meet this vision.***

Our mission is:

***Leadership –*** *Serve with honesty, integrity, innovation and pride*

***Progression –*** *Nurture and support economic health and wealth*

***People –*** *Build a vibrant society that respects the past*

***Place –*** *Nurture our heritage environment*

Council's strategic goals and objectives, and how these are addressed in this Strategic Asset Management Plan, are summarised in Table 2.4.1 and 2.4.2. These goals and objectives are reflective of those included in the Asset Management Plan for each individual asset class.

***Table 2.4.1: Goals and how these are addressed in this Plan***

| Goal | Objective | How Goals and Objectives are addressed in the Strategic Asset Management Plan |
|---|---|---|
| To provide safe and reliable assets for the benefit of the community. | Maintain and develop assets to appropriate standards. | Continue to develop and maintain regular inspection of asset condition, defects and develop maintenance and capital works programs for inclusion in this document or the relevant Asset Management Plan. |
| Good governance | Provide asset management services in a sustainable manner. Deliver services effectively and efficiently. | Completion, adoption, review and USE of asset management and Strategic Asset Management Plan (this plan) |
| Appropriate service levels | Identify current service levels and target sustainable levels | An ongoing task that will be monitored and improved. |
| Improved risk management | Identify and address all known high level risks to Council assets | Implement a structured approach to identify and manage high and very high risks. Refer Section 6. |
| Financial sustainability | Identify financial inefficiencies | Implement a structured approach to identifying financial inefficiencies. |

### 2.4.2 Strategic Plan

Council's strategic objectives are detailed in the below *Northern Midlands Council Strategic Plan 2021-2027.*

# Northern Midlands Council Strategic Plan 2021–2027

NORTHERN MIDLANDS COUNCIL

The Strategic Plan updates the Northern Midlands Strategic Plan 2017-2027 following a review by Councillors and staff.

The plan focusses on the unique elements of the Northern Midlands, an enviable place to live, work and play.

The Plan is based upon four key priorities:

1. **Lead**: **Serve with honesty, integrity, innovation and pride**
2. **Progress**: **Economic health and wealth – grow and prosper**
3. **People**: **Cultural and society – a vibrant future that respects the past**
4. **Place**: **Nurture our heritage environment**

Each priority is supported by four strategic outcomes that describe what Council aims to achieve, and that are consistent with its vision.

Actions and projects to achieve these outcomes will be included in Council's Annual Plan. Performance measures will be included in the Annual Plan to enable Council to track its progress against each of the strategic outcomes.

The Annual Report, which is presented at the Council's Annual General Meeting, will provide the update as to how the strategic outcomes have been achieved throughout the year.

## Values

**HONESTY**
Treat all with honesty, respect and trust.

**INTEGRITY**
Listen, learn and proactively deliver Council's vision.

**INNOVATION**
Explore, expand and adapt to achieve a shared vision.

**PRIDE**
Serve community with pride and energy.

## Vision

Northern Midlands is an enviable place to live, work and play. Connected communities enjoy safe, secure lives in beautiful historical towns and villages. Our clean, green agricultural products are globally valued. Local business and industry is strongly innovative and sustainable.

## Mission

### LEAD AND PROGRESS

**Leadership**
***Serve with honesty, integrity, innovation and pride.***
Council is committed to strong advocacy and community collaboration. Living responsibly within our means, through transparent financial planning and governance. Staff culture espouses integrity, honesty and pride.

**Progression**
***Nurture and support economic health and wealth. Economic health and wealth – grow and prosper.***
Our infrastructure growth builds capacity and economic sustainability. We support diverse, innovative, independent business and industry. We thrive with strong collaborative regional partnerships.

### PEOPLE AND PLACE

**People**
***Build a vibrant society that respects the past. Culture and society – a vibrant future that respects the past.***
Diverse towns and villages service a rural-based industry. Connectivity challenges are innovatively managed to unite disparate communities. Equitable delivery of quality assets, programs and services supports sustainability.

**Place**
***Nurture our heritage environment.***
We cherish the historical heritage of our culture and all its people. It is firmly embedded in planning for the future – an enviable place to live, work and play. We protect our environment and work with business and industry to protect inherent values.

# Lead

## Serve with honesty, integrity, innovation and pride

### LEADERS WITH IMPACT

**Strategic outcomes:**

1.1 Council is connected to the community

1.2 Councillors serve with integrity and honesty

1.3 Management is efficient, proactive and responsible

1.4 Improve community assets responsibly and sustainably

# People

## Culture and society – a vibrant future that respects the past

### SENSE OF PLACE – SUSTAIN, PROTECT, PROGRESS

**Strategic outcomes:**

3.1 Sympathetic design respects historical architecture

3.2 Developments enhance existing cultural amenity

3.3 Public assets meet future lifestyle challenges

3.4 Towns are enviable places to visit, live and work

# Progress

## Economic health and wealth – grow and prosper

### STRATEGIC PROJECT DELIVERY – BUILD CAPACITY FOR A HEALTHY WEALTHY FUTURE

**Strategic outcomes:**

2.1 Strategic, sustainable, infrastructure is progressive

2.2 Proactive engagement drives new enterprise

2.3 Collaborative partnerships attract key industries

2.4 Support and attract wealth-producing business and industry

# Place

## Nurture our heritage environment

### ENVIRONMENT – CHERISH, SUSTAIN OUR LANDSCAPES AND PRESERVE, PROTECT OUR BUILT HERITAGE FOR TOMORROW

**Strategic outcomes:**

4.1 Cherish and sustain our landscape

4.2 Meet environmental challenges

4.3 Eco-tourism strongly showcases our natural beauties

4.4 Our heritage villages and towns are high value assets

NORTHERN MIDLANDS COUNCIL
PO Box 156 Longford TAS 7301
Telephone (03) 6397 7303
Facsimile (03) 6397 7331
www.northernmidlands.tas.gov.au

**Northern Midlands Council Strategic Plan** 2021–2027

# Schedule of Strategic Projects

## Lead

**Serve with honesty, integrity, innovation and pride**

- Annual Budget and Quarterly Reviews
- Asset Management Plan – Annual Review
- Best Business Practice, Governance & Compliance
- Customer Service Standards/Charter
- Elected Members Development & Annual Plans
- Emergency Management Plan (includes Social Recovery Plan)
- Information Technology Upgrade Program
- *Integrated Priority Projects Plan*
- Local Government Reform
- Media & Marketing
- People & Culture Plan
- Workplace Health & Safety Action Plan – Annual Review

## People

**Culture and society – a vibrant future that respects the past**

- Cohesive Communities & Communities at Risk Plan
- Disability Action Plan
- Discrimination Strategy
- Family Violence Strategy
- Longford Road Safety Park
- *Municipal Shared Pathways Program (including pathways within & between towns)*
- Northern Midlands Community House
- Positive Ageing Strategy
- Ross Recreation Ground Master Plan
- Supporting Employment Programs
- Supporting Health & Education Programs
- Supporting Sport & Recreation Programs
- *Swimming Pool Strategy – Covering of Campbell Town & Cressy Swimming Pools*
- Youth Strategy
- *Implementation of Final Stages*
  - *Campbell Town War Memorial Oval Precinct Development Plan*
  - *Cressy Recreation Ground Master Plan*
  - *Cressy Swimming Pool Master Plan*
  - *Evandale Morven Park Master Plan*
  - *Longford Recreation Ground Master Plan*

*Items included in Integrated Priority Projects Plan*

## Progress

**Economic health and wealth – grow and prosper**

- *Ben Lomond – Ski Field Redevelopment & 12-month Tourism Development*
- *Campbell Town CBD Urban Design & Traffic Management Strategy*
- Campbell Town (King Street) Short Term Accommodation Master Plan & Business Case
- *Campbell Town – Town Hall Sale/Lease*
- Economic Development Framework/Master Plan (including Tourism)
- Lake Leake Amenities Upgrade Project
- *Longford Motor Sport Museum*
- Longford Racecourse Master Plan & Area Review
- *Longford Urban Design Strategy*
- Municipal Stormwater Management Plans
- *Municipal Subdivisions Infrastructure Upgrade Program (including Ridgeside Lane)*
- Nile Road Upgrade
- Northern Midlands Rural Processing Centre
- Perth Community & Recreation Centre and Primary School Integrated Master Plan
- Perth Early Learning/Child Care Centre Redevelopment
- *Perth Main Street Upgrade*
- *Perth Sports Precinct & Community Centre Concept Master Plan*
- Perth Structure Plan
- Re-Assign Project
- *TRANSLink Precinct*
- *Underground Power – Evandale, Longford & Perth*

## Place

**Nurture our heritage environment**

- Climate Change Emergency Strategy & Action Plan
- *Conara Park Upgrade*
- *Cressy Park Redevelopment*
- Honeysuckle Banks, Evandale, Master Plan
- Land Use & Development Strategy
- Longford Expansion Strategy
- Longford Levee Walkway & Viewing Platform
- *Municipal Tree Planting Program*
- Natural Resource Management Program Collaboration
- North Perth Low Density Land Strategy
- Sense of Place Planning – All Villages & Towns
- *Sheepwash Creek WSUD Open Space Corridor & Associated Open Space Plan*
- *South Esk River Parklands Master Plan*
- Tasmanian Planning Scheme Integration
- Waste Management Plan Review
- Weed Managements Strategy & Action Plan – Council Assets

### 2.5 Asset management vision

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

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

In line with the vision, the objectives of the Strategic Asset Management Plan are to:

- Ensure that our infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment in a financially sustainable fashion.
- Acquire, operate, maintain, renew and dispose of assets in a financially sustainable fashion by implementing appropriate asset management strategies and appropriate financial resources.
- Maintain assets in a suitable condition to deliver an affordable and reliable level of service to the community.
- Adopt the Long Term Financial Plan as the basis for all service and budget funding decisions, taking into account whole of life costs when deciding to acquire new assets.
- Meet legislative requirements for all our operations.
- Develop transparent and responsible asset management processes in accordance with best practice standards.
- Ensure resources and operational capabilities are identified and responsibility for asset management is allocated.
- Ensure operational and service delivery risks are adequately managed.
- Continually improve our asset, risk and financial management and service delivery performance.
- Maintain affordable and financially sustainable asset management plans for each major asset group.
- Plan for climate change adaption and mitigation.
- Provide high level oversight of financial and asset management responsibilities through Audit Committee and General Manager reporting to Council on development and implementation of the Strategic Asset Management Plan, Asset Management Plans and Long Term Financial Plan.

Strategies to achieve this position are outlined in Section 2.6.

### 2.6. How will we get there?

This Strategic Asset Management Plan proposes strategies to enable Council objectives and asset management policies to be achieved.

***Table 2.6 - Asset Management Strategies***

| No | Strategy | Desired Outcome |
|---|---|---|
| 1 | Incorporate Year 1 of Long Term Financial Plan revenue and expenditure projections into annual budgets. Move from Annual Budgeting to Long Term Financial Planning. | Long Term Financial Planning drives budget deliberations and the long term implications of all services are considered in annual budget deliberations. |
| 2 | Report our financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability and performance against organisational objectives in Annual Reports. | Financial sustainability information is available for Council and the community. |
| 3 | Maintain Council's Long Term Financial Plan (covering 10 years) incorporating asset management plan expenditure projections with a sustainable funding position outcome. | Sustainable funding model to provide our services. |
| 4 | Annually review asset management plans and Strategic Asset Management Plan covering at least 10 years for all major asset classes (80% of asset value). | Identification of services needed by the community and required funding to optimise 'whole of life' costs. |
| 5 | Review and update individual asset management plans, Strategic Asset Management Plan and Long Term Financial Plan annually after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks. | Council and the community are aware of changes to service levels and costs arising from budget decisions. |
| 6 | Develop and maintain a risk register of operational and service delivery risks showing current risk levels, risk management treatments and report regularly to Council on current high level risks. | Risk management of operational and service delivery risks is an integral part of governance. |
| 7 | Ensure Council decisions are made from accurate and current information in asset registers, on service level performance and 'whole of life' costs. | Improved decision making and greater value for money. |
| 8 | Report on resources and operational capability to deliver the services needed by the community (in the annual report). | Service delivery is matched to available resources and operational capabilities. |
| 9 | Ensure responsibilities for asset management are identified and incorporated into staff position descriptions. Establish a high level Asset Management Team that meets monthly and monitors progress on all strategies and plans. | Responsibility for asset management is defined and actively managed throughout Council (via Asset Management Team). |
| 10 | Use and progress items noted for improvement in individual asset management plans (improvement plans) and this plan (refer Section 8.0) to realise 'core' maturity for the financial and asset management competencies **by 2025**. | Improved financial and asset management capacity within Council. |
| 11 | Twelve monthly report by the General Manager, to Council, on development and implementation of Strategic Asset Management Plan, Asset Management Plans and Long Term Financial Plan. | Oversight of resource allocation and performance. |

### 2.7 Asset management improvement plan

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

### 2.8. Consequences if improvement actions are not completed

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

- Inability to achieve strategic and organisational objectives
- Inability to achieve financial sustainability for Council's operations
- Current risks to infrastructure service delivery are likely to eventuate and response actions may not be appropriately managed
- We may not be able to provide the appropriate levels of service

## 3.0 LEVELS OF SERVICE

### 3.1 Level of service

Council delivers services to the community. Asset's owned by Council enable the provision of these services. The level at which these services are provided to the community is called the 'level of service'. Generally the amount of funds allocated to deliver the service will determine the level of service, i.e. a high level of expenditure on a given service will generally deliver a higher level of service than a lower level of expenditure.

### 3.2 Community research and expectations

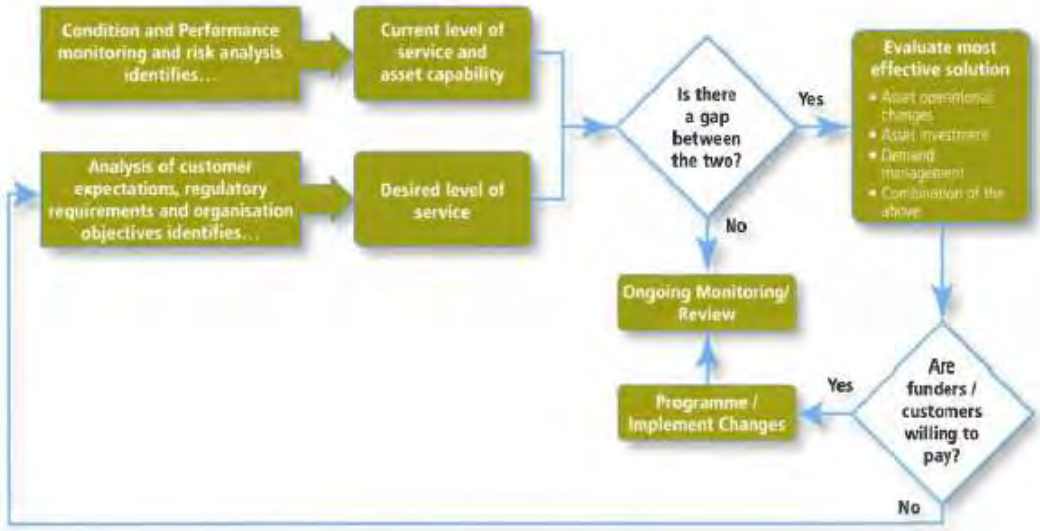
This Strategic Asset Management Plan is prepared to facilitate consultation prior to adoption of formal levels of service by Council. Council has traditionally worked to the provision of a level of service that is assumed to be the community's expectation (refer 3.5). During any future consultation process Council will test this assumption.

Future revisions of the Strategic Asset Management Plan will incorporate any customer consultation on service levels and costs of providing the service. This will assist Council and stakeholders in matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service.

Council undertakes community consultation for proposed developments and also receives vast community feedback on the services and facilities it currently provides. Council's customer request system is also used to determine trends in community expectations. Budget submissions are invited from local district committees and community groups for Council consideration. Council operates a Local District Committee Structure for the towns and villages of Ross, Campbell Town, Avoca/Rossarden, Perth, Longford, Cressy and Evandale. These forums provide Council advice on a wide range of issues. Information obtained from the above is used in developing key planning documents and in allocation of budget resources.

Figure 3.2 below shows how current level of service and desired level of service are considered as part of Council's asset management process.

***Figure 3.2 - Levels of Service in the Asset Management Process***
*(Sourced from (NAMS & IPWEA, 2011)*




### 3.3 Legislative requirements

We have to meet many legislative requirements including Australian and State legislation and State regulations. These are detailed in Council's three Asset Management Plans (Transport, Buildings, Stormwater) summarised in this Strategic Asset Management Plan.

### 3.4 Customer values

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

**Customer values** indicate:

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

Customer values for specific asset classes are detailed in the individual Asset Management Plans summarised in this Strategic Asset Management Plan.

### 1.5 Customer levels of service

The Customer Levels of Service is a measure as to how the customer receives the service and whether Council is providing value. This is considered in terms of:

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

Customer levels of service for specific asset classes are detailed in the individual Asset Management Plans summarised in this Strategic Asset Management Plan.

### 1.6 Technical levels of service

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

Technical service measures are linked to annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services such as availability, cleansing, mowing, etc.
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset similar to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement) or to a lower service level,

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.[8]

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

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

Current technical levels of service for specific asset classes are detailed in the individual Asset Management Plans, they are also summarised in Appendix A of this document.

[8] IPWEA, 2015, IIMM, p 2|28.

## 4.0 FUTURE DEMAND

### 4.1 Demand drivers

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

### 4.2 Demand forecast

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented in Table 4.3.

Population of the Northern Midlands Local Government Area was last estimated in 2020 to be 13,598 (*Australian Bureau of Statistics*). Figure 4.2 below shows the 2019 projected population over the planning period. Analysis of this figure shows a gradual projected rise in population of approximately 200 people from 2021 to around 2032, and then a gradual decline of approximately 100 people by the end of the planning period (2040). The discrepancy between the 2020 estimate and the 2019 projection line can be put down to greater than expected population growth over the last two years. Saying this, the magnitude of the projected rise is the best current source of information for population growth in the region, hence it is considered that a population of around 13,800 can be projected for 2032. Given current projections, it is anticipated that there will be little need for change to the adopted 'Levels of Service' relating to population growth. However, saying this, the rate of population increase is to be monitored regularly by Council to ensure the above projections remain valid.

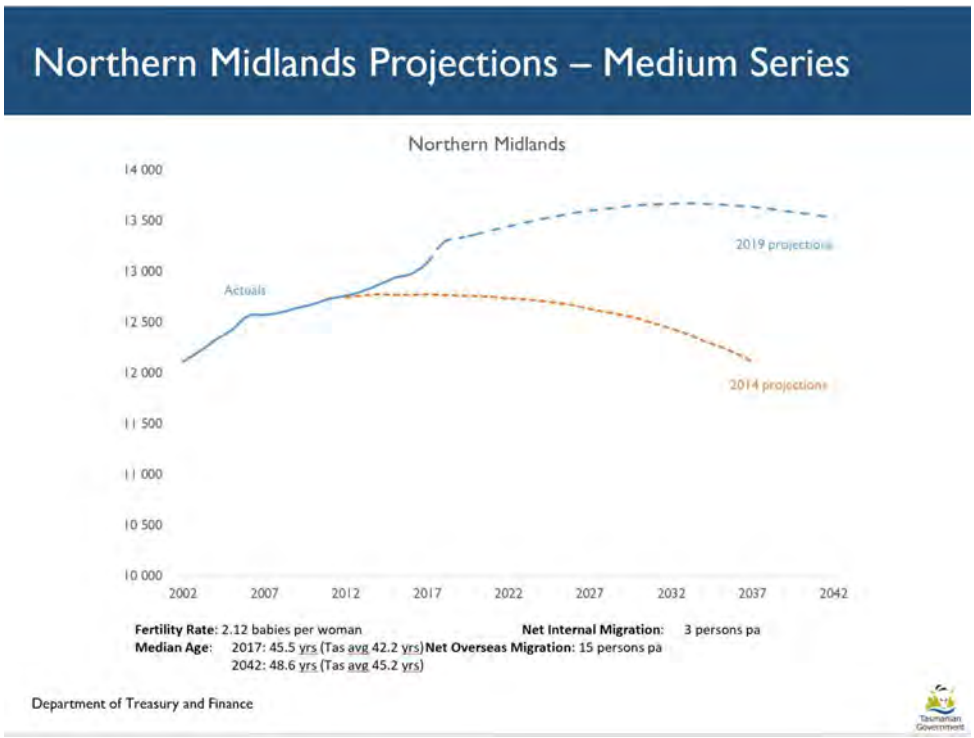



**Figure 4.2** – Department of Treasury and Finance – Northern Midlands population projections (medium series).

### 4.3 Demand impact on assets and demand management plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

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

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

***Table 4.3: Demand Management Plan***

| Demand driver | Current position | Projection | Impact on services | Demand Management Plan |
|---|---|---|---|---|
| Population | 13,598 people (2020 estimate). | Refer Figure 4.2 | Increase in population is not foreseen to require any significant increase in transport infrastructure services | No significant impact to services, hence management plan is not currently required. |
| Demographic | Median age of 45.5 years (2017) | Increase in median age to approx. 49 years by 2040 | The change is not foreseen to impact services. | No impact to services, hence management plan is not required. |
| Climate change | Experiencing more extreme weather patterns and events - Very susceptible to flood damage (significant damage during 2011 flood event) | Continue to experience increased frequency and intensity of extreme weather events | Increased maintenance and renewal costs due to flood damage. | Identify list of strategic improvements to reduce the risk of ongoing damage. |
| Tourism | Tourist region | Tourist visitation expected to increase over planning period | Increased safety, signage and overall standard of road infrastructure. | To be monitored over next five years. |
| Heavy vehicles | Significant agriculture and timber industry traffic throughout region, in conjunction with other heavy vehicle use of road network. | Considered to remain relatively constant over the planning period. | Continued heavy vehicle use will require increased maintenance and renewal frequencies in some instances. | Identify list of strategic improvements to reduce the risk of ongoing damage. |

| | | | | |
|---|---|---|---|---|
| Upgrade in standards | Varies between asset classes, refer asset management plans | Some upgrades required over planning period | Increased renewal costs to meet with current standards | Identify upgrades required to meet with modern standards, prioritise these accordingly and include in the planned budget |
| Trends & Community expectation | Traditional recreational services provided (e.g. recreation grounds for football and cricket) | Possible increase in demand for other types of recreational activities and facilities (e.g. basketball and other indoor sports) | May increase costs of existing facilities, or endorsing of multi-use facilities or other assets. | Demand to be monitored over coming years. Hence management plan is not currently required. Identify practicable improvements to meet with community expectations and include in planned budget as and when required. |
| Future development | Development of previously vacant land gradually occurring and density increasing | Forecast to continue | Additional demand on local stormwater networks | Refer *NMC Draft Urban Stormwater System Management Plan 2020* |

### 4.4 Asset programs to meet demand

Any new assets required to meet demand may be acquired, donated or constructed. Acquisition is further discussed in Section 5.4.

Acquiring these new assets will commit Council to fund ongoing operation, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operation, maintenance and renewal costs in Section 5.

### 4.5 Climate change adaptation

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

How climate change will impact on assets varies significantly depending on the location and the type of services provided, as does the way in which we respond and manage those impacts.[9]

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

Risk and opportunities identified to date are shown in Table 4.5.1

[9] IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

***Table 4.5.1 Managing the Impact of Climate Change on Assets and Services***

| Climate Change Description | Projected Change | Potential Impact on Assets and Services | Management |
|---|---|---|---|
| Increased frequency and intensity of extreme rainfall events | Increased frequency of extreme storm events | Increased asset maintenance, renewal and acquisition costs | Prioritise susceptible sites for improvement works to reduce vulnerability and ongoing costs |
| Flooding | Increase in flood heights and peak flows | Serviceability of some transport assets threatened by projected increases | Develop a register of assets likely to be affected by flooding and plan for resilience building when due for renewal. Refer also *Draft Urban Stormwater System Management Plan* |
| Hotter summers | Increase in bushfire risk | Loss of assets | Refer *Northern Midlands Council Strategic Risk Register* |

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

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

Table 4.5.2 summarises some asset climate change resilience opportunities.

***Table 4.5.2 Building Asset Resilience to Climate Change***

| New Asset Description | Climate Change impact on these assets? | Build Resilience in New Works |
|---|---|---|
| Roads | Increased flood damage | Flood resilient road renewals where practicable |
| Bridges | Greater flood risk to bridges | Ensure bridges are renewed allowing for climate change forecasts (increased design flows due to increased intensity and frequency of rainfall events) |
| Council buildings | Flooding and increased frequency and intensity of storm events | Floor levels to satisfy flood modelling. |
| Stormwater drainage infrastructure | Greater capacity required | Only renew with, or acquire, assets that have been designed to allow for climate change flows in accordance with the *Draft Urban Stormwater System Management Plan* |

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

## 5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while optimising lifecycle costs and managing risks.

### 5.1 Background data

#### 5.1.1 Physical parameters

The assets covered by this Strategic Asset Management Plan are shown in Tables 2.2 and 2.3.1.

#### 5.1.2 Asset capacity and performance

Council's assets and services are generally provided to meet design standards where these are available.

Asset capacity and performance is monitored for three community service measures at the end of the reporting period for condition (quality), function and capacity/utilisation in a *State of the Assets* report. The state of the assets is discussed in Section 2.3.2.

### 5.2 Routine operation and maintenance plan

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

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

#### 5.2.1 Operation and maintenance plan

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

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

Where maintenance expenditure is not considered adequate to meet with all current levels of service, a reduction in level of service for some asset classes may result until equilibrium of planned budget and maintenance forecasts is met. Where maintenance expenditure levels result in a lesser level of service, the service consequences and risks have been identified in the respective Asset Management Plan, refer also Section 6.0 and Appendix F.

#### 5.2.2 Operation and maintenance strategies

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

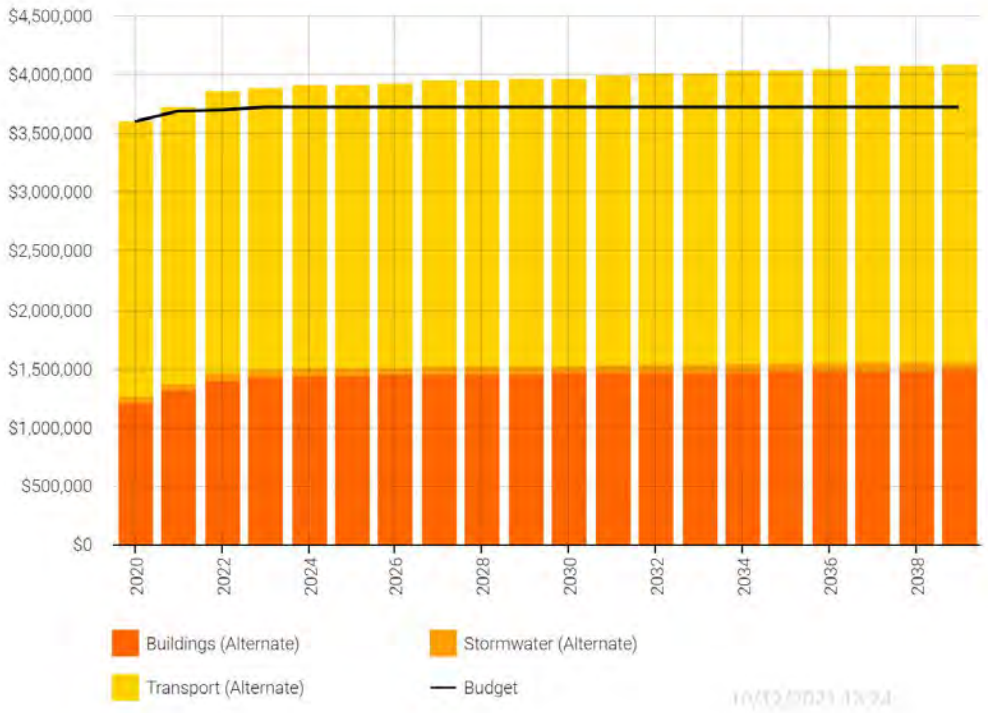
- Scheduling operations activities to deliver the defined level of service in the most efficient manner
- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes. Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost)
- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council

- Review current and required skills base and implement workforce training and development to meet required operation and maintenance needs
- Review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options
- Maintain a current hierarchy of critical assets and required operation and maintenance activities
- Develop and regularly review appropriate emergency response capability
- Review management of operation and maintenance activities to ensure we are obtaining best value for resources used

#### 5.2.3 Forecast operation and maintenance summary

Operation and maintenance costs (for the three major asset classes) are forecast to trend in line with slight increases in total asset value over the planning period (due to acquisitions), this is shown in Figure 5.2.3. The majority of forecast costs (shown in Appendix B) have been accommodated in Council's Long Term Financial Plan, however Figure 5.2.3 highlights that Council does not currently have sufficient planned budget to undertake all of the forecast operation and maintenance throughout the planning period.

***Figure 5.2.3: Forecast Operation and Maintenance Summary (major asset classes – Transport, Buildings, Stormwater)***




Note that all costs are shown in current dollar values (i.e. real values).

The consequences of deferred maintenance, i.e. works that are identified for maintenance and unable to be funded, are to be included in the risk assessment and analysis section of the appropriate asset management plan, refer also Appendix F.

## 5.3 Renewal plan

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

### 5.3.1 Renewal strategies

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

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

### 5.3.2 Renewal ranking criteria

Asset renewal is typically undertaken to either:

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

Asset renewal priorities are indicated by identifying assets or asset groups that:

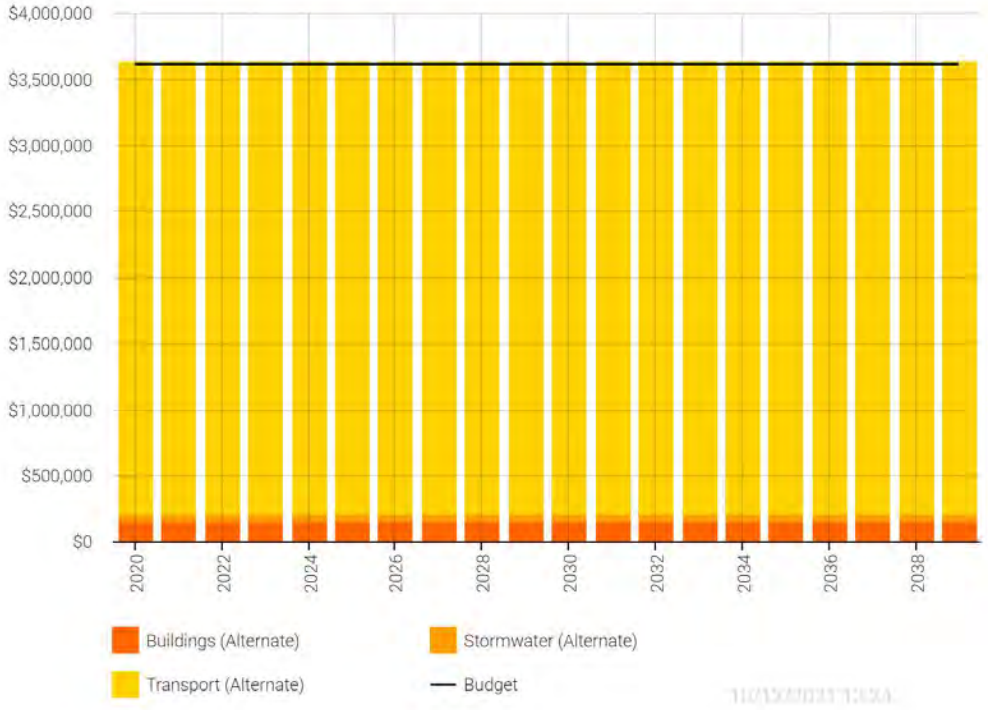
- Have a high consequence of failure
- Have a high utilisation and loss of service would have a significant impact on users
- Have the highest average age relative to their expected lives
- Are identified in the Asset Management Plan as key cost factors
- Have high operational or maintenance costs, and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

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

### 5.3.3 Forecast renewal summary

Renewal costs (for the three major asset classes) are forecast to remain constant over the planning period, this is shown in Figure 5.3.3. As can be seen in Figure 5.3.3 the planned budget from the Long Term Financial Plan accommodates all forecast renewal costs over the planning period.

***Figure 5.3.3: Forecast Renewal Summary (major asset classes – Transport, Buildings, Stormwater)***




Note that all amounts are shown in current day dollars.

Where renewal forecasts are based on estimates of asset useful lives, the useful lives are documented in the relevant asset management plan. Forecast renewal programs are shown in Appendix C for each of the major asset classes.

Deferred renewals will generally lead to a reduction in the level of service provided. This and other consequences of deferred renewals, i.e. assets that are identified for renewal and unable to be funded, are to be included in the risk assessment and analysis section of the appropriate asset management plan, refer also Appendix F.

## 5.4 Acquisition plan

Acquisitions are works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to Council from land development. These assets from growth are discussed in Section 4.5.

#### 5.4.1 Selection criteria

Asset acquisitions are identified from various sources such as Councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and then scheduled in future works programmes. The priority ranking criteria is detailed in the respective Asset Management Plans.

#### 5.4.2 Capital investment strategies

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

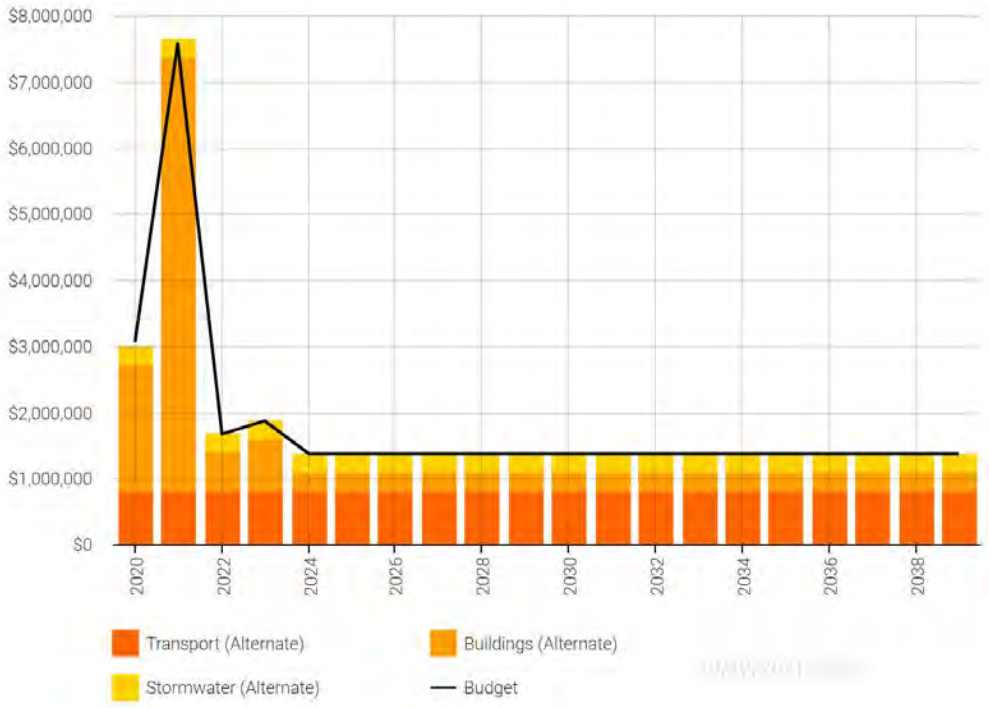
- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
- Undertake project scoping for all Renewal projects to identify
    - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new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

Standards and specifications for maintenance of existing assets and asset acquisitions are detailed in relevant individual asset management plans.

#### 5.4.3 Forecast acquisition summary

Forecast acquisition and planned budget over the planning period (for the three major asset classes) are detailed in Figure 5.4.3. As can be seen, forecast acquisitions and planned budget are in balance, which is good. The forecast acquisitions have been accommodated in Council's Long Term Financial Plan. The projected acquisition program is shown in Appendix C. All amounts are shown in current day dollars.

***Figure 5.4.3: Forecast Acquisition Summary (major asset classes – Transport, Buildings, Stormwater)***




The spike in acquisitions in 2021 (Figure 5.4.3) is representative of over $6 M in new building assets budgeted to be acquired by Council. As can be seen in, following the spike in 2021 Council are planning for a much lower rate of asset acquisition for the remainder of the planning period.

When Council commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by Council and this is detailed for each of the major asset classes in their respective asset management plans.

#### 5.4.4 Lifecycle summary

The financial projections from this strategic asset management plan (for the three major asset classes) are shown in Figure 5.4.4. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget (black line). The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

***Figure 5.4.4: Lifecycle Summary (major asset classes – Transport, Buildings, Stormwater)***


All figure values are shown in current day dollars.

As can be seen in Figure 5.4.4, the forecasted lifecycle costs are initially well matched to the planned budget (black line), however there is a slight deviation as we move through the planning period. Gradual increases in the operations and maintenance lifecycle costs lead to an increasing shortfall over the planning period, which is due to increased costs associated with acquired assets.

There are currently no high importance acquisition, operation, maintenance or renewal works that have been deferred.

### 5.5 Disposal Plan

Disposal includes any activity associated with disposal of an asset including sale, decommissioning, demolition or relocation. Assets identified for possible disposal are shown in the respective asset management plans (refer to these for further detail), however are summarised below:

- Campbell Town Hall
- 32 Norfolk Street, Perth
- Stormwater drainage assets that are under capacity (or renewed for any other reason) and will be replaced prior to the end of their useful life (e.g. as part of any works recommended from the *NMC Draft Urban Stormwater System Management Plan 2020*).

## 6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2009 as: 'coordinated activities to direct and control with regard to risk'[10].

An assessment of risks[11] associated with service delivery will identify critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock'. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluate the risks and develop a risk treatment plan for those risks that are deemed to be non-acceptable.

### 6.1 Critical assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

Examples of failure mode could include:

- Physical failure, collapse
- Essential service interruption

Critical assets have been identified and their typical failure mode and the impact on service delivery are summarized in Table 6.1:

***Table 6.1: Critical Assets***

| Critical Asset(s) | Failure Mode | Impact |
|---|---|---|
| Link and industrial roads and collector roads | Flooding, defects etc. | Essential transport services disrupted |
| Bridges | Flooding, overloading etc. | Essential transport services disrupted |
| Emergency evacuation centers:<br>- Town Hall Longford<br>- Campbell Town Recreation complex | Any failure mode (fire, dilapidation, flooding etc.) | Loss of emergency evacuation centre |
| Emergency Services Buildings | Any failure mode (fire, dilapidation, flooding etc.) | Loss of critical service |
| Council Offices and Depots | Any failure mode (fire, dilapidation, flooding etc.) | Loss of critical service |

[10] ISO 31000:2009, p 2

[11] Refer *Northern Midlands Council Strategic Risk Register*

| Critical Asset(s) | Failure Mode | Impact |
|---|---|---|
| All stormwater drainage assets (notably flood levees, stormwater detention basins, culverts, pipelines, open drains, overland flow paths, drainage pits etc.) | Flooding/blockage. | Damage to buildings, roads and other infrastructure. |

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

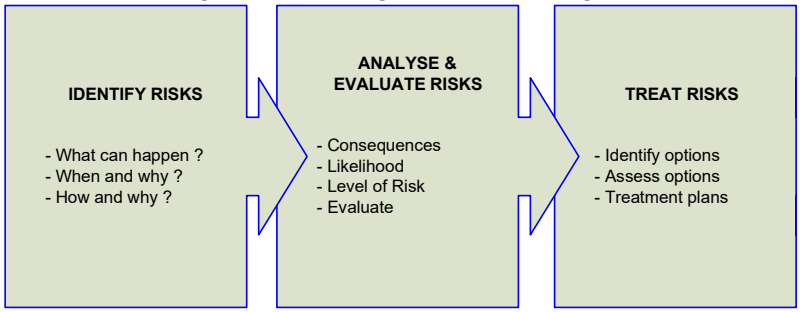
### 6.2 Risk assessment

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

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

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

***Figure 6.2: Risk Management Process – Abridged***




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

An assessment of risks[12] associated with service delivery from infrastructure assets will identify the critical risks that will result in significant loss, 'financial shock' or a reduction in service.

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

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[12] Refer *Northern Midlands Council Strategic Risk Register*

[i] IPWEA, 20015, IIMM, Sec 3, p9.

## 6.4 Service and risk trade-offs

Council has prioritised decisions made in adopting the asset management plans summarised in this Strategic Asset Management Plan to obtain the optimum benefits from its available resources.

The asset management plans are based on balancing service performance, cost and risk to provide an agreed level of service from available resources as detailed in our Long Term Financial Plan.

### 6.4.1 What we cannot do

We currently do **not** allocate enough budget to sustain all services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Upgrade of unsealed pavements to sealed pavements.
- Provision of footpaths on both sides of streets.
- Upgrade of single lane bridges to dual lane.
- Upgrade all Council buildings to the standard of new buildings (e.g. provision of double glazing, insulation, and heating to all buildings)
- Fund any major acquisitions from internal funding (reliant on external funding)
- Operation (to the existing level of service) of any new assets acquired over the planning period.
- Delivery of all proposed capital works, relating to stormwater assets, within the next five years - refer Appendix A.
- Major upgrades of stormwater systems at Translink Industrial Precinct and West Perth may need to be staged over several years, unless external funding sources are identified.
- Extension of the Longford Flood levee systems.
- Fund all community/management committee requests without external funding and long term planning.
- A small amount of operation, maintenance and renewal activities to some lower priority assets.

Council cannot acquire assets where there is no planned budget assigned to service the full lifecycle costs (acquisition, operation, maintenance, renewal and disposal) over the planning period. This includes externally funded capital works.

### 6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. The service consequences will generally be a reduction in level of service provided.

### 6.4.3 Risk trade-off

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

- A reduction to the level of service provided
- Reputational consequences

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

## 7.0 FINANCIAL SUMMARY

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

### 7.1 Financial indicators and projections

**Funding ratios**

The Asset Renewal Funding Ratio is a key indicator which shows whether forecast renewal costs are able to be financed in the Long Term Financial Plan. It is calculated by dividing the forecast renewal costs (refer Asset Management Plans) by the estimated planned renewal budget (refer Long Term Financial Plan). Over the planning period, we are forecasting that we will have approximately **99 %** (asset renewal funding ratio) of the funds required for the optimal renewal of assets.

The total Lifecycle funding ratio (Acquisition, Operation, Maintenance, Renewal, Disposal) is **98.2 %.**

### 7.2 Funding strategy

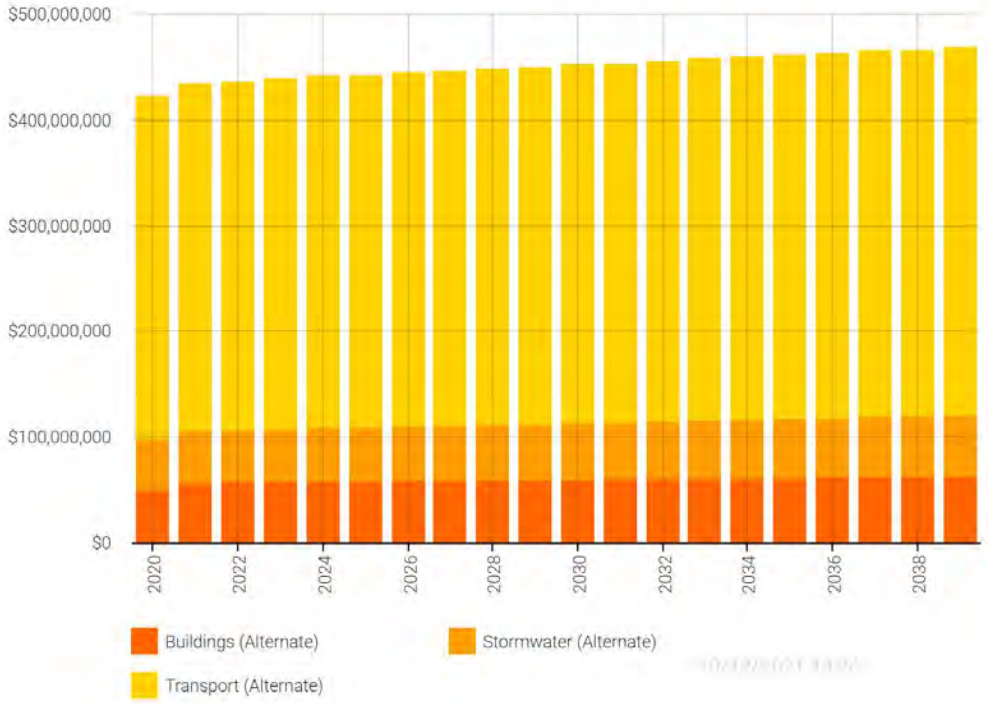
The funding strategy to provide the services covered by this Strategic Asset Management Plan and supporting asset management plans is contained within Council's Long Term Financial Plan (10 year).

The funding strategy was developed in conjunction with the individual Asset Management Plans and Long Term Financial Plan. We recognise that we are unable to currently meet all service demand and have agreed on a compromise of lifecycle activities in order to balance level of service, risk and cost. The funding strategy does not currently require additional borrowings to finance any critical or high priority renewals or acquisitions.

### 7.3 Valuation forecasts

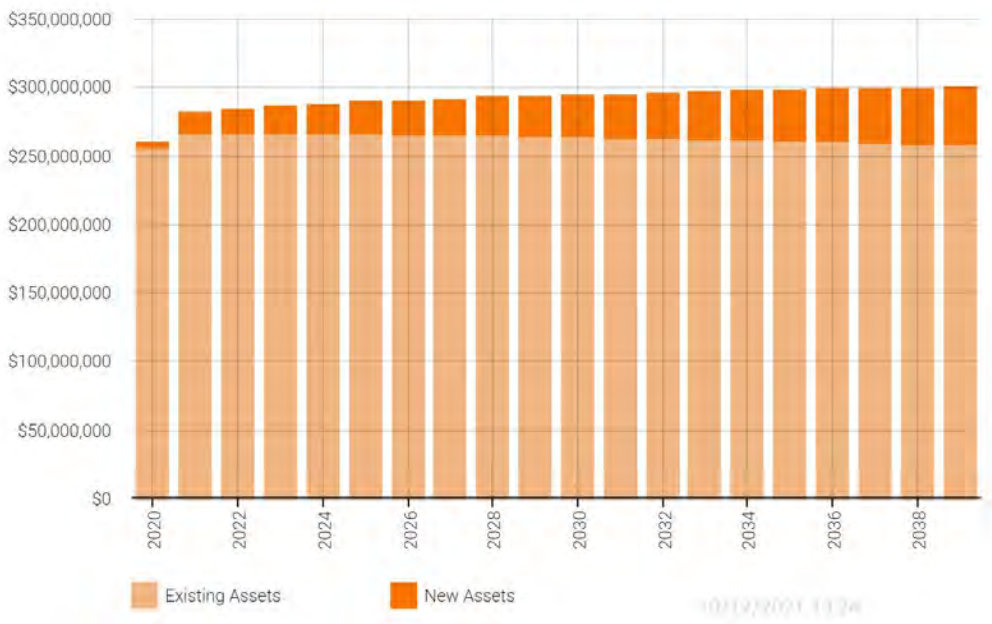
Asset values are forecast to increase as additional assets are acquired (purchased, constructed or donated) by Council. Figure 7.3(a) shows the projected asset replacement values over the planning period (shown in current day dollars).

***Figure 7.3 (a) - Forecast Asset Values (major asset classes – Transport, Buildings, Stormwater)***



The depreciated replacement cost will vary over the forecast period depending on the rate of asset acquisition, disposal, depreciation and renewal. Forecast depreciated replacement cost is shown in Figure 7.3(b). The depreciated replacement cost of new (acquired) assets is shown in the darker colour and in the lighter colour for existing assets.

***Figure 7.3 (b) – Forecast Depreciated Replacement Cost (major asset classes – Transport, Buildings, Stormwater)***




An increase in the projected depreciated replacement cost (carrying value) of infrastructure assets indicates that Council is increasing its infrastructure capital in aggregate (and a reduction signals a decrease).

Figure 7.3(b) indicates that we are slightly increasing our infrastructure capital over the planning period.

### 7.4 Key forecast assumptions

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

Key assumptions made in this asset management plan are shown below:

- External funding (e.g. *Roads to Recovery* and *Auslink* funding) will continue to be a major source of funding for renewals, noting a known gradual reduction in some of these grants over the planning period.
- Future demand assumptions as mentioned in Section 4.0.
- Asset construction costs to remain stable in real (current dollar) terms - If asset construction costs rise faster than the general rate of inflation, then Council's projected future asset renewal costs will be higher than indicated by this plan.
- Financial data used in the development of this plan was from the end of the 2020-21 financial year.

- Bridge data used has assumed the existing *Maloney Asset Management System* register is current, though reference is made to the improvement plan in Section 8.0 regarding recommended future use of the *AusSpan* bridge asset register.
- No additional unplanned major assets will be acquired by Council in the next 10 year period. If this changes the Asset Management Plan is to be updated to reflect this, and allocation in planned budget to meet full lifecycle costs.
- Several assumptions were required in the derivation of planned budget and lifecycle forecast figures. This is due to the nature of long term forecasting.
- Professional judgement has been applied in the absence of good quality data, however where applied, it has been noted for improvement in Section 8.0.
- All figures are presented in current day dollars.
- Some success in grant funding application processes is achieved.
- The age of many stormwater assets.

### 7.5 Forecast reliability and confidence

The expenditure and valuation projections in this Strategic Asset Management Plan are based on best available data and professional judgement. Currency and accuracy of data is critical to effective asset and financial management. The data confidence grading system is shown in Table 7.5.1 below and the individual data confidence assessment summaries for the three major asset classes is shown in Table 7.5.2.

***Table 7.5.1: Data Confidence Grading System***

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

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

***Table 7.5.2: Data Confidence Assessment summary of individual Asset Management Plans***

| Asset Management Plan | Confidence Assessment | Comment |
|---|---|---|
| Transport | Medium | Some estimates and assumptions made. Minor improvements required. |
| Buildings | Medium | Some estimates and assumptions made. Minor improvements required. Estimated acquisition cost used over planning period after 2023/24. |
| Stormwater (including Longford Flood Levees) | Low | Some gross estimates made based on professional judgement of staff. Asset values last reviewed in 2015, requires review. Missing assets to be added to asset register (and GIS) which will increase total replacement value. |

Considering all data sources, the estimated confidence level for and reliability of data used in developing this Strategic Asset Management Plan is considered to be **Medium**.

An improvement plan is included in Section 8.0 below.

## 8.0 IMPROVEMENT PLAN

### 8.1 Status of asset management practices

Major changes required to asset management practices identified in this plan are:

- An asset management team is formed – meeting monthly, and undertaking and promoting good asset management practices throughout Council – seen to improve any disconnect between various Council departments involved and encourage a 'whole of organisation' approach to achieving best asset management practice.
- Improve asset registers and knowledge, notably for the three major asset classes, but also for the smaller asset classes following.
- Separate 'operations and maintenance' costs in budgets and accounting software so trackable 'operations' and 'maintenance' categories can be analyzed and optimized.
- Update and improve accuracy of financial records in relation to fixed assets (update in accordance with current asset registers). Ensure duplicated asset registers are merged etc.
- Formal renewal plans (and acquisition plans, where relevant) be developed annually and used to better inform budgets.
- Develop a solid link between the individual asset management plans, this strategic asset management plan and the long term financial plan.
- Assess need for 'strategic' level asset management resources to aid strategic direction and optimize costs.
- Improve data confidence and asset management maturity (to achieve 'core' maturity).

### 8.2 Improvement plan

It is important that Council recognise areas of their Strategic Asset Management Plan that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Strategic Asset Management Plan is shown in Table 8.2. The improvement tasks noted are tasks considered important at the strategic asset management plan level, it does not include all identified improvements and as such reference is made to the individual asset management plans for further detail on specific asset class improvements.

***Table 8.2: Improvement Plan***

| Number | Task | Responsibility | Resources Required |
|---|---|---|---|
| 1 | Asset management team, as per *Asset Management Policy*, to be formalised and meet monthly. | General Manager, Corporate Services Manager | Asset Management Team |
| 2 | Develop detailed acquisition, maintenance and renewal programs for the three major asset classes (refer individual Asset Management Plans). Use to inform Long Term Financial Plan updates. | Works Manager | Asset Management Team |
| 3 | Increase accuracy of budget breakdown to include independent sections for acquisitions, | Corporate Services | Asset Management Team |

| | | | |
|---|---|---|---|
| | maintenance, operations, renewals and disposals. | Manager, Accountant | |
| 4 | Separate 'operation and maintenance' lifecycle activity into 'operation' and 'maintenance' in finance system to allow improved tracking and budgeting. | Corporate Service Manager | Internal |
| 5 | Customer service requests tracked by asset category so numbers can be tracked and included in Asset Management Plans. | Corporate Services Manager | Internal |
| 6 | Improve confidence in financial data used in Long Term Financial Plan and Strategic Asset Management Plan | Accountant | Asset Management Team |
| 7 | Assess yearly performance (budgeted vs. actual costs) and update Asset Management Plan and Long Term Financial Plan accordingly. | General Manager, Corporate Services Manager | Asset Management Team |
| 8 | Completion and adoption (as required) of the *Northern Midlands Council Draft Urban Stormwater System Management Plan 2020*, including all associated recommendations. | Works Manager | Hydraulic Engineer |
| 9 | Improve and update asset register data for major asset classes (e.g. condition ratings, review of useful lives, construction dates, replacement value, function and capacity ratings etc.). Following completion, focus on smaller asset classes. | General Manager | Asset Management Team |
| 10 | Community/Council consultation required to ensure appropriate levels of service are being provided (reduce/improve level of service accordingly) | General Manager | Asset Management Team |
| 11 | Improve confidence and maturity of all asset management plans, aiming to achieve 'core maturity' and high confidence. | General Manager | Asset Management Team |
| 12 | Continually improve correlation between Long Term Financial Plan and Asset Management Plan. | General Manager | Asset Management Team |

| | | | |
|---|---|---|---|
| 13 | Update Geographical Information System (GIS) to include all previously missing assets (prioritised by asset value – refer asset registers). | Works Manager | Surveyor/Geographical Information System officer |
| 14 | Ensure replacement values and dimensions of assets correlate between all asset registers (accounting and engineering – ideally one register). Strive for better connection between Corporate Services Department and Infrastructure Department. | General Manager, Works Manager, Corporate Services Manager | Asset Management Team |
| 15 | Develop appropriate Risk management plans | General Manager | Internal |
| 16 | Develop Plant & Equipment & Fleet Asset Management/renewal Plan | Engineering | |
| 17 | Consider future development of a basic Parks & Reserves asset management plan (when existing plans are being reviewed), collating things like boat ramps, car parks, reserves, parks, play equipment, park benches, seats, BBQ facilities etc. | Corporate Services Manager | Internal |

### 8.3 Monitoring and review procedures

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

The plan has a maximum life of 4 years and is due for complete revision and updating within 6 months of each Council election.

### 8.4 Performance measures

The effectiveness of the Strategic Asset Management Plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this Strategic Asset Management Plan are incorporated into Council's Long Term Financial Plan
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the summarised asset management plans
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into Council's 10-Year Strategic Plan and associated plans
- The Asset Renewal Funding Ratio achieving the target of 90 – 100 % (currently 86 %)

## 9.0 REFERENCES


- ISO, 2014, ISO 55000, *Asset management – Overview, principles and terminology*, International Organization for Standardization, Geneva.
- ISO, 2014, ISO 55001, *Asset management – Management systems - Requirements*, International Organization for Standardization, Geneva.
- ISO, 2014, ISO 55002, Asset management – Management systems – Guidelines for the application of ISO 55001, International Organization for Standardization, Geneva.
- IPWEA, 2014, 'NAMS.PLUS3 Asset Management', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org/namsplus.
- IPWEA, 2015, 'Australian Infrastructure Financial Management Manual, Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2011, 2015, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- *Northern Midlands Strategic Plan 2021-2027*
- *Asset Management Policy*
- *Northern Midlands Council Strategic Risk Register*
- *Long Term Financial Plan 2020-2030*
- *Financial Management Strategy*
- *Annual Plan*
- *Annual Report*
- Asset Management - *Maturity Assessment Plan 2022*
- Asset Management Plans
    - *Transport* (2021)
    - *Buildings* (2021)
    - *Stormwater* (2021)

## 10.0 APPENDICES

**Appendix A** **Summary Technical Levels of Service**

**Appendix B** **Operation and Maintenance Forecast Summary**

**Appendix C** **Renewal Forecast Summary**

**Appendix D** **Acquisition Forecast Summary**

**Appendix E** **Deferred Works Summary**

**Appendix F** **Risk and Treatment Plans**

## Appendix A Summary Technical Levels of Service

***Table A1: Summary Technical Levels of Service – Transport***

| Lifecycle Activity | Purpose of Activity | Activity Measure | Current Performance* | Recommended Performance ** |
|---|---|---|---|---|
| **TECHNICAL LEVELS OF SERVICE** | | | | |
| **Acquisition** | Acquire assets that align with Council's strategic objectives | Number (or value) of acquisitions | Council acquires assets generally via external funding (state/federal), self funded construction or via developer contribution (e.g. new subdivision road, footpath etc.) Council currently allocates $812,000 a year for constructing new transport infrastructure assets. | Only acquire assets that align with Council's strategic objectives and that Council can afford to acquire, maintain, operate, renew and/or dispose of (must consider full asset lifecycle costs) |
| | | **Budget** | ***$812,000 (5-year average)*** | ***$812,000 per year (on average)*** |
| **Operation** | Keep roads and footpaths clear of debris – e.g. street sweeping and keeping drains clear. | Number of customer service requests | Varying frequency based on a number of factors, but primarily weather/season. | Current performance is considered adequate based on user feedback |
| | Provide timely emergency response to assist public and minimise disruption caused by temporary loss of use of asset | Community feedback | User feedback suggests current performance is adequate | Current performance is considered adequate based on user feedback |
| | | **Budget** | ***(Included in 'maintenance' below)*** | ***(Included in 'maintenance' below)*** |
| **Maintenance** | Keep transport assets serviceable | Frequency and type of maintenance undertaken | Combination of preventative (planned) and reactive (unplanned) maintenance. Varies based on weather/season and number of customer service requests. | An improved preventative (planned) maintenance program be developed based on condition and road hierarchy. Optimise maintenance costs. |

| Lifecycle Activity | Purpose of Activity | Activity Measure | Current Performance* | Recommended Performance ** |
|---|---|---|---|---|
| | Keep transport assets safe. | Frequency of maintenance | Reactive minor repairs and minor upgrades are undertaken | An improved preventative (planned) maintenance program be developed based on condition and road hierarchy. Optimise maintenance costs. |
| | | **Operation & Maintenance Budget** | ***$2,333,000 per year (on average)*** | ***$2,393,919 per year (on average)*** |
| **Renewal** | Ensure transport assets remain in a serviceable condition | Frequency of renewal | Assets are renewed on a priority basis depending on asset condition, hierarchy and customer service requests. | An improved strategic renewal program is developed for the planning period (using renewal priority ranking criteria – refer Table 5.3.1), updated yearly. |
| | Ensure transport assets remain in accordance with current standards | Frequency of renewal (including component renewal – e.g. bridge guardrail) | Assets are renewed on a priority basis depending on asset condition, hierarchy and customer service requests. | An improved strategic renewal program is developed for the planning period (using renewal priority ranking criteria – refer Table 5.3.1), updated yearly. |
| | | **Budget** | ***$3,250,000 per year (on average)*** | ***$3,417,289 per year (on average)*** |
| **Disposal** | Identify assets and activities that do not align with Council's core purpose | Number of assets and activities identified for disposal | No disposals are currently planned | Continue to monitor assets for potential disposals that do not align with Council's core purpose. |
| | Dispose of assets and activities that do not align with Council's core purpose | Number of identified asset and activity disposals undertaken | No disposals are currently planned | Continue to monitor assets for potential disposals that do not align with Council's core purpose. |
| | | **Budget** | ***$0 per year*** | ***$0 per year*** |

Note: * Current activities related to Planned Budget.

** Expected performance related to forecast lifecycle costs.

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

***Table A2: Summary Technical Levels of Service – Buildings***

| Lifecycle Activity | Purpose of Activity | Activity Measure | Current Performance* | Recommended Performance ** |
|---|---|---|---|---|
| **TECHNICAL LEVELS OF SERVICE** | | | | |
| **Acquisition** | Acquire assets that align with Council's strategic objectives | Value of acquisitions | Council has historically acquired assets on availability of external funding. Refer acquisition plan in Appendix A. | Only acquire assets that align with Council's strategic objectives and that Council can afford to maintain, operate, renew and/or dispose of (must consider full asset lifecycle costs) |
| | | **Budget** | ***$1,170,000 per year*** | ***$1,168,100 per year*** |
| **Operation** | Keep buildings and facilities clean (e.g. public toilets and BBQ's) | Frequency of cleaning | Frequency of cleaning based on individual facility usage | Current performance is considered adequate based on user feedback |
| | Keep buildings and facilities operational and accessible | User feedback | User feedback suggests current performance is adequate | Current performance is considered adequate based on user feedback |
| | | **Budget** | ***$779,202 per year*** | ***$779,202 per year*** |
| **Maintenance** | Keep buildings and facilities safe. | Frequency of maintenance | Improvement being made to inspection regime and ongoing maintenance. Refer also Appendix F. | Continued development of a preventative maintenance programme. Refer also Appendix F. |
| | Keep buildings and facilities serviceable | Frequency of maintenance | Improvement being made to inspection regime and ongoing maintenance. Refer also Appendix F. | Continued development of a preventative maintenance programme. Refer also Appendix F. |
| | | **Budget** | ***$535,832 per year*** | ***$627,427 per year*** |
| **Renewal** | Ensure buildings are in good condition for use | Frequency of renewal, condition inspections and routine maintenance | Buildings are renewed on a priority basis, depending on building type, condition, hierarchy etc. Refer Table 5.3.1. | Current performance is considered adequate based on condition of Council buildings and forecasted renewals. |
| | Ensure buildings remain modern and compliant | Frequency of renewal (including component renewal), | Buildings are renewed on a priority basis, depending on building type, condition, | Current performance is considered adequate based on condition of Council |

| Lifecycle Activity | Purpose of Activity | Activity Measure | Current Performance* | Recommended Performance ** |
|---|---|---|---|---|
| | with current standards | compliance inspections and routine maintenance | hierarchy etc. Refer Table 5.3.1. | buildings and forecasted renewals. |
| | | **Budget** | ***$300,000 on average per year*** | ***$152,104 on average per year*** |
| **Disposal** | Identify assets and activities that do not align with Council's strategic goals | Number of assets and activities identified for disposal | Some potential disposals have been identified. | Council to decide on whether to proceed with strategic asset disposal. |
| | Dispose of assets and activities that do not align with Council's strategic goals | Number of identified asset and activity disposals undertaken | Two asset disposals are currently forecast over the planning period. Refer Table 5.7. | Develop a plan for, and dispose of, identified assets following Council approval. |
| | | **Budget** | ***$0 per year*** | ***$0 per year*** |

Note: * Current activities related to Planned Budget.

** Expected performance related to forecast lifecycle costs.

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

***Table A3: Summary Technical Levels of Service – Stormwater***

| Lifecycle Activity | Purpose of Activity | Activity Measure | Current Performance* | Recommended Performance ** |
|---|---|---|---|---|
| **TECHNICAL LEVELS OF SERVICE** | | | | |
| **Acquisition** | Acquire assets that align with Council's strategic objectives | Number of and funds spent on acquisitions | Council acquires stormwater assets generally via developer donation (new subdivision) or through construction of new assets (pipes, drains etc.) | Only acquire assets that align with Council's strategic objectives and that Council can afford to maintain, operate, renew and/or dispose of (must consider full asset lifecycle costs). Prioritise and budget for completion of any proposed works – refer Appendix A and *NMC Draft Urban Stormwater System Management Plan 2020.* |
| | | **Budget** | ***$264,866 per year*** *(10 year average)* | ***$264,866 per year*** *(10 year average)* |
| **Operation** | Keep stormwater assets serviceable and safe | Number of customer service requests | User feedback suggests several minor issues with stormwater drainage network. | Make improvements, where required, to minimise number of customer service requests. |
| | Regular condition inspections | Percentage of assets inspected, number of customer service requests relating to blocked culverts, pipes, pits etc. | No formal inspection program is in place however prior to forecasted significant rain events known problematic areas are inspected to ensure stormwater assets are operational (free of debris). | Adopt a formal condition inspection and cleaning program. |
| | | **Budget** | ***$20,000 per year*** | ***$21,068 per year*** |
| **Maintenance** | Keep stormwater assets safe. | Frequency of maintenance | Reactive minor repairs and minor upgrades are undertaken | Reactive minor repairs, minor upgrades, and a planned preventative maintenance programme |
| | Keep stormwater assets serviceable | Frequency of maintenance | Reactive minor repairs and minor upgrades are undertaken | Reactive minor repairs, minor upgrades, and a planned preventative maintenance programme |
| | | **Budget** | ***$40,000 per year*** | ***$41,923 per year*** |

| Lifecycle Activity | Purpose of Activity | Activity Measure | Current Performance* | Recommended Performance ** |
|---|---|---|---|---|
| **Renewal** | Ensure stormwater assets are in a good serviceable condition | Frequency of renewal | Renewals have not been regularly undertaken in recent times, but if so they have been completed on a priority basis. | Renewal programme to be developed based on condition assessment data and professional judgement by staff, in conjunction with recommendations from the *NMC Draft Urban Stormwater System Management Plan 2020.* |
| | Ensure stormwater assets remain fit for purpose and in-line with current standards | Frequency of renewal (including component renewal) | Not currently monitored in any formal way. Pipe network currently judged to have approximately 1 in 5-10 year event capacity. Overland flow currently judged to be approximately 1 in 20 year event capacity. | Renewal programme to be developed based on condition assessment data and professional judgement by staff. Pipe network capacity to have a 1 in 10-20 year event capacity and overland flow path to have 1 in 100 year equivalent flow capacity. |
| | | **Budget** | ***$66,702 per year*** *(10 year average)* | ***$66,702 per year*** *(10 year average)* |
| **Disposal** | Identify assets and activities that do not align with Council's strategic objectives | Number of assets and activities identified for disposal | No specific assets have been identified to date | Develop a list of potential asset and activity disposals for Council assessment (as required) |
| | Dispose of assets and activities that do not align with Council's strategic objectives | Number of identified asset and activity disposals undertaken | No disposals are currently planned | Develop a plan for, and dispose of, any future identified assets following Council approval |
| | | **Budget** | ***$0*** | ***$0*** |

Note: * Current activities related to Planned Budget.

** Expected performance related to forecast lifecycle costs.

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

**Appendix B Operation and Maintenance Forecast Summary**

Projected operation and maintenance expenditure (for the three major asset classes) included in the Long Term Financial Plan are shown below.

| Year | Transport | Buildings | Stormwater |
|---|---|---|---|
| 2021/22 | $2,341,062 | $1,209,177 | $60,664 |
| 2022/23 | $2,379,924 | $1,319,822 | $61,330 |
| 2023/24 | $2,387,986 | $1,401,385 | $61,994 |
| 2024/25 | $2,396,048 | $1,433,372 | $62,660 |
| 2025/26 | $2,404,110 | $1,442,172 | $63,324 |
| 2026/27 | $2,412,172 | $1,445,472 | $63,989 |
| 2027/28 | $2,420,233 | $1,448,772 | $64,654 |
| 2028/29 | $2,428,295 | $1,452,072 | $65,318 |
| 2029/30 | $2,436,357 | $1,455,372 | $65,983 |
| 2030/31 | $2,444,419 | $1,458,672 | $66,648 |

## Appendix C Renewal Forecast Summary

### C.1 Transport

The transport renewal forecast of $3,417,289 per year is based on the total sum of the forecasted renewal costs over the planning period, averaged over 20 years (the planning period). The renewal budget is $3,250,000 per year. Hence, the renewal forecast is $167,289 (per year) higher than the forecast renewal budget.

The following summary is an extract from the *Asset Management Plan - Transport* and shows assets forecast for renewal over the next year. Further 10 year renewal forecasting is provided in the *Asset Management Plan – Transport.*

**2021/22 Planned Budget Works**

**Roads ($8.275 M)**

Reconstruction of Barton Road, Campbell Town and Glen Eks Road, Nile ($900,000);

Kerb and reconstruction of Queen Street, Campbell Town ($244,0000), Hobhouse Street, Hay Street, Park Street and the Sports Centre carpark at Longford ($236,000); sections of George Street, Drummond Street, Youl Road, and Recreation Ground carpark at Perth ($592,000), urban street design at Campbell Town ($900,000), at Longford ($1,400,000), at Perth including roundabouts ($1,200,000), and annual reseal, resheeting and footpath programs.

**Bridges ($751,000)**

Replacement of three bridges with concrete structures on Bryants Lane, Gulf Road, and Lake River Road; replacement of guard rail on bridges at Saundridge Road and Delmont Road, and new footbridge at William Street Reserve, Perth ($270,000).

### C.2 Buildings

The renewal forecast of $152,104 per year is based on the total sum of the forecast renewal costs (asset register generated) over the planning period, averaged over 20 years (the planning period). The renewal costs are estimates based on the *LG Valuation Services* 2019 report.

The below Table C2 is an extract from the *Asset Management Plan - Buildings* asset register and shows assets forecast for renewal within the planning period (up to 2040). It is to be noted that the 'estimated renewal year' is calculated as the year acquired/last major renewal, plus the 'updated useful life' of the asset. Further professional judgement will be required in prioritising the below renewals, with the 'estimated renewal year' being a guide only.

*Table C2 – Asset Register Forecast Renewals*

| Asset ID | Asset Name | Location | Town | Estimated Renewal Cost | Estimated Renewal Year |
|---|---|---|---|---|---|
| 3110.9 | Cricket Nets | Barclay Street | Evandale | 10,000 | 2022 |
| 9302 | BBQ Shelter | Train Park | Perth | 14,000 | 2022 |
| 3176.3 | Rotunda | Main Street | Cressy | 10,800 | 2022 |
| 3033.2 | Ticket Box | Church Street | Ross | 10,000 | 2030 |
| 9166.0 | Waste Transfer Station | Marlborough Street | Longford | 9,000 | 2024 |
| 9121.0 | Retaining Wall | Waste Transfer Station | Avoca | 50,000 | 2024 |
| 3156.3 | Stockyards for Rodeo | Park Street | Ross | 30,000 | 2025 |
| 3130.0 | Public Toilets | Russell Street | Evandale | 168,000 | 2026 |
| 8734.0 | Toilet Block | Waste Transfer Station | Avoca | 30,000 | 2027 |
| 3008.0 | Mens Shed | Old Works Depot | Ross | 208,000 | 2027 |
| 3110.2 | Skate Park | Barclay Street | Evandale | 45,000 | 2028 |
| 3094.61 | Interchange Box | Smith Street | Longford | 28,000 | 2028 |
| 3094.6 | Scoreboard | Smith Street | Longford | 30,000 | 2029 |
| 7730.0 | Shack | Public Housing | Lake Leake | 198000 | 2030 |
| 3070.9 | Shed | Fairtlough Street | Perth | 32,400 | 2023 |
| 8005.0 | Stables | Bridge Street | Ross | 60,000 | 2031 |
| 3110.8 | Interchange Boxes | Barclay Street | Evandale | 6,000 | 2033 |
| 3046.2 | Waste Oil Recovery Site | Marlborough Street | Longford | 15,000 | 2035 |
| 8395.1 | Toilet Block | Lee Street | Rossarden | 72,000 | 2036 |
| 3048.3 | Retaining Wall | Logan Road | Evandale | 90,000 | 2036 |
| 3046.5 | Shower/Lunch Room Amenities | Marlborough Street | Longford | 66,000 | 2036 |
| 3046.0 | Tip Buildings | Marlborough Street | Longford | 135,000 | 2036 |
| 3033.1 | Library | Church Street | Ross | 728,000 | 2036 |
| 3156.7 | Covered Areas | Park Street | Ross | 21,600 | 2038 |
| 3078.2 | Shed | Macquaire Street | Cressy | 80,000 | 2038 |
| 3033.7 | Covered Areas | Church Street | Ross | 66,000 | 2038 |
| 3192.0 | Old Police Garage | Falmouth Street | Avoca | 44,000 | 2040 |
| 3146.7 | Toilets | High Street | Campbell Tov | 56,000 | 2040 |
| 3110.6 | Railway Shed | Barclay Street | Evandale | 75,600 | 2040 |
| 3110.4 | Railway Station | Barclay Street | Evandale | 42,000 | 2040 |
| 3078.0 | Pavillion | Macquaire Street | Cressy | 494,000 | 2040 |
| 3018.6 | Ticket Box | Archer Street | Longford | 7,200 | 2040 |

All figures shown are in current day dollars.

### C.3 Stormwater

Reference is made to the acquisition forecast summary in Appendix D (D.3). It is to be noted that generally stormwater assets are upgraded rather than renewed, given their generally long useful service lives and an increase in modern design flows.

### C.6 Plant & Vehicles

A 10 year renewal plan for plant and vehicles is currently in development and is to be added here on completion.

## Appendix D Acquisition Forecast Summary

A key assumption in the writing of this Strategic Asset Management Plan is that no major unplanned acquisitions are to be undertaken during the planning period (e.g. acquisitions where full lifecycle costs have not been allocated in the Long Term Financial Plan).

Several estimates and assumptions were required to be made in the acquisition forecast figures due to the extent of information currently available. This has been noted for improvement in Section 8.0.

### D.1 Transport

The Transport acquisitions included in this plan and accommodated in the Long Term Financial Plan are detailed in Table D1 below. The spike in donated assets ($4M greater than average) in 2021/22 relates to approximately 10 km of road, plus two roundabouts that will be transferred to Council ownership (from the Department of State Growth) following the completion of the Perth Bypass. The 'constructed' forecasts are assumed at $812,000 per year over the planning period based on financial assumptions, and the other 'donated' forecasts are estimated at $235,000 per year (for general subdivision assets donated to Council by developers).

***Table D1 - Acquisition Forecast Summary***

| Financial Year | Constructed | Donated |
|---|---|---|
| 2020/21 | $812,000 | $235,000 |
| 2021/22 | $812,000 | $4,235,000 |
| 2022/23 | $812,000 | $235,000 |
| 2023/24 | $812,000 | $235,000 |
| 2024/25 | $812,000 | $235,000 |
| 2025/26 | $812,000 | $235,000 |
| 2026/27 | $812,000 | $235,000 |
| 2027/28 | $812,000 | $235,000 |
| 2028/29 | $812,000 | $235,000 |
| 2029/30 | $812,000 | $235,000 |
| 2030/31 | $812,000 | $235,000 |
| 2031/32 | $812,000 | $235,000 |
| 2032/33 | $812,000 | $235,000 |
| 2033/34 | $812,000 | $235,000 |
| 2034/35 | $812,000 | $235,000 |
| 2035/36 | $812,000 | $235,000 |
| 2036/37 | $812,000 | $235,000 |
| 2037/38 | $812,000 | $235,000 |
| 2038/39 | $812,000 | $235,000 |
| 2039/40 | $812,000 | $235,000 |

### D.2 Buildings

The building acquisitions included in this plan and accommodated in the Long Term Financial Plan are detailed in Table D2 below. There is a spike in 'constructed' assets in 2020/2021 and 2021/22 which relates to the significant acquisitions shown in Table A2 for those years. For the remainder of the planning period the 'constructed' forecasts are assumed at $300,000 per year (based on financial assumptions), with the exclusion of the 2022/23 and 2023/24 years where $600,000 and $800,000 has been assigned respectively.

***Table D2 – Buildings Acquisition Forecast Summary***

| Year | Project | $ Estimate |
|---|---|---|
| 2020/21 | Longford Sports Centre | $700,000 |
| 2020/21 | Morven Park Changerooms | $1,000,000 |
| 2020/21 | Ross Accommodation Units | $220,000 |
| 2021/22 | Seccombe Street Toilets | $60,000 |
| 2021/22 | Perth Childcare Centre | $2,600,000 |
| 2021/22 | Evandale Medical Centre Extension | $300,000 |
| 2021/22 | Lfd Memorial Hall extension | $1,501,000 |
| 2021/22 | Cressy Rec Changerooms | $900,000 |
| 2021/22 | Cressy Pool Kiosk & Entrance | $800,000 |
| 2021/22 | Perth Talisker St Toilets | $100,000 |
| 2021/22 | Various | $300,000 |
| 2022/23 | Various | $300,000 |
| 2022/23 | Longford Depot | $300,000 |
| 2023/24 | Longford Police Station Offices | $500,000 |
| 2023/24 | Various | $300,000 |
| 2024/25 | Various | $300,000 |
| 2025/26 | Various | $300,000 |
| 2026/27 | Various | $300,000 |
| 2027/28 | Various | $300,000 |
| 2028/29 | Various | $300,000 |
| 2029/30 | Various | $300,000 |
| 2030/31 | Various | $300,000 |
| 2031/32 | Various | $300,000 |
| 2032/33 | Various | $300,000 |
| 2033/34 | Various | $300,000 |
| 2034/35 | Various | $300,000 |
| 2035/36 | Various | $300,000 |
| 2036/37 | Various | $300,000 |
| 2037/38 | Various | $300,000 |
| 2038/39 | Various | $300,000 |
| 2039/40 | Various | $300,000 |

### D.3 Stormwater

The stormwater acquisition forecast and planned budget are based off the average acquisition for stormwater assets over the last 10 years. Major forecast acquisitions (currently additional to the included forecasts and planned budget) stemming from the recommendations in the *NMC Draft Urban Stormwater System Management Plan 2020* will be reliant on the provision of external funding, these projects include, but are not limited to;

- Sheepwash Creek flood study *Hydrodynamica 2016* recommended works – upgrade Drummond Street culvert = $400,000 (2022/23). Upstream rail culvert = $250,000 (2024), Youl Road Culvert = $200,000 (2025), Edward Street culvert $250,000 (2028/29), Phillip Street Culvert upgrade $250,000 (2029/30)
- Hudson Fysh Drive Detention Basin upgrade - $410,000 (2024/25)
- Boral Road Detention Basin and diversion - $500,000 (2022-2024)
- Barclay Street Stormwater – TBC

## Appendix E Deferred Works Summary

### E.1 Transport

Works and services that cannot be provided under present funding levels are:

- Upgrade unsealed pavements to sealed pavements.
- Provide footpaths on both sides of streets.
- Upgrade single lane bridges to dual lane.
- Although we can undertake the majority of the forecast lifecycle costs, we cannot undertake operation, maintenance and renewal activities at the rate required to maintain the current level of service for all assets, over the planning period. Council will endeavour to complete renewals on a priority basis. Refer also to *Asset Management Plan – Transport.*

### E.2 Buildings

Works and services that cannot be provided under present funding levels are:

- Upgrade all Council buildings to the standard of new buildings (e.g. provision of double glazing, insulation, and heating to all buildings)
- Fund any major acquisitions from internal funding (reliant on external funding)
- Fund all community/management committee requests without external funding and long term planning.

### E.3 Stormwater

Works and services that cannot be provided under present funding levels are:

- Operation (to the existing level of service) of any new assets acquired over the planning period.
- Delivery of all proposed capital works, relating to stormwater assets, within the next five years.
- Major upgrades of stormwater systems at Translink Industrial Precinct and West Perth may need to be staged over several years, unless external funding sources are identified.
- Extension of the Longford Flood levee systems.
- Fund any major acquisitions from internal funding (reliant on external funding).
- Fund all community/management committee requests without external funding and long term planning.

**Appendix F Risk and Treatment Plans**

***Table F1: Risks and Treatment Plans (from individual Asset Management Plans)***

| Service or Asset at Risk | What can Happen | Risk Rating (VH, H) | Risk Treatment Plan | Residual Risk * | Treatment Costs |
|---|---|---|---|---|---|
| Transport Infrastructure | Loss of key staff/knowledge | H | Develop a succession plan, document knowledge and improve record keeping | L | TBC |
| Transport Infrastructure | Underfunding (deterioration of asset condition) and lack of resources to undertake best practice asset management. | H | Ensure prioritised renewal/acquisition works are planned, budgeted and strategic level asset management is resourced. | L | TBC |
| Transport Infrastructure | Increased frequency of flood damage to assets. | H | Improve vulnerable assets | L | TBC |
| Transport Infrastructure | Council are gifted assets with life cycle costs not accounted for in long term financial plan | H | Ensure lifecycle costs are considered (and detailed independent engineering report sought) prior to accepting and seek contribution from previous owner where appropriate | L | Project specific |

| Service or Asset at Risk | What can Happen | Risk Rating (Very High, High) | Risk Treatment Plan | Residual Risk * | Treatment Costs |
|---|---|---|---|---|---|
| Council Buildings | Loss of knowledge/key staff | High | Develop a succession plan and improve record keeping | Low | TBC |
| Council Buildings | Asbestos exposure | High | Asbestos register has been developed and ongoing program to remove high risk asbestos from Council buildings | Low | $20,000 per year (included in planned budget) |
| Council Buildings | Financial constraints on infrastructure asset management. | High | Continued use and updating of Asset Management Plan and Long Term Financial Plan | Low | TBC |

| Service or Asset at Risk | What can Happen | Risk Rating | Risk Treatment Plan | Residual Risk * | Treatment Costs |
|---|---|---|---|---|---|
| Stormwater assets | Loss of knowledge/key staff | High | Develop a succession plan and improve record keeping | Low | TBC |
| Stormwater assets | Underfunding | High | Ensure prioritised renewal and acquisition works are budgeted | Low | TBC |
| Stormwater assets | Flooding to dwellings and transport networks. | High | Upgrade stormwater assets in strategic locations. Assessment of all new developments to ensure that the capacity of the network is sufficient, or sufficient alternatives are provided. | Low | TBC |
| Stormwater assets | Financial constraints on infrastructure asset management. | High | Continued use and updating of Asset Management Plan and Long Term Financial Plan | Low | TBC |
| Discharge of pollutants into waterways | Environmental damage | High | Installation of gross pollutant traps if required. Encourage implementation of water sensitive urban design principles. Impose planning conditions on potential polluters to control pollutants at source with interceptor traps or other methods. | Low | TBC |

NORTHERN MIDLANDS COUNCIL

# STORMWATER

## (INCLUDING FLOOD LEVEES)

# Asset Management Plan

Adopted by Council: May 2021

| **Document Control** | **Asset Management Plan** - Stormwater | | | | |
|---|---|---|---|---|---|
| Document ID : | | | | | |
| **Rev No** | **Date** | **Revision Details** | **Author** | **Reviewer** | **Approver** |
| 1a | Jan 2012 | | JG/MB | | NMC |
| 1b | Jan 2016 | Reviewed | MB | | NMC |
| 1c | March 2017 | Reviewed with no material changes | MB | | NMC 3/17 |
| 1d | May 2021 | Reviewed | MB | | NMC |
| 2 | November 2021 | Complete document update | VB | MB | NMC |
| | | | | | |

This Asset Management Plan is a supporting document used to inform Council's overarching *Strategic Asset Management Plan.*

# Contents

# 1.0 EXECUTIVE SUMMARY

## 1.1 The Purpose of the Plan

This Asset Management Plan details information on how Council manages its stormwater assets. It details actions required to provide an agreed level of service in the most cost-effective manner, while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide these over the 20 year planning period. The Asset Management Plan will link to a Long Term Financial Plan which typically considers a 10 year planning period.

**NOTE:** Where 'stormwater assets' are referenced in this plan, it includes all flood levee infrastructure.

## 1.2 Asset Description

This plan covers all Council owned or maintained stormwater assets.

The stormwater asset network comprises:

| Asset Category | Number of Assets/Length | Replacement Value |
|---|---|---|
| Stormwater pipes (including culverts where recorded) | 97.08 km | $34,596,272 |
| Stormwater pits (manholes, side entry pits, grated pits, gross pollutant traps etc.) | 3061 | $8,134,429 |
| Longford Flood Levees (including earth levees, low height concrete wall, flood gates etc.) | 4.5 km | $5,205,942 |
| **TOTAL** | - | **$47,936,643** |

The above stormwater assets have significant total renewal value estimated at **$47,936,643**. (This currently excludes detention basins which are mostly considered to be non-depreciating assets and hence have not been included in this plan.)

## 1.3 Levels of Service

The allocation in the planned budget is considered sufficient to continue providing existing services at current levels for the planning period.

The main service consequences of the Planned Budget are:

- There are several capital works projects that require completion to improve the stormwater drainage network, however they can only be undertaken gradually over the planning period with the current planned budget, plus reliance on external funding. This means some known stormwater drainage issues will remain for several years before they are able to be fully resolved.
- Levels of service may be impacted over the planning period due to the current shortfall between forecast lifecycle costs and planned budget, however this shortfall is considered minor.
- In some cases, low priority assets may not be improved over the planning period.
- Asset management maturity is expected to gradually improve over the planning period.

## 1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Climate change (and associated increase in frequency of extreme weather events)
- Future development of previously vacant land

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

- Refer *Northern Midlands Council Draft Urban Stormwater System Management Plan 2020*

## 1.5 Lifecycle Management Plan

### 1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this Asset Management Plan includes acquisition, operation, maintenance, renewal, and disposal of assets. Although the Asset Management Plan may be prepared for a range of time periods, it typically informs a Long Term Financial Planning period of 10 years. Therefore, a summary output from the Asset Management Plan is the forecast of 10 year total outlays, which for stormwater assets is estimated as **$3,945,597** or **$394,560** on average per year.

## 1.6 Financial Summary

### 1.6.1 What we will do

Estimated available funding for the 10 year period is **$3,915,680** or **$391,568** on average per year as per the Long Term Financial Plan or Planned Budget. This is **99.24 %** of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the Long Term Financial Plan can be provided. The informed decision making depends on the Asset Management Plan emphasising the consequences of Planned Budgets on the service levels provided, and risks.

The anticipated Planned Budget for stormwater assets leaves a **shortfall** of **$2,992** on average per year of the forecast lifecycle costs required to provide services in the Asset Management Plan, compared with the Planned Budget currently included in the Long Term Financial Plan. This is shown in the figure below.

***Forecast Lifecycle Costs and Planned Budgets***

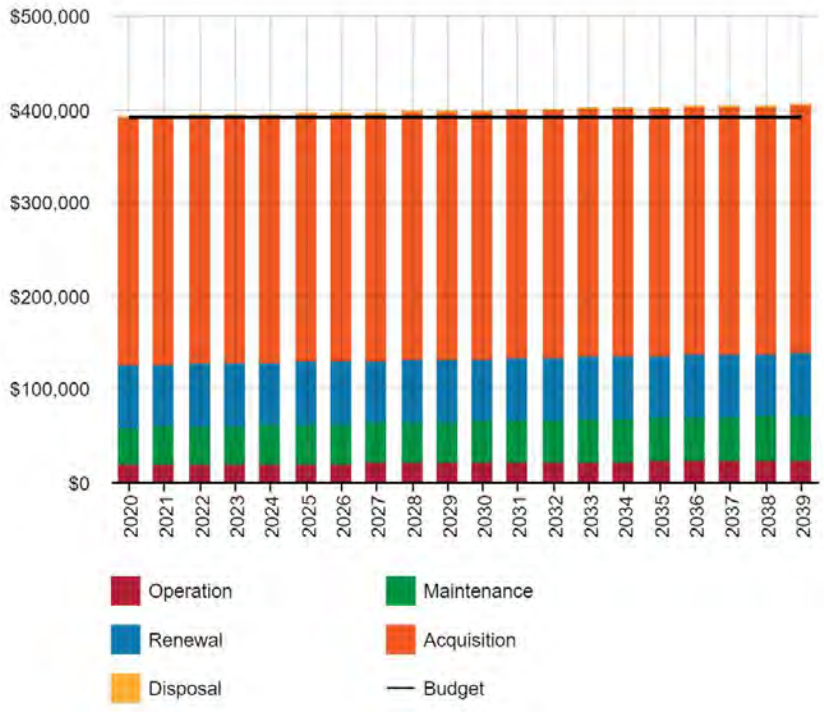



Figure values are in current day dollars.

We plan to provide stormwater drainage and protection services for the following:

- Operation, maintenance, renewal and acquisition of stormwater assets to meet service levels set by Council in annual budgets.
- Within the next 10 years the following major capital works (acquisitions or renewals) are forecast (however will likely require sourcing of external funding to complete): Drummond Street (Sheepwash Creek) culvert; Sheepwash Creek rail culvert; Youl Road (Sheepwash Creek) culvert; Edward Street (Sheepwash Creek) culvert; Phillip Street (Sheepwash Creek) culvert; Hudson Fysh Drive detention Basin upgrade; Boral Road detention basin and diversion. Refer also to Appendix A.

### 1.6.2 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought over the planning period. Works and services that cannot be provided under present funding levels are:

- Operation (to the existing level of service) of any new assets acquired over the planning period.
- Delivery of all proposed capital works, relating to stormwater assets, within the next five years - refer Appendix A.
- Major upgrades of stormwater systems at Translink Industrial Precinct and West Perth may need to be staged over several years, unless external funding sources are identified.

- Extension of the Longford Flood levee systems.
- Fund any major acquisitions from internal funding (reliant on external funding).
- Fund all community/management committee requests without external funding and long term planning.

#### 1.6.3 Managing the Risks

Our present budget levels are insufficient to manage all risks in the medium term. Major risks identified are:

- Loss of knowledge/key staff
- Financial constraints on infrastructure asset management
- Underfunding of required stormwater drainage upgrades leading to a lower level of service in some instances
- Future renewal spikes due to unknown asset condition
- Flooding

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

- Developing a succession plan for key staff and improve record keeping
- Ensuring sufficient experienced staff are resourced to manage Council's stormwater assets, including using and continual updating of Asset Management Plans and Long Term Financial Plans
- Ensuring the Long Term Financial Plan is informed by the asset management plan
- Undertaking condition assessments at defined intervals
- Undertake improvement works to prevent flooding

### 1.7 Asset Management Planning Practices

Key assumptions made in this Asset Management Plan are:

- No additional unplanned major stormwater assets will be acquired by Council in the next 10 year period. If this changes the Asset Management Plan is to be updated to reflect this, and allocation in planned budget to meet full lifecycle costs.
- External funding will continue to be a significant source of funding for major acquisitions.
- Future demand assumptions as mentioned in Section 4.0.
- Asset construction costs to remain stable in real (current dollar) terms - If asset construction costs rise faster than the general rate of inflation, then Council's projected future asset renewal costs will be higher than indicated by this plan.
- The age of many stormwater assets.
- Financial data used in the development of this plan was from the end of the 2020-21 financial year.
- Several assumptions were required in the derivation of planned budget and lifecycle forecast figures. This is due to the nature of long term forecasting.
- Some success in grant funding application processes is achieved.
- Professional judgement has been applied in the absence of good quality data, however where applied, it has been noted for improvement in Section 8.0.
- All figures are presented in current day dollars.

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

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,

- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

A combination of the asset register method and the alternate method was used to forecast the renewal lifecycle costs for this Asset Management Plan.

The estimated confidence level for and reliability of data used in this Asset Management Plan is considered to be **Low** (refer Table 7.5.1).

### 1.8 Monitoring and Improvement Program

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

- Adoption of the *NMC Draft Urban Stormwater System Management Plan 2020*
- Customer service requests tracked by asset category so numbers can be tracked and included in Asset Management Plans.
- Ensure asset register (Moloney) is updated to include all Flood Levee assets, as some are not currently formally recorded on the asset register.
- Improve confidence in useful lives (and all other data) within asset register, ensure correlates well with assessed condition. Some useful lives currently appear high.
- Develop a detailed capital works program for the 2022/23 financial year.
- Update Geographical Information System (GIS) to include all previously missing stormwater drainage assets (including pipes, headwalls, pits, culverts, open drains and levees) once they have been recorded.
- Assess yearly performance (budgeted vs. actual costs) and update Asset Management Plan and Long Term Financial Plan accordingly.
- Encourage implementation of water sensitive urban design principles for both new developments and the existing stormwater network.
- Establish a formal program for clearing open drains, pipes, culverts, and gross pollutant traps etc.
- Separate ‘operation and maintenance’ lifecycle activity into ‘operation’ and ‘maintenance’ in finance system to allow improved tracking and budgeting.
- Community/Council consultation required to ensure appropriate levels of service are being provided (reduce/improve level of service accordingly)
- Continue improvements to strategic maintenance and capital works programs for upcoming years (using renewal ranking criteria). Use to inform future Asset Management Plan and Long Term Financial Plan updates.
- Undertake detailed condition assessment (every four years) to provide higher confidence condition data and better inform Asset Management Plan
- Continually improve correlation between Long Term Financial Plan and Asset Management Plan. (Conduct regular meetings of responsible persons – aim for ‘high’ confidence level)
- Increase confidence and maturity of Asset Management Plan
- Develop appropriate Risk management plans

## 2.0 Introduction

### 2.1 Background

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

This Asset Management Plan is to be read alongside Council's other key planning documents, being the:

- *Northern Midlands Strategic Plan – 2017-2027*
- *Asset Management Policy* and *Asset Management Strategy*
- *Strategic Asset Management Plan* (in development)
- *Northern Midlands Council Strategic Risk Register*
- *Long Term Financial Plan 2020-2030*
- *Financial Management Strategy*
- *Annual Plan* (for current year)
- *Annual Report* (for current year)

Council is continually improving its asset management practices to ensure they adhere to the *Local Government Act 1993* and best practice asset management. Part of this process is the regular updating and use of asset management plans, such as this document, and the above mentioned strategic documents. Council first began developing key asset management documents in 2011. Since then, Council has continually updated, maintained, improved, and created new documents as required, endeavouring to achieve best practice asset management.

The infrastructure assets covered by this Asset Management Plan include all Council owned or maintained stormwater assets, including the Longford Flood Levees.

For a detailed summary of the assets covered, refer to Table 5.1.1.

Council provides a stormwater drainage network within town areas to drain the majority of properties, roads reservations and public open spaces. Council employs a Plumbing Inspector to oversee stormwater property connections. New stormwater works are predominantly undertaken as a result of private development.

Council employs a *Works Manager,* an *Engineering Officer* and a *Works Supervisor* to oversee acquisition, operation, maintenance, renewal and disposal (where relevant) of Council stormwater assets. Acquisitions and other major works are predominantly undertaken by private contractors, whereas maintenance and minor works is generally undertaken by Council maintenance staff, or by contractors.

<u>Stormwater assets:</u>

- Pipes
- Culverts
- Pits (manholes, side entry pits, grated pits)
- Detention basins
- Gross pollutant traps
- Longford Flood Levees (including earth levees, flood gates and other flood protection devices)

The assets included in this plan have a total replacement value of **$47,936,643.**

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

***Table 2.1: Key Stakeholders in the Asset Management Plan***

| Key Stakeholder | Role in Asset Management Plan |
|---|---|
| Councillors | ▪ Represent needs of community/shareholders,<br>▪ Allocate resources to meet planning objectives in providing services, while managing risks,<br>▪ Ensure service is sustainable,<br>▪ Make informed decisions, in the best interests of the community. |
| General Manager | ▪ Custodian of the assets<br>▪ Maintain a proactive approach to holistic asset management practices and ensure staff do the same.<br>▪ Inform Councillors to enable educated decisions to be made. |
| Works Manager, Engineering Officer & Works Supervisor | ▪ Manage acquisition, operation, maintenance, renewal and disposal of assets.<br>▪ Maintain a proactive approach to holistic asset management practices.<br>▪ Ensure the Asset Management Plan is used and updated regularly.<br>▪ Inform Councillors to enable educated decisions to be made. |
| General Public | ▪ Report shortcomings, damage, safety concerns and other issues with current buildings. |
| Emergency Services | ▪ Emergency services reporting concerns with the current infrastructure in relation to their needs. |
| Developers | ▪ Developers providing input with regard to their interests in future investment in the infrastructure |

Our organisational structure for service delivery from infrastructure assets is detailed below:

***Works Manager*** >> ***Engineering Officer*** >> ***Works Supervisor***

## 2.2 Goals and Objectives of Asset Ownership

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

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and

- Linking to a Long Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

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

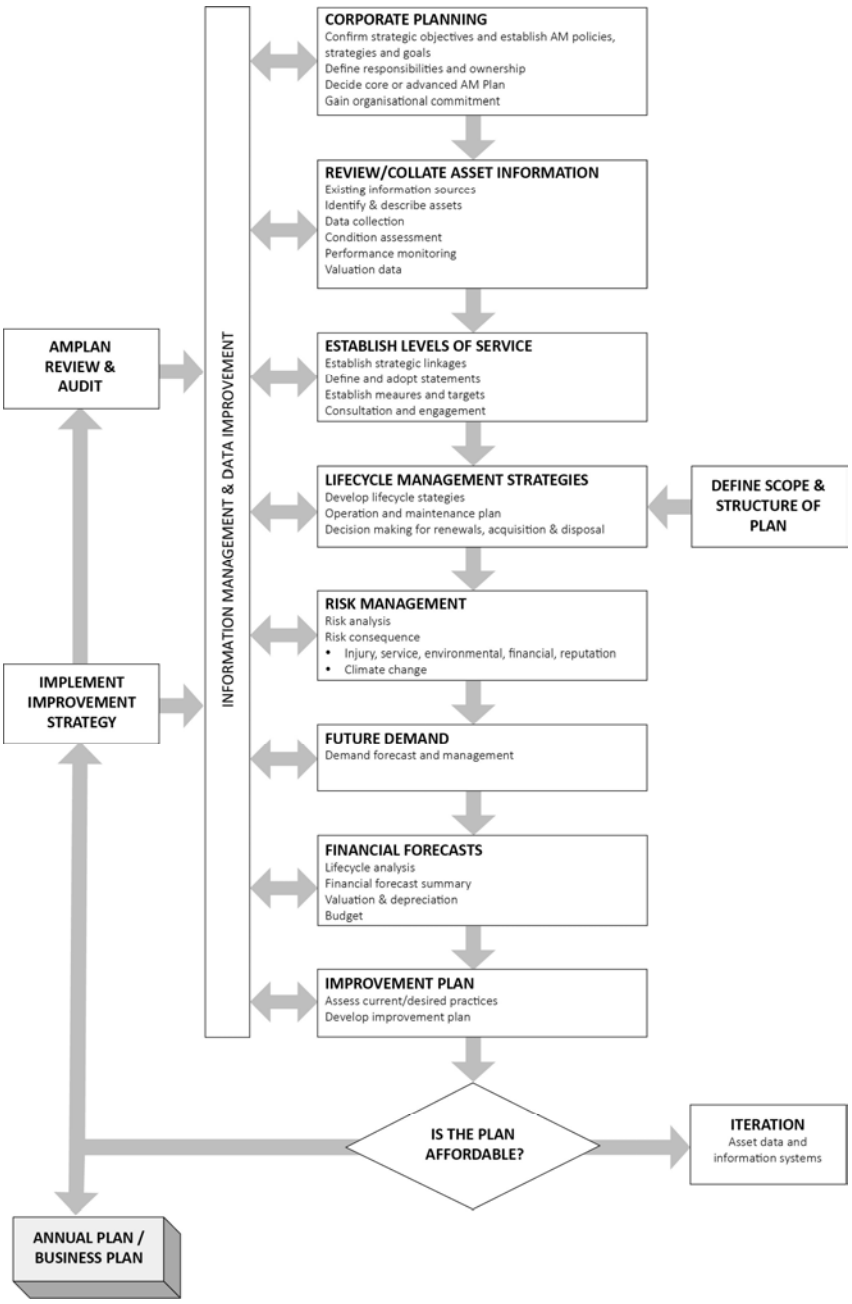
Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 [1]
- ISO 55000[2]

A road map for preparing an Asset Management Plan is shown below.

[1] Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13
[2] ISO 55000 Overview, principles and terminology

***Road Map for preparing an Asset Management Plan***
*Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11*



## 3.0 LEVELS OF SERVICE

### 3.1 Customer Research and Expectations

This Asset Management Plan is prepared to facilitate consultation prior to adoption of formal levels of service by Council. Council has traditionally worked to the provision of a level of service that is assumed to be the community's, which includes:

- Provision of adequate drainage for the transport network, and public open spaces to ensure the safety of the public and allow use of these areas at all times of year (where practically achievable);
- Provision of adequate drainage to protect properties and businesses;
- Provision of adequate flood protection;
- Providing acceptable stormwater quality at point of discharge;
- The use of Water Sensitive Urban Design principles including re-use of stormwater and reducing the amount of stormwater discharged to the stormwater system.

During any future consultation process Council will test these assumed expectations.

Future revisions of the Asset Management Plan will incorporate any customer consultation on service levels and costs of providing the service. This will assist Council and stakeholders in matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service.

Council undertakes community consultation for proposed works and also receives vast community feedback on the services and facilities it currently provides. Council's customer request system is also used to determine trends in community expectations. Budget submissions are invited from local district committees and community groups for Council consideration. Council operates a Local District Committee Structure for the towns and villages of Ross, Campbell Town, Avoca/Rossarden, Perth, Longford, Cressy and Evandale. These forums provide Council advice on a wide range of issues. Information obtained from the above is used in developing key planning documents and in allocation of budget resources.

### 3.2 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of the Northern Midlands Council vision, mission, goals and objectives.

Our vision is:

***Northern Midlands is an enviable place to live, work and play. Connected communities enjoy safe, secure lives in beautiful historical towns and villages. Our clean, green agriculture products are globally valued. Local business and industry is strongly innovative and sustainable.***

Our mission is:

***Leadership –*** *Serve with honesty, integrity, innovation and pride*

***Progression –*** *Nurture and support economic health and wealth*

***People –*** *Build a vibrant society that respects the past*

***Place –*** *Nurture our heritage environment*

***Municipal Goals:***

- *Bold leadership guides innovation and growth*
- *Economically sound and flexible management*
- *Sustainable progress creates a vibrant future*

- *We strategically plan and deliver infrastructure*
- *Our culture respects the past in building the future*
- *Our historical landscapes are cherished and protected*
- *Connected communities are strong and safe*
- *The municipality is diverse and innovative*

Council's strategic goals and objectives, and how these are addressed in this Asset Management Plan, are summarised in Table 3.2.

***Table 3.2: Goals and how these are addressed in this Plan***

| Goal | Objective | How Goal and Objectives are addressed in the Asset Management Plan |
|---|---|---|
| To provide safe and reliable stormwater assets for the community to enjoy. | Maintain and develop stormwater assets to appropriate standards. | Continue to develop and maintain regular inspection of asset condition, defects and develop maintenance and capital works programs for inclusion in the Asset Management Plan. |
| Good Governance | Provide asset management services in a sustainable manner. Deliver services effectively and efficiently. | Constant review, use and updating of asset management plans (this plan) |
| Appropriate service levels | Identify current service levels and target sustainable levels | An ongoing task that will be monitored and improved. Refer Section 8. |
| Improved risk management | Identify and address all known high risk items relating to stormwater assets | Implement a structured approach to identify and manage significant risks. Refer Section 6. |
| Financial sustainability | Identify financial inefficiencies and optimise lifecycle costs | Implement a structured approach to identifying financial inefficiencies and optimisation opportunities. Alignment of Asset Management Plan with Long Term Financial Plan. |

## 3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery services associated with stormwater assets are outlined in Table 3.3.

***Table 3.3: Legislative Requirements***

| Legislation | Requirement |
|---|---|
| Local Government Act 1993 | Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a Long Term Financial Plan supported by asset management plans for sustainable service delivery. |
| Work Health and Safety Act 2012 | Sets out the roles and responsibilities to secure the health, safety and welfare of persons at work. |
| Urban Drainage Act 2013 | Sets out the roles and responsibilities for ensuring the safe and sustainable provision of stormwater services to the community. |

| | |
|---|---|
| Building Act 2016 | Details requirements of buildings in riverine and coastal inundation areas. |
| Local Government (Highways) Act and Regulations | An Act concerning the functions with respect to highways and certain other ways and places open to the public |

## 3.4 Customer Values

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

**Customer Values** indicate:

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

***Table 3.4: Customer Values***

| **Service Objective:** | | | |
|---|---|---|---|
| **Customer Values** | **Customer Satisfaction Measure** | **Current Feedback** | **Expected Trend Based on Planned Budget** |
| Adequate condition of stormwater assets | Number of customer service requests | Some stormwater assets and sites require improvement | Expected to improve over planning period |
| Stormwater network to prevent flooding and damage to properties and other infrastructure | Number of customer service requests | Improvements required | Gradual improvement over planning period (*NMC Draft Urban Stormwater System Management Plan 2020* has been prepared, awaiting Council adoption) |
| A safe stormwater infrastructure network | Number of customer service requests | Some improvements required | Expected to remain similar to existing or slightly improve over planning period |

## 3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

**Condition** How good is the service? What is the condition or quality of the service?

**Function** Is it suitable for its intended purpose? Is it the right service?

**Capacity/Use** Is the service over or under used? Do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

***Table 3.5: Customer Level of Service Measures***

| Type of Measure | Level of Service | Performance Measure | Current Performance | Expected Trend Based on Planned Budget |
|---|---|---|---|---|
| **Condition** | Quality of stormwater assets | Professional judgement | Some stormwater assets require improvement – condition assessment to be undertaken. | Condition of stormwater assets expected to remain relatively constant over planning period. |
| | ***Confidence levels*** | | Low (professional judgement with no data evidence) | Low (professional judgement with no data evidence) |
| **Function** | Appropriate and compliant (with relevant Acts and Standards) stormwater assets | Staff assessment and number of customer service requests | Improvements required for several stormwater assets | Required improvements to be gradually undertaken over the planning period, hence a gradual improvement and reduction in customer service requests. |
| | ***Confidence levels*** | | Low (professional judgement with no data evidence) | Low (professional judgement with no data evidence) |
| **Capacity** | Appropriate capacity to meet with flows/demand. | Number of customer service requests | Based on customer service requests, existing service level requires some improvements | Expected to improve over the planning period (refer *NMC Draft Urban Stormwater System Management Plan 2020*) |
| | ***Confidence levels*** | | Medium (professional judgement supported by data sampling) | Medium (professional judgement supported by data sampling) |

### 3.6 Technical Levels of Service

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

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

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.)
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

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

Table 3.6 shows the activities expected to be provided under the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this Asset Management Plan.

***Table 3.6: Technical Levels of Service***

| Lifecycle Activity | Purpose of Activity | Activity Measure | Current Performance* | Recommended Performance ** |
|---|---|---|---|---|
| **TECHNICAL LEVELS OF SERVICE** | | | | |
| **Acquisition** | Acquire assets that align with Council's strategic objectives | Number of and funds spent on acquisitions | Council acquires stormwater assets generally via developer donation (new subdivision) or through construction of new assets (pipes, drains etc.) | Only acquire assets that align with Council's strategic objectives and that Council can afford to maintain, operate, renew and/or dispose of (must consider full asset lifecycle costs). Prioritise and budget for completion of any proposed works – refer Appendix A and *NMC Draft Urban Stormwater System Management Plan 2020.* |
| | | **Budget** | ***$264,866 per year*** *(10 year average)* | ***$264,866 per year*** *(10 year average)* |

[3] IPWEA, 2015, IIMM, p 2|28.

| Lifecycle Activity | Purpose of Activity | Activity Measure | Current Performance* | Recommended Performance ** |
|---|---|---|---|---|
| **Operation** | Keep stormwater assets serviceable and safe | Number of customer service requests | User feedback suggests several minor issues with stormwater drainage network. | Make improvements, where required, to minimise number of customer service requests. |
| | Regular condition inspections | Percentage of assets inspected, number of customer service requests relating to blocked culverts, pipes, pits etc. | No formal inspection program is in place however prior to forecasted significant rain events known problematic areas are inspected to ensure stormwater assets are operational (free of debris). | Adopt a formal condition inspection and cleaning program. |
| | | **Budget** | ***$20,000 per year*** | ***$21,068 per year*** |
| **Maintenance** | Keep stormwater assets safe. | Frequency of maintenance | Reactive minor repairs and minor upgrades are undertaken | Reactive minor repairs, minor upgrades, and a planned preventative maintenance programme |
| | Keep stormwater assets serviceable | Frequency of maintenance | Reactive minor repairs and minor upgrades are undertaken | Reactive minor repairs, minor upgrades, and a planned preventative maintenance programme |
| | | **Budget** | ***$40,000 per year*** | ***$41,923 per year*** |
| **Renewal** | Ensure stormwater assets are in a good serviceable condition | Frequency of renewal | Renewals have not been regularly undertaken in recent times, but if so they have been completed on a priority basis. | Renewal programme to be developed based on condition assessment data and professional judgement by staff, in conjunction with recommendations from the *NMC Draft Urban Stormwater System Management Plan 2020*. |
| | Ensure stormwater assets remain fit for purpose and in-line with current standards | Frequency of renewal (including component renewal) | Not currently monitored in any formal way. Pipe network currently judged to have approximately 1 in 5-10 year event capacity. Overland flow currently judged to be approximately 1 in 20 year event capacity. | Renewal programme to be developed based on condition assessment data and professional judgement by staff. Pipe network capacity to have a 1 in 10-20 year event capacity and overland flow path to have 1 in 100 year equivalent flow capacity. |
| | | **Budget** | ***$66,702 per year*** *(10 year average)* | ***$66,702 per year*** *(10 year average)* |

| Lifecycle Activity | Purpose of Activity | Activity Measure | Current Performance* | Recommended Performance ** |
|---|---|---|---|---|
| **Disposal** | Identify assets and activities that do not align with Council's strategic objectives | Number of assets and activities identified for disposal | No specific assets have been identified to date | Develop a list of potential asset and activity disposals for Council assessment (as required) |
| | Dispose of assets and activities that do not align with Council's strategic objectives | Number of identified asset and activity disposals undertaken | No disposals are currently planned | Develop a plan for, and dispose of, any future identified assets following Council approval |
| | | **Budget** | ***$0*** | ***$0*** |

Note: * Current activities related to Planned Budget.

** Expected performance related to forecast lifecycle costs.

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

## 4.0 FUTURE DEMAND

### 4.1 Demand Drivers

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

### 4.2 Demand Forecasts

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

Population of the Northern Midlands Local Government Area was last estimated in 2020 to be 13,598 (*Australian Bureau of Statistics*). Figure 4.2 below shows the 2019 projected population over the planning period. Analysis of this figure shows a gradual projected rise in population of approximately 200 people from 2021 to around 2032, and then a gradual decline of approximately 100 people by the end of the planning period (2040). The discrepancy between the 2020 estimate and the 2019 projection line can be put down to greater than expected population growth over the last two years. Saying this, the magnitude of the projected rise is the best current source of information for population growth in the region, hence it is considered that a population of around 13,800 can be projected for 2032. Given current projections, it is anticipated that there will be little need for change to the adopted 'Levels of Service' relating to population growth. However, saying this, the rate of population increase is to be monitored regularly by Council to ensure the above projections remain valid.

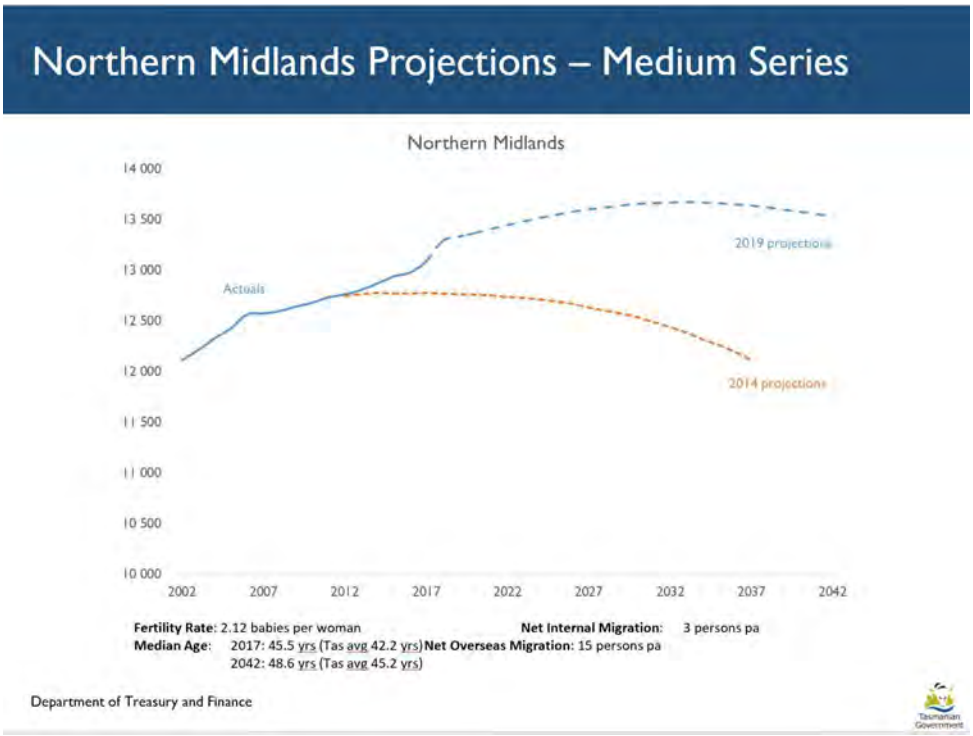



**Figure 4.2** – Department of Treasury and Finance – Northern Midlands population projections (medium series).

It is considered that the existing capacity provided by the stormwater assets is sufficient to meet demands over the planning period. There is, however, a general expectation within the community for ongoing improvement

to basic service. Council's Long Term Financial Plan ensures that significant and appropriate funds are provided in relation to the renewal of all stormwater assets in order to cater for these community expectations.

### 4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

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

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

***Table 4.3: Demand Management Plan***

| Demand driver | Current position | Projection | Impact on services | Demand Management Plan |
|---|---|---|---|---|
| Population | 13,598 people (2020 estimate). | Refer Figure 4.2 | The change is not foreseen to impact services | No impact to services, hence management plan is not required. |
| Demographic | Median age of 45.5 years (2017) | Increase in median age to approx. 49 years by 2040 | The change is not foreseen to impact services. | No impact to services, hence management plan is not required. |
| Existing stormwater drainage issues and climate change | Experiencing more extreme weather patterns and events | Continue to experience increased frequency and intensity of extreme weather events (~30% increase in stormwater design flows) | Will require upgrade to some of the stormwater drainage network to increase capacity. | Refer *NMC Draft Urban Stormwater System Management Plan 2020* |
| Future development | Development of previously vacant land gradually occurring and density increasing | Forecast to continue | Additional demand on local stormwater networks | Refer *NMC Draft Urban Stormwater System Management Plan 2020* |
| Water quality | Water Sensitive Urban Design requirements not currently enforced. | Water quality requirements for stormwater runoff and outfall to be increased in the future. | Increased requirements for treating stormwater runoff similar to other Council's (Water Sensitive Urban Design) | Increase in cost to install, maintain, and replace a stormwater system that reduces pollution. Look to implement Water Sensitive Urban Design requirement for new developments. |

### 4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Northern Midlands Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the Long Term Financial Plan (Refer to Section 5).

## 4.5 Climate Change Adaptation

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

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

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

Risk and opportunities identified to date are shown in Table 4.5.1

***Table 4.5.1 Managing the Impact of Climate Change on Assets and Services***

| Climate Change Description | Projected Change | Potential Impact on Assets and Services | Management |
|---|---|---|---|
| Increased frequency and intensity of extreme rainfall events | Upgrade to stormwater drainage infrastructure, and possibly flood levees. | Increased drainage renewal, acquisition, and maintenance costs | Refer *NMC Draft Urban Stormwater System Management Plan 2020* |

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

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

Table 4.5.2 summarises some asset climate change resilience opportunities.

***Table 4.5.2 Building Asset Resilience to Climate Change***

| New Asset Description | Climate Change impact on these assets? | Build Resilience in New Works |
|---|---|---|
| Stormwater assets | Greater capacity required | Only renew with, or acquire, assets that have been designed to allow for climate change flows. Refer also with the *NMC Draft Urban Stormwater System Management Plan 2020.* |

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

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

## 5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Northern Midlands Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

### 5.1 Background Data

#### 5.1.1 Physical parameters

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

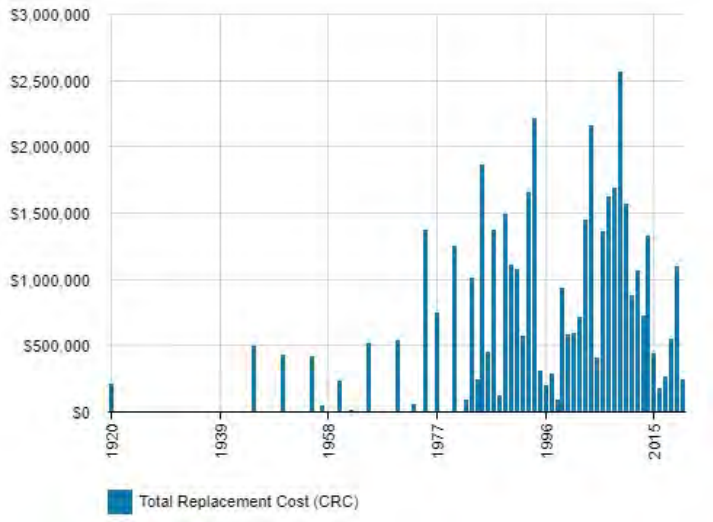
***Table 5.1.1: Assets covered by this Plan***

| Asset Category | Number of Assets/Length | Replacement Value |
|---|---|---|
| Stormwater pipes (including culverts where recorded) | 97.08 km | $34,596,272 |
| Stormwater pits (manholes, side entry pits, grated pits, gross pollutant traps etc.) | 3061 | $8,134,429 |
| Longford Flood Levees (including earth levees, low height concrete wall, flood gates etc.) | 4.5 km | $5,205,942 |
| **TOTAL** | - | **$47,936,643** |

The above stormwater assets have significant total renewal value estimated at **$47,936,643.** (This currently excludes detention basins which are mostly considered to be non-depreciating assets and hence have not been included in this plan.)

The age profile of the stormwater assets are shown in Figure 5.1.1 below. However, due to construction dates of stormwater assets being largely unknown (especially those constructed prior to 1993), this graph shows estimated ages only, with a low confidence rating. This is noted for improvement in Section 8.0. This graph would normally outline past peaks of investment that may require peaks in future renewals. All figure values are shown in current day dollars.

***Figure 5.1.1: Asset age profile***




### 5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

***Table 5.1.2: Known Service Performance Deficiencies***

| Location | Service Deficiency |
|---|---|
| Northern Midlands Council | Refer Appendix B – *Specific Stormwater Actions* of the *NMC Draft Urban Stormwater System Management Plan 2020* for a list of identified actions, based on known, reported or perceived service deficiencies. (High priority items, and other major known issues are noted below) |
| Drummond Street, Perth | An open drain maintained by State Growth runs along the southern side of Drummond Street. Due to the flat nature of the land in the Drummond Street area it is not possible to drain surface water from some properties to the stormwater system and localised flooding occurs in the yards of these properties. |
| West Perth | Refer West Perth Drainage Study (Sheepwash Creek) |
| Translink Precinct | Refer Translink Stormwater Improvement Study |
| Ross | Refer Downs Creek Flood Study |
| West Street (north), Campbell Town | Inspect and assess culvert inlets. Consider headwalls to prevent blockages and upgrades to network to reduce flood footprints. Ensure flood footprints are transferred to NMC Intramaps. |
| King Street, Cressy | Localised flooding. Undertake survey of the stormwater system to asset information. Update model and rerun as required. |

| | |
|---|---|
| George Street, Perth | Inspect open drain within No. 1-3 George Street. Consider the acquisition of a formal easement, remove barriers as necessary, and undertake regular maintenance. |

The above service deficiencies were identified from discussion with Council's contract hydraulic engineer who authored the *NMC Draft Urban Stormwater System Management Plan 2020.*

### 5.1.3 Asset condition

The condition of stormwater assets (excluding flood levee assets) is not currently monitored in any formal way and hence the actual individual condition of each asset is largely unknown. For accounting purposes, these stormwater drainage assets have currently been depreciated by approximately 25 % of their replacement value (noting a 100 year average design life, meaning their estimated remaining useful life is assumed to be approximately 75 years). Condition inspections and condition rating of individual assets have been noted for improvement in Section 8.

In the future, condition is to be measured using a 1 – 5 grading system[5] as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the Asset Management Plan results are translated to a 1 – 5 grading scale for ease of communication.

***Table 5.1.3: Condition Grading System***

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

The condition profile of our assets is shown in Figure 5.1.3.

***Figure 5.1.3: Asset Condition Profile***

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All figure values are shown in current day dollars.

There are known assets that have not yet been valued or included in this plan. An example of this is stormwater drainage assets that are currently missing from the asset register and Geographical Information System. A project to identify these missing stormwater drainage assets and include in the asset register and Geographical Information System is currently being considered by Council. Hence, this plan is to be updated on completion of this project.

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

## 5.2 Operations and Maintenance Plan

Council operates and maintains assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

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

Operations include regular activities to provide services. Examples of typical operational activities include cleaning out stormwater pipes/culverts/drains, asset inspection, and staff costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include patch repairs, equipment repairs and any other activity that physically changes the asset.

Maintenance may be classified as preventative maintenance or reactive maintenance. Essentially, preventative maintenance is planned maintenance (repair work that is identified and managed through a maintenance management system), and reactive maintenance is unplanned (identified by works requests or staff observation).

The trend in maintenance budgets are shown in Table 5.2.1.

***Table 5.2.1: Maintenance Budget Trends***

| Financial Year | Maintenance Budget $ |
|---|---|
| 2021/2022 | $40,000 |
| 2022/2023 | $40,000 |
| 2023/2024 | $40,000 |

Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this Asset Management Plan. Reference should also be made to the *Northern Midlands Council Strategic Risk Register.*

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

Maintenance work is carried out in accordance with the Council standard operating procedures, the *Tasmanian Municipal Standard Drawings*, *Department of State Growth* standards, and any relevant *Australian Standards*.

**Asset hierarchy**

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

The service hierarchy is shown is Table 5.2.2.

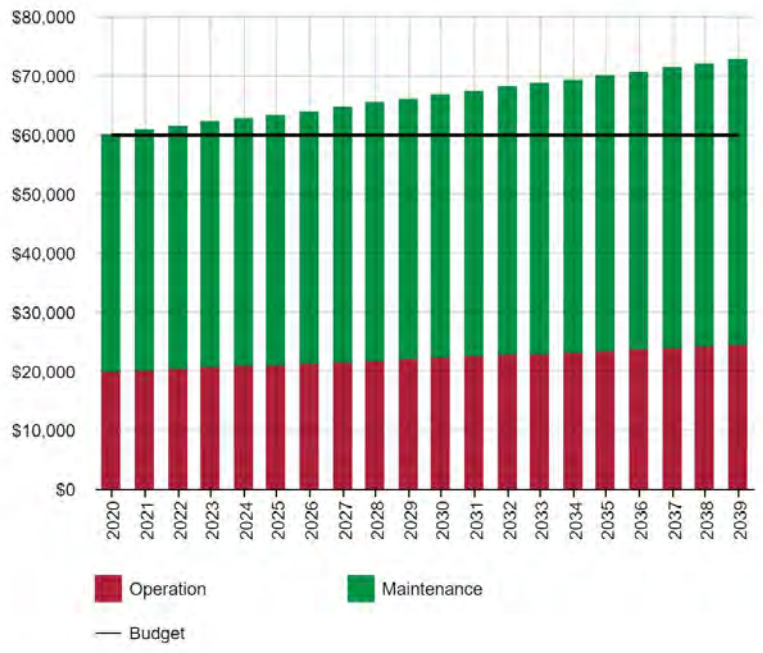
***Table 5.2.2: Asset Service Hierarchy***

| Service Hierarchy | Service Level Objective |
|---|---|
| Level 1 (Critical, high priority) - Main stormwater drainage assets, Flood Levees | Maintain main trunk and other high importance drainage system assets (inclusive of levees, pits, pipes, open channels and detention basins) so that the risk of flooding to dwellings or roads is mitigated. Regular inspections undertaken to ensure serviceable. |
| Level 2 (High importance) - Collector type stormwater drainage assets | Maintain collector drainage systems and their elements (inclusive of pits, pipes, open channels) so that the risk of flooding of any adjacent property or road is mitigated. Only known problematic areas inspected prior to forecast significant rain events. |
| Level 3 (Non-critical, low priority) - Minor collector stormwater drainage assets (if these fail, consequences are low) | Not generally inspected. Normally only a reactive type service provided when issues present. |

**Summary of forecast operations and maintenance costs**

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

***Figure 5.2: Operations and Maintenance Summary***




All figure values are shown in current day dollars.

As can be seen in Figure 5.2, operation cost forecasts increase over the planning period. This is due to additional operation costs associated with acquired assets. When acquiring assets over the planning period, it is expected for operation and maintenance costs to also increase. Figure 5.2 highlights that Council does not currently have sufficient planned budget to undertake all the forecast operation and maintenance beyond 2021. The difference between the forecast costs and the planned budget is specifically related to the additional operation costs associated with acquired assets, however the shortfall is considered minor.

Deferred maintenance (i.e. works that are identified for maintenance activities but unable to be completed due to available resources) should be included in Section 6.0 of this plan where it poses a 'high' or 'very high' risk to Council – refer Table 6.2.

## 5.3 Renewal Plan

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

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

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed in October 2021.

***Table 5.3: Useful Lives of Assets***

| Asset (Sub)Category | Useful life |
|---|---|
| Stormwater pipes and culverts | 75-100 years |
| Stormwater pits (manholes, side entry pits, grated pits, gross pollutant traps etc.) | 75-100 years |
| Longford Flood Levees (depreciable components) | 100 years |

The estimates for renewals in this Asset Management Plan were based on a combination of both the asset register and alternate methods.

### 5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

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

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

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

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

[6] IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.
[7] Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

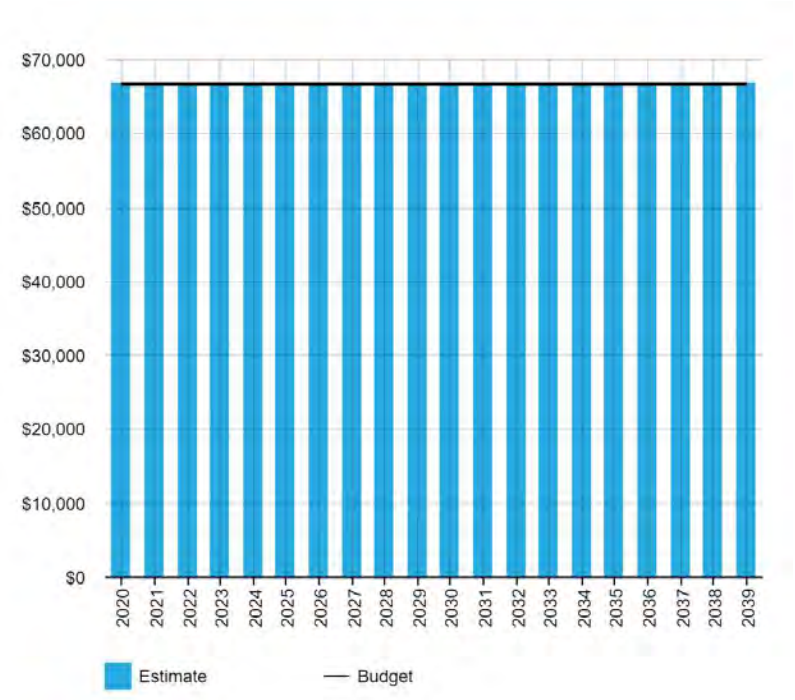
***Table 5.3.1: Renewal Priority Ranking Criteria***

| Criteria | Weighting |
|---|---|
| **Risk/Safety**<br>Risk priority is assessed in accordance with Council's Infrastructure Risk Management process which is based on probability and consequence of failure | 25 % |
| **Technical**<br>Technical priority is assessed based on the project's ability to improve stormwater drainage capacity | 20 % |
| **Corporate**<br>Corporate priority is linked to whether the projects are commitments through a Council resolution or included in Council policy and strategic plan. | 20 % |
| **Social/Community Impact**<br>Priority based on amount of community benefit through project completion | 15 % |
| **Environment**<br>Environmental impact is assessed based on the significance of the surrounding environment. | 20 % |
| **Total** | **100%** |

## 5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. Refer also to Appendix D.

***Figure 5.4.1: Forecast Renewal Costs***




All figure values are shown in current day dollars.

Figure 5.4.1 shows that the forecast renewal costs currently match the proposed renewal budget over the planning period.

Deferred renewal (assets identified for renewal and not scheduled in capital works programs) should be included in Section 6.0 of this plan where they pose a 'high' or 'very high' risk to Council – refer Table 6.2.

## 5.5 Acquisition Plan

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

### 5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as professional advice, community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to Council's needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds, and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.5.1.

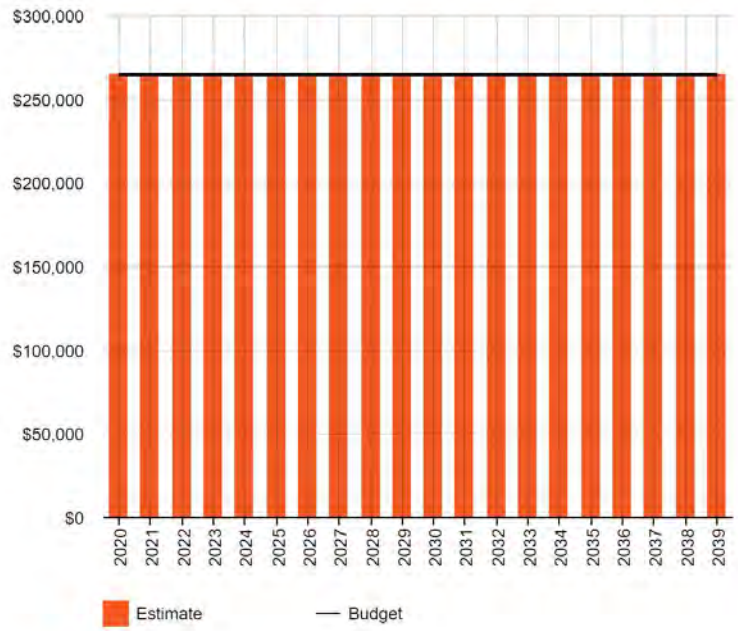
***Table 5.5.1: Acquired Assets Priority Ranking Criteria***

| Criteria | Weighting |
|---|---|
| Is the acquisition in line with Council's strategic objectives? | 30 % |
| Necessity/demand | 25 % |
| Are lifecycle costs known and funds available in planned budget? | 20 % |
| Risk consequence of not providing | 25 % |
| **Total** | **100%** |

**Summary of future asset acquisition costs**

Forecast asset acquisition costs are summarised in Figure 5.5.1 and shown relative to the proposed acquisition budget. The forecast capital works (acquisitions) program is shown in Appendix A.

***Figure 5.5.1: Acquisition (Constructed) Summary***



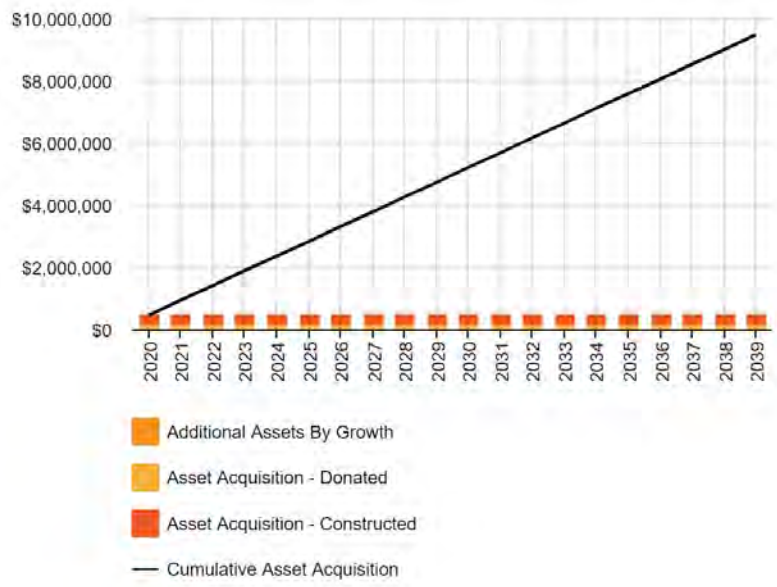

All figure values are shown in current day dollars.

As can be seen in Figure 5.5.1, acquisition (constructed) cost forecasts are estimated to remain constant over the planning period. Figure 5.5.1 highlights that Council currently has sufficient planned budget to undertake all of the budgeted forecast acquisitions over the planning period, however it is noted that most significant

acquisitions (e.g. detention basins or significant culvert upgrades) will be reliant on the provision of external funding.

When Council commits to new assets, they must be prepared to fund future operations, maintenance, and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by Council. The cumulative value of all acquisition work, including assets that are constructed and contributed are shown in Figure 5.5.2.

***Figure 5.5.2: Acquisition Summary***




All figure values are shown in current dollars.

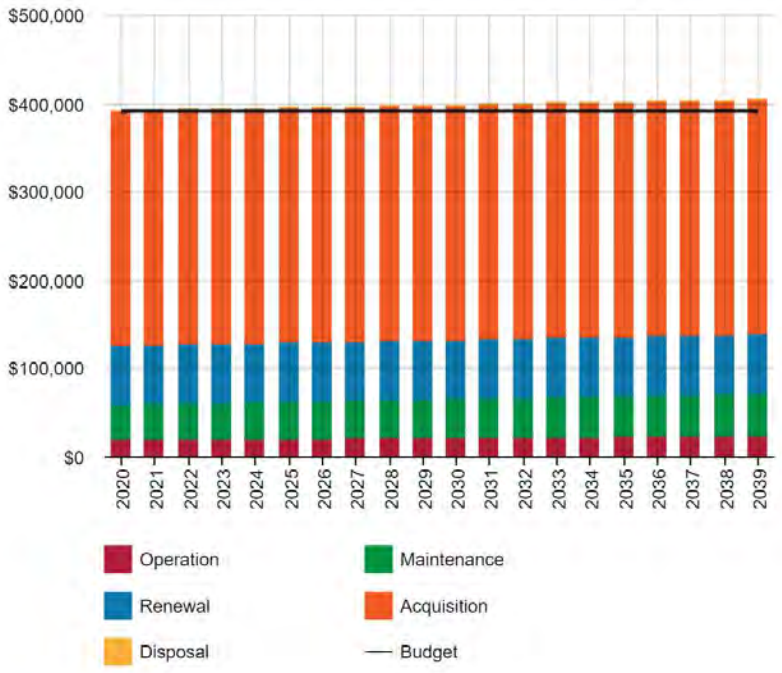
Expenditure on new assets and services in the capital works program will be accommodated in the Long Term Financial Plan, but only to the extent that there is available funding.

**Summary of asset forecast costs**

The financial projections from this plan are shown in Figure 5.5.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the planned budget.

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

***Figure 5.5.3: Lifecycle Summary***




All figure values are shown in current day dollars.

As can be seen in Figure 5.5.3, the forecasted lifecycle costs essentially match the planned budget (black line) over the planning period. The forecast lifecycle cost for operations and maintenance (increasing forecast costs due to acquisitions) is the main reason for the slightly increasing shortfall between the planned budget and the forecast lifecycle costs towards the later stages of the planning period. All other lifecycle forecast components are in balance with the planned budget, which is good.

## 5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in Table 5.6. Any costs or revenue gained from asset disposals is included in the Long Term Financial Plan.

***Table 5.6: Assets Identified for Disposal***

| Asset | Reason for Disposal | Timing | Disposal Costs | Operations & Maintenance Annual Savings |
|---|---|---|---|---|
| Stormwater drainage assets that are under capacity (or renewed for any other reason) and will be replaced prior to the end of their useful life (as part of any works recommended from the *NMC Draft Urban Stormwater System Management Plan 2020*). | To improve stormwater drainage network | 2021-2031 | Currently unknown | N/A |

## 6.0 RISK MANAGEMENT PLANNING

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

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

An assessment of risks[9] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

### 6.1 Critical Assets

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

***Table 6.1 Critical Assets***

| Critical Asset(s) | Failure Mode | Impact |
|---|---|---|
| All stormwater drainage assets (notably flood levees, stormwater detention basins, culverts, pipelines, open drains, overland flow paths, drainage pits etc.) | Flooding/blockage. | Damage to buildings, roads and other infrastructure. |

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

### 6.2 Risk Assessment

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

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

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

[8] ISO 31000:2009, p 2
[9] Refer *Northern Midlands Council Strategic Risk Register*

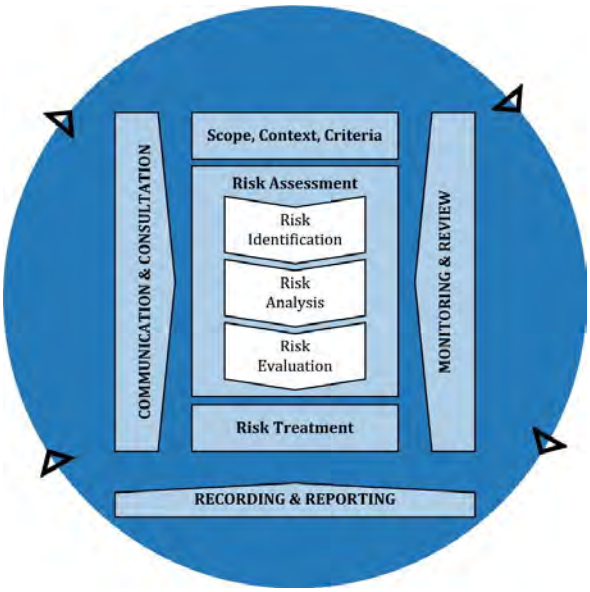



***Fig 6.2 Risk Management Process – Abridged***
*Source: ISO 31000:2018, Figure 1, p9*

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

An assessment of risks[10] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Councillors.

[10] Refer *Northern Midlands Council Strategic Risk Register*

***Table 6.2: Risks and Treatment Plans***

| Service or Asset at Risk | What can Happen | Risk Rating | Risk Treatment Plan | Residual Risk * | Treatment Costs |
|---|---|---|---|---|---|
| Stormwater assets | Loss of knowledge/key staff | High | Develop a succession plan and improve record keeping | Low | TBC |
| Stormwater assets | Underfunding | High | Ensure prioritised renewal and acquisition works are budgeted | Low | TBC |
| Stormwater assets | Flooding to dwellings and transport networks. | High | Upgrade stormwater assets in strategic locations. Assessment of all new developments to ensure that the capacity of the network is sufficient, or sufficient alternatives are provided. | Low | TBC |
| Stormwater assets | Financial constraints on infrastructure asset management. | High | Continued use and updating of Asset Management Plan and Long Term Financial Plan | Low | TBC |
| Discharge of pollutants into waterways | Environmental damage | High | Installation of gross pollutant traps if required. Encourage implementation of water sensitive urban design principles. Impose planning conditions on potential polluters to control pollutants at source with interceptor traps or other methods. | Low | TBC |

Note * The residual risk is the risk remaining after the selected risk treatment plan is implemented.

### 6.3 Infrastructure Resilience Approach

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

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

We do not currently measure our resilience in service delivery. This will be included in future revisions of the Asset Management Plan.

## 6.4 Service and Risk Trade-Offs

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

### 6.4.1 What we cannot do

The planned budget does not allow all capital works (acquisitions and renewals) stemming from actions or recommendations in the *NMC Draft Urban Stormwater System Management Plan 2020* to be undertaken immediately, however, Council will endeavour to complete these works on a priority basis over the next 5-10 years, should appropriate external funding be made available. Nor does it allow for:

- Operation (to the existing level of service) of any new assets acquired over the planning period.
- Delivery of all proposed capital works, relating to stormwater assets, within the next five years - refer Appendix A.
- Major upgrades of stormwater systems at Translink Industrial Precinct and West Perth - may need to be staged over several years, unless external funding sources are identified.
- Extension of the Longford Flood levee systems.
- Funding of any major acquisitions from internal funding (reliant on external funding)
- Funding of all community/management committee requests without external funding and long term planning.

### 6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. The service consequences will generally be related to a reduction in level of service provided.

### 6.4.3 Risk trade-off

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

- A reduction to the level of service provided
- Reputational consequences

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

## 7.0 FINANCIAL SUMMARY

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

### 7.1 Financial Sustainability and Projections

#### 7.1.1 Sustainability of service delivery

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

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

**Asset Renewal Funding Ratio**

Asset Renewal Funding Ratio[11] **100.0 %**

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

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

**Medium term – 10 year financial planning period**

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

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is **$129,694 on average per year.**

The planned (budget) operations, maintenance and renewal funding is **$126,702 on average per year** giving a 10 year funding **shortfall** of **$2,992 per year**. This indicates that **97.69 %** of the forecast costs needed to provide the services documented in this Asset Management Plan are accommodated in the planned budget. Note, these calculations exclude acquired assets.

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

#### 7.1.2 Forecast Costs (outlays) for the Long Term Financial Plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year Long Term Financial Plan.

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

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

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

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

Forecast costs are shown in 2021 dollar values.

***Table 7.1.2: Forecast Costs (Outlays) for the Long Term Financial Plan***

| Financial Year | Acquisition | Operation | Maintenance | Renewal | Disposal |
|---|---|---|---|---|---|
| 2020/21 | $264,866 | $20,000 | $40,000 | $66,702 | $0 |
| 2021/22 | $264,866 | $20,237 | $40,427 | $66,702 | $0 |
| 2022/23 | $264,866 | $20,475 | $40,855 | $66,702 | $0 |
| 2023/24 | $264,866 | $20,712 | $41,282 | $66,702 | $0 |
| 2024/25 | $264,866 | $20,950 | $41,710 | $66,702 | $0 |
| 2025/26 | $264,866 | $21,187 | $42,137 | $66,702 | $0 |
| 2026/27 | $264,866 | $21,425 | $42,564 | $66,702 | $0 |
| 2027/28 | $264,866 | $21,662 | $42,992 | $66,702 | $0 |
| 2028/29 | $264,866 | $21,899 | $43,419 | $66,702 | $0 |
| 2029/30 | $264,866 | $22,137 | $43,846 | $66,702 | $0 |
| 2030/31 | $264,866 | $22,374 | $44,274 | $66,702 | $0 |
| 2031/32 | $264,866 | $22,612 | $44,701 | $66,702 | $0 |
| 2032/33 | $264,866 | $22,849 | $45,129 | $66,702 | $0 |
| 2033/34 | $264,866 | $23,087 | $45,556 | $66,702 | $0 |
| 2034/35 | $264,866 | $23,324 | $45,983 | $66,702 | $0 |
| 2035/36 | $264,866 | $23,561 | $46,411 | $66,702 | $0 |
| 2036/37 | $264,866 | $23,799 | $46,838 | $66,702 | $0 |
| 2037/38 | $264,866 | $24,036 | $47,265 | $66,702 | $0 |
| 2038/39 | $264,866 | $24,274 | $47,693 | $66,702 | $0 |
| 2039/40 | $264,866 | $24,511 | $48,120 | $66,702 | $0 |

## 7.2 Funding Strategy

The proposed funding for assets is outlined in Council's budget and Long Term Financial Plan.

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

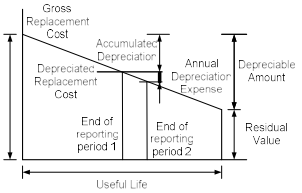
## 7.3 Valuation Forecasts

### 7.3.1 Asset valuations

The best available estimates of the value of stormwater assets included in this Asset Management Plan are shown below.

Replacement Cost (Current/Gross) **$47,936,643**

Depreciable Amount **$47,936,643**



| | |
|---|---|
| Depreciated Replacement Cost[12] | **$37,371,794** |
| Annual Depreciation Expense | **$446,241** |

#### 7.3.2 Valuation forecast

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council, and from assets constructed by developers and others, that are donated to Council.

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

Forecast acquisitions noted in Appendix A have been identified to address known deficiencies in the stormwater drainage network. Many stormwater drainage assets are currently missing from Council's Geographical Information System and asset register. A project is currently being considered by Council to update the Geographical information system. The works being considered would be undertaken by a trainee engineering officer and involve updating spatial data and the asset register. On completion of forecast acquisitions and the data collection project, there will be an increase in stormwater drainage asset values and this plan should be updated to reflect this.

### 7.4 Key Assumptions Made in Financial Forecasts

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

Key assumptions made in this Asset Management Plan are:

- No additional unplanned major stormwater assets will be acquired by Council in the next 10 year period. If this changes the Asset Management Plan is to be updated to reflect this, and allocation in planned budget to meet full lifecycle costs.
- External funding will continue to be a significant source of funding for major acquisitions.
- Future demand assumptions as mentioned in Section 4.0.
- Asset construction costs to remain stable in real (current dollar) terms - If asset construction costs rise faster than the general rate of inflation, then Council's projected future asset renewal costs will be higher than indicated by this plan.
- The age of many stormwater assets.
- Financial data used in the development of this plan was from the end of the 2020-21 financial year.
- Several assumptions were required in the derivation of planned budget and lifecycle forecast figures. This is due to the nature of long term forecasting.
- Some success in grant funding application processes is achieved.
- Professional judgement has been applied in the absence of good quality data, however where applied, it has been noted for improvement in Section 8.0.
- All figures are presented in current day dollars.

### 7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this Asset Management Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale[13] in accordance with Table 7.5.1.

[12] Also reported as Written Down Value, Carrying or Net Book Value.
[13] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

***Table 7.5.1: Data Confidence Grading System***

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

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

***Table 7.5.2: Data Confidence Assessment for Data used in Asset Management Plan***

| Data | Confidence Assessment | Comment |
|---|---|---|
| Demand drivers | Medium | Requires Council input, review and acceptance |
| Growth projections | Medium to High | State government provided projections used |
| Acquisition forecast | Medium to High | Based on the average of acquisition costs over the last 10 years |
| Operation forecast | Low to Medium | Some estimates and assumptions made. |
| Maintenance forecast | Low to Medium | Some estimates and assumptions made. |
| Renewal forecast<br>- Asset values | Low | Last reviewed by *pitt&sherry* in 2015, requires review. Missing assets to be added to asset register which will increase total replacement value. To be revised on completion of data pickup. |
| - Asset useful lives | Low | Based on professional judgement of staff |
| - Condition modelling | Low | Based on professional judgement/estimate by staff only, no condition assessments undertaken |
| Disposal forecast | Medium | Stormwater drainage assets that are under capacity and will be replaced prior to the end of their useful life. |

The estimated confidence level for and reliability of data used in this Asset Management Plan is considered to be in **Low** (refer Table 7.5.1).

# 8.0 PLAN IMPROVEMENT AND MONITORING

## 8.1 Status of Asset Management Practices[14]

### 8.1.1 Accounting and financial data sources

This Asset Management Plan utilises accounting and financial data. The source of the data is Council's accounting and finance software *Open Office Local Government Solutions*. The Corporate Services Department is responsible for the management of the financial systems. This system includes fully integrated creditor, debtor, payroll, general ledger and receipting modules. The system has a fully integrated asset system however this is only currently used for fleet operating management.

***Accounting standards and regulations***
Council is required to prepare its annual financial report in accordance with *Australian Accounting Standards* and other authoritative pronouncements of the *Australian Accounting Standards Board* and the *Local Government Act 1993* (as amended).

AASB 116 Property, plant and equipment, AASB 136 Impairment of Assets, AASB 140 Investment Property and AASB 5 Non-current Assets held for Sale and Discontinued Operations are applied when preparing Council's annual financial statements.

The cost method of accounting is used for the initial recording of all assets acquired. Cost is determined as the fair value of the assets given as consideration plus cost incidental to the acquisition including architects fees, engineering design fees, consulting fees, administration charges and all other costs incurred in getting the assets ready for use. In addition the cost of non-current assets constructed by Council, 'cost' includes all material used in construction, direct labour used on the project and an appropriate proportion of overheads.

Non-monetary assets received in the form of grants and donations are recognised as assets and revenues at their fair value at the date of receipt. Fair value means the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

The asset management policies and references used by Northern Midlands Council include:

- Northern Midlands *Asset Management Policy*
- Northern Midlands *Strategic Asset Management Plan*
- International Infrastructure Management Manual, Institute of Public Works Engineering Australia 2020
- Australian Infrastructure Financial Management Guidelines, Institute of Public Works Engineering Australia 2016

***Capitalisation threshold***
Generally maintenance, repair costs and minor renewals are charged as expenditure when incurred unless the total value exceeds 10% of the assets written down value, or increases the economic life by more than 10%.

Expenditure is capitalised when it provides a future economic benefits which extends beyond one year and can be measured reliably. As per the *Northern Midlands Council Accounting Policy*, the following limits apply to the recognition of the acquisition of new assets:

[14] ISO 55000 Refers to this as the Asset Management System

***Table 8.1.1: Capitalisation threshold***

| Asset Class | Capitalisation threshold |
|---|---|
| Stormwater infrastructure | $3,000 |
| Flood levee infrastructure | $3,000 |

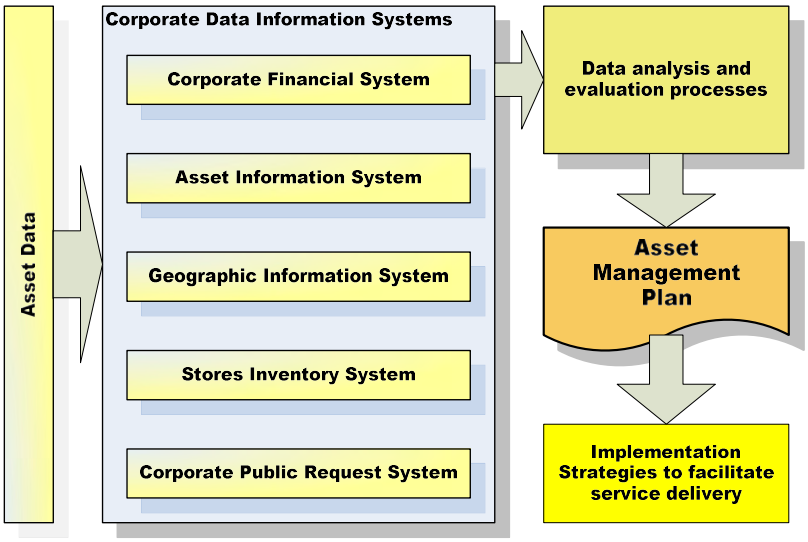
### 8.1.2 Asset management data sources

This Asset Management Plan also utilises asset management data. The source of the data is generally from Council's *Moloney Asset Management* system, but also utilises data from *Intramaps* (Geographic Information System), *Technology One 'ECM' Customer Request System*, and individual asset registers.

The *Moloney Asset Management* system is not linked to, however is constantly reconciled to, the *Open Office Local Government Solutions* accounting system.

The ongoing responsibility of Council's Asset Management system is primarily that of the Asset Management Officer, however strategic oversight and provision of required resources for best practice asset management is the responsibility of the General Manager, the Corporate Services Manager, and the Works Manager.

The following chart illustrates the relationship between the Council's information management systems:




## 8.2 Improvement Plan

It is important that Council recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table 8.2.

***Table 8.2: Improvement Plan***

| Task | Task | Responsibility | Resources Required | Timeline |
|---|---|---|---|---|
| 1 | Adoption of the *NMC Draft Urban Stormwater System Management Plan 2020*, including all associated recommendations. This includes completion of catchment modelling to better understand/identify deficiencies (currently underway). | General Manager | Internal | 2021 |
| 2 | Customer service requests tracked by asset category so numbers can be tracked and included in Asset Management Plans. | Corporate Services Manager | Internal | 2021-2022 |
| 3 | Ensure asset register (Moloney) is updated to include all Flood Levee assets, as some are not currently formally recorded on the asset register. | Works Manager, Corporate Services Manager | Internal | 2022 |
| 4 | Improve confidence in useful lives (and all other data) within asset register, ensure correlates well with assessed condition. | Corporate Services Manager, Works Manager | Internal | 2022 |
| 5 | Develop a detailed capital works program for the 2022/23 financial year. | Works Manager | Internal | 2022 |
| 6 | Update Geographical Information System (GIS) to include all previously missing stormwater drainage assets (including pipes, headwalls, pits, culverts, open drains and levees) once they have been recorded. | Works Manager | Trainee Engineering Officer | 2022 |
| 7 | Assess yearly performance (budgeted vs. actual costs) and update Asset Management Plan and Long Term Financial Plan accordingly. | Corporate Services Manager, Works Manager | Internal | 2022 |
| 8 | Encourage implementation of water sensitive urban design principles for both new developments and the existing stormwater network. | General Manager, Corporate Services Manager, Works Manager | Internal | 2022 |
| 9 | Establish a formal program for clearing open drains, pipes, culverts, and gross pollutant traps etc. | Works Manager | Internal | 2022 |
| 10 | Separate ‘operation and maintenance’ lifecycle activity into ‘operation’ and ‘maintenance’ in finance system to allow improved tracking and budgeting. | Corporate Service Manager | Internal | 2023 |
| 11 | Community/Council consultation required to ensure appropriate levels of service are being provided | General Manager | Internal | 2025 |

| | | | | |
|---|---|---|---|---|
| | (reduce/improve level of service accordingly) | | | |
| 12 | Continue improvements to strategic maintenance and capital works programs for upcoming years (using renewal ranking criteria). Use to inform future Asset Management Plan and Long Term Financial Plan updates. | Works Manager, Engineering Officer | Internal | Ongoing |
| 13 | Undertake detailed condition assessment (every four years) to provide higher confidence condition data and better inform Asset Management Plan | Works Manager | Engineering Officer | Ongoing |
| 14 | Continually improve correlation between Long Term Financial Plan and Asset Management Plan. (Conduct regular meetings of responsible persons – aim for 'high' confidence level) | General Manager, Corporate Services Manager, Works Manager | Internal | Ongoing |
| 15 | Increase confidence and maturity of Asset Management Plan | Corporate Services Manager, Works Manager | Internal | Ongoing |
| 16 | Develop appropriate Risk management plans | General Manager | Internal | Ongoing |

### 8.3 Monitoring and Review Procedures

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

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

The Asset Management Plan has a maximum life of 4 years (Council election cycle) and is due for complete revision and updating within 6 months of each Council election.

### 8.4 Performance Measures

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

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

## 9.0 REFERENCES


- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
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- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
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- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- *Northern Midlands Strategic Plan 2017 – 2027*
- *Northern Midlands Council Annual Plan: 2021-2022*
- *Northern Midlands Council Budget Report: 2021-2022*

## 10.0 APPENDICES

### Appendix A Acquisition Forecast

**A.1 – Acquisition Forecast Assumptions and Source**

A key assumption in the writing of this Asset Management Plan is that no major unplanned acquisitions are to be undertaken during the planning period (e.g. acquisitions where full lifecycle costs have not been allocated in the Long Term Financial Plan).

The 'donated' acquisition forecast summary estimate is based on the long term average of works completed by others/developers, mostly subdivisions.

Several estimates and assumptions were required to be made in the acquisition forecast figures due to the extent of information currently available. This has been noted for improvement in Section 8.0.

**A.2 – Acquisition Project Summary**

The acquisitions forecast and planned budget are based off the average acquisition for stormwater assets over the last 10 years. Major forecast acquisitions (currently additional to the included forecasts and planned budget) stemming from the recommendations in the *NMC Draft Urban Stormwater System Management Plan 2020* will be reliant on the provision of external funding, these projects include, but are not limited to;

- Sheepwash Creek flood study *Hydrodynamica 2016* recommended works – upgrade Drummond Street culvert = $400,000 (2022/23). Upstream rail culvert = $250,000 (2024), Youl Road Culvert = $200,000 (2025), Edward Street culvert $250,000 (2028/29), Phillip Street Culvert upgrade $250,000 (2029/30)
- Hudson Fysh Drive Detention Basin upgrade - $410,000 (2024/25)
- Boral Road Detention Basin and diversion - $500,000 (2022-2024)
- Barclay Street Stormwater – TBC

**A.3 – Acquisition Forecast Summary**

Table A3 displays the forecast acquisition value each year over the planning period.

***Table A3 - Acquisition Forecast Summary***

| Financial Year | Constructed | Donated | Growth |
|---|---|---|---|
| 2020/21 | $264,866 | $210,000 | $0 |
| 2021/22 | $264,866 | $210,000 | $0 |
| 2022/23 | $264,866 | $210,000 | $0 |
| 2023/24 | $264,866 | $210,000 | $0 |
| 2024/25 | $264,866 | $210,000 | $0 |
| 2025/26 | $264,866 | $210,000 | $0 |
| 2026/27 | $264,866 | $210,000 | $0 |
| 2027/28 | $264,866 | $210,000 | $0 |
| 2028/29 | $264,866 | $210,000 | $0 |
| 2029/30 | $264,866 | $210,000 | $0 |
| 2030/31 | $264,866 | $210,000 | $0 |
| 2031/32 | $264,866 | $210,000 | $0 |
| 2032/33 | $264,866 | $210,000 | $0 |
| 2033/34 | $264,866 | $210,000 | $0 |
| 2034/35 | $264,866 | $210,000 | $0 |
| 2035/36 | $264,866 | $210,000 | $0 |
| 2036/37 | $264,866 | $210,000 | $0 |
| 2037/38 | $264,866 | $210,000 | $0 |
| 2038/39 | $264,866 | $210,000 | $0 |
| 2039/40 | $264,866 | $210,000 | $0 |

## Appendix B Operation Forecast

**B.1 – Operation Forecast Assumptions and Source**

Several estimates and assumptions were required to be made in the operation forecast figures. This has been noted for improvement in Section 8.0.

**B.2 – Operation Forecast Summary**

Table B2 displays the forecast operation costs each year over the planning period. Note the 'Additional Operation Forecast' is a percentage of the asset acquisitions value forecast over the planning period and this represents additional funds required to 'operate' these acquired assets.

***Table B2 - Operation Forecast Summary***

| Financial Year | Operation Forecast | Additional Operation Forecast | Total Operation Forecast |
|---|---|---|---|
| 2020/21 | $20,000 | $237 | $20,000 |
| 2021/22 | $20,000 | $237 | $20,237 |
| 2022/23 | $20,000 | $237 | $20,475 |
| 2023/24 | $20,000 | $237 | $20,712 |
| 2024/25 | $20,000 | $237 | $20,950 |
| 2025/26 | $20,000 | $237 | $21,187 |
| 2026/27 | $20,000 | $237 | $21,425 |
| 2027/28 | $20,000 | $237 | $21,662 |
| 2028/29 | $20,000 | $237 | $21,899 |
| 2029/30 | $20,000 | $237 | $22,137 |
| 2030/31 | $20,000 | $237 | $22,374 |
| 2031/32 | $20,000 | $237 | $22,612 |
| 2032/33 | $20,000 | $237 | $22,849 |
| 2033/34 | $20,000 | $237 | $23,087 |
| 2034/35 | $20,000 | $237 | $23,324 |
| 2035/36 | $20,000 | $237 | $23,561 |
| 2036/37 | $20,000 | $237 | $23,799 |
| 2037/38 | $20,000 | $237 | $24,036 |
| 2038/39 | $20,000 | $237 | $24,274 |
| 2039/40 | $20,000 | $237 | $24,511 |

## Appendix C Maintenance Forecast

**C.1 – Maintenance Forecast Assumptions and Source**

Several estimates and assumptions were required to be made in the maintenance forecast figures. This has been noted for improvement in Section 8.0.

**C.2 – Maintenance Forecast Summary**

Table C2 displays the forecast maintenance costs each year over the planning period. Note the 'Additional Maintenance Forecast' is the forecast amount required to account for maintenance of acquisitions undertaken over the planning period.

***Table C2 - Maintenance Forecast Summary***

| Financial Year | Maintenance Forecast | Additional Maintenance Forecast | Total Maintenance Forecast |
|---|---|---|---|
| 2020/21 | $40,000 | $427 | $40,000 |
| 2021/22 | $40,000 | $427 | $40,427 |
| 2022/23 | $40,000 | $427 | $40,855 |
| 2023/24 | $40,000 | $427 | $41,282 |
| 2024/25 | $40,000 | $427 | $41,710 |
| 2025/26 | $40,000 | $427 | $42,137 |
| 2026/27 | $40,000 | $427 | $42,564 |
| 2027/28 | $40,000 | $427 | $42,992 |
| 2028/29 | $40,000 | $427 | $43,419 |
| 2029/30 | $40,000 | $427 | $43,846 |
| 2030/31 | $40,000 | $427 | $44,274 |
| 2031/32 | $40,000 | $427 | $44,701 |
| 2032/33 | $40,000 | $427 | $45,129 |
| 2033/34 | $40,000 | $427 | $45,556 |
| 2034/35 | $40,000 | $427 | $45,983 |
| 2035/36 | $40,000 | $427 | $46,411 |
| 2036/37 | $40,000 | $427 | $46,838 |
| 2037/38 | $40,000 | $427 | $47,265 |
| 2038/39 | $40,000 | $427 | $47,693 |
| 2039/40 | $40,000 | $427 | $48,120 |

## Appendix D Renewal Forecast Summary

**D.1 – Renewal Forecast Assumptions and Source**

The renewal forecast of $66,702 per year is based on the average of renewal budgets over the past decade. This figure has been used in lieu of known, condition based, forecast renewals and has also been adopted in the Long Term Financial Plan. Refer also improvement plan in Section 8.0.

**D.2 – Renewal Project Summary**

In the absence of physical condition data for stormwater drainage assets, a renewal program cannot be developed and hence there is currently no project renewal summary. This has been noted in the improvement plan in Section 8.0.

**D.3 – Renewal Forecast Summary**

Table D3 displays the forecast renewal costs and planned budget each year over the planning period. These figures are matched.

***Table D3 - Renewal Forecast Summary***

| Financial Year | Renewal Forecast | Renewal Budget |
|---|---|---|
| 2020/21 | $66,702 | $66,702 |
| 2021/22 | $66,702 | $66,702 |
| 2022/23 | $66,702 | $66,702 |
| 2023/24 | $66,702 | $66,702 |
| 2024/25 | $66,702 | $66,702 |
| 2025/26 | $66,702 | $66,702 |
| 2026/27 | $66,702 | $66,702 |
| 2027/28 | $66,702 | $66,702 |
| 2028/29 | $66,702 | $66,702 |
| 2029/30 | $66,702 | $66,702 |
| 2030/31 | $66,702 | $66,702 |
| 2031/32 | $66,702 | $66,702 |
| 2032/33 | $66,702 | $66,702 |
| 2033/34 | $66,702 | $66,702 |
| 2034/35 | $66,702 | $66,702 |
| 2035/36 | $66,702 | $66,702 |
| 2036/37 | $66,702 | $66,702 |
| 2037/38 | $66,702 | $66,702 |
| 2038/39 | $66,702 | $66,702 |
| 2039/40 | $66,702 | $66,702 |

## Appendix E Disposal Summary

**E.1 – Disposal Forecast Assumptions and Source**

Through discussion with relevant staff, the noted potential disposals have been identified. No disposals with foreseen costs to Council are forecast to occur over the planning period.

**E.2 – Disposal Project Summary**

Refer Table E2 below.

***Table E2: Potential Assets Identified for Disposal***

| Asset | Reason for Disposal | Timing | Disposal Costs | Operations & Maintenance Annual Savings |
|---|---|---|---|---|
| Stormwater drainage assets that are under capacity (or will be renewed for any other reason) and will be replaced prior to the end of their useful life (as part of any works recommended from the *NMC Draft Urban Stormwater System Management Plan 2020* | To improve stormwater drainage network | 2021-2031 | Currently unknown | N/A |

**E.3 – Disposal Forecast Summary**

Table E3 displays the disposal forecast and disposal budget over the planning period.

***Table E3 – Disposal Activity Summary***

| Financial Year | Disposal Forecast | Disposal Budget |
|---|---|---|
| 2020/21 | $0 | $0 |
| 2021/22 | $0 | $0 |
| 2022/23 | $0 | $0 |
| 2023/24 | $0 | $0 |
| 2024/25 | $0 | $0 |
| 2025/26 | $0 | $0 |
| 2026/27 | $0 | $0 |
| 2027/28 | $0 | $0 |
| 2028/29 | $0 | $0 |
| 2029/30 | $0 | $0 |
| 2030/31 | $0 | $0 |
| 2031/32 | $0 | $0 |
| 2032/33 | $0 | $0 |
| 2033/34 | $0 | $0 |
| 2034/35 | $0 | $0 |
| 2035/36 | $0 | $0 |
| 2036/37 | $0 | $0 |
| 2037/38 | $0 | $0 |
| 2038/39 | $0 | $0 |
| 2039/40 | $0 | $0 |

## Appendix F Budget Summary by Lifecycle Activity

Several estimates and assumptions were required to be made in the development of the planned budget figures shown in Table F1. This was due to the maturity of information currently available. Future improvements are noted in Section 8.0.

***Table F1 – Budget Summary by Lifecycle Activity***

| Financial Year | Acquisition | Operation | Maintenance | Renewal | Disposal | Total |
|---|---|---|---|---|---|---|
| 2020/21 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2021/22 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2022/23 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2023/24 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2024/25 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2025/26 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2026/27 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2027/28 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2028/29 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2029/30 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2030/31 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2031/32 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2032/33 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2033/34 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2034/35 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2035/36 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2036/37 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2037/38 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2038/39 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |
| 2039/40 | $264,866 | $20,000 | $40,000 | $66,702 | $0 | $391,568 |