NAMBUCCA VALLEY COUNCIL

BUILDING

Asset Management Plan

Scenario 1 Version 4

April 2022

Document Control	Asset Management Plan				
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1	8/06/2017	Draft Asset Management Plan	Assets Officer	Manager Assets	
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4	April 2022	Revised for 2023 - 2042	Technical Officer Assets	Manager Assets	

This concise Asset Management Plan may be used as a supporting document to inform an overarching Strategic Asset Management Plan.

TABLE OF CONTENTS

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1 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

This asset management plan details information about infrastructure assets including 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 the services over a 20-year planning period.

This plan covers the infrastructure assets that provide council administration, community services and education (preschool), tourism, amenities, emergency services (Bush Fire Brigade Sheds), social activities (community halls), recreational activities (Aquatic Centre, libraries and community sporting facilities), water and sewerage services.

1.2 Asset Description

These building assets include in the council boundary area and asset network comprises:

- Council owned and operated assets,
- Council owned assets leased to third parties,
- Assets established on Council land, and
- Assets established on Crown land.

These infrastructure assets have significant value estimated as $ 41,918,557.

1.3 Levels of Service

Our present funding levels are insufficient to continue to provide existing services at current levels in the medium term.

The main services consequences are:

- Unsafe, unclean and not appropriate for users, and
- Not filling users' and program delivery needs.

1.4 Future Demand

Future demand 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 include non-asset solutions, insuring against risks and managing failures.

- Monitor the community importunacy level of the building assets from the customer survey data and make appropriate decisions to cater the demand by allocating resources as necessary, and
- Identify building asset needs for elderly people and develop those assets by allocating resources as necessary.

1.5 Lifecycle Management Plan

What does it Cost?

Table 1.5: Total life cycle cost for Building assets

Nambucca SC - Report 1 - Executive Summary AM Plan (Buildings_S1_V2)	
Executive Summary - What does it cost?	('000)
10 year total cost [10 yr Ops, Maint, Renewal & Upgrade Proj Exp]	**$14,065**
10 Year Average Cost	**$1,406**
10 year total LTFP budget [10 yr Ops, Maint, Renewal & Upgrade LTFP Budget]	**$14,021**
10 year average LTFP budget	**$1,402**
10 year AM financial indicator	**99.7%**
10 year average funding shortfall	**4.4**

Figure Values are in current (real) dollars.

The projected outlays necessary to provide the services covered by this Asset Management Plan (AM Plan) includes operations, maintenance, renewal and upgrade of existing assets over the 10-year planning period is $ 1,406,540 on average per year.

1.6 Financial Summary

What we will do

Estimated available funding for this period is $ 1,402,138 on average per year as per the long term financial plan or budget forecast. This is 99.7 % 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 emphasis of the Asset Management Plan is to communicate the consequences that this will have on the service provided and risks, so that decision making is "informed".

The allocated funding leaves a deficit of $4,402 on average per year of the projected expenditure required to provide services in the AM Plan compared with planned expenditure currently included in the Long Term Financial Plan. This is shown in the figure below.

Projected Operating and Capital Expenditure

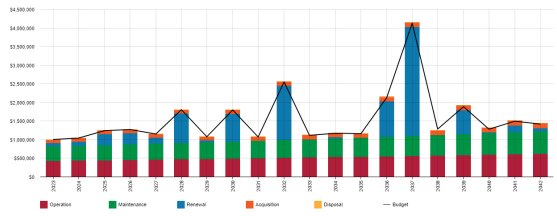


Figure Values are in current (real) dollars.

We plan to provide Building asset services for the following:

- Operation and maintenance of Building assets to meet service levels set by in annual budgets, and
- Some portion of renewal and upgrade of Building assets to meet service levels set by in annual budgets. The major assets which are Nambucca Library refurbishment, Valla Rural Fire Station, Newee Creek Rural Fire Station planned to renew within the 10-year planning period.

Building assets will be the subject of a full comprehensive revaluation in 2022 – 23 which will include condition assessment and review of the long term renewal forecast.

What we cannot do

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

- Multiple building renewals due in future specifically in year 2028, 2033 2037 need to consider spreading over a few years, and
- Consider to renewal the components of these building as necessary.

Managing the Risks

Our present funding levels are insufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Some of the services (if the buildings were not renewed after end of the life) will not be available for the users,
- The users have to compromise the quality of services if the buildings were not renewed after the end of the life,
- Trip hazards, staff and public injury,
- Unsuitable for community use,
- Inability to provide temperature control inside the administration building within the recommended government guidelines, and
- Building unserviceable.

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

- Conducting a professional condition assessment for the buildings due renewal and make decisions to renew with in available funds, and
- Obtaining additional grant funding from State and Federal government for some capital renewal.

1.7 Asset Management Practices

Our systems to manage assets include:

- Civica Authority enterprise management system, and
- Excel spread sheets are used for asset management and maintenance.

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 1 was used for this asset management plan.

1.8 Monitoring and Improvement Program

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

- Professional condition assessment for aging buildings - make decisions to renew with in available funds.

2. INTRODUCTION

2.1 Background

This asset management plan communicates the actions required for the responsive management of assets (and services provided from assets), compliance with regulatory requirements, and funding needed to provide the required levels of service over a 20-year planning period.

The asset management plan is to be read with the Nambucca Shire Council planning documents. This should include the Asset Management Policy and Asset Management Strategy where these have been developed along with other key planning documents:

- Long term financial plan,
- Nambucca Shire Council community facilities and public open space needs strategy, and
- A report measuring satisfaction with facilities and services managed by Nambucca Shire Council.

The infrastructure assets covered by this asset management plan are shown in Table 2.1. These assets are used to provide council administration, community services and education (preschool), tourism, amenities, emergency services, social activities (community halls), recreational activities , water and sewerage services.

Table 2.1: Assets covered by this Plan

Asset Category	No of Buildings	Replacement Value
Administration	8	5,137,414
Community Services and Education	3	856,890
Economic Affairs	1	214,600
Environment	5	702,494
Housing and Community Amenities	10	677,430
Public Order and Safety	23	3,698,747
Recreation and Culture	88	28,364,941
Sewerage Services	15	1,465,800
Water Supplies	13	800,240
TOTAL	**166**	**41,918,556**

2.2 Goals and Objectives of Asset Ownership

Our goal in 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 expenditure and how it will be allocated.

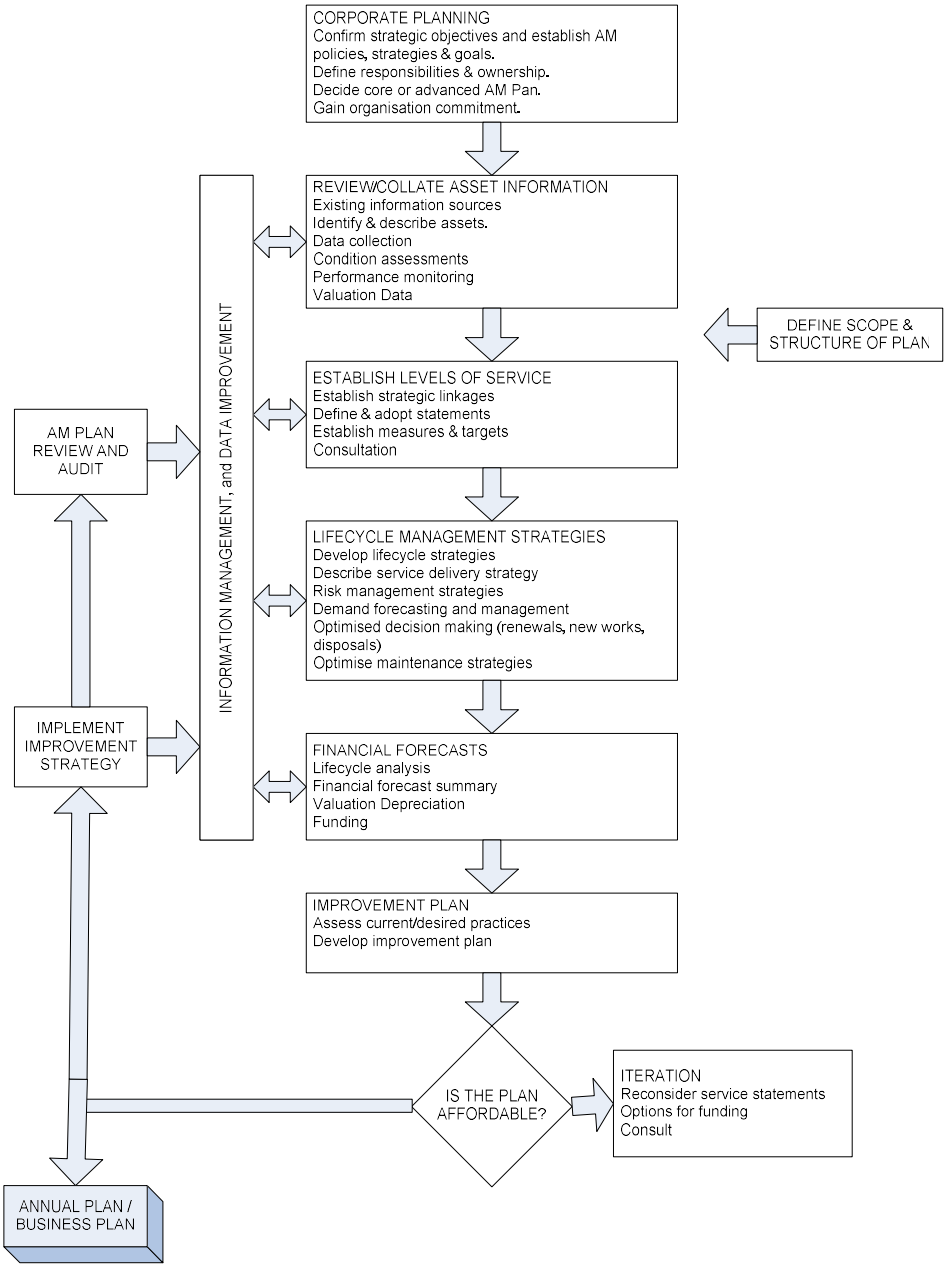
Other references to the benefits, fundamentals principles and objectives of asset management are:

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

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

A road map for preparing an asset management plan is shown below.

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



2.3 Core and Advanced Asset Management

This asset management plan is prepared as a 'core' asset management plan over a 20 year planning period in accordance with the International Infrastructure Management Manual[3]. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

[2] ISO 55000 Overview, principles and terminology
[3] IPWEA, 2015, IIMM.

3. LEVELS OF SERVICE

3.1 Customer Research and Expectations

This 'core' asset management plan is prepared to facilitate consultation prior to adoption by the councillors. Future revisions of the asset management plan will incorporate community consultation on service levels and costs of providing the service. This will assist the councillors 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 engaged Jetty Research to undertake a Community Satisfaction Survey, completed December 2021. This telephone survey polls a sample of residents on their level of satisfaction with Council's services. The below table represent most recent community satisfaction surveys reported for important and satisfaction levels for the following services:

Table 3.1: Community Satisfaction Survey Levels

Performance Measure	**Survey Data 2019**		**Survey Data 2021**	
	Importance (score/5)	**Satisfaction (score/5)**	Importance (score/5)	Satisfaction (score/5)
Services for the Elderly	3.95	3.25	3.97	3.23
Public Amenities	3.93	3.19	4.05	2.84
Park, Reserves and Playground	4.02	3.82	4.14	3.8
Community Centres and Halls	3.25	3.64	3.24	3.56
Sporting Facilities	3.48	3.85	3.45	3.79

Community satisfaction information is used in developing the Strategic Plan and in the allocation of resources in the budget.

3.2 Strategic and Corporate Goals

This asset management plan is prepared under the direction of the Nambucca Shire council vision, mission, goals and objectives.

Our vision is:

Nambucca Valley - living at its best

Our mission is:

The Nambucca Valley will value and protect its natural environment, maintain its assets and infrastructure and develop opportunities for its people.

Relevant goals and objectives and how these are addressed in this asset management plan are:

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

Goal	**Objective**	**How Goal and Objectives are addressed in AM Plan**
Managing and enhancing council and community assets, including buildings, roads and other	• Ensure assets are adequately developed and maintained by delivering on the Council's 10 Year Major Works Plan. • Ensure the Council's assets are adequately maintained	• Projects in the major works plan are included in the renewal and new projects listing. • The Buildings Asset Management Plan fulfils this objective.

infrastructure.	and renewed as per the current asset plan.	
To foster a community where people feel safe and secure.	Provide support for local emergency services and beach safety.	• Ensure buildings and facilities at fire control centre and SES/Volunteer Rescue/Marine Rescue are managed to meet standards. • Provide $ 20,000 annual maintenance for public order and safety buildings. • Provide upgrade and renewal where available funds are justified by the users as necessary.
Provide safe and appropriate public meeting places.	To provide meeting places as a way of fostering an inclusive community.	• Provide 42,000 for annual maintenance for hall buildings. • Provide upgrade and renewal where justified by the community use as necessary

The Nambucca Shire Council will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this AM Plan. Management of infrastructure risks is covered in Section 6.

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. These include:

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act	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	Secures and promotes health, safety and welfare of people at work.
National Disability Discrimination Act	Sets out the responsibilities of Council and staff dealing with the access and use of public infrastructure.
Land Use Planning and Appeals Legislation	Sets out the requirements for the development of land, standards and controls.
Australian Standards/ Building Code of Australia/ National Construction Code	The BCA contains technical provisions for the design and construction of buildings and other structures, covering such matters as structure, fire resistance, access and egress, services and equipment and energy efficiency as well as certain aspects of health and amenity. The BCA references numerous Australian Standards for detailed statements of performance standards.

3.4 Customer Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the asset management plan are:

Quality 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?*

The current and expected customer service levels are detailed in Tables 3.4 and 3.5. Table 3.4 shows the expected levels of service based on resource levels in the current long-term financial plan.

Organisational measures are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very good.

These Organisational measures provide a balance in comparison to the customer perception that may be more subjective.

Table 3.4: Customer Level of Service

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years based on the current budget.
Service Objective : Provide Appropriate Building Facility to Customer				
Quality	Building facilities are safe, clean and appropriate for users.	Customer service requests relating to service quality.	2.4 Per months	< 2 per month
	Organisational measure.	% of buildings in condition 1 & 2 / condition 4 & 5	50% in condition 1 & 2 / 8% in condition 4 & 5	60% in condition 1 & 2 / 6% in condition 4 & 5
	Confidence levels		Medium	Medium / High
Function	Facilities meet users' and program delivery needs.	Customer service requests relating to usage and availability.	10% of buildings are noncompliant with disability access.	5% of buildings are noncompliant with disability access.
	Organisational measure.	% of buildings in function 1 & 2 / function 4 & 5	54% in function 1 & 2 / 15% in function 4 & 5	50% in function 1 & 2 / 10% in function 4 & 5
	Confidence levels		Low / Medium	Medium / High
Capacity and Use	Facilities meet users' and program delivery needs.	Customer service requests relating to usage and availability.	75% of buildings are meeting the current capacity level for existing population including fluctuation from tourism	85% of buildings are meeting the current capacity level for existing population including fluctuation from tourism
	Organisational measure.	% of buildings in Very good / good & poor /very poor capacity and utilisation level.	10% very good / good 20% poor / very poor capacity utilisation level	20% very good / good 10% poor / very poor capacity utilisation level
	Confidence levels		Low / Medium	Medium / High

3.5 Technical Levels of Service

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 to best achieve the desired customer outcomes and demonstrate effective performance.

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

- Operations – 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 (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement), and
- Upgrade/New – 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).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.[4]

Table 3.5 shows the technical levels of service expected to be provided under this AM Plan. The 'Desired' position in the table documents the position being recommended in this AM Plan.

Table 3.5: Technical Levels of Service

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
TECHNICAL LEVELS OF SERVICE				
Operations				
	Buildings are clean.	Clearing frequency	Class 1 – Daily Class 2 – 3 times a week Class 3 – As directed by Section 355 committee management	Class 1 – Daily Class 2 – 3 times a week Class 3 – As directed by Section 355 committee management
	Buildings meet user's needs.	Termite, fire safety & general building inspection.	Termite – Annual Fire safety – 6 monthly General inspection - Annual & additional inspection as requested by Section 355 committee management	Termite – Annual & as requested Fire safety – 6 monthly General inspection - Annual & additional inspection as requested by Section 355 committee management
		Budget	Operational - $ 431,256	To Be determined
Maintenance	Buildings are suitable for purpose.	Maintenance activities are carried out according to a schedule.	Any safety defects are repaired within 3 working days. Any general defects are repaired within a week.	To Be determined
		Budget	Maintenance - $ 393,500	To Be determined
Renewal	Buildings meet user's needs.	Condition & function of Buildings	8% in condition 4 & 5, 15% in function 4 & 5	6% in condition 4 & 5, 10% in function 4 & 5
		Budget	Nambucca Heads Library – Macksville - Administration Centre - Serv – Mechanical – Replace Air-conditioning -	To Be determined
Upgrade/New	Fire Stations upgrade, Nambucca Library toilets, V-Wall toilets	Upgrades complete on time within budget.	Upgrades complete on time within budget	To Be determined
		Budget	$1,263,520	

Note: * Current activities and costs (currently funded).

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

** Desired activities and costs to sustain current service levels and achieve minimum life cycle costs (not currently funded).

It is important to monitor the service levels provided regularly as these will change. The current performance is influences by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

4. 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 were identified and are documented in Table 4.3.

4.3 Demand Impact on Assets

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

Table 4.3: Demand Drivers, Projections and Impact on Services

Demand drivers	Present position	Projection	Impact on services
Population growth	19598[5]	Estimated annual average population growth from 2015- 20 is 1.63% [7]	Increased population within the Shire imposes greater demand on Council facilities.
Age over 60 years population	6929 [7]	Estimated annual average Age over 60 years population growth from 2015-20 is 11.4% [7]	Shifts in demand and utilisation of specific facility types such as more demand on passive recreation facilities and less demand on active recreation facility.
Tourism – Total Visitors	297000 [6] (September 2014 - Four year annual average total visitors (overnight and domestic day trips) for Nambucca Shire Council)	Four year annual average total visitors (overnight and domestic day trips) for Nambucca Shire Council has increased by 3.1% [6] annually from 2014 to 2019	Increase of tourism activates within the Shire imposes greater demand on Council facilities.

4.4 Demand Management Plan

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

[7] ABS, 2020, "Region Summary for Nambucca (A), 2015 - 2020 statistics, Population and people"

[6] Destination NSW, September 2019 "LGA Profile – Nambucca"

Opportunities identified to date for demand management are shown in Table 4.4. Further opportunities will be developed in future revisions of this asset management plan.

Table 4.4: Demand Management Plan Summary

Demand Driver	Impact on Services	Demand Management Plan
Population growth	Increased population within the Shire imposes greater demand on Council facilities.	Monitor the community importunacy level of the building assets from the customer survey data and make appropriate decisions to cater the demand by allocating resources as necessary.
Ager over 60 years population	Shifts in demand and utilisation of specific facility types such as more demand on passive recreation facilities and less demand on active recreation facility.	Identify building asset needs for elderly people and develop those assets by allocating resources as necessary.
Tourism activities	Increase or decrease of tourism activates within the Shire imposes greater demand on Council facilities.	Identify building asset needs tourism people such as amenities and develop those assets by allocating resources as necessary.

5. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Nambucca Shire Council plans to manage and operate the assets at the agreed levels of service (defined in 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 2.1.

The considerable numbers of the recreational and cultural buildings are relatively aging in throughout the council.

The age profile of the assets included in this AM Plan are shown in Figure 2.

Figure 2: Asset Age Profile

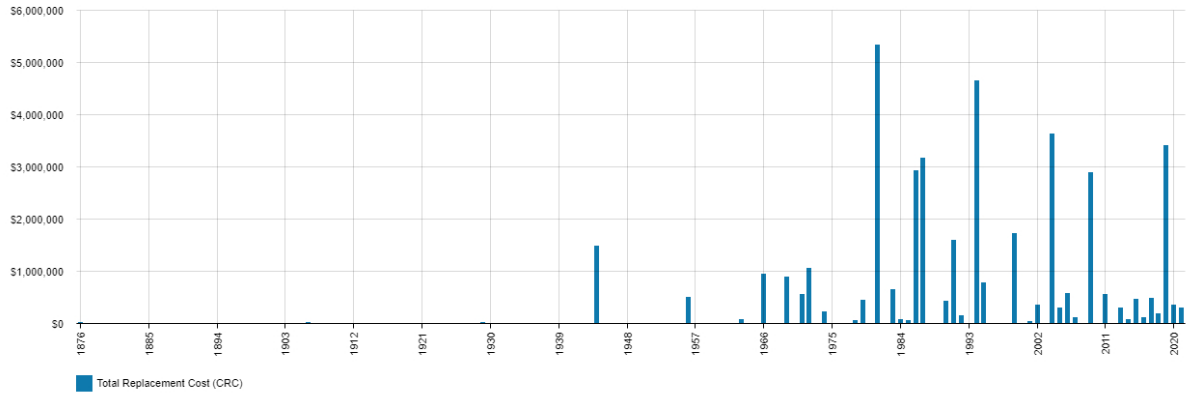


Figure Values are in current (real) dollars.

Some of the aged buildings are listed as heritage assets so they have to look after until disposal without renewal or upgrade. Few of the aged buildings are in renewal plan and some of those aged assets are just maintain as it is without renewal since they are unable to justify the renewal funding.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available.

Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

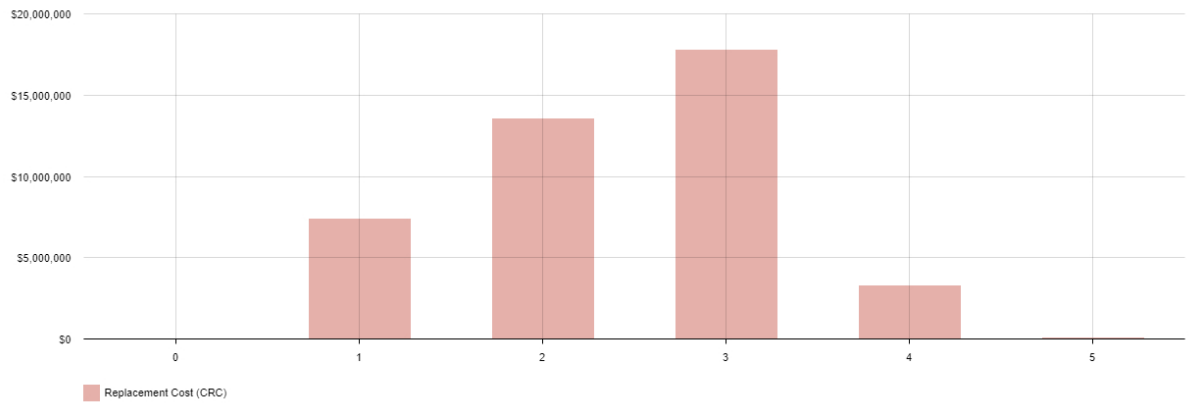
Location	Service Deficiency
Council buildings	All buildings are not covered by disability services.
Council buildings	Renewal responsibilities are not clearly defined for all the building assets.

5.1.3 Asset condition

Condition is not currently monitored in a formal way.

The condition profile of our assets is shown in Figure 3.

Fig 3: Asset Condition Profile



The current condition data is from the professional building asset valuation and council will plan to have a professional condition assessment for aging buildings soon.

Condition is measured using a 1 – 5 grading system[7] as detailed in Table 5.1.3.

Table 5.1.3: Simple Condition Grading Model

Condition Grading	Description of Condition
1	**Very Good**: only planned maintenance required
2	**Good**: minor maintenance required plus planned maintenance
3	**Fair**: significant maintenance required
4	**Poor**: significant renewal/rehabilitation required
5	**Very Poor**: physically unsound and/or beyond rehabilitation

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

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, e.g. termite, fire safety, general building inspection etc.

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, e.g. water tap repair.

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.

Maintenance expenditure is shown in Table 5.2.1.

Table 5.2.1: Maintenance Expenditure Trends

Year	Maintenance Budget $
2020/21	$401,918
2021/22	$366,900
2023 Onwards	$393,500

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

Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 4. Note that all costs are shown in current 2017dollar values (i.e. real values).

Figure 4: Projected Operations and Maintenance Expenditure

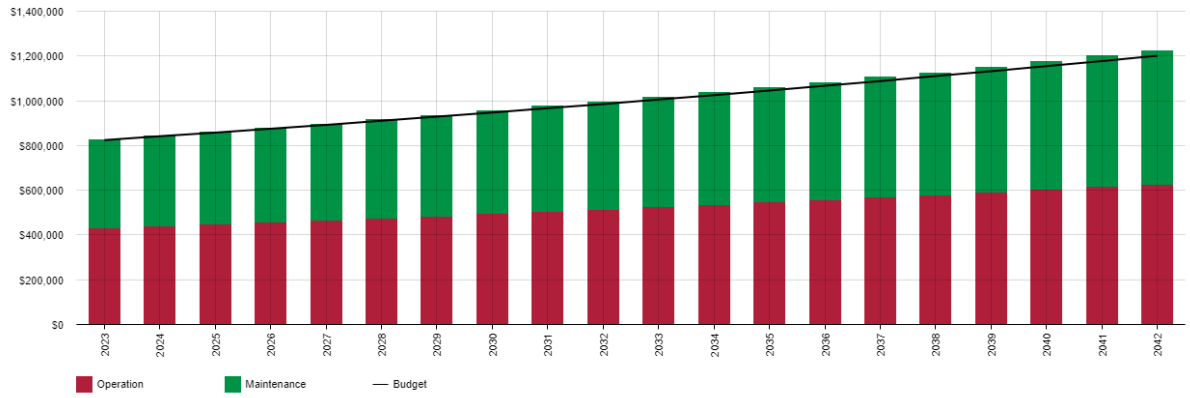


Figure Values are in current (real) dollars.

The council provide sufficient operational and maintenance budget to provide adequate service for the users.

Deferred maintenance, i.e. renewal works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the infrastructure risk management plan.

5.3 Renewal/Replacement Plan

Renewal and replacement 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 service potential. Work over and above restoring an

asset to original service potential is considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 1 as used for this asset management plan.

5.3.1 Renewal ranking criteria

Asset renewal and replacement 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 roof that has water leak during raining), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. No tripping from the floor carpets).[8]

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value representing the greatest net value,
- Have the highest average age relative to their expected lives,
- Are identified in the AM Plan as key cost factors,
- Have high operational or maintenance costs, and
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.[9]

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

Table 5.3.1: Renewal and Replacement Priority Ranking Criteria

Criteria	Weighting
Fit with Strategic Objectives	30%
Legislative requirement	25%
Asset Condition	15%
Customer survey feedback	15%
Grants availability	15%
Total	100%

5.3.2 Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditures are forecast to increase over time when the asset stock increases. The expenditure is required is shown in Fig 5. Note that all amounts are shown in current (real) dollars.

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

The projected capital renewal and replacement program is shown in Appendix B.

Fig 5: Projected Capital Renewal and Replacement Expenditure

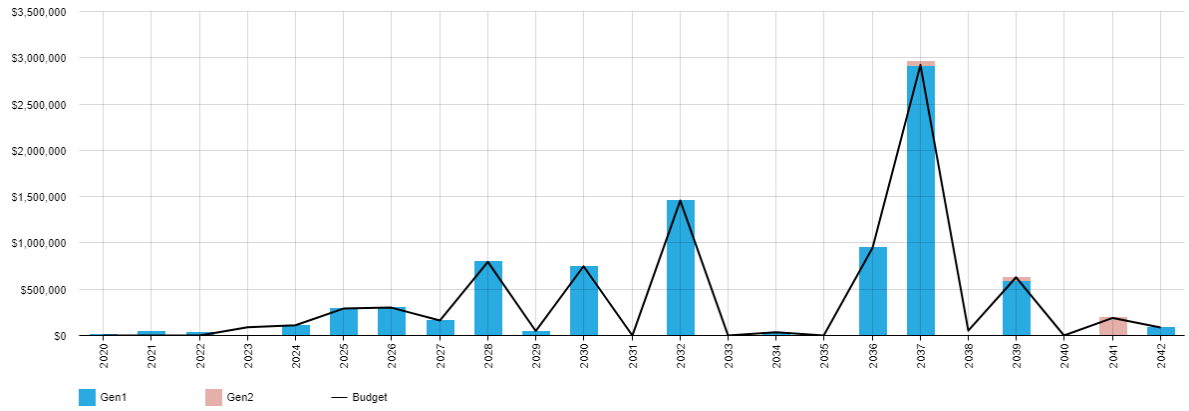


Figure Values are in current (real) dollars.

Nambucca shire council requires making a professional condition assessment on assets due for renewal and making decision on renewal based on the condition assessment.

Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 7.

5.4 Creation/Acquisition/Upgrade Plan

New works are those that create a new asset that did not previously exist, or works which will 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. These additional assets are considered in Section 4.4.

5.4.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed below.

Table 5.4.1: New Assets Priority Ranking Criteria

Criteria	Weighting
Fit with Strategic Objectives	30%
Legislative requirement	25%
Asset Condition	15%
Customer survey feedback	15%
Grants availability	15%
Total	100%

5.4.2 Summary of future upgrade/new assets expenditure

Projected upgrade/new asset expenditures are summarised in Fig 6. The projected upgrade/new capital works program is shown in Appendix C. All amounts are shown in real values.

Fig 6: Projected Capital Upgrade/New Asset Expenditure

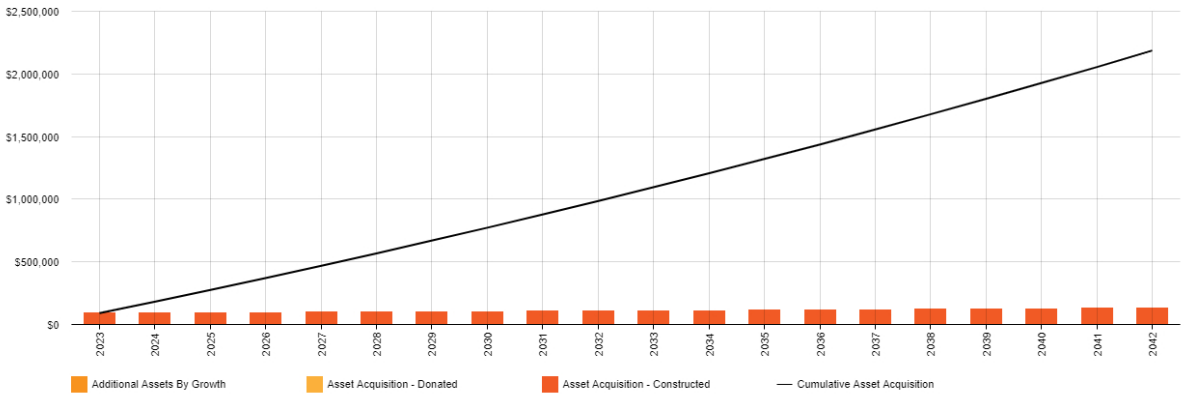


Figure Values are in current (real) dollars.

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 of the available funds. These new assets will commit the funding of ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required.

5.4.3 Summary of asset expenditure requirements

The financial projections from this asset plan are shown in Fig 7 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs required to achieve lowest lifecycle costs, the budget line indicates what is currently available. The gap between these informs the discussion on achieving the balance between services, costs and risk to achieve the best value outcome.

Fig 7: Projected Operating and Capital Expenditure

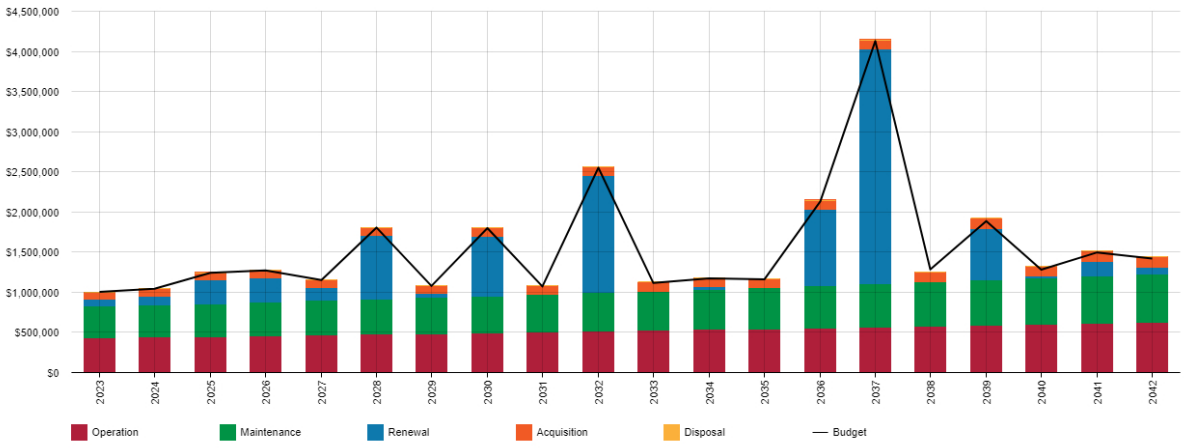


Figure Values are in current (real) dollars.

According to the current building asset details there are considerable number of assets are due for renewal in year 2028, 2033 & 2037. Nambucca shire council requires making a professional condition assessment on assets due for renewal and making decision on renewal based on the condition assessment. It is also worth to change the useful to

have more reliable and practical useful life to moderate this spikes. It can be able to obtain additional grant funding from State and Federal government for some capital renewal.

5.5 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 5.5, and since assets are renewed there is no estimated annual savings from not having to fund operations and maintenance of the assets. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any. Any costs or revenue gained from asset disposals is accommodated in the long term financial plan.

Table 5.5: Assets Identified for Disposal

Asset	Reason for Disposal	Timing	Disposal Expenditure (000)
Bowraville - Belmore Street Amenities	Functional	2022	57
Nambucca Heads - E J Biffen Playing Fields Amenities & Canteen - Roof	Renewal due to water leaks	2022	9
Mary Boulton Pioneer Cottage - Historic Museum Cottage - Roof	Renewal due to water leaks	2023	8
Nambucca Heads - Ocean Street Amenities	Functional	2024	50
Bowraville - McKay Park Amenities	Functional	2025	14
Macksville - Winifred Street Amenities	Functional	2025	48
Macksville - Coach Stop & Amenities	Functional	2026	30

6. RISK MANAGEMENT PLAN

The purpose of infrastructure risk management is to document the results 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 associated with service delivery from infrastructure assets has identified 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, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

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.

Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

Table 6.1 Critical Assets

[10] ISO 31000:2009, p 2

Critical Asset(s)	Failure Mode	Impact
Administration building General Air Conditioning System	Air condition aging	Inability to provide temperature control within the recommended government guidelines.
Community centre and Library - Main hall and gallery roof	Roof aging	If the roofing iron isn't replaced the ingress of water will continue to damage the roof structure, plaster, paint work, then the wall studs and flooring, sub floor and floor coverings. Ultimately rendering the building unserviceable.

By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

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 International Standard ISO 31000:2018.

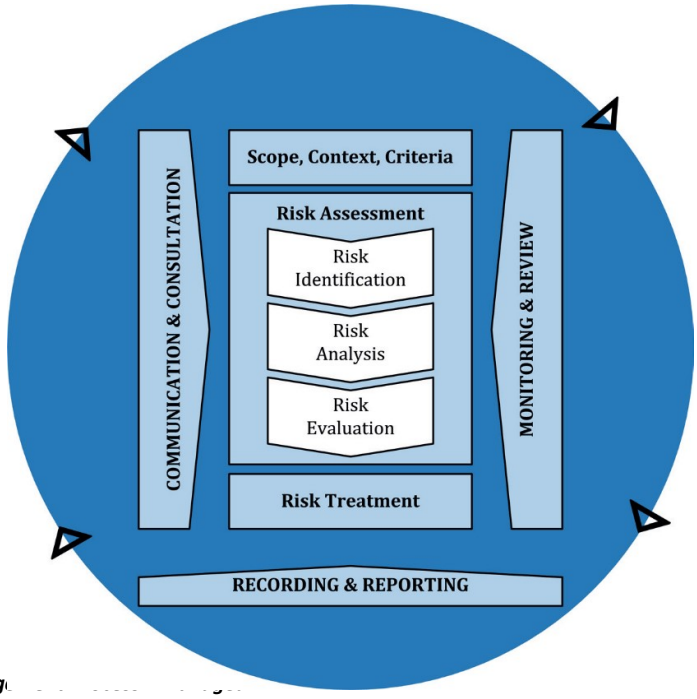
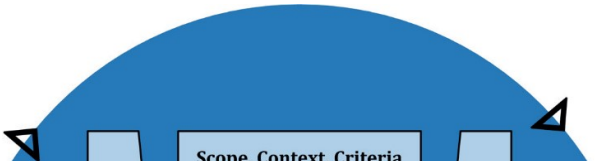


Fig 6.2 Risk Manag
Source: ISO 31000:2018, Figure 1, p9

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

An assessment of risks associated with service delivery from infrastructure assets has identified 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



cost after the selected treatment plan is implemented is shown in Table 6.2. These risks and costs are reported to management and the councillors.

Table 6.2: Critical Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Community centre and Library - Main hall and gallery roof	If the roofing iron isn't replaced the ingress of water will continue to damage the roof structure, plaster, paint work, then the wall studs and flooring, sub floor and floor coverings. Ultimately rendering the building unserviceable	H	Renewal	Low	$ 80,000
Utungun Hall	Structural stability	VH			
Fire Station capacity for vehicles					

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

The Risk identification for Building assets is shown in Appendix D.

The Risk analysis and evaluation for Building assets is shown in Appendix E.

The Risk treatment for Building assets is shown in Appendix F.

The Risk treatment plan for Building assets is shown in Appendix G.

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to our customers and the services we provide. To adapt to changing conditions and grow over time we need to understand our capacity to respond to possible disruptions and be positioned to absorb disturbance and act effectively in a crisis to ensure continuity of service.

Resilience is built on aspects such as response and recovery planning, financial capacity and crisis leadership.

Our current measure of resilience is shown in Table 6.4 which includes the type of threats and hazards, resilience assessment and identified improvements and/or interventions.

Table 6.4: Resilience

Threat / Hazard	Resilience LMH	Improvements / Interventions
Council building affected by possible Bomb threat	Low	The Bomb threat have been included in the Council Emergency Preparedness and Management Procedure which should be activated immediately upon a declaration of Bomb threat
Council building affected by possible Bushfire	Medium	The Bushfire threat have been included in the Council Emergency Preparedness and Management Procedure which should be activated immediately upon a declaration of Bushfire with the help of external emergency services

6.4 Service and Risk Trade-Offs

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

6.4.1 What we cannot do

There are some renewal capital projects that are unable to be undertaken within the next 10 years. These include:

- Some of the Building renewals due soon in particularly year 2028, 2033 & 2037.

6.4.2 Service trade-off

The capital projects that cannot be undertaken will maintain or create service consequences for users. These include:

- Some of the services (if the buildings were not renewed after end of the life) will not be available for the users.
- The users have to compromise the quality of services if the building components were not renewed after the end of the life.

6.4.3 Risk trade-off

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

- Trip hazards, staff and public injury.
- Unsuitable for community use.
- Inability to provide temperature control inside the administration building within the recommended government guidelines.
- Building unserviceable.

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

7. FINANCIAL SUMMARY

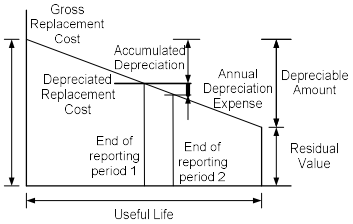
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset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

7.1 Financial Statements and Projections

7.1.1 Asset valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. Assets are valued at cost of replacement method and fair value is calculated using straight line depreciation method.

Gross Replacement Cost	$ 41,918,557
Depreciable Amount	$ 41,918,557
Depreciated Replacement Cost[11]	$ 29,222,974
Annual Average Asset Consumption	$ 844,196



[11] Also reported as Written Down Value, Carrying or Net Book Value.

7.1.1 Sustainability of service delivery

Two key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the:

- asset renewal funding ratio, and
- medium term budgeted expenditures/projected expenditure (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio[12] 100 %

The Asset Renewal Funding Ratio is the most important indicator and indicates that over the next 10 years of the forecasting that we expect to have 100 % of the funds required for the optimal renewal and replacement of assets.

Medium term – 10 year financial planning period

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures 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.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for aging assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is $ 1,406,540 on average per year.

Estimated (budget) operations, maintenance and capital renewal funding is $ 1,402,138 on average per year giving a 10 year funding deficit of $4,402 per year. This indicates 99.7% of the projected expenditures needed to provide the services documented in the asset management plan is available. This excludes upgrade/new assets.

Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures 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 Projected expenditures for long term financial plan

Table 7.1.2 shows the projected expenditures for the 20 year long term financial plan.

Table 7.1.2: Projected Expenditures for Long Term Financial Plan ($000)

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2023	$90,000	$431,256	$393,500	$89,810	$0
2024	$91,800	$439,881	$402,297	$110,532	$0
2025	$93,636	$448,679	$411,270	$290,530	$0
2026	$95,509	$457,652	$420,422	$301,125	$0
2027	$97,419	$466,805	$429,758	$162,989	$0
2028	$99,367	$476,141	$439,280	$796,040	$0

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

2029	$101,355	$485,664	$448,993	$48,187	$0
2030	$103,382	$495,378	$458,899	$748,237	$0
2031	$105,449	$505,285	$469,004	$0	$0
2032	$107,558	$515,391	$479,311	$1,457,611	$0
2033	$109,709	$525,699	$489,825	$0	$0
2034	$111,904	$536,213	$500,548	$35,974	$0
2035	$114,142	$546,937	$511,486	$0	$0
2036	$116,425	$557,876	$522,643	$948,199	$0
2037	$118,753	$569,033	$534,023	$2,921,899	$0
2038	$121,128	$580,414	$545,630	$5,184	$0
2039	$123,551	$592,022	$557,470	$646,286	$0
2040	$126,022	$603,863	$569,546	$29,955	$0
2041	$128,542	$615,940	$581,864	$189,779	$0
2042	$131,113	$628,259	$594,428	$86,184	$0

Expenditure projections are in 2021 real values.

7.2 Funding Strategy

Funding for assets is provided from the budget and long term financial plan.

The financial strategy of the Nambucca Shire 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 differing options.

7.3 Key Assumptions Made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Table 7.4 shows Key assumptions made in this asset management plan.

Table 7.4: Key Assumptions made in AM Plan and Risks of Change

No	Key Assumptions
1	The useful life and residual values in the asset register is correct.
2	The current condition assessment data are reasonably accurate.

7.4 Forecast Reliability and Confidence

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale[13] in accordance with Table 7.5.

Table 7.5: Data Confidence Grading System

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

The estimated confidence level for and reliability of data used in this AM Plan is considered to be grade B which is reliable.

8. PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices[14]

8.1.1 Accounting and financial data sources

The building asset data is stored in Civica Authority enterprise management system.

8.1.2 Asset management data sources

The excel spread sheets is used for asset management and maintenance data in addition to Civica Authority enterprise management system.

8.2 Improvement Plan

The asset management improvement plan generated from this asset management plan is shown in Table 8.1.

Table 8.1: Improvement Plan

Task	Task	Responsibility	Resources	Timeline

[13] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.
[14] ISO 55000 Refers to this the Asset Management System

No			Required	
1	Conduct a professional condition assessment for aging buildings possibility of continue for all the buildings	Technical Assets officer	Professional building inspector	30/9/2022
2	Develop a future demand strategies plan	Technical Assets officer	Time	31/12/2022
3	Develop a project prioritisation plan	Technical Assets officer	Time	30/06/2023
4	The renewal ranking criteria may need to redefined and approved by the stakeholders	Technical Assets officer	Time	31/12/2022
5	New Assets Priority Ranking Criteria may need to redefined and approved by the stakeholders	Technical Assets officer	Time	30/09/2022
6	Develop a disposal plan	Technical Assets officer	Time	31/12/2022

8.3 Monitoring and Review Procedures

This asset management plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AM Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

The AM Plan has a life of 5 years and is due for complete revision and updating within 2022/23.

8.4 Performance Measures

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the long term financial plan,
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the asset management plan,
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the target of 1.0.

9. REFERENCES

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- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Nambucca Valley Council Community Strategic Plan 2017 – 2027
- Nambucca Valley Council Annual Financial Plan and Budget.
- Nambucca Valley Council 2023 community Strategic plan

10. APPENDICES

Appendix A	Projected 10 year Capital Renewal and Replacement Works Program
Appendix B	Projected 10 year Capital Upgrade/New Works Program
Appendix C	LTFP Budgeted Expenditures Accommodated in AM Plan
Appendix D	Risk identification for Building assets
Appendix E	Risk analysis and evaluation for Building assets
Appendix F	Risk treatment for Building assets
Appendix G	Risk treatment plan for Building assets

Appendix A Projected 10-year Capital Renewal and Replacement Works Program

CVR ID	GIS ID	Asset Name	From	To	Remaining Life	Forecast Renewal Year	Renewal Cost	Useful Life
310632	400112	Macksville - Council Works Depot Noxious Weeds, Concrete, Bitumen,	Macksville	Metal Decki	0	2023	$2,790.00	41
310633	400112	Macksville - Council Works Depot Noxious Weeds, Concrete, Bitumen,	Macksville	Electrical	0	2023	$3,953.00	41
311003	400070	Scotts Head - Sewerage Treatment Works - Floor Coverings	Scotts Head	Vinyl	0	2023	$5,448.00	16
310383	400028	Macksville - Gillett Oval Sporting Complex - Rugby League Club House	Macksville	Carpet	0	2023	$41,745.00	16
311823	400150	Eungai Creek - Hall - Floor Coverings	Eungai Creek	Vinyl	0	2023	$29,955.00	17
310561	400116	Macksville - Council Works Depot Sign Store & Electrician Shed -	Macksville	Concrete	0	2023	$1,486.00	62
310630	400112	Macksville - Council Works Depot - Noxious Weeds, Concrete, Bitumen,	Macksville	Conc Block	0	2023	$2,790.00	62
310631	400112	Macksville - Council Works Depot Noxious Weeds, Concrete, Bitumen,	Macksville	Concrete	0	2023	$450.00	62
311722	400158	South Arm - Hall Amenities - Roof	South Arm	Metal Decki	0	2023	$1,193.00	43
							$89,810.00	
311824	400150	Eungai Creek - Hall - Fit Out & Fittings	Eungai Creek	Fibre Ceme	1	2024	$38,342.00	33
310453	400071	Scotts Head - Tennis Club House - Floor Coverings	Scotts Head	Ceramic Tile	1	2024	$18,310.00	23
310414	400054	Missabotti - Hall - Fit Out & Fittings	Missabotti	Timber Pan	1	2024	$39,840.00	33
311783	400164	Nambucca Heads - Faringdon Playing Fields Amenities - Floor Coverings	Nambucca Head	Ceramic Tile	1	2024	$14,040.00	23
							$110,532.00	
310353	400042	Macksville - Library - Floor Coverings	Macksville	Carpet	2	2025	$44,937.00	18
310443	400036	Nambucca Heads - Library - Floor Coverings	Nambucca Head	Carpet	2	2025	$37,571.00	18
310373	400027	Macksville - Gillett Oval Sporting Complex - Amenities, Kiosk &	Macksville	Vinyl	2	2025	$26,969.00	18
310066	400020	Macksville - Administration Centre - Floor Coverings Council Chambers	Macksville	Carpet	2	2025	$181,053.00	16
							$290,530.00	
310340	400024	Macksville - Emergency Operations Centre NEOC Building -	Macksville	Metal Cladc	3	2026	$84,208.00	45
310782	400068	Macksville - Nambucca District Rescue Squad (Volunteer Rescue	Macksville	Metal Decki	3	2026	$7,380.00	45
310692	400106	Bowraville - Water Supply Headworks Building - Roof Bellingen Road	Bowraville	Metal Decki	3	2026	$9,381.00	45
310422	400023	Nambucca Heads - E J Biffen Playing Fields Amenities & Canteen - Roof	Nambucca Head	Metal Decki	3	2026	$42,066.00	45
310392	400088	Macksville - Tennis Courts Clubhouse - Roof	Macksville	Metal Decki	3	2026	$29,316.00	45
311825	400150	Eungai Creek - Hall - Services	Eungai Creek	Electrical	3	2026	$40,939.00	45
311771	400162	Missabotti - Hall Open Stage Building - Roof	Missabotti	Metal Decki	3	2026	$19,706.00	45
311723	400158	South Arm - Hall Amenities - Services	South Arm	Electrical	3	2026	$3,180.00	45
311412	400055	Missabotti - Hall Amenities - Roof	Missabotti	Metal Decki	3	2026	$6,935.00	45
311302	400082	Talarm - Old Hall Amenities - Roof	Talarm	Metal Decki	3	2026	$1,145.00	45
311002	400070	Scotts Head - Sewerage Treatment Works - Roof	Scotts Head	Metal Decki	3	2026	$5,414.00	45
310470	400080	Talarm - Hall - Superstructure	Talarm	Fibre Ceme	3	2026	$20,789.00	45
310703	400120	Bowraville - Grassy Park - Amenities - Services	Bowraville	Hydraulic Sy	3	2026	$3,008.00	45
310561	400116	Macksville - Council Works Depot Sign Store & Electrician Shed -	Macksville	Concrete	3	2026	$13,376.00	150
310980	400123	Nambucca Heads - Garbage Depot Storage Shed & Toilet -	Nambucca Head	Metal Cladc	3	2026	$3,650.00	45
310982	400123	Nambucca Heads - Garbage Depot Storage Shed & Toilet - Roof	Nambucca Head	Metal Decki	3	2026	$5,562.00	45
310983	400123	Nambucca Heads - Garbage Depot Storage Shed & Toilet -	Nambucca Head	Electrical	3	2026	$5,070.00	45
							$301,125.00	
311013	400101	Scotts Head - Buzz Brazel Park Sports Centre Amenities & Kiosk -	Scotts Head	Ceramic Tile	4	2027	$17,982.00	25
310484	400084	Taylors Arm - Hall - Fit Out & Fittings	Taylors Arm	Fibre Ceme	4	2027	$20,186.00	35
310333	400013	Burrapine - Hall - Fit Out & Fittings	Burrapine	Fibre Ceme	4	2027	$10,503.00	35
310384	400028	Macksville - Gillett Oval Sporting Complex - Rugby League Club House	Macksville	Fibre Ceme	4	2027	$53,434.00	35
310394	400088	Macksville - Tennis Clubhouse - Fit Out & Fittings	Macksville	Fibre Ceme	4	2027	$51,284.00	35
310783	400068	Macksville - Nambucca District Rescue Squad (Volunteer Rescue	Macksville	Plaster Boar	4	2027	$2,952.00	35
310344	400024	Macksville - Emergency Operations Centre NEOC Building - Fit Out &	Macksville	Fibre Ceme	4	2027	$6,648.00	35
							$162,989.00	

310391	400088	Macksville - Tennis Clubhouse - Substructure	Macksville	Timber	5	2028	$17,095	56
310530	400104	Warrell Creek - Hall - Superstructure	Warrell Creek	Timber	5	2028	$48,357	57
310531	400104	Warrell Creek - Hall - Substructure	Warrell Creek	Timber	5	2028	$20,059	56
310534	400104	Warrell Creek - Hall - Fit Out & Fittings	Warrell Creek	Timber VJs	5	2028	$40,118	56
311821	400150	Eungai Creek - Hall - Substructure	Eungai Creek	Timber	5	2028	$12,781	56
310410	400054	Missabotti - Hall - Superstructure	Missabotti	Timber	5	2028	$59,138	57
310411	400054	Missabotti - Hall - Substructure	Missabotti	Timber	5	2028	$23,240	56
310460	400077	South Arm - Hall - Superstructure	South Arm	Timber	5	2028	$72,903	57
310461	400077	South Arm - Hall - Substructure	South Arm	Timber	5	2028	$31,812	56
310330	400013	Burrapine - Hall - Superstructure	Burrapine	Timber	5	2028	$54,266	57
310331	400013	Burrapine - Hall - Substructure	Burrapine	Timber	5	2028	$16,805	56
310490	400092	Utungun - Hall - Superstructure	Utungun	Timber	5	2028	$59,716	57
310471	400080	Talarm - Hall - Substructure	Talarm	Timber	5	2028	$12,319	56
310480	400084	Taylors Arm - Hall - Superstructure	Taylors Arm	Timber	5	2028	$107,656	57
310481	400084	Taylors Arm - Hall - Substructure	Taylors Arm	Timber	5	2028	$44,408	56
311230	400047	Mary Boulton Pioneer Cottage - Historic Timber Jail C	Macksville	Timber	5	2028	$2,840	57
311231	400047	Mary Boulton Pioneer Cottage - Historic Timber Jail C	Macksville	Timber	5	2028	$1,568	56
311240	400049	Mary Boulton Pioneer Cottage - RD Bond Dairy Shed -	Macksville	Timber	5	2028	$2,396	57
310300	400005	Argents Hill - Hall - Superstructure 1289 North Arm Ro	Argents Hill	Timber	5	2028	$91,728	57
310301	400005	Argents Hill - Hall - Substructure 1289 North ARm Roa	Argents Hill	Timber	5	2028	$27,518	56
310430	400056	Nambucca Heads - Museum - Superstructure	Nambucca Heads	Timber	5	2028	$36,896	57
311060	400087	Taylors Arm - Tennis Clubhouse - Superstructure	Taylors Arm	Timber	5	2028	$12,421	57
							$796,040	
310473	400080	Talarm - Hall - Floor Coverings	Talarm	Vinyl	6	2029	$28,874	20
310553	400113	Macksville - Council Works Depot Overseers Office -	Macksville	Vinyl	6	2029	$10,010	20
310643	400139	Macksville - Council Works Depot Amenities & Lunch	Macksville	Vinyl	6	2029	$9,303	20
							$48,187	
310682	400004	Argents Hill - Bush Fire Brigade Shed - Roof North Ar	Argents Hill	Metal Decking	7	2030	$11,936	47
310342	400024	Macksville - Emergency Operations Centre NEOC Bui	Macksville	Metal Decking	7	2030	$93,072	47
310780	400068	Macksville - Nambucca District Rescue Squad (Volunt	Macksville	Metal Cladding	7	2030	$5,904	47
311190	400006	Argents Hill - Hall Amenities - Superstructure	Argents Hill	Conc Block	7	2030	$5,445	67
311192	400006	Argents Hill - Hall Amenities - Roof	Argents Hill	Metal Decking	7	2030	$1,499	47
311193	400006	Argents Hill - Hall Amenities - Services	Argents Hill	Electrical	7	2030	$3,996	47
311202	400014	Burrapine - Hall Amenities - Roof	Burrapine	Metal Decking	7	2030	$1,661	47
311203	400014	Burrapine - Hall Amenities - Services	Burrapine	Electrical	7	2030	$4,428	47
310320	400029	Bowraville - Grants Hall - Superstructure	Bowraville	Fibre Cement	7	2030	$47,995	47
310415	400054	Missabotti - Hall - Services	Missabotti	Electrical	7	2030	$42,538	47
310335	400013	Burrapine - Hall - Services	Burrapine	Electrical	7	2030	$47,264	47
311241	400049	Mary Boulton Pioneer Cottage - RD Bond Dairy Shed -	Macksville	Concrete	7	2030	$331	67
310020	400012	Bowraville - Theatre - Superstructure 74 High Street I	Bowraville	Fibre Cement	7	2030	$64,210	47
310792	400046	Mary Boulton Pioneer Cottage - Historic Museum Cot	Macksville	Timber	7	2030	$26,660	45
310431	400056	Nambucca Heads - Museum - Substructure Headland	Nambucca Heads	Concrete/timbe	7	2030	$5,466	65
311792	400163	Warrell Creek - Hall Amenities - Roof	Warrell Creek	Metal Decking	7	2030	$1,400	47
311772	400162	Missabotti - Hall Open Stage Building - Services	Missabotti	Electrical	7	2030	$4,692	47
310465	400077	South Arm - Hall - Services	South Arm	Electrical	7	2030	$54,346	47
311322	400093	Utungun - Hall Amenities - Roof	Utungun	Metal Decking	7	2030	$2,373	47
311410	400055	Missabotti - Hall Amenities - Superstructure	Missabotti	Conc Block	7	2030	$22,190	67
310455	400071	Scotts Head - Tennis Club House - Services	Scotts Head	Electrical	7	2030	$37,401	47
310395	400088	Macksville - Tennis Clubhouse - Services	Macksville	Electrical	7	2030	$54,673	47
310390	400088	Macksville - Tennis Clubhouse - Superstructure	Macksville	Brick	7	2030	$43,271	67
310381	400028	Macksville - Gillett Oval Sporting Complex - Rugby Le	Macksville	Concrete	7	2030	$4,453	67
310382	400028	Macksville - Gillett Oval Sporting Complex - Rugby Le	Macksville	Metal Decking	7	2030	$35,066	47
311341	400037	Macksville - Aquatic Centre Pump & Chlorinator Cher	Macksville	Concrete	7	2030	$941	67
311352	400038	Macksville - Aquatic Centre Starters Building - Roof	Macksville	Metal Decking	7	2030	$4,234	47
311064	400087	Taylors Arm - Tennis Clubhouse - Services	Taylors Arm	Electrical	7	2030	$9,704	47
310953	400015	Nambucca Heads - Coronation Park Soccer Fields Toil	Nambucca Heads	Electrical	7	2030	$38,286	47
311012	400101	Scotts Head - Buzz Brazel Park Sports Centre Ameniti	Scotts Head	Metal Decking	7	2030	$17,383	47
311442	400137	Eungai Creek - Unkya Reserve Amenities - Roof	Eungai Creek	Metal Decking	7	2030	$3,353	47
311530	400141	Eungai Creek - Unkya Reserve Canteen - Superstructu	Eungai Creek	Metal Cladding	7	2030	$2,902	47
311540	400142	Eungai Creek - Unkya Reserve Storage Shed - Superst	Eungai Creek	Metal Cladding	7	2030	$980	47
311542	400142	Eungai Creek - Unkya Reserve Storage Shed - Roof	Eungai Creek	Metal Decking	7	2030	$1,491	47
311543	400142	Eungai Creek - Unkya Reserve Storage Shed - Service	Eungai Creek	Electrical	7	2030	$877	47
310702	400120	Bowraville - Grassy Park - Amenities - Roof	Bowraville	Metal Decking	7	2030	$1,692	47
310853	400067	Bowraville - Racecourse Amenities - Services	Bowraville	Electrical	7	2030	$10,428	47
311784	400164	Nambucca Heads - Faringdon Playing Fields Amenitie	Nambucca Heads	Electrical	7	2030	$33,696	47
							$748,237	

311533	400141	Eungai Creek - Unkya Reserve Canteen - Floor Coveri	Eungai Creek	Vinyl	9	2032	$4,031	21
311534	400141	Eungai Creek - Unkya Reserve Canteen - Fit Out & Fit	Eungai Creek	Fibre Cement	9	2032	$5,159	37
311253	400127	North Macksville - Soccer Fields Amenities - (Demou	Macksville	Carpet	9	2032	$2,352	21
310501	400099	Valla - Hall - Substructure	Valla	Timber	9	2032	$22,488	58
310503	400099	Valla - Hall - Floor Coverings	Valla	Vinyl	9	2032	$35,138	21
310108	400057	Nambucca Heads - Nambucca Community & Arts Cen	Nambucca Heads	Polished	9	2032	$193,238	27
310109	400057	Nambucca Heads - Nambucca Community & Arts Cen	Nambucca Heads	Fibre Cement	9	2032	$247,344	37
310081	400039	Macksville - Aquatic Centre Hydrotherapy Pool & Gyr	Macksville	Vinyl	9	2032	$132,218	21
310433	400056	Nambucca Heads - Museum - Floor Coverings Headla	Nambucca Heads	Polished	9	2032	$20,498	27
310434	400056	Nambucca Heads - Museum - Fit Out & Fittings Headl	Nambucca Heads	Fibre Cement	9	2032	$26,237	37
310791	400046	Mary Boulton Pioneer Cottage - Historic Museum - Su	Macksville	Timber	9	2032	$13,063	58
310801	400050	Mary Boulton Pioneer Cottage - Timber Shed - Barn -	Macksville	Timber	9	2032	$6,798	58
311083	400089	Tewinga - Community Centre & 2NVR - Floor Coverin	Tewinga	Vinyl	9	2032	$28,924	21
310019	400012	Bowraville - Theatre - Substructure 74 High Street Bo	Bowraville	Timber	9	2032	$94,786	58
310364	400072	Macksville - Senior Citizens Centre - Fit Out & Fitting	Macksville	Fibre Cement	9	2032	$80,262	37
310321	400029	Bowraville - Grants Hall - Substructure	Bowraville	Timber	9	2032	$28,442	58
310303	400005	Argent Hill - Hall - Fit Out & Fittings 1289 North Arm F	Argents Hill	Fibre Cement	9	2032	$17,199	37
310474	400080	Talarm - Hall - Fit Out & Fittings	Talarm	Fibre Cement	9	2032	$36,958	37
310491	400092	Utungun - Hall - Substructure	Utungun	Timber	9	2032	$23,886	58
310493	400092	Utungun - Hall - Floor Coverings	Utungun	Vinyl	9	2032	$17,062	21
310523	400095	Valla Beach - Pre School & Community Centre - Floor	Valla Beach	Vinyl	9	2032	$41,802	21
310863	400069	Macksville - River Street Amenities Building - Floor C	Macksville	Ceramic Tiles	9	2032	$2,754	27
310883	400108	Macksville - Winifred Street Amenities - Floor Cover	Macksville	Ceramic Tiles	9	2032	$3,623	27
310343	400024	Macksville - Emergency Operations Centre NEOC Bui	Macksville	Carpet	9	2032	$16,620	21
311043	400079	Talarm - Bush Fire Brigade Station - Fit Out & Fittings	Talarm	Fibre Cement	9	2032	$3,695	37
310067	400020	Macksville - Administration Centre - Fit Out & Fitting	Macksville	Plaster Board/G	9	2032	$353,034	37
							$1,457,611	

Appendix B Projected Upgrade/Exp/New 10-year Capital Works Program

Year	Item	Description	Estimate
2022/23	1	Public Toilet – Nambucca Heads Library Precinct	207,400.00
	2	Utungun Hall Construction of New Shed/ Structural work to supplement BLERF	52,600.00
	3	Council works depot building disposal and new building	138,000.00
	4	Hall - Vinyl Floor Coverings	12,000.00
	5	Sewerage Treatment Works - Vinyl Floor Coverings	6,000.00
	6	Newee Creek RFS Rebuild and Upgrade	847,520.00
		Total	1,263,520.00

Appendix C Budgeted Expenditures Accommodated in LTFP

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Budget
2023	$90,000	$431,256	$393,500	$89,810	$0	$1,004,566
2024	$91,800	$439,881	$402,297	$110,532	$0	$1,043,583
2025	$93,636	$448,679	$411,270	$290,530	$0	$1,242,242
2026	$95,509	$457,652	$420,422	$301,125	$0	$1,271,871
2027	$97,419	$466,805	$429,758	$162,989	$0	$1,153,150
2028	$99,367	$476,141	$439,280	$796,040	$0	$1,806,004
2029	$101,355	$485,664	$448,993	$48,187	$0	$1,078,351
2030	$103,382	$495,378	$458,899	$748,237	$0	$1,799,005
2031	$105,449	$505,285	$469,004	$0	$0	$1,071,782
2032	$107,558	$515,391	$479,311	$1,457,611	$0	$2,550,829
2033	$109,709	$525,699	$489,825	$0	$0	$1,115,082
2034	$111,904	$536,213	$500,548	$35,974	$0	$1,173,359
2035	$114,142	$546,937	$511,486	$0	$0	$1,160,132
2036	$116,425	$557,876	$522,643	$948,199	$0	$2,131,534
2037	$118,753	$569,033	$534,023	$2,921,899	$0	$4,128,900
2038	$121,128	$580,414	$545,630	$5,184	$0	$1,283,518
2039	$123,551	$592,022	$557,470	$646,286	$0	$1,884,812
2040	$126,022	$603,863	$569,546	$29,955	$0	$1,280,880
2041	$128,542	$615,940	$581,864	$189,779	$0	$1,496,275
2042	$131,113	$628,259	$594,428	$86,184	$0	$1,418,810