

ASSET MANAGEMENT PLAN

OPEN SPACE & RECREATION

2023 – 2042



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1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about Open Space & Recreation Infrastructure assets included actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks, while they enjoy our regions outdoor recreation experience.

The plan defines the services to be provided, how the services are provided and what funds are required to provide it over the 2023 to 2042 year planning period. The AM Plan will link to a Long-Term Financial Plan, which typically considers a 20-year planning period.

This AM Plan covers each stage of its service life from Acquisition, Operation, Maintenance, Renewal and Disposal.

1.2 Asset Description

This plan covers the infrastructure assets that provide recreation:

- Playground Equipment
- Park Equipment
- Exercise Equipment
- Sports Grounds

The above infrastructure assets have replacement value estimated at \$6,227,229

1.3 Levels of Service

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

The main service consequences of the Planned Budget are:

- That some assets are past their disposal date & are still in use which will puts strain on the maintenance budget in the future.
- The population and tourism growth exceed the community expectation regarding supply and standard of facilities
- Past predictions did not take climate change & natural disasters into consideration

1.4 Future Demand

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

- Population growth - including increased housing density and new land release areas
- Demographics - increased demand for new and upgraded facilities
- Lifestyle and awareness of the benefits of Open Space which were recently highlighted by lockdown due to the "Covid" outbreak.
- Aging infrastructure – risk minimisation and fit for purpose
- Climate Change - Identify assets potentially affected by sea level rise and consider asset protection measures or relocation actions if required. Identify opportunities to capture and store stormwater and reuse grey water for irrigation purposes. Ensure less water dependant vegetation and turf is utilised together with heavy mulching and artificial turf
- Regulations – some infrastructure that passed safety standards in the pass might not now or the future

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.

- Council Policy – Acceptance of new open space from subdivision, Section 94 contribution plans
- Council take on board what the public say & what works out in the field to get the most cost affected outcome for all concerned
- Embrace new innovation & technology to stay relevant in today market – think outside the box & move with the times be positive for what the future holds
- Recruit and develop skilled and competent staff & use what the state government supply in this unprecedented times in extra incentives
- Maintenance intervention levels documented, inspections completed and documented as per best practice guidelines, employ the principles of Safety by Design and Crime Prevention through Environmental Design for new and upgraded facilities
- Review past plans & learn from past mistakes & wins

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 20 years. Therefore, a summary output from the AM Plan is the forecast of 20-year total outlays, which for the Open Space & Recreation facilities is estimated as \$12,279,830 or \$1,227,983 on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for the 20 year period is \$11,671,399 or \$1,167,140 on average per year as per the Long-Term Financial plan or Planned Budget. This is 95% 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 AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for Open space & Recreation facilities leaves a shortfall of \$60,843 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with planned budget currently included in the Long Term Financial Plan. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

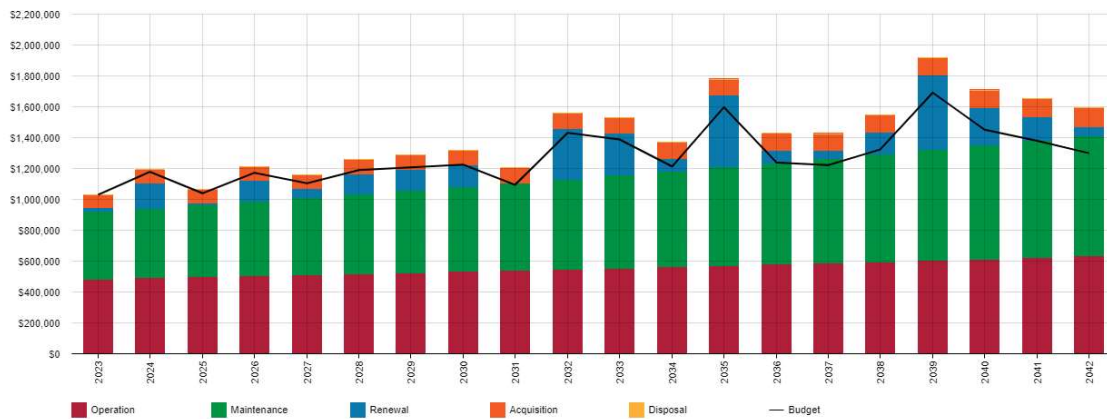


Figure Values are in current dollars.

We plan to provide Open Space services for the following:

- Operation, maintenance, renewal and acquisition of Parks, Reserves, Playgrounds, & Sports Grounds to meet service levels set by Nambucca Valley Council's annual budgets.

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. Works and services that cannot be provided under present funding levels, because not all assets are recorded in our system & therefore it looks like we have a surplus, are:

- Renewal and upgrade of playgrounds and sporting facilities.
- Reliable routine scheduled condition inspections of all open space assets and preventative maintenance programs on a regular basis.

1.6.3 Managing the Risks

Our present budget levels are insufficient according to the figures in this AM Plan to continue to manage risks in the medium term.

The main risk consequences are:

- That the community think that we don't spend the budget appropriately
- Inability to meet changing community demand for new assets
- Loosing culture sensitive infrastructure due to lack of maintenance & climate change
- Possible legal action because of equipment failure
- Limited confidence in the asset data regarding completeness, age and condition of the assets. This may result in poor decision making
- Inability to manage natural disasters like drought, floods & bush fires because we are a small rural Council with limited resources

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

- Continue to prioritise the upgrade of existing infrastructure
- Keep up with community engagement & be sensitive to historical infrastructure

- Endeavour to give the maintenance crew better education on condition reports
- Further developing mobile technology to better record and manage maintenance work carried out on open space assets and record this information within the asset management system
- Continue to carry out data capture using drone technology and visual inspection for our Open Space assets and update registers as appropriate
- Future valuations will be based on the refinement of Unit Rates and will be carried out at Current Replacement Cost.
- We will endeavour to keep better records across the whole of Council so that we don't show a true account of our assets

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- That future data will be more accessible across all departments of Council to have a better outcome for employees & the consumer
- New technology would be invested in & embraced
- Identify and communicate risks associated with affordable service levels and how this would be managed
- That climate change & natural disasters are part of where we are located on the East Coast of Australia

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.

The Asset Register Method was used to forecast the renewal lifecycle costs for this AM Plan.

This AM Plan is based on an Uncertain level of confidence information because the model have allowance for Acquisition & Disposal & this plan only have Acquisition for the first year 2022 & then zero for the rest & zero for Disposal for the whole 20 years of this plan.

1.8 Monitoring and Improvement Program

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

- First of all access the importance to keep records for Acquisition & Disposal to be able to have a more comprehensive report for the next AM Plan
- The collection of whole life costing
- Investigate how to integrate asset management systems, spatial & financial systems
- Identify & refine the cost associated with managing Open space & Recreation facilities
- Review annual budget preparation to recognise target levels of service and condition assessments of the assets

2.0 Introduction

2.1 Background

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

The AM Plan is to be read with the Nambucca Valley Council's planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Asset Management Policy
- Community Strategic Plan
- Asset Accounting Policy
- Asset Valuation and Revaluation Policy
- Asset Values Materiality Procedure
- Financial Sustainability Policy
- Climate Change Policy

Comment on the current status of Asset Management in the Organisation.

The infrastructure assets covered by this AM Plan include Open space & Recreation facilities within the boundaries of Nambucca Valley Council area. The mix of assets includes but not limited to fishing cleaning tables, athletic and sporting grounds, basketball, cricket, tennis and netball courts, showers, seating, skateboard facilities, playground equipment, shade structures, picnic and barbeque facilities. For a detailed summary of the assets covered in this AM Plan refer to Table in Section 5.

These assets are used to provide the community & tourists, because Council is the custodian of these assets on behalf of the people, with an accessible cost affected way to improve their health and well-being, contributing to making it a livable region that strengthens the community identity enjoying social interaction, the outdoors & pride in our region services.

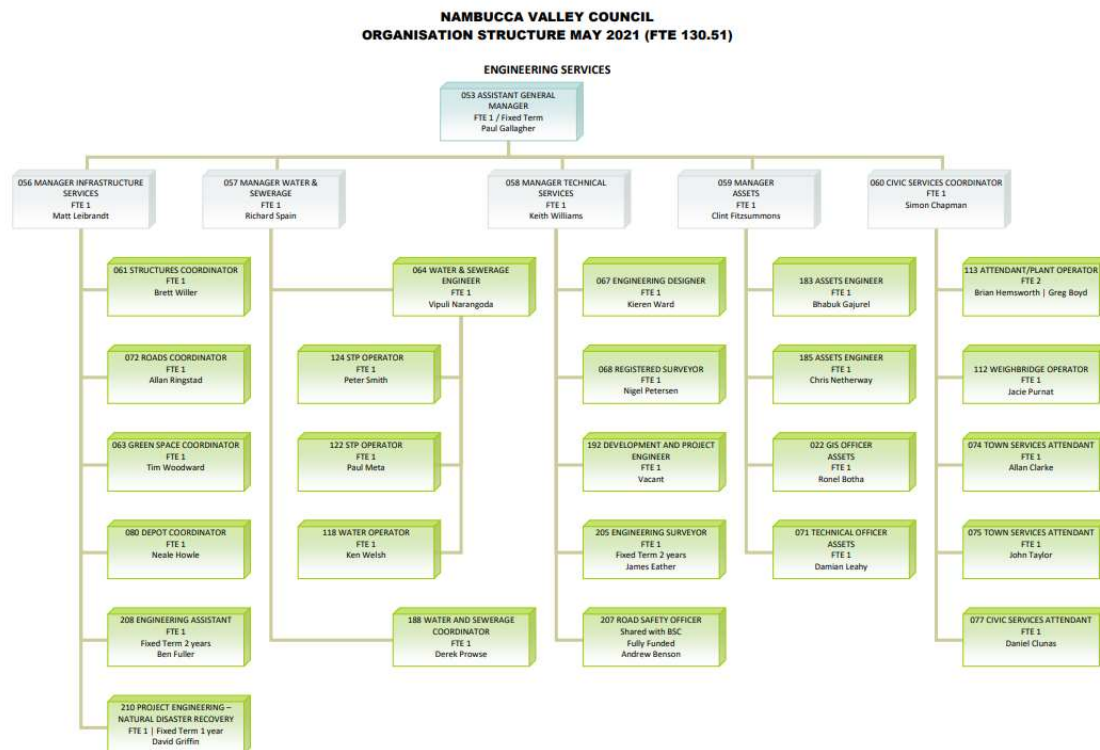
The infrastructure assets included in this plan have a total replacement value of insert \$6,227,231.

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

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Councillors	<ul style="list-style-type: none"> Represent needs of community/shareholders, Allocate resources to meet planning objectives in providing services while managing risks, Ensure service sustainable. Approval of the Asset Management Plan
General Manager	<ul style="list-style-type: none"> Ensure Asset Management Plan is aligned with the Community Strategic Plan
Assistant General Manager – Engineering Services	<ul style="list-style-type: none"> Review and endorse for Council adoption Manage organisational operational activities and future strategic planning direction to ensure sustainability
Manager Assets	<ul style="list-style-type: none"> Review, recommend and report Recommend Service Level Standards and input to Long Term Financial Plans Manage the program of works (Capital and Maintenance)
Assets Section Team	<ul style="list-style-type: none"> Prepare review and update Asset Management Plans Ensure asset condition and performance is measured and maintain accurate Unit Rates for the revaluation process Configure and develop mobile technology to ensure asset data capture is accurate and comprehensive for maintaining asset registers
GIS Officer	<ul style="list-style-type: none"> Maintain spatial data and provide spatial information, assist in the development and management of mobile web technology
Manager Infrastructure Services	<ul style="list-style-type: none"> Organise the delivery of maintenance & capital services
Chief Financial Officer	<ul style="list-style-type: none"> Long Term Financial Plans and operational finance data
Community	<ul style="list-style-type: none"> End users of the services

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



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 55000²

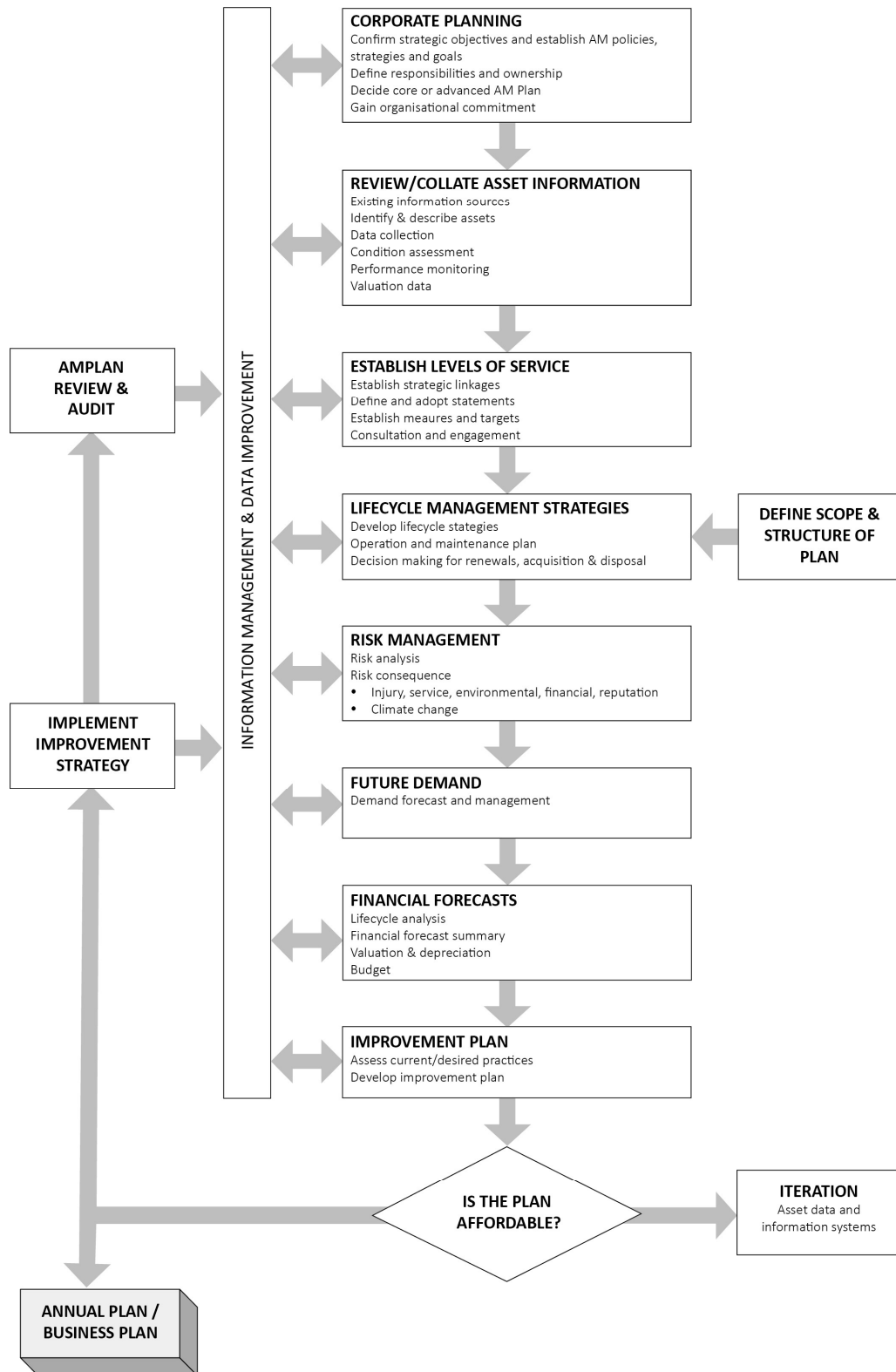
A road map for preparing an AM Plan is shown below.

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

Future revisions of the AM Plan will incorporate staff consultation on service levels and costs of providing the service, similar to the survey done in 2019. This will assist the Nambucca Valley Council's in matching the level of service required, service risks and consequences for the missing data to pay for the service.

Table 3.1 summarises the results from our 2019 Customer Satisfaction Survey.

Table 3.1: Customer Satisfaction Survey Levels

Performance Measure	Satisfaction Level				
	Very Satisfied	Fairly Satisfied	Satisfied	Somewhat satisfied	Not satisfied
Parks, Reserves & Playgrounds		✓			
Sporting Facilities		✓			
Coastal & Beach Management			✓		
Aquatic Centre		✓			

The Community consider parks, reserves and playgrounds, coastal and beach management as very important and the aquatic centre and sporting facilities as important. While Council's performance in providing and maintaining these assets is rated at satisfied to fairly satisfied.

3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Nambucca Valley Council's vision, mission, goals and objectives.

Our vision is:

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.'

The Nambucca Valley Council has set strategic goals. The relevant goals and objectives and how these are addressed in this AM 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 AM Plan
Caring for our Community	Our Community will be safe healthy place to live where everyone is valued	<ul style="list-style-type: none">▪ Sustainable Delivery of Services - Council delivers services that reflect the priorities of the community and makes best use of the available resources.▪ Risk Management - Council will identify and manage risks likely to have a material impact on the organisations ability to achieve its mission and objectives
Caring for our environment	Our community values our natural environment and seeks a safe, liveable, sustainable built environment that is adaptive to change	<ul style="list-style-type: none">▪ Environmental Protection - Council will seek to protect our natural environment by strategically managing operations, development, and regulating activities with environmental impacts.▪ Biodiversity - The biodiversity of the Nambucca Valley's will be protected and enhanced.▪ Reports about Climate change will be taken seriously
Living Well	We will support one another for the wellbeing of our community.	<ul style="list-style-type: none">▪ Recreational Activities - The Nambucca Valley will have a variety of safe and well maintained sporting fields, recreational areas and facilities to meet needs of all age groups in the community

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the Open Space and Recreation Asset service are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act 1993	An Act that 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.
Asset Management Policy	This Policy sets out the principles for managing Council Assets
Crown Land Management Act 2016	An Act to provide for the management of Crown land having regard to the principles of Crown land management including environmental protection, conservation and public use
Protection of the Environment Operations Act 1997	An Act to protect, restore and enhance the quality of the environment in New South Wales, having regard to the need to maintain ecologically sustainable development
Biodiversity Conservation Act 2016	An Act to maintain a healthy, productive and resilient environment for the greatest well-being of the community, now and into the future, consistent with the principles of ecologically sustainable development
Work Health and Safety Act	Secures and promotes health, safety and welfare of people at work
Australian Accounting Standards	Set out the financial reporting standards relating to, inter alia, the (re)valuation and depreciation of infrastructure assets. Environment
Building Code of Australia	The Code provides the minimum necessary requirements for safety, health, amenity and sustainability in the design and construction of new buildings (and new building work in existing buildings)

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
The standard of Sporting facilities and Aquatic Centre keeps pace with user expectations	Customer Satisfaction Surveys Customer requests and complaints (captured in the CRM System) User group feedback to Council from clubs and sporting groups	The majority of current facilities are performing to meet or exceed user expectations	Future upgrades and renewal to modern standards are not fully funded
Recreation open space areas are accessible to the public and well maintained	Customer Satisfaction Surveys Customer requests and complaints (captured in the CRM System)	Current service levels are providing adequate safe access	Increasing demand for facilities increases maintenance costs above current projected 20 year budget forecast
Open space and recreation infrastructure assets are well maintained and upgraded to comply with current standards	Customer Satisfaction Surveys Customer requests and complaints (captured in the CRM System)	Current maintenance service level is risk based to ensure minimum standards are achieved. Upgrades are completed as budget allocations allow.	Increasing popularity of outdoor activities resulting in higher utilisation, wear and tear Higher operating and capital costs above current projected 10 year budget forecast
Open space and recreation areas are provided to assist community wellbeing social interaction	Customer Satisfaction Surveys	Current service levels are providing adequate opportunity	Increasing population growth attributed to new subdivisions has the potential to escalate demand for services resulting in the need to increase the current operational budget forecast
Beach and river foreshore reserves are managed to protect the environment	Customer Satisfaction Surveys Customer requests and complaints (captured in the CRM System)	Community expectation is that more should be done to protect the environment and its biodiversity	Global warming, extreme weather events and sea level rise will increase the potential for increased cost to future budgets

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	Provide well designed and easy to maintain infrastructure that contribute effectively to the Open Space areas	Measure the community's response to the services provided via Customer Satisfaction Surveys, CRM's, Reports to Council, etc.	Regular level 1 defect inspections carried out on Playground equipment	Regular comprehensive defect inspections are carried out and any defects or hazards rectified quickly to reduce the risk of injury and liability actions against Council
	Compliance with all legislation, regulations, and standards	Liability Actions	Response times to maintenance requests are established and met	Data is captured and recorded in the maintenance management system
	Confidence levels		High/Medium/Low	High/Medium/Low
			Low (Professional Judgement with no data evidence)	Low (Professional Judgement with no data evidence)
Function	Provide safe Open Space areas and infrastructure free from hazards	CRM's, Reports and Customer Surveys	Regular level 1 defect inspections are carried out on playground and sports equipment	Open Space, sporting and recreation areas and associated infrastructure is adequately serving the community
			The Aquatic Centre contract includes level of service requirements for safety and performance	
	Confidence levels		High/Medium/Low	High/Medium/Low
			Low (Professional Judgement with no data evidence)	Low (Professional Judgement with no data evidence)
Capacity	Open Spaces are easy to access and are used to their full potential	Assessments of Open Space usage. Including feedback from users & stakeholders	Utilisation has not exceeded capacity	Open Space areas are being utilised sufficiently and provide a variety of appropriate supporting infrastructure to meet the community's requirements
	Confidence levels		High/Medium/Low	High/Medium/Low
			Low (Professional Judgement with no data evidence)	Low (Professional Judgement with no data evidence)

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 AM 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 additional open space from new residential subdivisions	New developments need to dedicate a part to Park/Sports facilities	The developer to add infrastructure and contribute to the maintenance for a period of time.	Open space acquisition is in alignment with Council's Open Space Strategy
	To ensure a liveable environment for new residence	Monitor the number of assets added each year	The new & renewal assets should be within budget	The Lifecycle Forecast should not be comprised & being kept up to date
		Budget	\$82,824	<i>To be assessed</i>
Operation	To service the public with a save leisure open space activities	Schedule maintenance & quick response to public feedback	To stick to the current schedule & draw on past history on what works well in the past	Being proactive with forecasts & day to day operation of the equipment

³ IPWEA, 2015, IIMM, p 2|28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
Operation (continue)	Review functionality by inspection	Frequency of inspection	Council employees to keep up to date with inspections & annual professionals to do it on a pre-determined basis	Monitor the professional reports against the functionality & evaluate if the reports are working
		Budget	<i>\$485,100</i>	<i>Budget +2%</i>
Maintenance	Keep up this service so the public can safely use the facilities & minimise your public liability risk	Programmed inspections, observations from works crews and responses from CRM	Do the routine maintenance & keep good records for the maintenance to evaluate how you can better or try to eliminate this process	Routine regular condition assessment to inform, maintenance/renewal program to stay within the budget
		Budget	<i>\$436,800</i>	<i>Budget +2%</i>
Renewal	All assets have a cradle to grave or Acquisition to Disposal cycle so best practice would be to stay on top of this.	Stay within the compliance standards for all public accessible assets & record all performance monitoring	Keep the maintenance up to date but if public liability becomes to big you have to replace the asset even if it isn't in the budget	Keep on top of how the manufacturer advise to keep your asset a peak useable condition. Stick to your routine operational & maintenance manuals
		Budget	<i>\$25,500</i>	<i>\$122,670</i>
Disposal	Review performance of assets, service level standards and fit for purpose this minimise liability claims	Condition assessment, utilisation and user group feedback don't compromise on public safety.	Variable subject to processes including condition assessment as part of asset revaluation and annual budget public consultation. Also research new ways for recycling of old assets & if any local new initiatives are available for disposing an asset.	Useful life based on condition assessment provides planned asset disposal with programmed costs included in annual budgets
		Budget	<i>N/A</i>	<i>N/A</i>

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.

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 AM Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	The present population is just over 20,000 Modest growth is expected over the next 10 years with the release of additional residential land	Forecast population by 2025 is in the order of 22,000	Increased demand for Open Space areas and more stress on Open Space areas due to higher carbon emissions, and over use.	Develop an Open Space Strategy or Plan Follow the recommendations outlined in Council's Open Space Strategies and Directions
Tourism	Total visitors to Nambucca Valley 245,000 (2018)	Projected growth over 10 years (2020 – 2030) is anticipated to be 5% 257,250 (2030)	Increased demand for Open Space areas and more stress on Open Space areas due to higher carbon emissions, and over use.	Develop an Open Space Strategy or Plan Follow the recommendations outlined in Council's Open Space Strategies and Directions

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Demographics	In 2020 the highest population by age was 30 – 65 Yrs. (43%), followed by 15 – 29 Yrs. (15.5%)	This group represents the majority user of open space, sporting and recreation	<p>New development areas have a greater number of family house holds</p> <p>This may have a greater impact on public green space and sporting facilities</p>	<p>Follow the recommendations outlined in Council's Open Space Strategies and Directions</p> <p>Conduct analysis using demographic data, public consultations, and Council's existing asset data to help determine future cost effective open space assets</p>
Climate Change	Community awareness of the effects of climate change.	Greater community expectations for a response to the effects of climate change	<p>Reduction in the amount of water available or water that is too costly resulting in deterioration of the condition of trees, plants, lawns, sports fields and parks</p> <p>More frequent severe weather events (intense winds / dryer, hotter summers) that cause damage to Open Space areas and infrastructure</p>	<p>Promote stormwater use for parks and reserves irrigation work</p> <p>Explore options for roof water harvesting and grey water reuse</p> <p>Use less water dependent trees and grasses, heavier mulching and artificial turf</p> <p>Adopt water sensitive design principles where appropriate</p> <p>Removal of low use water connections</p> <p>Ensure Plans of Management address environmental adaptation, native vegetation and bush fire management</p> <p>Ensure maintenance regimes are adequate</p>

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Lifestyle changes	Healthy lifestyles promoted with people recognising the health benefits of walking	More people walking and using Open Space areas for exercise, etc.	Greater demand for individual and group activity recreation opportunities	<p>Determine best opportunities for providing individual and group based recreation activities, including adequate walking paths and connecting routes</p> <p>Ensure available open space is accessible and usable by the public for a variety of activities</p> <p>Determine the current and future recreational needs of the community to ensure recreation activities meet the community's requirements</p> <p>Council to develop an Open Space Strategy/Plan to: Address the gaps in open space provision: Enhance recreation parks: Increase the quality and diversity of facilities and activity for all age groups (children through to older people) to contribute to an active community</p>

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 Nambucca Valley 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 may 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 will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.⁴

As a minimum we consider how to manage our existing assets given potential 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
Weather events	More severe and frequent flooding and extreme storm events	Damage to Open Space areas and infrastructure Access and availability to open space restricted or lost Vegetation damaged or removed, loss of shade, groundcover leading to erosion and weed infestation Additional resources allocated to ensure public safety and repair/replace assets	Ensure Council's Climate Change Policy is taken into account Ensure Risk guidelines and specifications for Council infrastructure give consideration to projected climate change risks such as flooding and higher wind loading Ensure Plans of Management include land management practice principles for the management and control of weeds and vegetation Ensure Stormwater in Open Space areas does not affect functionality
Sea level rise	Coastal erosion and depletion of sand from beaches	Loss of public amenity and safe public access to beaches compromised Boat ramps, wharfs and pontoons damaged, dangerous or inaccessible Additional resources allocated to ensure public safety and repair/replace assets	Ensure Risk guidelines and specifications for Council infrastructure give consideration to projected climate change risks such as sea level rise and storm surge Ensure that boat ramps, wharfs and pontoons can accommodate sea level rise, increased storm surge and overland flooding.

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

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Climate temperature and rainfall	Higher average temperatures, increased level of ultraviolet radiation	More frequent severe weather events (drier, hotter summers) that cause damage to Open Space areas and infrastructure	Review tree, plant and turf selection to ensure tolerance for weather extremes
	Increased frequency of bush fires and longer periods of low rainfall	Reduction in the amount of water available or water that is too costly resulting in deterioration of the condition of trees, plants, lawns and sports fields	Ensure adequate shade is provided in playgrounds and reserves, consider where appropriate incorporating shade structures to reduce UV exposure
			Ensure bush fire management controls are established and maintained
			Incorporate stormwater management, roof water harvesting and where possible grey water reuse for irrigation purposes

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 These assets?	Build Resilience in New Works
Buildings	Contribute to the production green-house emissions through energy consumption as well as consuming town water supply	Energy and water efficiency to be integral in the design and construction process. Consider adopting solar electricity generation, smart metering, energy efficient lighting and rain water reuse as standard practice on all new buildings
Sports Lighting	Contribute to the production green-house emissions through energy consumption	Flood lighting standards include energy efficient LED technology and smart activation applications to manage operating times.
Structures in coastal and estuarine foreshore areas	Contribute to the preservation and management of marine environment including beach, dune and river bank stabilisation	Consider sea level rise and storm surge impacts when designing or constructing new and replacement structures.
Playground & Exercise Equipment	User exposure to UV radiation	Shade structures and tree planting to be incorporated in the design and layout

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

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Nambucca Valley 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

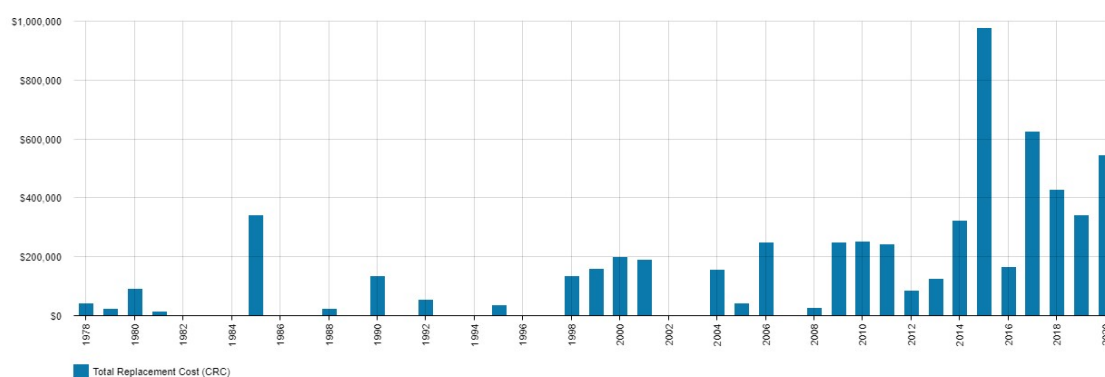
5.1.1 Physical parameters

Nambucca Valley Council owns and maintains many different Open Space and Recreation infrastructure assets that are dispersed across the Council area within parks and reserves. Council's Open Space and Recreation assets also include conservation and native bushland reserves, foreshore reserves, local parks, sports fields, ovals, camping areas, cemeteries etc. These areas are managed to enhance and protect the environment as well as facilitating access and enjoyment of the spaces and facilities and services.

There are also various open space infrastructure assets owned and maintained by Council such as play and exercise equipment, park seating, picnic shelters, shade structures, barbeques, signage, garbage bins, boat ramps, boardwalks, pontoons, jetties, fences, lighting, sporting facilities etc.

The Assets located across Council's Open Space and Recreation network are recorded within various Asset Registers, categories include;- Buildings, Carparks, Other Open Space and Recreation Assets, Other Infrastructure and Other Assets.

The age profile of the assets included in this AM Plan are shown in Figure 5.1.1.



Asset Age Profile Graph

All figure values are shown in current day dollars.

Significant new equipment and upgrades have been implemented since 2020 at Gordon Park, Bellwood Park, V-Wall, Stuart Island in Nambucca Head, The Glen in Hyland Park, River Street, Thistle Park/Donnelly Welsh Playing Fields in Macksville, Anderson Park in Valla Beach and Hennessey Tape Oval in Bowraville.

With more assets in 2021 at the Surf Club in Scotts Head and E J Biffin Playing Fields in Nambucca Heads

The majority of parks and reserve assets have been acquired since 2000, with the remainder mostly acquired in the 1990's. These park and reserve assets include picnic tables, shelters, barbeques, shade structures and playground equipment.

Over the next 20 years assets requiring renewal based on age profile represent variations in the required level of funding. This funding for this will be boost by grand funding after the bushfires this region had suffered in 2019 and floods in 2020 & 2021. Further analysis beyond the next 20 years will be required to identify potential opportunities and risks to manage peaks in renewal costs as older assets require replacement.

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
Public Toilet	Cleaning are not done daily or locked over night when vandals are at work
Restricted access for disabled people using mobility aids	Newer construction take Disability Discrimination Act into consideration but older infrastructure are normally inaccessible
BBQ facilities	Are not always left in a clean condition for the next user & gas filled BBQ's can also run out of gas
Storm damage over night	Maintenance crews don't get to all parks to access & clean up the damage

The above service deficiencies were identified from Council's Customer Request Management (CRM) system & Audits by Private Contractors.

5.1.3 Asset condition

Condition is currently monitored runs in cycles but some assets are use more & some assets lifespan is shorter than others in the same category or in some case the components wear out faster than the actual asset. The condition of certain assets also vary from location to location eg assets closer to seawater have more corrosion that park assets inland. These asset conditions stay the same from one assessment to the next & does not consider the deterioration in the in-between period.

Condition is measured using a 1 – 5 grading system⁵ as detailed in Table 5.1.3. It is important that a consistent approach be 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 AM plan results are translated to a 1 – 5 grading scale for ease of communication.

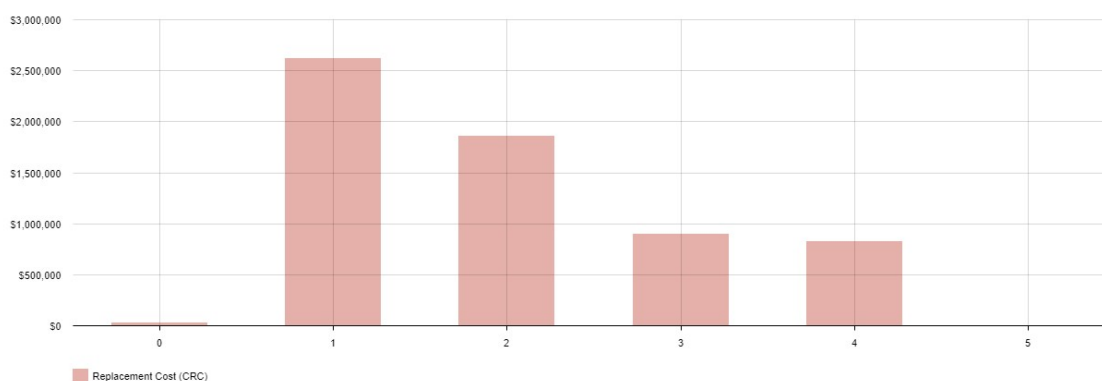
Table 5.1.3: Condition Grading System

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

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

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

Figure 5.1.3: Asset Condition Profile



Asset Condition Profile Graph

All figure values are shown in current day dollars.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility 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 pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Maintenance Budget Trends

Year	Maintenance Budget \$
2020/21	\$665,863
2021/22	\$ 480,900
2022/23	\$ 436,800

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 AM Plan and service risks considered in the Infrastructure Risk Management Plan.

Council crew will do an Assessment and prioritise maintenance using experience and judgement of each asset according to the level of risk to the consumer.

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 in Table 5.2.2.

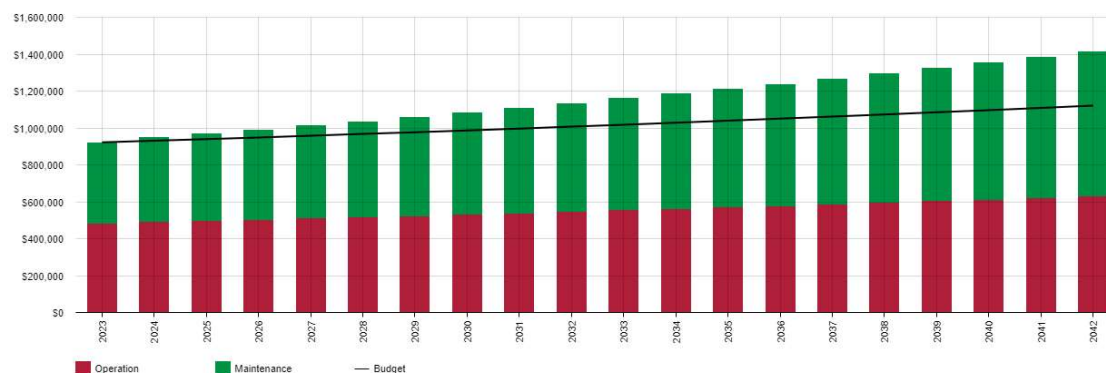
Table 5.2.2: Asset Service Hierarchy

Service Hierarchy	Service Level Objective
Playground Equipment	Australian Standard compliant, good condition, adequate shade available, free from defects and /or hazards
Sports Grounds	Amenities provided are to appropriate for the sporting codes using the grounds, sports lighting is to code and playing surfaces are good condition, free from defects and /or hazards. Sports and athletic equipment meet current codes and standards for competition as appropriate
Parks and Reserves	Public access is available to the space and the assets provided are in good condition and is free from defects and /or hazards

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.

The forecast maintenance and operational budget and expenditure reflects the current 20 year Long Term Financial Plan. There has been no extrapolation for a period beyond the current 20 year Plan due to limited data regarding future asset renewal and operations costs resulting from Service Level reviews. At present the maintenance and operations costs have been matched to the budget forecast. This may not represent the reality, further refinement will be required once service levels are costed and adopted.

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 estimates for renewals in this AM Plan were based on the Asset Register

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.

Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Physical Condition (e.g. type of material, structure, defects)	50%
Risk and Safety Impact	25%
Environmental Impact; including preservation and protection of the ecological footprint, aesthetics etc.	10%
Social & Heritage Impact; including location and indigenous or cultural significance, location to population	15%
Total	100%

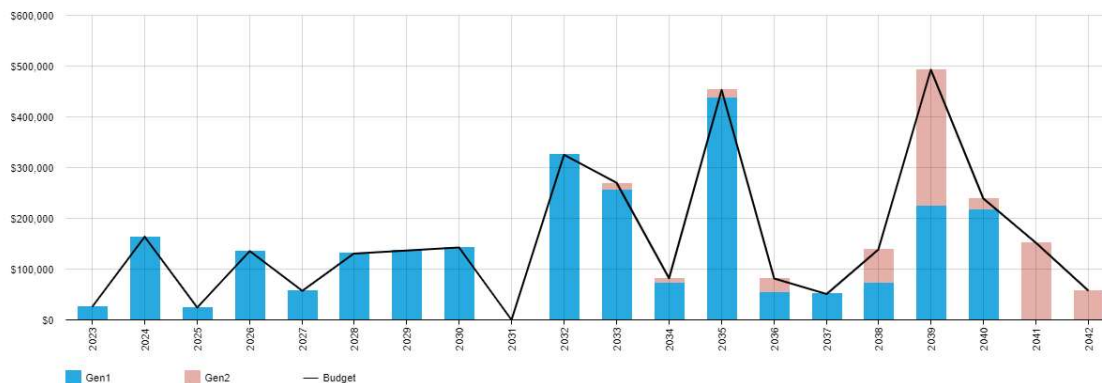
⁶ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁷ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

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. A detailed summary of the forecast renewal costs is shown in Appendix D.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars.

The graph projects for a period of 20 Years.

A consistent approach is needed in the assessment of Asset condition and renewal costs across all types of assets in the Open Space and Recreation network. This will enable more representative renewal cost projections and inform future budgets contributing to the Long Term Financial Plan.

At present the budget available for renewal of Open Space and Recreation Assets does present some gaps with assets identified for renewal and not scheduled or undervalued in the capital works program. Deferring renewal will present some future risks to facilities and services. Further consideration and analysis will be required as the challenge is delivering facilities and services within finite budgets available to Council.

5.5 Acquisition Plan

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

5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities 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 5.4.1.

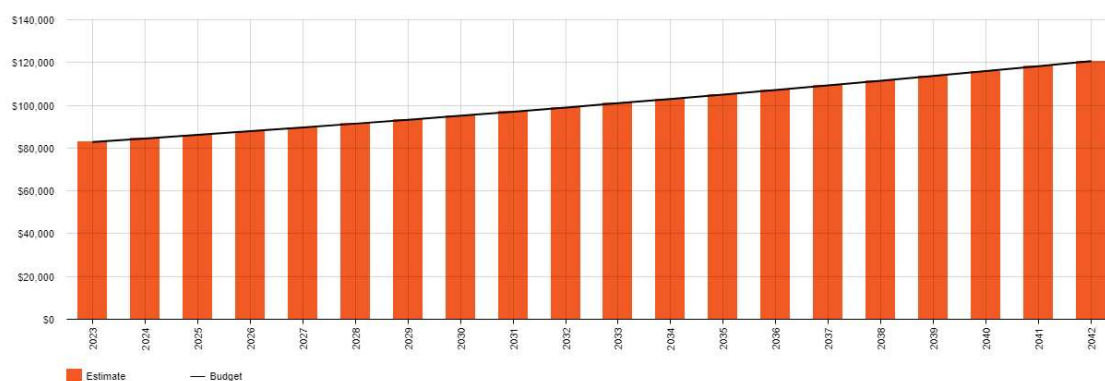
Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Upgrade existing recreation / open space	25%
Improves accessibility / utilisation	30%
Improves safety	15%
Requests received	25%
Availability to external funding	5%
Total	100%

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised / summarized in Figure 5.4.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A.

Figure 5.5.1: Acquisition (Constructed) Summary



All figure values are shown in current day dollars.

When an Entity 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 the Entity.

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.

At present, there is limited information available to adequately identify future asset acquisition across the entire Open Space and Recreation network. The acquisition of new assets can be provided through Council capital budgets, grant funding and developer contributions as well as community donations and sponsorships e.g. from individuals, Service and Sporting clubs. Strategic planning documents relating to open space and recreation adopted by Council may also contribute to future asset acquisitions subject to budget allocations.

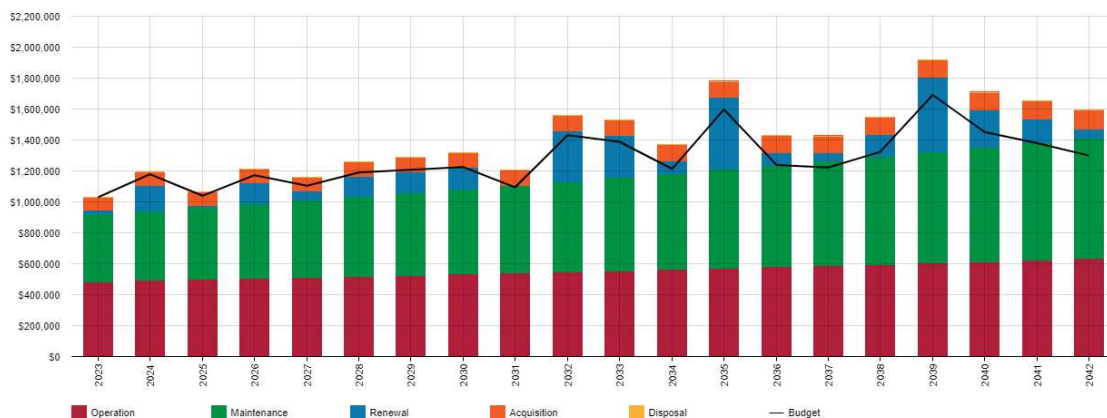
There are no foreseeable contributed assets.

Summary of asset forecast costs

The financial projections from this asset 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 proposed budget.

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

Figure 5.5.3: Lifecycle Summary



All figure values are shown in current day dollars.

Previous discussion has addressed the apparent divergence of budget and asset renewal. The condition of the Open Space and Recreation assets will be monitored and the useful life and renewal adjusted accordingly.

5.6 Disposal Plan

There are no Disposal plan for these assets.

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 risks⁹ 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
Playground equipment	Physical failure	Increased public risk, loss of public access and amenity
Sports Grounds – playing surfaces, lighting and amenities	Physical failure and service interruption	Closure of facilities, increased public risk, loss of public access and risk to Council reputation
Recreation facilities – shelters, barbeques, boat ramps, boardwalks, jetties etc.	Physical failure	Increased public risk, loss of public access and amenity

By identifying critical assets and failure modes an organisation 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 Nambucca Valley Council Enterprise Risk Management Plan

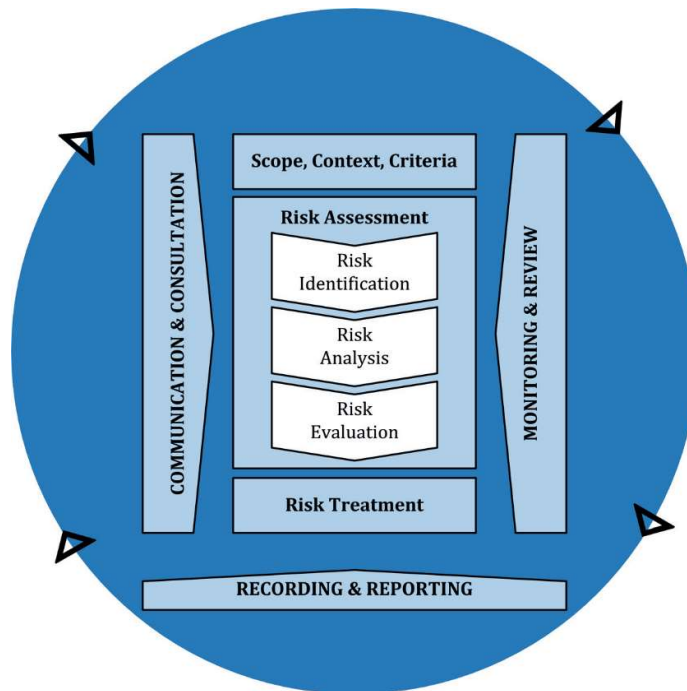


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

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 risks¹⁰ 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 Council

¹⁰ Nambucca Valley Council Enterprise Risk Management Plan

Table 6.2: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
All Open Space Areas and infrastructure	Vandalism	Medium	Liaise with police, invest in vandal proof measures, carryout defect inspections on high risk assets (e.g. Playground equipment) regularly	Low	Within current budget
Playground & Sports facilities	Damage / unsuitability of playground & sports equipment and playing surfaces	Medium	Appropriate design, regular defect inspections. Train staff and develop Service level standards and maintenance intervention levels	Low	Within current budget
Foreshore Reserves	Erosion and loss of stability	High	Coordinate weed management and revegetation program. Design and implement protection measures.	Medium	Not calculated
Nature Reserves	Declining species diversity	High	Liaise with appropriate organisations to assist with management of these areas	Medium	Not calculated

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 iterations of the AM Plan.

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

- Renew all playground equipment that has reached its useful life or serviceability
- Recoup all missing metadata to have a better idea for future planning
- Project operational & maintenance cost for the future
- Cannot predict what impact natural disasters would have on our Assets
- We cannot predict what climate change would have on our Region & Assets

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Reduce new playground & or sport grounds
- Reduce condition & inspection reports from outside contractors

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:

- Rationalisation of playground equipment may lead to a reduction in number or location, increased potential for negative community feedback and risk to Council reputation
- Re-use old or second-hand play equipment
- Poor amenities for consumer & tourist which could harm our reputation as a tourist destination
- In the future you might have legal action because the assets are not safe

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 AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

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

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

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio¹¹ 100%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 20 years we expect to have 100% of the funds required for the optimal renewal of assets.

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

Medium term – 20 year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 20 year period. This provides input into 20 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 20 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 20 year planning period is \$1,227,983 on average per year.

The proposed (budget) operations, maintenance and renewal funding is \$1,167,140 on average per year giving a 20 year funding a shortfall of \$60,843 per year. This indicates that 95% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed 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 AM Plan and ideally over the 20 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 20 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 AM Plan (including possibly revising the long-term financial plan).

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

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

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

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2023	\$82,824	\$485,100	\$436,800	\$25,500	\$0
2024	\$84,480	\$491,552	\$451,897	\$163,600	\$0
2025	\$86,170	\$498,133	\$467,296	\$24,242	\$0
2026	\$87,893	\$504,846	\$483,002	\$135,500	\$0
2027	\$89,651	\$511,693	\$499,023	\$57,200	\$0
2028	\$91,444	\$518,676	\$515,365	\$130,700	\$0
2029	\$93,273	\$525,800	\$532,033	\$136,420	\$0
2030	\$95,139	\$533,066	\$549,034	\$142,690	\$0
2031	\$97,042	\$540,477	\$566,376	\$0	\$0
2032	\$98,982	\$548,037	\$584,064	\$325,053	\$0
2033	\$100,962	\$555,747	\$602,107	\$270,200	\$0
2034	\$102,981	\$563,612	\$620,510	\$82,100	\$0
2035	\$105,041	\$571,635	\$639,281	\$452,637	\$0
2036	\$107,142	\$579,817	\$658,427	\$81,600	\$0
2037	\$109,285	\$588,164	\$677,957	\$51,000	\$0
2038	\$111,470	\$596,677	\$697,877	\$138,400	\$0
2039	\$113,700	\$605,360	\$718,195	\$492,672	\$0
2040	\$115,974	\$614,218	\$738,920	\$238,790	\$0
2041	\$118,293	\$623,252	\$760,059	\$152,000	\$0
2042	\$120,659	\$632,467	\$781,621	\$57,200	\$0

7.2 Funding Strategy

The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

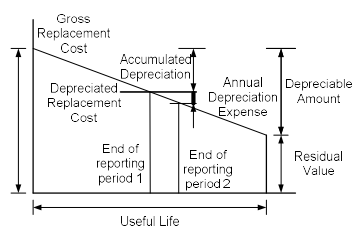
The financial strategy of the entity determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at fair market value, replacing service at present day cost

Replacement Cost (Current/Gross)	\$6,227,229
Depreciable Amount	\$6,227,229
Depreciated Replacement Cost ¹²	\$4,644,086
Depreciation	\$209,576



¹² Also reported as Written Down Value, Carrying or Net Book Value.

7.3.2 Valuation forecast

Asset values are forecast to increase as additional assets are added to the service

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.

7.4 Key Assumptions Made in Financial Forecasts

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

Key assumptions made in this AM Plan are:

- The existing open space and recreation assets will achieve their assumed useful life
- Unit rates have been derived from construction costs
- Acquisition year has been derived from a combination of historical records and condition assessments
- Condition assessments have been made from visual inspection

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale¹³ in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

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

¹³ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

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

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

Data	Confidence Assessment	Comment
Demand drivers	B. Reliable	Based on community survey & 20 year budget
Growth projections	B. Reliable	Based on 20 year budget and development trend
Acquisition forecast	E. Unknown	Only data for 2022 – requires review
Operation forecast	E. Unknown	No data is available – requires review eg moving, park lights, litter removal ect.
Maintenance forecast	B. Reliable	Based on historical unit rates
Renewal forecast		
- Asset values	B. Reliable	Based on historical unit rates
- Asset useful lives	C. Uncertain	To be reviewed
- Condition modelling	C. Uncertain	To be reviewed
Disposal forecast	E. Unknown	No data is available – requires review

The estimated confidence level for and reliability of data used in this AM Plan is considered to be 'C' Uncertain.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹⁴

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 financial asset data base, asset registers and Long Term Financial Plan and budgets proposed for the next 20 years.

Asset management data sources

This asset management plan also utilises asset management data. The source of the all assets data associated with Open Space and Recreation includes extracts from the following Asset Registers; Other Infrastructure and Other Open Space and Recreation Assets.

8.2 Improvement Plan

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

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Continue to capture and record details and condition of all existing and new assets located on Parks & Reserves and validate/update Asset Registers	Asset Engineer	Internal	On Going
2	Set up the Maintenance Management System ('Reflect') to include all asset classes and establish response times, maintenance intervention actions and reporting	Asset Engineer / Assets Technical Officer	Internal	2023
3	Establish 'Reflect' routine defect inspection frequency	Asset Engineer / Assets Technical Officer	Internal	2023
4	Regular and frequent (yearly) condition assessment and data review of assets to inform maintenance and renewal programs	Asset Engineer / Assets Technical Officer	Internal	On Going
5	Review Asset Registers to ensure 'Immaterial Assets' are identified, review 'Useful Life' and information to be used for determining 'Current Replacement Cost'	Asset Engineer / Assets Technical Officer	Internal	On Going
6	Review Asset Registers to ensure all assets are mapped in GIS	GIS Officer Assets	Internal	On Going
7	Review the location, functional capacity and utilisation of all parks and reserves	Manager Assets	Internal	2024
8	Establish a hierarchy of parks and reserves to assist in determining service levels and priorities. Hierarchy naming options could include Regional Parks, District Parks, Neighbourhood Parks, Foreshore Reserves and Bushland Reserves	Manager Assets	Internal	2024

¹⁴ ISO 55000 Refers to this as the Asset Management System

Task	Task	Responsibility	Resources Required	Timeline
9	Establish service level standards for each park hierarchy through community consultation	Manager Assets	Internal	2024
10	Review plans and strategies including the Community Facilities and Public Open Space Needs Strategy, Tourism Strategy, Nambucca River Master Plan etc. to ensure budget forecasts reflect proposed asset upgrade and acquisition	Manager Assets	Internal	On Going

8.3 Monitoring and Review Procedures

This AM 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 AM 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 AM Plan has a maximum life of 4 years and is due for complete revision and updating to coincide with the IP&R cycle (ever 4 years) and Council elections.

Performance Measures

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

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the 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 AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

9.0 REFERENCES

- IPWEA, 6th Edition, 2020, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2020, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/communities/am/namsplus
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2020, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney, [Practice Note 12.1: Climate Change Impacts on the Useful Life of Infrastructure - Institute of Public Works Engineering Australasia \(ipwea.org\)](http://www.ipwea.org/publications/practicenotes/pn12.1)
- IPWEA, 2012, Practice Note 6 Long-Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6>
- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8>
- 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

10.0 APPENDICES

Appendix A Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

This AM Plan only have data for 2022 and no other information for Acquisition

Table A3 - Acquisition Forecast Summary

Year	Constructed	Donated	Growth
2023	\$82,824	\$0	\$0
2024	\$84,480	\$0	\$0
2025	\$86,170	\$0	\$0
2026	\$87,893	\$0	\$0
2027	\$89,651	\$0	\$0
2028	\$91,444	\$0	\$0
2029	\$93,273	\$0	\$0
2030	\$95,139	\$0	\$0
2031	\$97,042	\$0	\$0
2032	\$98,982	\$0	\$0
2033	\$100,962	\$0	\$0
2034	\$102,981	\$0	\$0
2035	\$105,041	\$0	\$0
2036	\$107,142	\$0	\$0
2037	\$109,285	\$0	\$0
2038	\$111,470	\$0	\$0
2039	\$113,700	\$0	\$0
2040	\$115,974	\$0	\$0
2041	\$118,293	\$0	\$0
2042	\$120,659	\$0	\$0

Appendix B Operation Forecast

B.1 – Operation Forecast Assumptions and Source

The operational budget is \$0

Table B2 - Operation Forecast Summary

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2022	\$485,100	\$6,452	\$485,100
2023	\$485,100	\$6,581	\$491,552
2024	\$485,100	\$6,713	\$498,133
2025	\$485,100	\$6,847	\$504,846
2026	\$485,100	\$6,984	\$511,693
2027	\$485,100	\$7,123	\$518,676
2028	\$485,100	\$7,266	\$525,800
2029	\$485,100	\$7,411	\$533,066
2030	\$485,100	\$7,560	\$540,477
2031	\$485,100	\$7,711	\$548,037
2032	\$485,100	\$7,865	\$555,747
2033	\$485,100	\$8,022	\$563,612
2034	\$485,100	\$8,183	\$571,635
2035	\$485,100	\$8,346	\$579,817
2036	\$485,100	\$8,513	\$588,164
2037	\$485,100	\$8,684	\$596,677
2038	\$485,100	\$8,857	\$605,360
2039	\$485,100	\$9,034	\$614,218
2040	\$485,100	\$9,215	\$623,252
2041	\$485,100	\$9,215	\$632,467

Appendix C Maintenance Forecast

C.1 – Maintenance Forecast Assumptions and Source

The maintenance forecast includes provision for 2% growth from 2023 to 2041 to meet anticipated service levels, this factor will be monitored and maintenance expenditure adjusted accordingly.

Table C2 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2023	\$436,800	\$6,361	\$436,800
2024	\$445,536	\$6,488	\$451,897
2025	\$454,447	\$6,618	\$467,296
2026	\$463,536	\$6,750	\$483,002
2027	\$472,806	\$6,885	\$499,023
2028	\$482,263	\$7,023	\$515,365
2029	\$491,908	\$7,163	\$532,033
2030	\$501,746	\$7,307	\$549,034
2031	\$511,781	\$7,453	\$566,376
2032	\$522,016	\$7,602	\$584,064
2033	\$532,457	\$7,754	\$602,107
2034	\$543,106	\$7,909	\$620,510
2035	\$553,968	\$8,067	\$639,281
2036	\$565,047	\$8,229	\$658,427
2037	\$576,348	\$8,393	\$677,957
2038	\$587,875	\$8,561	\$697,877
2039	\$599,633	\$8,732	\$718,195
2040	\$611,625	\$8,907	\$738,920
2041	\$623,858	\$9,085	\$760,059
2042	\$636,335	\$9,085	\$781,621

Appendix D Renewal Forecast Summary

D.1 – Renewal Forecast Assumptions and Source

Renewal forecast is derived from age of the existing infrastructure. The condition of the assets will be monitored regularly and useful life adjusted accordingly, which will in turn influence this forecast.

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2023	\$25,500	\$25,500
2024	\$163,600	\$163,600
2025	\$24,242	\$24,242
2026	\$135,500	\$135,500
2027	\$57,200	\$57,200
2028	\$130,700	\$130,700
2029	\$136,420	\$136,420
2030	\$142,690	\$142,690
2031	\$0	\$0
2032	\$325,053	\$325,053
2033	\$270,200	\$270,200
2034	\$82,100	\$82,100
2035	\$452,637	\$452,637
2036	\$81,600	\$81,600
2037	\$51,000	\$51,000
2038	\$138,400	\$138,400
2039	\$492,672	\$492,672
2040	\$238,790	\$238,790
2041	\$152,000	\$152,000
2042	\$57,200	\$57,200

Table D3.1 - Renewal Forecast Summary – detailed

CVR ID	GIS ID	Asset Name	Street	Suburb	Remaining Life	Forecast Renewal Year	Renewal Cost	Useful Life
350050	11698	Playground Equipment - Eungai Rail Park Swing, Slide	South Bank Road	Eungai Rail	0	2023	\$13,500	13
355003	11320	BBQs - Anzac Park - Riverside Drive, Nambucca	Riverside Drive	Nambucca Heads	0	2023	\$12,000	10
							25500	
350049	10028	Playground Equipment - Donnelly Welsh Playing Fields - Dudley Street	Dudley Street	Macksville	1	2024	\$10,000	15
350057	10944	Playground Equipment - Richardson Park - Bismark St Nambucca	Bismark Street	Nambucca Heads	1	2024	\$8,000	10
350065	90720	Tennis Courts - Macksville Park	Patridge Street	Macksville	1	2024	\$95,200	15
350037	19159	Missabotti Hall Tennis Courts (1)	Missabotti Road	Missabotti	1	2024	\$11,900	15
350074	11593	Playground Equipment - Glenmore Park - Uriti Road Macksville Swing,	Uriti Road	North Macksville	1	2024	\$38,500	15
							163600	
350055	10795	Play Equipment - Valla Natural Reserve Park - Valla Beach Large Swing	Valla Beach Road	Valla Beach	2	2025	\$10,242	14
355299	90707	BBQ's - Robert Lowden Park - Cockburn Street Valla Beach	Cockburn Street	Valla Beach	2	2025	\$14,000	10
							24242	

355112	11079	Shower - Main Beach - Main Beach Road Nambucca Heads	Main Beach Road	Nambucca Heads	3	2026	\$5,000	15
355064	11745	Basket ball - Kings Point Park - Sturdee Street Macksville	Sturdee Street	Macksville	3	2026	\$8,000	20
355069	10829	BBQ - Lions Park Valla - Ocean View Drive Valla Beach	Ocean View Drive	Valla Beach	3	2026	\$12,000	10
350034	10057	Playground Equipment - Macksville Park, Partridge Street Slide, Kids	Partridge Street	Macksville	3	2026	\$43,500	13
350076	10018	Playground Equipment - Lions Park Macksville Climbing Equip	Ferry Street	North Macksville	3	2026	\$17,000	15
350192	10551	Gumbayngirr Park - Playground Equipment Climbing Equip, Spider	Gumbayngirr Road	Bowraville	3	2026	\$50,000	15
							135500	
350067	19168	Tewinga Tennis Courts (1)	Rodeo Drive	Tewinga	4	2027	\$11,900	15
350047	10062	Playground Equipment - Hodge Street - Reserve - Macksville Swing	Hodge Street	Macksville	4	2027	\$21,500	15
350031	19131	Hennessey/Tape Oval Tennis Courts (4)	Coronation Street	Bowraville	4	2027	\$23,800	15
							57200	
350134	19098	Playground Equipment - Sussex Park - Nambucca Heads Swing & Slide	Sussex Road	Nambucca Heads	5	2028	\$10,000	13
350278	19205	Unkya Reserve Playground Equipment Climbing Equipment, Slide	Eungai Creek Road	Eungai Creek	5	2028	\$33,000	13
350262	19207	Grandstand - Unkya Reserve	Eungai Creek Road	Eungai Creek	5	2028	\$22,700	40
355090	10308	Fitness Equipment - Macksville Park - Willis Street Macksville	Willis Street	Macksville	5	2028	\$65,000	10
							130700	

355184	10161	Picnic Shelter - River Street Macksville	River Street	Macksville	6	2029	\$4,800	10
355263	11236	BBQ - V-Wall - Wellington Drive Nambucca Heads	Wellington Drive	Nambucca Heads	6	2029	\$12,000	10
350232	19211	Cricket - Sealed Pitch - Thistle Park/Donnelly Welsh Playing Fields -	Dudley Street	Macksville	6	2029	\$10,900	10
355011	11442	BBQs - Bellwood Park - Nambucca Heads	Bellwood Park Road	Nambucca Heads	6	2029	\$16,000	10
355013	11444	Shower - Bellwood Park - Nambucca Heads	Bellwood Park Road	Nambucca Heads	6	2029	\$5,000	15
355050	11285	BBQ - Gordon Park - Wellington Drive Nambucca Heads	Wellington Drive	Nambucca Heads	6	2029	\$14,500	10
350078	10007	Kingspoint Park Playground Equipment - Macksville Climbing Equip,	Sturdee Street	Macksville	6	2029	\$28,000	15
350054	90719	Playground Equipment - Taylors Arm Reserve - Taylors Arm Climbing	Taylors Arm Road	Taylors Arm	6	2029	\$37,000	12
355545	90763	Softfall - Gordon Park Playground- Nambucca Heads	Wellington Drive	Nambucca Heads	6	2029	\$8,220	15
							136420	

355599	90766	V-Wall - BBQ	Wellington Drive	Nambucca Heads	7	2030	\$19,940	10
350046	11238	Picnic Shelters - Wellington Park - V Wall - Nambucca Heads	Wellington Drive	Nambucca Heads	7	2030	\$40,600	20
355020	11715	Play Equipment - Binalong Park - Binalong Way - Macksville Swing &	Binalong Way	Macksville	7	2030	\$15,500	13
355044	10873	Discus Throwing Areas - EJ Biffin Playing Fields - Fred Brain Avenue	Centenary Parade	Nambucca Heads	7	2030	\$8,300	20
350235	11746	Kings Point Cricket Practice Net	Sturdee Street	Macksville	7	2030	\$6,000	50
355257	11641	Goal Post - Buz Brazel Park - Vernon Street Scotts Head	Vernon Street	Scotts Head	7	2030	\$9,000	20
355261	11638	Basket ball - Buz Brazel Park - Vernon Street Scotts Head	Vernon Street	Scotts Head	7	2030	\$43,350	20
							142690	

355255	11652	Discus Court - Buz Brazel Park - Vernon Street Scotts Head	Vernon Street	Scotts Head	9	2032	\$8,800	15
355092	10327	Softfall - Macksville Park - Willis Street Macksville	Willis Street	Macksville	9	2032	\$57,800	15
350269	10733	Playground Equipment - Anderson Park, Valla Beach Swing, Climbing	Kuta Avenue	Valla Beach	9	2032	\$82,000	15
350029	19086	Gordon Park Tennis Courts (4)	Wellington Drive	Nambucca Heads	9	2032	\$68,000	15
350052	10931	Playground Equipment - The Glen - Hyland Park Swing, Slide	The Glen	Hyland Park	9	2032	\$16,000	14
350059	19239	Scotts Head Tennis Courts - Adin Street Scotts Head	Adin Street	Scotts Head	9	2032	\$34,153	15
350111	19153	Hennessey Tape Oval Spectator Seating	Coronation Street	Bowraville	9	2032	\$24,300	15
350068	19111	Valla Beach Tennis Courts (2)	Thompson Street	Valla Beach	9	2032	\$34,000	15
							325053	

Appendix E Disposal Summary

E.1 – Disposal Forecast Assumptions and Source

This AM Plan have no data for Disposals

Table E3 – Disposal Activity Summary

Year	Disposal Forecast	Disposal Budget
2022	0	0
2023	0	0
2024	0	0
2025	0	0
2026	0	0
2027	0	0
2028	0	0
2029	0	0
2030	0	0
2031	0	0
2032	0	0
2033	0	0
2034	0	0
2035	0	0
2036	0	0
2037	0	0
2038	0	0
2039	0	0
2040	0	0
2041	0	0

Appendix F Budget Summary by Lifecycle Activity

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Budget
2023	\$82,824	\$485,100	\$436,800	\$25,500	\$0	\$1,030,224
2024	\$84,480	\$491,552	\$451,897	\$163,600	\$0	\$1,178,716
2025	\$86,170	\$498,133	\$467,296	\$24,242	\$0	\$1,039,717
2026	\$87,893	\$504,846	\$483,002	\$135,500	\$0	\$1,172,029
2027	\$89,651	\$511,693	\$499,023	\$57,200	\$0	\$1,104,757
2028	\$91,444	\$518,676	\$515,365	\$130,700	\$0	\$1,189,507
2029	\$93,273	\$525,800	\$532,033	\$136,420	\$0	\$1,206,701
2030	\$95,139	\$533,066	\$549,034	\$142,690	\$0	\$1,224,675
2031	\$97,042	\$540,477	\$566,376	\$0	\$0	\$1,093,923
2032	\$98,982	\$548,037	\$584,064	\$325,053	\$0	\$1,431,152
2033	\$100,962	\$555,747	\$602,107	\$270,200	\$0	\$1,388,719
2034	\$102,981	\$563,612	\$620,510	\$82,100	\$0	\$1,213,287
2035	\$105,041	\$571,635	\$639,281	\$452,637	\$0	\$1,596,746
2036	\$107,142	\$579,817	\$658,427	\$81,600	\$0	\$1,238,889
2037	\$109,285	\$588,164	\$677,957	\$51,000	\$0	\$1,221,733
2038	\$111,470	\$596,677	\$697,877	\$138,400	\$0	\$1,322,845
2039	\$113,700	\$605,360	\$718,195	\$492,672	\$0	\$1,691,105
2040	\$115,974	\$614,218	\$738,920	\$238,790	\$0	\$1,451,490
2041	\$118,293	\$623,252	\$760,059	\$152,000	\$0	\$1,379,251
2042	\$120,659	\$632,467	\$781,621	\$57,200	\$0	\$1,299,294