



Asset Management Plan

# Open Space

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2018-28



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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 10-year planning period.

This plan covers Council's Open Space infrastructure assets.

## 1.2 Asset Description

These assets include:

The Open Space asset class comprises:

- Beaches and Ocean Pools;
- Coastal Open Spaces and Walkways;
- Ovals and Sporting Facilities;
- Playgrounds and Parks.

These infrastructure assets have significant value estimated at \$118,938,628.

## 1.3 Levels of Service

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

If additional funding levels are not provided for the longer term, the potential services consequences will be:

- Reduced ability to fund upgrades or new projects;
- A reduction in the maintenance service levels.

## 1.4 Future Demand

The main demands for new services are created by:

- Population;
- Demographics;
- Technological Changes;
- Community preference and aspirations.

These 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.

Demand management practices for Council's Open Space assets include:

- Effective management of existing infrastructure via regulation, education and influencing stakeholders on the use of assets;
- Upgrade critical infrastructure and provide new infrastructure to meet the demand.

## 1.5 Lifecycle Management Plan

### What does it Cost?

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 the funding required is \$197,451,000 or \$19,745,000 on average per year of which \$2,012,000 relates to projected renewals.

Open Space assets are a mixture of long life and medium life assets and the age profile of this asset class results in the requirement for a significant amount of renewal work during the planning period. Overall, our open space assets are depreciating at \$2,627,000 annually and budget allocation over and above the projected renewals covered by this Asset Management Plan is required to ensure the future sustainability of this asset class beyond the 10-year planning period.

## 1.6 Financial Summary

### What we will do

Estimated available funding for this period is \$183,540,000 or \$18,354,000 on average per year as per the long-term financial plan or budget forecast. This is 93 percent of the cost to sustain the current level of service at the lowest lifecycle cost over the 10-year planning period.

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 shortfall of \$1,391,000 on average per year over the projected expenditure required to provide services in the AM Plan. This is shown in the figure below.

Additional funding to cover the shortfall should be provided to ensure that the existing levels of service can be maintained for the life of the assets, or to ensure planned upgrades can be undertaken.

### Projected Operating and Capital Expenditure

**Randwick CC - Projected and Budgeted Expenditure for (Open Space\_S3\_V1)**

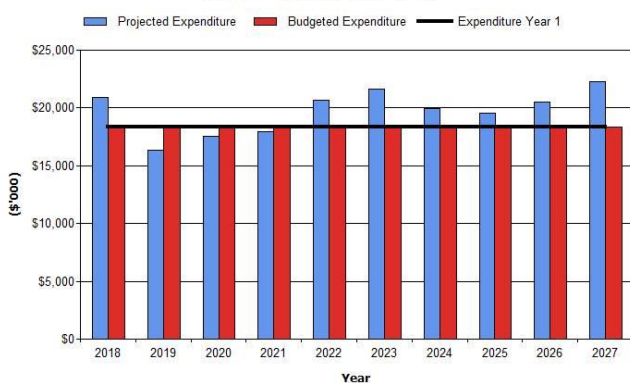


Figure values are in current (real) dollars.

We plan to provide Open Space services for the following:

- Operation, maintenance, renewal and upgrade of Open Space assets as detailed in table 2.1 to meet service levels set in annual budgets;
- Identified renewals/replacement within the 10-year planning period as identified in Appendix A.

### Managing the Risks

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

There are risks associated with providing the service and not being able to complete all identified activities and projects.

The main risk consequences are:

- Community not involved in determining service standards;
- Environmental issues;
- Restricted access to sporting grounds and facilities;
- Injury to users of Open Space assets;

- Restricted availability of qualified resources.

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

- Enforcement and environmental guidelines;
- Consultation with stakeholders;
- Continued program of preventative maintenance and lifecycle replacement;
- Established commitment from internal and external stakeholders.

## 1.7 Asset Management Practices

Our systems to manage assets include:

- Technology One;
- GIS-(ESRI Arcmap);
- Photographs;
- Electronic data capturing tools (ESRI Arc Collector);
- Risk Management techniques and tools.

Assets requiring renewal/replacement are identified from a process of annual condition assessment to 20% of the network. The asset register is updated to include data from the inspections allowing future works programs to be projected.

## 1.8 Monitoring and Improvement Program

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

- The procurement of a Strategic Asset Management System to allow sophisticated modelling, forecasting and risk management. (*Key Asset Management Strategy 7*)
- The formation of an Asset Management Steering Group to ensure a consistent asset centric approach across the organisation that is consistent with the Asset Management Policy and Strategy. (*Key Asset Management Strategy 2*)
- Further identification and refinement of costs associated with managing this asset class. (*Key Asset Management Strategy 4*)

These next steps are aligned with Key Strategies identified Council's Asset Management Strategy 2018-28.



## 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 10-year planning period.

This asset management plan is to be read with the following associated planning documents:

- The Randwick City Plan;
- Delivery Plan 2018-21 and annual Operational Plans;
- Asset Management Policy;
- Asset Management Strategy 2018-28;
- Long Term Financial Plan 2018-28;
- Resourcing Strategy-Workforce Plan 2018-28;
- ICT Digital Strategy 2018-28;
- Randwick City Council Community Consultation Principles and Consultation Planning Guide.

This plan aligns with the Asset Management Strategy 2018-28 and covers a 10-year planning period. Figures within the plan extend beyond the 10-year planning period for the purpose of projecting asset management challenges beyond the life of the plan.

The infrastructure assets covered by this asset management plan are shown in Table 2.1. These assets are used to provide active and passive recreation and environmental services.

**Table 2.1: Assets covered by this Plan**

Asset Category	Quantity	Replacement Value (\$)
Banner Poles	55	104,932
Barbecues	28	61,972
Bicycle Racks	48	34,908
Boat Ramps	3	45,760
Bollards	3,390	2,088,227
Bridge	6	316,200
Cricket Nets	6	95,318
Drinking Fountain	81	455,531
Fencing	43.19 Km	7,548,694
Flag Poles	49	93,485
Gates	80	101,550
Asset Category	Quantity	Replacement Value (\$)
Handrails	884.8 m	1,109,344
Hard Stand Areas	37,660.9m <sup>2</sup>	6,846,672
Irrigation & Associated Equipment	63 Items	7,534,784
Landscaped Areas	47,663.84m <sup>2</sup>	9,912,649
Lighting	794 Items	4,359,127

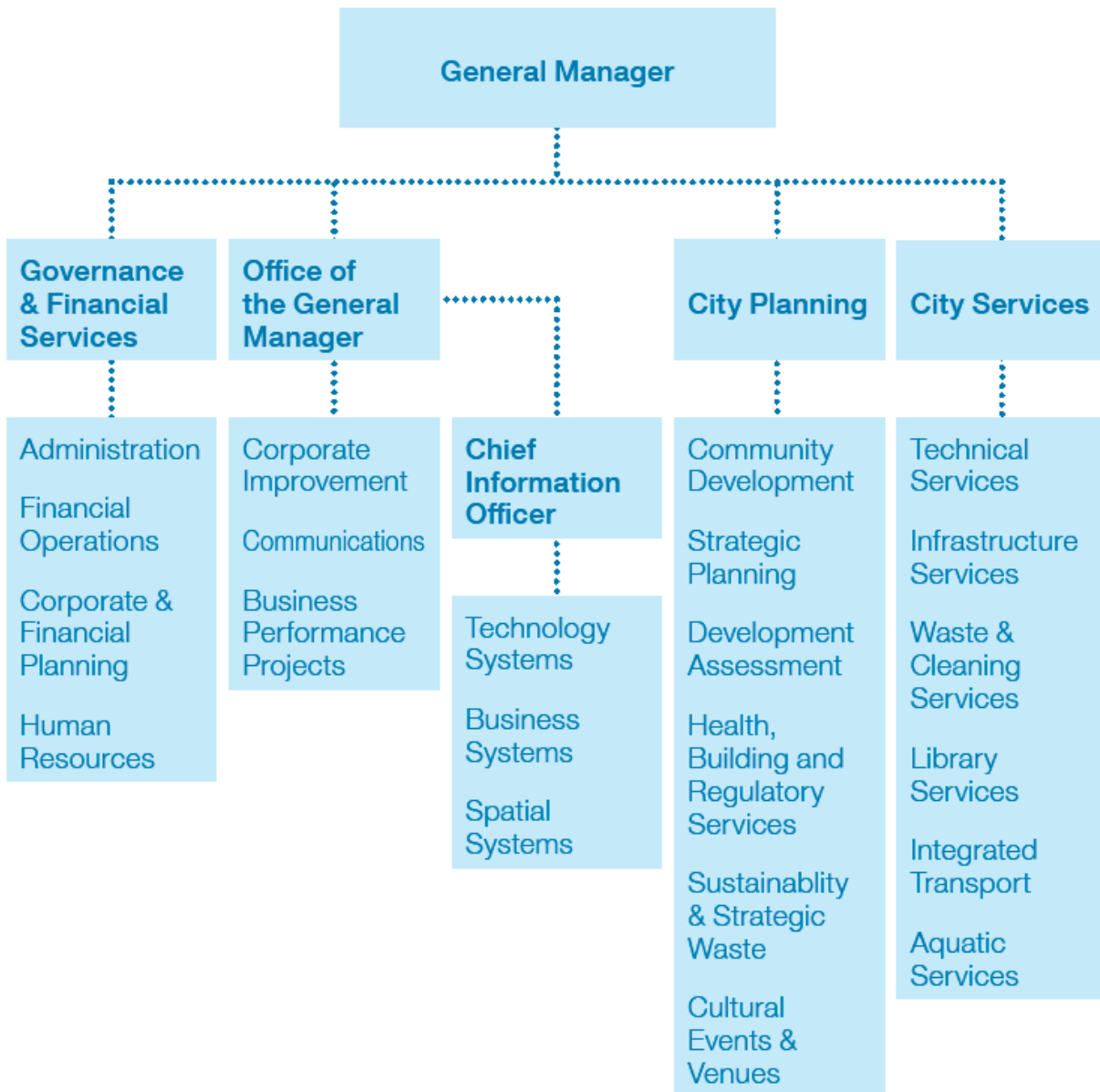
Litter Bins	261 Items	819,999
Miscellaneous minor assets	7 Items	384,152
Monuments	12 Items	120,000
Pavement, Walkway, Stairs	91,889.07m2	45,896,434
Picnic Palette	39 Items	190,370
Picnic Shelters	72 Items	191,808
Picnic Tables	85 Items	375,312
Playgrounds	272 Items	8,173,893
Sports Surfaces	21 Items	3,589,885
Pools	5 Items	958,051
Scoreboards	6 Items	580,760
Seats	646 Items	1,621,888
Shade Structures	48 Items	870,763
Showers	18 Items	53,497
Skate Park	3 Items	3,692,885
Walls	8286.93m2	9,331,034
Water Tanks	9 Items	524,272
Wickets	11 Items	854,472
<b>TOTAL</b>		<b>\$118,938,628</b>

**Table 2.1.1: Key Stakeholders in the AM Plan**

<b>Key Stakeholder</b>	<b>Role in Asset Management Plan</b>
Council Representatives (Includes Councillors and the Mayor)	<ul style="list-style-type: none"> <li>• Represent needs of community/shareholders,</li> <li>• Allocate resources to meet the organisation's objectives in providing services while managing risks,</li> <li>• Ensure organisation is financially sustainable.</li> </ul>
Council Officers	<ul style="list-style-type: none"> <li>• Manage Open Space Assets.</li> <li>• Ensure level of service provided meets needs of residents and visitors.</li> <li>• Implement the components identified in the open space asset management plan.</li> </ul>
Residents	<ul style="list-style-type: none"> <li>• Core users of open space assets.</li> <li>• Their needs, wants and expectations are conveyed to the Council and should be reflected in desired levels of service.</li> </ul>
Visitors	<ul style="list-style-type: none"> <li>• Users of open space assets.</li> <li>• Their needs, wants and expectations drive the development in areas of the highest visitor usage and also commercial areas.</li> </ul>
Insurers	<ul style="list-style-type: none"> <li>• Insurers have interest in implementation of systems which allow Council to gain better knowledge of the condition of their assets.</li> <li>• Systems should be reflected in the number of claims made against each asset group.</li> </ul>



Our organisational structure for service delivery of infrastructure assets is detailed below.



## 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;
- 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;<sup>1</sup>
- ISO 55000.<sup>2</sup>

## 2.3 Plan Framework

Key elements of the plan are

- Levels of service – specifies the services and levels of service to be provided by the organisation;
- Future demand – how this will impact on future service delivery and how this is to be met;
- Lifecycle management – how Council will 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;
- Monitoring – how the plan will be monitored to ensure it is meeting organisation's objectives;
- Asset management improvement plan.

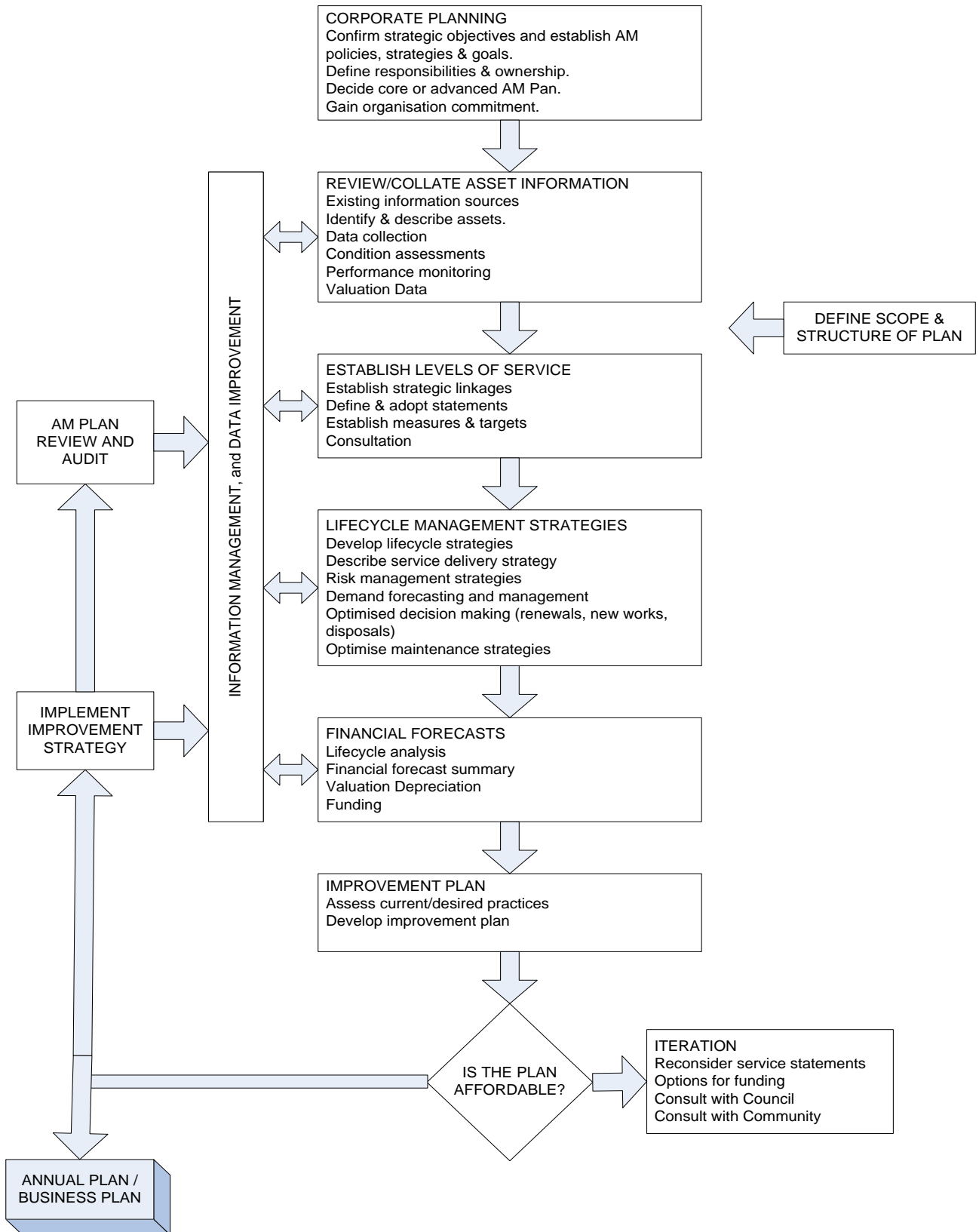
A road map for preparing an asset management plan is shown below.

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<sup>1</sup> Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

<sup>2</sup> ISO 55000 Overview, principles and terminology





## 2.4 Core and Advanced Asset Management

This asset management plan is prepared as a 'core' asset management plan over a 10-year planning period in accordance with the International Infrastructure Management Manual<sup>3</sup>. 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.

## 3. LEVELS OF SERVICE

### 3.1 Customer Research and Expectations

In 2014 Council commissioned a community satisfaction survey conducted by Micromex Research<sup>A</sup>. The survey was administered by a computer aided telephone system to a sample of 1,000 residents. The most recent customer satisfaction survey reported satisfaction levels for the following services.

**Table 3.1: Community Satisfaction Survey Levels**

Performance Measure	Satisfaction Level*
Overall satisfaction with Council's performance	95%
Council's response time to request for service	78%
Beach cleaning	91%
Beaches	98%
Coastal open spaces and walkway	97%
Ocean pools	95%
Ovals and sporting facilities	97%
Playgrounds and parks	97%
Protection for natural bushland	91%

\*Based on Top 3 box (percentage of residents indicating they are very satisfied, satisfied, or somewhat satisfied).

Community satisfaction information is used in developing the 10-year Randwick City 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 10-year Randwick City Plan and within the Integrated Planning and Reporting (IPR) framework

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<sup>3</sup> IPWEA, 2015, IIMM.

<sup>A</sup> TRIM D02266591



## Integrated Planning and Reporting framework



This plan will guide the delivery of actions by Council to achieve the following City Plan Outcomes:

Outcome 1: Leadership in Sustainability.

Outcome 6: A Liveable City

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**

Randwick City Plan Outcome	Direction	Objective	How Goal and Objectives are addressed in AM Plan
<b>Outcome 6: A Liveable City</b>	Direction 6a: Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service.	Implement the strategic asset management system to deliver intergenerational equity and meet the Council's obligations as the custodian of our community's assets.	The implementation of a Strategic Asset Management System is a part of the monitoring and improvement program within this Asset Management Plan.
<b>Outcome 6: A Liveable City</b>	Direction 6a: Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service.	Conduct programmed asset maintenance management in accordance with adopted service levels	The Open Space Asset Management Plan includes funding for operations and maintenance and provisions for performance monitoring against adopted service level.

<b>Outcome 6: A Liveable City</b>	Direction 6c: The safety of our community is paramount and is acknowledged and supported through proactive policies, programs and strategies.	Conduct minor reactive maintenance management in accordance with adopted service levels.	<ul style="list-style-type: none"> <li>• Respond to customer requests within service level agreements.</li> <li>• Identify High and Extreme risk open spaces</li> <li>• Planned Inspections for High and Extreme risk open spaces</li> <li>• Develop an operational and maintenance plan and allocate funding to carry out remediation work as required</li> </ul>
<b>Outcome 1. Leadership in Sustainability</b>	Direction 1a: Council has a long-term vision based on sustainability	Ensure financial strategies underpin Council's asset management policies and strategic vision	The Open Space Asset Management Plan aligns with Council's Resourcing Strategy, including the Asset Management Strategy, Workforce Plan and Long-Term Financial Plan.

Randwick City 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
NSW Local Government Act 1993	Sets out role, purpose, responsibilities and powers of local government including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
Children and Young Persons Care & Protection Act 1998	Provides requirements in relation to children in public spaces.
Water Management Act 2000	Sets out responsibilities associated with the use of water.
Contaminated Land Management Act 1997	Sets out specific requirements in connection with the remediation of land.
State Environmental Planning Policy (Infrastructure) 2007	Sets out specific environmental requirements associated with infrastructure planning.
Environmental Planning and Assessment Act 1979	Sets out specific requirements associated with environmental planning
Commonwealth Environment Protection and Biodiversity Act	Sets out requirements associated with environment and utilisation.
NSW Threatened Species Conservation Act 1995	Sets out requirements in relation to fauna and threatened species in particular.
NSW Biosecurity Act 2015	Sets out requirements for control of pests, diseases and weeds.
Disability Discrimination Act 1992	Provides protection for everyone in Australia against discrimination based on disability, in the areas of provision of goods, facilities, services and land.
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards
Workplace Health and Safety Act 2011	Protecting workers and other persons against harm to their health, safety and welfare through the elimination or minimisation of risks arising from work.
Australian Accounting Standard AASB116	Reporting on asset condition and consumption to Councillors, management and the community.

### 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?*

**Safety** Is it safe 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 percentages 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**

	<b>Expectation</b>	<b>Performance Measure Used</b>	<b>Current Performance</b>	<b>Expected Position in 10 Years based on the current budget.</b>
<b>Service Objective:</b> Open Space areas meet the needs of the community. Open Space assets are maintained and are fit for use.				
<b>Quality</b>	Provide quality Open Space areas and assets free from obvious defects.	Customer Satisfaction Survey results.	Satisfaction for coastal open space and walkways 80% (up from 79% in 2012). Satisfaction for ovals and sporting facilities 72% (up from 62% in 2012).	Increase in customer satisfaction survey results.
	<b>Confidence levels</b>		High	High
<b>Function</b>	Fields, playgrounds, parks and open space assets meet user's needs.	Customer Satisfaction Survey results.	Satisfaction for coastal open space and walkways 80% (up from 79% in 2012). Satisfaction for ovals and sporting facilities 72% (up from 62% in 2012).	Increase in customer satisfaction survey results.
		Respond to CRM's within SLA timeframe.	76% of Service Requests actioned within allocated time frames. <sup>B</sup> (up from 63% in 2012).	Increase in % of requests actioned within service level agreement timeframes
	<b>Confidence levels</b>		High	High
<b>Safety</b>	Open space assets are operational, presented in a safe manner and free from hazards.	Routine inspections of playgrounds	Quarterly inspection of playgrounds and scheduling of maintenance requirements	Quarterly inspection of playgrounds and scheduling of maintenance requirements.
		Respond to CRM's within SLA timeframe.	76% of Service Requests actioned within allocated time frames (up from 63% in 2012).	Increase in % of requests actioned within service level agreement timeframes.
		Claims made against Council regarding Open Space assets.	Two (2) claims made in 2016. No other claims between 2013 and 2017.	Goal of zero claims.
	<b>Confidence levels</b>		High	High
<b>Capacity and Use</b>	Open space areas, playgrounds and sports grounds are utilized at optimum levels with room for expansion.	Meet needs of Users/Patrons	Regular meetings with Sports Council.	Manage to below maximum carrying capacity.
		Manage to below maximum carrying capacity.	Current park and sports field bookings system manage bookings to required capacities.	
	<b>Confidence levels</b>		High	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, grass mowing, garden care, 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, building and structure repairs, graffiti removal, turfing, lines and goalposts);
- 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);
- 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.<sup>4</sup>

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 **
<b>TECHNICAL LEVELS OF SERVICE</b>				
<b>Operations</b>	Playgrounds are operational and free from hazards.	Regular inspections and maintenance to playgrounds.	Quarterly inspection of Playgrounds and scheduling of maintenance requirements.	Satisfied with current performance.
	Provide upkeep of irrigation systems (Including centralized monitoring and control).	All open space irrigation systems are operational.	Irrigation systems are inspected fortnightly.	Satisfied with current performance.
	Routine maintenance of Parks and Open Space areas.	Routine schedule maintenance works for gangs to attend all parks every 3 weeks and sports fields weekly.	Each park serviced 17 times per year. Each sport field serviced 26 times per year.	Satisfied with current performance.

<sup>4</sup> IPWEA, 2015, IIMM, p 2 | 28.

<sup>B</sup> TRIM D02587061



Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
		Routine schedule maintenance works for gangs to attend all road reserve gardens every 3 weeks.	Each road reserve garden serviced 17 times per year.	Satisfied with current performance.
		Inspect coastal walkway every 6 weeks.	Coastal walkway inspected 8 times per year.	Satisfied with current performance.
	Identify condition of assets.	Regular inspections.	Annual inspection to identify condition of 20% of Open Space assets.	Satisfied with current performance.
		<b>Budget</b>	\$3,297,000	
<b>Maintenance</b>	Respond to service requests.	Reactive service requests completed within adopted time frames.	76% of Service Requests actioned within allocated time frames.	Increase in % of requests actioned within service level agreement timeframes.
	Identify planned maintenance.	Regular inspections	20% of the total no of open space assets are inspected per annum with the addition of playground equipment which is inspected quarterly.	Satisfied with current performance.
		<b>Budget</b>	\$9,407,000	
<b>Renewal</b>	Infrastructure meets customers' needs.	Open Space Assets renewed when required.	Open Space Assets renewed as required.	Satisfied with current performance.
		<b>Budget</b>	\$2,650,000	
<b>Upgrade/New</b>	Upgrade/New open space assets as required.	As needed as part of other projects or development.	Upgrade / new open space assets are funded by developer contributions or under the project budget with new assets capitalised into the open space register.	Maintain current approach.
		<b>Budget</b>	\$3,000,000	

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

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

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced 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	140,660 (As at June 30 2016, ABS estimated resident population – whole of Randwick Council area).	NSW Department of Planning and Environment projects a 23% increase in population by 2036 within Randwick Local Government Area.	An increase in population will require an increase in community and infrastructure services. Existing services may require amendment to cater for changes in use or increased patronage.
Demographics	Randwick City Council has: -18% over 60 YO -43% in the 20-45 YO group  (As at June 30 2016, ABS estimated resident population – whole of Randwick Council area).	Greater proportion of 10-20 YO (>35% growth) Greater proportion of over 60 YO (>45% growth) Low proportion of 25-45 YO (<10% growth)	Greater need for aged and disability access. Increase in population will require improvements to public transport infrastructure and accessible recreational infrastructure.
Land Area	The Randwick Local Government Area is developed.	Redevelopment will include dedication of Open Space assets	More services
Technological Changes	Technology continues to be implemented to improve data management and access to infrastructure control and monitoring.	Updated plant & equipment product Improvements Improved access to Council Improved data recording and assessing.	New technologies may reduce operational costs and maintenance frequency.

These demand drivers may impact on open space assets as land is modified to meet changing community needs.

### 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.

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	An increase in population will require an increase in community and infrastructure services.	Balance priorities for infrastructure with what the community is prepared to pay (statutory requirements / standards is the minimum standard).
Demographics	Greater need for accessible recreational infrastructure.	Assess capacity to fund current and/or improved levels of service.
Land Area	An increase in development may include a subsequent increase in open space assets.	New open space areas should be assessed for asset management requirements prior to handover.
Technology Changes	Potential to reduce maintenance and resource requirements.	New and emerging technologies should be assessed for both performance, abilities to improve service and whole of life costs.

### 4.5 Asset Programs to meet Demand

The new assets required to meet demand can be acquired, donated or constructed. Additional assets are discussed in Section 5.5. The summary of the cumulative value of additional asset is shown in Figure 1.

**Figure 1: Upgrade and New Assets to meet Demand – (Cumulative)**

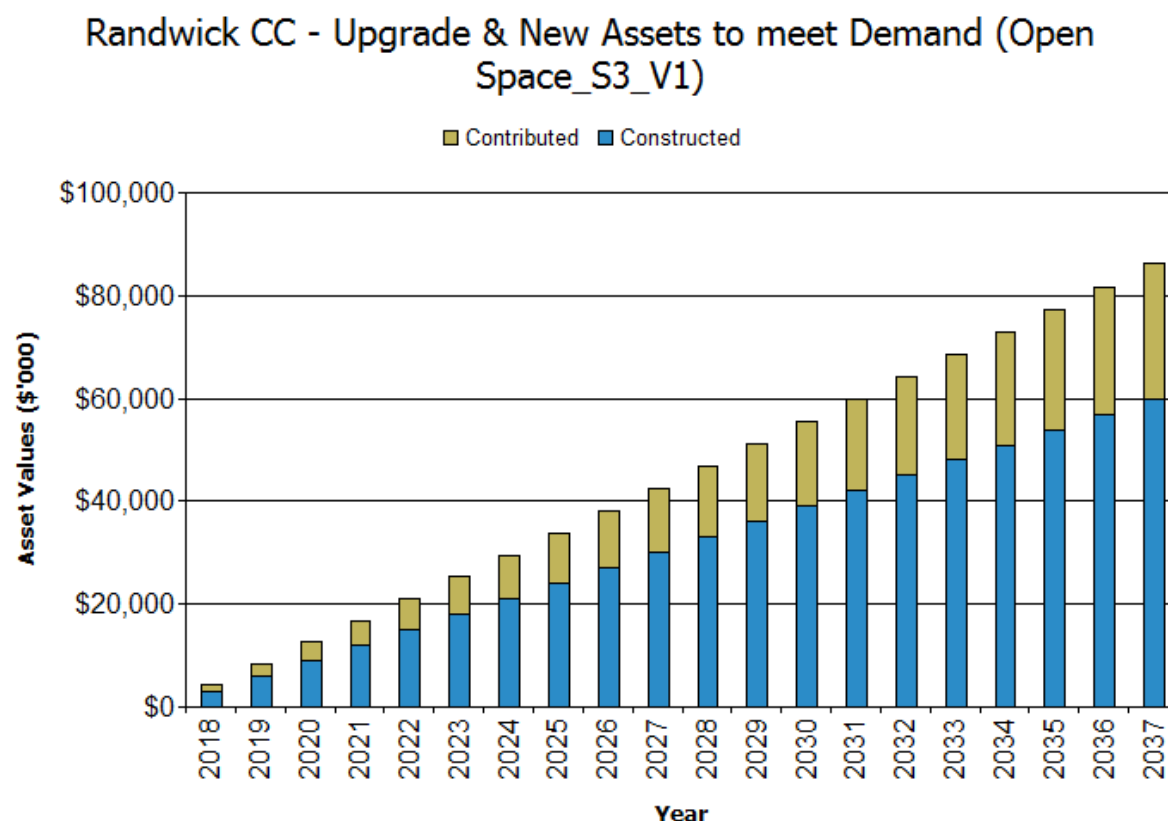


Figure values are in current (real) dollars.

Acquiring these new assets will commit 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 further in Section 5.

## 5. LIFECYCLE MANAGEMENT PLAN

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

### 5.1 Background Data

#### 5.1.1 Physical parameters

For the purposes of this AMP, all open spaces have been classified based on the function, setting, capacity and vegetation type. Each of these classifications require different strategies and have asset management requirements. The following outlines the definition of seven different classifications:

Regional Parks	Open spaces that attract residents and visitors (including tourists) from the whole of the Randwick LGA and beyond. An example includes Heffron Park.
District Parks	Open space to meet organised and formal sporting needs of the Randwick community and visitors. An example includes Kensington Park.
Neighbourhood Parks	Smaller open grassed areas to meet the needs for unstructured active recreation activities. An example includes Bardon Park.
Pocket Parks	Small areas of open space for the purpose of informal and unstructured recreation. Located within residential areas and provide additional open space to residents who may have limited or no private backyards. An example includes Frank Doyle Park.
Beach and Coastal Reserves	Located along coastline and provide for beach and coastal recreation needs. Beach and Coastal Reserves receive the highest visitations of all open space areas by both local residents and visitors to the city. An example includes Dunningham Reserve.
Civic Parks and Places	Provide open space for special occasions, civic ceremonies, and also provide open spaces that are primarily used for passive recreation and places for reflection and community gatherings. An example includes Alison Park.
Remnant Bushland Areas	These are small areas located within larger parks and reserves. Example includes Fred Hollow Reserve. The Randwick Environmental Park and two areas of Malabar Headland are examples of larger Remnant Bushland sites.

The assets covered by this asset management plan are shown in Table 2.1.

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



Figure 2: Asset Age Profile

### Randwick CC - Age Profile (Open Space\_S3\_V1)

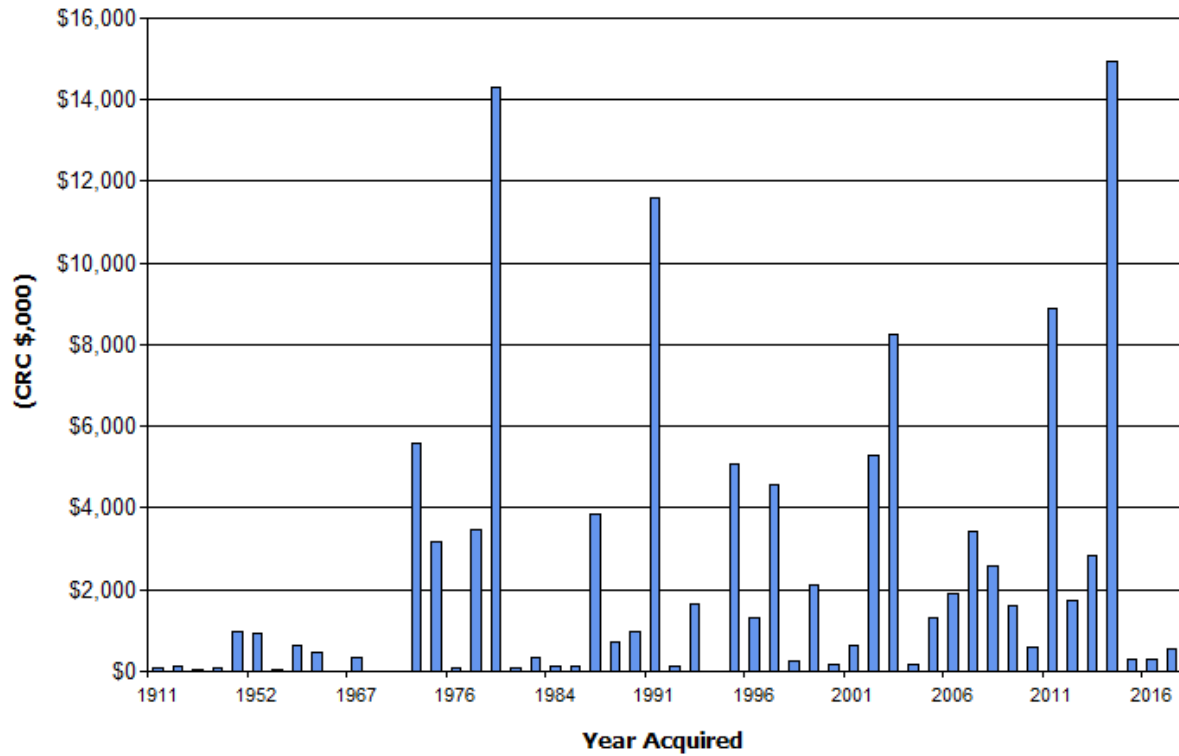


Figure values are in current (real) dollars.

According to Figure 2 there were major investments in open space infrastructure around 1980, 1991 and 2010. The constant investment in infrastructure through the years will result in renewals being constant over the years rather than being required all at once.

#### 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
Nil	

The above service deficiencies were identified from consulting Manager Technical Services.

### 5.1.3 Asset condition

Council inspects 20 percent of entire asset network every year. The monitoring of open space assets is encompassed within this program.

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

**Figure 3: Asset Condition Profile**

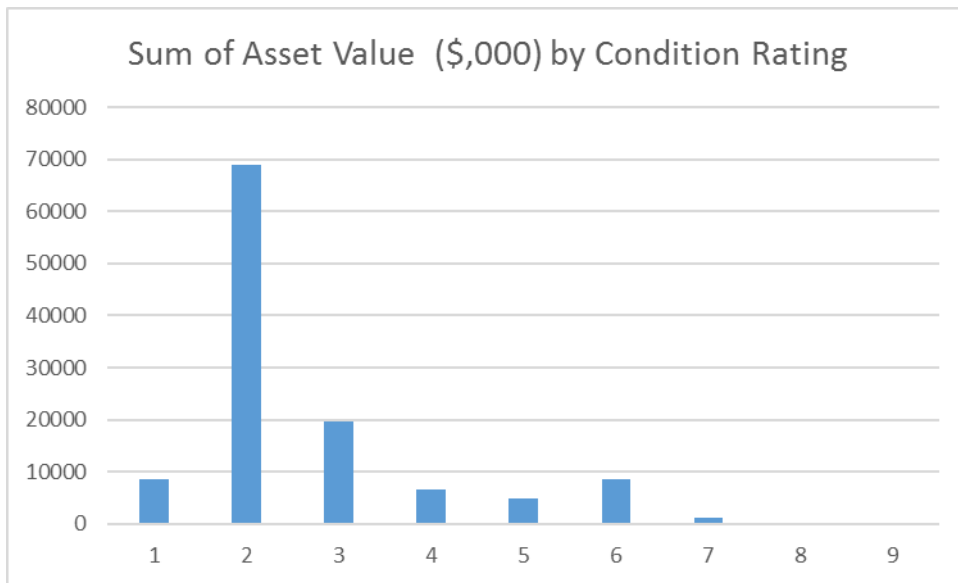


Figure 3 shows that majority of Councils Open Space Assets are in excellent condition.

Figure values are in current (real) dollars.

Condition is measured using a 1 – 10 grading system<sup>5</sup> as detailed in Table 5.1.3.

**Table 5.1.3: Simple Condition Grading Model**

<b>Condition Rating</b>	<b>Condition Index</b>	<b>Condition Description</b>
<b>1</b>	<b>New</b>	A new asset or an asset recently rehabilitated back to new condition. No visible signs of deterioration.
<b>2</b>	<b>Excellent</b>	An asset in excellent overall condition. There would be only very slight condition decline but it would be obvious that the asset was no longer in new condition.
<b>3</b>	<b>Very Good</b>	An asset in very good overall condition but with some early stages of deterioration evident. The deterioration is still minor in nature and causing no serviceability problems.
<b>4</b>	<b>Good</b>	An asset in good overall condition but with some obvious deterioration evident, serviceability would be impaired very slightly.
<b>5</b>	<b>Average</b>	An asset in fair overall condition. Deterioration in condition would be obvious and there would be some serviceability loss.
<b>6</b>	<b>Satisfactory</b>	An asset in fair to poor overall condition. Deterioration would be quite obvious. Asset serviceability would now be affected and maintenance costs would be rising.
<b>7</b>	<b>Unsatisfactory</b>	An asset in poor overall condition. Deterioration would be quite severe and would be starting to limit the serviceability of the asset. Maintenance would be high.
<b>8</b>	<b>Poor</b>	An asset in very poor overall condition with serviceability now being heavily impacted upon by the poor condition. Maintenance would be very high and the asset would be at a point where it needed to be rehabilitated.
<b>9</b>	<b>Consider Reconstruction:</b>	An asset in extremely poor condition with severe serviceability problems and needing rehabilitation immediately. May be risk in leaving the asset in service.
<b>10</b>	<b>Imminent Failure / Failed:</b>	An asset that has failed is no longer serviceable and should not remain in service. There would be an extreme risk in leaving the asset in service.

<sup>5</sup> 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. cleaning, street sweeping, utilities costs and street lighting.

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

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 \$
2016/17	\$9,407,000
2017/18	\$9,407,000
2018/19	\$9,407,000

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 is 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 2017 dollar values (i.e. real values).



Figure 4: Projected Operations and Maintenance Expenditure

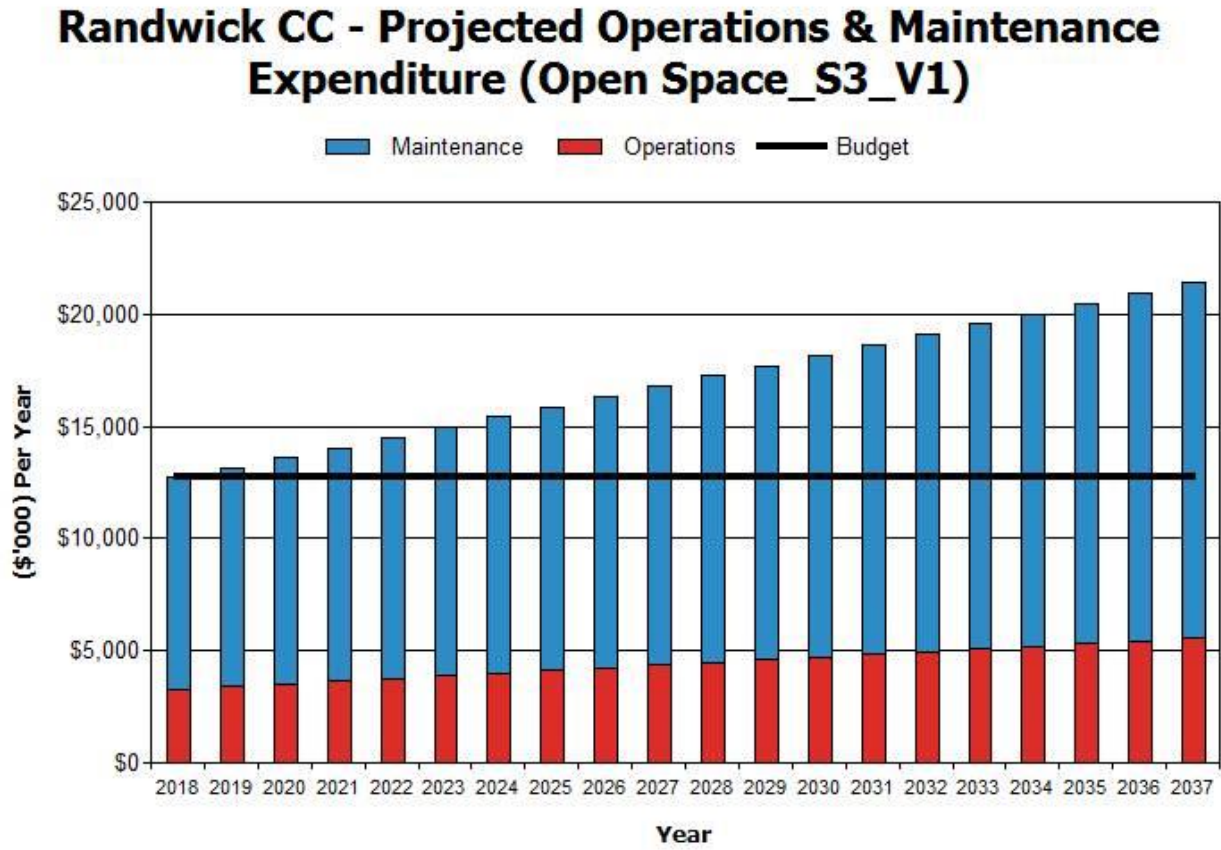


Figure values are in current (real) dollars.

Currently, Council is maintaining a sufficient funding level for open space maintenance and operation. However, funding will need to increase into the future to maintain maintenance and operations service levels.

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

Maintenance is funded from the operating budget where available. This is further discussed in Section 7.

### 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 its 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 a combination of costs using acquisition year and useful life to determine the renewal year and capital renewal expenditure projections from external condition modelling systems.

### 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 bridge that has a 5t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. roughness of a road).<sup>6</sup>

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.<sup>7</sup>

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
Community - Function	30%
Community - Quality	5%
Technical - Condition	10%
Technical – Risk of Failure	40%
Technical – Operating/Maintenance and lifecycle costs	15%
<b>Total</b>	<b>100%</b>

### 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 required is shown in Figure 5. Note that all amounts are shown in current (real) dollars.

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

<sup>6</sup> IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

<sup>7</sup> Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Figure 5: Projected Capital Renewal and Replacement Expenditure

## Randwick CC - Projected Capital Renewal Expenditure (Open Space\_S3\_V1)

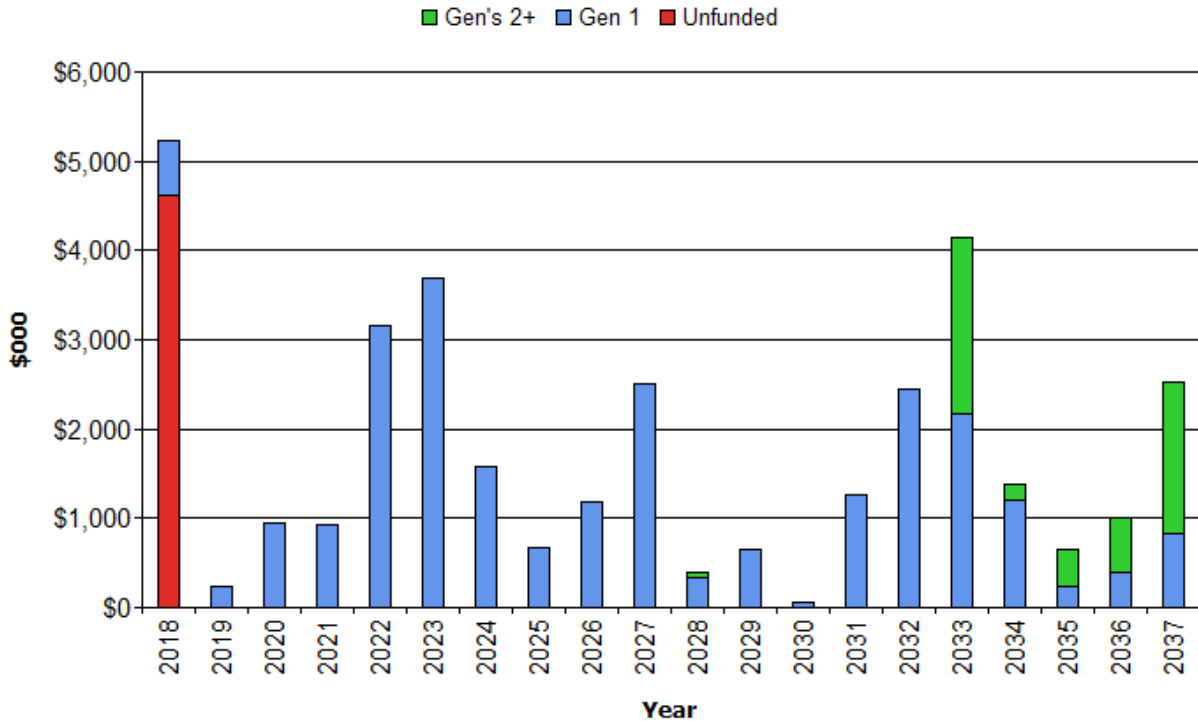


Figure values are in current (real) dollars.

It is expected that the backlog noted in 2018 could be renewed under current funding levels between 2019 and 2021. Significant renewal expenditure required for 2022, 2023 and 2032 could also be spaced out under the current budget levels between 2024 and 2031.

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
Safety	35%
Community Expectation	15%
Lifecycle Costs	25%
Community Benefits (Usage, population, future development)	25%
<b>Total</b>	<b>100%</b>

#### 5.4.2 Summary of future upgrade/new assets expenditure

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

Figure 6: Projected Capital Upgrade/New Asset Expenditure

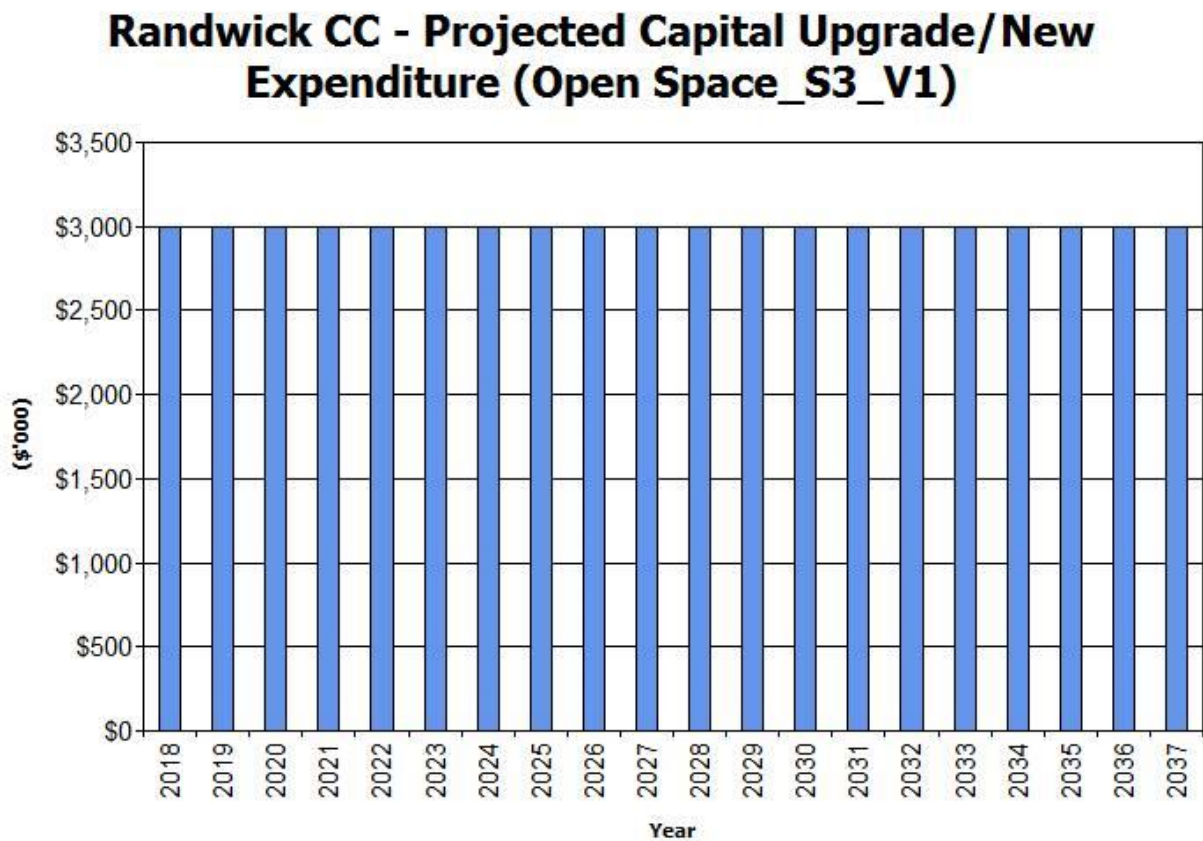


Figure values are in current (real) dollars.

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.

Acquiring 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 Figure 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.

Figure 7: Projected Operating and Capital Expenditure

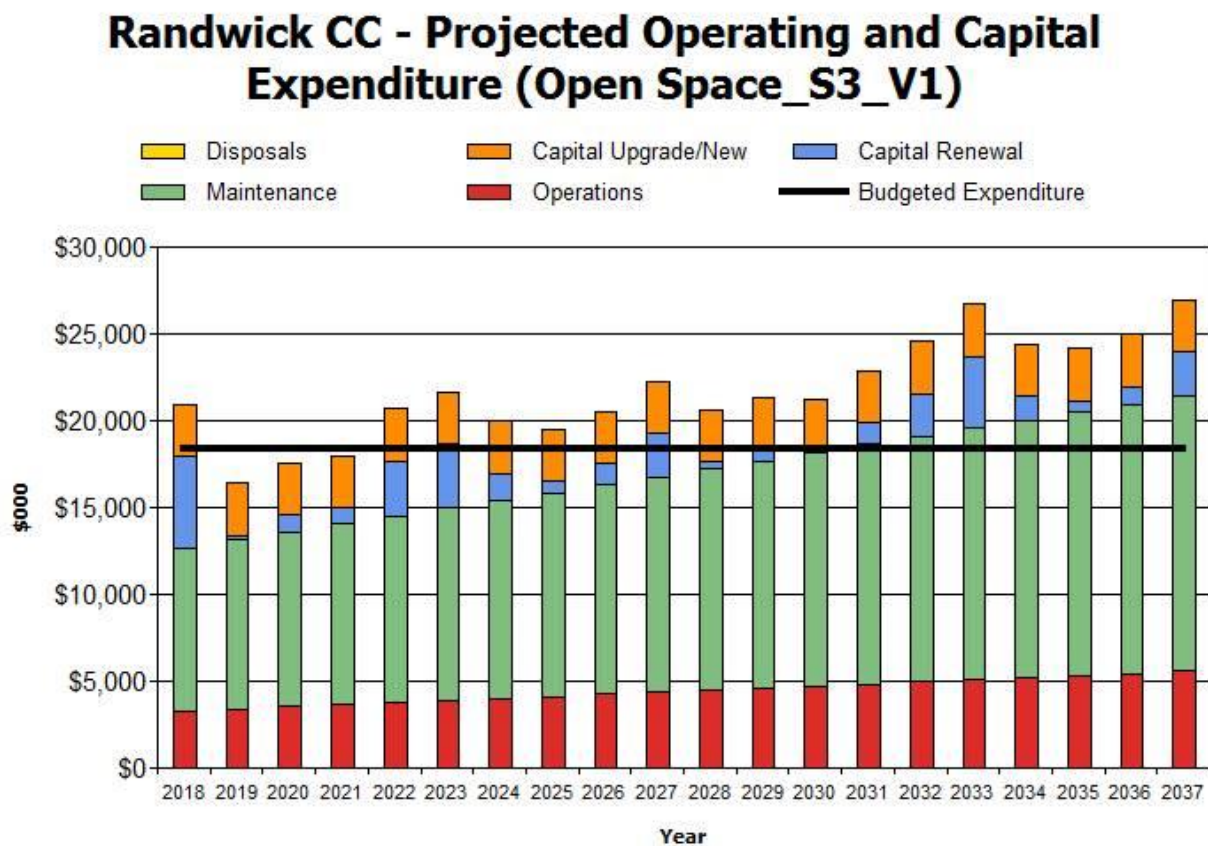


Figure values are in current (real) dollars.

According to Figure 7, Council allocates sufficient funding for operating and capital works in the immediate future. However, additional funding will be required in the long-term to maintain the current Open Space service levels.



## 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’<sup>8</sup>.

An assessment of risks<sup>9</sup> 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**

Critical Asset(s)	Failure Mode	Impact
Fencing	Displacement or distresses.	Loss or reduction of service, restricted access, casualties to users or property damage.
Furniture	Displacement or distresses.	Loss or reduction of service, restricted access, casualties to users or property damage.
Irrigation / Plumbing	Leaks or blockages.	Loss or reduction of service, restricted access, casualties to users or property damage.
Lighting / Electrical	Breakages, shorts or overloading.	Loss or reduction of service, restricted access, casualties to users or property damage.
Paved surfaces and stairs	Displacement or distresses.	Loss or reduction of service, restricted access, casualties to users or property damage.
Playgrounds	Displacement, damage or distresses.	Loss or reduction of service, restricted access, casualties to users or property damage.
Sports Surfaces	Distress, wear and damage.	Loss or reduction of service, restricted access, casualties to users or property damage.
Other Structures	Displacement or distresses.	Loss or reduction of service, restricted access, casualties to users or property damage.

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

<sup>8</sup> ISO 31000:2009, p 2

<sup>9</sup> 4.3.1 Hazard/Risk Identification, Assessment and Control

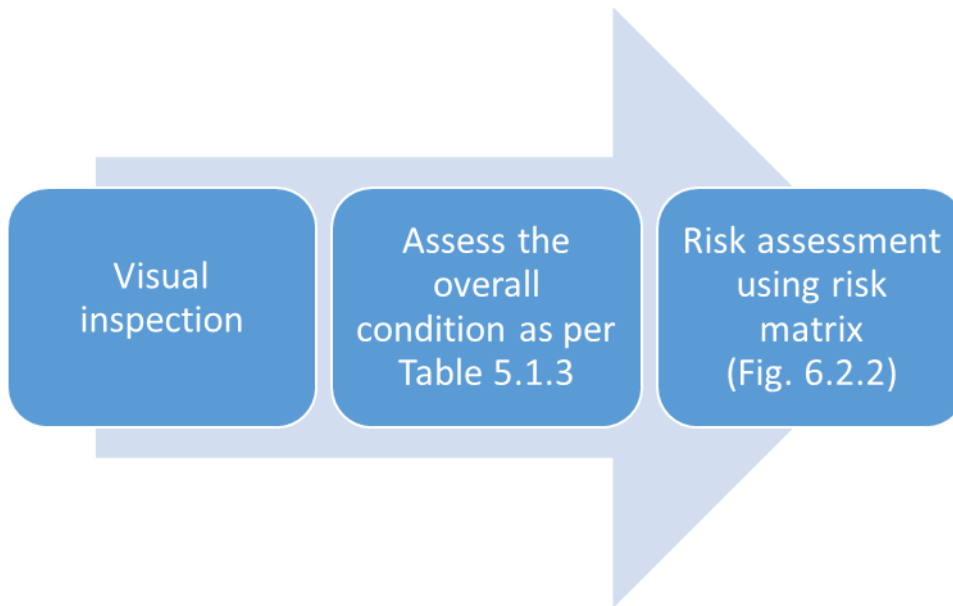
## 6.2 Risk Assessment

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

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

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

**Figure 6.2.1 Risk Management Process – Abridged**



**Figure 6.2.2-Risk table**

### Risk Assessment

Risk Factors	Consequence	Likelihood
Personal Injury		<i>Please note likelihood is based on condition assessment</i>
Financial Implications		
Environmental		
Political		

Consequence	Risk Descriptions
<i>Catastrophic</i>	Death, toxic release off site with detrimental effect, huge financial loss (>\$100,000), sustained comprehensive negative national media coverage with major loss in community trust
<i>Major</i>	Extensive injuries, loss of production capability, off site release with no detrimental effects, major financial loss (>\$50,000 & <\$100,000), Ongoing negative media coverage in local and metro press with minimal community trust
<i>Moderate</i>	Medical treatment required, on-site release contained with outside assistance, high financial loss (>\$10,000 & <\$50,000), Short period negative media coverage with rigorous community discussion
<i>Minor</i>	First aid treatment, on-site release immediately contained, medium financial loss (>\$1000 & <\$10,000), little or no impact on community's perception of Council
<i>Insignificant</i>	No injuries, low financial loss (<\$1000), no effect to normal operations

**Figure 6.2.3 Risk Matrix**

	CONSEQUENCE				
LIKELIHOOD	Insignificant	Minor	Moderate	Major	Catastrophic
	-2	-3	-7	-13	-20
Almost Certain (5)	Medium (10)	High (15)	High (35)	Extreme (65)	Extreme (100)
Likely (4)	Medium (8)	Medium (12)	High (28)	High (52)	Extreme (80)
Possible (3)	Low (6)	Medium (9)	High (21)	High (39)	Extreme (60)
Unlikely (2)	Low (4)	Low (6)	Medium (14)	High (26)	High (40)
Rare (1)	Low (2)	Low (3)	Medium (7)	Medium (13)	High (20)

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<sup>10</sup> 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 Councillors.

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

Service or Asset at Risk	What can Happen	Risk Rating (L,M,H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Community Consultation Risk	Community will not have involvement in open space service standards.	Medium	Ongoing community consultation.	Low	Staff time and contractor cost.
Health and Safety	Fire or natural event.	High	Ongoing consultation with NSW Department of Industry and NSW Office of Environment and Heritage (responsible for fire hazard control on coastal areas), and NSW Fire Brigade and Local SES.	Low	Staff time, material and/or contractor cost, media coverage.

<sup>10</sup> 4.3.1 Hazard/Risk Identification, Assessment and Control

Service or Asset at Risk	What can Happen	Risk Rating (L,M,H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Environmental Impact	The use of parks may result in environmental issues.	High	Enforcement of environmental conditions and guidelines with continuous supervision of open spaces.	Low	Staff Time, Material &/or Contractor Cost, Media Coverage
Unavailability of sporting facilities	Sports groups will not have access to playing fields or facilities.	High	Consultation with relevant parties and stakeholder clubs to ensure equitable use of facilities. Land use requirements have been clearly articulated by RCC.	Low	Staff time, Sports Committee.
Injury to facility users	Injury to users of play equipment, sports fields as a result of poor condition.	Medium	Continued programme of lifecycle replacement of assets and equipment. Continued planned preventative maintenance regime.	Low	Staff time, material and/or contractor cost. Capital Works Program.
Lack of qualified resources	Risk that qualified resources will not be available.	Low	Established commitment from internal and external resources for open space.	Low	Staff time.

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

## 7. FINANCIAL SUMMARY

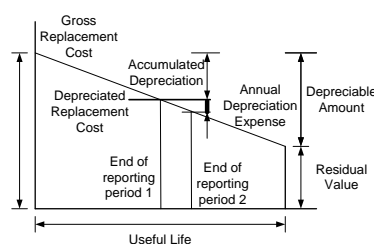
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service, and current and projected future asset 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 detailed unit rates applied to the unit(s) of the asset.

Gross Replacement Cost	\$118,939,000
Depreciable Amount	\$118,939,000
Depreciated Replacement Cost <sup>11</sup>	\$91,044,000
Annual Average Asset Consumption	\$2,627,000 (2.2%)



#### 7.1.2 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;
- medium term budgeted expenditures/projected expenditure (over 10 years of the planning period).

#### Asset Renewal Funding Ratio

Asset Renewal Funding Ratio<sup>12</sup> 130 percent

The Asset Renewal Funding Ratio is the most important indicator and indicates that over the next 10 years of the forecasting, we expect to have 130 percent 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 ageing assets.

<sup>11</sup> Also reported as Written Down Value, Carrying or Net Book Value.

<sup>12</sup> AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

The projected operations, maintenance and capital renewal expenditure required over the 10-year planning period is \$16,745,000 on average per year.

Estimated (budget) operations, maintenance and capital renewal funding is \$15,354,000 on average per year giving a 10-year funding shortfall of \$1,391,000 per year. This indicates 92 percent of the projected expenditures needed to provide the services documented in the asset management plan. 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.



### 7.1.3 Projected expenditures for long-term financial plan

Table 7.1.3 shows the projected expenditures for the 10-year long-term financial plan.

Expenditure projections are in 2017/2018 real values.

**Table 7.1.3: Projected Expenditures for Long Term Financial Plan (\$000)**

Year	Operations (\$000)	Maintenance (\$000)	Capital Renewal (\$000)	Capital Upgrade/ New (\$000)	Disposals (\$000)
2018	\$3,297	\$9,407	\$5,236	\$3,000	\$0
2019	\$3,413	\$9,738	\$232	\$3,000	\$0
2020	\$3,530	\$10,071	\$948	\$3,000	\$0
2021	\$3,646	\$10,404	\$919	\$3,000	\$0
2022	\$3,764	\$10,738	\$3,164	\$3,000	\$0
2023	\$3,881	\$11,073	\$3,682	\$3,000	\$0
2024	\$3,999	\$11,409	\$1,581	\$3,000	\$0
2025	\$4,117	\$11,746	\$672	\$3,000	\$0
2026	\$4,235	\$12,085	\$1,188	\$3,000	\$0
2027	\$4,354	\$12,424	\$2,497	\$3,000	\$0
2028	\$4,474	\$12,764	\$403	\$3,000	\$0
2029	\$4,593	\$13,105	\$653	\$3,000	\$0
2030	\$4,713	\$13,447	\$53	\$3,000	\$0
2031	\$4,833	\$13,791	\$1,272	\$3,000	\$0
2032	\$4,954	\$14,135	\$2,455	\$3,000	\$0
2033	\$5,075	\$14,480	\$4,152	\$3,000	\$0
2034	\$5,197	\$14,827	\$1,384	\$3,000	\$0
2035	\$5,318	\$15,174	\$646	\$3,000	\$0
2036	\$5,441	\$15,523	\$997	\$3,000	\$0
2037	\$5,563	\$15,873	\$2,536	\$3,000	\$0

## 7.2 Funding Strategy

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

The financial strategy of the entity 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 Valuation Forecasts

Asset values are forecast to increase as additional assets are added.

Additional assets will generally add to the operations and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts.

## 7.4 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.

Key assumptions made in this asset management plan are:

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

- Asset values and dimensions are correct. Change to asset values and dimensions will have an effect on resources required to operate, maintain and renew the open space assets;
- 20 percent of Council's open space assets will be inspected annually (100 percent every 5 years) and open space asset condition updated accordingly.
- Monitoring of change of condition may show change in the asset's useful life which may have a subsequent change of funding required to maintain level of service;
- The estimates used for current rates of renewal will remain constant at current 2017 values for the next 10 years. Possible increase in renewal costs may reduce level of works budgeted with possible reduction in the open space service level.

## 7.5 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<sup>13</sup> 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 $\pm 2\%$
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 $\pm 10\%$
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 $\pm 25\%$
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 $\pm 40\%$
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 Reliable.

<sup>13</sup> IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

## 8. PLAN IMPROVEMENT AND MONITORING

### 8.1 Status of Asset Management Practices<sup>14</sup>

#### 8.1.1 Accounting and financial data sources

In 2010 Council implemented the financial system, Technology One. This system contains a Works and Assets Module in which works orders or tasks can be raised and costing's tracked against a particular asset.

Council's finance system is managed by its Finance section. The system is reported on and audited annually. The audited report is present to Council, who then refers the report onto the Department of Local Government.

Council's Engineering Services team provides input into the asset registers including condition, useful life, unit rates, capitalisation data and physical attributes.

#### 8.1.2 Asset management data sources

Randwick Council's Asset Register is currently located within the Technology One software package. This dataset contains all of the information to physically describe the asset including its makeup, age, condition, useful life, CRC and other financial data. The register is also linked to other systems including GIS.

The Technology One software used for asset management is currently controlled/managed by Council's Finance section.

Data maintenance is undertaken by Council's Asset Management section who review data/assets on an annual program and advise the Finance section of any updates, new or disposed assets as they arise.

Council is currently reviewing options for Strategic Asset Management Systems. The selected system will draw information from the Technology One asset registers.

## 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 No	Task	Responsibility	Resources Required	Timeline
1	Review open space data layouts & cleanse data.	Engineering Services.	Engineering Services and Open Spaces.	Ongoing
2	Update newly identified open space asset data into Technology One.	Engineering Services.	Asset Team and Finance Team.	Ongoing
3	Complete 20% open space condition audit yearly.	Engineering Services.	Asset team and contractors.	Annually
4	Conduct regular revaluation of open space assets.	Asset Team and Finance Team.	Asset Team and Finance Team.	As required.

<sup>14</sup> ISO 55000 Refers to this the Asset Management System

### 8.3 Monitoring and Review Procedures

This asset management plan will be reviewed during the 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 4 years and is due for complete revision and updating within the financial year of each Randwick Council election.

### 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

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/namsplus](http://www.ipwea.org/namsplus).
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/AIFMM](http://www.ipwea.org/AIFMM).
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)
- IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney

## 10. APPENDICES

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

Asset ID	Sub Category	Asset Name	Rem Life (Years)	Planned Renewal Year	Useful Life (Years)
FO002003	Fencing	237R Alison Road - Randwick\Alison Road\237R - Fencing	2	2020	30
OS012645	Playground - Senior Unit	Fitzpatrick Park Equipment\Senior unit	2	2020	15
Subtotal					
FO001386	Drinking Fountain	Kokoda Park - Kensington\Goodwood Street\2R - Drinking_Fountain	4	2022	50
OS012558	Softfall	Grant Reserve Softfall\Softfall	4	2022	10
Subtotal					
OS012398	Bike Rack	Kokoda Park Other\Stainless Steel Bike rack	5	2023	30
OS012572	Playground - Activity	Grant Reserve Equipment\Spica - Green	5	2023	15
OS012570	Playground - Activity	Grant Reserve Equipment\Spica - Orange	5	2023	15
OS012571	Playground - Activity	Grant Reserve Equipment\Spica - Yellow	5	2023	15
OS012233	Playground - Activity	Maroubra Beach Reserve Equipment\Puppet	5	2023	15
OS012360	Playground - Junior Unit	Alison Park Equipment\Junior unit	5	2023	15
OS012361	Playground - Senior Unit	Alison Park Equipment\Senior unit	5	2023	15
OS012329	Playground - Senior Unit	Heffron Park Equipment\Senior unit	5	2023	15
OS012642	Playground - Spring	Fitzpatrick Park Equipment\Kangaroo Spring	5	2023	15
OS012641	Playground - Spring	Fitzpatrick Park Equipment\Rocker Spring	5	2023	15
OS012636	Playground - Swing	Gabee Reserve Equipment\Swing	5	2023	15
OS012401	Playground - Swing	Kokoda Park Equipment\Swing	5	2023	15
OS012662	Playground - Swing	Nagle Park Equipment\Swing	5	2023	15
FO002223	Shade Cloth	Coast Hospital Memoerial Park Shade Cover\Share Cloth	5	2023	15
OS000054	Shade Cloth	Malabar Library Shade Cover\Share Cloth	5	2023	15
FO002222	Shade Cloth	Randwick Community Centre Shade Cover\Share Cloth	5	2023	15
OS012557	Softfall	Grant Reserve Softfall\Softfall	5	2023	15
Subtotal					
OS000041	irrigation	Water Park Management & Irrinet Works - Various Locations	7	2025	20
OS012622	Playground - Activity	Bieler Reserve Equipment\Spinner	7	2025	15



OS012453	Playground - Activity	Burnie Park Equipment\Bridge	7	2025	15
OS012634	Playground - Activity	Dr Walters Reserve Equipment\Activity Panels	7	2025	15
OS012633	Playground - Activity	Dr Walters Reserve Equipment\Ladder	7	2025	15
OS012629	Playground - Activity	Dr Walters Reserve Equipment\Spinner	7	2025	15
OS012640	Playground - Activity	Fitzpatrick Park Equipment\Chin up	7	2025	15
OS012546	Playground - Activity	Frank Doyle Park Equipment\Aeroglide	7	2025	15
OS012582	Playground - Activity	Grant Reserve Equipment\Sand pit	7	2025	15
OS012573	Playground - Activity	Grant Reserve Equipment\Supernova	7	2025	15
OS012403	Playground - Activity	Kokoda Park Equipment\Tugboat	7	2025	15
OS012256	Playground - Activity	Ocean View Reserve Equipment\Vega	7	2025	15
OS012665	Playground - Activity	Raleigh Park Equipment\Tic Tac Toe	7	2025	15
OS012623	Playground - Climber	Bieler Reserve Equipment\Space net	7	2025	15
OS012468	Playground - Junior Unit	Cromwell Park Equipment\Junior unit	7	2025	15
OS012543	Playground - Junior Unit	Frank Doyle Park Equipment\Junior unit	7	2025	15
OS012287	Playground - Junior Unit	Gollan Park Equipment\Play system	7	2025	15
OS012402	Playground - Junior Unit	Kokoda Park Equipment\Crow's Nest	7	2025	15
OS012314	Playground - Junior Unit	Raleigh Park Equipment\Kid Space	7	2025	15
OS012400	Playground - Seesaw	Kokoda Park Equipment\See Saw	7	2025	15
OS012313	Playground - Seesaw	Raleigh Park Equipment\See Saw	7	2025	15
OS012518	Playground - Senior Unit	Alby Smith Memorial Park Equipment\Senior unit	7	2025	15
OS012467	Playground - Senior Unit	Cromwell Park Equipment\Senior unit	7	2025	15
OS012632	Playground - Senior Unit	Dr Walters Reserve Equipment\Senior unit	7	2025	15
OS012390	Playground - Senior Unit	Les Bridges Playground Equipment\Senior unit	7	2025	15
OS012258	Playground - Senior Unit	Ocean View Reserve Equipment\Oasis	7	2025	15
OS012454	Playground - Slide	Burnie Park Equipment\Slide	7	2025	15
OS012399	Playground - Slide	Kokoda Park Equipment\Slide	7	2025	15
OS012357	Playground - Spring	Alison Park Equipment\Fish Spring	7	2025	15
OS012358	Playground - Spring	Alison Park Equipment\Multi Rocker	7	2025	15
OS012525	Playground - Spring	Coogee Oval Equipment\Spring	7	2025	15
OS012463	Playground - Spring	Cromwell Park Equipment\Boat Spring	7	2025	15
OS012630	Playground - Spring	Dr Walters Reserve Equipment\Spring	7	2025	15
OS012643	Playground - Spring	Fitzpatrick Park Equipment\Koala Spring	7	2025	15
OS012544	Playground - Spring	Frank Doyle Park Equipment\Starfish Spring	7	2025	15
OS012577	Playground - Spring	Grant Reserve Equipment\Dolphin Spring	7	2025	15
OS012575	Playground - Spring	Grant Reserve Equipment\Ski Spring	7	2025	15
OS012389	Playground - Spring	Les Bridges Playground Equipment\Frog Spring	7	2025	15
OS012264	Playground - Spring	South Maroubra Village Green Equipment\Koala Spring	7	2025	15

OS012263	Playground - Spring	South Maroubra Village Green Equipment\Pelican Spring	7	2025	15
OS012359	Playground - Swing	Alison Park Equipment\Swing	7	2025	15
OS012465	Playground - Swing	Cromwell Park Equipment\Double Swing	7	2025	15
OS012466	Playground - Swing	Cromwell Park Equipment\Swing	7	2025	15
OS012631	Playground - Swing	Dr Walters Reserve Equipment\Swing	7	2025	15
OS012644	Playground - Swing	Fitzpatrick Park Equipment\Swing	7	2025	15
OS012257	Playground - Swing	Ocean View Reserve Equipment\Swing	7	2025	15
OS012265	Playground - Swing	South Maroubra Village Green Equipment\Swing	7	2025	15
OS012457	Playground - Timber Unit	Burnie Park Equipment\Timber unit	7	2025	15
OS012526	Playground - Timber Unit	Coogee Oval Equipment\Timber unit	7	2025	15
OS012450	Softfall	Burnie Park Softfall\Softfall	7	2025	15
OS012523	Softfall	Coogee Oval Softfall\Softfall	7	2025	15
OS012664	Softfall	Raleigh Park Other\Synthetic Grass	7	2025	15
OS012348	Softfall	Shaw Reserve Softfall\Softfall	7	2025	15
OS000059	Stormwater Harvesting System	Nursery Stormwater Harvesting System	7	2025	20
Subtotal					
FO002012	Fencing	254-256R Alison Road - Randwick\Alison Road\254-256R - Fencing	9	2027	30
FO001924	Gate	Frank Doyle Park - Randwick\Randwick Street\2-10R - Gates	9	2027	30
OS012452	Playground - Activity	Burnie Park Equipment\Cableway	9	2027	15
OS012647	Playground - Activity	Central Park Equipment\Bridge	9	2027	15
OS012583	Playground - Activity	Grant Reserve Equipment\Climbing Stones	9	2027	15
OS012231	Playground - Activity	Maroubra Beach Reserve Equipment\Spica 2	9	2027	15
OS012232	Playground - Activity	Maroubra Beach Reserve Equipment\Spica 2	9	2027	15
OS012578	Playground - Climber	Grant Reserve Equipment\Sail	9	2027	15
OS012240	Playground - Climber	Maroubra Beach Reserve Equipment\Coaster	9	2027	15
OS012237	Playground - Climber	Maroubra Beach Reserve Equipment\Crow's Nest	9	2027	15
OS012241	Playground - Climber	Maroubra Beach Reserve Equipment\Jamaica	9	2027	15
OS012236	Playground - Climber	Maroubra Beach Reserve Equipment\Lookout	9	2027	15
OS012234	Playground - Climber	Maroubra Beach Reserve Equipment\Rope Bridge	9	2027	15
OS012235	Playground - Climber	Maroubra Beach Reserve Equipment\Ship's Bow	9	2027	15
OS012650	Playground - Junior Unit	Central Park Equipment\Junior unit	9	2027	15
OS012455	Playground - Seesaw	Burnie Park Equipment\See Saw	9	2027	15
OS012251	Playground - Seesaw	Coral Sea Park Equipment\See Saw	9	2027	15
OS012449	Playground - Senior Unit	Bundock Park Equipment\Mosaiq	9	2027	15

OS012651	Playground - Senior Unit	Central Park Equipment\Senior unit	9	2027	15
OS012607	Playground - Senior Unit	Paine Reserve Equipment\Senior unit	9	2027	15
OS012266	Playground - Senior Unit	South Maroubra Village Green Equipment\Senior unit	9	2027	15
OS012250	Playground - Slide	Coral Sea Park Equipment\Slide	9	2027	15
OS012315	Playground - Slide	Raleigh Park Equipment\Slide	9	2027	15
OS012447	Playground - Spring	Bundock Park Equipment\Aquarius Spring	9	2027	15
OS012648	Playground - Spring	Central Park Equipment\Spring	9	2027	15
OS012252	Playground - Spring	Coral Sea Park Equipment\Fish Spring	9	2027	15
OS012464	Playground - Spring	Cromwell Park Equipment\Dolphin Spring	9	2027	15
OS012628	Playground - Spring	Dr Walters Reserve Equipment\Emu Spring	9	2027	15
OS012627	Playground - Spring	Dr Walters Reserve Equipment\Wombat Spring	9	2027	15
OS012367	Playground - Spring	John Calapedos Playground Equipment\Red Spring	9	2027	15
OS012368	Playground - Spring	John Calapedos Playground Equipment\Yellow Spring	9	2027	15
OS012239	Playground - Spring	Maroubra Beach Reserve Equipment\Aquarius Spring	9	2027	15
OS012238	Playground - Spring	Maroubra Beach Reserve Equipment\Seal Lion Spring	9	2027	15
OS012605	Playground - Spring	Paine Reserve Equipment\Spring	9	2027	15
OS012519	Playground - Swing	Alby Smith Memorial Park Equipment\Swing	9	2027	15
OS012456	Playground - Swing	Burnie Park Equipment\Swing	9	2027	15
OS012451	Playground - Swing	Burnie Park Equipment\Swing	9	2027	15
OS012649	Playground - Swing	Central Park Equipment\Swing	9	2027	15
OS012253	Playground - Swing	Coral Sea Park Equipment\Swing	9	2027	15
OS012584	Playground - Swing	Grant Reserve Equipment\Swing	9	2027	15
OS012369	Playground - Swing	John Calapedos Playground Equipment\Swing	9	2027	15
OS012391	Playground - Swing	Les Bridges Playground Equipment\Swing	9	2027	15
OS012606	Playground - Swing	Paine Reserve Equipment\Swing	9	2027	15
OS012316	Playground - Swing	Raleigh Park Equipment\Swing	9	2027	15
OS012351	Playground - Swing	Shaw Reserve Equipment\Swing	9	2027	15
OS012553	Playground - Timber Unit	Baker Park Equipment\Timber unit	9	2027	15
OS012254	Playground - Timber Unit	Coral Sea Park Equipment\Timber Unit	9	2027	15
OS012585	Playground - Timber Unit	Grant Reserve Equipment\Timber unit	9	2027	15
OS012569	Playground - Timber Unit	Grant Reserve Equipment\Timber unit	9	2027	15
OS012458	Shade Cloth	Burnie Park Shade Cover\Shade Cloth	9	2027	15
OS012242	Shade Cloth	Maroubra Beach Reserve Shade Cover\Shade Cloth	9	2027	15
OS012355	Softfall	Alison Park Softfall\Softfall	9	2027	15

OS012366	Softfall	John Calapedos Playground Softfall\Softfall	9	2027	15
OS012395	Softfall	Kokoda Park Softfall\Softfall	9	2027	15
OS012385	Softfall	Les Bridges Playground Softfall\Softfall	9	2027	15

# Appendix B Budgeted Expenditures Accommodated in LTFP

Open Space_S3_V1		Asset Management Plan										IPWEA		JRA						
Open Space		First year of expenditure projections 2018 (financial yr ending)										Operations and Maintenance Costs for New Assets		Existing %ages calculated from data in worksheet						
<b>Asset values at start of planning period</b>		Calc CRC from Asset Register										%		%						
Current replacement cost	\$118,939 (000)	\$118,939 (000)										Additional operations costs	2.77%	2.77% of CRC (10 yr average)						
Depreciable amount	\$118,939 (000)	This is a check for you.										Additional maintenance	7.91%	7.91% of CRC (10 yr average)						
Depreciated replacement cost	\$91,044 (000)											Additional depreciation	2.21%	2.21% of Dep Amt						
Annual depreciation expense	\$2,627 (000)											Planned renewal budget (information only)		2.23% of CRC (Year 1 comparison)						
<b>Planned Expenditures from LTFP</b>												You may use these values calculated from your data or overwrite the links.								
<b>20 Year Expenditure Projections</b>		Note: Enter all values in current 2018 values																		
Financial year ending	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Expenditure Outlays included in Long Term Financial Plan (in current \$ values)</b>											<b>Average of first 10 year Expenditure Outlays from LTFP</b>									
<b>Operations</b>																				
Operations budget	\$3,297	\$3,297	\$3,297	\$3,297	\$3,297	\$3,297	\$3,297	\$3,297	\$3,297	\$3,297	\$3,297	\$3,297	\$3,297	\$3,297	\$3,297	\$3,297	\$3,297	\$3,297	\$3,297	\$3,297
Management budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
AM systems budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total operations</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>	<b>\$3,297</b>
<b>Maintenance</b>																				
Reactive maintenance budget	\$1,411	\$1,411	\$1,411	\$1,411	\$1,411	\$1,411	\$1,411	\$1,411	\$1,411	\$1,411	\$1,411	\$1,411	\$1,411	\$1,411	\$1,411	\$1,411	\$1,411	\$1,411	\$1,411	\$1,411
Planned maintenance budget	\$7,996	\$7,996	\$7,996	\$7,996	\$7,996	\$7,996	\$7,996	\$7,996	\$7,996	\$7,996	\$7,996	\$7,996	\$7,996	\$7,996	\$7,996	\$7,996	\$7,996	\$7,996	\$7,996	\$7,996
Specific maintenance items budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total maintenance</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>	<b>\$9,407</b>
<b>Capital</b>																				
Planned renewal budget	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650
Planned upgrade/new budget	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
<b>Non-growth contributed asset value</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Asset Disposals</b>																				
Est Cost to dispose of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carrying value (DFC) of disposed assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Additional Expenditure Outlays Requirements (e.g from Infrastructure Risk Management Plan)</b>											<b>Average of first 10 years Expenditure Outlays required from IFMP</b>									
Additional Expenditure Outlays required and not included above	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Renewal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
User Comments #2																				
<b>Forecasts for Capital Renewal using Methods 2 &amp; 3 (Form 2A &amp; 2B) &amp; Capital Upgrade (Form 2C)</b>											<b>Average of first 10 years Capital Renewal &amp; Upgrade Forecasts</b>									
Forecast Capital Renewal from Forms 2A & 2B	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Forecast Capital Upgrade from Form 2C	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000

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