

Appendix C – Buildings Asset Management Plan

The Asset Management Plans (Transport, Buildings, Drainage, Fleet and Parks) are available as individual documents on Council's website www.penrithcity.nsw.gov.au

or can be made available as a CD by contacting Council's City Works Manager.



Penrith

Regional City



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TABLE OF CONTENTS

ABBREVIATION	5
GLOSSARY	6
1. EXECUTIVE SUMMARY	13
2. INTRODUCTION	16
3. LEVELS OF SERVICE	23
4. FUTURE DEMAND	30
5. LIFECYCLE MANAGEMENT PLAN	34
6. FINANCIAL SUMMARY	44
7. ASSET MANAGEMENT PRACTICES	52
8. PLAN IMPROVEMENT AND MONITORING	55
REFERENCES	58
APPENDICES	59

ABBREVIATIONS

AAAC	Average annual asset consumption
AMP	Asset management plan
ARI	Average recurrence interval
BOD	Biochemical (biological) oxygen demand
CRC	Current replacement cost
CWMS	Community wastewater management systems
DA	Depreciable amount
DoH	Department of Health
EF	Earthworks/formation
IRMP	Infrastructure risk management plan
LCC	Life Cycle cost
LCE	Life cycle expenditure
MMS	Maintenance management system
PCI	Pavement condition index
RV	Residual value
SS	Suspended solids
vph	Vehicles per hour

GLOSSARY

Annual service cost (ASC)

An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operating, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

Asset class

Grouping of assets of a similar nature and use in an entity's operations (AASB 166.37).

Asset condition assessment

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

Asset management

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

Assets

Future economic benefits controlled by the entity as a result of past transactions or other past events (AAS27.12).

Property, plant and equipment including infrastructure and other assets (such as furniture and fittings) with benefits expected to last more than 12 month.

Average annual asset consumption (AAAC)*

The amount of a local government's asset base consumed during a year. This may be calculated by dividing the Depreciable Amount (DA) by the Useful Life and totalled for each and every asset OR by dividing the Fair Value (Depreciated Replacement Cost) by the Remaining Life and totalled for each and every asset in an asset category or class.

Brownfield asset values**

Asset (re)valuation values based on the cost to replace the asset including demolition and restoration costs.

Capital expansion expenditure

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

Capital expenditure

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

Capital funding

Funding to pay for capital expenditure.

Capital grants

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

Capital investment expenditure

See capital expenditure definition

Capital new expenditure

Expenditure which creates a new asset providing a new service to the community that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operating and maintenance expenditure.

Capital renewal expenditure

Expenditure on an existing asset, which returns the service potential or the life of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time, e.g. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital upgrade expenditure

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the council's asset base, e.g. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Carrying amount

The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Class of assets

See asset class definition

Component

An individual part of an asset which contributes to the composition of the whole and can be separated from or attached to an asset or a system.

Cost of an asset

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

Current replacement cost (CRC)

The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could

be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Current replacement cost “As New” (CRC)

The current cost of replacing the original service potential of an existing asset, with a similar modern equivalent asset, i.e. the total cost of replacing an existing asset with an as NEW or similar asset expressed in current dollar values.

Cyclic Maintenance**

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

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value (AASB 116.6)

Depreciated replacement cost (DRC)

The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset

Depreciation / amortisation

The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life

See useful life definition.

Expenditure

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

Fair value

The amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties, in an arm's length transaction.

Greenfield asset values **

Asset (re)valuation values based on the cost to initially acquire the asset.

Heritage asset

An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss

The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets

Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services, e.g. roads, drainage,

footpaths and cycle ways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no market value.

Investment property

Property held to earn rentals or for capital appreciation or both, rather than for:

- (a) use in the production or supply of goods or services or for administrative purposes; or
- (b) sale in the ordinary course of business (AASB 140.5)

Level of service

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

Life Cycle Cost **

The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual maintenance and asset consumption expense, represented by depreciation expense. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure **

The Life Cycle Expenditure (LCE) is the actual or planned annual maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to Life Cycle Expenditure to give an initial indicator of life cycle sustainability.

Loans / borrowings

Loans result in funds being received which are then repaid over a period of time with interest (an additional cost). Their primary benefit is in 'spreading the burden' of capital expenditure over time. Although loans enable works to be completed sooner, they are only ultimately cost effective where the capital works funded (generally renewals) result in operating and maintenance cost savings, which are greater than the cost of the loan (interest and charges).

Maintenance and renewal gap

Difference between estimated budgets and projected expenditures for maintenance and renewal of assets, totalled over a defined time (eg 5, 10 and 15 years).

Maintenance and renewal sustainability index

Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (eg 5, 10 and 15 years).

Maintenance expenditure

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

Materiality

An item is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial report. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances.

Modern equivalent asset.

A structure similar to an existing structure and having the equivalent productive capacity, which could be built using modern materials, techniques and design. Replacement cost is the basis used to estimate the cost of constructing a modern equivalent asset.

Non-revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, eg. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operating expenditure

Recurrent expenditure, which is continuously required excluding maintenance and depreciation, eg power, fuel, staff, plant equipment, on-costs and overheads.

Pavement management system

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

Planned Maintenance**

Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

PMS Score

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

Rate of annual asset consumption*

A measure of average annual consumption of assets (AAAC) expressed as a percentage of the depreciable amount (AAAC/DA). Depreciation may be used for AAAC.

Rate of annual asset renewal*

A measure of the rate at which assets are being renewed per annum expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade*

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

Reactive maintenance

Unplanned repair work that carried out in response to service requests and management/supervisory directions.

Recoverable amount

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

Recurrent expenditure

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

Recurrent funding

Funding to pay for recurrent expenditure.

Rehabilitation

See capital renewal expenditure definition above.

Remaining life

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

Renewal

See capital renewal expenditure definition above.

Residual value

The net amount which an entity expects to obtain for an asset at the end of its useful life after deducting the expected costs of disposal.

Revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, eg public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

Risk management

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

Section or segment

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

Service potential

The capacity to provide goods and services in accordance with the entity's objectives, whether those objectives are the generation of net cash inflows or the provision of goods and services of a particular volume and quantity to the beneficiaries thereof.

Service potential remaining*

A measure of the remaining life of assets expressed as a percentage of economic life. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (DRC/DA).

Strategic Management Plan (SA)**

Documents Council objectives for a specified period (3-5 yrs.), the principle activities to achieve the objectives, the means by which that will be carried out, estimated income and expenditure, measures to assess performance and how rating policy relates to the Council's objectives and activities.

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

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

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

Value in Use

The present value of estimated future cash flows expected to arise from the continuing use of an asset and from its disposal at the end of its useful life. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate new cash flows, where if deprived of the asset its future economic benefits would be replaced.

Source: DVC 2006, Glossary

Note: Items shown * modified to use DA instead of CRC

Additional glossary items shown **

1. EXECUTIVE SUMMARY

Council provides facilities in partnership with the community to enable a safe, efficient and effective local building services maintained to an agreed standard fit for their contemporary purpose. Council provides buildings to ensure:

- Our community's needs for administrative services and cultural and social facilities are met and that these facilities are well used.
- The City's urban development strategy is enhanced.

What does council provide?

The range of assets covered by this plan includes:

- Sporting and Park Amenity Buildings
- Public Toilets
- SES and Bushfire Sheds
- Community Uses
- Senior Citizens Centres
- Early Childhood Centres
- Residential Property managed by CD
- Halls
- Neighbourhood Centres
- Historic Site Buildings
- Libraries
- Miscellaneous
- Theatres and Galleries
- Youth Centres
- Commercial Properties

Over 60% of these assets are rated as being in 'good' condition, meaning that they are serviceable but significant maintenance is required.

Council undertakes a regular community satisfaction survey to assist in determining whether the current level of asset provision is acceptable to the community. This information, plus engagement with user groups, will help Council to establish the required levels of service, and build this into future versions of this plan.

What does it cost?

Council needs to consider the total life cycle cost of an asset when preparing an asset management plan. This includes the cost to create/construct/purchase the asset, maintenance over the lifetime of the asset and disposal. Currently there is a significant shortfall between the projected costs and the budget available to renew building assets over the next ten years. This means that the current spending pattern is not sustainable, and will ultimately result in a decrease in service levels.

Councils is aware of this problem, and is looking at a number of ways to address it. These include:

- Increasing revenue streams rates and user charges or loan borrowings.
- Analysing the implications of a reduced level of service.
- Deferring capital upgrades or new works and reallocating funds to asset renewal.

There are two key indicators of cost to provide the Buildings Management and Maintenance service.

- The life cycle cost being the average cost over the life cycle of the asset, and
- The total maintenance and capital renewal expenditure required to deliver existing service levels in the next 10 years covered by Council's long term financial plan.

The life cycle cost to provide the Building Maintenance service is estimated at \$9 656 754 per annum. Council's planned life cycle expenditure for year 1 of the asset management plan is \$4 396 000 which gives a life cycle sustainability index of 0.46. The total maintenance and capital renewal expenditure required to provide the Building Maintenance service in the next 10 years is estimated at \$94 380 000. Council's maintenance and capital renewal expenditure for year 1 of the asset management plan of \$4 396 000 gives a 10 year sustainability index of 0.47.

There are four controlled entities which are part of Councils' City Works Asset Portfolio. However, they are operated and maintained under a separate budget independent of Council. For the purpose of this Asset Management Plan, the controlled entities have been included in some of the forecasting in order to ensure this document reflects all of Councils Assets and facilities portfolio.

How do we measure our performance?

Quality

Building assets will be maintained in a reasonably usable condition. Defects found or reported that are outside our service standard will be repaired. See our maintenance response service levels and Key Performance Indicators (KPIs) for details of defect prioritisation and response time.

Function

Our intent is that an appropriate Building Asset group is maintained in partnership with other levels of government and stakeholders to ensure that the city's needs are catered for in well maintained buildings.

City Works buildings assets attributes will be maintained at a safe level and associated signage and equipment will be provided as needed to ensure public safety. We need to ensure key functional objectives are met:

- Maintain a safe and functional public buildings portfolio.
- Ensure the building assets are presented in an attractive manner to the community
- Maintain the assets to an agreed standard fit for their purpose

The main functional consequence of ensuring the City Works services is maintained at a safe and functional standard as set out in this Asset Management Plan is the continued provision of community centres, sporting amenities and administrative centres to the Penrith Local Government Area at the highest level acceptable by the community and in compliance with the standards, specifications and legislations.

Safety

We inspect all Buildings regularly and prioritise and repair defects in accordance with our inspection schedule to ensure they are safe.

What happens next?

Council plans to operate and maintain the buildings facilities to achieve the following strategic objectives:

1. Ensure building facilities are maintained at a safe and functional standard as set out in this asset management plan.
2. Maximise the operating life of buildings through efficient maintenance practices.

Council commissioned an Asset Management Gap analysis and Improvement Plan which were completed in late 2009. The recommendations of these documents are now being implemented, with a view to that process being completed in 2012. This will result in significant improvements in Council's asset management practices.

This plan will be updated as asset management practices change and as the value and make-up of the buildings assets group changes. Significant variations in finance and budget will also be incorporated into future versions of this plan. It is anticipated that his plan will be updated annually, with a significant review occurring every four years.

2. INTRODUCTION

2.1 Background

The building assets owned and maintained by Council represent our commitment to provide to our communities strong and stable infrastructure to provide administrative, operational and cultural facilities. Buildings constructed and maintained by Council are used by every resident and visitor living and visiting the City. They provide an opportunity for hosting conferences, cultural and social events, an arena for political, administrative and operational processes, childcare, the provision of emergency services and research and educational facilities. The provision of public buildings in a variety of forms is becoming even more important as we develop as a regional city. Well developed and utilised Infrastructure represents a strong and stable community capable of providing a variety of reliable services to the community. As a growing regional city, buildings play an important role in providing facilities for progressing the city's needs for a place of administrative and cultural services.

Given this, it is critical that council maintains these assets so that they are safe, usable and provide a reasonable level of service to the community. This Asset Management Plan has been prepared to provide a context and framework for the management of all assets that fall within the buildings portfolio. Some of the issues which need to be addressed are common to all forms of assets, while others are more specific. This plan demonstrates responsible management of Council's building assets, compliance with the regulatory requirements, and explains the funding necessary to provide the required levels of service.

This plan should be read in conjunction with the following documents:

- Buildings Management and Maintenance Service Specification
- Community Strategic Plan 2031
- Penrith's Resource Strategy 2011 – 2021



This asset management plan covers the following infrastructure assets:

Table 2.1 Assets covered by this Plan

Asset Type	Number	Asset Replacement Value
Sporting and Park Amenity Buildings	43	\$26,177,500
Public Toilets	35	\$14,284,000
Sporting and Social Clubs	20	\$13,133,000
SES and Bush Fire Sheds	11	\$5,761,700
Council Administrative and Operation Buildings	5	\$93,195,700
Community Uses	9	\$2,582,000
Seniors Citizens Centres	2	\$7,475,000
Children's Centres	28	\$43,143,200
Early Childhood Centres	1	\$826,000
Shops and Offices managed by Property Dept.	14	\$52,014,000
Residential Property managed by Community Development	1	\$11,815,000
Halls	11	\$16,821,000
Neighbourhood Centres	24	\$26,181,200
Historic Site Buildings	3	\$3,305,000
Libraries	2	\$1,110,000
Miscellaneous	8	\$1,546,400
Controlled Entities	4	\$71,134,000
Youth Centres	3	\$6,933,000
Total	224	\$397,437,700

Note* There are a number of buildings that have not yet been valued. This is currently under investigation. The above table and the associated sections of this Asset Management Plan will be updated when a more accurate Asset Replacement Value for this Asset Class is determined.

Key stakeholders in the preparation and implementation of this asset management plan are listed in Table 1.2.

Table 1.2: Internal Stakeholders

Penrith City Council	City Works staff
	Financial Services Officers
	Building Maintenance Staff
	Emergency Services Management
	Recreation Services
	Library Services
	Public Domain Amenity and Safety
	Children Services
	Property Development

External Stakeholders are listed in Table 1.3.

Table 1.3: External Stakeholders

Local Government Association
Federal and State Government
Community
Visitors
Insurers

2.2 *Goals and Objectives of Asset Management*

The Council exists to provide services to its community. Some of these services are provided by infrastructure. Council has acquired infrastructure by 'purchase', by contract, construction by council staff and by donation of assets constructed by developers and others to meet increased levels of service.

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

- Taking a life cycle approach,
- Developing cost-effective management strategies for the long term,
- Providing a defined level of service and monitoring performance,
- Understanding and meeting the demands of growth through demand management and infrastructure investment,
- Managing risks associated with asset failures,
- Sustainable use of physical resources,
- Continuous improvement in asset management practices.¹

¹ IIMM 2006 Sec 1.1.3, p 1.3

This asset management plan is prepared under the direction of Council's vision, mission, goals and objectives.

Council's vision is:

One of a sustainable and prosperous region with a harmony of urban and rural qualities with a strong commitment to environmental protection and enhancement. It would offer both the cosmopolitan lifestyles of a mature city and the casual character of a rural community.

Council's mission is:

Is to implement council's strategy and program. It will do this through skilled and responsive management, by valuing its staff, partnerships and community involvement, by providing quality customer service and upholding ethical standards and behaviour.

Relevant Council goals and objectives (as outlined in Council's Delivery Program 2009 – 2013) and how these are addressed in this asset management plan are:

Table 2.2 Council Goals and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in IAMP
Optimising Council Asset Performance	Implementation of Asset Management Plan	An Asset Management Strategy is in operation for Council that optimises its use and maintains it to agreed standards.
17. A City with infrastructure that responds to community needs 17.1 Provide well maintained community buildings	Asset Management Strategy. Effective community involvement in asset investment decision making. Ensure safe buildings, public amenities and other civil infrastructure.	Demand Forecasting, Level of Service and Monitoring: The section of this IAMP dealing with future demand, analyses future cash flows required to maintain the City's growth in city works and infrastructure. Capital Works are programmed and funded. Data on forward works programs is available to the community for comments and suggestions. Provision of good Asset Management practices and analysis.
4. A Council that manages its finances, services and assets	To improve economic prosperity of the region. To achieve sustainable infrastructure within the	Financial Summary: Maintenance works are optimised against the capital works program.

effectively	Long Term Financial Plans. Ensure all land developments comply with Council's building requirements (DCP's).	Expenditure data available to assist in decision making Demand forecasting analysis
11.2 Protect and conserve the natural areas under Council's responsibility 11.1 Work with others to protect and conserve the River, waterways and catchments, and natural environments 22.1 Promote good design, sustainable buildings, and development that enhances our City	A leading and action focused Council for the environment. Water resources and ecosystems protected and conserved. Sustainable use of energy. Building assets that meet needs and environmental outcomes.	Technology Change: Optimise energy usage in building. Reducing waste water and usage of water. Appropriate construction of infrastructure to minimise loss of natural habitat and enhance the environment.
7. A City with equitable access to services and facilities 20. A City with people and places that are inclusive, foster creativity, and celebrate diversity	Accessible and safe communities. Environmentally sustainable development. Improved building location and services within the CBD and urban areas Effective utilisation, ongoing maintenance and improvement of public infrastructure (roads, buildings and facilities)	Regulatory controls, Planning Documents, Monitoring and Specifications: Risk based approach to maintenance management. Identification of assets in their lifecycle with programs for asset renewal and replacement at appropriate intervals to maintain service delivery expectations. Required physical and monetary resources are minimised through the development of least life cycle cost techniques.

2.3 Plan Framework

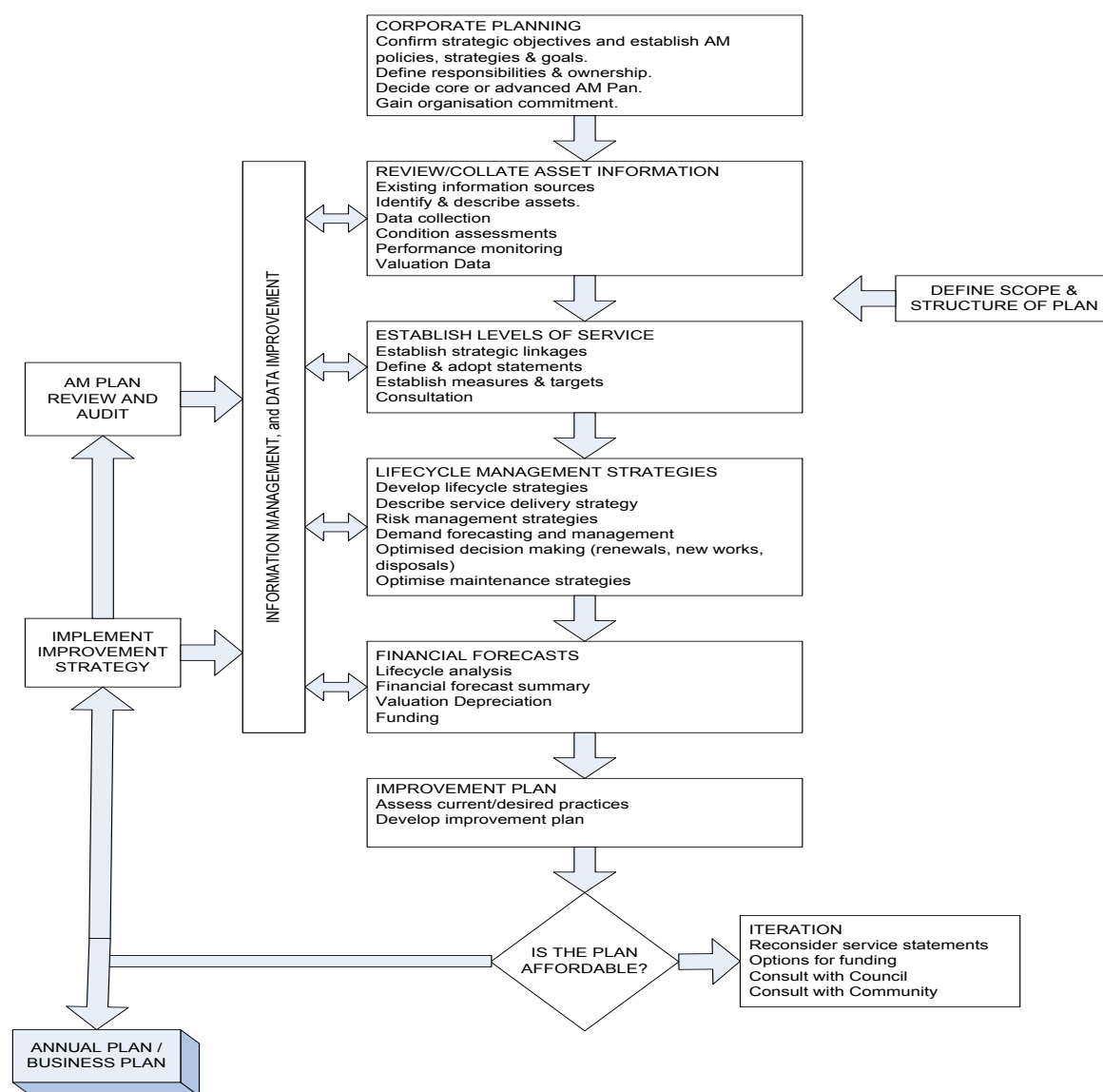
Key elements of the plan are

- Levels of service – specifies the services and levels of service to be provided by council.
- Future demand – how this will impact on future service delivery and how this is to be met.
- Life cycle management – how Council will manage its existing and future assets to provide the required services
- Financial summary – what funds are required to provide the required services.
- Asset management practices
- Monitoring – how the plan will be monitored to ensure it is meeting Council’s objectives.
- Asset management improvement plan

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

Road Map for preparing an Asset Management Plan

Source: IIMM Fig 1.5.1, p 1.11



2.4 Core and Advanced Asset Management

This asset management plan is prepared as a 'core' asset management plan in accordance with the International Infrastructure Management Manual. It is prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.

Future revisions of this asset management plan will move towards 'advanced' asset management using a 'bottom up' approach for gathering asset information for individual assets to support the optimisation of activities and programs to meet agreed service levels.

3. LEVELS OF SERVICE

3.1 Customer Research and Expectations

Council participates in the 2009 Comparative Performance Measures in Local Government Customer Satisfaction survey. This survey polls a sample of residents on their level of satisfaction with Council's services. The most recent customer satisfaction survey reported satisfaction levels for the following services. For a more detailed outline of the results please refer to the 'Penrith City Council' Customer Survey 2009 Final Report prepared by IRIS research.

Table 3.1 Community Satisfaction Survey Levels

Performance Measure	Satisfaction Level				
	Very Satisfied	Fairly Satisfied	Satisfied	Somewhat satisfied	Not satisfied
Provision of Library services		√			
Maintenance of facilities around the river Maintenance of Local Civil Infrastructure		√			
Condition of community halls & community centres		√			
Provision of community halls & community centres			√		
Graffiti removal			√		
Provision of public toilets			√		
Condition of public toilets			√		

Council uses this information in developing the Strategic Management Plan and in allocation of resources in the budget. Also refer to the Buildings Maintenance Service Specifications for other Levels of Service (LOS) indicators.

3.2 Legislative Requirements

Council has to meet many legislative requirements including Australian and State legislation and State regulations. These include but are not limited to:

Table 3.2 Legislative Requirements

Legislation	Requirement
Local Government Act	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
Local Government Act - Annual Reporting Section 428(2)(d)	(d) A report of the condition of the public works (including public buildings, public road and water sewerage and drainage works) under the control of council as at the end of that year; together with (i) An estimate (at current values) of the amount of money required to bring the works up to a satisfactory standard; and (ii) An estimate (at current values) of the annual expense of maintain the works at that standard; and (iii) The Council's programme for maintenance for that year in respect of the works.
NSW Local Government Act 1993	Section 8 - The council's charter A council has the following charter: • To provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively. • To bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible. • To facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government. • To keep the local community and the State government (and through it, the wider community) informed about its activities. • To be a responsible employer.
Environmental Planning and	• Requirement for LEP and DCP's.

Assessment Act 1979	• Council control of service approvals.
Disability Discriminations Act, 1992	(a) to eliminate, as far as possible, discrimination against persons to the ground of disability in the areas of: (i) work, accommodation, education, access to premises, clubs, and sport; (ii) the provision of goods, facilities, services and land; (iii) existing laws; and (iv) the administration of Commonwealth laws and programs; and (b) to ensure, as far as practicable, that persons with disabilities have the same rights to equality before the law as the rest of the community; and to promote recognition and acceptance within the community of the principle that persons with disabilities have the same fundamental rights as the rest of the community.
Public Works Act 1912	• Role of City Infrastructure in planning and construction of new assets.
Occupational Health and Safety Act 2000	• Impacts all operations. • Note public safety – insurance. • Cost implications. • Council’s responsibility to ensure health, safety and welfare of employees and others at places of work.
Protection of the Environment Operations Act 1997	• Control of run-off or escape of contaminants entering water courses. • Regulating pollution activities and issue of licenses as well as the monitoring of and reporting on waste output. • This act includes “Due Diligence requirements, disposal procedures for chemicals and sludge and details penalties for causing environmental impacts.
All other relevant Australian Standards and Codes of Practice, Acts and Regulations, relevant policies of the Organisation	Water sensitive infrastructure guidelines. Australian Road Rules Several Australian Standards and Codes of practices as relevant to stormwater drainage. Australian Standard 1742 (Traffic)
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
Heritage Act, 1977	An Act to conserve the environmental heritage of the State. Several properties are listed under the terms of the Act and attract a high level of maintenance cost, approval and monitoring.
Building Code of Australia	The goal of the BCA is to enable the achievement of nationally consistent, minimum necessary standards of relevant, health, safety, (including structural safety and

	safety from fire), amenity and sustainability objectives efficiently.
Plumbing and Drainage Act, 2002	This Act sets out Plumbing Requirements.
Building Fire and Safety Regulation, 1991	This Act sets out the regulations for things such as means of escape, limitation of people in buildings, fire and evacuation plans and testing of special fire services and installations.
Electrical Safety Act, 2002	This Act sets out the installation, reporting and safe use with electricity.
Building Regulation, 2003	This Act sets out requirements in respect to Building Requirements.
Surveillance Devices Act, 2007	This Act sets out requirements in respect to the use of surveillance devices.

3.3 *Current Levels of Service*

The levels of service that is currently in use by the Assets Team are derived using historical budget information, internal consultation with stakeholders, statutory requirements and a corporate customer service request system (CRS).

Community levels of service relate to how the community receives the service in terms of safety, quality, quantity, reliability, responsiveness, cost / efficiency and legislative compliance.

Supporting the community service levels are operational or technical measures of performance developed to ensure that the minimum community levels of service are met. These technical measures relate to service criteria such as:

- Maintenance is work undertaken to ensure that the building asset continues to meet the required performance and standard throughout its useful life.
- There are two main strategies of maintenance approach, namely “preventive” maintenance and “reactive” maintenance.
- Preventive maintenance – the actions performed to retain an item or asset in its original condition as far as practicable by providing systematic inspection, detection and prevention of incipient failure. Preventive maintenance is normally programmed.
- Reactive maintenance – the actions performed, as a result of failure, to restore an item or asset to its original condition, as far as practicable. Reactive maintenance may or may not be programmed.

E.g. Service Criteria

Quality
Quantity
Availability
Safety

E.g. Technical measures may relate to

Buildings meet appropriate standards
Carrying capacity
Reasonable access to facilities
Number of injury accidents

The current levels of services that are currently in use by the Asset Services Department are derived using historical budget information, internal consultation with stakeholders, statutory requirements and feedback from the public.

Council’s current service levels are detailed in Table 3.3.

Table 3.3 Current Service Levels

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Function	The facilities meet the needs of the users.	Employee satisfaction survey.	90% - satisfied, very satisfied	
Function	Ensure buildings are available in suitable locations.	Customer service requests related to location.	84%+	
Serviceability	Percentage of properties inspected, cleaned and maintained.	Audit of properties at key seasonal times during the year	95%	
Safety	The buildings are safe to use and access.	Customer service request. Safety Audits.	100% compliance with Safety audits & customer service request actioned within 48 hours No more than 6 customer service requests per month	
TECHNICAL LEVELS OF SERVICE				
Quality	Maintain assets at acceptable levels of appearance, condition.	Asset management plan inspection Prepare a comprehensive maintenance program for property assets. Carry out regular building inspections. Undertake maintenance on a Regular cycle. Carry out emergency repairs as required. Carry out testing of essential services and building services in accordance with statutory	100% of the agreed level	

		requirements including: • Fire protection systems. • Exit and emergency lights. • Cooling towers.	
Cost effectiveness	The facilities / services Are affordable and managed efficiently for the required level of service.	Budget. Prepare recurrent budget. Identify any future problems, ensure appropriate allocation of funds and develop comprehensive Costing data for determination of most cost-effective solutions.	At or below budget
Safety	Buildings comply with OHS&W and Building Act.	Inspection program formulated and implemented. Testing carried out in accordance with statutory requirement and records kept. Number of safety incidents and liability claims.	< 1 injury report pa < 1 per month
Responsiveness	Availability of call out services for response to system failures - Provision of 24 hour, 7 day service for emergency repairs Percentage of service request responses dealt within target response time	Monthly report from the service report system (SRS) system to check compliance with targets. Working towards establishment of appropriate reports within the (SRS). Speed of response to public enquiries 100%	100% availability 90% meet response targets based at minimising risk: Priority 1: Within 2 hours Priority 2: Within 24 hours Priority 3: Within 48 hours Priority 4: Within 5 days Priority 5: Scheduled Work

3.4 *Desired Levels of Service*

At present, indications of desired levels of service are obtained from various sources including the 2009 Customer Satisfaction survey, residents' feedback to Councillors and staff, service requests and correspondence. Council has yet to quantify desired levels of service. This will be done in future revisions of this asset management plan.

The following principles are adopted in delivering levels of service in relation to public buildings and amenities:

- (a) Safe for users.
- (b) Appearance is acceptable
- (c) Regular maintenance is undertaken
- (d) Facilities are appropriate and in good condition
- (e) Facilities are operational
- (f) Accessible to most people of all abilities
- (g) Regular asset inspections are carried out
- (h) Signage is appropriate
- (i) Council responds to complaints and issues.

All services are maintained to a standard that comply with the Building Maintenance Service Specifications Indicators and the desired LOS for Building Maintenance Services.

Infrastructure and design will accommodate a variety of uses by both sports clubs and the general community, increasing the level of activity within a quality setting, ensuring minimal conflict while generating a greater sense of community connectivity.

Beyond these large scale spaces Council will manage focal points for localised family activity within neighbourhood level requests.



4. FUTURE DEMAND

4.1 Demand Forecast

Factors affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, consumer preferences and expectations, economic factors, agricultural practices, environmental awareness, etc.

Demand factor trends and impacts on service delivery are summarised in Table 4.1.

Table 4.1 Demand Factors, Projections and Impact on Services

Demand factor	Present position			Projection			Impact on services
Population	177,152 (2006 Census)			189,052 (2020)			Increase in maintenance and renewal costs
Demographics (By Age Group)	0 to 4	13,154	7.4%	0 to 4	13,229	7.0%	Increased service requirements to construct and maintain buildings and other public amenities to meet the needs of the young and old.
	5 to 9	13,225	7.5%	5 to 9	12,934	6.8%	
	10 to 14	13,709	7.7%	10 to 14	12,521	6.6%	
	15 to 19	13,840	7.8%	15 to 19	13,060	6.9%	
	20 to 24	14,553	8.2%	20 to 24	14,698	7.8%	
	25 to 29	13,688	7.7%	25 to 29	15,289	8.1%	
	30 to 34	13,737	7.8%	30 to 34	14,459	7.6%	
	35 to 39	12,826	7.2%	35 to 39	13,381	7.1%	
	40 to 44	12,668	7.2%	40 to 44	12,277	6.5%	
	45 to 49	12,932	7.3%	45 to 49	11,889	6.3%	
	50 to 54	11,628	6.6%	50 to 54	11,028	5.8%	
	55 to 59	10,450	5.9%	55 to 59	10,501	5.6%	
	60 to 64	6,641	3.7%	60 to 64	9,635	5.1%	
	65 to 69	4,535	2.6%	65 to 69	8,306	4.4%	
	70 to 74	3,334	1.9%	70 to 74	6,681	3.5%	
	75 to 79	2,728	1.5%	75 to 79	4,195	2.2%	
	80 to 84	2,064	1.2%	80 to 84	2,770	1.5%	
	85 +	1,430	0.8%	85 +	2,226	1.2%	
Urban consolidation	Urban areas are being improved and populated by various new urban release areas			Urban areas will face higher levels of dense urban housing developments.			Increase in building density and potential developments for high-rise buildings.
Road traffic	2-2.5% growth per annum						Potential increase in pollution, more strategic locations of buildings required to reduce vehicular movement.
Climate change	Developing awareness in community and profession			Less frequent, more intense environmental conditions			Reduction in present building capacity and quality. Research in Weather resistant building materials.

Global Warming	The globe is warming	Changes to rainfall /temperature intensities and frequencies will influence internal building services i.e. lighting, air-conditioning.	Increases in energy usage in buildings.
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4.2 *Changes in Technology*

Technology changes are forecast to have little effect on the delivery of services covered by this plan.

Technology changes are forecast to affect the delivery of services covered by this plan in the following areas.

Table 4.2 Changes in Technology and Forecast effect on Service Delivery

Technology Change	Effect on Service Delivery
Environmentally Sustainable form of energy	The ability to incorporate and use alternate energy sources and to include energy saving devices within Council Properties. Increased costs from installation and improved energy usage.
Sustainable Waste System	The ability to incorporate storm-water and waste water systems which collect and re-use water within Council properties decreasing the demand on the potable water supply.



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

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

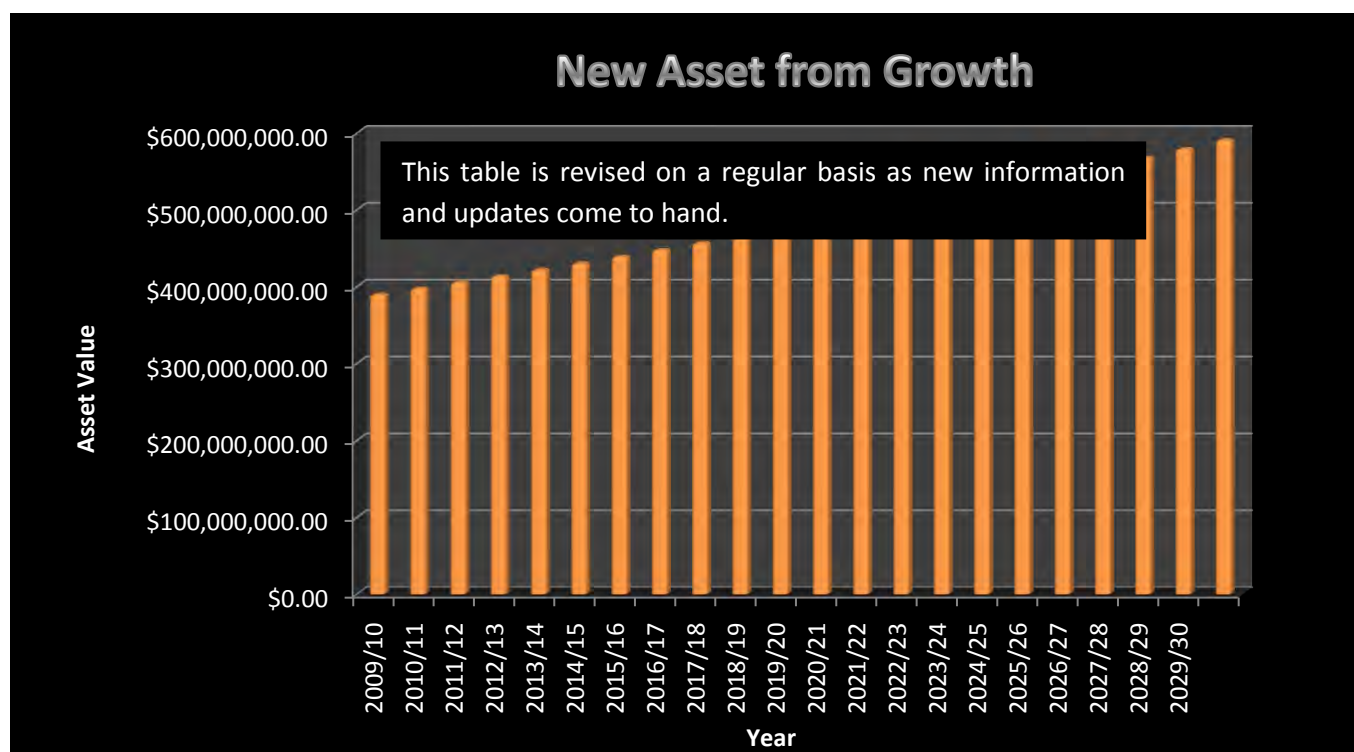
Table 4.3 Demand Management Plan Summary

Service Activity	Demand Management Plan
Customer Service Delivery	Study building condition rating from this plan and prioritise a list of buildings to be included in the annual capital renewal program. Investigate alternative treatments to lower life cycle costs ie lighting, tangible assets. To ensure that the services required (via surveys) are driving the demand for our assets.
New land Divisions	Implement enhanced quality control measures for donated assets.
Planning	Revise planning controls to increase population density.
Financial	Developing long term Financial Management Plans to ensure financial sustainability. Improve maintenance practices to increase cyclic and planned regimes aimed to improve asset life, and decrease future capital renewal costs. Increased focus on gaining State and Federal funding for infrastructure works.
Capital Works	Schedule long-term capital works program and investigate partners with the adjacent Councils to achieve economies of scale and cost savings. New projects will need to be assessed with a balance between competing demands for investment to renew existing infrastructure assets such as public toilets, community centres and local civil buildings, as well as providing expenditure for new infrastructure assets to meet growing service delivery demand.

4.4 New Assets from Growth

The new assets required to meet growth will be acquired from land developments and constructed by Council. The new asset values are summarised in Fig 1.

Fig 1 New Asset from Growth



The graph above is only a projection of asset value increase. The above graph will be updated when exact costings for new works become available.

Acquiring new assets will commit council to fund ongoing operations and maintenance 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 operating and maintenance costs.

New assets will also be created by developers as part of the development of new subdivisions. The details of works to be carried out are detailed in Section 94 Contribution Plans. These plans are available for viewing at www.penrithcity.nsw.gov.au/index.asp?id=3204

5. LIFECYCLE MANAGEMENT PLAN

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

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this asset management plan are shown below.

Asset Type	Number	Target condition Rating
Council Administrative and Operation Buildings	5	2
Historic Site Buildings	3	2
Libraries	2	2
Sporting and Park Amenity Buildings	43	3
Sporting and Social Clubs	20	3
SES and Bush Fire Sheds	11	3
Community Uses	9	3
Seniors Citizens Centres	2	3
Children's Centres	28	3
Early Childhood Centres	1	3
Shops and Offices managed by Property Dept.	14	3
Residential Property managed by Community Development	1	3
Halls	11	3
Neighbourhood Centres	24	3
Controlled Entities	4	3
Youth Centres	3	3
Public Toilets	35	4
Miscellaneous	8	4
Total	224	

The building assets managed by Council provide a variety of services that serve the city's needs and wants strategically located in urban areas and rural townships.

The age profile of Council's assets is shown below.

Fig 2 Asset Age Profile

****Currently being investigated****

5.1.2 Asset capacity and performance

Council's services 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
Sporting Facilities	• Vandalism – Reducing life expecting of component; • Changing trends – Changing demographics; • Clubs not conforming to lease agreements – Increasing Council maintenance costs. • Canteens need to be upgraded to meet Department of Health requirements.
Administrative and Community Buildings	• Vandalism – Reducing life expecting of component; • Changing trends – Changing demographics; • Tenants not conforming to lease agreements – Increasing Council maintenance costs.
Public Toilets	• Vandalism. • Maintenance Costs

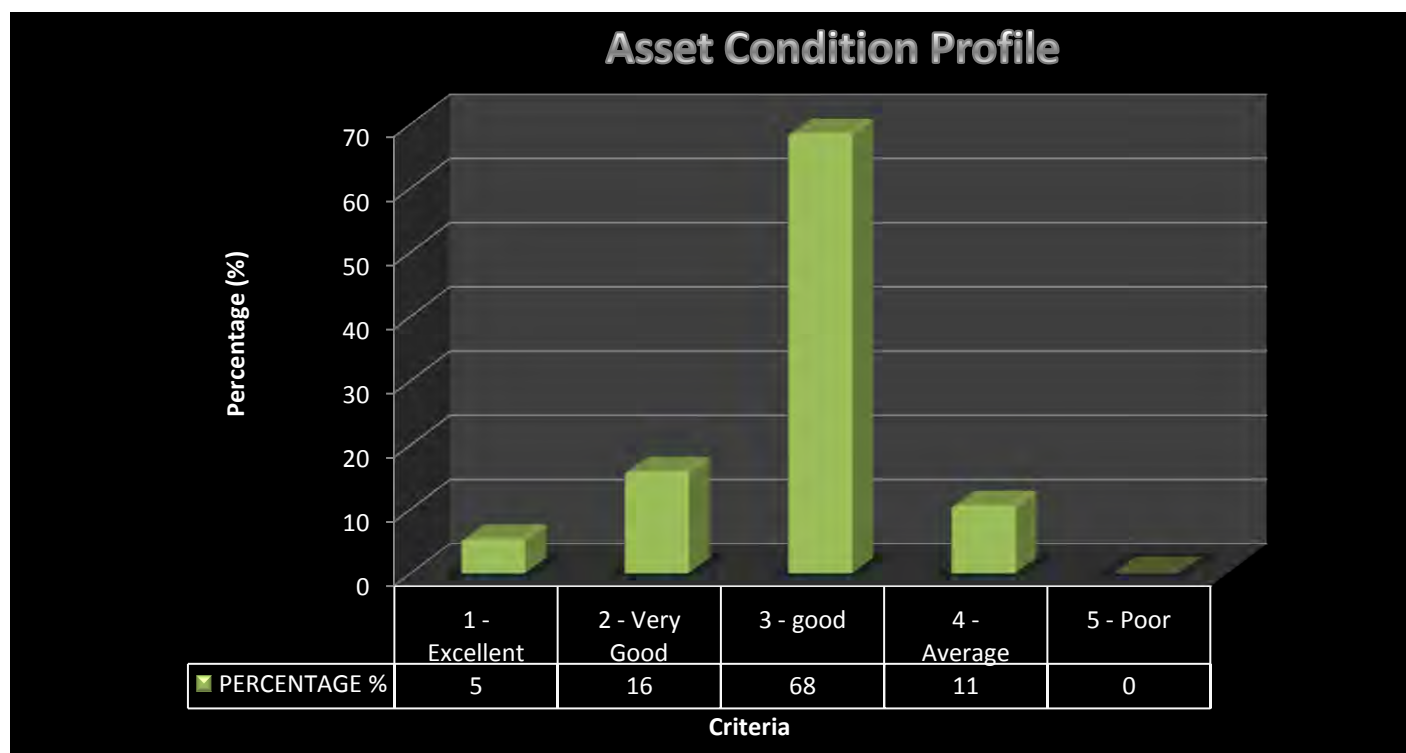
The above service deficiencies were identified from Customer requests and regular assets inspections.



5.1.3 Asset condition

The target condition profile of Council's assets is shown below.

Fig 3 Asset Condition Profile



Condition is measured using a 1 – 5 rating system.²

Rating	Description of Condition
1	Excellent condition: Only planned maintenance required.
2	Very good: Minor maintenance required plus planned maintenance.
3	Good: Significant maintenance required.
4	Average: Significant renewal/upgrade required.
5	Poor: Unserviceable

² IIMM 2006, Appendix B, p B:1-3 ('cyclic' modified to 'planned')

5.1.4 Asset valuations

The value of assets as at January 2010 covered by this asset management plan is summarised below. Assets were last revalued at June 2010. Assets are valued at CURRENT rates.

Current Replacement Cost	\$397,437,700
Depreciable Amount	\$397,437,700
Depreciated Replacement Cost	\$389,488,946
Annual Depreciation Expense	\$7,948,754

Council's sustainability reporting reports the rate of annual asset consumption and compares this to asset renewal and asset upgrade and expansion.

Asset Consumption	2.00%
Asset renewal	0.38% [Planned Re/Current Replacement Cost]
Annual Upgrade/expansion	0.69% [Capital Works OP 10/11/CRC]

5.2 Risk Management Plan

An assessment of risks³ associated with service delivery from infrastructure assets has identified critical risks to Council. 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.

Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action. Council has a separate Risk Management Plan which is used to assess the risks of all assets in the Asset Management Plan for Buildings. Please refer to Council's Service Risk Assessment Document.

Climate change is an emerging field of possible risk to the lifecycle management of existing and new assets. The NSW Government Guidelines Economic Appraisal (TPP 07-05) has been updated to reflect upon growing concerns on the possible effects that climate change may have on Asset and Infrastructure Assessments.

An economic appraisal assists efficient public sector resource allocation decisions, by systematically analysing all the quantifiable and non-quantifiable costs and benefits - economic, social and environmental - of various ways of meeting a service objective. Economic appraisal (cost benefit analysis; cost effectiveness analysis) is the standard evaluation framework for resourcing decisions. It is applicable to policy evaluation and analysis of recurrent programs as well as capital projects, to assist decision making.

Building assets will be maintained and constructed taking into account any risk arising from Climate Change. Risk management for climate change related concerns will form part of the Council's Risk Management Tool kit and asset planning strategies will be formed to adapt to possible uncertain risk

³ Refer to Penrith City Council's Risk Management Tool Kit

from climate change. A key method to aid in the effective use of funding is through the economic appraisal of building assets to determine adaptability to climate change. This method will assist in determining which assets require replacing or upgrading and that this asset class will be assessed within a standard cost benefit framework (economic appraisal of the costs and benefits of various options to achieve a service objective) in accordance with *NSW Government Guidelines for Economic Appraisal*.

Refer to NSW Treasury Circular NSW TC10/12 15 September 2010 for more information.

5.3 Routine Maintenance Plan

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

5.3.1 Maintenance plan

Maintenance includes reactive, planned and cyclic maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

Planned maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Cyclic maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, etc. This work generally falls below the capital/maintenance threshold.

Maintenance expenditure trends are shown in Table 5.3.1

Table 5.3.1 Maintenance Expenditure Trends

Year	Maintenance Expenditure	Renewal
	Original Budget	Cyclic (Renewal)
2007/08	\$ 2,081,367	\$1,550,000
2008/09	\$ 2,381,661	\$1,550,000
2009/10	\$ 2,051,812	\$1,550,000

Maintenance expenditure levels are considered to be adequate to meet required service levels, however, current expenditures will not be adequate for the future as the city grows. Future revision of this asset management plan will include linking required maintenance expenditures with required service levels.

5.3.2 Standards and specifications

Maintenance work is carried out in accordance with the following Standards and Specifications.

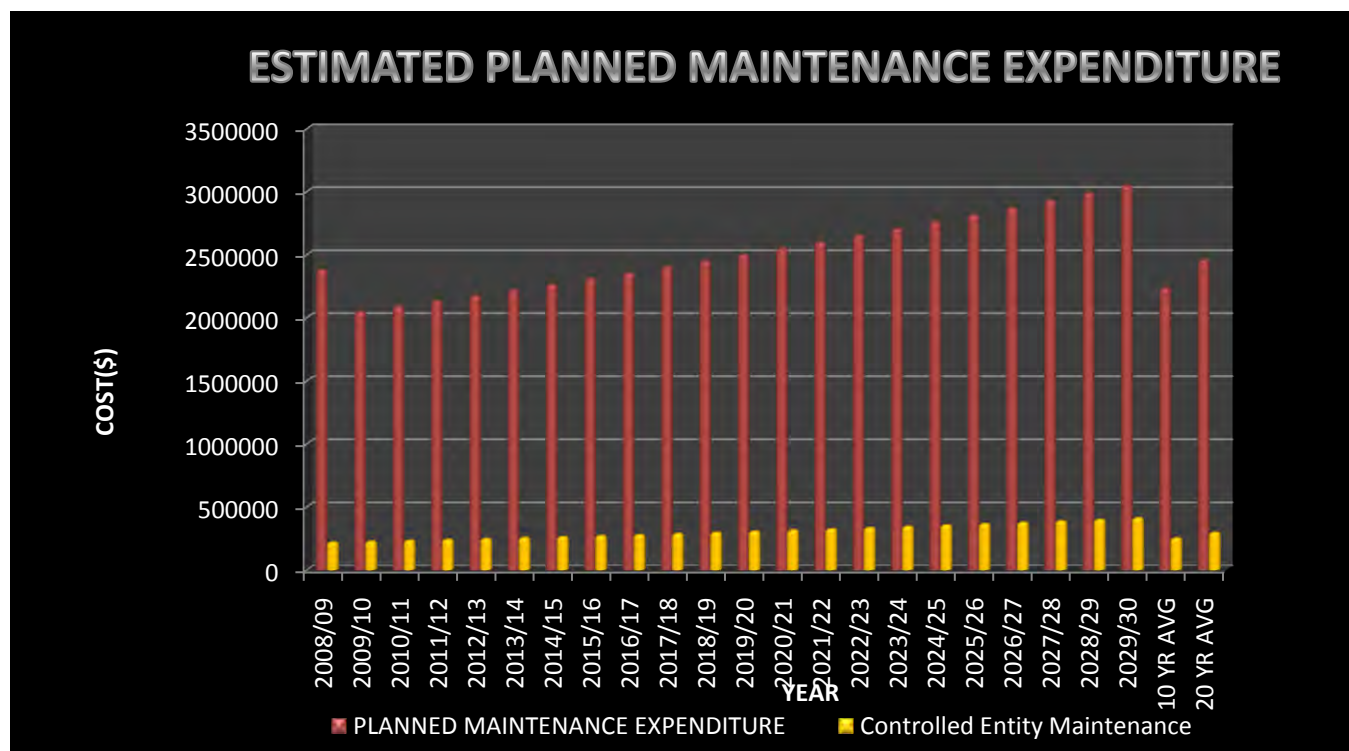
- Occupational Health & Safety Act 2000 and the
- Occupational Health and Safety Regulation 2001
- Local Government Act 1993
- Privacy and Personal Information Act 1998
- All relevant Council policies including Council's ESD Principles
- Council's Probity and Governance Policies.
- Council's Customer Service Charter
- AS3786-1993 (Smoke detectors)
- AS2444-2001 (Portable fire extinguishers and fire blankets)
- AS2118-1999 (Automatic Fire Sprinkler Systems)
- AS2220.2-1989 (Emergency Warning and intercommunication systems)
- AS/NZS 2293-1998 (Emergency Evacuation Lighting)
- AS2419-1994 (Fire Hydrant Installations)
- AS2441-1998 (Installation of Fire Hose Reels)
- AS1668.2-1991 (The use of mechanical ventilation and air conditioning)
- AS/NZS 3666.2-2000 (Air handling & water systems – microbiotic control)
- AS4085-1992 (Automatic Doors)
- AS1735.2-2001 (Lifts, Escalators and moving walks-passenger & goods lifts)
- AS1308-1987 (Electric Water Heaters – thermostats and thermal Cut-outs)
- AS/NZS3760 (In service safety inspection and testing of electrical equipment)
- EPA License registration – section 58, section (5) Protection
- Work Cover Code of Practice pesticides Act – 1999



5.3.3 Summary of future maintenance expenditures

Future maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Fig 4. Note that all costs are shown in current 2009/10 dollar values.

Fig 4 Planned Maintenance Expenditure



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

Maintenance is funded from Council's operating budget and grants where available. This is further discussed in Section 6.2.

5.4 Renewal/Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

5.4.1 Renewal plan

Assets requiring renewal are identified from estimates of remaining life obtained from the asset register worksheets on the 'Planned Expenditure template'. Proposed works are inspected to verify accuracy of remaining life estimate 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 in Table 5.4.1.

Table 5.4.1 *Renewal Priority Ranking Criteria*

Criteria	Weighting
Safety and Accessibility	60%
Structural Integrity	20%
Function - Maintaining service quality by minimising building damage	10%
Economic Advantages/Availability of materials	10%
Total	100%

Renewal will be undertaken using 'low-cost' renewal methods where practical. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement cost.

5.4.2 *Renewal standards*

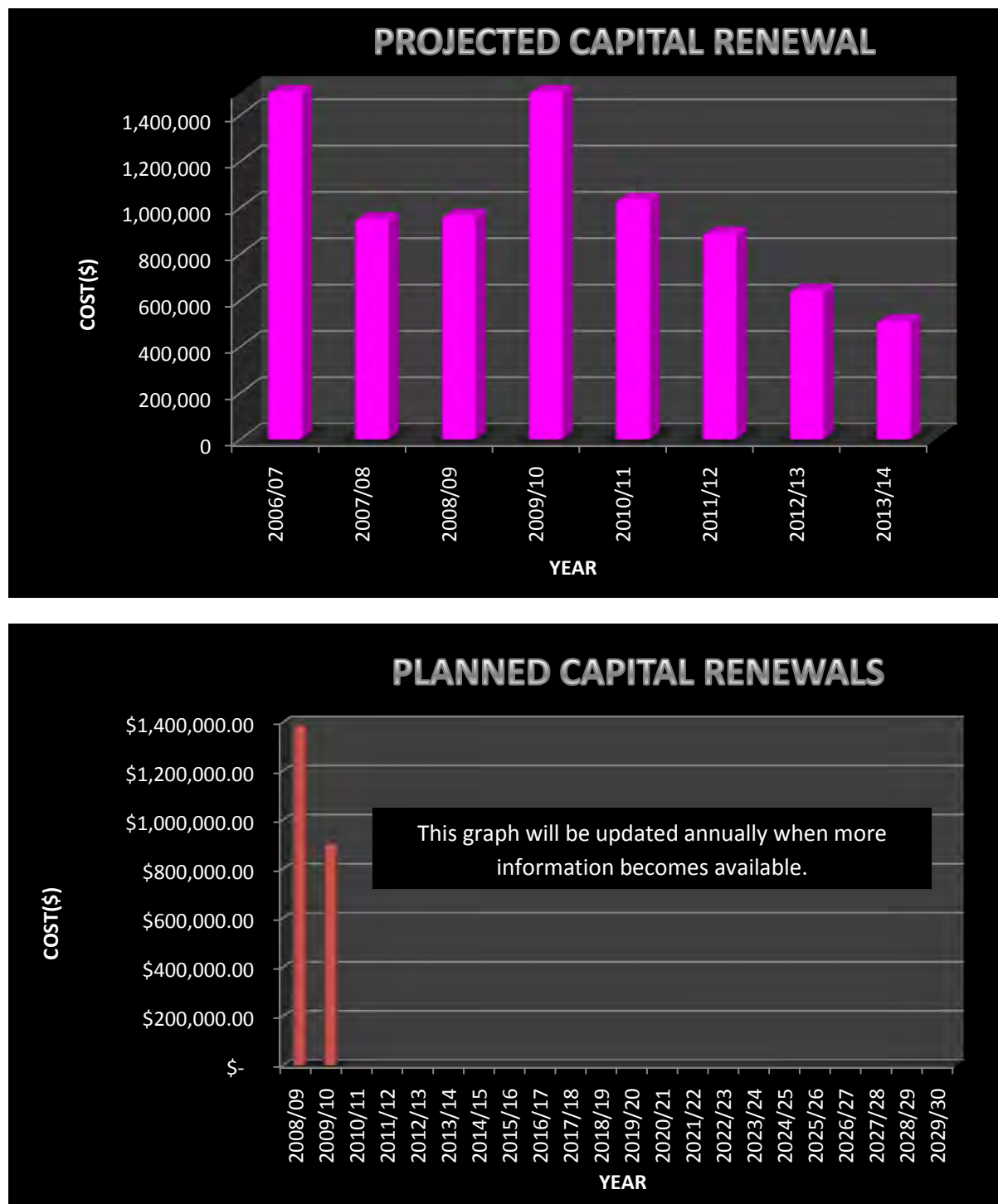
Renewal work is carried out in accordance with the following Standards and Specifications.

- Local Government Act 1993
- Protection of the Environment Operations Act 1998
- Environmental Planning and Assessment Act 1979
- Occupational Health and Safety Act 2000
- Council's Probity and Governance Policies
- Council's Customer Service Charter
- Dept of Environment and Conservation – Threatened species conservation Act – 1995
- Adopted Service Specification
- Building Code of Australia
- Standards Australia
- All other regulative requirements

5.4.3 Summary of future renewal expenditure

Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Fig 5. Note that all costs are shown in current 2008/09 dollar values.

Fig 5 Projected and Planned Capital Renewal Expenditure



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

Renewals are to be funded from Council's capital works program and grants where available. This is further discussed in Section 6.2.

5.5 Creation/Acquisition/Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the Council from land development. These assets from growth are considered in Section 4.4.

5.5.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Proposed works 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 5.5.1 New Assets Priority Ranking Criteria

Criteria	Weighting
Community Profiling	45%
Funding Availability	25%
Physical Environment Issues	15%
City Planning	15%

5.5.2 Standards and specifications

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.4.2

5.5.3 Summary of future upgrade/new assets expenditure

Planned upgrade/new asset expenditures are summarised in Fig 6.

Fig 6 Planned Capital Upgrade/New Asset Expenditure

Note* Current funding and Asset Analysis is based on Asset Renewal and the Long Term Financial Plan. The service review will identify New Assets required.
Further information can also be found in the annual report financial summaries.

New assets and services are to be funded from Council's capital works program and grants where available. This is further discussed in Section 6.2.

5.6 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any.

Table 5.6 Assets identified for Disposal

Asset	Reason for Disposal	Timing	Cash flow from disposal
Lemongrove Hostel and Village	Not Core Council Business	2011	N/A

Where cash flow projections from asset disposals are not available, these will be developed in future revisions of this asset management plan.

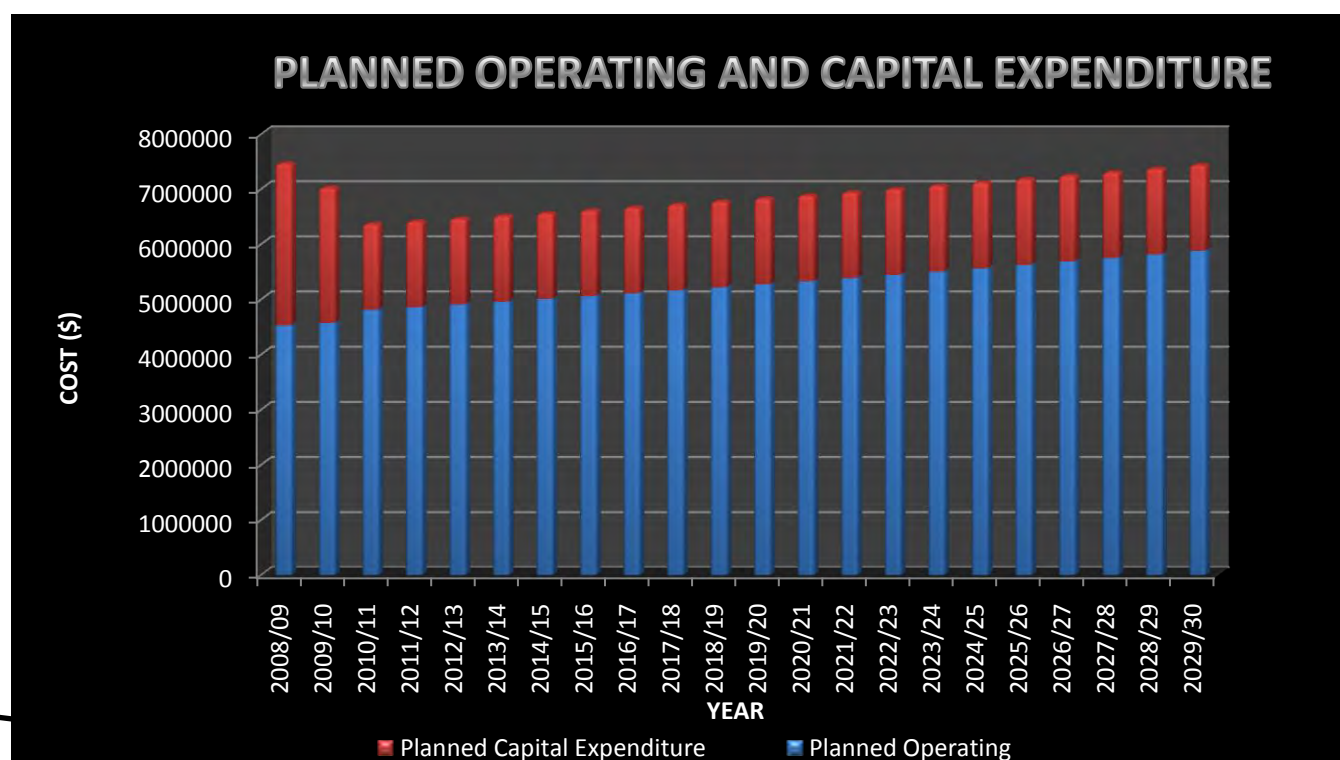
6. FINANCIAL SUMMARY

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.

6.1 Financial Statements and Projections

The financial projections are shown in Fig 7 for planned operating (operations and maintenance) and capital expenditure (capital renewal and planned renewal). Note that all costs are shown in current 2009/10 dollar values.

Fig 7 Planned Operating and Capital Expenditure



6.1.1 Sustainability of service delivery

There are two key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs and medium term costs over the 10 year financial planning period.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include maintenance and asset consumption (depreciation expense). The annual average life cycle cost for the services covered in this asset management plan is \$9,656,754 per annum.

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes maintenance plus capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure at the start of the plan is \$4,396,000.

A gap between life cycle costs and life cycle expenditure gives an indication as to whether present consumers are paying their share of the assets they are consuming each year. The purpose of this Buildings asset management plan is to identify levels of service that the community needs and can afford and develop the necessary long term financial plans to provide the service in a sustainable manner.

The life cycle gap for services covered by this asset management plan is \$5,260,754 per annum. The life cycle sustainability index is 0.46.

Medium term – 10 year financial planning period

This asset management plan identifies the estimated maintenance and capital expenditures required to provide an agreed level of service to the community over a 20 year period for input into a 10 year financial plan and funding plan to provide the service in a sustainable manner.

This may be compared to existing or planned expenditures in the 20 year period to identify any gap. In a core asset management plan, a gap is generally due to increasing asset renewals.

Figure 8 shows the projected asset renewals in the 20 year planning period from the asset register. The projected asset renewals are compared to planned renewal expenditure in the capital works program and capital renewal expenditure in year 1 of the planning period as shown in Fig 8. Table 6.1.1 shows the annual and cumulative funding gap between projected and planned renewals.

Fig 8 Projected and Planned Renewals and Current Renewal Expenditure

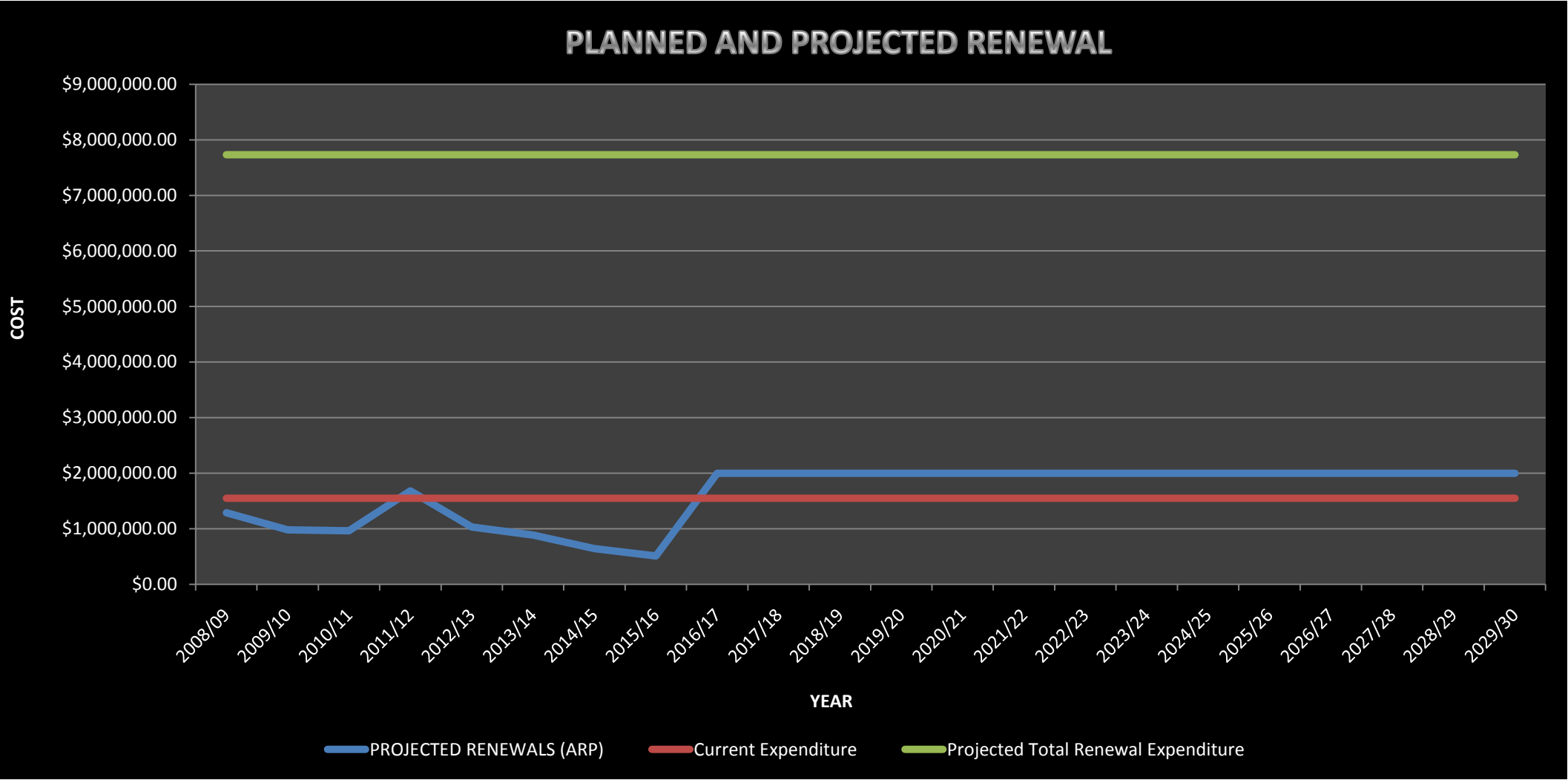


Table 6.1.1 shows the gap between projected and planned renewals.

Table 6.1.1 Projected and Planned Renewals and Expenditure Gap

YEAR	PROJECTED RENEWALS (ARP)	PLANNED RENEWALS	RENEWAL FUNDING GAP	CUMULATIVE GAP	Current Expenditure	Projected Total Renewal Expenditure
2008/09	\$1,289,529.00	\$ 1,550,000.00	\$260,471.00	\$260,471.00	\$1,550,000.00	\$7,730,000.00
2009/10	\$982,551.00	\$ 1,550,000.00	\$567,449.00	\$827,920.00	\$1,550,000.00	\$7,730,000.00
2010/11	\$964,309.00	\$ 1,550,000.00	\$585,691.00	\$1,413,611.00	\$1,550,000.00	\$7,730,000.00
2011/12	\$1,683,845.00	\$ 1,550,000.00	-\$133,845.00	\$1,279,766.00	\$1,550,000.00	\$7,730,000.00
2012/13	\$1,033,641.00	\$ 1,550,000.00	\$516,359.00	\$1,796,125.00	\$1,550,000.00	\$7,730,000.00
2013/14	\$887,920.00	\$ 1,550,000.00	\$662,080.00	\$2,458,205.00	\$1,550,000.00	\$7,730,000.00
2014/15	\$642,025.00	\$ 1,550,000.00	\$907,975.00	\$3,366,180.00	\$1,550,000.00	\$7,730,000.00
2015/16	\$510,668.00	\$ 1,550,000.00	\$1,039,332.00	\$4,405,512.00	\$1,550,000.00	\$7,730,000.00
2016/17	\$2,000,000.00	\$ 1,550,000.00	-\$450,000.00	\$3,955,512.00	\$1,550,000.00	\$7,730,000.00
2017/18	\$2,000,000.00	\$ 1,550,000.00	-\$450,000.00	\$3,505,512.00	\$1,550,000.00	\$7,730,000.00
2018/19	\$2,000,000.00	\$ 1,550,000.00	-\$450,000.00	\$3,055,512.00	\$1,550,000.00	\$7,730,000.00
2019/20	\$2,000,000.00	\$ 1,550,000.00	-\$450,000.00	\$2,605,512.00	\$1,550,000.00	\$7,730,000.00
2020/21	\$2,000,000.00	\$ 1,550,000.00	-\$450,000.00	\$2,155,512.00	\$1,550,000.00	\$7,730,000.00
2021/22	\$2,000,000.00	\$ 1,550,000.00	-\$450,000.00	\$1,705,512.00	\$1,550,000.00	\$7,730,000.00
2022/23	\$2,000,000.00	\$ 1,550,000.00	-\$450,000.00	\$1,255,512.00	\$1,550,000.00	\$7,730,000.00
2023/24	\$2,000,000.00	\$ 1,550,000.00	-\$450,000.00	\$805,512.00	\$1,550,000.00	\$7,730,000.00
2024/25	\$2,000,000.00	\$ 1,550,000.00	-\$450,000.00	\$355,512.00	\$1,550,000.00	\$7,730,000.00
2025/26	\$2,000,000.00	\$ 1,550,000.00	-\$450,000.00	-\$94,488.00	\$1,550,000.00	\$7,730,000.00
2026/27	\$2,000,000.00	\$ 1,550,000.00	-\$450,000.00	-\$544,488.00	\$1,550,000.00	\$7,730,000.00
2027/28	\$2,000,000.00	\$ 1,550,000.00	-\$450,000.00	-\$994,488.00	\$1,550,000.00	\$7,730,000.00
2028/29	\$2,000,000.00	\$ 1,550,000.00	-\$450,000.00	-\$1,444,488.00	\$1,550,000.00	\$7,730,000.00
2029/30	\$2,000,000.00	\$ 1,550,000.00	-\$450,000.00	-\$1,894,488.00	\$1,550,000.00	\$7,730,000.00

Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

A gap between projected asset renewals, planned asset renewals and funding indicates that further work is required to manage required service levels and funding to eliminate any funding gap.

Council will manage the 'gap' by developing this asset management plan to provide guidance on future service levels and resources required to provide these services, and to help reduce the implication of funding gaps that include decreased asset values, poor quality and reliability and increased maintenance and renewal costs and failure to meet the needs of the community.

Council's long term financial plan covers the first 10 years of the 20 year planning period. The total maintenance and capital renewal expenditure required over the 10 years is \$94,380,000.

The estimated planned maintenance and capital renewal expenditure is \$4,396,000 per annum. The 10 year sustainability index is 0.47.

6.2 Funding Strategy

Projected expenditure identified in Section 6.1 is to be funded from Council's operating and capital budgets. The funding strategy is detailed in the Council's 10 year long term financial plan.

Achieving the financial strategy will require Achieving the financial strategy will require:

- Increasing revenue streams, rates and user charges;
- Cost analysis from a reduced service level and implementation;
- Deferring capital upgrades/new works and reallocates funds to capital renewal/preservation work.
- Rationalise/Dispose of Assets.

In order to reduce/eliminate the funding gap and provide the required funds for the renewal/replacement of building assets, the following measures need to be undertaken:

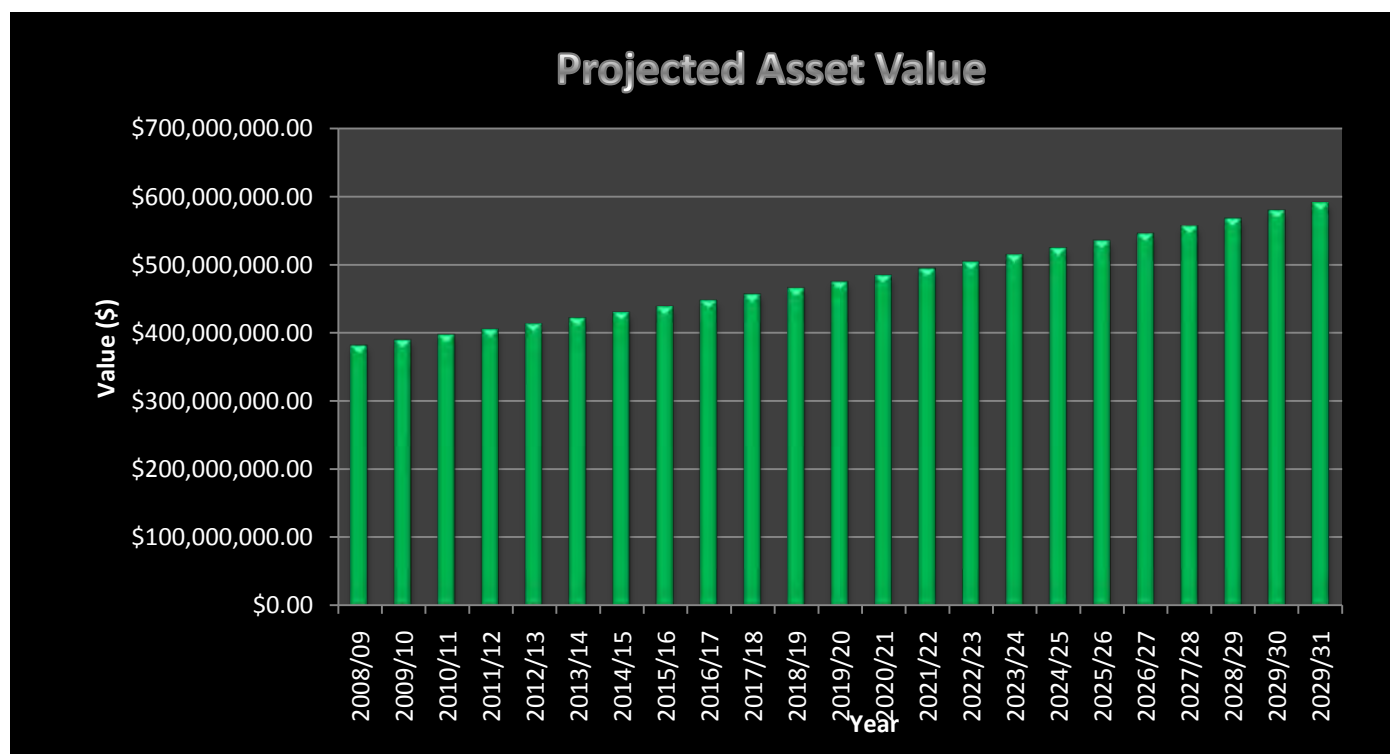
1. Rationalization of asset renewal/replacement – it is very important to thoroughly investigate asset conditions, estimate the remaining of their useful life and prioritize maintenance/renewal/replacement works accordingly. Asset renewal/replacement to be carried out based on asset conditions, rather than asset age.
2. Cost analysis from a reduced service level and implementation
3. Deferring capital upgrades/new works and reallocates funds to capital renewal/preservation work



6.3 Valuation Forecasts

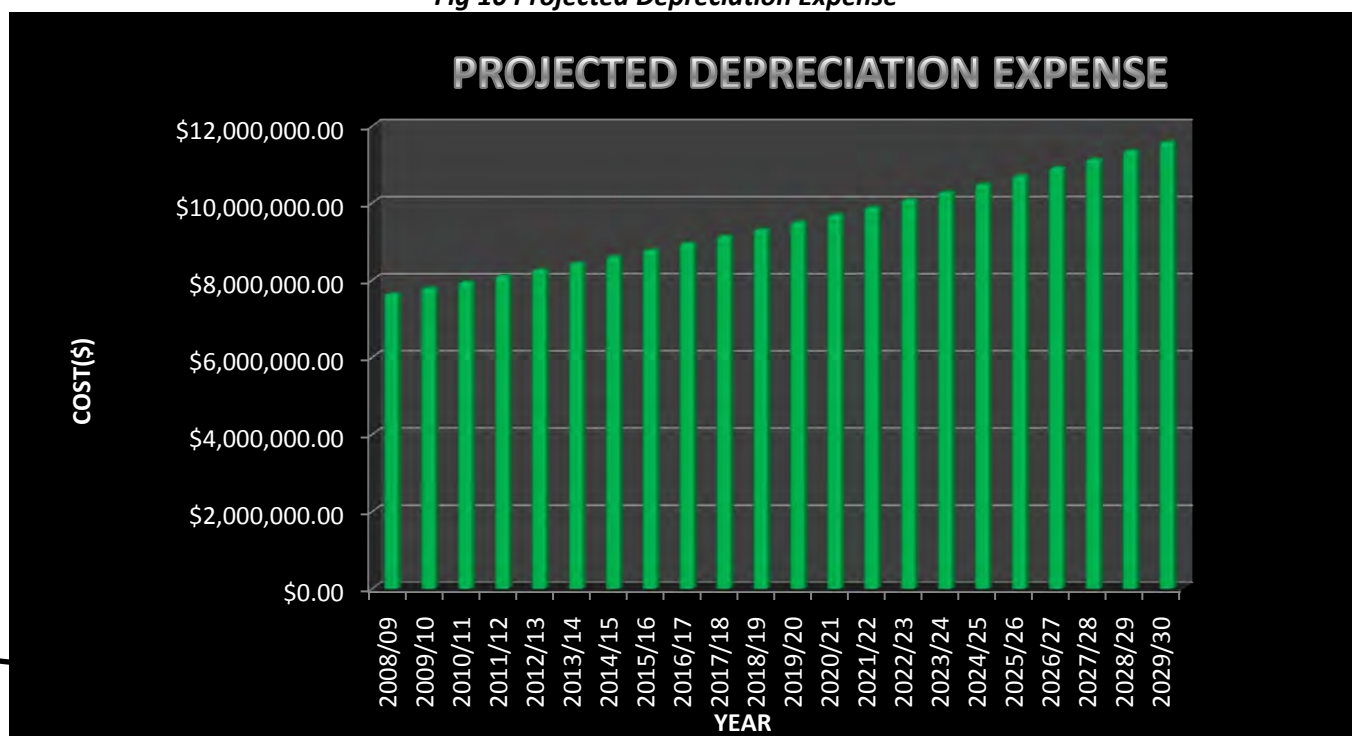
Asset values are forecast to increase as additional assets are added to the asset stock from construction, capitalisation and acquisition by Council and from assets constructed by land developers and others and donated to Council. Fig 9 shows the projected replacement cost asset values over the planning period in current 2009/10 dollar values. These projections are based on a percentage increase using the asset renewal rate.

Fig 9 Projected Asset Values

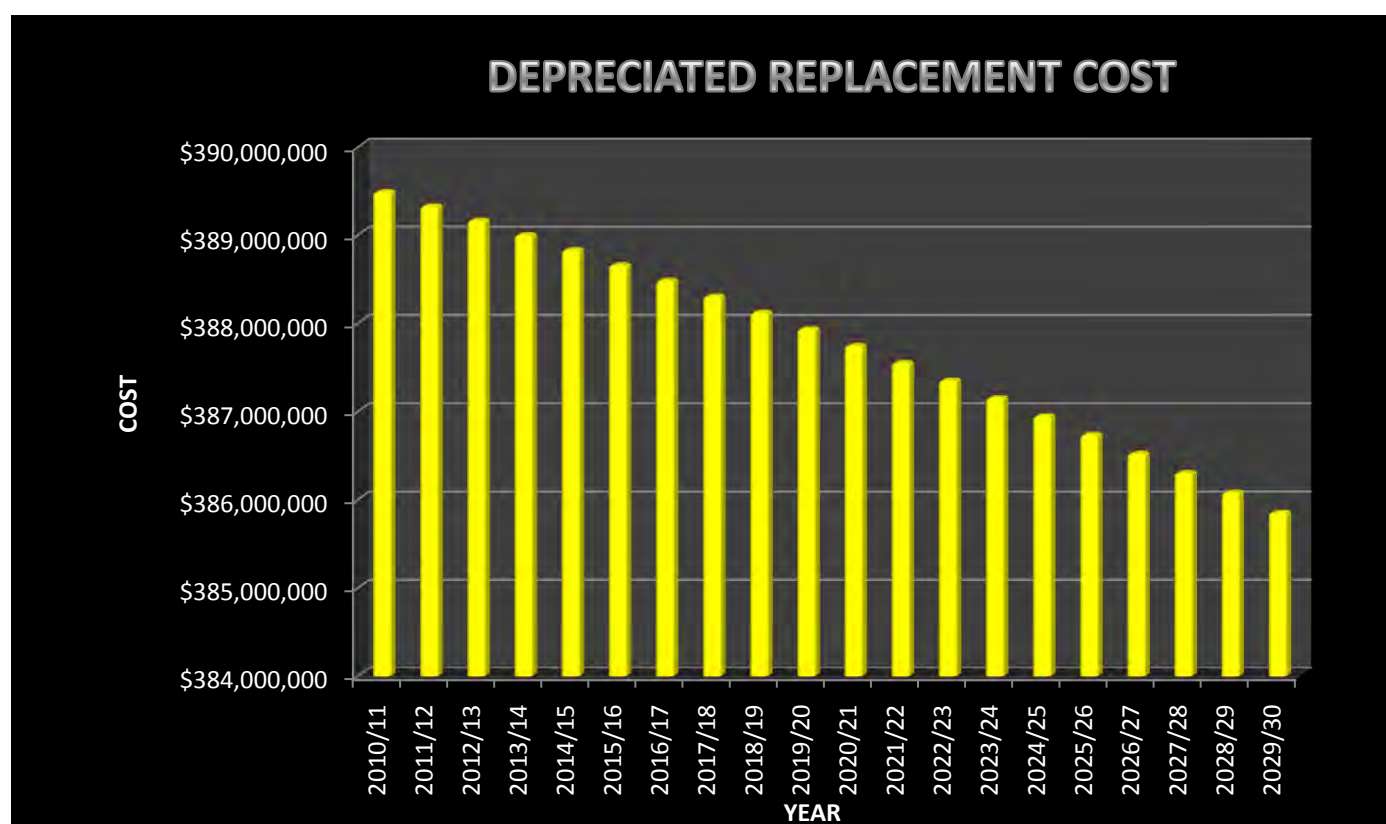


Depreciation expense values are forecast in line with asset values as shown in Fig 10. These projections are based on a percentage increase using the asset renewal rate.

Fig 10 Projected Depreciation Expense



The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Fig 11.



6.4 Key Assumptions made in Financial Forecasts

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

Key assumptions made in this asset management plan are:

- Newly constructed assets will have the base allocation for the service specification increased in the subsequent financial year as per the agreed (indexed) rate in the adopted Service Specification.
- Developer constructed assets considering the whole of life costs associated with creating the assets (e.g.: internal waste system, structural materials, landscaping etc.)
- Property assets will remain in Council ownership throughout the planning period.
- Forecasts are based on current equipment and construction cost and will be influenced by cost increases in materials and labour.

- The projected and planned renewals will remain constant at \$2,000,000 and \$1,550,000 respectively. Maintenance costs are based largely on historical expenditure and assume there are no significant increases in service requirements or contractor/material rates.
- Asset renewal costs in years 1 to 3 are generally based on staff assessment of renewal needs, and from year 3 on, the costs are based on the life expectancy of the asset and the proposed alignment with other asset groups.
- It is assumed that new release areas in Penrith will significantly increase the population of Penrith City Council Local Government Area thus increasing the need for capital expenditure (new works and renewals).
- Accuracy of future financial forecasts may be improved in future revisions of this asset management plan by the following actions.
 - Confirming rates of development in new release areas
 - Improved tracking of operation / maintenance and rehabilitation costs.
 - Centralised asset management and data analysis.
 - The implementation of a Council wide Asset Management Plan.



7. ASSET MANAGEMENT PRACTICES

This section identifies the strategies, practices and guidelines supporting Asset Management at Penrith City Council. These activities have no direct impact on the condition or performance of the asset themselves, but provide the tools and functions required to support the maintenance, renewal and enhancement plans. These functions include:

- System planning and monitoring
- System record management
- Asset management planning and policy

7.1 Accounting/Financial Systems

Financial transactions are recorded in Council's corporate financial systems (currently Technology 1 – Financials).

The Senior Finance Officer and Senior Accountant are responsible for operating the finance system. A Systems Analyst provides technical support for the systems operation and maintenance.

The Long Term Financial Plan also uses the life cycle program as a stand-alone asset management database for all infrastructure assets. Asset data is manually transferred (at a Group level) into the general ledger (Finance One).

The finance system is the responsibility of the finance function. The life cycle asset management database is the joint responsibility of the civil maintenance function and the information management function.

Council's long term Financial Model as included in the Resource Strategy demonstrates Council's financial position and its capacity to fund additional major capital expenditure, continued asset renewal and any potential increase in services or service levels. It has been prepared in accordance with the provisions of the Local Government Amendment (Planning and Reporting) Act 2009 and the associated guidelines and manual. It clearly shows that Council, with its current income, has no capacity to fund additional facilities or upgrades unless services or service levels are decreased, or additional funding sources are identified. This has particular relevance given that there is already a gap identified between planned building asset renewals and projected building asset renewals.

The Local Government Act 1993 requires that Council prepare and maintain all accounting records, accounts and financial statements in accordance with all relevant Australian Accounting Standards. The following accounting standards and guidelines must be complied with:

- AASB 116 Property, Plant & Equipment – prescribes requirements for recognition and depreciation of property, plant and equipment assets
- AASB 136 Impairment of Assets – aims to ensure that assets are carried at amounts that are not in excess of their recoverable amounts
- AASB 1021 Depreciation of Non-Current Assets – specifies how depreciation is to be calculated
- AAS 1001 Accounting Policies – specifies the policies that Council is to have for recognition of assets and depreciation

- AASB 1041 Accounting for the reduction of Non-Current Assets – specifies the frequency and basis of calculating depreciation and revaluation basis used for assets
- AAS 1015 Accounting for acquisition of assets – method of allocating the value to new assets on acquisition
- AAS 27 Financial reporting by Local Government
- AAS 1010 Recoverable Amounts of Non-Current Assets – specifies requirement to test the reasonableness of valuations

Council will be preparing a draft capitalisation and depreciation policy which is currently being reviewed. Financial thresholds and activities have been developed to assist in determining when expenditure is capital or maintenance.

Accounting for Property, Plant, Equipment and Infrastructure Policy, the objective of this policy is to provide guidance around identifying, classifying, valuing, recording and disposing of non-current physical assets. This will provide for greater understanding and accuracy of Penrith City Council's capital requirements and depreciation expenses in the context of financial sustainability and intergenerational equity as well as ensuring that Penrith City Council is meeting its statutory reporting obligations.

Any changes to our current financial systems will be driven from the Service Review and the Asset Strategy Framework.

7.2 Asset Management Systems

Council is in the process of recording physical asset data in Council's Asset Management System (currently Technology One Works & Assets). Once this is achieved Council will have improved information to better manage its assets.

Data entry on a job by job basis is handled by relevant departmental staff within Penrith City Council. It is suggested that life cycle is used as the base for a proactive maintenance program using data collected in the most recent survey.

As a result of this Asset Management Plan, the following changes are proposed for the asset management system;

- Integration with GIS so that all assets can be located easily with some accuracy
- Integration with Records Management to ensure all documentation relevant to each asset is linked and available.
- Additional asset classes are added to ensure the system can be utilised to its full potential.
- Link customer requests with specific assets or asset types.

7.3 Information Flow Requirements and Processes

The key information flows *into* this asset management plan are:

- The asset register data on size, age, value, remaining life of the asset;
- The adopted service levels;
- Projections of various factors affecting future demand for services;
- Data on new assets acquired by council.

The key information flows *from* this asset management plan are:

- The assumed Works Program and trends;
- The resulting budget, valuation and depreciation projections;
- The useful life analysis.

These will impact the Long Term Financial Plan, Strategic Business Plan, annual budget and departmental business plans and budgets.

Currently Council is developing it processes for recognising the creation of infrastructure assets. Council has embarked on a journey to capture the back log of asset inventory data primarily for the purposes of asset revaluation. This is on the threshold of being completed and Council recognises the importance of now maintaining the asset register as has been reflected in the asset management policy.

New assets can be realised in any one of the following ways:

- Gifted to Council from developers
- Constructed as part of a project, and
- Installed by contractors or staff.

Similarly for major projects, the Project Manager is responsible for ensuring that the information pertaining to any new building assets is provided to Council in adherence with the standards and in a timely manner. Lastly, Council is working on procedures for internal staff to follow when installing new assets. This will involve recording some detail about the new asset and its location and then passing this information to the officer responsible for updating the asset register. Currently this process is very informal.

These will impact the Long Term Financial Plan, Strategic Business Plan, annual budget and Departmental business plans and budgets.



7.4 Standards and Guidelines

- Local Government Act 1993
- Protection of the Environment Operations Act 1998
- Environmental Planning and Assessment Act 1979
- Occupational Health and Safety Act 2000
- Roads Act 1993
- Council's Probity and Governance Policies
- Dept of Environment and Conservation – Threatened species conservation Act – 1995
- Council's Customer Service Charter
- Australian Accounting Standards (AASB116, Property, Plant and Equipment, Australian Accounting Standards Board, July 2007. International Infrastructure Management Manual, Institute of Public Works Engineering Australia, 2006) IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au
- ISO 36000 – Risk Management
- Councils' Customer Service Charter
- Council's Probity and Governance Policies
- AAS27, Financial Reporting by Local Governments, Australian Accounting Standards, June, 1996.
- AASB1031, Materiality, Australian Accounting Standards Board, July 2004.
- Local Government Asset Accounting Manual, Department of Local Government, New South Wales, Update No. 4, 1999

8. PLAN IMPROVEMENT AND MONITORING

8.1 Performance Measures

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

- The degree to which the required cash flows identified in this asset management plan are incorporated into council's long term financial plan and Strategic Management Plan;
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the asset management plan;

8.2 Improvement Plan

The asset management improvement plan generated from this asset management plan is shown in Table 8.2.

Table 8.2 **Improvement Plan**

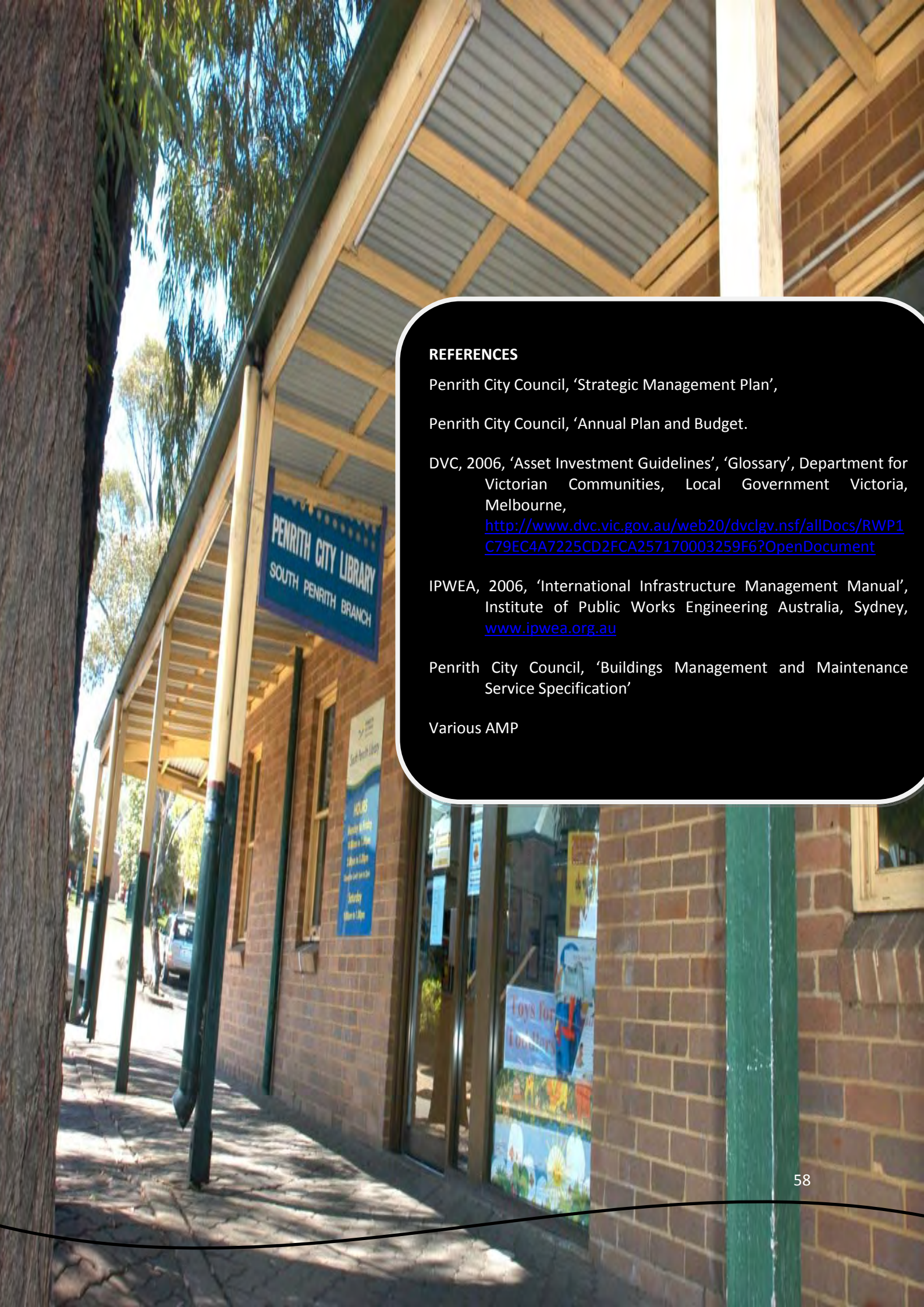
Task No	Task	Responsibility	Resources Required	Timeline
1.	Undertake compliance works program identified in the building data collection project.			
2.	Develop a plan for proactive maintenance and renewal works, including recording all costs against each job.			
3.	Update works that have already been completed against the renewal and maintenance program.			
4.	Undertake a strategic review of community needs which require building services. Compare these needs against the current stock of buildings. Identify options including non asset solutions, joint ventures, community group's joint ventures. Dispose of surplus assets.			
5.	Review internal service provision maintenance and renewal rates against industry benchmarks			
6.	Update and revise plan to reflect changes in asset portfolio and business practices.			
7.	Revaluation of Buildings including update of building component data by independent company.			
8.	Ongoing rolling program of data collection.			

8.3 *Monitoring and Review Procedures*

This asset management plan will be reviewed during annual budget preparation and amended to recognise any changes in service levels and/or resources available to provide those services as a result of the budget decision process.

The Plan will be updated annually, with a significant review occurring every four years.





REFERENCES

Penrith City Council, 'Strategic Management Plan',

Penrith City Council, 'Annual Plan and Budget.

DVC, 2006, 'Asset Investment Guidelines', 'Glossary', Department for Victorian Communities, Local Government Victoria, Melbourne,

<http://www.dvc.vic.gov.au/web20/dvclgv.nsf/allDocs/RWP1C79EC4A7225CD2FCA257170003259F6?OpenDocument>

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au

Penrith City Council, 'Buildings Management and Maintenance Service Specification'

Various AMP



APPENDICES

- Appendix A Buildings covered in this Plan
- Appendix B Maintenance Response Levels of Service
- Appendix C Sustainability Ratio
- Appendix D Asset Management System Structure

APPENDIX A – BUILDINGS COVERED BY THIS PLAN

Asset Type	Number	Asset Replacement Value
Sporting and Park Amenity Buildings	43	\$26,177,500
Public Toilets	35	\$14,284,000
Sporting and Social Clubs	20	\$13,133,000
SES and Bush Fire Sheds	11	\$5,761,700
Council Administrative and Operation Buildings	5	\$93,195,700
Community Uses	9	\$2,582,000
Seniors Citizens Centres	2	\$7,475,000
Children's Centres	28	\$43,143,200
Early Childhood Centres	1	\$826,000
Shops and Offices managed by Property Dept.	14	\$52,014,000
Residential Property managed by Community Development	1	\$11,815,000
Halls	11	\$16,821,000
Neighbourhood Centres	24	\$26,181,200
Historic Site Buildings	3	\$3,305,000
Libraries	2	\$1,110,000
Miscellaneous	8	\$1,546,400
Controlled Entities	4	\$71,134,000
Youth Centres	3	\$6,933,000
Total	224	\$397,437,700

Appendix B Maintenance Response Levels of Service

Maintenance Response Performance Indicators	LOS Target
Vandalism cases reported to Council attended to within 24 hrs	100%
Critical maintenance assessed and responded to within 24 hours	100%
Non critical maintenance assessed and repaired within 10 working days	100%

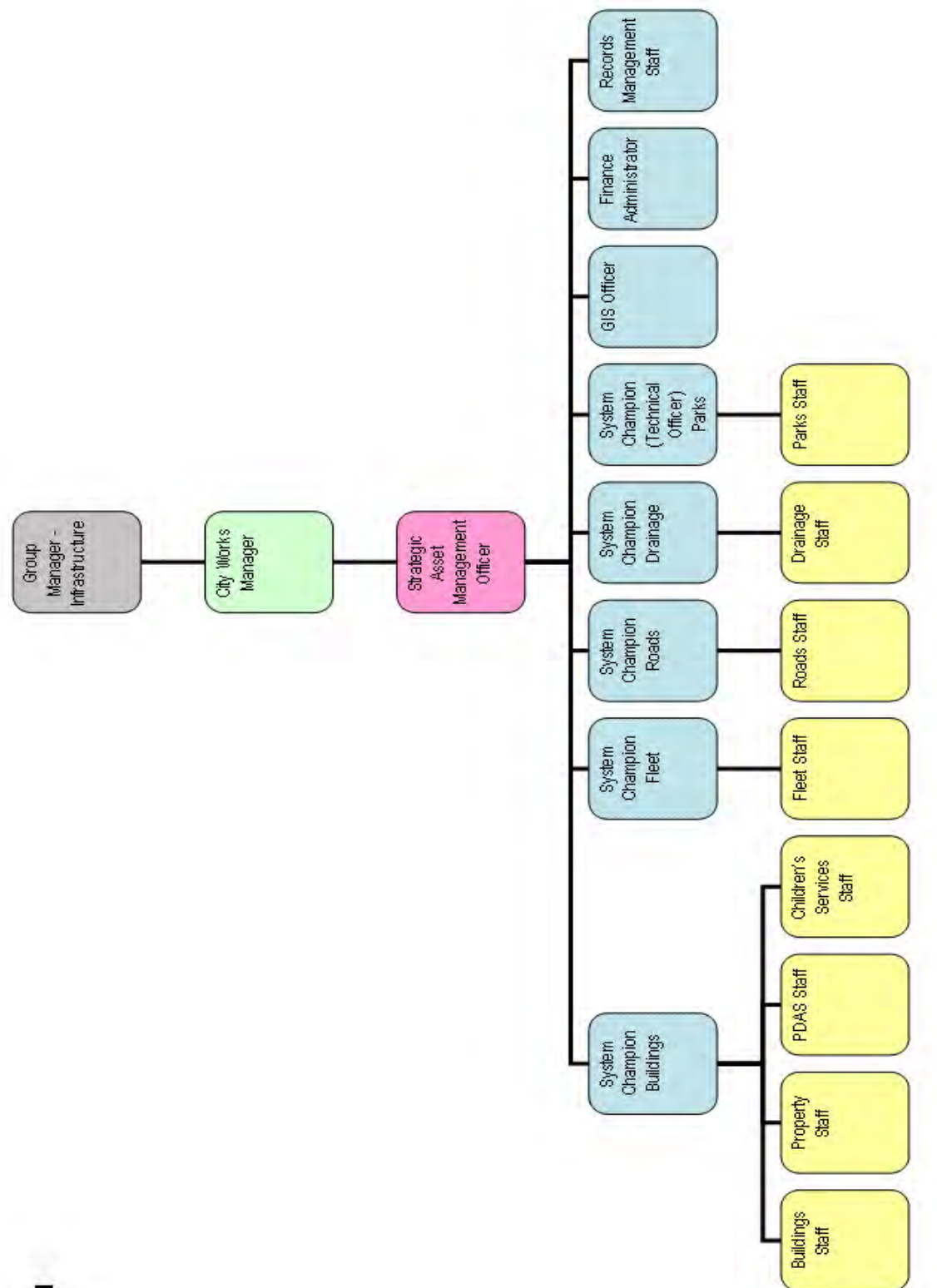
****Note: Future revisions of this plan will introduce Key Performance Indicators to maintain the Level of Service for this Asset Category. ****

Appendix C Sustainability Ratio

Buildings 10 Year Scenario			Notes
10 Year Sustainability Ratio			
Required 10 Year	Total (\$)	Annual (\$)	
Renewal	\$77,300,000.00	\$7,730,000.00	
Maintenance	\$17,080,000.00	\$1,708,000.00	
Total	\$94,380,000.00	\$9,438,000.00	
Planned 10 Year	Total (\$)	Annual (\$)	
Renewal	\$15,500,000.00	\$1,550,000.00	
Maintenance	\$28,460,000.00	\$2,846,000.00	
Total	\$43,960,000.00	\$4,396,000.00	
10 Year Sustainability Ratio			
Planned		\$43,960,000.00	
Required		\$94,380,000.00	
Ratio		0.47	
Average Annual Lifecycle Sustainability Ratio			
Lifecycle Cost		Annual (\$)	
Renewal	AAAC	\$7,948,754.00	
Maintenance	10 Year Average	\$1,708,000.00	
Total		\$9,656,754.00	
Lifecycle Expenditure		Annual (\$)	
Renewal	10 Year Average	\$1,550,000.00	
Maintenance	10 Year Average	\$2,846,000.00	
Total		\$4,396,000.00	
Average Annual Lifecycle Sustainability Ratio			
Planned		\$4,396,000.00	
Required		\$9,656,754.00	
Ratio		0.46	

Appendix D Asset Management Systems Structure

Responsibilities for administering asset management systems are as follows:



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Penrith City Council

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For more information contact Penrith City Council's
Asset Systems team on 02 4732 7910

Penrith City Council, 601 High St, Penrith NSW 2750

Telephone: 02 4732 7777

Website: www.penrithcity.nsw.gov.au

Interpreting Assistance

ENGLISH	If you do not understand this, please contact the Telephone Interpreting Service on 131 450 and ask them to contact Penrith City Council on your behalf on (02) 4732 7777. Or come to the Council offices and ask for an interpreter.
ARABIC	إذا لم يكن بإمكانك قراءة النص أعلاه، الرجاء الاتصال بخدمات الترجمة الفورية الهاتفية (TIS) على الرقم 131 450 والطلب منهم الاتصال بدورهم بمجلس مدينة بنريث نيابة عنك على الرقم 4732 7777 (02). أو يمكنك الحضور إلى المجلس وطلب ترتيب مترجم فوري لك.
CHINESE	如果您无法阅读这些文字，请致电 131 450 联系电话传译服务中心，请他们代您拨打 (02) 4732 7777 联系 Penrith 市议会。您也可以亲自到市议会来并要求获得口译服务。
GREEK	Αν δεν μπορείτε να το διαβάσετε αυτό, τηλεφωνήστε στην Τηλεφωνική Υπηρεσία Διερμηνέων στο 131 450 και ζητήστε τους να επικοινωνήσουν με το Δήμο Penrith (Penrith City Council) για λογαριασμό σας στον αριθμό (02) 4732 7777, ή ελάτε στη Δημαρχία και ζητήστε διερμηνέα.
HINDI	यदि आप इसे नहीं पढ़ पाते हैं, तो कृपया 131 450 पर टेलीफोन दुभाषिया सेवा से संपर्क करें और उनसे कहें कि वे आपकी ओर से पेनरथि सिटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएँ और एक दुभाषिया की माँग करें.
ITALIAN	Se non riuscite a leggere questo, contattate il servizio telefonico di interpretariato al numero 131 450 e chiedetegli di contattare da parte vostra il comune di Penrith City al numero (02) 4732 7777 oppure venite in comune e richiedete un interprete.
MALTESE	Jekk ma tistax taqra dan, jekk jogħġbok, ikkuntattja lit-Telephone Interpreting Service fuq 131 450 u itlobhom biex jikkuntattjaw Penrith City Council f'ismek fuq (02) 4732 7777. Jew ejja l-Kunsill u itlob għal interpretu.
PERSIAN	اگر نمی توانید این مطلب را بخوانید، لطفاً به خدمات ترجمه تلفنی به شماره 131 450 زنگ بزنید و از آنان بخواهید با شورای شهر پنریت Penrith City Council به شمار 4732 7777 (02) از جانب شما تماس بگیرند. یا اینکه به شهرداری Council آمده و مترجم بخواهید.
SINGHALESE	ඔබට මෙය කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 සමඟ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ වෙනුවෙන් දුරකථන අංක (02) 4732 7777 අමතා පෙන්නර් නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. තැනිතම් නගර සභාව වෙත පැමිණ හානි පරිවර්තකයකු ලබා දෙන ලෙස ඉල්ලා සිටින්න.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவை'யை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்றித் நகரவையுடன்' (02) 4732 7777 எனும் இலக்கத்தில் உங்கள் சார்பாக தொடர்பு கொள்ளுமாறு கேளுங்கள். அல்லது நகரவைக்கு விஜயம் செய்து உரைபெயர்ப்பாளர் ஒருவர் வேண்டுமெனக் கேளுங்கள்.
VIETNAMESE	Nếu quý vị không thể đọc được thông tin này, xin liên lạc Dịch Vụ Thông Dịch Qua Điện Thoại ở số 131 450 và yêu cầu họ thay mặt quý vị liên lạc với Hội Đồng Thành Phố Penrith ở số (02) 4732 7777. Hoặc hãy tới Hội Đồng và yêu cầu có thông dịch viên.

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