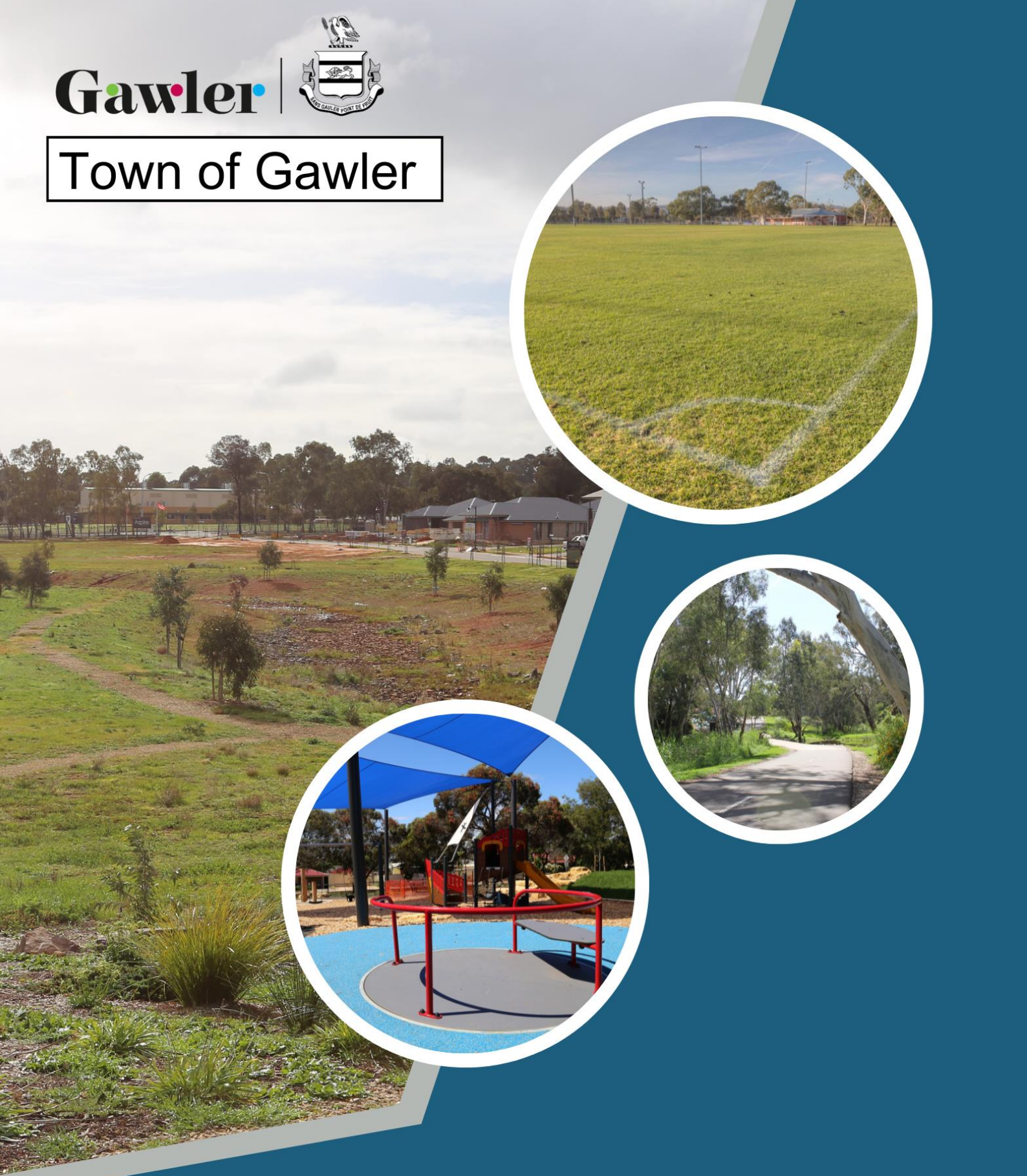


Gawler



Town of Gawler



Open Space Asset Management Plan

Document Control	Asset Management Plan
-------------------------	------------------------------

Document ID :

Rev No	Date	Revision Details	Author	Reviewer	Approver
	11/08/2021	First Draft	WK	BD	SD

© Copyright 2019 – All rights reserved
The Institute of Public Works Engineering Australasia

Contents

- 1.0 EXECUTIVE SUMMARY 5**
- 1.1 The Purpose of the Plan..... 5
- 1.2 Asset Description 5
- 1.3 Levels of Service..... 6
- 1.4 Future Demand 6
- 1.5 Lifecycle Management Plan 6
- 1.6 Financial Summary..... 7
- 1.7 Asset Management Practices 10
- 1.8 Monitoring and Improvement Program 10

- 2.0 Introduction 12**
- 2.1 Background 12
- 2.2 Goals and Objectives of Asset Ownership 15

- 3.0 LEVELS OF SERVICE 17**
- 3.1 Customer Research and Expectations 17
- 3.2 Strategic and Corporate Goals 18
- 3.3 Legislative Requirements..... 19
- 3.4 Customer Values 20
- 3.5 Customer Levels of Service 20
- 3.6 Technical Levels of Service..... 21

- 4.0 FUTURE DEMAND 24**
- 4.1 Demand Drivers 24
- 4.2 Demand Forecasts 24
- 4.3 Demand Impact and Demand Management Plan 24
- 4.4 Asset Programs to meet Demand 25
- 4.5 Climate Change and Adaption 25

- 5.0 LIFECYCLE MANAGEMENT PLAN 27**
- 5.1 Background Data 27
- 5.2 Operations and Maintenance Plan 30
- 5.3 Renewal Plan 33
- 5.4 Summary of future renewal costs..... 34
- 5.5 Acquisition Plan 35
- 5.6 Disposal Plan..... 37
- 5.7 Summary of asset forecast costs 37

6.0	RISK MANAGEMENT PLANNING	39
6.1	Critical Assets.....	39
6.2	Risk Assessment.....	39
6.3	Infrastructure Resilience Approach	42
6.4	Service and Risk Trade-Offs	42
7.0	FINANCIAL SUMMARY	44
7.1	Financial Statements and Projections.....	44
7.2	Funding Strategy.....	45
7.3	Valuation Forecasts	45
7.4	Key Assumptions Made in Financial Forecasts	46
7.5	Forecast Reliability and Confidence.....	46
8.0	PLAN IMPROVEMENT AND MONITORING	48
8.1	Status of Asset Management Practices	48
8.2	Improvement Plan	48
8.3	Monitoring and Review Procedures	49
8.4	Performance Measures	50
9.0	REFERENCES	51
10.0	APPENDICES	52
Appendix A	Acquisition Forecast.....	52
Appendix B	Operation Forecast	53
Appendix C	Maintenance Forecast	54
Appendix D	Renewal Forecast Summary	55
Appendix E	Disposal Summary.....	56
Appendix F	Budget Summary by Lifecycle Activity	57
Appendix G	Asset Management Process Flow Chart	58

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Asset management planning is a comprehensive process ensuring delivery of services from infrastructure is financially sustainable.

Asset management provides strategic guidance in the planning, acquisition, operation and maintenance, renewal and disposal of assets. Its objective is to maximise asset service delivery potential, manage related risks and costs over the asset life cycle.

This Asset Management Plan (AM Plan) details information about open space assets with actions required to provide an agreed level of service to the community in the most cost-effective manner while outlining associated risks and future improvement actions. The Plan defines the services to be provided, how the services are provided and what funds are required to provide over the 2020-2039 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

This plan covers open space assets under the care, control and ownership of the Town of Gawler and outlines expenditure required in order to effectively manage asset service levels into the future while providing structured and informal recreation facilities for a healthy, active, safe and engaged community.

The Open Space Asset Management Plan is also required to support Council's Long Term Infrastructure and Asset Management Plan (LTIAMP), meet regulatory requirements of the Local Government Act 1999 and deliver growth goals identified in the Town of Gawler Community Plan 2030+.

The Asset Management Plans have been prepared using NAMS Plus financial modelling and reporting provided by Institute of Public Works Engineers of Australasia (IPWEA), which is considered to be best industry practice. The Asset Management Plans have also been prepared in 2021 following the latest audited financial statements of the Council as recommended by NAMS Plus financial modelling and therefore financial year 2020/21 is considered the first year of the Asset Management Plans.

1.2 Asset Description

The open space assets comprises:

- Furniture & fittings
- Fences & retaining walls
- Infrastructure & structures
- Irrigation systems
- Playgrounds & equipment
- Monuments and feature structures
- Signs

The Open Space network comprises:

- Active open spaces (e.g. for sports, exercise or active play)
- Natural areas supporting native plants and animal habitats (e.g. river banks)
- Passive open spaces (e.g. unstructured physical activities such as picnics, walking and cycling).
- Specific purpose open spaces (e.g. cemetery, dog parks, and open spaces with heritage significance).
- Linear trails along river corridor.

The above infrastructure assets have total renewal value estimated at \$12million.

1.3 Levels of Service

Council's present funding levels are sufficient to continue to provide existing services at current service levels by renewing and maintaining existing assets and maintaining contributed assets being received from new land developments. However, the Council will need to consider the allocation of additional funding for operations and maintenance costs arising from new assets and upgrade works in the long term.

The Council's present funding levels are sufficient to continue to provide existing services at current service levels in the short term. However, the planned funding allocations are insufficient to continue to provide existing services at current levels mainly due to the associated increase of operation and maintenance costs for new assets.

The main service consequences of the Planned Budget are:

- Reduce service levels in some areas such as recreational assets by not renewing on time when falling below the current acceptable level of service noting risk management considerations.
- Reduce maintenance activities/ practices/ frequency which lower the assets' level service to the community noting risk management considerations.
- Postpone upgrades which would improve/ increase assets function/ capacity.
- Delay creating new open spaces and facilities at local, neighbourhood and district catchment levels.

1.4 Future Demand

The main demands for new services are created by:

- Population Growth by 1% to 2% per annum
- Demographic Change
- Population density increase
- Change of Land use
- Legislative requirements
- Actions to mitigate climate change

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

- Ensure new open spaces are suitable for a range of activities rather than specific to a particular sport.
- Potential for resource sharing of ovals and fields with schools.
- Upgrading existing open space facilities instead of creating new assets.
- Prioritise upgrades and new asset creations across all Council asset types and implement accordingly.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10 year total outlays, which for the open space assets service is estimated as \$88,723,344 or \$8,872,335 on average per year. These figures are based on the identified asset renewals, new assets and upgrade capital works in Long Term Infrastructure Asset Management Plan (LTIAMP) and operation and maintenance works on them.

There are non-discretionary asset acquisitions and upgrades in the LTIAMP for open space assets. They are redevelopment of Essex Park and implementation of Karbeethan Reserve Masterplan or other iconic project and development of recycled water supply system in the southern urban growth areas with the remainder being discretionary expenditure for new open space assets.

1.6 Financial Summary

1.6.1 What we will do

The estimated available funding for the 10 year period is \$86,015,936 or \$8,601,594 on average per year as per the Council's Long-Term Financial Plan or Planned Budget (LTFP). This is 96.95% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the LTFP can be provided. The informed decision making depends on the AM Plan emphasising the consequences of planned budgets on the service levels provided and risks.

According to LTFP, the Council has an annual financial capacity of approximately \$3,000,000 for new asset acquisitions and upgrade works across all asset classes. There is an exception that \$40 million has been allocated in LTFP for two year period (2027 & 2028) for an iconic project upgrade (ie Karbeethan Reserve Master Plan implementation). For the purposes of developing these Asset Management Plans it is assumed that that for New Assets annually only \$400,000 is available for stormwater assets acquisitions/upgrades, \$1,600,000 for transport assets, \$400,000 for open space assets, \$300,000 for buildings assets and \$300,000 for other plant/equipment and IT assets. These proportions are based on the Council's expenditure on acquisition (new assets and upgrade works) requirements on each asset class in the recent years. Comparatively a bigger portion of \$1.6m has been allocated for transport asset class because more funding is needed for new footpaths, walking & cycling paths and kerb & water table and upgrading old road pavements and bridge structures, noting it this asset class is valued at approximately \$200M.

However the LTFP allows for some flexibility in allocating \$3M on any asset class based on the priority of new and upgrade works for any given financial year.

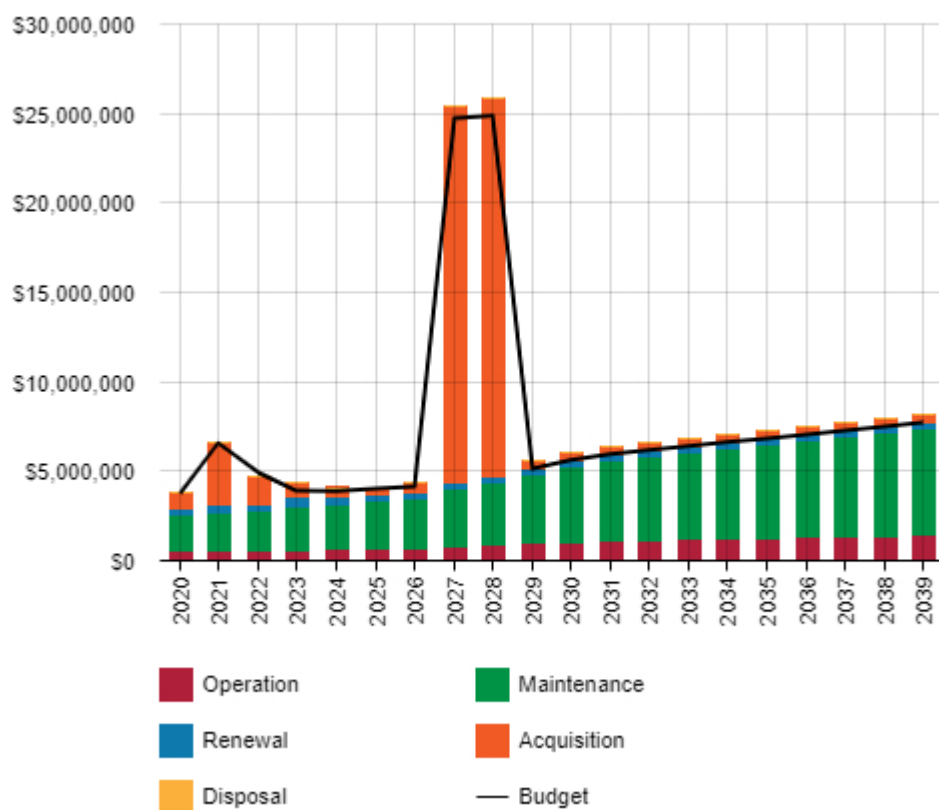
The planned budget for open space assets identifies a shortfall of \$270,741 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the LTFP. This shortfall is due to new asset acquisitions, existing asset upgrades and operation and maintenance cost needed following new and upgrade asset projects planned for next 10 years. However, the LTFP has the budget allocation for existing asset replacements and renewals identified in LTIAMP. Therefore, the asset renewal funding ratio is 100% and the overall financial position is shown in the figure below.

There are non-discretionary asset acquisitions and upgrades in the LTIAMP for open space assets and include the implementation of Karbeethan Reserve Master Plan, redevelopment of Essex Park precinct or other iconic project and development of recycled water supply system in the southern urban growth areas with the remainder being discretionary expenditure.

Priority funding from \$3M will be on non-discretionary capital projects and the remainder on the discretionary projects on a priority basis as determined by the council.

Creation of new assets results in additional Operations and Maintenance (O&M) costs. For existing asset upgrades, the O&M cost increase is expected to be low.

Forecast Lifecycle Costs and Planned Budgets



Note: Figure Values are shown in 2021 dollars.

The forecasted peak values in 2027-2028 are on new assets and upgrade works from implementation of an iconic project (i.e. Karbeethan Reserve Master Plan).

Council plan to provide open space asset services for the following:

- Operation, maintenance, renewal and upgrade of open space furniture & fittings, infrastructure, fencing, irrigation systems, playgrounds & equipment and signage to meet service levels set by in annual budgets.
- Parking facilities at Gawler Oval and Dead Mans Pass, Karbeethan Reserve Master Plan implementation, upgrade playgrounds to the current community expectations and standards, implement Council’s Biodiversity Management Plan and Gawler Open Space, Sport & Recreation Plan 2025 Directions in stages and design & commission iconic public arts within the 10-year planning period.
- Other works that have been identified in the LTFP within the 10 year planning period.

1.6.2 What we cannot do

We currently do not allocate enough budget in Council’s LTFP (i.e. black budget line in the above figure) to provide all new open space assets sought in Council’s Long Term Infrastructure and Asset Management Plan. New open space assets (i.e. acquisitions) and services these assets provide that currently cannot be delivered under current funding levels include:

Key underfunded projects:

- Karbeethan Reserve / Essex Park Master Plan or Iconic Project implementation – Operation & Maintenance Costs

- Car park upgrades at reserves
- Additional dog off leash facilities
- Pioneer Park heritage wall restoration

Some are beyond the current LTFP capacity and expected to be delivered based on the highest priority in the future given there is flexibility in the \$3m allocation.

Key unfunded projects:

- Create new open spaces and facilities at various open spaces which are close and convenient to the local community. That is local level open spaces within a 300m catchment, neighbourhood level open spaces within 400m catchment and district level open spaces within 2km catchment.
- Other works that have not been identified in the LTFP such as implementation of Essex Park & Gawler Showgrounds Regional Sporting Precinct Master Plan.
- Provide a higher level of service than the current asset maintenance service levels/ and practices to the assets acquired from new land developments and capital works programs.

1.6.3 Managing the Risks

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

The main risk consequences are:

- Implementation of future maintenance work associated with new or upgraded assets would have insufficient budget leading to a reduced service life of assets.
- Temporary closure of playgrounds and other public realm assets due to public safety hazards associated with insufficient budget.
- Deferral of planned new or upgraded open space assets.
- Delays associated with implementation of strategic management plans including the Gawler Open Space Sport and Recreation Plan and associated impacts with delivery of the Council's Community Plan.
- Political and reputational risk to the Council associated with curtail of services not providing public realm assets.
- Increased number of complaints from the community about maintenance of open space assets.

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

- Ensuring design of new open space areas is in accordance with the standards and requirements outlined in Council's Open Space Guideline to ensure service levels are consistent for the relevant category of open space reserve area (i.e. local park, neighbourhood park, sports field etc.)
- Ensure open space maintenance budgets are forecasted for the next 10 year period and updated on an annual basis for the relevant new open space areas that are to be vested in and maintained by the Council.
- Ensure the 10 year forecasted open space budgets are based on the rate of development, included in the Council's LTFP and updated on an annual basis.
- Seek to implement priorities outlined in Council's strategic management plans that are affordable and planned in accordance with Council's Long Term Infrastructure and Asset Management Plan as updated on an annual basis.
- Renewing open space assets that have reached the end of their service life.
- Promoting use of recycled materials in a sustainable manner that does not reduce the intended service life of assets.

- Implementing hardscaping elements (i.e. fences, bins, seats etc.) at specific locations to manage public safety risks and improve service levels to the community over time.
- Maintaining shared paths if damaged due to river flooding or environmental factors to ensure assets can function for their intended service life.
- Inspecting critical assets frequently and prioritising and repairing defects in accordance with an inspection schedule.
- Adopting a sustainable assets maintenance strategy and associated annual budget.
- Creating sustainable assets in new land developments.
- Creating new assets on priority basis taking holistic approach including risk factors and in alignment with Council's Open Space, Sport & Recreation Plan 2025 Direction Report and Open Space Guideline.

Therefore, adjusting the Long Term Financial Plan to cater for the required costs of new assets into the future should be considered.

1.7 Asset Management Practices

The Town of Gawler manages its assets using the following systems:

- Civica Authority software for financial management and property and open space asset management,
- Tree Plotter software for tree management,
- Microsoft Office software also for open space infrastructure asset management,
- AssetMaster software for stormwater and transport infrastructure asset management,
- Uniqco software for Plant & Equipment Fleet Management,
- Content Manager Software for record management,
- Skytrust software for risk management.

Assets requiring renewal/replacement are identified from either the asset register or various alternative methods. These methods are part of the Lifecycle Model.

- Method 1 - If Asset Register data is used to forecast the renewal costs this is undertaken using the acquisition year and the useful life,
- Method 2 - Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

Method 2 (based on condition modelling systems) was used to forecast the renewal life cycle costs for this AM Plan.

1.8 Monitoring and Improvement Program

All AM Plans are considered to be living documents and where improvements to asset management practices are identified these should be documented in the Council's AM Plans. The following items have been identified in the development of the Open Space Asset Management Plan in order to improve asset management practices:

- Review and agree to an affordable Customer Level of Service,
- Review the Demand Management Plan, Risk Management Plan and Infrastructure Resilience Approach,
- Review asset renewal ranking criteria and new asset priority ranking criteria,

- Review capital expenditure during the Council annual budget preparation and amend to recognise any changes in service levels and/or resources available to provide those services,
- Value assets annually with a book value adjustment and five yearly with a unit rate review consistent with financial auditor requirements,
- Financial Statements and projections to be reviewed and revised based on cost updates after periodical asset financial valuation,
- Migrate open space asset data on to AssetMaster software,
- Review open space assets mapped on the corporate GIS system and update layer data where required,
- Schedule an assets condition audit based on a five yearly cycle,
- Schedule next update the Council's Open Space Asset Management Plan based on a four-year cycle.

2.0 Introduction

2.1 Background

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

This AM Plan is to be read with reference to the other strategic documents including but not limited to:

- Gawler Community Plan 2030+
- Gawler Open Space, Sport & Recreation Plan 2025 Directions Report (GOSSRP)
- Gawler Open Space Guideline 2019
- Gawler Design Manual 2019
- Gawler Walking and Cycling Plan 2018
- Gawler (CT) Development Plan July 2019
- Gawler River Open Space Strategy 2009
- Gawler Urban Rivers Master Plan 2013
- Environmental Management Plan 2016
- Long Term Financial Plan update 2021
- Long Term Infrastructure and Asset Management Plan 2020-2029
- Climate Emergency Action Plan (in progress)
- Annual Business Plans 2020-2021 and 2021-2022
- Asset Management Policy
- Asset Capitalisation Policy
- Risk Management Policy

Current status of Asset Management in the Organisation.

The infrastructure assets covered by this AM Plan include:

- furniture & equipment (seat, table, bench bbq's etc.)
- playgrounds & equipment
- shelters & shade structures
- retaining walls & fences
- irrigation systems
- landscape accessory, paved area
- lighting, signs
- monuments and feature structures

For a detailed summary of the assets covered in this AM Plan refer to Table in Section 5.

These assets are used to provide both structured and informal recreational services.

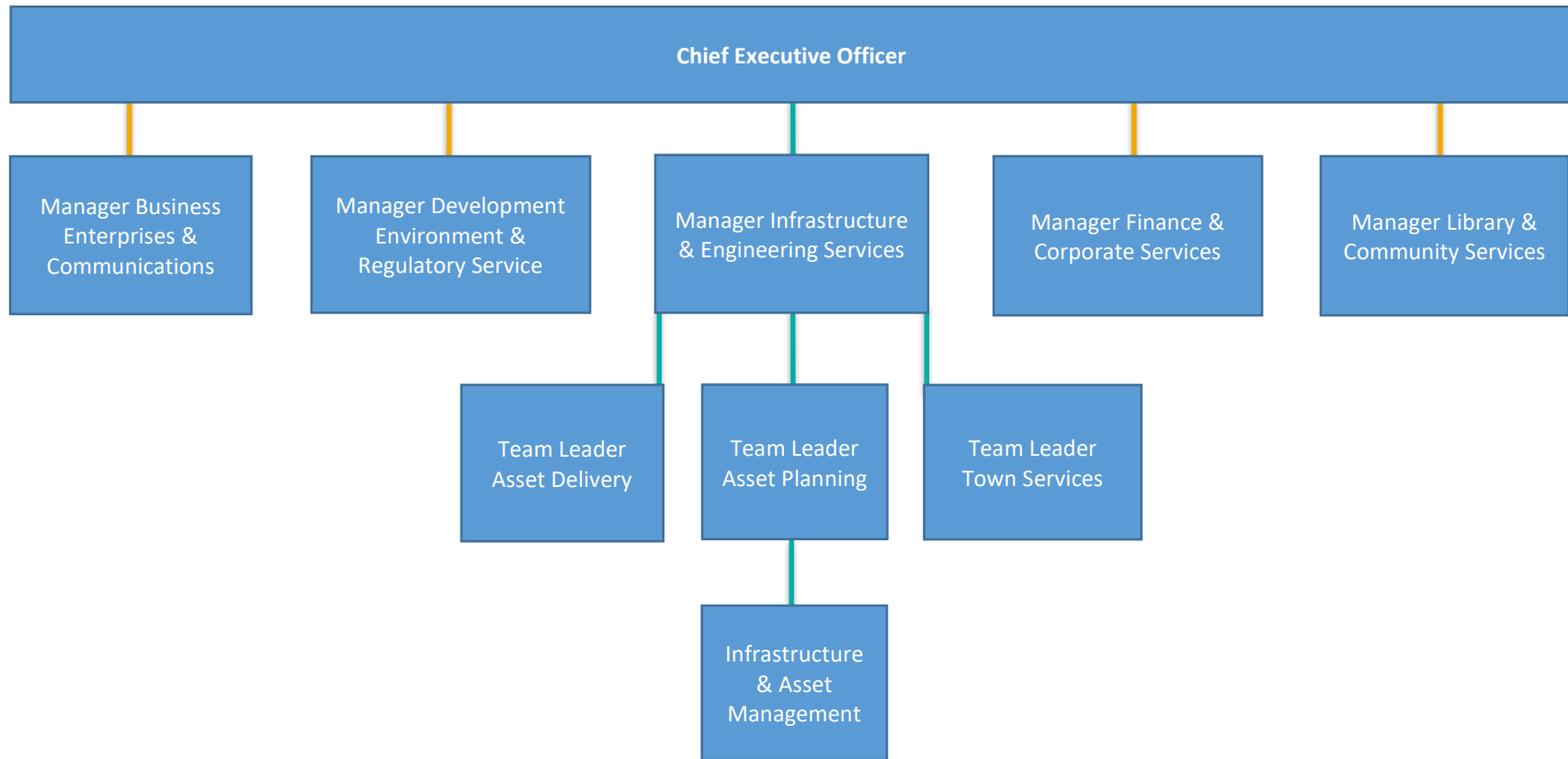
The infrastructure assets included in this Plan have a total replacement value of \$11,871,880. Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Council Members	<ul style="list-style-type: none"> ▪ Represent needs of community/shareholders, ▪ Allocate resources to meet planning objectives in providing services while managing risks, ▪ Ensure services provided by assets are financially sustainable, ▪ Approval of the AM Plan.
Executive Management	<ul style="list-style-type: none"> ▪ Allocate required funds for the implementation of AM Plan
Council Engineering Staff	<ul style="list-style-type: none"> ▪ Programming and implementing capital works and making application for funds to meet standards set, within budget constraints.
Council Operation Staff	<ul style="list-style-type: none"> ▪ Programming and implementing maintenance works to meet standards set, within budget constraints.
Developers	<ul style="list-style-type: none"> ▪ Vesting of new open space assets in the Council.
External Parties	<ul style="list-style-type: none"> ▪ Service level expectations by <ul style="list-style-type: none"> ▪ Community Residents & Businesses; ▪ Tourist and Visitors (as occasional users); ▪ Neighbouring Council's; ▪ Emergency Services; ▪ Developers & Utility Companies; ▪ Local Businesses and; ▪ Federal and State Government authorities & agencies (i.e. Environmental Protection Agency, Department for Environment and Water and others).

Our organisational structure for service delivery from infrastructure assets is shown below.

Town of Gawler Organisational Structure for Service Delivery from Infrastructure Assets



2.2 Goals and Objectives of Asset Ownership

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

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

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

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

- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

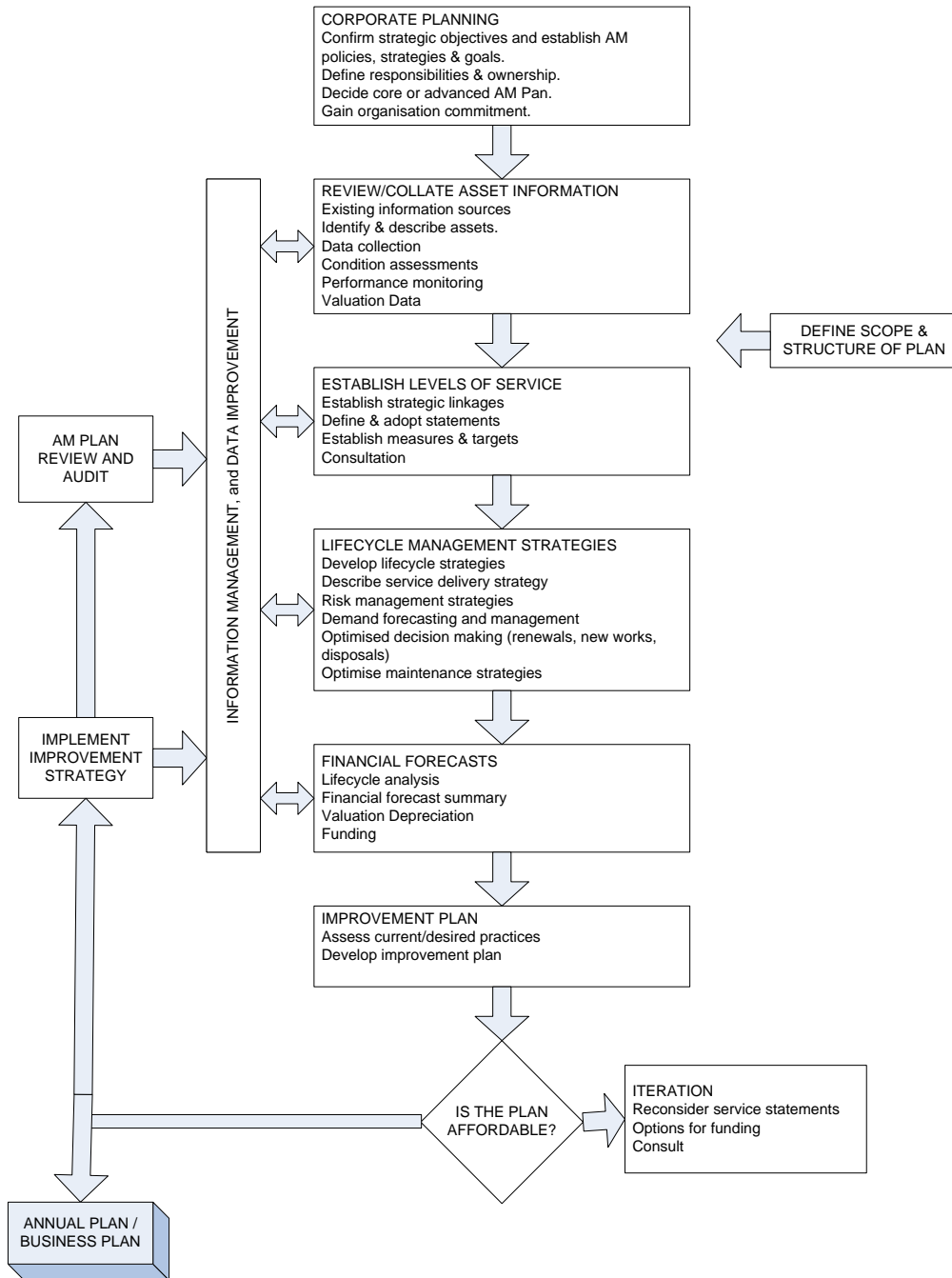
¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

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

Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

This AM Plan is prepared to facilitate consultation prior to adoption of levels of service by the Town of Gawler. Future revisions of the AM Plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Town of Gawler and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

Community level of service is the service received by the community in terms of safety and legislative compliance, quality, quantity, reliability, responsiveness, cost and efficiency. Council collects data on community expectations and satisfaction from customer service records system and through community surveys. A community survey was undertaken from 16 March to 24 April 2015 on the quality of the open space services provided by the Council as part of development of the Gawler Open Space Sport & Recreation Plan 2025. This was completed on-line and through hard copies with 116 respondents from the community providing feedback.

Table 3.1.1 summarises the results from our Customer Satisfaction Survey.

Table 3.1.1: Customer Satisfaction Survey Levels 2015

Performance Measure Quality	Satisfaction Level (%)					Overall Satisfied
	Very Satisfied	Fairly Satisfied	Satisfied	Somewhat Satisfied	Not Satisfied	
Sportsgrounds	25	44	27	3	1	96
Large recreational parks (e.g. Clonlea Park)	12	53	31	4	0	96
Small local parks (playgrounds, reserves)	12	41	36	7	4	89
Natural Area	18	48	29	3	1	95
Shared path	32	40	27	1	0	99

The community satisfaction rate on existing asset services is in the range of 89% to 96% which is high. It is noted that growth in land development and other changes in Gawler have occurred since 2015 resulting in an increased demand for services. It is therefore important that a new customer satisfaction survey be undertaken to compare to the results of 2015 and to inform future service level provision.

Future revisions of the AM Plan will incorporate a review on service levels and costs of providing the service after community consultation. This will assist the Town of Gawler and stakeholders in matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service. The below Table 3.1.2 outlines some questions that are likely to be included next customer satisfaction survey to assist informing service levels and associated planned budgets.

The above mentioned survey was undertaken in 2015 and Council does not have recent research on customer expectations. This will be investigated by conducting Customer Satisfaction Survey as a part of public consultation on this AM Plan.

Table 3.1.2 will summarise the results from our Customer Satisfaction Survey.

Table 3.1.2: Customer Satisfaction Survey Levels

Performance Measure	Satisfaction Level				
	Very Satisfied	Fairly Satisfied	Satisfied	Somewhat satisfied	Not satisfied
Are you satisfied with the quality of the Town of Gawler open spaces and reserves?	-	-	-	-	-
Are sportsgrounds maintained appropriately?	-	-	-	-	-
Are large recreational parks (e.g. Clonlea Park) maintained appropriately?	-	-	-	-	-
Are small local parks (e.g. playgrounds, reserves) maintained appropriately?	-	-	-	-	-
Are natural areas maintained appropriately and protect biodiversity?	-	-	-	-	-
Are shared paths (e.g. River corridor) maintained appropriately for their intended use?	-	-	-	-	-

3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Town of Gawler vision, mission, goals and objectives.

Our vision is:

A liveable, cohesive, active, innovative and sustainable community.

Our mission is:

The Town of Gawler is committed to fostering a liveable urban environment, taking advantage of the area’s natural beauty and accessibility to both Adelaide and the Barossa Valley. We enjoy a cohesive and active local community which Council is proud to support. Moving forward, the Town of Gawler recognises the serious impacts associated with Climate Change on our environment and are committed to more sustainable practices and enduring innovation in this regard.

Our values are:

Teamwork, integrity, inclusion, creativity and happiness.

Strategic goals have been set by the Town of Gawler. The relevant goals and objectives and how these are addressed in this AM Plan are summarised in Table 3.2. These goals and objectives are based on the Town of Gawler Community Plan 2030+.

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

Goal	Objective	How Goal and Objectives are addressed in the AM Plan
A Uniquely Identifiable Township	Protect and promote Gawler’s unique heritage	Maintain historic and unique assets for the appreciation of the community and visitors
Managed and Sustainable Growth	Physical and social infrastructure to service our growing population and economy	An Open Space Strategy that identifies current needs and influences future developments
A Healthy, Active, Safe, Engaged Community	Sporting facilities to meet local and regional community needs and provide facilities for a range of different recreational activities	Sport, recreation, open space and walking and cycle paths are maintained at a level of service that is acceptable and community can afford
To Respect, Protect and Nurture the Environment	Support provision of useable open space that preserves natural habitat and biodiversity	Balance service demand with sustainable and appropriate use of available resources
A Strong, Vibrant Community	Deliver ongoing effective and efficient services, including support for regional collaboration	Provide and maintain purpose built open space assets and facilities to hold community events

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the open space assets service are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
<i>Local Government Act 1999</i>	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan and long term infrastructure and asset management plan supported by other asset management plans for sustainable service delivery.
<i>Local Government (Financial Management and Rating) Amendment Act 2005</i>	Impetus for the development of a Strategic Management Plan, comprising an (Infrastructure) Asset Management Plan and Long-term Financial Plan.
<i>Environmental Protection Act SA 1993</i>	An Act to provide for the protection of the environment, and for related purposes.
<i>Planning, Development and Infrastructure Act 2016</i>	An Act to provide for matters that are relevant to the use, development and management of land and buildings, including by providing a planning system to regulate development within the State, rules with respect to the design, construction and use of buildings, and other initiatives to facilitate the development of infrastructure, facilities and environments that will benefit the community.
<i>Landscape SA Act 2019</i>	Set the key framework for managing the state's land, water, pest plants and animals, and biodiversity across the state.
<i>Work Health and Safety Act (2012) & Work Health and Safety Regulations (2012)</i>	The Act and Regulations’ objectives include: to secure the health, safety and welfare of persons at work.

<i>Disability Discrimination Act 1992 (DDA)</i>	The responsibilities and powers of the Council in providing equitable access for persons with a disability.
<i>Building code of Australia 2019</i>	Sets out standards for construction of buildings and other structures.

3.4 Customer Values

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

Customer Values indicate:

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

Table 3.4: Customer Values

Service Objective:			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Adequate open space asset & facilities	Customer surveys & Complaints	Minimal number of customer requests for open space assets.	Low cost assets (seat, bin etc.) can be provided with current budget allocation
Easy access	Customer surveys & Complaints	Minimal number of complaints for new playgrounds.	Without major capital expenditure this situation is not expected to improve
Clean and Tidy	Customer surveys & Complaints	Minimal number of complaints.	With the current budget we will not be able to expand the current maintenance practices. The trend of complaint is likely to increase.
Safe environment	Customer surveys & Complaints	Minimal number of complaints.	Not anticipated to change as Council endures to maintain safety.

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Quality How good is the service ... what is the condition or quality of the service?

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

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

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

These are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very Good and provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Condition of Facilities, Equipment and Furniture	Condition rating of the asset components	Most Assets are in condition 3 (fair) or better	Likely to stay as current. Measures will be refined based on community consultation.
	Confidence levels		Medium (Professional judgement supported by data sampling)	Low (Professional Judgement with no specific model evidence)
Function	Measure of whether the asset is appropriate for its intended use	The proportion of the assets that are “fit for purpose”*	Most assets are fit for purpose, however there is a proportion that require improvements to access with those living with a disability in the community	Likely to result in more assets meeting expectations of “fit for purpose” in the medium to long term at the time of asset renewal or the creation of any new or upgraded assets
	Confidence levels		Medium (Professional judgement supported by data sampling)	Low (Professional Judgement with no specific model evidence)
Capacity	Whether the capacity of the facilities, other equipment and assets are sufficient.	The assets and component assets have adequate capacity: No. of playgrounds and furniture	Most of the facilities have sufficient capacity, however there is an increasing proportion where the capacity is becoming a concern: need more playgrounds at locality	The shortfall in required budget is likely to result in more assets not having sufficient capacity
	Confidence levels		Medium (Professional judgement supported by data sampling)	Low (Professional Judgement with no specific model evidence)

3.6 Technical Levels of Service

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

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

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).

- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. playground equipment repairs, picnic table repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Asset managers should plan, implement and control technical service levels to influence the service outcomes.³

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

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Expand Sport Centres/Fields with additional facilities	Budget Allocation	Limited by the existing budget	As recommended in the GOSSRP Directions Report
	Provide playgrounds within 300-500m catchment distance	Budget Allocation	Limited by the existing budget	Playground within walking distance of approximately 300–500 metres from home
		Budget	\$4,889,600 (10 year average from LTFP)	\$5,070,400 (10 year average from LTIAMP)
Operation	Inspections	Frequency	Monthly (Playgrounds and Sporting Surfaces)	Remain as current monthly inspections
	Utility Cost	Measure used	Annual Cost	Will increase as additional assets are constructed and require operation
		Budget	\$674,382	\$692,370 (10 year average forecast from NAMS+ modelling)
Maintenance	Maintain grass height in sporting fields and open spaces and Vegetation clearance in reserves	Frequency	To Turf Quality Visual Standards As defined in the Year By Fortnight Plan Risk management	Likely to increase due to additional open spaces, road verges being created
	Playgrounds and furniture & equipment and other assets	Measure used	Annual Cost	Likely to increase due to additional assets being created and the ageing of fences and retaining walls

³ IPWEA, 2015, IIMM, p 2|28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
		Budget	\$2,678,612	\$2,750,565 (10 year average forecast from NAMS+ modelling)
Renewal	Sustain open space assets that meets users' need and safety - Playgrounds, fences, retaining walls and other assets	As identified by condition and safety audits	The Renewal activities that can be undertaken within the current Planned Budget	The Renewal activities as per the Lifecycle Forecast
		Budget	\$358,900 (LTFP)	\$358,900 (LTIAMP)
Disposal	Disposal of assets no longer in use	Identified assets and cost of disposals after investigations	Frequency or annual amount spent on Activity	Optimal frequency or annual amount spent on Activity
		Budget	No disposals Planned. Zero Total for the 10 years	No disposals Planned. Zero Total for the 10 years

Note: * Current activities related to the annual Planned Budget.

** Forecast required performance related to forecast lifecycle costs.

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time.

4.0 FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecasts

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

4.3 Demand Impact and Demand Management Plan

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

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

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

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population growth	Increased from 17,800 in 2001 to 23,583 persons in 2016.	1% to 2% annual increase	Asset capacity & function issues. Demand for upgrades/ new assets is likely to be increased significantly.	Combination of managing existing assets, upgrading existing assets and providing new assets funded by various parties. Partnership with other service providers. Reserves are suitable for a range of activities rather than specific to a particular activity.
Demographic change	Greater number of residents aged between 0-24 years and over 65 years old (49%).	Further increase with population growth	Asset capacity & function issues. Demand for more active open space/ facilities as well as passive open space areas	As above
Population density increase	Create smaller land lots that have small private open spaces/ backyards	This practice continues	Demand for neighbourhood reserves/playgrounds	As above
Change of land use	Urbanisation of rural living areas	Increase urbanisation	Demand for more open space facilities at new urban areas	Developers provide sustainable assets or contribute to upgrade existing assets to current standards.
Legislative requirements	Playgrounds installed to standards applicable at the time of installation	Playgrounds to meet DDA compliance to current	Some older playgrounds have DDA access or	Upgrade existing assets at the end of useful lives and/ or provide new assets

	Water body safety guidelines applicable at the time of installation	Australian Standards	equipment limitations	meeting legislative requirements.
Action on climate change	Street furniture, fencing and other structures made with traditional materials	Use of recycled products and materials	Cost for service may increase	Upgrading existing assets and providing new assets funded by various parties. Use of recycled materials and products.
Environmental considerations	Weeds and some tree and plants degrade natural environment	Weed removal, drought resistance plant species in passive open spaces and river corridors	Exotic species and weeds would spread impacting on establishment of native vegetation and biodiversity. Further erosion of watercourses if not rehabilitated.	Weedy wood removal, Planting native species & adopt water sensitive urban designs, rehabilitate and enhance watercourse environments.

4.4 Asset Programs to meet Demand

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

Acquiring new assets will commit the Town of Gawler to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the LTFP (Refer to Section 5).

4.5 Climate Change and Adaption

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

How climate change will impact on assets can vary significantly depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum we should consider both how to manage our existing assets given the potential climate change impacts, and then also how to create resilience to climate change in any new works or acquisitions.

Opportunities identified to date for management of climate change impacts on existing assets are shown in Table 4.5.1.

Table 4.5.1 Managing the Impact of Climate Change on Assets

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Hot Weather	Extreme Hot weather for prolonged periods	Change in asset useful life Hot asset surfaces Users exposure to hot weather	Ensure appropriate asset renewal materials/ treatments adopted, Create adequate tree canopy cover
Storm Intensity	More extreme weather events	Potentially more localised flooding of open spaces	Actions on risk management on river paths and assets in flood plains
Rainfall	A drier climate is anticipated	Cost of water will increase	Include water increase costs in operating budgets

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

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

Table 4.5.2 summarises some asset climate change resilience opportunities.

Table 4.5.2 Building Asset Resilience to Climate Change

New Asset Description	Climate Change impact These assets?	Build Resilience in New Works
Open Space Assets to withstand climate change	More extreme weather events	Require water sensitive design to be considered as part of new works to encourage passive irrigation opportunities to plantings
Open Space Assets to withstand climate change	More extreme weather events	Any new open space asset works should allow for increased storm intensity in accordance with current standards
Open Space Assets to withstand climate change	More extreme weather events	Use of appropriate materials and treatments including sustainable / recycled materials
Open Space Assets to withstand climate change	More extreme weather events	Create greater canopy cover and shade provision at playgrounds
Open Space Assets to withstand climate change	More extreme weather events	Plantings to be appropriate to local climatic conditions

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

5.0 LIFECYCLE MANAGEMENT PLAN

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

5.1 Background Data

5.1.1 Physical parameters

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

These assets include:

Open Spaces include: Active, passive and specific open spaces, nature areas and linear trails along river corridor.

Open Space Infrastructure includes: Monuments, Entrance & feature Structures, Shelters, Courts, Fencing, Walls, Rotundas, Sporting Oval Infrastructure, Shared path & bus stop accessories and Paved areas.

Open Space Furniture and fittings includes: Seats, Tables, Bollards, BBQs, Bins, Flag Poles, Drinking Fountains and other fittings.

Playgrounds & equipment includes: Playground Equipment, Rubber Softfall Matting and Edging/Kerbing.

Irrigation Equipment includes: Sprinklers, Drippers, Computer, Weather Station and Controllers

Signs includes mainly various information signs on open spaces.

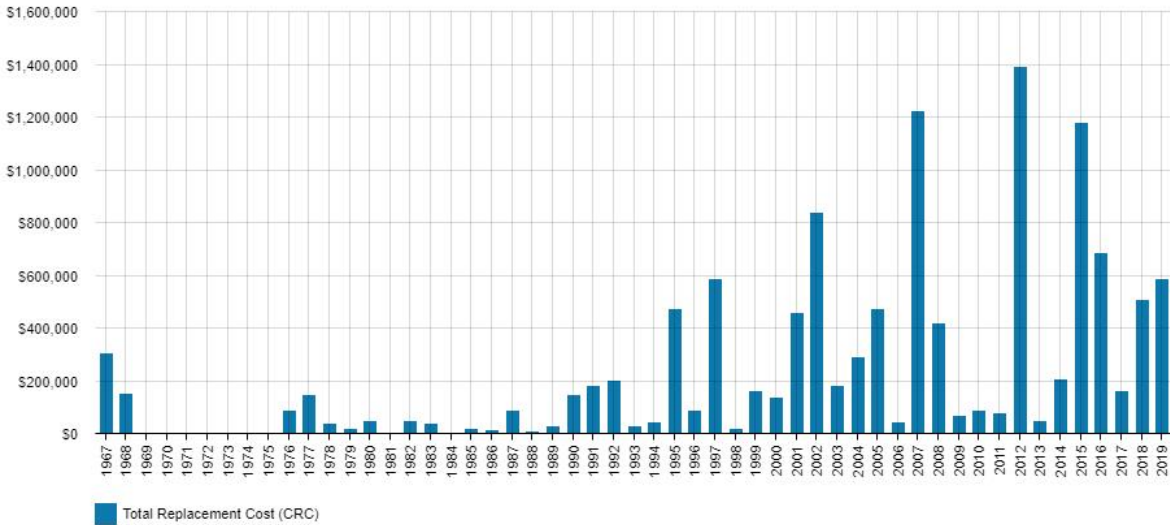
Table 5.1.1: Assets covered by this Plan

Asset Category	No	Value
Fencing	687	\$3,657,164
Irrigation Systems	59	\$1,605,900
Playgrounds	19	\$1,691,166
Furniture & Fittings	505	\$1,264,692
Monuments and Features	42	\$1,756,857
Lighting	66	\$479,000
Paved Area & Accessory	148	\$683,402
Landscape Accessory	30	\$295,587
Retaining Walls	168	\$105,184
Shelters	34	\$276,000
Signs	368	\$56,928
TOTAL		\$11,871,880

The higher valued asset categories are Fencing, Irrigation systems, Playground & equipment, Furniture & fittings and Monuments & structures.

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

Figure 5.1.1: Asset Age Profile



Note: All figure values are shown in 2021 dollars.

As can be seen in this graph, there are peaks during recent years. This is mainly due to an increase in new assets created through land developments. There were assets constructed in early part of 1900 and they are indicated as constructed in 1967 in the graph for its clarity on time axis. These assets include monuments and structures made in early 1900.

5.1.2 Asset capacity and performance

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

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
New / Upgrade Open Space Assets	As identified in the Gawler Open Space Sport and Recreation Plan (GOSSRP), Karbeethan Reserve will require expansion to manage growth in Gawler. Playspaces have also been identified in the GOSSRP as required in the suburb of Reid and Dead Mans Pass area.
Open Space Asset Renewals	Open Space assets are currently being renewed at the end of their service life in accordance with planned budget so there is no service deficiency at the present time.
Open Space Operations	Insufficient operational resources to manage <u>upgraded existing</u> open space areas identified with long term growth in comparison to the existing planned budget (e.g. Karbeethan Reserve). Operational resources to manage <u>new</u> open space areas associated with land development are not considered to be deficient in service provision and have appropriately planned operations budget.
Open Space Maintenance	Insufficient level of maintenance activities to manage <u>upgraded existing</u> open space areas identified with long term growth in comparison to the existing planned budget (e.g. Karbeethan Reserve).

	Maintenance activities to manage <u>new</u> open space areas associated with land development are not considered to be deficient in service provision and have appropriately planned maintenance budget.
Playgrounds	Playgrounds have been installed in accordance with standards applicable at the time of installation. Over time, and as the standards have been updated, some playgrounds require upgrading to current Australian Standards. At the current time, some playgrounds therefore may have access and equipment limitations to those living with a disability in the community.

The above service deficiencies were identified from inspections undertaken by Town of Gawler staff and from the Gawler Open Space Sport and Recreation Plan

5.1.3 Asset condition

Condition is monitored for critical assets frequently (e.g. playground equipment) and assessed for all assets periodically on a 5 yearly cycle. In 2017, a comprehensive open space assets condition assessment was completed and the audited assets data have been used for preparing this AM Plan.

The condition assessments have been completed in accordance with best industry practice by independent professional engineering consultants. Different types of defects for each asset category have been inspected and the overall asset physical condition has been assigned a rating based on the severity and extent of defects. The physical condition has informed the remaining useful life of each asset. At the end of the remaining useful life, the asset has been planned for renewal in order for the asset to continue to provide its service level to the community. The condition index has been validated in the field to match with the actual condition of the asset in the field consistent with best industry practice. Based on the condition assessment undertaken, a 10 year open space assets renewal program with associated costings was prepared with the exclusion of monuments and heritage structures and has been included in the Council's current LTFP.

A repair and safety improvement work program was specifically prepared for Council's open space assets and provided to the Council's maintenance staff for implementation.

Condition is measured using a 1 – 5 grading system⁴ as detailed in Table 5.1.3. It is important that consistent condition grades be used in reporting various assets across an organisation. This supports effective communication. At the detailed level assets may be measured utilising different condition scales, however, for reporting in the AM plan they are all translated to the 1 – 5 grading scale.

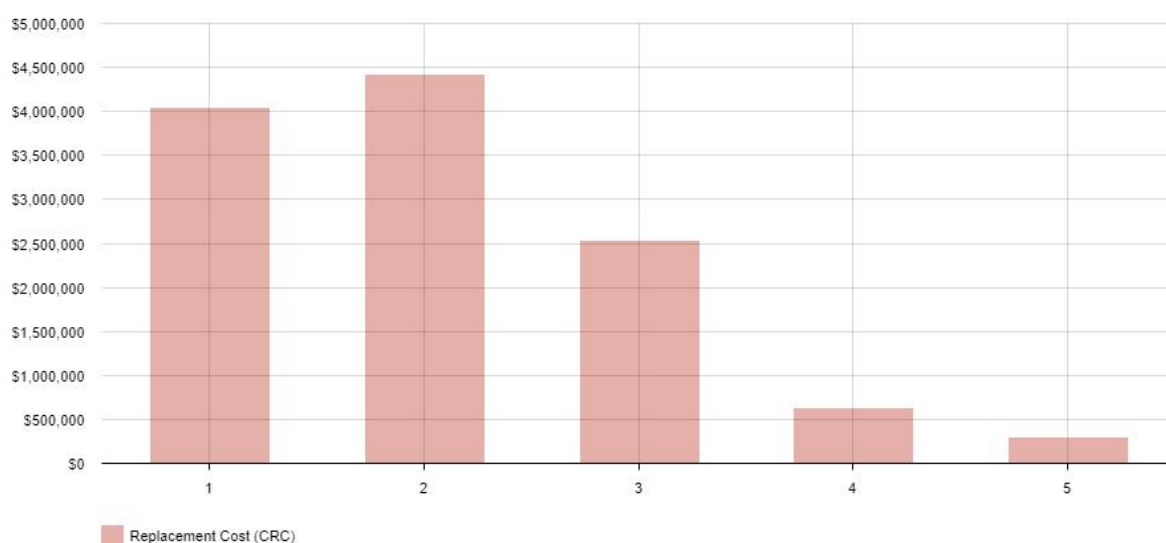
Table 5.1.3: Simple Condition Grading Model

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

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

⁴ IPWEA, 2015, IIMM, Sec 2.5.4, p 2 | 80.

Figure 5.1.3: Asset Condition Profile



Note: All figure values are shown in current day dollars.

The graph shows that most assets are in good condition (Condition Grading –1 and 2). They include some playgrounds, irrigation systems and fencing. However, there are short-lived assets within open space asset group of which condition deteriorates within a short term: 5-15 year period. The majority of assets that need renewals within the short term are playgrounds, irrigation systems, fencing and furniture & fittings which are at the condition rating 4 and 5.

Note: All figure values are shown in 2021 dollars.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning furniture & playground equipment, , asset inspection, and utility services (watering).

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include Furniture repairs, mowing, irrigation system repairs, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Maintenance Budget Trends

Year	Operation and Maintenance Budget
2018/19	\$2,394,823
2019/20	\$2,267,171
2020/21	\$2,593,261

Planned operations and maintenance budget levels are considered to be adequate to meet service levels associated with existing open space assets and new assets vested in the Council from land development. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

The upgrading of existing open space assets is expected to have operations and maintenance budget implications that will require careful consideration in the future as these costs are currently unaccounted for in the Councils LTFP.

Proactive maintenance

Open Space assets condition assessment is scheduled on four yearly cycle. Under condition assessment, asset defects are captured and identified for consideration of maintenance scheduling. Remedial actions are effected under planned maintenance program prepared on the basis of priority using the captured defects during condition assessment.

Reactive maintenance

The defects that are identified from routine asset inspections and mainly from customer requests are rectified under reactive maintenance programs. Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

Achieving strategic objectives

Council plans to operate and maintain the Open Space network to achieve the following strategic objectives.

- Ensure all council owned infrastructure is managed and maintained in a sustainable manner to provide a quality experience for our community,
- Ensure the Open Space network is maintained at a safe and functional standard as set out in this AM Plan,
- Continue to maintain Council’s outdoor sport and recreation facilities to appropriate standards for our community.
- Continue to support the preservation of local monuments and statues via appropriate maintenance as required.
- Continue to maintain playground facilities to a high standard for our community.
- Continue to maximise the life of park/garden structures, equipment and furniture via regular and routine maintenance activities.

Asset hierarchy

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

The service hierarchy is shown is Table 5.2.2.

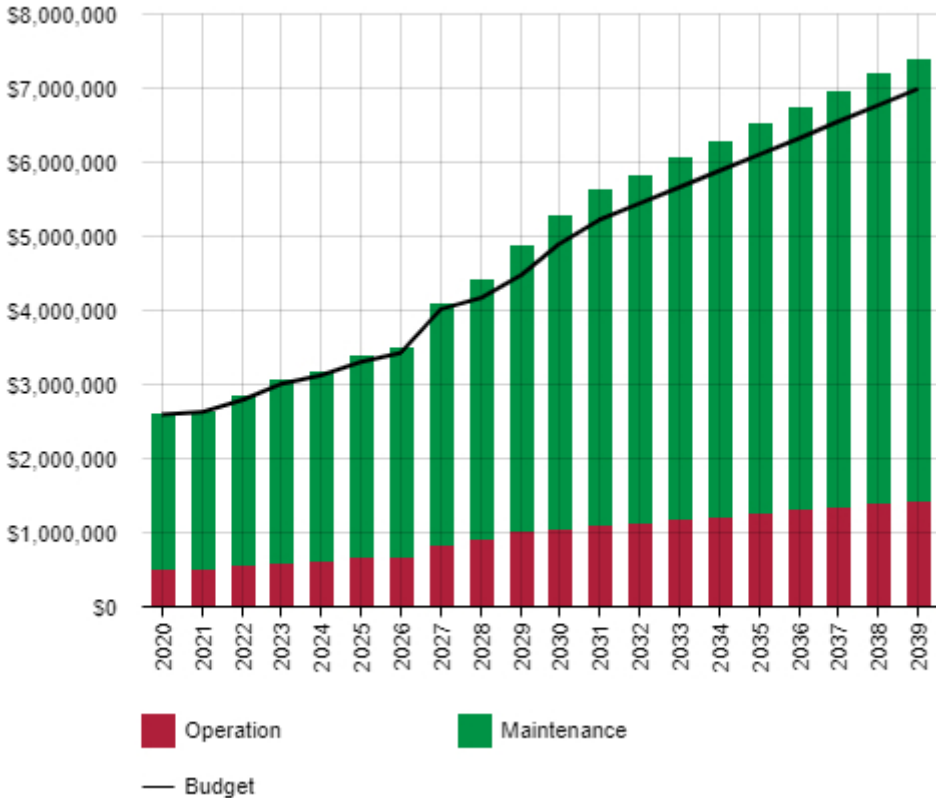
Table 5.2.2: Asset Service Hierarchy

Service Hierarchy	Service Level Objective
Playgrounds	Routine inspection in accordance with Australian Standards. User safety and enjoyment
Sports fields	Maintain to Turf Quality Visual Standards as defined in Council’s Landscape Irrigation Management Plan.. User safety and enjoyment
Furniture, fittings & equipment	Maintain hygiene. User safety, convenience and comfort
Fences & retaining walls	Maintain structural integrity. Support user safety and enjoyment

Summary of forecast operations and maintenance costs

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

Figure 5.2: Operations and Maintenance Summary



Note: All figure values are shown in 2021 dollars.

Figure 5.2 shows that the projected Operation and Maintenance (O&M) expenditure increases over the 20 year period above the budget allocation in the current LTFP. In long term, due to asset growth in Gawler, operations and maintenance costs are expected to increase and the Council will need to consider allocating additional funding to cover these costs, seek alternative options to minimise cost increases or maintain O&M expenditure at current levels by reducing the level of service.

It is also noted in Figure 5.2 that there is a significant increase in forecasted operations and maintenance (O&M) costs in 2028 and onwards. This is primarily due to the full implementation of an iconic project (i.e. the Karbeethan Reserve Master Plan) with Council maintaining all new and upgraded open space assets. It has been assumed that full development would occur over these two years with a total value of approximately \$40 million (i.e. 20 million split over two years). The projected O&M cost has been assumed to be 0.75% of the total project cost based on existing operations and maintenance cost analysis. Due to the expected operation and

maintenance costs associated with implementation of an iconic project (i.e. Karbeethan Reserve Masterplan), it is expected that Council will consider further options relative to ongoing lease arrangements, availability of external funding (i.e. grant applications) and staging of works over time.

To manage the increase in operations and maintenance costs associated with land development, the Council has developed an Open Space Guideline to ensure the various categories of open space areas are aligned to existing service levels with forecasted budgets informing the Council’s LTFP on an annual basis. Also in 2020/21, Council allocated funding to develop an Assets Maintenance Resourcing Strategy (workforce planning for Town Services) which is expected to provide guidance in maintaining the current and future assets efficiently and effectively. This work will be completed in 2021/22.

Implementation of high cost projects such as Karbeethan Reserve upgrade would result in increase of O&M costs. Council will need to consider whether it seeks to find extra funding to cover the projected O&M expenditure and alternative options to minimise cost increases or maintain the O&M expenditure at current level by reducing the level of service and deferring acquisitions and upgrades identified in the LTIAMP. These ongoing annual O&M costs are currently not included in the Council’s LTFP or Planned Budget for new and upgraded assets with the exception of land development.

In the LTIAMP, there are two types of capital works identified as non-discretionary and discretionary. The forecast annual average increase of O&M cost for non-discretionary assets is \$73,133 whereas the total annual average increase is \$89,941.

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

5.3 Renewal Plan

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

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

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

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed in May 2017.⁵

Table 5.3: Useful Lives of Assets

Asset (Sub)Category	Useful life
Playground	15 years
Furniture	10-20 years
Fencing	30-40 years
Irrigation system	30 years

⁵ Enter Reference to Report documenting Review of Useful Life of Assets

The estimates for renewals in this AM Plan were based on the alternate Method.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing an irrigation system which is not efficient due to blockage and ageing), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).⁶

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

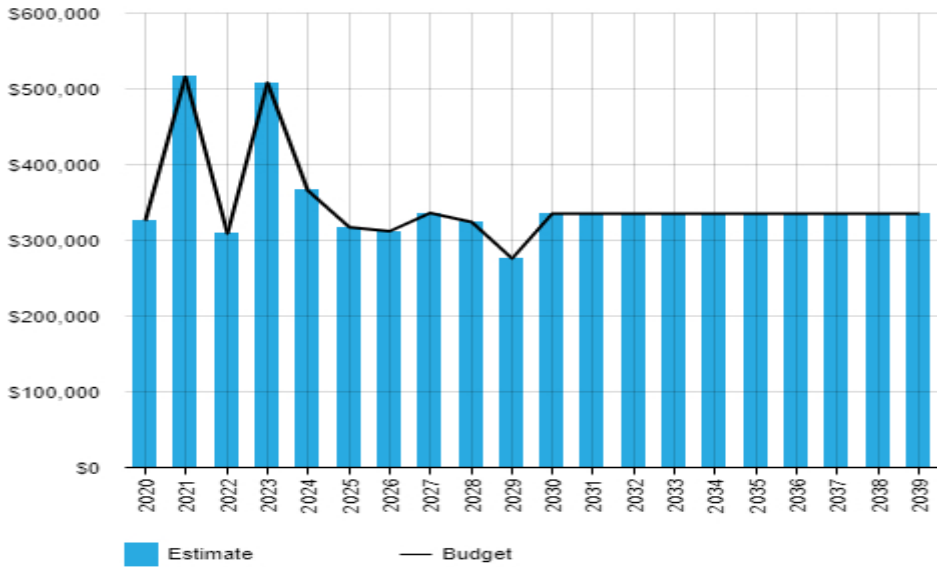
- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁷

Asset renewal programs are prepared based on the physical condition of the assets. Future condition audits will consider asset’s physical condition, risk associated with the asset and the criticality of the asset’s service when prioritising asset renewals for preparing renewal works program.

5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time as the asset stock increases with acquisitions. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4. A detailed summary of the forecast renewal costs is shown in Appendix D.

Figure 5.4: Forecast Renewal Costs



Note: All figure values are shown in 2021 dollars.

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

Figure 5.4 shows the projected capital renewal expenditure over 20 year planning period based on the asset remaining life prediction based on the asset condition assessment performed in 2017.

Asset renewal and replacement expenditure identified in the capital works program has been accommodated in the Council’s LTFP and there are no unfunded asset renewal works in the current LTFP.

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

5.5 Acquisition Plan

Acquisitions are new assets that did not previously exist or works that upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Town of Gawler (e.g. land developments and infrastructure deeds).

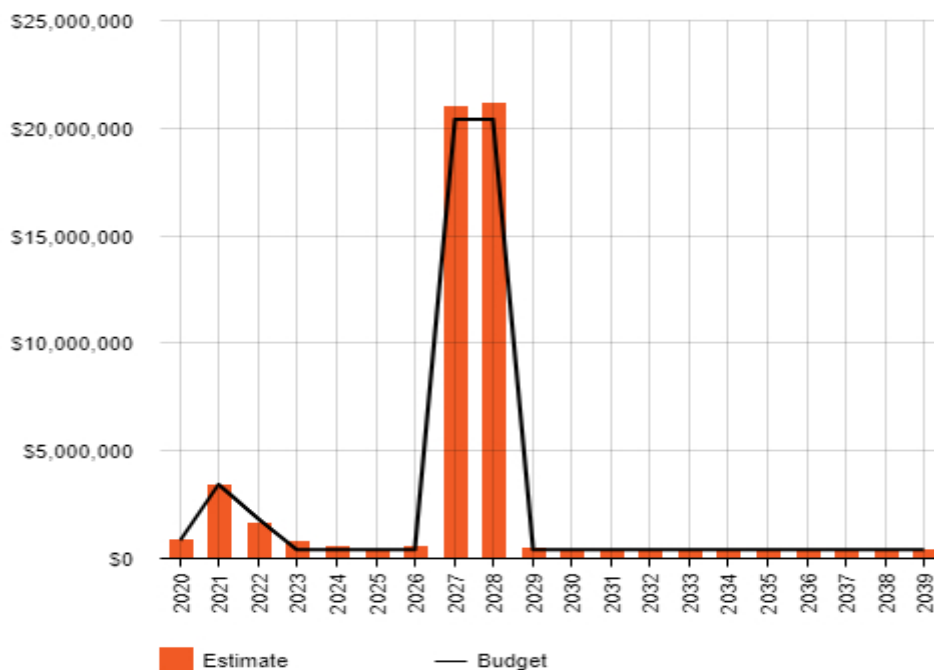
5.5.1 Selection criteria

Proposed upgrade of existing assets, and new assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the community’s needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. This is undertaken each year when updating the LTIAMP and annual budget allocations.

5.5.2 Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised in Figure 5.5.2.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A.

Figure 5.5.2.1: Acquisition (Constructed) Summary



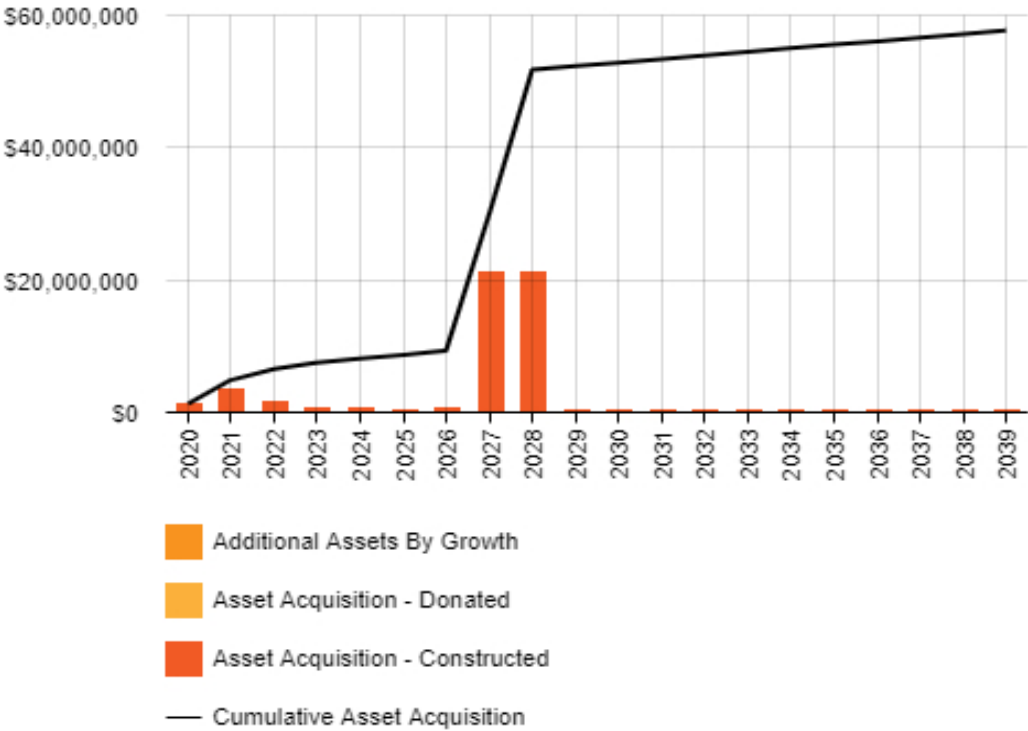
Note: All figure values are shown in 2021 dollars.

Figure 5.5.1. excludes cost of donated assets and assets by growth.

Figure 5.5.2.1 shows that Council has planned a \$40m major iconic project (ie upgrade at Karbeethan Reserve) in the 2027 – 2028 period. Also in 2021/22, a total of \$3.429 million worth of major capital works is planned that includes Lyndoch Road Streetscape upgrade, Essex Park Precinct, Karbeethan Reserve Stage One and landscape integration work associated with the Gawler Rail Electrification Project.

When Council commits to new assets, there is funding required for future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Council. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.5.2.2.

Figure 5.5.2.2: Acquisition Summary



Note: All figure values are shown in 2021 dollars.

It is noted that the acquisition costs associated with growth and donated assets are very small in comparison to constructed assets. The black line also represents the cumulative acquisitions with the increase in 2027 and 2028 associated with the construction of Karbeethan Reserve or other iconic project at that time.

Expenditure on new assets and services in the capital works program will be accommodated in the LTFP, but only to the extent that there is available funding. Grant funding options are to be explored for implementation of new and upgrade asset projects.

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

Currently, new assets are created as a result of the Council’s upgrading or constructing new assets to manage growth and from contributed assets associated with land developments (e.g. Playgrounds, open space irrigation systems).

It shows that the forecast acquisition costs increase significantly in 2027 and 2028, however given the significant increase in cumulative acquisitions and the associated ongoing operations and maintenance costs, it is expected that further budget considerations will be required in the future.

Land development assets by growth and donated assets are not accounted for capital costs (i.e. vested in the Council) however O&M costs are accounted for. Growth assets are assumed to be associated with general population growth at 1%.

5.6 Disposal Plan

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

Currently, the Council has not identified any open space assets for disposal.

Table 5.6: Assets Identified for Disposal

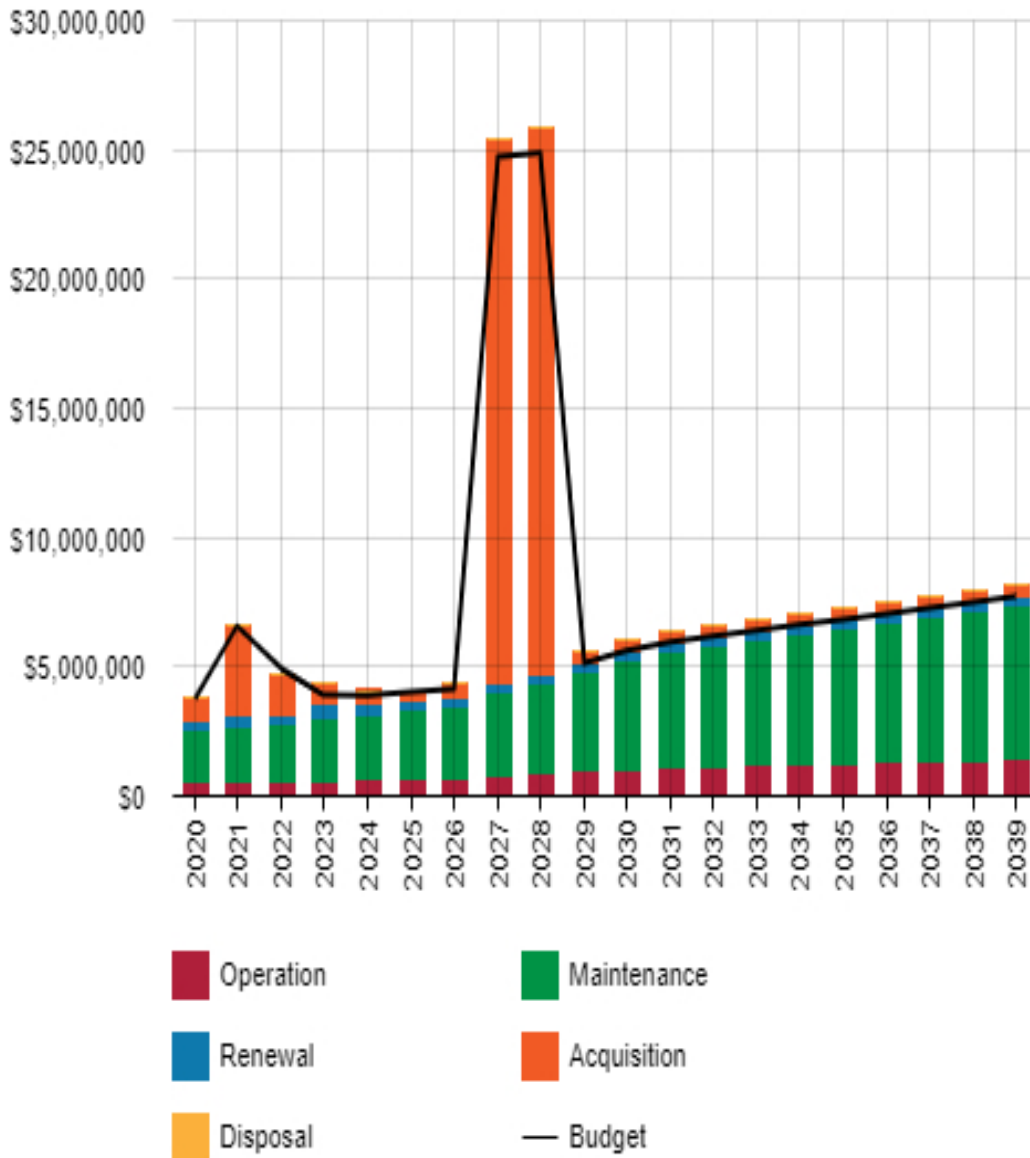
Asset	Reason for Disposal	Timing	Disposal Costs	Operations & Maintenance Annual Savings
Not identified				

5.7 Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.7. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

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

Figure 5.7: Lifecycle Summary



Note: All figure values are shown in 2021 dollars.

As shown in Figure 5.5.3 Council has planned works to match the available funding in the LTFP in the first six years. However, in long term from 2027 onwards, there is a shortfall of funding to cover the projected expenditure. It is noted that operations and maintenance costs are increasing significantly from 2027. This is primarily due to the additional operations and maintenance costs associated with proposed new assets to be acquired by Council through an iconic project (ie Karbeethan Reserve). At the current time the LTFP only includes allowance for operations and maintenance costs associated with open space assets contributed by developers associated with growth from land developments.

6.0 RISK MANAGEMENT PLANNING

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

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

An assessment of risks⁹ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

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

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Playground Equipment	Damage due to vandalism & improper use	Playground is not available for use until repaired/ renewed.
Sportsgrounds	Unsuitable lawn surface due to flooding or lack of water due to irrigation system failure.	Ground is not suitable and available for sports until recover the surface. Temporary closure of the facility until it is inspected, repaired & made safe.
Shared Path along river corridor	Damage due to flooding	Temporary closure of the path until it is repaired and made safe.
Skate Park	Structural damage due to flooding or vandalism	Temporary closure of the facility until it is inspected, repaired & made safe.

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

6.2 Risk Assessment

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

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

⁸ ISO 31000:2009, p 2

⁹ The Council’s Corporate Risk Management Framework

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

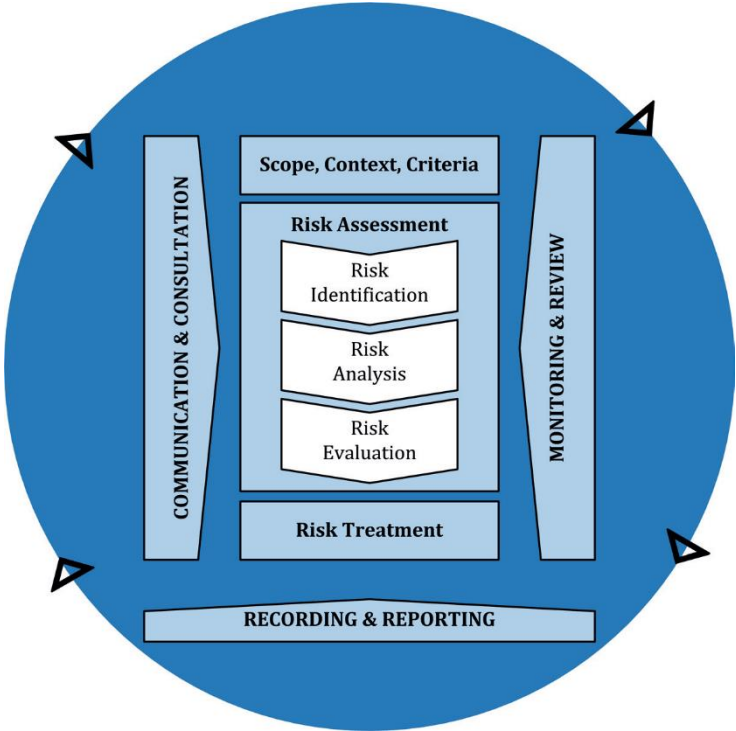


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

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

An assessment of risks¹⁰ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences.

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

Open space assets are monitored for condition on a four year cyclic program. Routine inspections are undertaken for assessing playground defects and emergency inspections are done for critical assets for asset failure/collapse after extreme events occur.

The risk management process is aligned with ISO 31000 Risk management – Principles and guidelines. It involves risk identification, risk analysis, risk evaluation, risk treatment plans, monitoring and review.

Following the above process, Council will develop a detailed Asset Risk Register.

¹⁰ The Council’s Corporate Risk Management Framework

Table 6.2: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk *	Treatment Costs
Playgrounds	During hot weather useability of playground equipment is reduced (i.e. hot surfaces)	Medium	Consider installation of shade sails as part of playground renewal	Low	\$40,000 per shade sail
Playgrounds	Falling tree branches may cause injuries and bird droppings may cause diseases	High	Tree inspection and effect appropriate actions/ treatments	Low	Included within existing annual budget
Shared path along Gawler river corridor	Users may fall into river at steep slope areas	High	Review shared path to determine works required	Low	Subject to annual budget consideration
Shared path along Gawler river corridor	Some path sections get flooded and damaged Public safety during storm events	High	Monitor weather and temporary closure of the path with barriers and warning signs at heavy storm events. Repair if damaged.	Low	Closure - cost varies per event. Repair if path damage.
Biodiversity Assets	Establishment of invasive species, weeds and other threats impacting on health of native flora and fauna	Medium	Implement actions from the Town of Gawler Biodiversity Management Plan.	Low	Subject to annual budget consideration

Note * The residual risk is the risk remaining after the selected risk treatment plan is implemented. Risks have been rated High, Medium and Low in accordance with Councils corporate Risk Management Framework.

6.3 Infrastructure Resilience Approach

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

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

Our current measure of resilience is shown in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to ensure service delivery resilience.

Table 6.3: Resilience

Threat / Hazard	Current Resilience Approach
Shared path along river corridor would be damaged due to river flooding at a stormwater event exceeding 20 year ARI	Temporary closure and implement Council’s Emergency Management Plan. Inspect, repair/ renew & reopen. Path would not be available for a prolonged period.
Bush fire destroys native fauna & flora in Natural areas	Remediation and Revegetation.
Climate Change	Consider strategic increase in tree canopy. Use of alternative plants, materials & methods.
Funding shortage	Reprioritise work or Reduce services

6.4 Service and Risk Trade-Offs

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

6.4.1 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years with current LTFP expenditure. These include:

- Create new open spaces and facilities at various open spaces which are close and convenient to communities (neighbourhood type within 400m surrounding area).
- Provide higher asset maintenance service levels/ and practices to future assets acquired under new land developments and capital works programs.

6.4.2 Service trade-off

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

- Community may not have neighbourhood open space facilities;
- Community may share facilities available at a distance;
- New assets coming under land development may have a lower service level;
- Maintenance services and frequencies may be low in long term;
- General deterioration of assets’ service; and

- Community expectation of new open spaces and facilities with high level of services are not met resulting in increased number of complaints.

6.4.3 Risk trade-off

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

- Risk exposure of shared path if repair work is not undertaken and safety review to determine need for barrier fences along river banks;
- Shared paths are not available for use after flood damage until repaired;
- Damaged playgrounds are not available for use until they are made safe;
- Increase in the deterioration of transport assets and reduce level of service,
- Lead to community dissatisfaction and Council subject to public criticism and mistrust,
- Increase in future cost on asset renewal and maintenance,
- A negative impact on the quality of community life, and
- Ramification for public safety.

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

7.0 FINANCIAL SUMMARY

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

7.1 Financial Statements and Projections

7.1.1 Sustainability of service delivery

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

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

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio¹¹ 100.00%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 100.00% of the funds required for the optimal renewal of assets.

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

Medium term – 10 year financial planning period

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

This forecast work can be compared to the proposed budget over the 10 year period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$3,801,935 on average per year.

The proposed (budget) for operations, maintenance and renewal funding is \$3,711,994 on average per year giving a 10 year funding shortfall of \$89,941 per year. This indicates that 97.63% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, this calculation excludes cost of acquired assets and given the asset renewal funding ratio is 100.00%, the funding shortfall is consider to be relative to operations and maintenance.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial sustainability for the first few years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.2 shows the forecast costs (outlays) for the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

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

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

Forecast costs are shown in 2021 dollar values.

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

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2020	841000	518652	2074609	326000	0
2021	3429000	519914	2115558	516000	0
2022	1610000	556993	2264334	309000	0
2023	760000	591101	2457978	508000	0
2024	541000	624433	2548784	366000	0
2025	386000	664059	2695275	317000	0
2026	563000	685304	2798609	312000	0
2027	21005000	838858	3238629	336000	0
2028	21142000	907077	3478940	324000	0
2029	427000	1017311	3832931	276000	0
2030	400000	1062548	4215129	335000	0
2031	400000	1098350	4506693	335000	0
2032	400000	1141045	4687771	335000	0
2033	400000	1183740	4868850	335000	0
2034	400000	1226434	5049928	335000	0
2035	400000	1269129	5231006	335000	0
2036	400000	1311824	5412084	335000	0
2037	400000	1354518	5593162	335000	0
2038	400000	1397213	5774241	335000	0
2039	400000	1439908	5955319	335000	0

7.2 Funding Strategy

The proposed funding for assets is outlined in the Entity’s budget and LTFP.

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

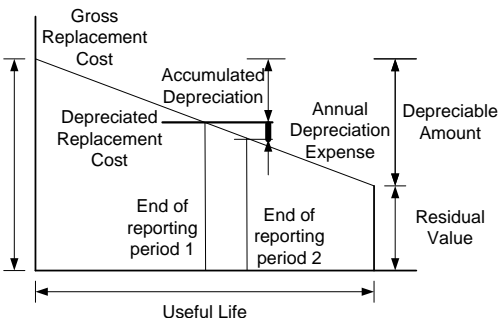
7.3 Valuation Forecasts

7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at fair value at cost to replace service capacity:

Current (Gross) Replacement Cost	\$11,871,880
Depreciable Amount	\$11,871,880
Depreciated Replacement Cost ¹²	\$7,335,640

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



Annual Depreciation \$215,936

7.3.2 Asset valuations

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

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

It is expected new assets from land developments will continue to be vested in the Council over the next 20-30 years as a result of growth facilitated by available land supply.

7.4 Key Assumptions Made in Financial Forecasts

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

Key assumptions made in this AM Plan are in Table 7.4.1.

Table 7.4.1: Key Assumptions

Assumption	Description
Indexation Rates	The Local Government Price Index (LGPI) and other indexation factors relevant for each asset class are used to determine current cost.
Financial values	Current day dollars
Renewal Cost	Forecasts have been made by professional judgement.
O&M Cost forecast	The current operations and maintenance budgets have been used and only increased in the forecast relative to the acquisition of new assets.
Asset Growth	The relationship between development growth and associated increases in the asset stock.
Level of Service	Current infrastructure service levels will remain for the life of the Plan.
Funding	Indicated capital replacement/renewal funding is provided for within the Long Term Financial Plan.
Useful Life	The average useful lives of the asset groups based on current local knowledge and experience and historical trends.

7.5 Forecast Reliability and Confidence

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

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

Table 7.5.1: Data Confidence Grading System

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

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

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

Data	Confidence Assessment	Comment
Demand drivers	B	Professional Judgement
Growth projections	B	From 2016 Census
Acquisition forecast	B	From LTFP & Gawler growth
Operation forecast	B	From recent budgets and & Gawler growth analysis
Maintenance forecast	B	From recent budgets and & Gawler growth analysis
Renewal forecast		
- Asset values	B	Asset Register is updated periodically
- Asset useful lives	B	Reviewed periodically
- Condition modelling	B	Audit periodically
Disposal forecast	E	Professional Judgement

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

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹⁴

8.1.1 Accounting and financial data sources

Council uses Civica Authority software as its corporate Accounting/Financial system. Currently Open Space asset financial information is in the Civica Authority software but not in the AssetMaster software used for infrastructure asset management purposes.

The Australian Accounting Standards AA116 and the Local Government (Financial Management) Regulations 2011 provide the statutory benchmark against which Council reports on asset accounting.

The chart of account structure used within the general ledger (i.e. work orders) is designed to facilitate the ease of data extraction required for internal and statutory financial reporting. Currently the existing structure meets the Council's financial reporting needs (including those relating to asset accounting). This structure will be reviewed periodically to ensure that it appropriately meets Council's future financial reporting needs.

The current capitalisation threshold for open space and recreation assets is \$5,000 with the exception civil works and structures, which have a threshold of \$10,000 in accordance with Council's Asset Capitalisation Policy. The threshold value is reviewed on three yearly basis.

This AM Plan utilises accounting and financial data. The source of the data is from the open space asset audit reporting done by Calibre Consulting in 2017.

8.1.2 Asset management data sources

This AM Plan also utilises asset's physical and condition data. The source of the data is from the open space asset audit reporting undertaken in 2017.

One of the Asset Management Information Systems, AssetMaster software, is used by the Council for management of its infrastructure assets. Currently, Open Space assets are not recorded in AssetMaster. They are in Civica Authority System. The updated open space assets data collected from 2017 Asset Audit is currently recorded MS excel format. It is appropriate that open space asset data be taken into AssetMaster progressively.

Council uses Civica Authority software for management of open space and building assets. Civica Authority is also used for customer request management. ESRI ArcGIS Pro software is used for asset mapping, ESRI ArcMap as the map viewer and Tree Plotter software is used for tree management.

When there is a change in asset information, the data is updated on the asset management systems. When new assets are created the asset details are recorded periodically in the asset management system so that at the end of financial year all created assets are registered in the system for financial valuation. General errors in the day-to-day administration are corrected as required.

Asset management process flow chart is given in Appendix G.

8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. In March 2021, an external consultant conducted an internal audit on Council's asset management systems and processes. Responding to the audit findings, Council has prepared an action plan. The improvement plan generated from this Asset Management Plan and from the findings of the Internal Audit is shown in Table 8.2.

¹⁴ ISO 55000 Refers to this the Asset Management System

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Implement Internal Audit Report Action Plan (CM Reference: CR21/57866)	MIES	SAIE , WHS&RMO & Finance	1-5 years
2	Section 3.5 – Review and agree to an affordable Customer Level of Service	MIES	SAIE & Finance	1 year
3	Section 4.3 – Demand Management Plan Summary to be reviewed	MIES	SAIE & Finance	1 year
4	Section 6.2 - Risk Assessment to be reviewed and Asset Risk Register to be developed	MIES	SAIE , WHS&RMO & Finance	1 year
5	Section 6.3 – Infrastructure Resilience Approach to be reviewed	MIES	SAIE & Finance	1 year
6	Review asset renewal ranking criteria and new asset priority ranking criteria	MIES	SAIE	1 year
7	Value assets annually with a book value adjustment and periodically with a unit rate review consistent with financial auditor requirements	MIES	SAIE	Annually
8	Section 7.1 – Financial Statements and projections to be revised based on asset cost updates after periodical asset financial valuation	MIES	SAIE & Finance	Annually
9	Review capital expenditure during the Council annual budget preparation and amend to recognise any changes in service levels and/or resources available to provide those services	MIES	SAIE	Annually
10	Review open space assets mapped on the corporate GIS system and update layer data where required	MIES	TLAP	Annual
11	Schedule next open space assets condition audit based on a four year cycle	MIES	SAIE	4 yearly
12	Schedule next update the Council’s Open Space AM Plan based on a four year cycle	MIES	SAIE	4 yearly
13	Migrate open space assets data on to AssetMaster	MIES	SAIE	1-2 year

Note: CEO – Chief Executive Officer, MIES – Manager Infrastructure and Engineering Services, TLAP – Team Leader Asset Planning, SAIE – Senior Assets & Infrastructure Engineer, WHS&RMO – Work Safety Health & Risk Management Officer.

8.3 Monitoring and Review Procedures

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

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

The AM Plan has a maximum life of four years and is due for complete revision and updating within two years of each Council election in accordance with legislative requirements of the Local Government Act 1999.

8.4 Performance Measures

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

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the LTFP.
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 1.0).

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2012 LTFP Practice Note 6 PN Long-Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Gawler Community Plan 2030+
- Town of Gawler Budget and Business Plan 2020/21
- Town of Gawler Long Term Financial Plan 2020-2029
- Town of Gawler Long Term Infrastructure and Asset Management Plan 2019-2028

10.0 APPENDICES

Appendix A Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

There are new and upgrade assets forecast for delivery during this plan period. These new and upgrade assets are required to manage environmental and community needs within existing infill development area and rural areas and have previously been identified in the Gawler Open Space Sport and Recreation Plan 2025. Also there are new contributed assets received from developers associated with growth from land developments. Timing of works is also based on the Gawler East Infrastructure Interventions, Southern Urban Areas Infrastructure Delivery Deed and external funding availability.

A.2 – Acquisition Project Summary

The major projects are associated with implementation of the Gawler Open Space, Sport & Recreation Plan 2025, which includes Karbeethan Reserve expansion (\$40,000,000). Other major works include Gawler East Link Road (Donated in 2020), Lyndoch Road Beautification, Essex Park Precinct and Car Park, Playground and Irrigation System upgrades to current standards.

A.3 – Acquisition Forecast Summary

Using NAMS+ Outputs Summary for Acquisition as follows.

Table A3 - Acquisition Forecast Summary

Year	Constructed \$	Donated \$	Growth \$
2020	841000	GELR - 336200	29680
2021	3429000	0	30594
2022	1610000	0	30671
2023	760000	0	30748
2024	541000	0	30824
2025	386000	0	30901
2026	563000	0	30979
2027	21005000	0	31056
2028	21142000	0	31134
2029	427000	0	31212
2030	400000	0	31290
2031	400000	0	31368
2032	400000	0	31446
2033	400000	0	31525
2034	400000	0	31604
2035	400000	0	31683
2036	400000	0	31762
2037	400000	0	31841
2038	400000	0	31921
2039	400000	0	32001

Appendix B Operation Forecast

B.1 – Operation Forecast Assumptions and Source

Operation and maintenance cost forecasting analysis has been completed on the Gawler East Link Road and contributed assets from new land developments by Council staff according to the timing of the asset creation. The ongoing operation and maintenance costs associated with the full implementation of the Karbeethan Reserve Masterplan have been included and commence in financial years 2027-2028.

B.2 – Operation Forecast Summary

Using NAMS+ Outputs, Summary for Operation is as follows.

Table B2 - Operation Forecast Summary

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2020	518652	1262	518652
2021	518652	5144	519914
2022	550588	2415	556993
2023	582281	1140	591101
2024	614473	812	624433
2025	653287	579	664059
2026	673953	845	685304
2027	826663	31508	838858
2028	863374	31713	907077
2029	941895	641	1017311
2030	986492	600	1062548
2031	1021694	600	1098350
2032	1063789	600	1141045
2033	1105884	600	1183740
2034	1147978	600	1226434
2035	1190073	600	1269129
2036	1232168	600	1311824
2037	1274262	600	1354518
2038	1316357	600	1397213
2039	1358452	600	1439908

Appendix C Maintenance Forecast

C.1 – Maintenance Forecast Assumptions and Source

Operation and maintenance cost forecasting analysis has been completed on the Gawler East Link Road and contributed assets from new land developments by Council Staff according to the timing of the asset creation.

C.2 – Maintenance Forecast Summary

Using NAMS+ Outputs Summary for Maintenance.

Table C2- Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2020	2074609	5046	2074609
2021	2110512	20574	2115558
2022	2238714	9660	2264334
2023	2422698	4560	2457978
2024	2508944	3246	2548784
2025	2652189	2316	2695275
2026	2753207	3378	2798609
2027	3189849	126030	3238629
2028	3304130	126852	3478940
2029	3531269	2562	3832931
2030	3910905	2400	4215129
2031	4200069	2400	4506693
2032	4378747	2400	4687771
2033	4557426	2400	4868850
2034	4736104	2400	5049928
2035	4914782	2400	5231006
2036	5093460	2400	5412084
2037	5272138	2400	5593162
2038	5450817	2400	5774241
2039	5629495	2400	5955319

Appendix D Renewal Forecast Summary

D.1 – Renewal Forecast Assumptions and Source

The Renewal Forecast has been prepared according to the outcome of the open space assets condition audit in 2017 and on-going risk management analysis.

D.2 – Renewal Project Summary

They are renewal of playgrounds, irrigation systems, fences and furniture, equipment & fittings.

D.3 – Renewal Forecast Summary

Using NAMS+ Outputs Summary for Renewal

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2020	326000	326000
2021	516000	516000
2022	309000	309000
2023	508000	508000
2024	366000	366000
2025	317000	317000
2026	312000	312000
2027	336000	336000
2028	324000	324000
2029	276000	276000
2030	335000	335000
2031	335000	335000
2032	335000	335000
2033	335000	335000
2034	335000	335000
2035	335000	335000
2036	335000	335000
2037	335000	335000
2038	335000	335000
2039	335000	335000

Appendix E Disposal Summary

E.1 – Disposal Forecast Assumptions and Source

Currently, Council has not identified any significant asset disposals.

E.2 – Disposal Project Summary

Council has not identified any asset for disposal.

E.3 – Disposal Forecast Summary

Using NAMS+ Outputs Summary for Disposal

Table E3 – Disposal Activity Summary

Year	Disposal Forecast	Disposal Budget
2020	0	0
2021	0	0
2022	0	0
2023	0	0
2024	0	0
2025	0	0
2026	0	0
2027	0	0
2028	0	0
2029	0	0
2030	0	0
2031	0	0
2032	0	0
2033	0	0
2034	0	0
2035	0	0
2036	0	0
2037	0	0
2038	0	0
2039	0	0

Appendix F Budget Summary by Lifecycle Activity

The following budget summary is based on the Council's current Long Term Financial Plan. It is shown in 2021 dollars. This information is the basis of the Planned Budget used in the Lifecycle Model for this AM Plan.

According to LTFP Council has an annual financial capacity of \$3m for new acquisitions for all asset classes across the Council. It is assumed that only \$400,000 is available for new open space assets acquisitions/upgrades except that additional \$40 million has been allocated for Karbeethan Reserve upgrade in 2027 and 2028.

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2020	841000	518652	2074609	326000	0	3760261
2021	3429000	518652	2110512	516000	0	6574164
2022	1826000	550588	2238714	309000	0	4924302
2023	400000	582281	2422698	508000	0	3912979
2024	400000	614473	2508944	366000	0	3889417
2025	400000	653287	2652189	317000	0	4022476
2026	400000	673953	2753207	312000	0	4139160
2027	20400000	826663	3189849	336000	0	24752512
2028	20400000	863374	3304130	324000	0	24891504
2029	400000	941895	3531269	276000	0	5149164
2030	400000	986492	3910905	335000	0	5632397
2031	400000	1021694	4200069	335000	0	5956763
2032	400000	1063789	4378747	335000	0	6177536
2033	400000	1105884	4557426	335000	0	6398309
2034	400000	1147978	4736104	335000	0	6619082
2035	400000	1190073	4914782	335000	0	6839855
2036	400000	1232168	5093460	335000	0	7060628
2037	400000	1274262	5272138	335000	0	7281401
2038	400000	1316357	5450817	335000	0	7502174
2039	400000	1358452	5629495	335000	0	7722947

Appendix G Asset Management Process Flow Chart

