

Buildings

Asset Management Plan



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1. EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

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

The Plan has been primarily formulated to document:

- The Building assets Council owns
- Funding required to maintain Building infrastructure at current levels of service
- Future demand for renewal and improvements (upgrade/ new works) to Building infrastructure, and how to manage demand over the long term.

This plan covers Building infrastructure assets, and also includes Other Structures such as playgrounds, fences, and bulk fuel facilities. The plan excludes buildings, sheds, and offices that form part of water and sewerage treatment plants and pump stations, with these buildings covered in the respective Water and Sewerage Asset Management Plans, and valued as part of these asset categories.

1.2 Asset Description

Buildings assets include:

- 198 buildings including sheds and shelters with a replacement value of \$51,697,000
- 'Other Structures' assets that includes playgrounds, fences, fuel facilities, and wharfage/ marine structures with a replacement value of \$18,297,000.

These assets have a significant total replacement value estimated at \$70,624,000.

1.3 Levels of Service

This Plan provides an outline of Customer and Technical levels of service. These levels of service are focused on maintaining safe and functional Building services that meet community needs.

Current levels of service are used as the baseline in developing the operational, maintenance, renewal and upgrade/ new funding requirements outlined in this Plan.

1.4 Future Demand

The main demands for new Building services are driven by:

- Population increasing
- Customer expectations

- Tourism numbers increasing
- An ageing demographic and lack of housing options in remote communities.

These will be managed through a combination of managing existing assets, upgrading of existing assets, providing new assets to meet demand, and demand management.

Demand management in the Building services area includes:

- Encouraging sharing and user group planning of facility use
- Targeted amenity upgrade of facilities and advocating for 'user pays' where appropriate
- Encouraging use of alternate non-Council facilities
- Advocating for State housing to take over existing Council owned seniors housing, and providing incentives and facilitation for establishment of seniors' facilities (such as a retirement village in Cooktown) by others.

1.5 Lifecycle Management Plan

What does it Cost?

The projected outlays necessary to provide the services covered by this Asset Management Plan (AM Plan) includes operations, maintenance, renewal, upgrade and new assets, over the 10-year planning period of an average \$3,932,000 per year. This amount includes an average of \$1,229,000 per annum for upgrade and new Building assets.

1.6 Financial Summary

What we will do

The estimated funding requirement for Building services in the coming 10 years is \$3,932,000 on average per year as per the projections outlined in this Plan. The available funding for the projected operational, maintenance, renewal/ replacement, and upgrade/ new requirements from this and other AM Plans will be considered within the long term financial forecasting for the entire Council organisation.

The infrastructure reality is that only what is funded in the long term financial forecast can be provided. The purpose of this Asset Management Plan is to communicate the required funding to meet defined service levels, and the consequences and risks associated with not providing these funding requirements, so that decision making is "informed".

The projected funding requirement for Building services is shown in Figure 1.6 below, noting that the

‘budgeted expenditure’ line shown is the average expenditure required to meet these requirements.

Figure 1.6: Projected Operating and Capital Expenditure

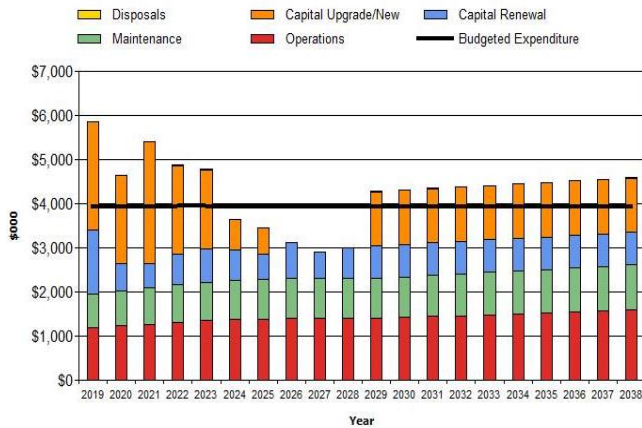


Figure Values are in current (real) dollars.

We plan to provide Building services for the following:

- Operation, maintenance, renewal and upgrade of Buildings and Other Structures to meet required service levels.
- Significant Buildings renewal such as the Cooktown Town Hall refurbishment and planned upgrade/ new works such as new waste transfer station facilities at 4 Mile Hill Cooktown, all within the 10-year planning period.

What we cannot do

What we cannot do will be outlined within Council’s long term financial forecast (LTFF) which uses a whole of organisation approach to prioritise funding. The LTFF will provide a 10 year financial plan for the Cook Shire Council organisation and will consider projected operational, maintenance, renewal/ replacement, and upgrade/ new funding requirements from this and other AM Plans.

It is anticipated that service trade-offs may well be required within the Building infrastructure area as a result of inadequate funds being available to meet the funding requirements outlined in this Plan.

Managing the Risks

The main Building services risks and associated consequences are:

- Structural failure of a building leading to injury and the accompanying damage to reputation
- Strategic community needs are not clearly identified leading to inefficient funding expenditure which is misaligned to community need

- Poor scoping of building projects resulting in construction of deficient facilities that don’t cater for community needs and project over-expenditures
- Poor amenity provision from Buildings and/ or extended times where facilities are out of service.

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

- Undertaking regular condition/ defect inspections
- Collection of customer service level data including facility ‘fitness for use’, and facility usage/ availability
- Ensuring robust project management procedures are in place, including public consultation and communication processes
- Formulating and implementing scheduled maintenance programs, and ensuring all building inventory is appropriately insured.

1.7 Asset Management Practices

Our systems to manage assets include:

- Authority financial system
- Asset registers and GIS systems (MapInfo).

Assets requiring renewal/replacement are identified from one of three methods provided in the ‘Expenditure Template’:

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

Method 2 was used for this asset management plan.

1.8 Monitoring and Improvement Program

The next steps resulting from this asset management plan to improve asset management practices include the following tasks:

1. Undertake 2 yearly (max) building condition/ defect inspections to inform maintenance and renewal works programs

- 2.** Review CRM and safety systems and implement collection of customer service level data for specific buildings items: a. Cleanliness; b. Safety incidents; c. Facility fitness for use; d. Usage/ availability
- 3.** Review and revise Community and Technical Levels of Service in this Plan in accord with data from Tasks 1 and 2
- 4.** Review and revise: 1. Renewal; and 2. upgrade/ new; works programs in this Plan in accord with data from Tasks 1 and 2, particularly in consideration of planning for new major facilities such as the Cooktown

- 4 Mile Hill Waste Transfer Station and Cooktown Depot master planning
- 5.** Compile and review annual scheduled maintenance programs from Task 1 data
- 6.** Formulate and implement a coordinated process to ensure building additions and disposals are recorded, registers updated, insurance listings updated, and all relevant staff are fully informed
- 7.** Provide an integrated approach to building revaluations to ensure the Building Facilities team, Manager Assets, and Manager Finance have input into the process.

2. INTRODUCTION

2.1 Background

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

The Plan has been primarily formulated to document:

- The Building assets Council owns
- Funding required to maintain Building services at current levels of service
- Future demand for renewal and improvements (upgrade/ new works) to Buildings assets, and how to manage demand in the long term.

This asset management plan defines the forecast funding requirements for renewal/ replacement and upgrade/ new works by means of a projected 10 year forward works program. The Plan does not define the adequacy of Council funds to implement the program, with funding availability and financial planning dealt with within Council's Long term financial forecast i.e. the funding demand from Council's asset management plans are used to provide the financial demand parameters within the long term financial forecasting process.

The asset management plan is to be read in conjunction with relevant Cook Shire Council planning documents. This should include the Asset Management Policy and Asset Management Strategy along with other key planning documents including:

- Corporate Plan 2017-2022
- Operational Plan
- Long term financial forecast.

The infrastructure assets covered by this asset management plan are shown in Table 2.1. These assets are used to provide:

- building facility services in the 'Building' asset category; and
- playground, fence, fuel facility, lighting , wharfage/ marine, and ancillary services in the 'Other Structures' asset category.

Table 2.1: Assets covered by this Plan

Asset Category	Dimension/ Number of Items	Replacement Value (to nearest \$000)
Buildings	198 buildings (includes sheds and shelters)	51,697,000
Other Structures	Various - includes 6 playgrounds, 3 bulk fuel facilities, wharfage, other	18,927,000
TOTAL		\$70,624,000

2.2 Goals and Objectives of Asset Ownership

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

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

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

- International Infrastructure Management Manual 2015 ¹, and
- ISO 55000².

2.3 Core and Advanced Asset Management

This asset management plan is prepared as a 'core' asset management plan over a 20 year planning period in accordance with the International Infrastructure Management Manual³. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

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

² ISO 55000 Overview, principles and terminology

³ IPWEA, 2015, IIMM.

3. LEVELS OF SERVICE

3.1 Customer Research and Expectations

Community consultation and feedback were key elements in the formulation of the Cook Shire Community Plan 2011-2021, Cook Shire Council Economic Development Plan 2016-2020, and the Cook Shire Council Corporate Plan 2016-2020. Council's Operational Plan 2018-2019 and subsequent Operational Plans are directly based on the relevant Cook Shire Council Corporate Plan.

Community consultation associated with formulation of these key documents has provided minimal feedback on Buildings infrastructure and the services provided from buildings. This indicates that current building stock and services provided from these buildings generally meets the communities' expectations.

The **Cook Shire Community Plan 2011-2021** identified 10 priority issues across the Shire. The two building related issues were *Liveability of townships* (priority # 9) and *Limited age care* (priority # 10). The Community Plan includes:

- under the theme of *Safe, Healthy and Inclusive* the strategies 'To advocate for and investigate options to ensure there is sufficient appropriate residential housing', 'To ensure emergency evacuation services are available in all townships if possible', 'To support facilities, programs and initiatives to take care of our seniors' and 'To make Cook Shire more accessible for people with impaired mobility'.
- Commentary on the Cooktown Events Centre building (opened in 2011), noting the facility as a 'game changer' for Cooktown in terms of facilities provision.

In relationship to the *Limited age care* issue, Council owns and manages a total of 18 seniors units (9 buildings in Cooktown with 2 units per building), with 6 of these units in May St constructed in more recent years. Council also continues to promote and seek establishment (by others) of a retirement village in Cooktown as outlined in the Cook Shire Council Economic Development Plan 2016-20.

In relationship to the *Liveability of townships* issue, housing shortages and/ or housing quality at various Shire communities has been an on-going theme over many years and is identified specifically in the Community Plan and Economic Development Plan. It should be noted that Council's required service provision does not include housing provision, although Cook Shire owns and facilitates a number of senior units and has considered the construction of limited staff housing.

3.2 Strategic and Corporate Goals

This asset management plan is prepared in accord with Cook Shire Council's vision, mission, goals and objectives:

Vision: Building sustainable communities with respect for our unique natural environment, celebrating our diverse cultures and sharing our pride in Cape York.

Mission: Our Mission is to understand our communities' needs and provide consistent service to enable them to flourish in a safe, sustainable manner.

Relevant goals and objectives from the Corporate Plan 2017-2022 and how these are addressed in this asset management plan (AM Plan) are detailed in Table 3.2 following.

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

Goal	Objective	How Goal and Objectives are addressed in AM Plan
<i>ECONOMY - Locality specific economic growth, appropriate to each community and the Shire as a whole.</i>	<p><i>ECO 3. - Undertake the management of Council's assets in accordance with sound practice to ensure infrastructure networks are maintained, renewed and upgraded to maximise long term benefit to all.</i></p> <p>Eco 3b. Asset management plans are completed for major infrastructure assets.</p>	<p>Eco 3b. – This and associated asset management plan(s) for major infrastructure assets now completed</p>

Table 3.2: Goals and how these are addressed in this Plan (Cont.)

Goal	Objective	How Goal and Objectives are addressed in AM Plan
<i>GOVERNANCE – Accountable, responsible and appropriate governance and management, reflected in responsible long-term financial sustainability and clear strategic direction built around core local government business and affordable levels of service.</i>	<p><i>GOV 2. Prepare management strategies to underpin asset sustainability.</i></p> <p>Gov 2a. Condition assessments are undertaken for major asset classes.</p> <p>Gov 2b. Council’s asset management plan is completed and informs Council’s long term financial strategy.</p>	<p>Gov 2a. – Condition assessments have been completed as part of the asset management plan(s) formulation.</p> <p>Gov 2b. –Asset management plan(s) now completed to inform Council’s long term financial strategy.</p>

Cook Shire Council’s Risk Management Framework 2019 includes a risk reporting and review framework and a Council Risk Register that enables Council to document, manage, monitor, review and update strategic, corporate and operational risk information. Significant infrastructure risk items as outlined in Section 6 of the AM Plan will be considered for inclusion in the Risk Register.

3.3 Legislative Requirements

Statutory requirements set the framework for minimum levels of service that Buildings are required to meet. Legislative requirements relating to the management of Building assets are many with some of the more significant requirements outlined in Table 3.3 below.

Table 3.3: Legislative Requirements

Legislation	Details/ Requirement
Local Government Act 2009.	Adherence to local government principles, including: (a) transparent and effective processes, and decision-making in the public interest; and (b) sustainable development and management of assets and infrastructure, and delivery of effective services.
Local Government Regulation 2012 (168).	A local government’s long-term AM plan must- (a) provide for strategies to ensure the sustainable management of the assets mentioned in the local government’s asset register and the infrastructure of the local government; and (b) state the estimated capital expenditure for renewing, upgrading, and extending the assets for the period covered by the plan; and (c) be part of, and consistent with, the long term financial forecast.
Queensland Building and Construction Commission Act 1991. Queensland Building and Construction Commission Regulation 2018.	Details Building policy and regulation
Building Act 1975. Building Regulation 2006. Building Code of Australia. Plumbing and Drainage Act 2018. Building Fire Safety Regulation 2008. Electrical Safety Act 2002. Queensland Development Code.	Details Building policy, regulation, and technical provisions
Work Health and Safety Act 2011.	To ensure a healthy and safe work environment
Disability Discrimination Act 1992.	To ensure persons with disabilities have equitable rights and access to services
Queensland Heritage Act 1992.	Establishes a framework for registration and protection of places of local and state wide significance

3.4 Customer Levels of Service

Levels of service are defined in this asset management plan in two terms, Customer Levels of Service (this section 3.4) and Technical Levels of Service (following section 3.5).

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided. Customer levels of service measures used in this asset management plan are:

- Quality** How good is the service ... *what is the condition or quality of the service?*
- Function** Is it suitable for its intended purpose *Is it the right service?*
- Capacity/Use** Is the service over or under used ... *do we need more or less of these assets?*

The current and expected customer service levels are detailed in Table 3.4 following. The expected level of service position in 10 years is based on the current budget/ actuals.

Table 3.4: Customer Level of Service

Key Performance Measure	Level of Service/ Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years based on the current Budget
<i>Service Objective: Provide safe and well maintained buildings that adequately facilitate required services.</i>				
Quality	Building Facilities are clean and safe	Customer service requests relating to cleanliness and safety;	TBC	Minimal to 30% improvement
		Reported injury incidents	TBC	
	Confidence levels		TBC	Medium
Function	Facilities are appropriate for the service requirement/ use	Customer service requests relating to facility not being fit for the service/ use	TBC	Minimal to 30% improvement
			TBC	
	Confidence levels		TBC	Medium
Capacity and Use	Facilities are available	Customer service requests relating to usage and availability	TBC	Minimal to 30% improvement
			TBC	
	Confidence levels		TBC	Medium

3.5 Technical Levels of Service

Technical Levels of Service - These are technical measures related to the allocation of resources to service activities that are aimed at best achieving the desired customer outcomes and demonstrating effective performance.

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

- Operations – the regular activities to provide services (e.g. cleaning, electricity supply, building inspections);
- 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. building fittings and structure repairs);
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. replacing a roof at the Cooktown Boathouse, or similar building component replacement);
- Upgrade/New – the activities to provide a higher level of service (e.g. extending an existing building, installing air conditioning to all Seniors units) or a new service that did not exist previously (e.g. constructing a library building at Laura).

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

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

Table 3.5: Technical Levels of Service

Service Attribute	Level of Service/ Activity Objective	Performance Measure Process	Current Performance *	Desired Level of Service/ Optimum Lifecycle Cost **
TECHNICAL LEVELS OF SERVICE				
Operations				
	Building facilities meet user needs	2 Yearly condition/ defects inspection	TBC	Inspect min. 2 yearly
	Buildings are clean	Cleaning Frequency	High use buildings cleaned daily, Lower use buildings weekly	Daily and weekly, or as required dependent on usage
		Budget	Total \$1,193,000	Total \$1,193,000 (TBC)
Maintenance				
	Buildings are suitable for purpose	Reactive and Planned activities completed to adopted timeframes	Timeframes and performance TBC	Same day inspection for any safety issues. Planned maintenance plus or minus 2 weeks from that scheduled
		Budget	React. Maint. (TBC) Planned Maint. (TBC) Total \$770,000	React. Maint. (TBC) Planned Maint. (TBC) Total \$770,000 (TBC)
Renewal				
	Building facilities meet user's needs	Condition of buildings	< 8% with condition 4 or 5 (by value)	< 5% with condition 4 or 5 (by value)
		Budget	\$1,036,000	\$740,000 av. (Budget dependent on grant funding)
Upgrade/New				
	New or upgraded facilities: - are matched to community demand or regulatory requirement. - are well scoped and planned for. - allow good opportunity for well scoped and accurately costed grant funding application and project advocacy.	Community consultation undertaken with demand and scope of upgrade/ new facilities communicated and verified. Well scoped and accurately costed grant funding application.	Recent proposals have been generally well communicated with the community; e.g. Rossville playground and shade cover, and Cooktown Events Centre cyclone shelter upgrade Stage 1, gazebo/ BBQ shelters planned for Botanic Gardens. Majority of upgrade/ new works are grant funded, but issues often experienced with inaccurate scope/ cost.	Community consultation/ communication as a part of every proposed project. Projects are planned well in advance to allow for grant application and advocacy with All Upgrade/New works 100% grant funded.
		Budget	\$114,000 2018-19	\$1,229,000 av. (Budget dependent on grant funding)

⁴ IPWEA, 2015, IIMM, p 2 | 28.

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

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

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

4. FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include things such as population change, changes in demographics, changing community priorities and expectations, and climate change.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been documented in Table 4.3 below.

4.3 Demand Impact on Assets

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

Table 4.3: Demand Drivers, Projections and Impact on Services

Demand drivers	Present position	Projection	Impact on services
Population	4226 (2016 Census) 4,445 (2018 ABS Est.)	5,157 in 2031 (medium series est. Qld Treasury and Trade)	Increased facility use and demand for new services/ facilities, rationalising current services
Customer Expectations	Not all facilities are Air Conditioned spaces	All dwellings and high and medium use facilities are air-conditioned	Increased costs to operate, install, maintain and renew mechanical ventilation units
Tourism numbers increasing	Tourism numbers to the Cape and Cooktown increasing	Increasing tourists to the Cape as the PDR is sealed	Tourist hosting/ event venues require upgrading or constructing (new)
Demographics and lack of housing options	Ageing population demographic and few housing options	Seniors population increases with housing options remaining static	Increased demand for seniors housing

4.4 Demand Management Plan

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

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

Table 4.4: Demand Management Plan Summary

Demand Driver	Impact on Services	Demand Management Plan
Population increasing	Increased facility use and demand for new facility services	Encourage sharing, user group planning, and increased services from existing buildings. Consider new buildings where demand is evidenced by the community (e.g. John St Oval) and consider multi-purpose facility options with all new facilities.
Customer Expectations	Increased costs to operate,	Limit air conditioned spaces to high-use buildings and

	install, maintain and renew mechanical ventilation units	where required; consider 'user pays' where appropriate for dwellings
Tourism numbers increasing	Tourist hosting/ event venues require upgrading	Consider options when demand is apparent (Coen, Lakeland and Laura most affected); encourage use of alternate non-Council building assets to provide services
Demographics and lack of housing options	Increased demand for seniors housing	Advocate for State housing to take-over existing Council housing and provide options to meet demand; advocate/ promote retirement village in Cooktown

4.5 Asset Programs to meet Demand

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

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

Cook SC - Upgrade & New Assets to meet Demand (Buildings_S2_V3)

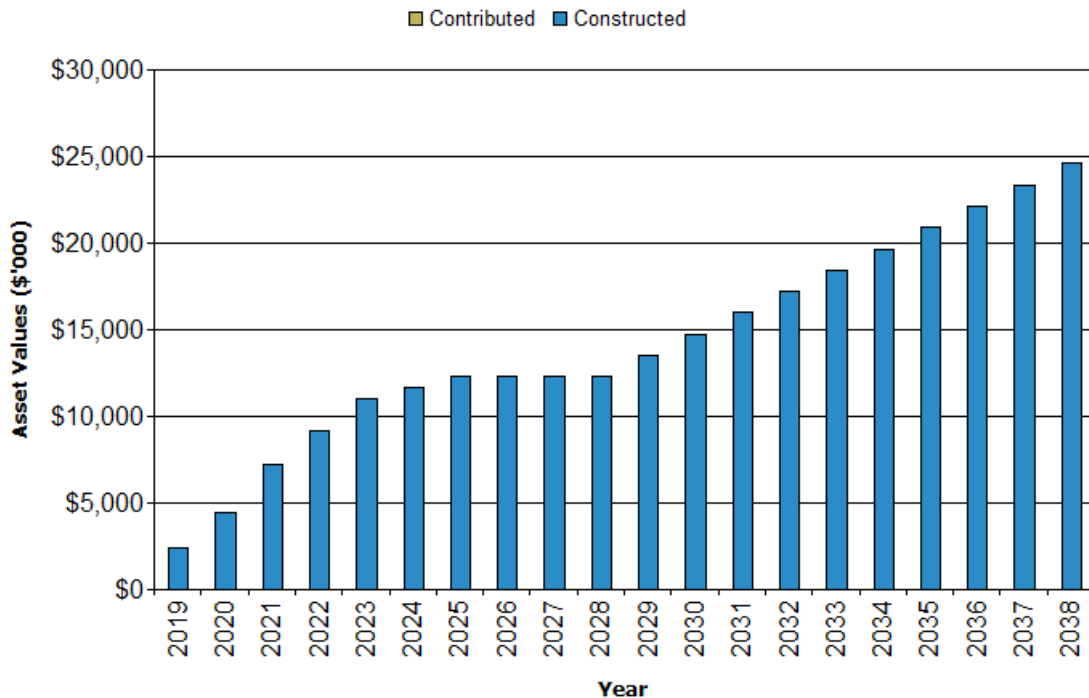


Figure Values are in current (real) dollars.

The major upgrade and new building assets planned for the next 10 years include:

- New Waste Transfer Station and Pound buildings at the 4 Mile Cooktown site
- Cooktown Botanic Gardens shelters and Orchid House
- Completion of the Cooktown Events Centre cyclone shelter upgrade
- Cooktown Depot new buildings and rationalise existing buildings
- The Boathouse upgrade Cooktown
- A Depot shed at Coen
- Gateway to the Cape building Lakeland
- New Cooktown Airport Terminal
- JS Love building Coen upgrade/ replacement
- Cooktown John St Oval Change Rooms
- Lakeland Recreation Reserve Change Rooms/ Multipurpose Facility.

Acquiring these new assets will commit ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long term financial forecast as outlined further in Section 5.

5. LIFECYCLE MANAGEMENT PLAN

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

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this asset management plan are shown in Table 2.1 and include Building assets and 'Other Structures' such as playground and wharfage/ marine structures.

The Building assets included in this asset management plan do not include buildings, sheds, and offices that form part of water treatment plants (WTPs), sewerage treatment plants (STPs), and pump stations. For revaluation and asset planning purposes these buildings form part of the Water or Sewerage assets covered under the respective Water and Sewerage AM Plans.

Building assets are located across the Shire with the majority of these assets located in Cooktown as shown in Table 5.1.1 below. The values given in this table include some shelters listed under 'Other Structures' plus some new items and differs marginally from the financial figures given in Table 2.1.

Table 5.1.1: Building Asset Location and Parameters

Location/ Area	Number of Buildings	Value (\$)	Floor Area: M2 Bounded/ Enclosed	Floor Area: M2 Unbounded/ Open
Ayton	13	\$1,543,301	635 m2	319 m2
Coen	44	\$4,782,593	1,741 m2	1,085 m2
Cooktown	111	\$41,192,338	11,096 m2	4,563 m2
Lakeland	11	\$1,597,603	612 m2	119 m2
Laura	12	\$1,706,400	312 m2	950 m2
Portland Roads	4	\$453,000	116 m2	16 m2
Rossville	3	\$842,100	243 m2	151 m2
Totals:	198	\$52,117,335	14,755 m2	7,203 m2

Table Values are in current (real) dollars.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards relevant to those assets. In the case of Building assets a building built in the past is only required to come up to current Building Code standards when the building undergoes significant alteration.

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

Table 5.1.2: Known Service Performance Deficiencies

Location/ Facility	Service Deficiency
Cooktown Events Centre	Further upgrade required to achieve Cyclone Shelter standard
John St Oval Cooktown	Change Room Facility required to service users
Coen Depot Site	Shed / workshop required for plant/ fleet/ equipment servicing
Senior Units Cooktown	Not all units air-conditioned
JS Love Facility Coen; Town Hall Cooktown; 'old' residence Coen Airport	Buildings no longer serviceable and/ or not used to provide services

The above service deficiencies were identified from current building project proposals and in-field building condition assessments in March-May 2019.

5.1.3 Asset condition

Condition is monitored as part of the periodic (generally 3 yearly) building asset valuations. A general condition assessment was undertaken as part of the data recollection for this Buildings Asset Management Plan, with this data compiled in Table 5.1.3 below. Condition is measured using a 1 – 5 grading system⁵ as described in the first column of Table 5.1.3.

Table 5.1.3: Asset Condition Profile

Condition Grading and Description	Number of Buildings	Value (\$)	% Within Condition by Value
1 - Very Good: only planned maintenance required	45	\$6,793,552	13.0%
2 - Good: minor maintenance required plus planned maintenance	77	\$33,511,422	64.3%
3 - Fair: significant maintenance required	52	\$6,745,478	12.9%
4 - Poor: significant renewal/rehabilitation required	19	\$3,757,223	7.2%
5 - Very Poor: physically unsound and/or beyond rehabilitation	5	\$1,309,660	2.5%
Totals:	198	\$52,117,335	100%

Figure Values are in current (real) dollars.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide Building services such as cleaning and power supply.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again, for example repairing building exit doors that have jammed shut.

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.

Building maintenance expenditure is shown in Table 5.2.1.

Table 5.2.1: Maintenance Expenditure Trends

Year	Maintenance Budget \$
2017-18	\$723,077 (Actual)
2018-19	\$770,950 (Budget)
2019-20	\$770,000 (Estimated)

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

Summary of future operations and maintenance expenditures

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

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 2. Note that all costs are shown in current 2018-19 dollar values (i.e. real values).

Figure 2: Projected Operations and Maintenance Expenditure

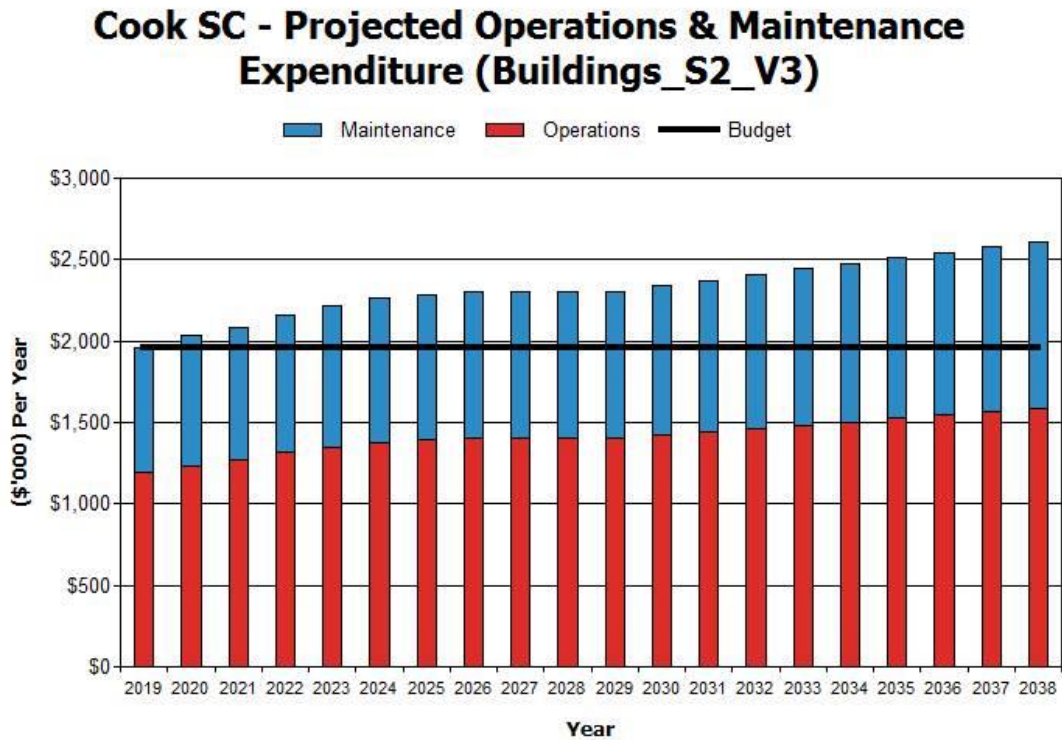


Figure Values are in current (real) dollars.

It should be noted that with significant forecast upgrade and new works proposed, there is a significant increase in projected Operations and Maintenance expense over the coming 10-20 years. This operations and maintenance expense will require funding consideration within the Long term financial forecast (LTFF), with the increased operations and maintenance requirements potentially requiring deferral due to funding shortfall in the next 10 year timeframe.

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

5.3 Renewal/Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset’s design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal/replacement are identified from one of three methods provided in the ‘Expenditure Template’:

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

Method 2 has been used for this asset management plan.

5.3.1 Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a library building that has become dilapidated), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. replacing ovens and hotplates in a commercial kitchen that have become dysfunctional).⁶

Capital renewal and replacement priorities are determined by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value representing the greatest net value,
- Have the highest average age relative to their expected lives,
- Are identified in the AM Plan as key cost factors,
- Have high operational or maintenance costs, and
- Have replacement with a modern equivalent asset that would provide the equivalent service at a net saving.⁷

5.3.2 Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditures are forecast to increase over time when the asset stock increases. The projected capital renewal and replacement program is shown in Appendix A with the resultant expenditure required shown in Fig 3 below.

Fig 3: Projected Capital Renewal and Replacement Expenditure

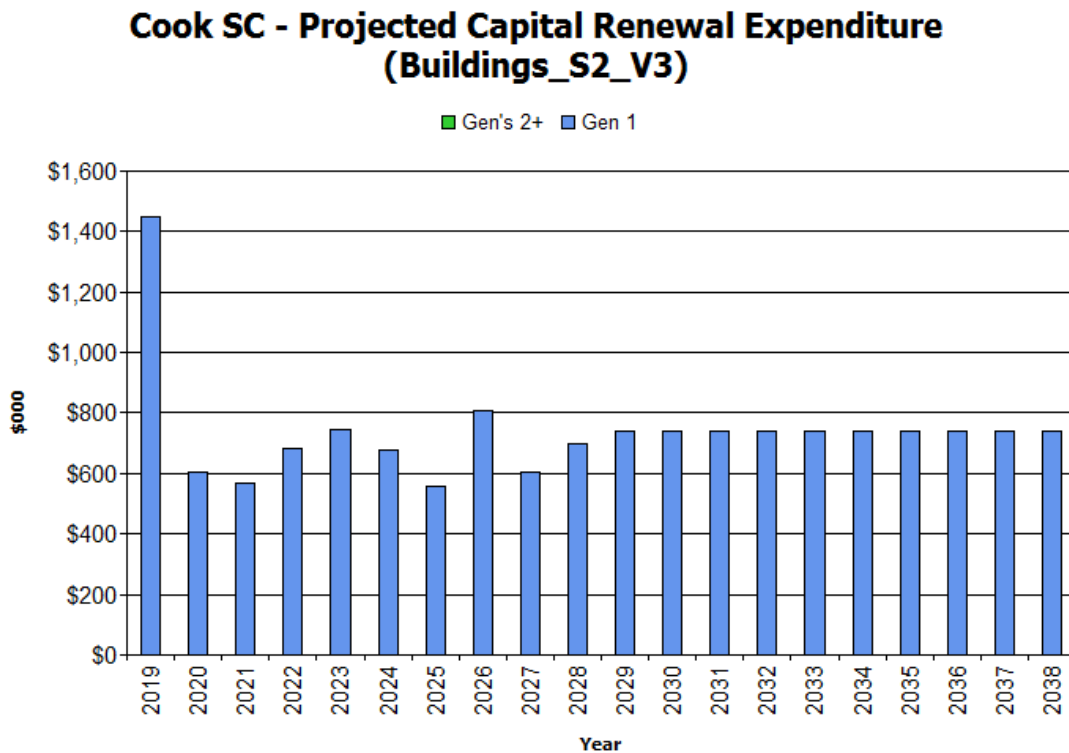


Figure Values are in current (real) dollars.

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

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

The projected renewal expense will require funding consideration within the Long term financial forecast (LTFF), with renewal requirements potentially requiring deferral due to funding shortfall in the next 10 year timeframe. This is further discussed in Section 7.

5.4 Creation/Acquisition/Upgrade Plan

New works are those that create a new asset that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, community, or regulatory needs. Assets such as those contributed by developers may also be acquired at no cost, for instance a developer contributing a new playground as part of a major subdivision . These additional assets are considered in Section 4.4.

5.4.1 Selection criteria

Construction of new assets and the upgrade/expansion of existing assets are identified from various sources such as:

- feedback and requests from community groups, stakeholders, and Council
- noted deficiencies within existing infrastructure
- strategic planning and master planning processes, and
- Regional strategic planning frameworks (often in partnership with others).

Project proposals are considered by Council in view of available funds and the long term financial forecast, with priority projects considered for inclusion in the annual capital works budget and/ or specific grant funding opportunities.

5.4.2 Summary of future upgrade/new assets expenditure

Projected upgrade/new asset expenditures are summarised in Fig 4. The projected upgrade/new capital works program is shown in Appendix B.

Fig 4: Projected Capital Upgrade/New Asset Expenditure

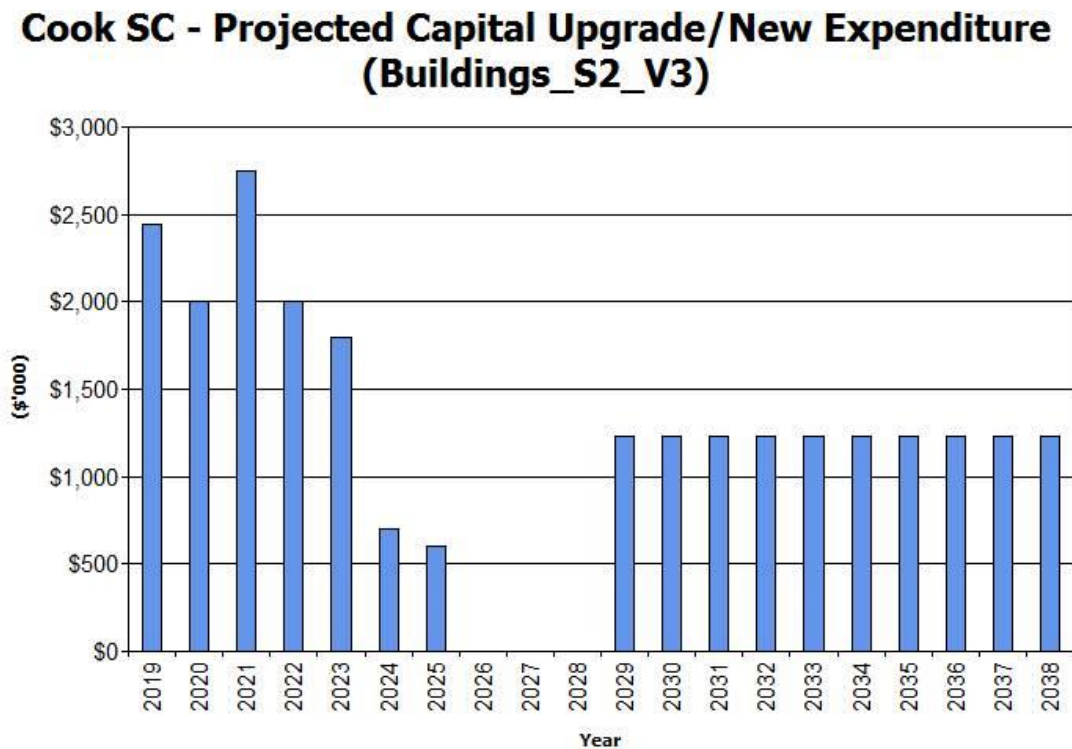


Figure Values are in current (real) dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long term financial forecast but only to the extent of the available funds. Acquiring these new assets will commit the funding of ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required.

5.4.3 Summary of asset expenditure requirements

The financial projections from this asset plan are shown in Fig 5 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). Note that all costs are shown in current (real) dollars.

The bars in the graphs represent the projected budget requirements to achieve lowest lifecycle costs with the budget line indicating the budget expenditure required to provide a balanced budget. The gap between required budget expenditure and the available budget as derived from the long term financial forecast informs the discussion on achieving the balance between services, costs and risk to achieve the best value outcome.

Fig 5: Projected Operating and Capital Expenditure
Cook SC - Projected Operating and Capital Expenditure
(Buildings_S2_V3)

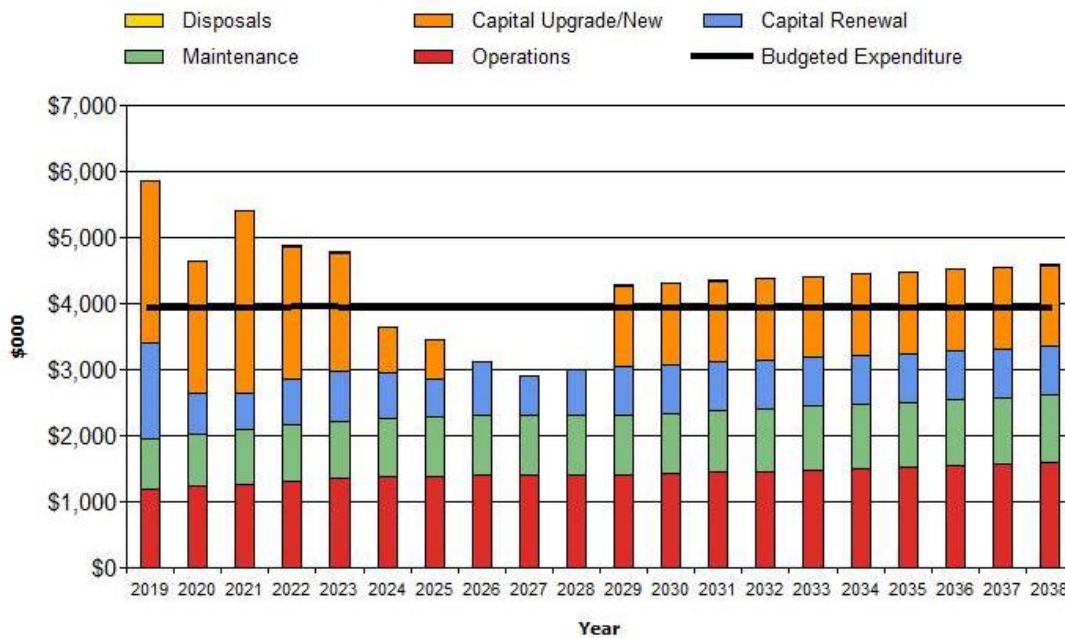


Figure Values are in current (real) dollars.

5.5 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for decommissioning/ disposal are shown in Table 5.5, together with estimated annual savings from not having to fund operations and maintenance of the assets. Any costs or revenue gained from asset disposals are accommodated in the long term financial forecast.

Table 5.5: Assets Identified for Disposal

Asset	Reason for Disposal	Timing (estimate only)	Disposal Expenditure	Operations & Maintenance Annual Savings
Town Hall Cooktown Storage Shed	Poor amenity/ dilapidated	Demolish as part of Town Hall refurbishment works 2019-21	\$5,000 (est.)	Negligible
Cooktown Depot - Old Store Shed/ Amenities	Poor amenity/ dilapidated	Timing & status reviewed as part of Depot Planning process 2019-21	\$25,000 (est.)	Negligible

Table 5.5: Assets Identified for Disposal (Cont.)

Asset	Reason for Disposal	Timing (estimate only)	Disposal Expenditure	Operations & Maintenance Annual Savings
Little Annan Wayside Stop Shelter	Poor amenity/ dilapidated	Demolish 2022-23; do not replace	\$4,000 (est.)	Negligible
Cooktown Depot Pound	Poor standard and end of life	Timing & status reviewed as part of planned relocation to 4 Mile Hill, 2023-24 Est.	\$15,000 (est.)	Nil – building to be replaced with a new building at 4 Mile Hill Cooktown site

6. RISK MANAGEMENT PLAN

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2009 as: ‘coordinated activities to direct and control with regard to risk’⁸.

Cook Shire Council adopted a *Risk Management Policy* with associated *Risk Management Framework 2019* in line with International Standard ISO 31000:2009 Risk management – Principles and guidelines in March 2019. The risks outlined in this section of the AM Plan are not considered as new risks, with treatment plans for the risks identified largely in place.

A corporate assessment of risks associated with service delivery from infrastructure assets is required to identify/verify the organisation’s critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

Critical assets have been identified and their typical failure mode and the impact on service delivery are shown in Table 6.1 below.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
CSC Administration Building	Natural Disaster/ Cyclone	Business Services provided by facility cannot be delivered
CSC Depot Administration Building(s)	Natural Disaster/ Cyclone	Business Services provided by facility cannot be delivered
CSC Depot Workshop	Natural Disaster/ Cyclone	Business Services provided by facility cannot be delivered
Cooktown Events Centre	Natural Disaster/ Cyclone	Place of refuge/ cyclone shelter facility cannot be provided

The building assets noted are critical in maintaining Council’s business continuity and disaster management functions. Condition inspection programs, maintenance and capital expenditure plans can be directed at crucial areas by identifying critical assets and their failure modes.

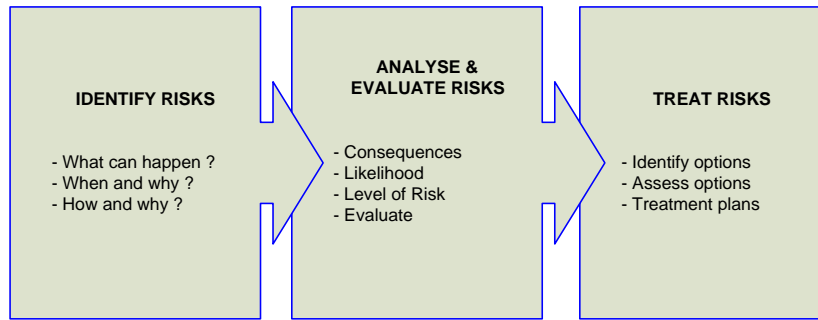
6.2 Risk Assessment

The risk management process used in this AM Plan is shown in Figure 6.2 below. It is an analysis and problem solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

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

⁸ ISO 31000:2009, p 2

Fig 6.2 Risk Management Process – Abridged



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

A preliminary assessment of risks associated with service delivery from building infrastructure assets has identified the critical risks that will result in significant loss, ‘financial shock’, or a reduction in service.

Critical risks are those assessed with ‘Very High’ risk rating (requiring immediate corrective action) and ‘High’ risk rating (requiring corrective action). The critical risks identified in the preliminary assessment, with associated residual risk and treatment cost after the selected treatment plan is implemented, is shown in Table 6.2.

Table 6.2: Critical Risks and Treatment Plans

Service or Asset and Risk	What can Happen	Risk Rating (L, M, H, VH)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Building facilities - unsafe for use	Injury. Structural failure. Damage to Reputation.	H	Repairs and maintenance undertaken by trained and licensed persons. Compliance with building processes and codes. Undertake regular condition/ defect inspections.	M	Additional staff time for periodic inspections
Building facilities – facilities provision is mismatched to community need	Strategic need not identified. Funding not aligned to community need.	H	Implement collection of customer service level data for specific buildings items: 1. Cleanliness; 2. Safety incidents; 3. Facility fitness for use; 4. Usage/ availability	M	Additional staff time to implement specific data collection from CRM system
Building facilities – poor project scoping and contractor management	Construction of deficient facilities. Budget over-expenditure.	H	Engage appropriate consultants (as required) to enable correct scoping and costings. Ensure robust project management procedures are in place.	M	Budgeted within Capital works project costs
Building facilities – Poor amenity and/ or out of service	Failure of mechanical systems/ ventilation. Post-disaster repairs are not completed in a timely manner.	H	Formulate and implement scheduled maintenance programs where appropriate. Ensure all building inventory is appropriately insured	M	Contractor cost – TBC. Staff time.

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

6.3 Infrastructure Resilience Approach

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

Resilience is built on aspects such as response and recovery planning, financial capacity and crisis leadership. Cook Shire Council's Local Disaster Management Group is tasked more specifically with response and recovery planning on a Council wide scale.

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

Table 6.3: Resilience

Threat / Hazard	Resilience LMH	Improvements / Interventions
CSC Business services cannot be delivered after a natural disaster/ cyclone	M	Review building resiliency to storm damage for Cooktown main administration building, depot administration building and workshop; Continuously Improve ICT redundancy and back-up systems
Cooktown Events Centre has ceiling or flooding failure during a natural disaster/ cyclone event	M	Complete second stage to improve facility to a cyclone shelter standard in the stadium/ foyer/ kitchen/ toilets/ stage area

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

What we cannot do will be outlined within Council's long term financial forecast (LTFF) which uses a whole of organisation approach. The LTFF will provide 10 year planning for the entire Council organisation and will consider projected operational, maintenance, renewal/ replacement, and upgrade/ new funding requirements from this and other AM Plans in its formulation.

It should be noted that renewal and new capital works projects remain largely dependent on grant funding streams such as Works for Queensland, and successful targeted grant funding application for Buildings projects such as the second stage of the Cooktown Events Centre cyclone shelter upgrade.

6.4.2 Service trade-off

Operations and maintenance activities and capital projects that cannot be undertaken will maintain or create service consequences for users. It is anticipated that service trade-offs will be required with definition of these trade-offs to be defined and documented within Council's LTFF. These trade-offs will in turn be incorporated into the next iteration of this AM Plan.

6.4.3 Risk trade-off

Operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences. There are no identified risk trade-offs over the coming 10 years anticipated from this Plan, with actions and expenditures to manage current risks shown in *Table 6.2: Critical Risks and Treatment Plans*.

7. FINANCIAL SUMMARY

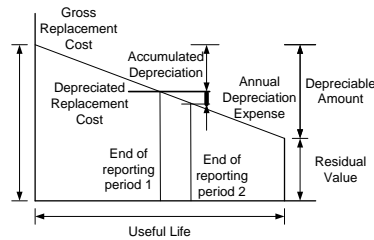
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections are best estimates only and subject to improvement as further information becomes available on desired levels of service and current and projected future asset performance.

7.1 Financial Statements and Projections

7.1.1 Asset valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. The assets included are both Building and Other Structures assets. Assets are valued at Fair Value, with the following values applicable at 30 June 2018 (to nearest \$1000):

Gross Replacement Cost	\$70,624,000
Depreciable Amount	\$70,624,000
Depreciated Replacement Cost ⁹	\$46,971,000
Annual Average Asset Consumption	\$1,349,000.



7.1.1.1 Sustainability of service delivery

Two key indicators for service delivery sustainability used for analysis of the services provided by this asset category, these being the:

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

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio¹⁰: % N.A. (Available Renewal Funding for Transport assets to be confirmed in the LTFF)

The Asset Renewal Funding Ratio is the most important indicator and indicates what % of the funds required for the optimal renewal and replacement of Transport assets over the next 10 years will be available within the LTFF budget. The benchmark or target is to have the renewal funding requirement 100% funded within the LTFF allowing optimal renewal of assets.

Medium term – 10 year financial planning period

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$2,703,000 on average per year. This projected funding requirement excludes upgrade/new assets.

Estimated available operations, maintenance and capital renewal funding is to be confirmed within the long term financial forecasting process which will take into consideration funding demands across the organisation, including projected requirements from Transport, Water and Sewer assets.

⁹ Also reported as Written Down Value, Carrying or Net Book Value.

¹⁰ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and financing to achieve a financial indicator of approximately 1.0 for the first years of the asset management plan and ideally over the 10-year life of the Long term financial forecast.

7.1.2 Projected expenditures for long term financial forecast

Table 7.1.2 shows the projected expenditures for the 10 year long term financial forecast.

Expenditure projections are in 2018-19 real values.

Table 7.1.2: Projected Expenditures for Long term financial forecast (\$000)

Year	Operations (\$000)	Maintenance (\$000)	Projected Capital Renewal (\$000)	Capital Upgrade/ New (\$000)	Disposals (\$000)
2019	\$1,193	\$770	\$1,450	\$2,442	\$0
2020	\$1,193	\$770	\$606	\$2,000	\$5
2021	\$1,193	\$770	\$566	\$2,750	\$0
2022	\$1,193	\$770	\$685	\$2,000	\$29
2023	\$1,193	\$770	\$746	\$1,800	\$15
2024	\$1,193	\$770	\$678	\$700	\$0
2025	\$1,193	\$770	\$558	\$600	\$0
2026	\$1,193	\$770	\$809	\$0	\$0
2027	\$1,193	\$770	\$604	\$0	\$0
2028	\$1,193	\$770	\$696	\$0	\$0

7.2 Funding Strategy

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

The financial strategy of the entity determines how funding will be provided, whereas the asset management plan communicates how and when this will be spent, along with the service and risk consequences of differing options.

7.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added, with these additional assets generally adding to the operations and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts.

Funding for assets is provided within the annual budget with funding amounts linked to projections within the long term financial forecast and as verified/ reviewed annually. The financial strategy of the Council determines how funding will be provided, whereas the asset management plan communicates renewal requirements along with the service and risk consequences of not fully funding these requirements.

7.4 Key Assumptions Made in Financial Forecasts

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

Key assumptions made in this asset management plan are:

- Budget funds are available as indicated in this AM Plan, noting that the availability of budget funds is heavily dependent on continuation of grant funding streams such as Works For Queensland, and success in winning targeted grant funding opportunities

- Operational and maintenance expenditure remains static, noting that operational and maintenance expenditure may rise up to 20% in a 10 year timeframe with the addition of new/ upgrade building assets (refer Figure 2: Projected Operations and Maintenance Expenditure)
- The 10 year capital works program for renewal and new/ upgrade is reliable, and is a reliable indication of average expenditure on capital works in years 10-20, noting that planning for major building works like the JS Love facility in Coen, Cooktown Depot master planning, and the planned new Cooktown 4 Mile Hill waste transfer station/ pound/ depot laydown area, are all in a preliminary planning/ scheduling phase
- Future landfill rehabilitation requirements/ liabilities estimated at between \$7.143M and \$7.678M are not accounted for within the financial forecasts of this AM Plan (i.e. these rehabilitation works may be considered as part of the 'Other Structures' category, but require accounting for separate to this AM Plan within the Long term financial forecast).

7.5 Forecast Reliability and Confidence

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale¹¹ in accordance with Table 7.5.

Table 7.5: Data Confidence Grading System

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

The reliability of data used in this AM Plan is estimated as 'B Reliable', with a recollection of building asset inventory and asset condition completed as part of this AM Plan compilation. The dataset inventory is considered to be complete with an estimated accuracy of \pm 5%.

¹¹ IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

8. PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹²

8.1.1 Accounting and financial data sources

Council uses Authority as its financial management system with annual reporting in the Buildings area informed by periodic asset revaluations, the most recent being 'Valuation of Buildings and Other Structures as at 30 June 2017' prepared for Cook Shire Council by Cardno (QLD) Pty Ltd.

8.1.2 Asset management data sources

Asset management data for this AM Plan has been generated from in-field Building plus some Other Structures data recollection based on inventory outlined within Council's Authority system and the most recent buildings valuation spreadsheets. In-field work was completed in March-May 2019 and consisted of inventory verification and enquiry, photos to clearly identify buildings, measurement of the buildings' bounded and unbounded areas (m2), and overall building condition assessment (not componentised). The recollection provided a broad overview of the nature and condition of Council assets and has informed commentary in this Plan.

8.2 Improvement Plan

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

Table 8.1: Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline
1	Undertake 2 years (max) building condition/ defect inspections to inform maintenance and renewal works programs	Facilities Coordinator	Staff Time	2020 & on-going
2	Review CRM and safety systems and implement collection of customer service level data for specific buildings items: a. Cleanliness; b. Safety incidents; c. Facility fitness for use; d. Usage/ availability	Dir OBS, Facilities Coordinator	Staff Time	2019-2020
3	Review and revise Community and Technical Levels of Service in this Plan in accord with data from Tasks 1 and 2	Mgr Assets	Staff Time	2020-21
4	Review and revise: 1. Renewal; and 2. upgrade/ new; works programs in this Plan in accord with data from Tasks 1 and 2; Particularly in consideration of on-going planning for: 1. JS Love facility in Coen, 2. Cooktown Depot master planning, and 3. proposed Cooktown 4 Mile Hill waste transfer station/ pound/ depot laydown area	Mgr Assets	Staff Time	2020-2021 & on-going annually
5	Compile and review annual scheduled maintenance programs from Task 1 data	Facilities Coordinator, Mgr Assets	Staff Time	2020-2021 & on-going annually
6	Formulate and implement a coordinated process to ensure building additions and disposals are recorded, registers updated, insurance listings updated, and all relevant staff are fully informed	Mgr Assets	Staff Time	2020-2021
7	Provide an integrated approach to building revaluations to ensure Building Facilities team, Mgr Assets and Mgr Finance have input into the process	Mgr Assets, Mgr Finance	Staff Time	2020-2021

¹² ISO 55000 Refers to this the Asset Management System

8	Account for future landfill rehabilitation requirements in financial figures (\$7.143M - \$7.678M est.)	Mgr Finance	Staff Time	2019
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8.3 Monitoring and Review Procedures

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

The AM Plan will be reviewed annually in terms of current service level; asset values; projected operations, maintenance, capital renewal/ replacement, capital upgrade/new, and asset disposal expenditures; and projected expenditure values incorporated into the long term financial forecast.

The AM Plan has a life of 4 years and is due for complete revision and updating within 3 years of each Council election.

8.4 Performance Measures

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

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

9. REFERENCES

- 'Cook Shire Council Corporate Plan 2017-2022', Cook Shire Council
- 'Cook Shire Community Plan 2011-21', Cook Shire Council
- 'Cook Shire Council Economic Plan 2016-2020', Cook Shire Council
- 'Cook Shire Council 2017-2018 Annual Report', Cook Shire Council
- 'Valuation of Buildings and Other Structures as at 30 June 2017', prepared for Cook Shire Council by Cardno (QLD) Pty Ltd
- 'Development Masterplan 2016 Cooktown Airport', Prepared for Cook Shire Council by Aviation Projects
- 'Cooktown Botanic Gardens and Gallop Botanic Reserve Masterplan 2018-2028', John Harper Landscape Designs, 2018
- 'Cooktown Waste Transfer Station and Multi-Use Depot – Concept Master Plan (Draft)', AECOM, 2019
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- IPWEA, 2012 'LTFF Practice Note 6 PN Long term financial forecast', Institute of Public Works Engineering Australasia, Sydney.

10. APPENDICES

Appendix A: Projected 10 year Renewal/ Replacement Capital Works Program

Appendix B: Projected 10 Year New/ Upgrade Capital Works Program

Appendix C: Long Term Budgeted Expenditures Accommodated in AM Plan

Appendix A: Projected 10-year Renewal/Replacement Capital Works Program

Cook SC

Projected Capital Renewal Works Program - Buildings_S2_V3

Year	Item	Description	Estimate (\$000)
2019		Network Renewals	
	1	Cooktown Town Hall – Full renewal/ Refurbishment	\$1000
	2	Cooktown Creative Arts Building – Paint/ refurbish	\$100
	3	Cooktown Historical Society Museum– Paint/ refurbish	\$200
	4	Cooktown Airport Terminal – Paint/ tidy-up	\$35
	5	Lakeland Toilet – Paint/ fittings	\$15
	6	Cooktown Lions Park Playground – Replacement component only, additional \$100,000 in Upgrade/ new list to give \$200,000 total value	\$100
2019		Total	\$1,450
2020		Network Renewals	
	1	Coen JS Love Facility – Community/ master planning for site services/ func. (1)	\$50
	2	Coen Airport Amenities Block – Refurbish/ renovate	\$25
	3	Coen Airport Itinerant Quarters – Asbestos control	\$12
	4	Coen Airport Office – Refurbish/ renovate	\$26
	5	Coen Airport Generator Shed – Repaint ext	\$5
	6	Cooktown Cemetery Gazebo – Repaint timber	\$6
	7	Cooktown Depot Staff Carport – Rust protection for some steelwork	\$3
	8	Cooktown Council Offices – Air conditioner replacement & ext paint	\$209
	9	Cooktown Town Hall Toilets –Refurbish	\$60
	10	Cooktown Library – Paint/ fittings	\$90
	11	Fences Renewal	\$120
2020		Total	\$606
2021		Network Renewals	
	1	Coen JS Love Facility – Community/ master planning for site services/ func. (2)	\$50
	2	Coen Residence Hi-Set – Paint & part re-fit	\$90
	3	Coen Depot Site Workshop/ Store – Re-clad or replace	\$30
	4	Coen Bend Toilet – Replace	\$70
	5	Coen Airport Fuel Shed – Repaint sides; gutters	\$10
	6	Coen Airport Machinery Shed – Repaint sides; gutters	\$20
	7	Coen Airport Residence Hi-Set – Repaint ext; gutters	\$25
	8	Coen Airport Itinerant Quarters – Repaint	\$5
	9	Cooktown Depot Main Offices - Repaint	\$40
	10	Coral Sea Veterans Units 1-6 – Paint/ Re-fit	\$166
	11	Cooktown Lions Park BBQ Shelter - Paint	\$5
	12	Cooktown Lions Park BBQ Shelter - Paint	\$5
	13	Cooktown Keable Park Playground – Replacement component only, additional \$50,000 in Upgrade/ new list to give \$100,000 total value	\$50
2021		Total	\$566
2022		Network Renewals	
	1	Coen JS Love Facility – Upgrade/ replacement detailed design	\$100

Year	Item	Description	Estimate (\$000)
2022		Network Renewals (Continued)	
	2	Cooktown Botanic Gardens Oval Toilet - Repaint	\$10
	3	Cooktown Depot Archives Shed – Replace air-conditioner	\$7
	4	Cooktown Endeavour Lodge Units 1a-b, 2a-b, 3a-b – Paint/ refit	\$153
	5	Cooktown Events Centre – Paint/ part refit	\$200
	6	Fairview-Palmerville/ PDR Wayside Stop Toilet – Paint/ refit	\$20
	7	PDR/ Bamaga Turnoff Wayside Stop Toilet – Paint/ refit	\$20
	8	Portland Rds Toilet – Paint/ Refit	\$20
	9	Portland Rds Town Hall Toilet – Paint/ Refit	\$15
	10	Rossville Toilet - Refit	\$20
	11	Fences Renewal	\$120
2022		Total	\$685
2023		Network Renewals	
	1	Ayton Public Toilets - Refit	\$15
	2	Coen JS Love Facility – Upgrade/ replacement works over 2 years - \$700,000 for 2023-24 shown in Upgrade/ New Cap wks	\$0
	3	Cooktown Botanic Gardens Depot Shadehouses 1 & 2 – New Shadecloth	\$15
	4	Cooktown Depot Residence – Paint/ refit	\$72
	5	Cooktown Depot Workshop & Store – Paint/ refit	\$119
	6	Cooktown Council Offices – Part refit	\$130
	7	Cooktown Events Centre – Paint/ part refit	\$200
	8	Cooktown Lions Park Toilet – Paint/ refit	\$60
	9	Lakeland SES Centre - Paint	\$35
	10	Fuel Facility Cooktown/ Coen – Refurbishment/ replacement	\$100
2023		Total	\$746
2024		Network Renewals	
	1	Ayton Gordon Hickling Oval Clubhouse – Paint/ refit	\$20
	2	Ayton Gordon Hickling Oval Toilet – Paint/ refit	\$18
	3	Coen JS Love Facility – Upgrade/ replacement works over 2 years - \$700,000 for 2024-25 shown in Upgrade/ New Cap wks	\$0
	4	Cooktown Botanic Gardens Natures Powerhouse – Paint/ refit	\$240
	5	Cooktown Neighborhood Centre - Paint	\$50
	6	Cooktown JCU Hostel - Paint	\$50
	7	Cooktown CDCC - Paint	\$50
	8	John St Oval Toilet – Paint/ refit	\$50
	9	Lakeland Community Hall Toilets – Paint/ refit	\$20
	10	Laura Old Jail – Paint; gutters	\$10
	11	Laura Toilet – Paint/ refit	\$30
	12	Portland Rds Town Hall - Paint	\$20
	13	Fences Renewal	\$120
2024		Total	\$678
2025		Network Renewals	
	1	Coen Heritage House – Paint/ tidy-up	\$35

Year	Item	Description	Estimate (\$000)
2025		Network Renewals (Continued)	
	2	Coen SES Shed – Refit amenities	\$25
	3	Coen Airport Residence Low Set – Refurbish	\$322
	4	Cooktown Senior Units 4a-b, 5a-b, 6a-b May St - Paint	\$45
	5	Cooktown JCU Training Centre - Paint	\$25
	6	Cooktown John St Oval Shelters 1-2 - Paint	\$6
	7	Quarantine Bay Toilet - Refit	\$10
	8	Lakeland Community Hall – Paint/ refit	\$90
2025		Total	\$558
2026		Network Renewals	
	1	Ayton Library – Finishes/ fixtures	\$50
	2	Cooktown Airport Office - Paint	\$8
	3	Cooktown Airport Generator Shed - Paint	\$5
	4	Cooktown Airport Storage Shed - Paint	\$5
	5	Cooktown Anzac Park Toilet – Paint/ Refit	\$50
	6	Cooktown William Daku Park Amenities Block – Paint/ part refit	\$90
	7	Cooktown Barrier Reef Childcare Centre – Refurbishment works	\$222
	8	Little Annan Wayside Stop Toilets - Replace	\$60
	9	Lakeland SES Store Shed - Paint	\$4
	10	Rossville Town Hall – Decking/ stairs/ refit	\$95
	11	Replace shade cloth Structures Lakeland/ Coen/ Ayton	\$100
	12	Fences Renewal	\$120
2026		Total	\$809
2027		Network Renewals	
	1	Ayton Bloomfield Community Hall – Finishes/ fittings	\$79
	2	Ayton Bloomfield Community Hall Toilet – Refit	\$10
	3	Weary Bay Toilet – Paint/ refit	\$15
	4	Cooktown Events Centre – Part floor refurbishment	\$260
	5	Cooktown Historical Society Museum Toilets - Replace	\$200
	6	Laura Town Hall – Paint/ part refit	\$40
2027		Total	\$604
2028		Network Renewals	
	1	Coen Heritage House Toilet – Refit	\$19
	2	Coen Town Hall – Paint / tidy-up	\$20
	3	Coen Town Hall Toilet – Paint / refit	\$21
	4	Coen Airport Terminal - Repaint	\$10
	5	Coen Airport Terminal Toilets (M & F) - Repaint	\$10
	6	Cooktown Events Centre – Part floor refurbishment	\$60
	7	Cooktown Kindergarten – Paint/ refit	\$227
	8	Cooktown Airport Residence – Paint/ refit	\$80
	9	Cooktown Airport Fuel Shed – Paint	\$5
	10	Cooktown Airport Workshop – Paint/ tidy-up	\$35

Year	Item	Description	Estimate (\$000)
2028		Network Renewals (Continued)	
	11	Cooktown Wharf Toilet & Oil Drop-Off – Paint/ part refit	\$20
	12	Cooktown Finch Bay Toilet - refit	\$10
	13	Cooktown William Daku Park Kiosk - Paint	\$15
	14	Cooktown William Daku Park Toilet - Paint	\$8
	15	Cooktown William Daku Park Pergola - Paint	\$8
	16	Cooktown William Daku Park BBQ/ Picnic Shelters (6) - Paint	\$18
	17	Big Annan Boat Ramp Toilet - Refit	\$10
	18	Fences Renewal	\$120
2028		Total	\$696

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

Cook SC

Projected Capital Upgrade/New Works Program - Buildings_S2_V3

Year	Item	Description	Estimate (\$000)
2019		Upgrade/ New Capital works	
	1	Cooktown Botanic Gardens Shelters & Orchid House (part of grant funding package)	\$631
	2	Cooktown William Daku Park Amenities Block – Paint/ seal render work	\$50
	3	Cooktown Boathouse Upgrade	\$575
	4	Cooktown Lions Park Playground Shade Structure	\$200
	5	Cooktown Shade Structures (tbc)	\$170
	6	Cooktown Lions Park Playground – Upgrade component only, additional \$100,000 in Renewals list to give \$200,000 total value	\$100
	7	Lighting/ CCTV Cooktown William Daku Park/ waterfront areas	\$400
	8	Cooktown John St Oval Irrigation upgrade	\$116
	9	4 Mile Hill proposed Waste Transfer Station - Detailed Design	\$200
2019		Total	\$2,442
2020		Upgrade/ New Capital works	
	1	Cooktown Events Centre Cyclone Shelter Upgrade (for main building area)	\$1200
	2	Coen Depot Shed	\$400
	3	Lakeland 'Gateway to the Cape' Building	\$400
2020		Total	\$2,000
2021		Network Renewals	
	1	Cooktown 4 Mile Hill Waste Transfer Station WTS Sheds/ Buildings/ Pound	\$1500
	2	Cooktown Depot Rationalise + New Buildings	\$500
	3	Cooktown John St Oval Change Rooms	\$500
	4	Cooktown Keable Park Playground – Upgrade component only, additional \$50,000 in Renewal list to give \$100,000 total value	\$50
	5	Lakeland Rec Reserve – Multi-purpose Playing Court	\$200
2021		Total	\$2,750
2022		Network Renewals	
	1	Cooktown 4 Mile Hill Waste Transfer Station WTS Sheds/ Buildings/ Pound	\$1500
	2	Cooktown Depot Rationalise + New Buildings	\$500
2022		Total	\$2,000
2023		Network Renewals	
	1	Cooktown Depot Rationalise + New Buildings	\$500
	2	Coen JS Love Facility Upgrade/ Replacement	\$700
	3	Lakeland Rec Reserve Change Rooms/ Multipurpose Facility	\$600
2023		Total	\$1,800
2024		Network Renewals	
	1	Coen JS Love Facility Upgrade/ Replacement	\$700
2024		Total	\$700

Year	Item	Description	Estimate (\$000)
2025		Upgrade/ New Capital works	
	1	Cooktown Airport – New Terminal	\$600
2025		Total	\$600
2026		Upgrade/ New Capital works	
	1		\$0
2026		Total	\$0
2027		Upgrade/ New Capital works	
	1		\$0
2027		Total	\$0
2028		Upgrade/ New Capital works	
	1		\$0
2028		Total	\$0

Appendix C: Long Term Budgeted Expenditures Accommodated in AM Plan

NAMS.PLUS3 Asset Management Cook SC <small>© Copyright. All rights reserved. The Institute of Public Works Engineering Australia</small>																																																																																																																																														
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<p>Buildings First year of expenditure projections 2019 (financial yr ending) 2019 values</p> <p>Asset values at start of planning period</p> <table border="1"> <tr> <td>Current replacement cost</td> <td>\$70,624 (000)</td> </tr> <tr> <td>Depreciable amount</td> <td>\$23,653 (000)</td> </tr> <tr> <td>Depreciated replacement cost</td> <td>\$46,971 (000)</td> </tr> <tr> <td>Annual depreciation expense</td> <td>\$1,349 (000)</td> </tr> </table> <p>Calc. CRC from Asset Register This is a check for you.</p>												Current replacement cost	\$70,624 (000)	Depreciable amount	\$23,653 (000)	Depreciated replacement cost	\$46,971 (000)	Annual depreciation expense	\$1,349 (000)																																																																																																																											
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<p>Capital</p> <table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> <th>2026</th> <th>2027</th> <th>2028</th> <th>2029</th> <th>2030</th> <th>2031</th> <th>2032</th> <th>2033</th> <th>2034</th> <th>2035</th> <th>2036</th> <th>2037</th> <th>2038</th> </tr> </thead> <tbody> <tr> <td>Planned renewal budget</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> <td>\$740</td> </tr> <tr> <td>Planned upgrade/new budget</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> <td>\$1,229</td> </tr> <tr> <td>Non-growth contributed asset value</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> </tr> <tr> <td>Est Cost to dispose of assets</td> <td>\$0</td> <td>\$5</td> <td>\$0</td> <td>\$29</td> <td>\$15</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> </tr> <tr> <td>Carrying value (DRC) of disposed assets</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> </tr> </tbody> </table>													2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	Planned renewal budget	\$740	\$740	\$740	\$740	\$740	\$740	\$740	\$740	\$740	\$740	\$740	\$740	\$740	\$740	\$740	\$740	\$740	\$740	\$740	\$740	\$740	Planned upgrade/new budget	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	Non-growth contributed asset value	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Est Cost to dispose of assets	\$0	\$5	\$0	\$29	\$15	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Carrying value (DRC) of disposed assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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Planned upgrade/new budget	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229	\$1,229																																																																																																																									
Non-growth contributed asset value	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0																																																																																																																									
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<p>Asset Disposals</p>																																																																																																																																														
Additional Expenditure Outlays Requirements (e.g from Infrastructure Risk Management Plan)																																																																																																																																														
Average of first 10 years Expenditure Outlays required from IRMP																																																																																																																																														
<p>Additional Expenditure Outlays required and not included above</p> <table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> <th>2026</th> <th>2027</th> <th>2028</th> <th>2029</th> <th>2030</th> <th>2031</th> <th>2032</th> <th>2033</th> <th>2034</th> <th>2035</th> <th>2036</th> <th>2037</th> <th>2038</th> </tr> </thead> <tbody> <tr> <td>Operations</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> </tr> <tr> <td>Maintenance</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> </tr> <tr> <td>Capital Renewal</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> </tr> <tr> <td>Capital Upgrade</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> </tr> <tr> <td>User Comments #2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>													2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Capital Renewal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Capital Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	User Comments #2																					
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<p>*to be incorporated into Forms 2.8, 2.1 (where Method 1 is used) OR Form 2.8 Defect Repairs (where Method 2 or 3 is used)</p>																																																																																																																																														
Forecasts for Capital Renewal using Methods 2 & 3 (Form 2A & 2B) & Capital Upgrade (Form 2C)																																																																																																																																														
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