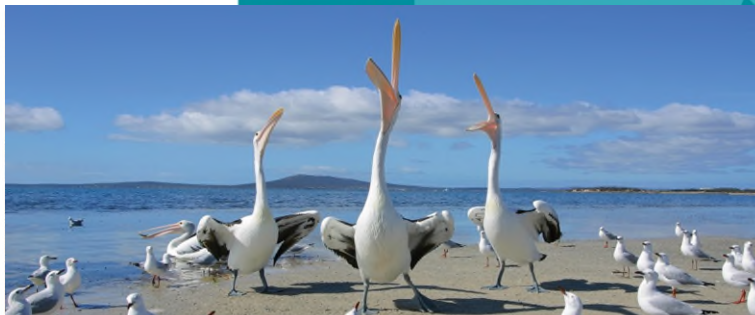


# City of Port Lincoln



## Strategic Asset Management Plan 2023 – 2032

Adopted by Council  
15 August 2022

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## EXECUTIVE SUMMARY

### Context

City of Port Lincoln is responsible for the acquisition, operation, maintenance, renewal and disposal of an extensive range of physical assets with a replacement value of 284 million dollars.

These assets include Land, Buildings, Other Community Assets, Leisure Centre, Recycled Water Scheme, Stormwater, Roads, Bridges, Footpaths, Kerbing, Plant & Equipment, Furniture & Fittings, and Resource Recovery Centre Landfill.

This Strategic Asset Management Plan (SAMP) takes the organisational objectives in our Strategic Directions Plan, develops the asset management objectives, principles, framework and strategies required to achieve our organisational objectives. The plan summarises activities and expenditure projections from individual asset management plans to achieve the asset management objectives.

### Current situation

Our aim is to achieve a 'core' maturity for asset management activities and continue maturity improvement where the benefits exceed the costs. Improvement tasks with costs and target dates have been identified and documented in Table 8.2.

### What does it Cost?

Operating Outlays (excluding depreciation)

The projected operating outlays necessary to provide the services covered by this SAMP includes operation and maintenance of existing assets over the 10 year planning period. Under our existing asset management and costing allocation practices, we are unable to identify an average forecasted operational outlay for the operation and maintenance of assets.

Capital Outlays

The projected required capital outlays including renewal/replacement and upgrade of existing assets and acquisition of new assets over the 10 year planning period is \$3,577,400 on average per year.

We have balanced the projected expenditures in the SAMP with financial outlays in the Long-Term Financial Plan (LTFP) involving:

- desirable and affordable levels of service

- balancing service performance, risk and cost in a trade-off of projects and initiatives
- considering the impact of trade-offs and accepting the service and risk consequences
- borrowings of \$5,992,000 to finance high priority capital renewal and upgrade/new projects in years 1 & 2
- partner and grant revenue linked to identified projects
- review and consolidation of Council assets may also provide a funding source for new and upgrade infrastructure projects

### What we will do

Our aim is to provide the services needed by the community in a financially sustainable manner. Achieving financial sustainability requires balancing service levels and performance with cost and risk.

It may not be possible to meet all expectations for services within current financial resources. We will continue to engage with our community to ensure that needed services are provided at appropriate levels of service at an affordable cost while managing risks.

### What we cannot do

We do not have enough funding to provide all services at the desired service levels or provide new services.

### Managing the Risks

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

Council is developing an Enterprise Risk Management Implementation Program. This will develop a risk strategy for Council that will integrate with ongoing asset management.

### Confidence Levels

Confidence level information will be assessed as part of the asset management maturity assessment in year 1 of this plan.

## The Next Steps

The actions resulting from this asset management plan are:

- implement the improvement plan in Section 8.2
- consultation methods to increase awareness of service performance, risk and cost pressures we are facing
- investigate actions to extend the life of assets without affecting performance and risk
- review asset renewal and replacement options to reduce service delivery lifecycle costs
- an asset management maturity assessment has been budgeted for 2022/23

## 2. ASSET MANAGEMENT STRATEGY

### 2.1 Asset Management System

Asset management enables an organisation to realise value from assets in the achievement of organisational objectives, while balancing financial, environmental and social costs, risk, quality of service and performance related to assets.<sup>1</sup>

An asset management system is a set of interrelated and interacting elements of an organisation to establish the asset management policy and asset management objectives, and the processes, needed to achieve those objectives. An asset management system is more than 'management information system' software. The asset management system provides a means for:

- coordinating contributions from and interactions between functional units within an organisation,<sup>2</sup> and
- consistent application of the asset management processes to achieve uniform outcomes and objectives.

The asset management system includes:

- The asset management policy
- The asset management objectives
- The strategic asset management plan
- The asset management plans, which are implemented in
  - operational planning and control
  - supporting activities
  - control activities
  - other relevant processes.<sup>3</sup>

The asset management system fits within the organisation's strategic planning and delivery process as shown in Figure 1.

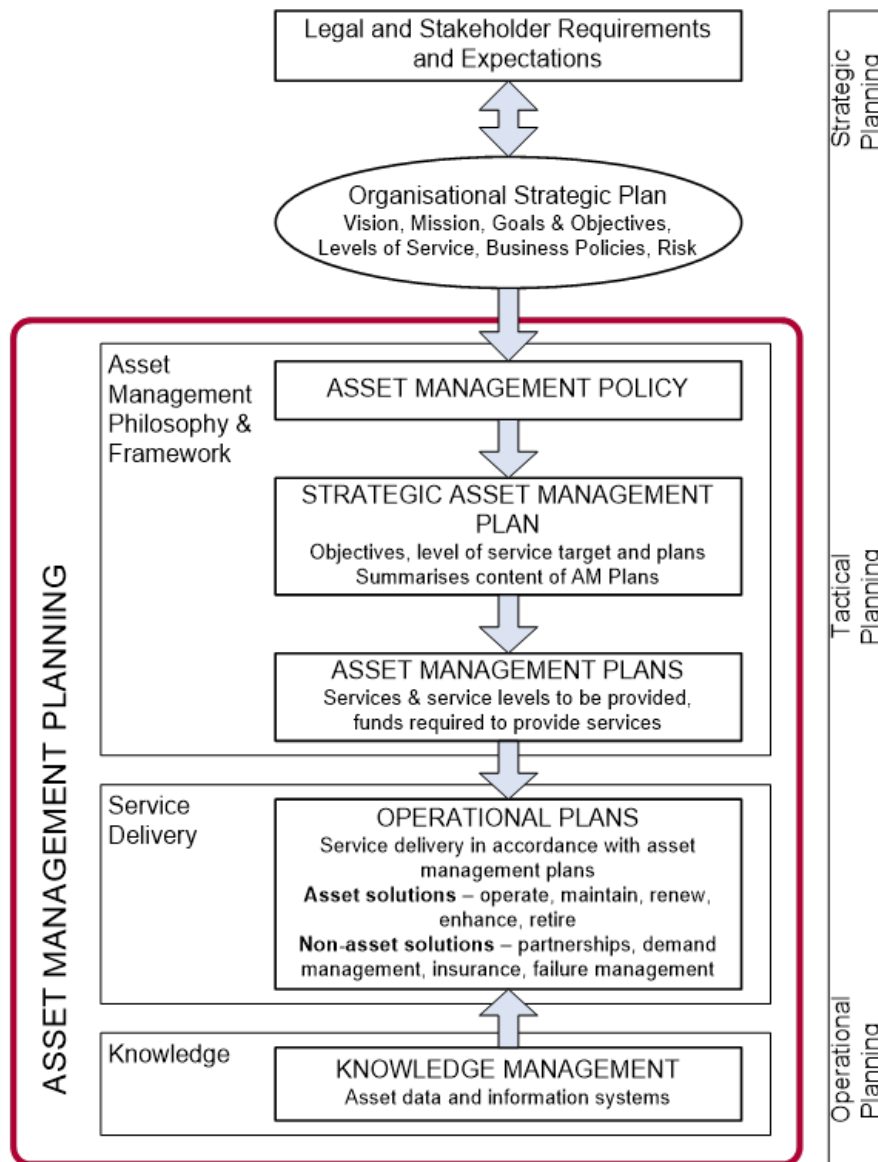
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<sup>1</sup> ISO, 2014, ISO 55000, Sec 2.2, p 2

<sup>2</sup> ISO, 2014, ISO 55000, Sec 2.5.1, p 5

<sup>3</sup> ISO, 2014, ISO 55002, Sec 4.1.1, p 2.





**Figure 1: Strategic Asset Management Plan fit in Planning Process**

### 2.1.1.1 Asset Management Policy

The asset management policy sets out the principles by which the organisation intends applying asset management to achieve its organisational objectives.<sup>4</sup> Organisational objectives are the results the organisation plans to achieve, as documented in its Strategic Plan. Our adopted asset accounting policy is available from our web site

[https://www.portlincoln.sa.gov.au/\\_data/assets/pdf\\_file/0034/97558/9.63.1.7.63.10-Asset-Accounting-Policy.pdf](https://www.portlincoln.sa.gov.au/_data/assets/pdf_file/0034/97558/9.63.1.7.63.10-Asset-Accounting-Policy.pdf)

### 2.1.2 Asset Management Objectives

The asset management objectives developed in Section 2.4.3 provide the essential link between the organisational objectives and the asset management plan(s) that describe how those objectives are going to be achieved. The asset management objectives transform the required outcomes (product or service) to be provided by the assets, into activities typically described in the asset management plans. Asset management objectives should be specific, measureable, achievable, realistic and time bound (i.e. SMART objectives).<sup>5</sup>

<sup>4</sup> ISO, 2014, ISO 55002, Sec 5.2, p 7.

<sup>5</sup> ISO, 2014, ISO 55002, Sec 6.2.1, p 9.

### 2.1.3 Strategic Asset Management Plan

This strategic asset management plan is to document the relationship between the organisational objectives set out in the Strategic Directions Plan 2021-2030 and the asset management (or service) objectives and define the strategic framework required to achieve the asset management objectives.<sup>6</sup>

The asset management objectives must be aligned with the organisation's strategic objectives set out in its strategic plan.

This strategic asset management plan encompasses the following services:

- Service Levels – Building Assets
- Service Levels – Other Community Assets
- Service Levels – Recycled Water Scheme
- Service Levels – Unsealed Road Assets
- Service Levels – Sealed Road Assets
- Service Levels – Stormwater Assets
- Service Levels – Plant & Equipment Assets
- Service Levels – Furniture & Fitting Assets

The strategic asset management framework incorporates strategies to achieve the asset management objectives. The strategies are developed in 4 steps:

- What assets do we have?
- Our assets and their management
- Where do we want to be?
- How will we get there?<sup>7</sup>

### 2.1.4 Asset Management Plans

Specific asset management plans for major service/asset categories need to be developed to support the strategic asset management plan. The asset management plans will document the activities to be implemented and resources to be applied to meet the asset management objectives.

The Strategic Asset Management Plan is part of the organisation's strategic and annual planning and reporting cycle as shown in Table 2.1.

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<sup>6</sup> ISO, 2014, ISO 55002, Sec 4.1.1, p 2.

<sup>7</sup> LGPMC, 2009, Framework 2, Sec 4.2, p 4.

**Table 2.1: Strategic Asset Management Plan within the Planning and Reporting Cycle**

	Plan	Planning Cycle	Performance Reporting	Reporting Method
Strategic & Community Planning	10 year Strategic Plan	4 years	Community & Organisational Objectives	Annual Report
	10 year Long-Term Financial Plan		Financial Indicators	
	Strategic Asset Management Plan Asset Management Plans		Asset Management Objectives	
Operational Planning	5 year Operational Plans	5 years	Operational Objectives incorporated into Annual Plan	Annual Report
Annual Planning & Budget	Annual Plan & Budget	Annual	Annual Objectives Budget Objectives	Annual Report Monthly Reports to Council
	Business Plans		Business Plan Objectives	Reports to Council

## 2.2 What Assets do we have?

Council manages assets to provide services to the community. The range of assets used for providing services are shown in table 2.2 below.

**Table 2.2: Assets covered by this Plan**

Asset Class/Category	Description
Buildings (including Leisure Centre)	A range of buildings used for sport & recreation, housing & community amenities, administration & overhead, public order & safety, and other economic affairs.
Other Community Assets	A range of other community asset used for sport & recreation, housing & community amenities, protection of the environment, public order & safety, and other economic affairs.
Recycled Water Scheme	Includes a tertiary treatment plant that treats the wastewater drawn from the SA Water sewer treatment plant, a network of underground pipes that distribute the recycled water around the city, a series of storage tanks and irrigation delivery pumps at various field sites, and a telemetry system to remotely monitor and control tank levels and filling.
Roads	Sealed and unsealed road network.
Bridges	One Bridge and one Footbridge.
Kerbing	Kerb and watertable assets on council roads as well as DPTI roads within the City of Port Lincoln.
Footpaths	Footpath assets on council roads as well as DPTI roads within the City of Port Lincoln. The majority of road sides do not have footpaths and there is instead nature strip or front of house garden.
Stormwater	Network comprises: <ul style="list-style-type: none"> <li>- Stormwater Drains (incl. pipes and culverts)</li> <li>- Stormwater Pits (incl. Junction Pits, Side Entry Pits, Grated Inlet Pits, Gross Pollutant Traps and Headwalls)</li> <li>- Pumps Stations (Electrical, Civil, Mechanical and Instrumentation)</li> <li>- Miscellaneous (Detention Chambers, Biofiltration Basins, Diversion Chambers)</li> </ul>
Plant & Equipment	Heavy plant, vehicles, minor plant and equipment.
Furniture & Fittings	A range of furniture & fittings, including IT hardware.

## 2.3 Our Assets and their management

### 2.3.1 Asset Values

The values of the assets covered by this strategic asset management plan are shown in Table 2.3.1.

**Table 2.3.1: Asset valuations by Asset Class as at 30 June 2021**

Asset Class	Value at 30 June 2021	Accumulated Depreciation at 30 June 2021	Written Down Value at 30 June 2021
Buildings	\$35,684,490	\$10,343,859	\$25,340,631
Leisure Centre	\$20,693,767	\$4,691,064	\$16,002,703
Recycled Water Scheme	\$3,397,805	\$1,447,518	\$1,950,287
Other Community Assets	\$31,458,415	\$11,792,374	\$19,666,041
Roads (Pavement & Surfaces)	\$36,881,540	\$12,635,826	\$24,245,714
Bridges	\$5,317,559	\$583,779	\$4,733,780
Kerbing	\$22,315,502	\$7,133,932	\$15,181,570
Footpaths	\$14,180,854	\$2,845,128	\$11,335,726
Stormwater	\$29,760,281	\$8,976,290	\$20,783,991
Plant & Equipment	\$2,460,068	\$1,534,423	\$925,645
Furniture & Fittings	\$1,770,119	\$1,488,312	\$281,807
Land*	\$78,760,000	\$0	\$78,760,000
Resource Recover Centre - Landfill Cell 4*	\$1,423,579	\$427,021	\$996,558
	<b>\$284,103,979</b>	<b>\$63,899,526</b>	<b>\$220,204,453</b>

Land, Buildings, Other Community Assets, Buildings, Leisure Centre, and Recycled Water classes of assets were re-valued by an independent asset valuation consultant effective 1 July 2019. Roads, Kerbing and Footpaths were re-valued by an independent asset valuation consultant as at 1 July 2017. Stormwater assets are in the process of being re-valued by an independent asset valuation consultant as at 1 July 2021. Furniture & Fittings, Landfill, and Plant & Equipment are valued under the cost model and therefore are not required to be revalued.

### 2.3.2 Lifecycle Costs

Lifecycle costs (or whole of life costs) are the average annual costs that are required to sustain the service levels over the longest asset life. Lifecycle costs include operation and maintenance expenditures plus asset consumption (depreciation). Life cycle costs can be compared to lifecycle expenditure to give a comparison of current expenditures to lifecycle costs of services.

Lifecycle expenditures include operation and maintenance expenditures (excluding depreciation) plus capital renewal expenditure. The capital renewal component of lifecycle expenditure can vary depending on the timing of asset renewals.

The lifecycle costs need to be developed for the 10 year planning period.

### 2.3.3 Asset Management Indicators

An asset management objective is to provide the services that the community needs at the optimum lifecycle cost in a financially sustainable manner. The tables below show the projected renewal, and new/ upgrade capital expenditure balanced with financial outlays in the 10 year long-term financial plan. When full lifecycle costs are developed for the 10 year planning period, operation and maintenance projected expenditure will be added to the strategic asset management plan.

### 2.3.4 Capital renewal expenditure

Projected capital renewal expenditure is the amount required to maintain and renew assets to provide the present level of service over the next ten years, based on the evaluated 'useful life' estimate of asset classes (and also using 'Road Surface Manager' software forecast of required road re-seal forecasts for Road Surfaces).

Planned expenditure is the amount that is accommodated in Council's Long Term Financial Plan, 2023-2032 to renew assets.

The Long Term Financial Plan 2023-2032 is aligned to the IAMP 2023-2032, resulting in no disparity between Projected and Planned Capital Renewal across all asset classes over the next ten years.

**Table 2.3.4: 10 year projected vs. planned capital renewal expenditure**

Asset Classes	Projected Capital Renewal Expenditure \$,000	Planned Capital Renewal Expenditure included in LTFP \$,000	Shortfall/Surplus Projected \$,000
Buildings	1,174	1,174	0
Leisure Centre	1,729	1,729	0
Recycled Water	1,095	1,095	0
Other community Assets	6,694	6,694	0
Roads (Pavement & Surfaces)	8,000	8,000	0
Bridges	0	0	0
Kerbing	78	78	0
Footpaths	609	609	0
Stormwater	396	396	0
Plant & Equipment	3,743	3,743	0
Furniture & Fittings	859	859	0
<b>Total</b>	<b>24,377</b>	<b>24,377</b>	<b>0</b>

### 2.3.5 Capital new/ upgrade expenditure

Projected new/ upgrade capital expenditure relates to identified upgrade and new capital works projects for the next ten years which supports the Strategic Directions Plan 2021-2030 Goals. The table below identifies the estimated project expenditure for new projects and the planned expenditure currently included in Council's Long Term Financial Plan 2023-2032.

The Long Term Financial Plan 2023-2032 is aligned to the IAMP 2023-2032, resulting in no disparity between Projected and Planned Capital new/ upgrade capital expenditure across all asset classes over the next ten years.

**Table 2.3.5: 10 year projected vs. planned capital new/ upgrade expenditure**

Asset Classes	Projected Capital New/ Upgrade Expenditure \$,000	Planned Capital New/ Upgrade Expenditure included in LTFP \$,000	Shortfall/Surplus Projected \$,000
Buildings			0
Leisure Centre			0
Recycled Water			0
Other community Assets	2,681	2,681	0
Resource Recovery Centre Landfill			0
Roads (Pavement & Surfaces)			0
Bridges			0
Kerbing			0
Footpaths	2,240	2,240	0
Stormwater	6,086	6,086	0
Plant & Equipment	390	390	0
Furniture & Fittings			0
<b>Total</b>	<b>11,397</b>	<b>11,397</b>	<b>0</b>

### 2.3.6 Opportunities and Risks

Infrastructure risk management plans with risk management activities and resource requirements will be incorporated in the development of relevant asset management plans.

### 2.3.7 Asset and Financial Management Maturity

We have taken steps to improve our asset and financial management performance by budgeting for an asset management maturity assessment in year one of this plan against the 3 Frameworks of the Local Government Financial Sustainability Nationally Consistent Frameworks and assessing alignment of our asset management maturity with ISO 55001 Asset Management – Management Systems – Requirements. Our target is to achieve 'core' maturity.

### 2.3.8 Strategy Outlook

1. We can maintain current levels of service for the next ten years based on current knowledge and projections in AM Plans and Long-Term Financial Plan.
2. Funding of current infrastructure lifecycle costs is considered adequate for the next 10 years but below long term needs. Review of services, service levels and costs will need to be carried out over the next 10 years to identify and monitor changes in demand for services and affordability over the longer-term.
3. Our current asset and financial management maturity are below 'core' level and investment is needed to improve information management, lifecycle management, service management and accountability and strategic direction.

## **2.4 Where do we want to be?**

### **2.4.1 Community Expectations**

Community engagement is necessary to ensure that informed decisions are made on future levels of service and costs and that service and risk consequences are known and accepted by stakeholders.

### **2.4.2 Organisational Objectives**

The organisation objectives are developed in the Strategic Directions Plan 2021-2030 under Vision, Mission, Values and Goals as shown below.

#### **Vision**

“An inclusive and connected community committed to excellence in lifestyle, culture, industry and innovation”

#### **Mission**

Council will work for and with the community to achieve the Vision by:

- Engaging and empowering the community
- Providing best value and timely services and infrastructure
- Creating a safe and inclusive place to live, work and visit
- Improving environmental sustainability.

#### **Values**

Council Members and staff are committed to applying the following principles and values to guide the decision-making and conduct of Council business and operations:

**Unity & Collaboration:** Actively communicate, collaborate and partner with the community and external stakeholders. Support and empower our community to achieve outstanding outcomes.

**Responsibility & Integrity:** Fairness, honesty and transparency in all things we do. Fiscal and social responsibility. Providing leadership for our community.

**Inclusivity & Respect:** Being open and aware and genuinely listening to our community’s needs. Respect diversity.

**Responsiveness & Progressiveness:** Being aware and responsive to emerging issues, trends, ideas and innovation. Embracing change and cultivating an environment of continuous improvement.

**Safety:** Providing community spaces and facilities which meet Risk Management requirements. Providing safe work spaces for employees and contractors.

## Goals

<b>Goal 1: Economic Growth and OPPORTUNITY</b>
We will be an innovative, diverse and growing local economy
<b>Goal 2: LIVEABLE and ACTIVE COMMUNITIES</b>
We will be a healthy, safe, inclusive and empowered community
<b>Goal 3: GOVERNANCE AND LEADERSHIP</b>
We will be strategically driven, community aware and accountable
<b>Goal 4: SUSTAINABLE ENVIRONMENT</b>
We will be clean, green, renewable and resilient
<b>Goal 5: COMMUNITY ASSETS AND PLACEMAKING</b>
We will be a welcoming, liveable and accessible City

### 2.4.3 Asset Management Objectives

The asset management objectives (or strategies) translate the organisational objectives into the required service outcomes to be provided by infrastructure assets and activities described in the asset management plans. Actions to achieve the asset management objectives with performance targets and timelines need to be further developed and included in operational and capital works plans.

Council exists to provide services to its community. Many of these services are supported by the provision of infrastructure (roads, bridges, stormwater etc.) and assets (buildings, recreational facilities and other community assets). Council has acquired these community assets by 'purchase' – by contract, construction, and by transfer of assets constructed by developers.

Council plans to operate and maintain its asset portfolio to achieve the following objectives:

- Ensure the Council's asset base contributes to the Strategic Direction Plan Goals and Objectives by providing the required levels of service
- Ensure the Council's assets are maintained at a financially sustainable, safe and functional standard
- Ensure that inspection and maintenance for all Council assets is sufficient to meet the legislative and operational requirements in order to deliver the required levels of service to the community.

To achieve the Goal and Objectives Council will:

- Take a whole of life cycle approach
- Develop cost-effective management strategies for the long term
- Provide and manage defined levels of service and monitoring of asset management performance
- Understand and meet the demands of growth through demand management and infrastructure investment
- Manage risks associated with asset failures



- Use physical resources sustainably
- Guide sustainable long term financial planning for future management of existing and planned assets
- Continually improve asset management practices
- Provide safe open spaces to meet community needs.

## 2.5 Asset Management Vision

To ensure the long-term financial sustainability of the organisation, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, we aspire to:

Develop and maintain asset management governance, skills, process, systems and data in order to provide the level of service the community need at present and in the future, in the most cost-effective and fit for purpose manner.

In line with the vision, the objectives of the strategic asset management plan are to:

- ensure that our infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to our financial sustainability
- safeguard our assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets
- adopt the long term financial plan as the basis for all service and budget funding decisions
- meet legislative requirements for all our operations
- ensure resources and operational capabilities are identified and responsibility for asset management is allocated
- ensure operational and service delivery risks are adequately managed
- continually improve our asset, risk and financial management and service delivery performance
- provide high level oversight of financial and asset management responsibilities through Audit Committee/CEO reporting to Council on development and implementation of the Strategic Asset Management Plan, Asset Management Plan(s) and Long Term Financial Plan.

Strategies to achieve this position are outlined in Section 2.6.

## 2.6. How will we get there?

The strategic asset management plan proposes strategies to enable the organisational objectives and asset management policies to be achieved.

**Table 2.6: Asset Management Strategies**

No	Strategy	Desired Outcome
1	Incorporate Year 1 of long term financial plan revenue and expenditure projections into annual budgets.	Long term financial planning drives budget deliberations and the long term implications of all services are considered in annual budget deliberations.
2	Report our financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability and performance against organisational objectives in Annual Reports.	Financial sustainability information is available for Council and the community.
3	Develop and maintain a long term financial plan covering 10 years incorporating asset management plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide our services.
4	Develop and annually review asset management plans and strategic asset management plan covering at least 10 years for all major asset classes (80% of asset value).	Identification of services needed by the community and required funding to optimise 'whole of life' costs.
5	Review and update asset management plans, strategic asset management plan and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	We and the community are aware of changes to service levels and costs arising from budget decisions.
6	Develop and maintain a risk register of operational and service delivery risks showing current risk levels, risk management treatments and report regularly to Council on current high level risks.	Risk management of operational and service delivery risks is an integral part of governance.
7	Ensure Council decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs.	Improved decision making and greater value for money.
8	Report on our resources and operational capability to deliver the services needed by the community in the annual report.	Services delivery is matched to available resources and operational capabilities.
9	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	Responsibility for asset management is defined.
10	Implement an improvement plan to realise 'core' maturity for the financial and asset management competencies within 2 years.	Improved financial and asset management capacity within the organisation.

## 2.7 Asset Management Improvement Plan

The tasks required achieving a 'core' financial and asset management maturity are shown in priority order in the asset management improvement plan in Section 8.2

## **2.8. Consequences if actions are not completed**

There are consequences for the Council if the improvement actions are not completed. These include:

- Inability to achieve strategic and organisational objectives
- Inability to achieve financial sustainability for the organisation's operations
- Current risks to infrastructure service delivery are likely to eventuate and response actions may not be appropriately managed
- We may not be able to accommodate and/or manage changes in demand for infrastructure services.

### 3. LEVELS OF SERVICE

#### 3.1 Consumer Research and Expectations

Council has undertaken three community surveys (2011, 2014 and 2017) in relation to Council-owned buildings, roads, recreational and other community assets, in order to ascertain what the community expectations are in relation to the condition, importance and satisfaction of Council assets.

The expectations and requirements of various stakeholders needs further consideration in the preparation of asset management plans.

#### 3.2 Organisational Objectives

Sections 2.4.2 and 2.4.3 of this strategic asset management plan reported the organisational objectives from the Strategic Plan and asset management objectives developed from the organisational objectives.

The organisational and asset management objectives provide focus for the community and technical level of service tables in Section 3.4.

#### 3.3 Legislative Requirements

We have to meet many legislative requirements including Australian and State legislation and State regulations.

#### 3.4 Levels of Service

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

**Customer Levels of Service** measure how the customer receives the service and whether the organisation is providing value.

Customer levels of service measures used in the asset management plan are:

Quality/condition	How good is the service?
Function	Does it meet users' needs?
Capacity/Utilisation	Is the service usage appropriate to capacity?

Our current community levels of service for the services covered by this strategic asset management plan are summarised in this strategic asset management plan and will be further developed with the specific asset management plans.

The community level of service measures provide information on our performance on service delivery. They can indicate areas of possible under and over servicing and potential for reallocation of resources to maximise community value.

**Technical Levels of Service** - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

Technical service measures are linked to annual budgets covering:

- Operation – the regular activities to provide services such as availability, cleaning, mowing, etc.

- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition (e.g. road patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset similar to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement) or to a lower service level,
- Acquisition/ New or Upgrade – 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).

Managers responsible for the services are developing the planning, implementation and control of technical service levels to influence the customer service levels.<sup>8</sup>

Together the community and technical levels of service provide detail on service performance, cost and whether service levels are likely to stay the same, get better or worse.

Our current technical levels of service for the services covered by this strategic asset management plan are summarised in this strategic asset management plan and the projected technical levels of service are being developed with the asset management plans.

Tables summarising the current and desired technical levels of service for services are shown in Appendix A.

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<sup>8</sup> IPWEA, 2011, IIMM, p 2.22

## 4. FUTURE DEMAND

### 4.1 Demand Drivers

Drivers affecting demand include population change, changes in demographics, seasonal factors, climate change, vehicle ownership rates, consumer preferences and expectations, government decisions, technological changes, economic factors, agricultural practices, environmental awareness, etc.

### 4.2 Demand Forecast

The present position and projections for demand drivers that may impact future service delivery and utilisation of assets are to be identified and are documented in Table 4.3 in future revisions of the strategic asset management plan.

### 4.3 Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and utilisation of assets are to be assessed in future revisions of the strategic asset management plan.

**Table 4.3: Demand Drivers, Projections and Impact on Services**

Projection	Impact on services
population change	
changes in demographics	
seasonal factors	
climate change	
vehicle ownership rates	
consumer preferences and expectations	
government decisions	
technological changes	
economic factors	
agricultural practices	
environmental awareness	

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

### 4.5 Asset Programs to meet Demand

Some new assets required to meet growth are acquired free of cost from land developments. New assets constructed/acquired by Council is discussed in Section 5.4.

Acquiring new assets will commit Council to fund ongoing operation, 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 operation, maintenance and renewal costs in Section 6.

## 5. LIFECYCLE MANAGEMENT PLAN

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

### 5.1 Background Data

#### 5.1.1 Physical parameters

The assets covered by this strategic asset management plan are shown in Tables 2.2 and 2.3.1.

#### 5.1.2 Asset capacity and performance

The organisation's services are generally provided to meet design standards where these are available.

Asset capacity and performance is monitored for condition (quality), function and capacity/utilisation in a *State of the Assets* report that is to be developed.

### 5.2 Routine Operation and Maintenance Plan

Operation include regular activities to provide services such as public health, safety and amenity, e.g. cleansing, utility services, street sweeping, grass mowing and street lighting.

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

#### 5.2.1 Operation and Maintenance Plan

Operation activities affect service levels including quality and function, such as cleanliness, appearance, etc., through street sweeping and grass mowing frequency, intensity and spacing of street lights and cleaning frequency and opening hours of building and other facilities.

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, e.g. road patching but excluding rehabilitation or renewal.

Maintenance expenditure levels are considered to be inadequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that will result in a lesser level of service, the service consequences and service risks are to be identified and service consequences highlighted in the respective asset management plan (to be developed) and service risks considered in the Infrastructure Risk Management Plan (to be developed).

#### 5.2.2 Operation and Maintenance Strategies

We aim to operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities to be further developed include:

- Scheduling operations activities to deliver the defined level of service in the most efficient manner
- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes. Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost)
- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council/Board
- Review current and required skills base and implement workforce training and development to meet required operation and maintenance needs
- Review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options
- Maintain a current hierarchy of critical assets and required operation and maintenance activities
- Develop and regularly review appropriate emergency response capability

- Review management of operation and maintenance activities to ensure we are obtaining best value for resources used.

### 5.2.3 Summary of future operation and maintenance expenditures

Future operation and maintenance forecast expenditures have been accommodated in the organisation's long-term financial plan. Note that our existing financial reporting structures do not separate operation and maintenance expenditure against assets vs other operational activities which will be reviewed in future strategic asset management plans.

## 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 or lesser required service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

### 5.3.1 Renewal and Replacement Strategies

We will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner
- Undertaking project scoping for all capital renewal and replacement projects to identify
  - the service delivery 'deficiency', present risk and optimum time for renewal/replacement
  - the project objectives to rectify the deficiency
  - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency
  - select the best option to be included in capital renewal programs,
- Using *optimal* renewal methods (cost of renewal is less than replacement) wherever possible
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs
- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required

### 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, or
- To ensure the infrastructure is of sufficient quality to meet the service requirements.

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

- Have a high consequence of failure
- Have a high utilisation and loss of service would have a significant impact on users
- Have the highest average age relative to their expected lives
- Are identified in the asset management plans (to be developed) as key cost factors
- Have high operational or maintenance costs, and
- Where replacement with modern equivalent assets would yield material savings.



### 5.3.2 Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditures have been accommodated in the organisation's long-term financial plan as shown in Fig 8.

Asset Classes	Projected Capital Renewal Expenditure \$,000	Planned Capital Renewal Expenditure included in LTFP \$,000	Shortfall/Surplus Projected \$,000
Buildings	1,174	1,174	0
Leisure Centre	1,729	1,729	0
Recycled Water	1,095	1,095	0
Other community Assets	6,694	6,694	0
Roads (Pavement & Surfaces)	8,000	8,000	0
Bridges	0	0	0
Kerbing	78	78	0
Footpaths	609	609	0
Stormwater	396	396	0
Plant & Equipment	3,743	3,743	0
Furniture & Fittings	859	859	0
<b>Total</b>	<b>24,377</b>	<b>24,377</b>	<b>0</b>

*Fig 8: Projected Capital Renewal and Replacement Expenditure and LTFP Outlays*

## 5.4 Creation/Acquisition/Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the organisation from land development. These assets from growth are discussed in Section 4.5.

### 5.4.1 Selection criteria

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

### 5.4.2 Capital Investment Strategies

We will plan capital upgrade and new projects to meet level of service objectives by:

- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
- Undertake project scoping for all Renewal projects to identify
  - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset
  - the project objectives to rectify the deficiency including value management for major projects
  - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency
  - management of risks associated with alternative options
  - select the best option to be included in renewal programs
- Review current and required skills base and implement training and development to meet required construction and project management needs
- Review management of capital project management activities to ensure we are obtaining best value for resources used.

Standards and specifications for maintenance of existing assets and construction of new assets and upgrade/expansion of existing assets are to be detailed in relevant asset management plans (to be developed).

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

Projected upgrade/new asset expenditures and estimated long-term financial plan outlays are summarised in Fig 9. The forecast expenditures have been accommodated in Council's long-term financial plan. The projected upgrade/new capital works program is shown in Appendix C.

Asset Classes	Projected Capital New/ Upgrade Expenditure \$,000	Planned Capital New/ Upgrade Expenditure included in LTFP \$,000	Shortfall/Surplus Projected \$,000
Buildings			0
Leisure Centre			0
Recycled Water			0
Other community Assets	2,681	2,681	0
Resource Recovery Centre Landfill			0
Roads (Pavement & Surfaces)			0
Bridges			0
Kerbing			0
Footpaths	2,240	2,240	0
Stormwater	6,086	6,086	0
Plant & Equipment	390	390	0
Furniture & Fittings			0
<b>Total</b>	<b>11,397</b>	<b>11,397</b>	<b>0</b>

*Fig 9: Renewal Asset Expenditure and Budget*

## 5.5 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are to be shown in the respective asset management plans (to be developed).

## 5.6 Service Consequences and Risks

The organisation has prioritised decisions in this strategic asset management plan to obtain the optimum benefits from its available resources.

The asset management plans (to be developed) will be based on balancing service performance, cost and risk to provide an agreed level of service from available resources in our long-term financial plan.

### 5.6.1 Deferred initiatives and projects

We currently have no operation and maintenance initiatives or capital projects deferred for the next 10 years.

### 5.6.2 Service consequences

Any deferred operational and maintenance initiatives and capital projects could maintain or create service consequences for users.

## 6. 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 31000:2009 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2009 as: ‘coordinated activities to direct and control with regard to risk’<sup>9</sup>.

An assessment of risks<sup>10</sup> associated with service delivery will identify 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, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluate the risks and develop a risk treatment plan for those risks that are deemed to be non-acceptable.

### 6.1 Critical Assets, Critical Risks and Treatment Plans

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.

Examples if failure mode could include:

- Physical failure, collapse
- Essential service interruption

Critical assets are to be identified and their typical failure mode and the impact on service delivery to be summarized in future revisions of the strategic asset management plan.

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

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.

### 6.2 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”<sup>i</sup> and to respond to possible disruptions to ensure continuity of service.

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

Our current measure of resilience is to be developed to include the types of threats and hazards, resilience and assessment and identified improvements and/or interventions.

### 6.3 Service and Risk Trade-Offs

The decisions made in adopting this strategic asset management plan are based on the objective to achieve the optimum benefits from the available resources.

#### 6.4.1 What we cannot do

We do not have enough funding to provide all services at the desired service levels or provide new services.

#### 6.4.2 Service trade-off

If there is forecast work (Operation, maintenance, capital renewal, upgrade / new) that cannot be undertaken due to available resources, then this will result in service consequences for users.

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<sup>9</sup> ISO 31000:2009, p 2

### **6.4.3 Risk trade-off**

Any operation and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences.

## 7. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this strategic asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

### 7.1 Financial Indicators and Projections

#### Asset Sustainability Ratio

Calculated as Expenditure on Renewal and Replacement of Assets (refer to Cash Flow Statement) relative to Council's Strategic Asset Management Plan (SAMP) – "Is Council replacing its assets at the same rate as the assets are wearing out?"

- Suggested target ratio: between 90% and 110% (Financial Indicators 2015 (LGA SA Information Paper 9),p. 9). Council Target Range is 90% to 100%.
- A result within this Target Range indicates that sufficient funds have been allocated to replace Council assets.
- Council's Asset Sustainability Ratio outlined in its Long Term Financial Plan meets agreed targets.

### 7.2 Funding Strategy

Projected expenditure identified throughout the plan, is to be funded from Council's operating and capital budgets. The annual funding strategy will be detailed in Council's Annual Business Plan each year.

Major projects may attract external funding from other levels of Government or partnerships opportunities. Generally the revenue from these sources is budgeted when the funding is approved or reasonably guaranteed, but the LTFP contains some assumptions on partner and grant revenue linked to identified projects. This will require careful review to confirm the project-linked revenues prior to budget commitments.

Review and consolidation of Council assets may also provide a funding source for new and upgrade infrastructure projects.

### 7.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by the organisation and from assets constructed by land developers and others and donated to the organisation. The projected replacement cost asset values over the planning period is shown in Appendix A under the summary of each asset class.

The depreciated replacement cost will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets.

### 7.4 Key Assumptions made in Financial Forecasts

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

Key assumptions made in this asset management plan are shown in Table 6.4.

**Table 6.4: Key Assumptions made in Strategic Asset Management Plan**

Key Assumptions
2.5% increase indexations on renewal expenditure consistent with the long term financial plan
Present service levels remain constant over the life of the SAMP
All assets are to be replaced at the end of their useful life, as estimated in the Asset Register, with two exceptions: <ul style="list-style-type: none"><li>- The road reseal program is determined by condition – based assessment using the Road Surface Manager software (rather than using financial data to determine the road reseal program); and</li><li>- Assets identified for non-renewal where there is no planned alternate community asset identified, are not included in the “planned for renewal” tables.</li></ul>

## 7.5 Forecast Reliability and Confidence

The expenditure and valuations projections in this strategic asset management plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management.

The data confidence is to be assessed as part of the asset management maturity assessment project in year 1 of this plan.

Actions to mitigate the adverse effects of data quality are included within Table 7.2 Improvement Plan.

## 8. PLAN IMPROVEMENT AND MONITORING

### 8.1 Status of Asset Management Practices

Major changes to asset management practices are to be identified in future revisions of this plan, following the asset management maturity assessment project in year 1 of this plan.

### 8.2 Improvement Plan

The asset management improvement tasks identified from the preparation of this strategic asset management plan are shown in Table 7.2.

**Table 7.2: Improvement Plan**

Task No	Task	Responsibility	Resources Required	Timeline
1	Complete asset management maturity assessment that has been budgeted for 2022/23			
2	Develop specific Asset Management Plans for major service/ asset categories			
3	Review/ further development of desirable and affordable levels of service in consultation with the community in accordance with Financial Sustainability Information Paper 26 – Service Range and Levels			
4	Develop a plan to improve asset data and systems to enable performance measurement and reporting against Key Performance Indicators used to measure levels of service.			
5	Develop financial reporting capabilities for asset lifecycle costing and forecasting of operation and maintenance of existing assets. Assess viability of classifying maintenance costs as reactive, planned or cyclical to asset in			
6	Identify risks and risk mitigation strategies			
7	Review of Asset Management Policy			
8	Forecasting of demand impact on assets			
9	Undertake maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes.			
10	Assess viability of classifying maintenance costs as reactive, planned or cyclical. Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost)			
11	Develop appropriate emergency response capability			
12	Identify critical assets, critical risks, and treatment plans			
13	Development of resilience measures, including the types of threats & hazards, resilient actions and improvements/ interventions			

Further asset management improvement tasks are expected to be identified from the asset management maturity assessment project in year 1 of this plan. Once this is complete, the Improvement Plan will prioritise tasks and allocate responsibilities, resource requirements and timelines.

### 8.3 Monitoring and Review

The Local Government Act 1999 (Section 122) requires that Council adopt Strategic Management Plans, including an infrastructure and asset management plan and a long term financial plan, for a period of at least 10 years and these plans will also be taken to form part of Council's strategic management plans that must be reviewed on an annual basis; and undertake a comprehensive review of its strategic management plans within 2 years after each general election of the Council.

### 8.4 Performance Measures

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

- The degree to which the required projected expenditures identified in this strategic asset management plan are incorporated into the organisation's long term financial plan
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the summarised asset management plans (to be developed)
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the organisation's Strategic Plan and associated plans
- The Asset Renewal Funding Ratio achieving the target of 90 - 100%.



## 9. REFERENCES

- ISO, 2014, ISO 55000, *Asset management – Overview, principles and terminology*, International Organization for Standardization, Geneva.
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- LGPMC 2009, Framework 2 Asset Planning and Management, Local Government Financial Sustainability National Consistent Frameworks, Local Government and Planning Minister's Council, Canberra.
- City of Port Lincoln, Strategic Directions Plan 2021 – 2030
- City of Port Lincoln, Long Term Financial Plan 2022-2031
- City of Port Lincoln Policy Documents
- Internal Control Policy 7.63.5
  - Asset Accounting Policy 7.63.10
  - Risk Management Policy 18.63.5
  - Risk Management Procedure 9.87.1.22
  - Service and Program Reviews Policy 18.63.7
- City of Port Lincoln Annual Business Plan & Budget Framework PROC345

## **10. APPENDICES**

Appendix A	Standard Service Levels and Summary of each asset class
Appendix B	Projected 10 year Capital Renewal and Replacement Works Program
Appendix C	Projected 10 year New and Upgrade Works Program

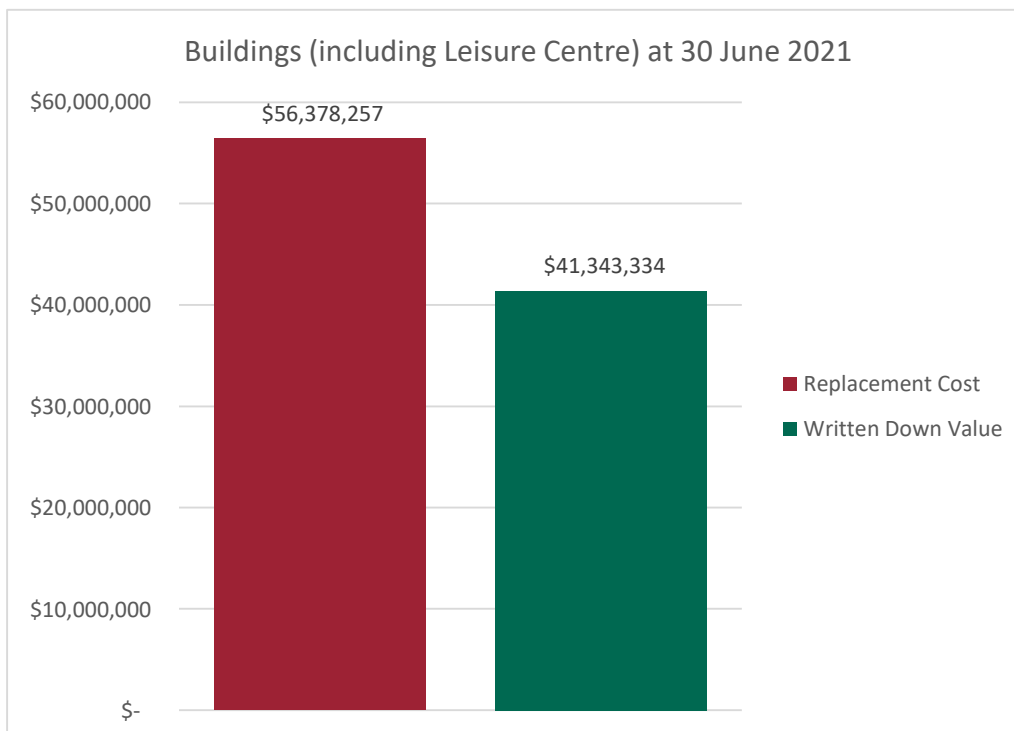


## 1. BUILDINGS (INCLUDING LEISURE CENTRE), OTHER COMMUNITY ASSETS & RECYCLED WATER ASSETS

### Buildings Key Data and Information

KEY DATA	DETAILS
Total Replacement Cost at 30 June 2021	\$35,684,490 (Buildings) \$20,693,767 (Leisure Centre)
Total Written Down Value at 30 June 2021	\$25,340,631 (Buildings) \$16,002,703 (Leisure Centre)
Replacement Cost until 2031/32	\$2,903,637
Maintenance Programs	To be developed

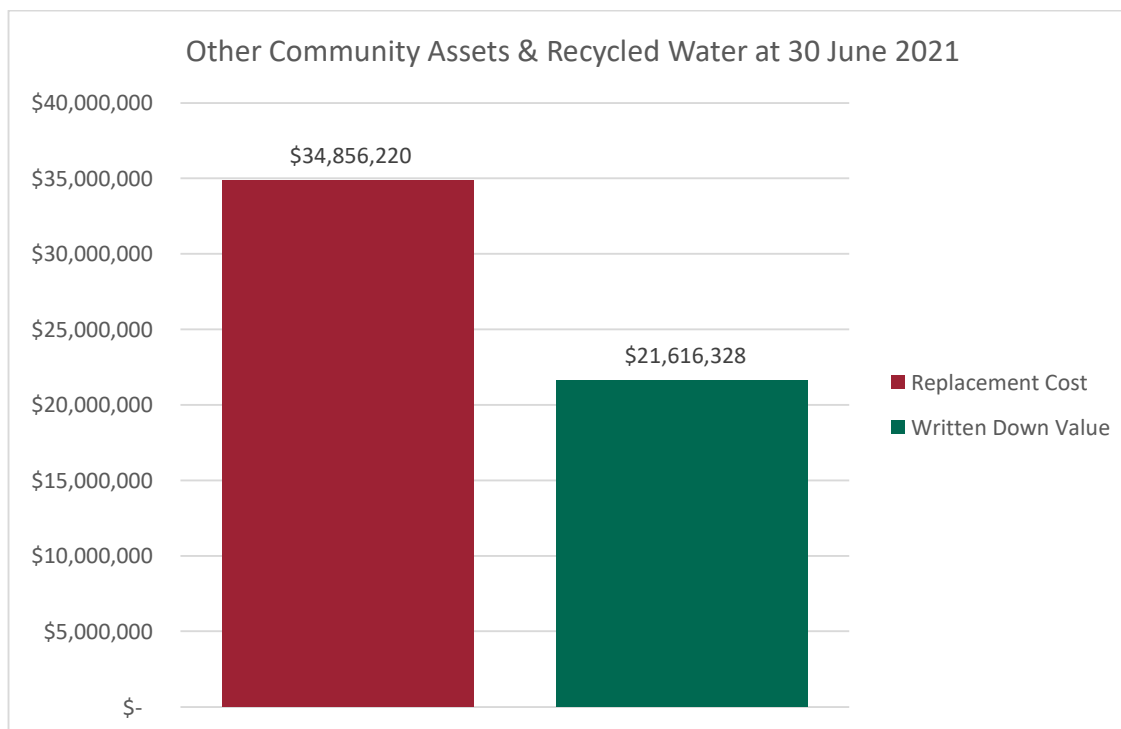
### Current value of buildings against written down value of buildings



## Other Community Assets and Recycled Water Scheme Assets Key Data

KEY DATA	DETAILS
<b>Total Replacement Cost at 30 June 2021</b>	\$31,458,415 (Other Community Assets) \$3,397,805 (Recycled Water Scheme)
<b>Total Written Down Value at 30 June 2021</b>	\$11,792,374 (Other Community Assets) \$1,447,518 (Recycled Water Scheme)
<b>Replacement Cost until 2031/32</b>	\$7,788,853
<b>Maintenance Programs</b>	To be developed

## Other Community Assets and Recycled Water Scheme Assets Current vs Written Down Values



## 1.1. Standard Service Levels

### Standard Service Levels - Building Assets

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target
<b>COMMUNITY LEVELS</b>			
<b>Legislative Compliance</b>	To ensure compliance with relevant acts and legislative requirements	Review of compliance requirements	<b>Full compliance</b>
<b>Safety</b>	To provide safe access and amenity	Review of compliance requirements and risk assessment	<b>Full compliance</b>
<b>Customer Satisfaction</b>	To provide assets that meet customer requirements and expectations in relation to accessibility, form and function	Conduct community survey in relation to asset provision	<b>Greater than 80% satisfaction level of users of facilities</b>
<b>TECHNICAL OR OPERATING</b>			
<b>Condition</b>	To provide the asset base in a good condition that is safe, aesthetic, fit for purpose and meets customer expectations	To complete progressive condition audit in conjunction with risk assessment	<b>90% of assets to have a condition rating of fair to excellent (3,2 or 1)</b>
<b>Performance</b>	To respond to customer requests consistent with corporate standards and service agreements	Periodic reports on customer request turnaround times and customer satisfaction feedback forms Level of overall customer requests monitored	<b>90% of customer requests to be processed within agreed timeframes</b>
<b>Performance</b>	To ensure the assets perform cost effectively and provide adequate service to the community	Performance analysis Level of service reviews and audits	<b>Individual asset groups to meet identified needs</b>
<b>Design and Capacity</b>	Level to provide assets that meet required service levels and standards, design standards and specifications	Endorsed service standards and specifications for the building and maintenance of assets	<b>100% compliance</b>

## Standard Service Levels Other Community Assets

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target
<b>COMMUNITY LEVELS</b>			
<b>Legislative Compliance</b>	To ensure compliance with relevant acts and legislative requirements	Review of compliance requirements	<b>Full compliance</b>
<b>Safety</b>	To provide safe access and amenity	Review of compliance requirements and risk assessment	<b>Full compliance</b>
<b>Customer Satisfaction</b>	To provide assets that meet customer requirements and expectations in relation to accessibility, form and function	Conduct community survey in relation to asset provision	<b>Greater than 80% satisfaction level of users of facilities</b>
<b>TECHNICAL OR OPERATING</b>			
<b>Condition</b>	To provide the asset base in a good condition that is safe, aesthetic, fit for purpose and meets customer expectations	To complete progressive condition audit in conjunction with risk assessment	<b>90% of assets to have a condition rating of fair to excellent (3,2 or 1)</b>
<b>Performance</b>	To respond to customer requests consistent with corporate standards and service agreements	Periodic reports on customer request turnaround times and customer satisfaction feedback forms.  Periodic monitoring of overall level of customer requests.	<b>90% of customer requests to be processed within agreed timeframes</b>
<b>Performance</b>	To ensure the assets perform cost effectively and provide adequate service to the community	Performance analysis  Level of service reviews and audits	<b>Individual asset groups to meet identified needs</b>

## Standard Service Levels Recycled Water Scheme Assets

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target
<b>COMMUNITY LEVELS OF SERVICE</b>			
<b>Customer Satisfaction</b>	Provide irrigated parks, ovals & foreshore lawns throughout the year	Community satisfaction ratings with parks, ovals & reserves irrigated with recycled water.	<b>80% rated “satisfactory” or “above expectations” No more than 2 complaints per month.</b>
	Community consultation undertaken prior to application of recycled water to Council reserves	Consultation undertaken prior to each additional phase	<b>80% support for application to additional Council reserves</b>
<b>Safety Legislative</b>	Public health is not affected by the use of recycled water	Public liability claims	<b>Zero</b>
<b>TECHNICAL LEVELS OF SERVICE</b>			
<b>Design and Capacity</b>	Health risks to employees, contractors & the general public minimised.	Water quality meets terms of Department of Health and approval	<b>E-Coli &lt; 1 organism per 100 mL (annual median value)  Turbidity of ≤ 2 NTU  Free chlorine ≥ 0.2 mg/l in water being delivered to field tanks</b>
<b>Condition</b>	Equipment maintained in a serviceable condition	Council & SA Water personnel monitor equipment.  Plant has PLC alarm control functions  Telemetry alert Council personnel of issues with field tank or supply	<b>Less than 3 faults identified per month</b>



**Buildings (including Leisure Centre), Other Community Assets and Recycled Water Assets  
Planned and Projected Expenditure (\$,000)**

<b>\$'000</b>	<b>Capital Renewal Expenditure included in LTFP 2023-32</b>	<b>Capital New/ Upgrade Expenditure included in LTFP 2023-32</b>
<b>2022/23</b>	594	150
<b>2023/24</b>	662	154
<b>2024/25</b>	1,041	658
<b>2025/26</b>	1,510	162
<b>2026/27</b>	973	166
<b>2027/28</b>	1,681	670
<b>2028/29</b>	730	174
<b>2029/30</b>	815	178
<b>2030/31</b>	307	183
<b>2031/32</b>	2,381	187
<b>TOTALS</b>	<b>10,693</b>	<b>2,681</b>

## ROADS AND BRIDGES ASSETS

### Roads and Bridges Assets Key Data

KEY DATA	DETAILS
Total Replacement Cost at 30 June 2021	\$36,881,540 (Roads) \$5,317,559 (Bridges)
Total Written Down Value at 30 June 2021	\$24,245,714 (Roads) \$4,733,780 (Bridges)
Replacement Cost until 2031/32	\$8,000,000
Maintenance Programs	To be developed

### Road Assets and Bridge Assets Current and Written Down Value



## 1.2. Standard Service Levels

### Standard Service Levels Unsealed Road Assets

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target
<b>COMMUNITY LEVELS OF SERVICE</b>			
<b>Customer Satisfaction</b>	Smooth ride (pothole free)	Customer service requests	<b>&lt; 1 per month</b>
<b>Safety</b>	Ensure safe	Reported accidents attributed to road condition	<b>Nil, as measured by DPTI statistics of causes of reported accidents.</b>
<b>Safety</b>	Appropriate warning signage installed	Placement at each end of road	<b>Signs Exist</b>
<b>TECHNICAL LEVELS OF SERVICE</b>			
<b>Condition</b>	Carry out regular maintenance	Grade frequency	<b>2 grades per year</b>
<b>Condition</b>	Provide all weather access	Number of road closures	<b>Nil</b>

### Standard Service Levels Sealed Road Assets – Collectors/Distributor & Heavy Vehicle Routes – High Volume AADT>2000Vpd

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target
<b>COMMUNITY LEVELS OF SERVICE</b>			
<b>Customer Satisfaction</b>	Rideability	Customer requests relating to rideability	<b>&lt; 1 per month</b>
<b>Customer Satisfaction</b>	Meets requirements of residents	Customer service requests	<b>&lt; 1 per month</b>
<b>Safety</b>	Regulatory signage well maintained	Replacement/response after report of damaged/missing signs	<b>To assess need for Sign repair/replacement within 24 hours of report</b>
<b>Safety</b>	Clear linemarking	Annual visual inspection	<b>Lines remarked every 4 years</b>
<b>Safety</b>	Network free of hazards	- Customer reports of potholes - Customer requests for tree maintenance	<b>&lt; 1 per month</b>
<b>TECHNICAL LEVELS OF SERVICE</b>			
<b>Condition</b>	Seal maintained in satisfactory condition	Condition rating – RSM program reports	<b>&lt; 5% condition &gt; 2.0</b>
<b>Design and Capacity</b>	Road width meets desirable width	RSM data/reports	<b>No new roads &lt; 8.0m in width</b>

## Standard Service Levels Sealed Road Assets Low Volume Residential <2000Vpd

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target
<b>COMMUNITY LEVELS OF SERVICE</b>			
<b>Customer Service</b>	Rideability	Customer requests relating to rideability	<b>&lt; 2 per month</b>
<b>Customer Service</b>	Meets requirements of residents	Customer service requests	<b>&lt; 2 per month</b>
<b>Safety</b>	Network free of hazards	- Customer reports of potholes - Customer requests for tree maintenance	<b>&lt; 2 per month</b> <b>&lt; 10 per year</b>
<b>Safety</b>	Regulatory signage well maintained	Replacement/response after report of damaged/ missing signs	<b>To assess need for Sign repair/replacement within 24 hours of report</b>
<b>Safety</b>	Good linemarking	Annual visual inspection	<b>Lines remarked every 4 years</b>
<b>Safety</b>	Road free of hazards	Response to reported potholes	<b>Potholes &gt; 300mm repaired within 48 hours of notification. All other potholes repaired within 10 days.</b>
<b>TECHNICAL LEVELS OF SERVICE</b>			
<b>Condition</b>	Seal maintained in satisfactory condition	Condition rating – RSM program reports	<b>RSM &lt; 5% condition &gt; 2.5</b>
<b>Design and capacity</b>	Road width meets desirable width	RSM data/reports	<b>No new roads &lt; 7.5m in width</b>

### Road Transport Assets Planned and Projected Expenditure (\$,000)

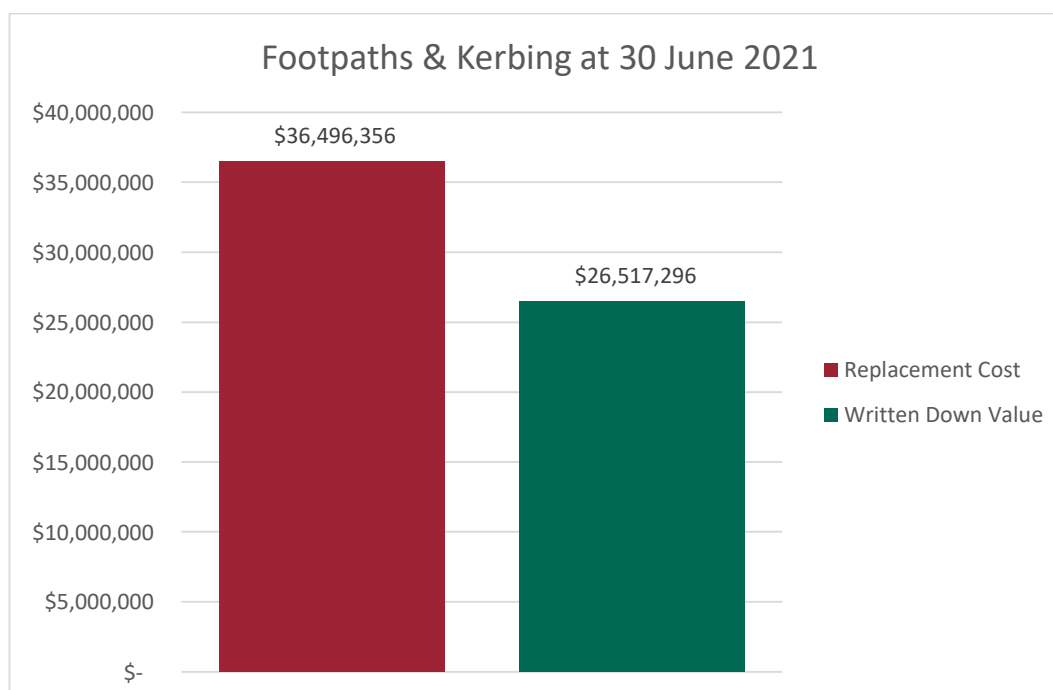
\$'000	Capital Renewal Expenditure included in LTFP 2023-32	Capital New/ Upgrade Expenditure included in LTFP 2023-32
<b>2022/23</b>	800	0
<b>2023/24</b>	800	0
<b>2024/25</b>	800	0
<b>2025/26</b>	800	0
<b>2026/27</b>	800	0
<b>2027/28</b>	800	0
<b>2028/29</b>	800	0
<b>2029/30</b>	800	0
<b>2030/31</b>	800	0
<b>2031/32</b>	800	0
<b>TOTALS</b>	<b>8,000</b>	<b>0</b>

## 2. FOOTPATHS & KERBING INFRASTRUCTURE ASSETS

### Footpaths and Kerbing Assets Key Data

KEY DATA	DETAILS
Total Replacement Cost at 30 June 2021	\$14,180,854(Footpaths) \$22,315,502 (Kerbing)
Total Written Down Value at 30 June 2021	\$11,335,726(Footpaths) \$15,181,570 (Kerbing)
Replacement Cost until 2031/32	\$686,936
Maintenance Programs	To be developed

### Footpath Assets and Kerbing Assets Current vs Written Down Value



## 2.1. Standard Service Levels

### Standard Service Levels Footways (Footpath) Assets

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target
<b>COMMUNITY LEVELS OF SERVICE</b>			
<b>Customer Satisfaction</b>	Ensure footways meet all needs of pedestrians	Complaints on suitability/accessibility of existing footpaths	<b>&lt; 2 per month</b>
<b>Customer Satisfaction</b>	At least one paved footpath in every street in residential areas	% of streets in residential area served by one paved footpath	<b>Working towards long term target of 100% coverage in residential areas as per the Footpath Priority Plan.</b>
<b>Safety</b>	All paved footways free from trip hazards	Reactive requests for maintenance	<b>&lt; 5 per month</b>
<b>Safety</b>	Provide footways suitable for demographics and managed on risk priority	Number of loss assessment claims	<b>Zero successful claims per year.</b>
<b>Safety</b>	Provide a footpath network free from trip hazards	Annual inspection of footpaths	<b>Annual inspection.</b>
<b>TECHNICAL LEVELS OF SERVICE</b>			
<b>Condition</b>	Tripping hazards >30mm to be addressed	Number of trip hazards.	<b>All identified hazards &gt; 30mm assessed within two weeks.</b>
<b>Design and Capacity</b>	Pram ramps provided at all road crossing points to current standards	Annual inspection	<b>All new footpaths to have pram ramps and working towards all existing footpaths to have pram ramps as per the Footpath Priority Plan.</b>
<b>Performance</b>	Provide maintenance services in a cost-effective manner	Compliance with budget.	<b>Within budget</b>

### Kerbing and Footpath Assets Planned and Projected Expenditure (\$,000)

\$'000	Capital Renewal Expenditure included in LTFP 2023-32	Capital New/ Upgrade Expenditure included in LTFP 2023-32
<b>2022/23</b>	250	200
<b>2023/24</b>	0	205
<b>2024/25</b>	19	210
<b>2025/26</b>	88	215
<b>2026/27</b>	10	221
<b>2027/28</b>	0	226
<b>2028/29</b>	0	232
<b>2029/30</b>	131	238
<b>2030/31</b>	42	244
<b>2031/32</b>	146	250
<b>TOTALS</b>	<b>687</b>	<b>2,240</b>

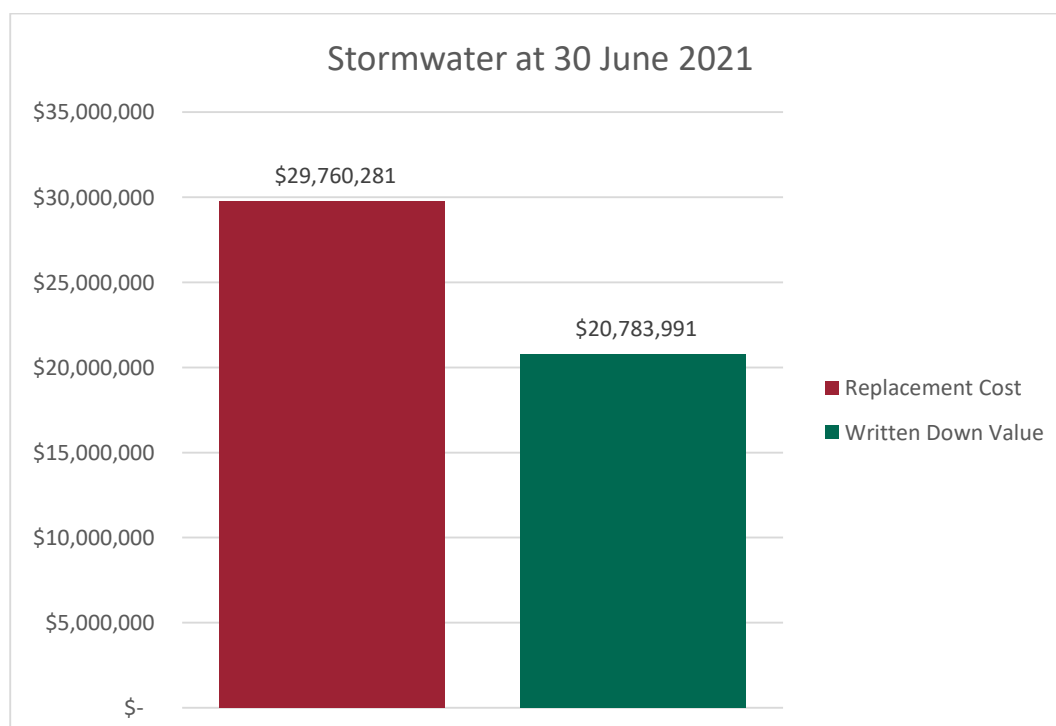


### 3. STORMWATER INFRASTRUCTURE ASSETS

#### Stormwater Infrastructure Assets Key Data

KEY DATA	DETAILS
Total Replacement Cost at 30 June 2021	\$29,760,281
Total Written Down Value at 30 June 2021	\$20,783,991
Replacement Cost until 2031/32	\$395,956
Maintenance Programs	To be developed

#### Stormwater Assets Current vs Written Down Value



### 3.1. Standard Service Levels

#### Standard Service Levels Stormwater Assets

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target
<b>COMMUNITY LEVELS OF SERVICE</b>			
<b>Customer Satisfaction</b>	Ensure stormwater system meets community expectations	Customer requests relating to property flooding	<b>Less than 10p.a.</b>
<b>Safety</b>	Ensure road networks are not compromised and are serviceable during rainfall	No. of roads considered hazardous during an 'average' winter rain event	<b>Less than 12 customer complaints p.a.</b>
<b>Safety</b>	Provide safe and suitable stormwater drainage systems free of hazards	No. of reported claims	<b>Nil</b>
<b>TECHNICAL LEVELS OF SERVICE</b>			
<b>Condition</b>	Periodic visual assessment to determine condition	CCTV Inspection	<b>Condition inspection every five years.</b>
<b>Condition</b>	Periodic visual assessment to determine condition	Routine clearing of drains	<b>100% of known flood risk areas cleaned each year</b>
<b>Design and Capacity</b>	Provide appropriate stormwater drainage system to meet user requirements	Average age of pipe network	<b>&lt;5% of network is within 10 years of the end of it's useful life.</b>
<b>Design and Capacity</b>	Ensure stormwater system has appropriate design capacity	% of pipe/culvert network with capacity below 1 in 5 event.	<b>Working towards 0%.</b>

## Standard Service Levels Stormwater Assets

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target
<b>COMMUNITY LEVELS OF SERVICE</b>			
<b>Function</b>	Pump system works when required.	Number of pump faults.	<b>Less than 5p.a.</b>
<b>Safety</b>	Pump stations are not accessible to the public.	Reported incidents of illegal access	<b>Nil</b>
<b>TECHNICAL LEVELS OF SERVICE</b>			
<b>Condition</b>	Carry out regular maintenance	Repairs completed within agreed response times	<b>100% of works within target times.</b>
<b>Function</b>	System operates when required	Number of pump breakdowns	<b>Nil</b>
<b>Safety</b>	Required safety devices are fully operational	Number of reported injuries in cleaning and maintenance	<b>Nil</b>

## Stormwater Infrastructure Planned and Projected Expenditure (\$,000)

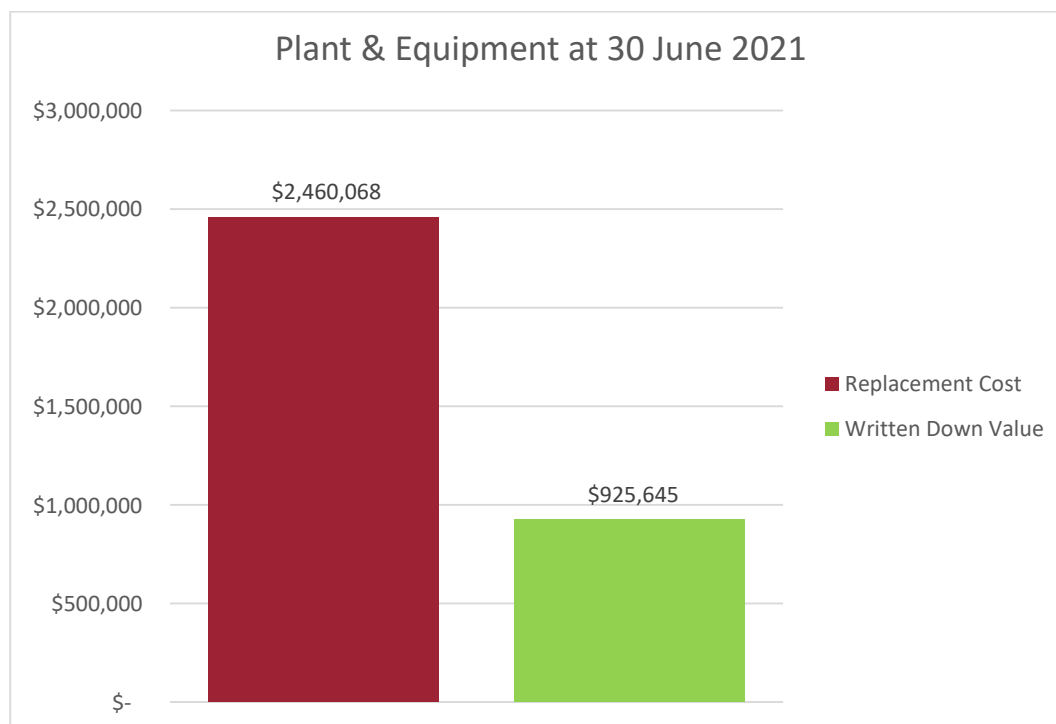
\$'000	Capital Renewal Expenditure included in LTFP 2023-32	Capital New/ Upgrade Expenditure included in LTFP 2023-32
<b>2022/23</b>	0	760
<b>2023/24</b>	337	535
<b>2024/25</b>	0	548
<b>2025/26</b>	0	562
<b>2026/27</b>	16	576
<b>2027/28</b>	0	591
<b>2028/29</b>	27	605
<b>2029/30</b>	13	620
<b>2030/31</b>	3	636
<b>2031/32</b>	0	652
<b>TOTALS</b>	<b>396</b>	<b>6,086</b>

#### 4. PLANT AND EQUIPMENT ASSETS

##### Plant & Equipment Assets Key Data

KEY DATA	DETAILS
Total Replacement Cost at 30 June 2020	\$2,460,068
Total Written Down Value at 30 June 2020	\$925,645
Replacement Cost until 2031/32	\$3,742,640
Maintenance Programs	To be developed

##### Plant & Equipment Assets Current vs Written Down Value



#### 4.1. Standard Service Levels

##### Standard Service Levels Plant & Equipment Assets

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target
<b>TECHNICAL LEVELS OF SERVICE</b>			
<b>Condition</b>	Carry out regular maintenance	Repairs completed within agreed response times	<b>100% of works within target times.</b>
<b>Function</b>	Plant being fit for purpose	Maintenance to manufacturer requirements	<b>Nil</b>
<b>Safety</b>	Required safety devices are fully operational	Number of reported injuries in cleaning and maintenance	<b>Nil</b>

##### Plant & Equipment Planned and Projected Expenditure (\$,000)

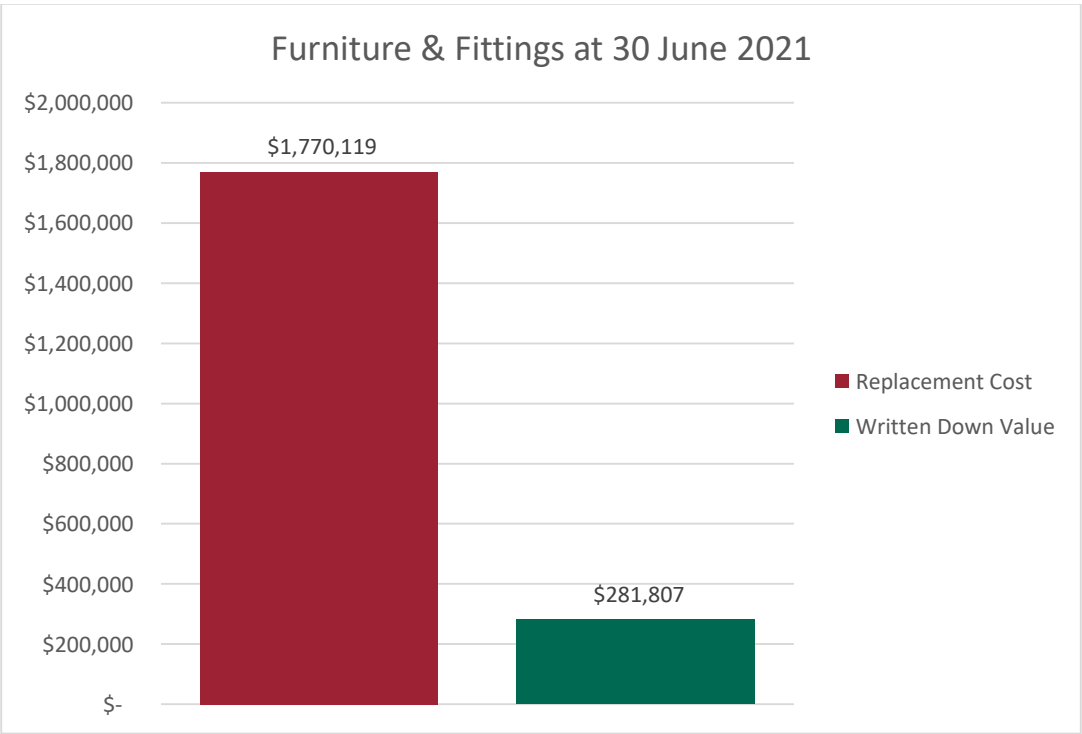
\$'000	Capital Renewal Expenditure included in LTFP 2023-32	Capital New/ Upgrade Expenditure included in LTFP 2023-32
<b>2022/23</b>	373	390
<b>2023/24</b>	277	0
<b>2024/25</b>	541	0
<b>2025/26</b>	485	0
<b>2026/27</b>	204	0
<b>2027/28</b>	606	0
<b>2028/29</b>	220	0
<b>2029/30</b>	290	0
<b>2030/31</b>	418	0
<b>2031/32</b>	329	0
<b>TOTALS</b>	<b>3,743</b>	<b>390</b>

5. FURNITURE & FITTINGS ASSETS

Furniture & Fittings Assets Key Data

KEY DATA	DETAILS
Total Replacement Cost at 30 June 2020	\$1,770,119
Total Written Down Value at 30 June 2020	\$281,807
Replacement Cost until 2031/32	\$858,696
Maintenance Programs	To be developed

Furniture & Fittings Assets Current vs Written Down Value



## 5.1. Standard Service Levels

### Standard Service Levels Furniture & Fittings Assets

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target
<b>TECHNICAL LEVELS OF SERVICE</b>			
<b>Condition</b>	Carry out regular maintenance	Repairs completed within agreed response times	<b>100% of works within target times.</b>
<b>Function</b>	Being fit for purpose	Maintenance to manufacturer requirements	<b>Nil</b>
<b>Safety</b>	Required safety devices are fully operational	Number of reported injuries in cleaning and maintenance	<b>Nil</b>

### Furniture & Fittings Planned and Projected Expenditure (\$,000)

\$'000	Capital Renewal Expenditure included in LTFP 2023-32	Capital New/ Upgrade Expenditure included in LTFP 2023-32
<b>2022/23</b>	240	0
<b>2023/24</b>	403	0
<b>2024/25</b>	37	0
<b>2025/26</b>	39	0
<b>2026/27</b>	0	0
<b>2027/28</b>	0	0
<b>2028/29</b>	22	0
<b>2029/30</b>	18	0
<b>2030/31</b>	0	0
<b>2031/32</b>	100	0
<b>TOTALS</b>	<b>859</b>	<b>0</b>

## Appendix B Projected Capital Renewal/Replacement Expenditure 2023-2032 (\$,000)

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	TOTAL
Leisure Centre	30	133	502	14	294	436	298	0	22	0	1,729
Buildings	0	32	477	5	142	3	350	73	92	0	1,174
<b>Part 1</b>	30	165	979	19	436	439	649	73	114	0	2,904
Other Community Assets	550	146	7	1,191	482	966	81	742	193	2,337	6,694
Recycled Water	14	352	55	300	55	276	0	0	0	44	1,095
<b>Part 2</b>	564	497	62	1,491	537	1,242	81	742	193	2,381	7,789
Roads	800	800	800	800	800	800	800	800	800	800	8,000
Bridges	0	0	0	0	0	0	0	0	0	0	0
<b>Part 3</b>	800	800	800	800	800	800	800	800	800	800	8,000
Footpaths	250	0	19	82	10	0	0	60	42	146	609
Kerbing	0	0	0	6	0	0	0	71	0	0	78
<b>Part 4</b>	250	0	19	88	10	0	0	131	42	146	687
Stormwater	0	337	0	0	16	0	27	13	3	0	396
<b>Part 5</b>	0	337	0	0	16	0	27	13	3	0	396
Plant & Equipment	373	277	541	485	204	606	220	290	418	329	3,743
<b>Part 6</b>	373	277	541	485	204	606	220	290	418	329	3,743
Furniture & Fittings	240	403	37	39	0	0	22	18	0	100	859
<b>Part 7</b>	240	403	37	39	0	0	22	18	0	100	859
<b>TOTAL</b>	<b>2,256</b>	<b>2,479</b>	<b>2,437</b>	<b>2,923</b>	<b>2,003</b>	<b>3,087</b>	<b>1,798</b>	<b>2,067</b>	<b>1,570</b>	<b>3,756</b>	<b>24,377</b>



### Appendix C Projected Capital New/ Upgrade Program Expenditure 2023-2032 (\$,000)

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	TOTAL
Leisure Centre	0	0	0	0	0	0	0	0	0	0	0
Buildings	0	0	0	0	0	0	0	0	0	0	0
<b>Part 1</b>	0	0	0	0	0	0	0	0	0	0	0
Other Community Assets	150	154	658	162	166	670	174	178	183	187	2,681
Resource Recovery Centre	0	0	0	0	0	0	0	0	0	0	0
Recycled Water	0	0	0	0	0	0	0	0	0	0	0
<b>Part 2</b>	150	154	658	162	166	670	174	178	183	187	2,681
Roads	0	0	0	0	0	0	0	0	0	0	0
Bridges	0	0	0	0	0	0	0	0	0	0	0
<b>Part 3</b>	0	0	0	0	0	0	0	0	0	0	0
Footpaths	200	205	210	215	221	226	232	238	244	250	2,240
Kerbing	0	0	0	0	0	0	0	0	0	0	0
<b>Part 4</b>	200	205	210	215	221	226	232	238	244	250	2,240
Stormwater	760	535	548	562	576	591	605	620	636	652	6,086
<b>Part 5</b>	760	535	548	562	576	591	605	620	636	652	6,086
Plant & Equipment	390	0	0	0	0	0	0	0	0	0	390
<b>Part 6</b>	390	0	0	0	0	0	0	0	0	0	390
Furniture & Fittings	0	0	0	0	0	0	0	0	0	0	0
<b>Part 7</b>	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	0	0	0	0	0	0	0	0	0	0	11,397





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