Buildings
Asset Management Plan
2019-2023

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Executive Summary

The objective of infrastructure asset management is to ensure that assets provide their required levels of services in the most cost effective manner. This Asset Management Plan focuses on the management of the Queanbeyan-Palerang Regional Council's (QPRC) Building assets. This plan specifies the requirements for effective management of this asset group and the corresponding financial implications. This plan is reviewed annually, with a formal update completed every 4 years.

Effective asset management of the Queanbeyan-Palerang's Building assets will contribute towards achievement of the following strategic objectives[1] :

- Maintenance of building infrastructure to allow safe and equitable access to well presented & quality facilities and amenities for community, civic and recreational use; and
- Advocacy for sustainable, renewable energy-efficient & attractive building facilities.

The contribution towards achievement of theses strategic goals and asset management objectives will be achieved by:

- Stakeholder consultation to establish and confirm service standards.
- A regular program of inspections and monitoring activities to assess asset condition and performance.
- Application of a systematic analysis to prioritise renewals and establish the most cost effective works programs.
- Continuously reviewing and improving the quality of Asset Management practices.

QPRC's Building infrastructure assets comprises of:

- Structures
- Building Components
- Internal
- Plant and Equipment
- Service
- Site Feature

These assets have a current replacement cost of $120 Million as at 30 June 2019.

[1] QPRC Community Strategic Plan 2018-2028

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1 Introduction

1.1 Background

The Queanbeyan-Palerang Regional Council's building assets provide valuable services to the area enabling a safe and reliable building facilities to be provided. These assets must be properly maintained and developed to continue to provide adequate service and benefits for generations in the future. This plan demonstrates Council's responsive management of building assets (and services provided from these assets), compliance with regulatory requirements and proposed funding requirements to provide the required levels of service.

This plan demonstrates how Council will achieve this outcome by applying the principles of responsible Asset Management Planning, the object of which is to:

'Deliver the required level of service to existing and future customers in the most cost effective way'.

The key elements of infrastructure asset management are[2] :

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

This Building AMP is to read with Council's Asset Management Policy, Strategic Asset Management Plan (SAMP) and the following associated planning documents:

- QPRC Community Strategic Plan 2018 – 28;
- QPRC Delivery Program 2018 – 21;
- QPRC Operational Plan 2019 – 20;
- QPRC Strategic Directions;
- QPRC Sustainable Design Policy for Council Buildings;

1.2 Assets included in this Plan

Building assets are only incorporated in this plan. Information of other asset classes should be referred to the relevant Asset Management Plan.

Under the Building Asset Class, the following Asset Categories are included in this AMP:

- Structures

[2] IPWEA, 'International Infrastructure Management Manual', 2015

- Building Components
- Internal
- Plant and Equipment
- Service
- Site Feature

Some of these assets classes also pertain to other AMPs however, only assets assigned to Buildings are included in this AMP.

1.3 Strategic and Corporate Goals

This AMP has been prepared under the direction of Council's vision, mission, goals and objectives. The community outcomes and strategic goals for the management of QPRC's building assets are outlined in the following documents:

- QPRC Community Strategic Plan 2018 – 28;
- QPRC Delivery Program 2018 – 21;
- QPRC Operational Plan 2019 – 20;

1.4 Legislative Requirements

QPRC has to meet many legislative requirements including Australian and State legislation and State regulations. These include:

- Local Government Act 1993;
- Local Government Amendment (Planning and Reporting) Act 2009;
- Environment Planning and Assessment Act 1979;
- Civil Liability Act 2002;
- Protection of the Environment Act 1997;
- Work Health and Safety ACT 2011;
- Disability Discrimination Act 1992;
- Building Code of Australia;

This is not a full and comprehensive list of all legislative requirements Council are required to adhere to in maintaining infrastructure assets. QPRC will exercise its duty in compliance with all legislation to the best of its ability.

2 Levels of Service

2.1 Community Levels of Service

Community levels of service relate to the service outcomes that the community wants in terms of quality, reliability, responsiveness, amenity and safety.

In August 2018, a custom service survey was conducted to:

- Assess resident satisfaction; and
- Better understand the community's priorities with regard to service and facilities.

The results of the survey have been utilised as an indicator of community satisfaction with QPRC's core building assets.

QPRC when benched marked against eight other similar sized NSW Council's received an overall satisfaction rating of 3.5/5 compared to an average satisfaction rating of 3.2/5. The bench marking also indicated QPRC was performing at the top end of community satisfaction for all services provided.

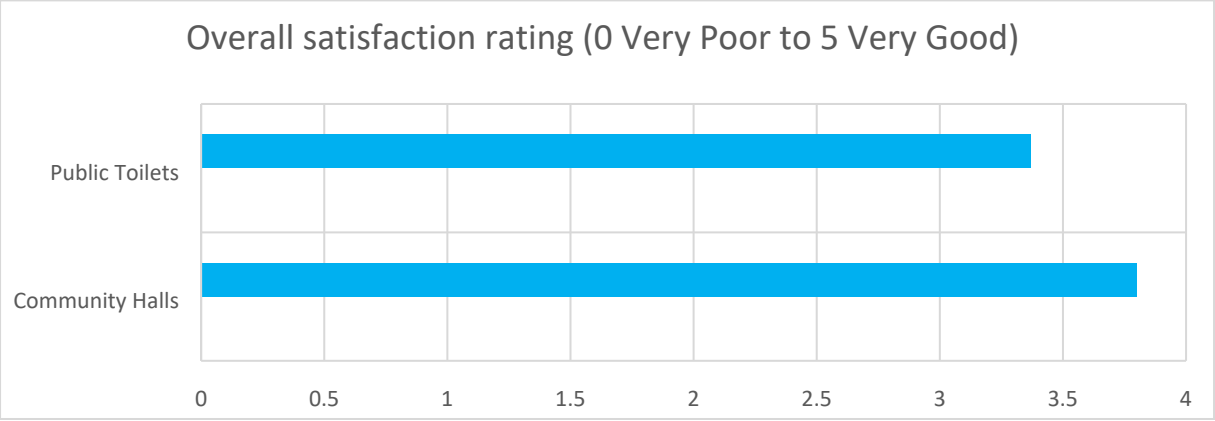

Figure 1 - Community Satisfaction Survey Results

Currently, QPRC do not have a formal process to measure community levels of service. This plan proposes using customer service requests to indicate performance against levels of service. Performance indicators have not been set within this plan and will be required to be reviewed as better data is provided.

The anticipated community outcomes for transportation assets are:

- An integrated and well maintained transport network via roads and shared paths to support the local community and promote activity
- Council ensures developed infrastructure is constructed in compliance with assessed standards and is 'fit for purpose'
- Safe and well maintained built facilities meet the cultural, recreational tourism and community service needs of all ages and abilities in our community
- Plan and implement effective infrastructure to assist maximising experiences for the Shires' visitors.

Table 1 - Community Service Levels

Service Attribute	Service Objective	Performance Measure Process	Current Performance	Expected position in 10 years based on current LTFP
Child & Family Services / Community / Cultural				
Quality	Council provides a facility that is in good condition and requires minimal maintenance	Buildings are maintained and renewals are managed to provide a minimum condition rating of 3	Average Condition = 3	No analysis undertaken to support position
Function	The building is suitable to the range of activities undertaken within the building	Occupational leases include allowed activities that is consistent with the buildings design.	Current lease agreements in place	Lease agreements regularly updated and reviewed
Capacity/ Utilisation	Utilisation of the building is sufficient to meet Quadruple Bottom Line assessment criteria	Utilisation rates recorded together with water, power and other utilities	Currently not assessed	Sustainability targets established for each building
Commercial				
Quality	The quality of the building meets clients lease arrangements	Assessed against lease arrangements	Average condition = 3	No analysis undertaken to support position
Function	The building is suitable to the range of activities undertaken within the building	Occupational leases include allowed activities that is consistent with the buildings design.	Current lease agreements in place	Lease agreements regularly updated and reviewed
Capacity/ Utilisation	Commercial buildings are not left vacant for sustained periods	Current lease agreement in place	To be reviewed	To be reviewed
Municipal Buildings (QPRC Offices and Depots)				
Quality	The quality of accommodation is suitable for effective service delivery	Staff are satisfied with accommodation provided and believe it is suitable for undertaking work activities in an efficient and effective manner	Various standards of staff accommodation provided through the use of many different buildings	Modern equivalent office facilities provided to all staff

Service Attribute	Service Objective	Performance Measure Process	Current Performance	Expected position in 10 years based on current LTFP
Function	Buildings provide adequate space and layout to suit work requirements	Not currently measured	Not currently measured	To be determined
Capacity/ Utilisation	Buildings have adequate space to allow for natural expansion of work force overtime as required	No performance standards set	Not Measured	To be determined

2.2 Technical Level of Service

2.2.1 Design and Construction Standards

The standard of construction of new building assets and for enhancing, renewing and refurbishing existing assets will be in accordance with the standards adopted by Council in any particular instance.

This includes complying with Council's Building Sustainability policy which encourages environmentally sustainable options be incorporated into new and renewed assets. It also includes accreditation to GreenStar or ISCA for significant projects.

Generally any design and construction work required on will be considered as Capital Work and as such, is required to comply with QPRC's Project Management Framework.

2.2.2 Maintenance Standards

Levels of service for maintenance of the building assets take into account:

- Industry standards[3];
- The need to provide quality building facilities that is safe for all users; and
- Ability of Council to fund maintenance activities.

The technical standards for maintenance activities need to be defined in the QPRC Building Infrastructure Maintenance Plan. Currently QPRC does not have this maintenance plan; it is aimed to develop this maintenance plan and update the technical standards in future revision of this AMP.

[3] IPWEA NSW Guidelines and Practice Notes

Table 2 - Maintenance Standards

Asset Feature	Functional Requirements of Maintenance
Structures	• Free from defects that can lead to premature deterioration of the facility and reduce life-cycle.
Building Roofs	• Gutters regularly cleaned and roof free from leaks
Internal	• Regular painting undertaken and damage repaired as required. Carpets and floorings maintenance to meet safety requirements and operational needs.
Plant and Equipment	• All plant and equipment are well maintained and provide adequate quality for usage
Services	• Services are safe and meet required capability
Site Features	• Maintenance provided to keep in neat tidy condition and does not cause hazard to general public

The following matters have also been taken into account with development of the maintenance standards:

- Routine maintenance standards – routine maintenance, repair functions and standards, intervention levels and actions are based on risk assessment for a particular asset element. Standards vary across the asset types in line with relevant risk factors such as usage, the susceptibility of assets to deterioration, the cost effectiveness of repairs, and competing priorities for funding.

- Repair and maintenance works – routine maintenance and repair works are undertaken within a specified reasonable period of time having regard to intervention action priorities, and to specified standards.

- Temporary measures – temporary works to be undertaken to reduce the risk of an incident until such time as maintenance or repair works can be completed. Response times and measures (eg. warning signs, flashing lights, safety-barriers) are determined based on the risk to safety and the type of defect.

- Emergency works – works required to be undertaken immediately outside routine works programs to ensure the safety of the public as a result of emergency incidents. Emergency works include traffic incident management, responses to fires, floods, storms and spillages.

3 Future Demand

3.1 Demand Drivers

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

3.2 Population Change

Queanbeyan-Palerang's population has been growing consistently around 2% per annum in previous years and in 2018 was 59,499. Over the life of this asset management plan, population is expected to continue to grow at a rate of 1.8% per annum.

Population growth will primarily occur in residential developments in Googong, South Jerrabomberra and Bungendore. This increase in population and dwelling growth will contribute to increased demand on the existing building assets requirements.

3.3 New Technology

Changes in technology may enable QPRC to better understand asset life and operation and maintenance requirements for its building assets.

Working conditions are also expected to change in future that will change expectations for Council's buildings which will include smart metering, energy efficient devices, wireless connections and smart hubs.

3.4 Climate Change and Sustainability

Planning asset management activities will need to make allowances for potential climate change conditions. Some of the predicted impacts of climate change include:

- Lower annual rainfall
- Higher average temperatures
- More severe weather incidents (average v extreme conditions)

Impacts on Infrastructure issues due to climate change include increased risks associated with flooding, bush fire, extreme heat and prolonged drought conditions. Each impact will affect how assets will need to be maintained to meet agreed levels of service. Infrastructure assets will also need to consider carbon emissions minimisation throughout the life cycle and promote environmentally sustainable practices.

3.5 New building assets from growth

Significant urban expansion has been planned over the life of this asset management plan that includes:

- Continued development of the Googong Township area
- Development of South Jerrabomberra/Tralee area

- Development of Bungendore

The new assets will be acquired from developer contributions and will be delivered directly by Council to ensure the new developments are linked to existing infrastructure.

Additional assets will increase the obligation of ongoing maintenance & renewal costs.

Projected additional assets & their maintenance/renewal costs are summarised in Section 6.

3.6 Demand Management Plan

QPRC's Asset Strategy outlines the following objectives that address demand drivers and align with cross border and regional infrastructure strategies and spatial asset planning.

- Manage asset backlog & risk
- Support connection of communities and health of the community, local economy and environment
- Sustainability cater for population growth and integrational equity
- Integrate with cross border infrastructure and align with regional infrastructure strategies
- Establish affordable and acceptable standards, including intervention levels, gifted assets from developments
- Plan assets spatially taking a corridor/network approach; and to analyse condition and failure.

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.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures[4]. Examples of non-asset solutions include providing services from existing infrastructure such as aquatic centres and libraries that may be in another community area or public toilets provided in commercial premises.

[4] IPWEA, 2011. IIMM. Table 3.4.1

4 Lifecycle Management Plan

This section outlines asset performance and condition information, and uses Asset Management principles to develop broad strategies and works programs to achieve the required service standards.

It presents an analysis of the available information and the life cycle management plans covering the three key work activities to manage the Building Asset Classes:

- Operations and Maintenance Plan - Activities undertaken to ensure efficient operation and serviceability of the assets. This will ensure that the assets retain their service potential over the course of their useful life.

- Renewal Plan - Provides a program of progressive renewal of individual assets. Deteriorating asset condition primarily drives renewal needs.

- Enhancement Plan - Provides a program of system enhancements to improve parts of the system performing below target service standards and to develop the system to meet any future demand requirements. Sub-standard asset performance primarily drives asset development needs.

4.1 Physical Parameters

Following are the summaries of the assets covered in this Buildings AMP:

Table 3: Buildings Asset Inventory Summary (as at 30 June 2019)

Building Use	Building Type	Description	Number Assets
Child & Family Services	School	Pre School and/or Kinder garden	8
Commercial	Invstbld	Investment Building	4
Community	Cafe	café	4
	Cemetry	Cemetery Facility	8
	Comyhall	Community Hall/Centre	42
	Infocen	Information Centre	4
	Sencitz	Senior Citizen Centre	3
	Youth	Youth Centre	5
Corporate	Corp	Corporate Building	3
	Counloff	Council Office	39
Culture	Gallery	Art Gallery	5
	Library	Library and Associated Structures	9
	Museum	Museum associated structures	8
	Pefrmart	Performing Art Centre	3
Municipal	Depadmin	Depot Administration	12
	Depbldg	Depot Buildings	26
	Emgenser	Emergency Service Facility	7
	Pounds	Animal Pounds	1
	Pumpstn	Pump Stations	2
	Reservoi	Water Reservoir	1

	Rurlfire	Rural Fire Service	17
	Treatmnt	Control - Treatment Building	35
	Wastemgt	Waste Management Facility	13
Open Space & Sports	Amenity	Amenities	29
	Aquatic	Swimming Pool	19
	Changerm	Change rooms	3
	Clubhse	Club House	20
	Grandst	Grandstand	5
	Leisure	Leisure Centre	6
	Misc	Miscellaneous Building(s)	25
	Shelrot	Shelter, Rotunda etc	2
	Shwgrdf	Showground Facility	21
Public	Pbtoilet	Public Toilet	11
TBA		Still to be Classified	8
			408

4.2 Asset Age Profile

The age profile of the assets (against depreciable amount only) included in this AMP is shown in the figure below.

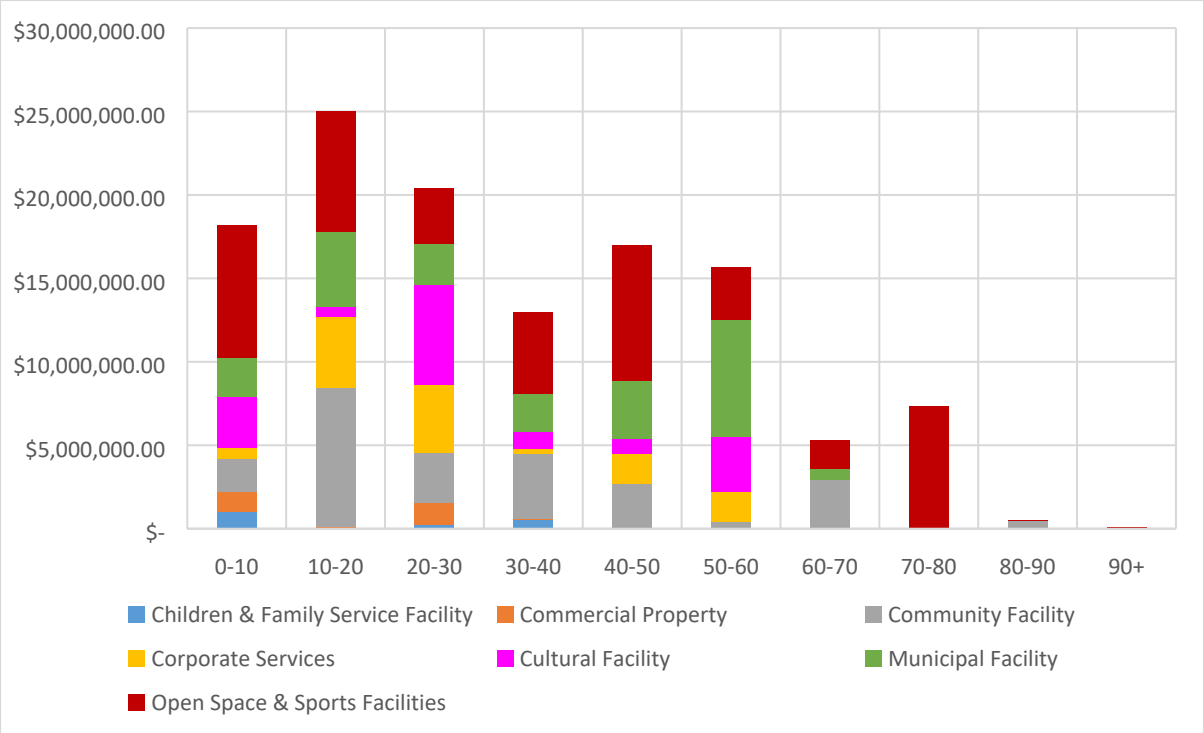

Figure 2 - Asset Age Profile

4.3 Asset Capacity & Performance

Council's building facilities are generally provided to meet design standards and level of service. An analysis of service deficiencies has been undertaken through existing asset data and discussions with the service providers.

Table 4: Known Service Performance Deficiencies

Asset Class	Service Deficiency
Corporate	A new QPRC Head Office and Smart Hub (HOSH) is planned for construction in 2021/23. This facility will replace 9 separate office spaces currently being used in Queanbeyan.
Municipal	Council depot sites in Bungendore and Braidwood are old in poor condition. A replacement strategy is being developed.
Open Space & Sport	Several of the swimming pool buildings have been identified as being in poor condition and not meeting functional requirements. Grandstands at Seiffert Oval and Queanbeyan Showgrounds are in poor condition and require renewal

The above service deficiencies were identified from technical knowledge and expertise through existing AM systems and staff. Capacity and performance needs to be monitored and adjustments made as it is identified.

4.4 Asset Condition

Asset condition has been determined for QPRC's assets based on a combination of inspections, age profile and staff experience with the Asset Condition stored in the Asset Register against each asset. Council is committed to regular condition data collection in order to mitigate risk and to make informed decisions in accessing the whole of life costs for the asset.

Council utilises the IIMM condition rating system of 1 – 5.

Table 5 - Condition Rating Table

Condition Rating	Description of Condition
1	Excellent – As New
2	Good – Minor Defects Only
3	Average – Maintenance Required to Return to Acceptable Level of Service
4	Poor – Consider Renewal
5	Very Poor – Approaching Unserviceable and Requires Replacement

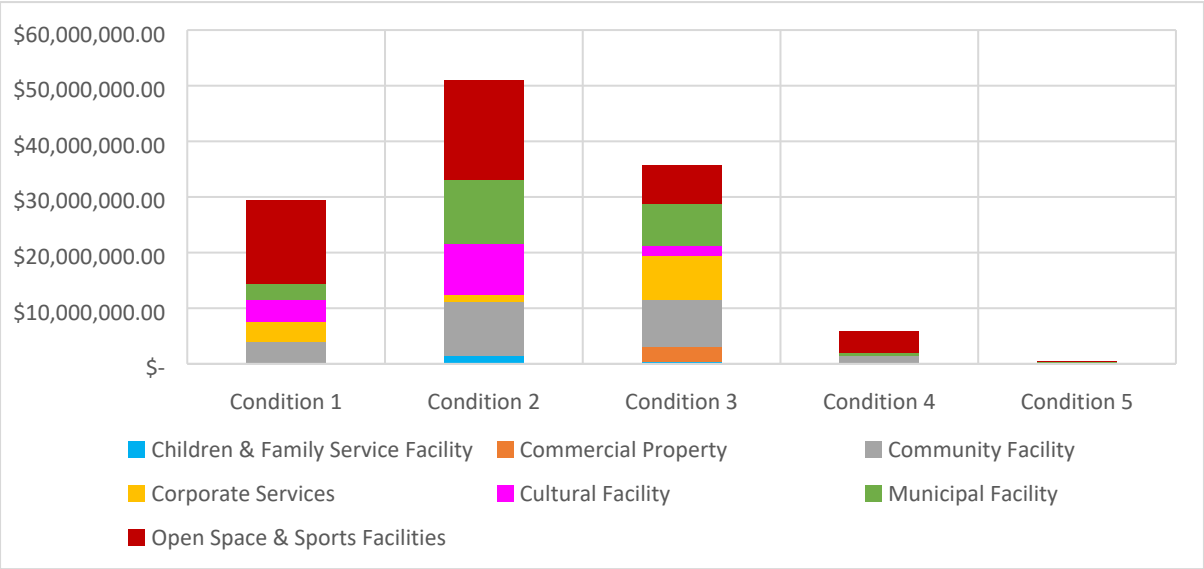

Figure 3 – Asset Condition

4.5 Asset Valuation

QPRC building assets were revalued as at 12 May 2016 as part formation of the Queanbeyan-Palerang Regional Council. Since the valuation date, additional assets have been realised and capitalised through QPRC's Capitalisation Directive and asset indexations applied according to the Australian Accounting Guidelines.

The asset valuations as at 30 June 2019 are as follows:

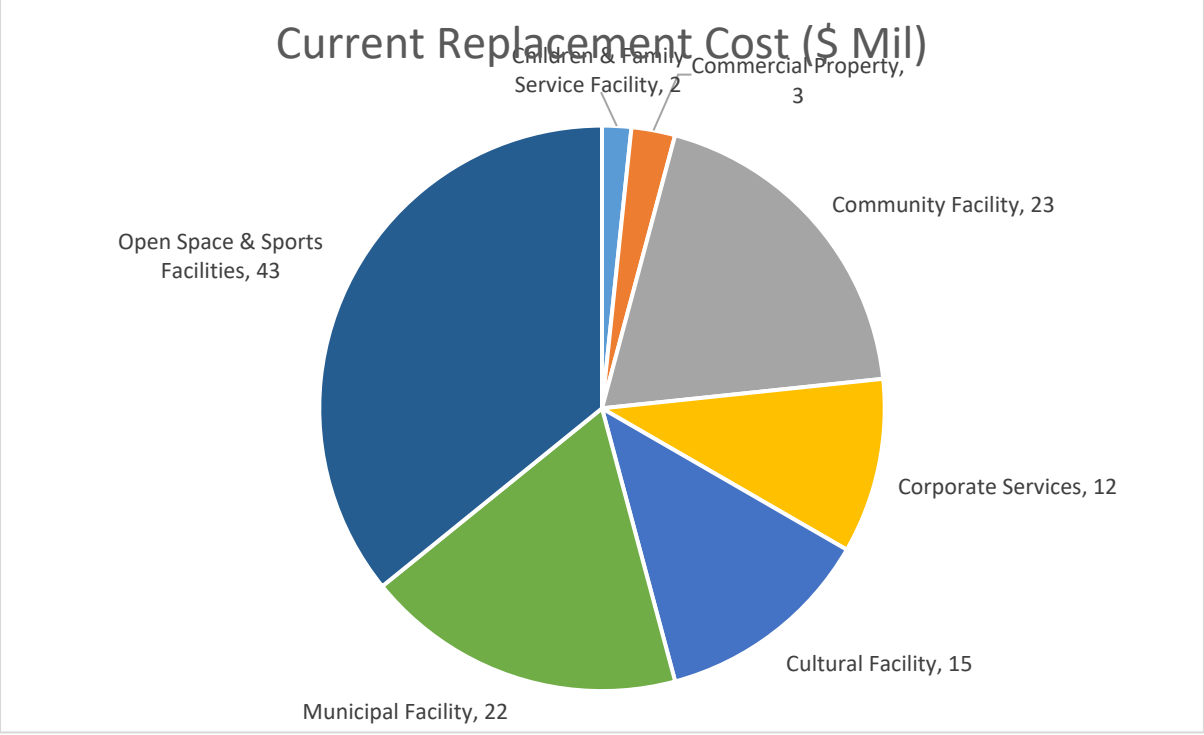

Figure 4 - Current Replacement Costs

4.6 Maintenance Plan

Maintenance planning is required to ensure that council are adequately managing its asset base in an optimal manner. The average expenditure on operational and maintenance activities for the Building Asset base was **$2.73M (2.34% of Depreciable Value)**. Due to the current financial accounting system in operation, a reliable breakdown of operational verses maintenance costs is not available. Similarly, a spilt of maintenance costs for the various asset classes not fully understood.

In future, council are moving towards a work-order system that will allow maintenance costs to be more accurately captured directly against the assets which will enable a more transparent view of costs to be provided.

QPRC is endeavouring to improve its asset management practices to include more preventative maintenance activities. This includes developing scheduled inspections and maintenance tasks to reduce expensive reactive repair work.

As the work-order system develops, additional scheduled inspections and maintenance activities will be added further assisting in understanding maintenance requirements and reducing reliance on reactive repair work.

Until a holistic picture can be provided on maintenance costs, future maintenance budgets will be increased between **2% - 3%** of depreciable value as a base figure.

If maintenance levels are decreased, there is a possibility that additional asset deterioration will occur and result in increased backlog of rehabilitation and/or replacement requirements to meet level of service requirements.

4.7 Renewal Plan

Renewal expenditure is major work that 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 enhancement or new works expenditure.

Assets requiring renewal are identified from the following:

- Projected from the condition based remaining life calculation.
- Where condition data is not available; age & remaining useful life has been used to calculate.

Prioritisation of the renewal plan is based on an assessment of criticality in terms of importance and related risk. At present, QPRC determines priority based on past experience and knowledge of the asset networks.

Renewal works identified in terms of renewal strategies may be deferred if the cost (or aggregate cost) is beyond the current financial ability to fund it. This can occur when there are short term renewal profile peaks, or higher priority works are required on other infrastructure asset groups. When renewal works are deferred, the impact of the deferral on the assets ability to still provide the required level of service will be assessed. Although the

deferral of some renewal works may not impact significantly on the short-term operation of the assets, repeated deferral will create a liability (backlog) in the longer term, which may impact on QPRC's ability to achieve an overall asset backlog of less than 2%.

The renewal and rehabilitation works program for the next 10 years is based on the following:

Asset Category	Predictive Criteria Used	Model Used
Structure	Condition, Age, Maintenance History, Usage	Asset Condition and age
Building Components	Nil	Reactive Replacement
Internal	Nil	Reactive Replacement
Plant and Equipment	Nil	Reactive Replacement
Services	Nil	Reactive Replacement
Site Features	Nil	Reactive Replacement

Major building infrastructure asset renewal projects identified to occur over the next 4 year period include:

- Refit Bungendore Administration Building
- Refit Braidwood Administration Building

4.8 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 required at no cost to the organisation from land development, or through 'gifts' provided to Council.

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.

All new assets created through Capital Project Work must have a business case developed justifying the requirement of the need as documented in QPRC's Capital Project Management Framework.

4.9 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset, including sale, demolition or relocation. During the course of renewal projects, some assets may be demolished and replaced with a new asset.

Several buildings owned by Council and used as office accommodation for staff will be sold as part of the development of the QPRC Head Office and Smart Hub development.

During asset capitalisation, any decommissioned assets or partially decommissioned assets will be identified and the financial values adjusted in-line with the approved accounting practices.

There are no large value assets currently identified for disposal during this Asset Management Plan period.

5 Risk Management Planning

5.1 Critical Assets

A critical asset is an asset for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets. Although critical assets have a high consequence of failure, they don't necessarily have a high likelihood of failure.

At present, only the Council Offices and depots sites have been identified as critical assets for continuity of operations.

Building criticality will be addressed in future asset management plans in future detail.

5.2 Infrastructure Risk Management Plan

Refer to councils business continuity operational plans for details on the risk management strategies that have been put in place for Council buildings.

6 Financial Summary

This section contains the financial requirements resulting from all the information presented in the previous sections of this Building AMP. The financial projections will be improved as further information becomes available on agreed level of service and current & projected future asset performance. The projections are based on the best available information and are aimed at giving a direction for the Long Term Financial Planning (LTFP).

6.1 Financial Statements and Projections

The financial history & projected expenditures (Operation, maintenance, renewal and new/ enhancement) are shown below. Note that all costs are 2018/19 values.

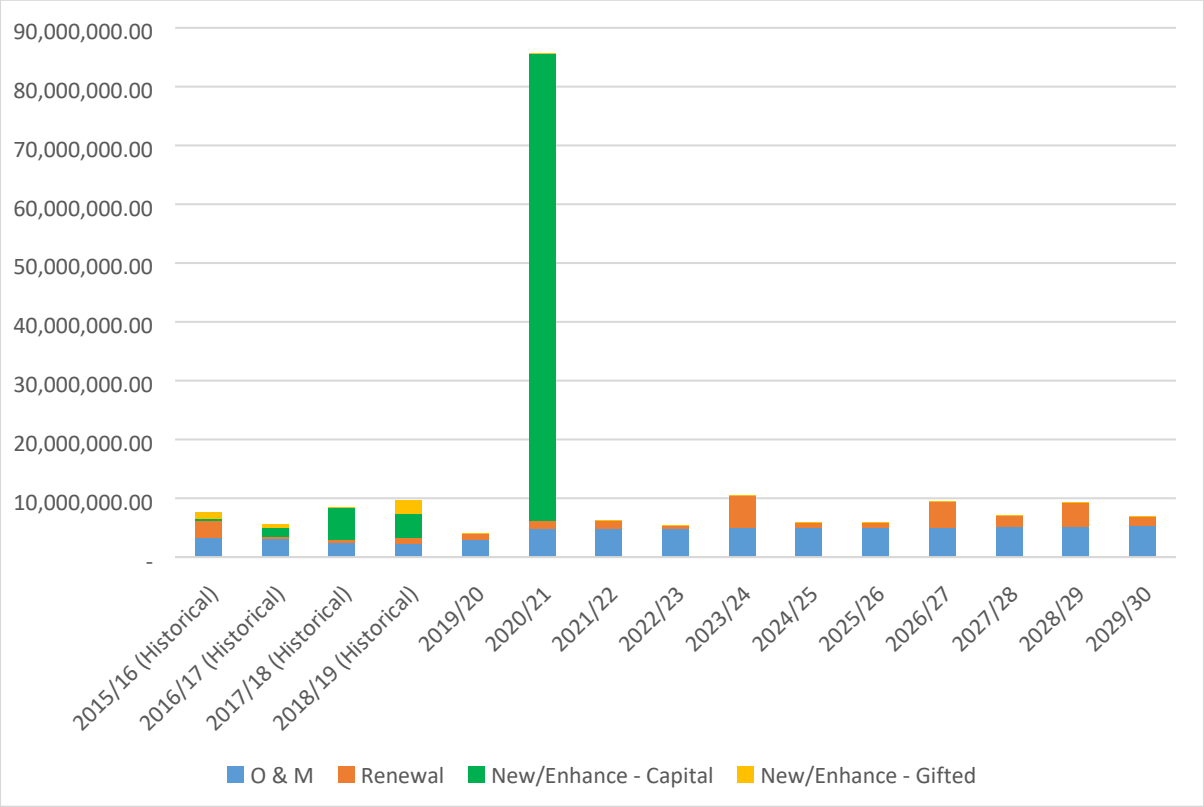

Figure 5 - Summary of asset expenditure & gifted values (historical & predicted)

6.2 Funding Requirements – Asset Replacement

In order to maintain a sustainable asset base, the funding required to replace aging and deteriorated assets should be sufficient to deliver an overall backlog of less than 2%. This will require Council to maintain an asset renewal expenditure ratio of 100%.

Table 6: Renewal expenditure trends:

Asset Class	Renewal Expenditure ($ '000)			
	2015/16	2016/17	2017/18	2018/19
Total Renewal expenditure (a)	3,024	503	521	1,013
Total Annual depreciation (b)	1,929	2,520	2,253	2,295
Renewal Expenditure Ratio (a/b)	**157%**	**20%**	**23%**	**44%**

Further financial indicators obtained through Council's requirements for reports against Special Schedule 7 in the Annual report provide indicator ratios on any asset funding gaps (backlog) and maintenance ratios.

Table 7: SS7 Reporting

SS7 Reporting ($ '000)				
	2015/16	2016/17	2017/18	2018/19
Estimated Cost to bring to satisfactory standard	5,467	730	400	400
Net carrying amount	69,199	65,788	65,281	68,218
Capital Funding Gap Ratio	**7.9%**	**1.1%**	**0.6%**	**0.6%**
Required maintenance	4,148	4,310	2,035	1,011
Actual maintenance	3,232	3,004	2,468	927
Maintenance Expenditure ratio	**78%**	**70%**	**121%**	**92%**

QPRC's renewal expenditure has fluctuated as a result of the merger of Queanbeyan City Council and Palerang Council and the different methodologies used to record and monitor renewal costs. Generally, the adopted renewal ratio will be 100%. Renewal ratios will be monitored over the life of this Asset Management Plan and reported annually with the Financial Statements.

6.3 Funding Strategy – New & Enhanced Assets

After reviewing service levels, as appropriate to ensure ongoing financial sustainability, projected expenditure in section 6.1 need to be accommodated in Council's LTFP.

Potential funding sources include, but are not limited to:

- Operating revenue;
- Grants;
- Developer contributions; and
- Loans.

6.4 Valuation Forecast

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from asset constructed by land developers and others and donated to Council.

The figure below shows the projected building asset replacement cost for the next 10 years in current 2019 dollar values. The valuation forecasts include developer contributions for Googong, South Jerrabomberra & Bungendore Development.

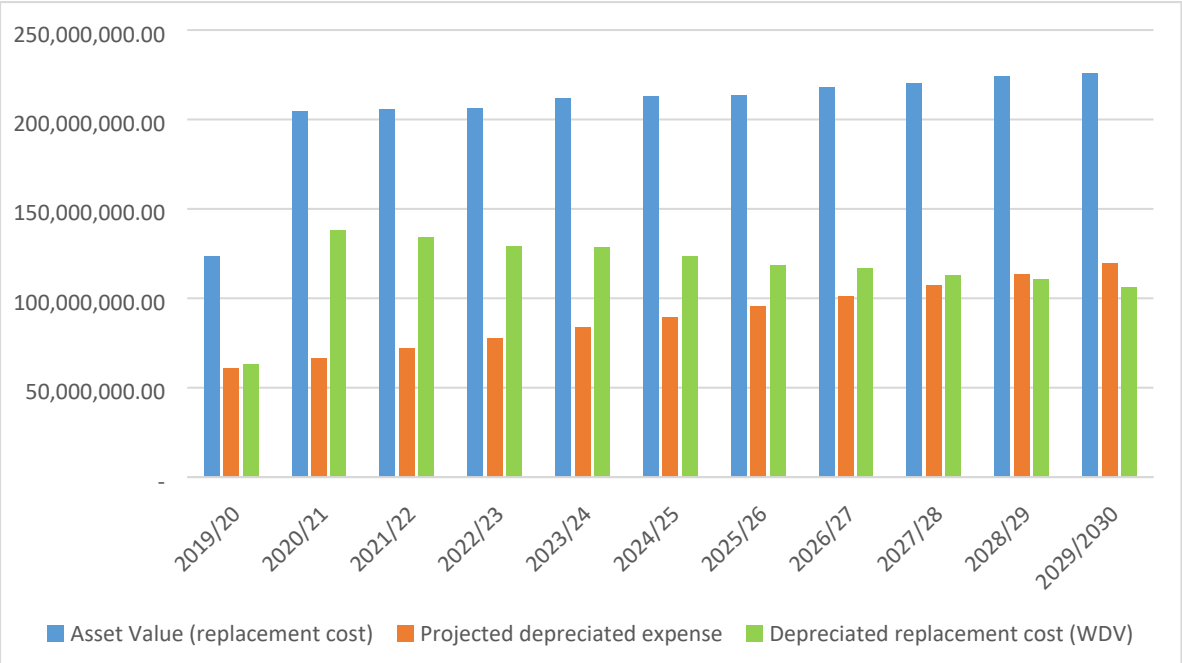

Figure 6 - Projected asset value, depreciated expense & depreciated replacement cost

6.5 Key Assumptions made in Financial Forecasts

Key assumptions made in the preparation of the financial information in this Building AMP are:

- All predicted costs stated are in current 2019 dollar values;
- Maintenance forecasts are based on maintaining current level of expenditure
- Renewal forecasts have been calculated based on available asset condition data, remaining life and asset criticality.
- Useful lives have been considered based on industry practice and IIMM guidelines.
- 12 May 2016 Valuation figures were adopted.

6.6 Forecast Reliability and Confidence

QPRC is a newly formed council from the amalgamation of two former councils. Two former councils had two different asset management information systems. After amalgamation we are having new asset management information system; where we are continuously refining our data.

The accuracy of the future financial forecasts may be improved in future revisions of this Building AMP by the following actions:

- Improve asset condition data;
- Determine asset construction date;
- Refine intervention levels;
- Review and improve asset criticality;
- Implementing mobility system across all building assets will allow better prediction modelling

7 Plan Improvement and Monitoring

7.1 Improvement Plan

This asset management plan is to be continually reviewed and improvements made into how QPRC manages its asset base. The following actions have been identified in developing this asset management plan:

Table 8: Stormwater asset management improvement plan

Identified gap	Priority (High: 1 – 2 years; Medium: 2 – 4 years; Low: above 4 years)
Refine community levels of service including gaining community agreement to standard and key performance measurement	High
Review technical level of standards and ensure the standards reflect service levels, quadruple bottom line decision making and meets asset management requirements	Medium
Review business processes and update the Sewerage Maintenance Plans based on agreed community, technical and maintenance service standards	High
Develop a Sewerage Risk Management Plan and identify critical assets and response times	High
Review maintenance activities and develop schedules for inspections/routine maintenance tasks as required and document in maintenance plans.	Medium
Review asset register data structure and identify asset attribute data gaps	High
Continue to synchronise Asset Registers with GIS mapping functionality. This includes refining and harmonising GIS layers	High
Formalise condition assessment/inspection framework for all asset classes. Ensure condition data is less than 4 years old.	Medium
Ensure Gifted Assets correctly recorded and valued in Asset Registers	High

7.2 Monitoring and Review Procedures

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

Information used to support the AM Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the organisation's long term financial plan.

This Building AMP has a life of 4 years (Council Election Cycle) and is due for revision and updating within 12 months of each Council election.

7.3 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 Building AMP are incorporated into council's long term financial plan;
- The degree to which 1-5 years detail work programs, budgets, business plans and organisational structures take into account the overall works program trends provided by this Building AMP;
- Sufficient asset renewal funding (ratio with annual depreciation expense to be above 1.0) to target infrastructure backlog ratio of less than 2.0% is achieved by 2026.

8 References

IPWEA, 2015, International Infrastructure Management manual (IIMM), Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org.au/IIMM

IPWEA, 2015, Australian Infrastructure Financial Management Guidelines, Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org.au/AIFMG

IPWEA, 2014, 'IPWEA NAMS.PLUS3 Asset Management, eBook Guidelines, Guided Pathway to Asset Management Planning', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org

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