



Building & Facilities



ASSET MANAGEMENT PLAN



Version 2

October 2012

# Asset Management Plans App A Building & Facilities

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## ABBREVIATIONS

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



## GLOSSARY

### **Annual service cost (ASC)**

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

### **Asset class**

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

### **Asset condition assessment**

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

### **Asset management**

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

### **Assets**

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

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

### **Average annual asset consumption (AAAC)\***

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

### **Brownfield asset values\*\***

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

### **Capital expansion expenditure**

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

### **Capital expenditure**

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

### **Capital funding**

Funding to pay for capital expenditure.

### **Capital grants**

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

### **Capital investment expenditure**

See capital expenditure definition

### **Capital new expenditure**

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

### **Capital renewal expenditure**

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

### **Capital upgrade expenditure**

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

# Asset Management Plans App A Building & Facilities

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## Carrying amount

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

## Class of assets

See asset class definition

## Component

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

## Cost of an asset

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

## Current replacement cost (CRC)

The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

## Current replacement cost "As New" (CRC)

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

## Cyclic Maintenance\*\*

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

## Depreciable amount

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

## Depreciated replacement cost (DRC)

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

## Depreciation / amortisation

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

## Economic life

See useful life definition.

## Expenditure

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

## Fair value

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

## Greenfield asset values \*\*

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

## Heritage asset

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

## Impairment Loss

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

## Infrastructure assets

Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services, eg. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no market value.

## Investment property

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

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

## Level of service

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

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## **Life Cycle Cost \*\***

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

## **Life Cycle Expenditure \*\***

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

## **Loans / borrowings**

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

## **Maintenance and renewal gap**

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

## **Maintenance and renewal sustainability index**

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

## **Maintenance expenditure**

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

## **Materiality**

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

## **Modern equivalent asset.**

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

## **Non-revenue generating investments**

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

## **Operating expenditure**

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

## **Pavement management system**

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

## **Planned Maintenance\*\***

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

## **PMS Score**

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

## **Rate of annual asset consumption\***

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

## **Rate of annual asset renewal\***

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

## **Rate of annual asset upgrade\***

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

## **Reactive maintenance**

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

## **Recoverable amount**

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



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## **Recurrent expenditure**

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

## **Recurrent funding**

Funding to pay for recurrent expenditure.

## **Rehabilitation**

See capital renewal expenditure definition above.

## **Remaining life**

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

## **Renewal**

See capital renewal expenditure definition above.

## **Residual value**

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

## **Revenue generating investments**

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

## **Risk management**

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

## **Section or segment**

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

## **Service potential**

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

## **Service potential remaining\***

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

## **Strategic Management Plan (SA)\*\***

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

## **Sub-component**

Smaller individual parts that make up a component part.

## **Sustainability**

Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

## **Useful life**

Either:

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

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

## **Value in Use**

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

Source: DVC 2006, Glossary

Note: Items shown \* modified to use DA instead of CRC  
Additional glossary items shown \*\*

## 1. EXECUTIVE SUMMARY

### What Council Provides

Council provides a Buildings and Facilities network to provide corporate and community facilities to enable the delivery of the required level of service to existing and future customers in the most cost effective way. This plan is intended to demonstrate how Council will achieve this outcome by applying the principles of responsible asset management.

This Asset Management Plan considers assets from the following sub categories:

- Corporate Facilities
- Community Facilities
- Public Amenities
- Aquatic Centres and Community Pools
- Libraries

### What does it Cost?

The current Building network of assets has a replacement value of \$366.7 m and a written down value of \$285.4 m as at 30<sup>th</sup> June, 2012. There are two key indicators of cost to provide the Buildings and Facilities service.

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

The life cycle cost to provide the Buildings and Facilities service is estimated at \$9.71m per annum. Council's planned life cycle expenditure for year 1 of the asset management plan is \$12.51m which gives a life cycle sustainability index of 1.29

The total maintenance and capital renewal expenditure required to provide the Buildings and Facilities service in the next 10 years is estimated at \$81.87m. This is an average of \$8.19m per annum.

Council's maintenance and capital renewal expenditure for year 1 of the asset management plan of \$12.51m giving a 10 year sustainability index of 1.52

### Plans for the Future

Council plans to operate and maintain the Buildings and Facilities network to achieve the following strategic objectives.

1. Ensure the Buildings and Facilities network is maintained at a safe and functional standard as set out in this asset management plan.
2. The Buildings and Facilities network provides the required level of service to existing and future customers in the most cost effective way.
3. The maximum useful life of the Buildings and Facilities network is achieved through best appropriate practices.

### Measuring our Performance

#### Quality

Buildings and Facilities assets will be maintained in a reasonably usable condition. Defects found or reported that are outside the required service standard will be repaired. Refer to the maintenance response service levels for details of defect prioritisation and response time.

#### Function

The intent is that an appropriate Buildings and Facilities network is maintained and provided in partnership with the community, other levels of government and other relevant stakeholders to deliver a Buildings and Facilities network in a safe, efficient and sustainable service.

Buildings and Facilities asset attributes will be maintained at a safe level and associated signage and equipment will be provided as needed to ensure public safety. We need to ensure :-

- The functional and operational needs are realised
- The physical condition of assets is kept up to a standard appropriate for their service function and value to the community
- All statutory and technical requirements to ensure health, safety, security and reliability are met.
- The physical condition of assets is kept up to a standard appropriate for their service function and value to the community
- All statutory and technical requirements to ensure health, safety, security and reliability are met.

#### Safety

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

## The Next Steps

The actions resulting from this asset management plan are:

1. Review current asset management processes
2. Review of data integrity
3. Disposal Plan Development
4. Security Review
5. Review of Service Levels
6. Public Amenities Strategy
7. Council Building Design Guidelines
8. Service and Engineering Contracts Review
9. Maintenance Management Framework



## 2. INTRODUCTION

### 2.1 Background

This asset management plan is to demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding required to provide the required levels of service.

The asset management plan is to be read with the following associated planning documents:

- Noosa Plan 2008
- Maroochy Plan 2000
- Caloundra City Plan 2004
- Corporate Plan 2009-2014
- SCRC Operational Plan 2010/11
- Departmental Operational Plans
- Branch Plans
- SCRC Policies
- Energy Transition Plan
- Social Infrastructure Strategy
- Sport and Active Recreation Strategy
- Aquatics Strategy
- Cultural Heritage Background Study
- South East Queensland Regional Plan
- Commonwealth Government Policies and Strategies
- State Government Policies and Strategies
- Environmental Protection Policies
- Sustainability and Triple Bottom Line Reporting Policies
- Long Term Financial Sustainability Plan 2010 – 2020.

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This asset management plan covers the following infrastructure assets:

- Corporate Facilities – including Council-owned corporate administration buildings, depots and facilities, commercial buildings
- Community Facilities – including community buildings and halls, community centres, civic centres, show grounds, entry statements to facilities, sport and recreation facilities, bus interchanges, kindergartens, cemetery buildings, lifeguard and life saving facilities, SES facilities, art galleries, security systems, leisure centres, visitor information centres, multi story car parks, museums, animal refuges
- Public Amenities – encompassing all regional public amenities
- Aquatic Centres and Community Pools – including Aquatic Centres located at Beerwah, Buderim Mountain, Caloundra, Cotton Tree, Eumundi, Coolum-Peregian, Kawana, Kings Beach, Nambour, Noosa, Palmwoods and Community Pools located at Conondale, Kenilworth, Mooloolah, Noosa, Pomona and Tewantin
- Libraries – including libraries located at Beerwah, Caloundra, Coolum, Cooroy, Kawana, Kenilworth, Maleny, Maroochydore, Nambour, Noosa

**Table 2.1. Assets covered by this Plan**

Asset category	Dimension	Replacement Value (\$M)
Corporate Facilities	24	76
Community Facilities	126	207
Public Amenities	201	23
Aquatic Centres	10	36
Libraries	10	24
<b>TOTAL</b>	<b>371</b>	<b>366</b>

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Key stakeholders in the preparation and implementation of this asset management plan are:

**Table 2.2. Key Stakeholders**

Stakeholders	Stakeholders Role
Service Managers	Assist in determining the community levels of service for the assets
Building and Facilities – Asset Management Team	Development and implementation of asset management planning policies, processes and systems
Building and Facilities – Maintenance Team	Asset data management
Corporate Asset Management Team	Provide administrative advice and document review
Asset Management Steering Committee	Provide asset management guidance and direction.
Infrastructure Services	Strategic and operation business unit input
Community Services	Operational business unit input
Finance and Business Services	Financial data input
Executive Leadership Team	Executive management endorsement
Elected Members	Endorsement of finalised asset management plan

## 2.2 Goals and Objectives of Asset Management

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

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

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

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<sup>1</sup> IIMM 2006 Sec 1.1.3, p 1.3

# Asset Management Plans App A Building & Facilities

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

Council's vision is:

**To be Australia's most sustainable region – vibrant, green, diverse.**

Relevant Council goals and objectives and how these are addressed in this asset management plan are:

**Table 2.3. Council Goals and how these are addressed in this Plan**

Goal (theme)	Objective (emerging priorities)	How Goal and Objectives are addressed in IAMP
Robust Economy	Infrastructure for economic growth	Facilitate the delivery of key infrastructure projects for our preferred economic growth
Ecological Sustainability	The impact of climate change  Environmentally friendly infrastructure and urban design	Develop and implement adaptive action plans to respond to climate change  Research, develop and implement a plan for council to become a carbon neutral organisation  In partnership with the government and the community, develop and implement energy transition and greenhouse gas reduction strategies for the region  Ensure new developments meet high standards of ecological sustainability and urban design  Develop guidelines to promote excellence in ecological sustainable development with architects, designers, environmental groups and the development industry
Innovation & Creativity	A creative and artistic region	Provide and facilitate local and regional arts and cultural facilities and programs within the community
Health & Wellbeing	Safe and healthy communities	Adopt and encourage 'crime prevention through environmental design' principles in the design of public and private spaces
Social Cohesion	Equity and opportunities for all	Provide equitable access to council's facilities, services and access ways
Accessibility and connectedness	A community that recognises the importance of universal access and equity	Continue to develop public areas that are easily accessible to people of all ages and abilities
Managing growth	Well designed and beautiful places  Timely and appropriate infrastructure and services provision  Council's services and assets meet the needs of our growing community	Ensure council developments and projects are well designed, landscaped and have aesthetic appeal  Ensure the provision of parks, open space and community infrastructure is consistent with identified local and regional needs  Maintain and renew council assets to agreed standards  Develop and implement five year and longer term rolling capital works programs according to strategic plans
Great governance	Ethical, accountable and transparent decision-making	Ensure legislative compliance and awareness

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## 2.3 Plan Framework

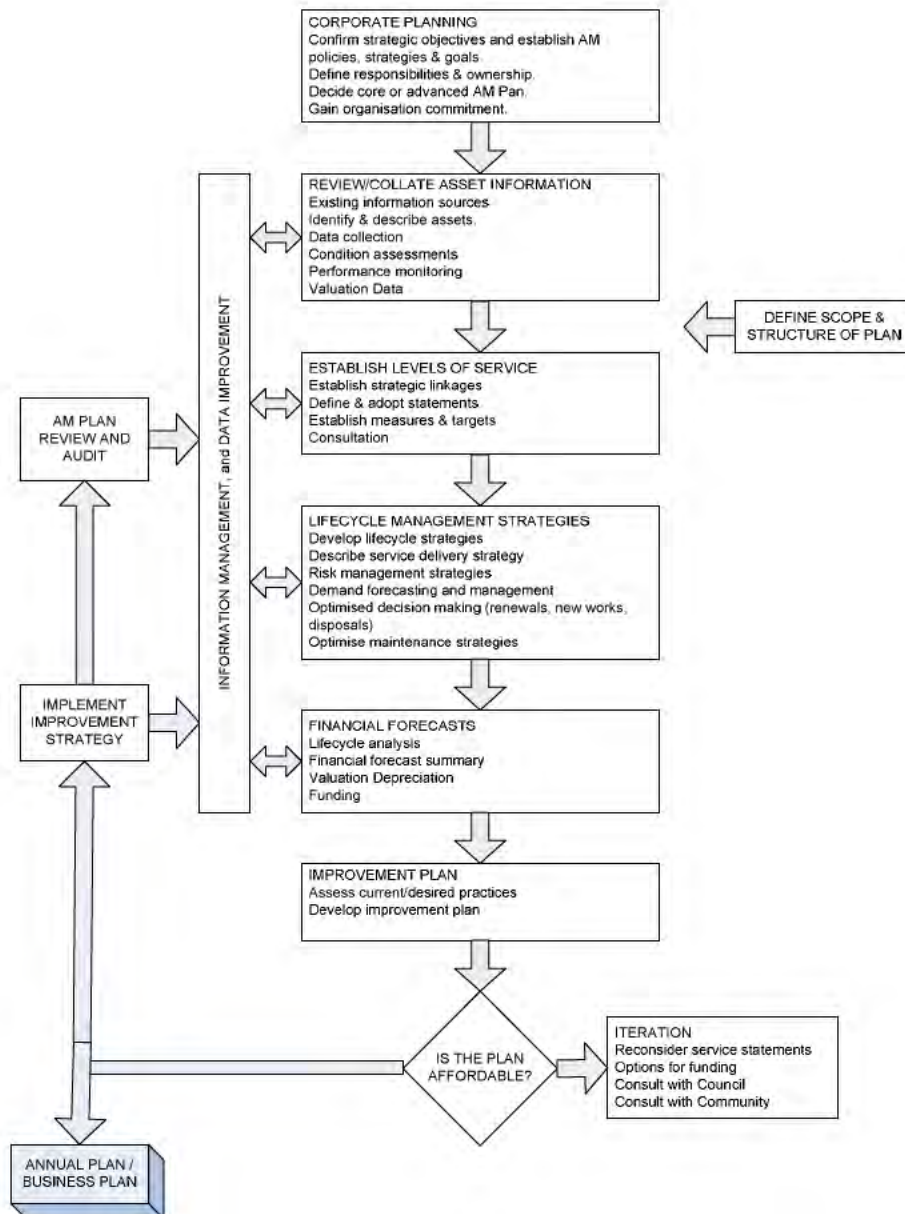
Key elements of the plan are

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

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

### Road Map for preparing an Asset Management Plan

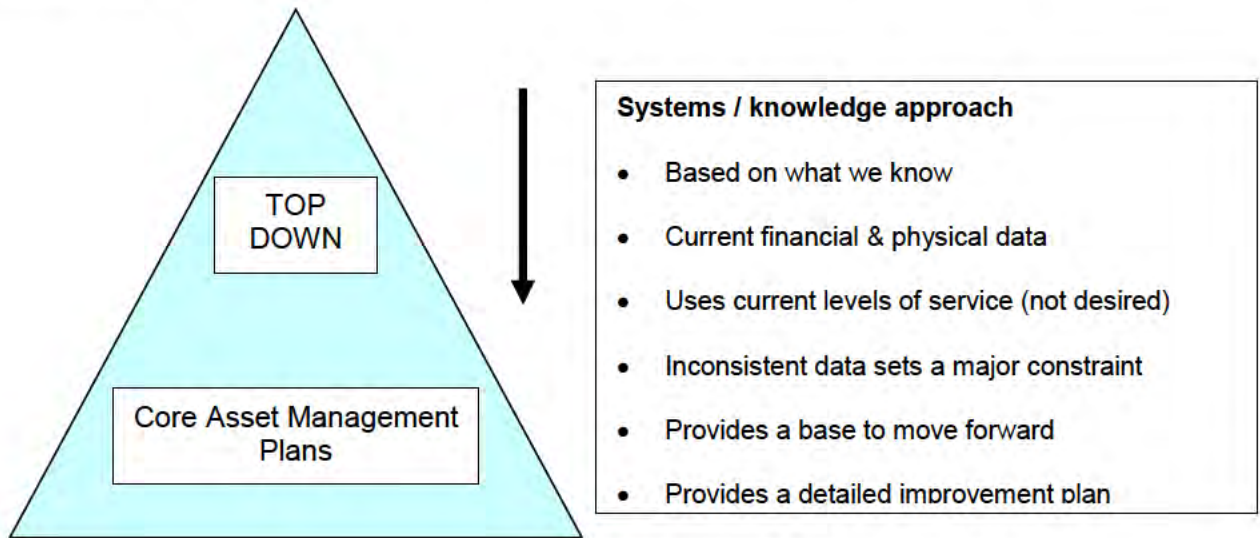
Source: IIMM Fig 1.5.1, p 1.11



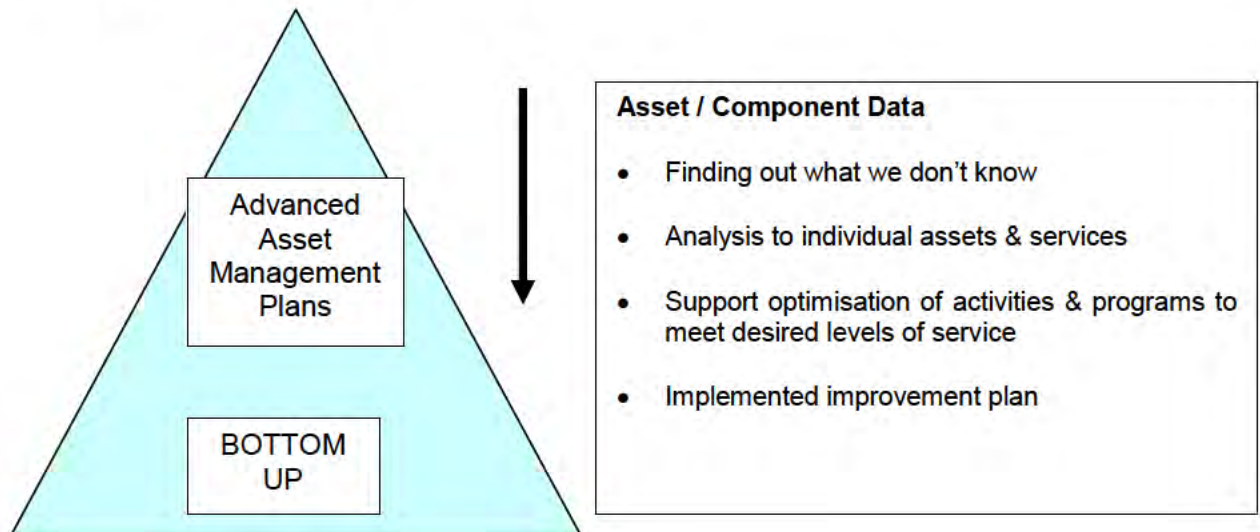


## 2.4 Core and Advanced Asset Management

This asset management plan is prepared as a 'core' asset management plan in accordance with the International Infrastructure Management Manual (IIMM 2011). It is prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.



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



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## 3. LEVELS OF SERVICE

### 3.1 Customer Research and Expectations

Council has not carried out any research on customer expectations for buildings and facilities. This will be investigated for future updates of the asset management plan

### 3.2 Legislative Requirements

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

**Table 3.1. Legislative Requirements**

Legislation	Requirement
Local Government Act (Qld) 1993	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery
Workplace Health & Safety Act (Qld) 1995	Aims to make workplaces and work practices safer for everyone
Building Code of Australia	Code of Practice relevant for all building design and construction
All relevant Australian Standards and Codes of Practice	Referenced in the Building Code of Australia – Regulate design, demolition, painting, pest management, electrical installations, plumbing, design and access for mobility and most other aspects of building construction and management
Building Act (Qld) 1975	Regulates building work, development approvals, building classification, building certifiers and pool safety
Queensland Building Services Authority Act (Qld) 1991	Regulates Queensland's building industry
Electrical Safety Act 2002	Aims to prevent personal and property damage by electricity incidents and regulate management of electrical safety risks
Plumbing and Drainage Act 2002	Provides a legislative framework for plumbing and drainage
Building and Other Legislation Amendment Act (Qld) 2009	Promotes awareness and frameworks for the provision of sustainable housing initiatives
Sustainable Planning Act (Qld) 2009	Seeks to achieve ecologically sustainable development
Disability Discrimination Act (C'wealth) 1992	Serves to legislate equitable inclusion of all people
Body Corporate and Community Management Act (Qld) 1997	Provides for the establishment and administration of community titles schemes
Land Act (Qld) 1994	Consolidates and amends the law relating to the administration and management of land
Environmental Protection Act (Qld) 1994	Aims to protect Queensland's environment

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Legislation	Requirement
Environmental Protection and Biodiversity Conservation Act (C'wealth) 1999	Aims to protect Australia's environment and biodiversity
Queensland Heritage Act (Qld) 1992	Protection of historic buildings, structures and precincts
Local Government Finance Standard (Qld) 2005	Provides a framework for financial management for local governments
Workplace Health and Safety Regulation (Qld) 1995	Outlines frameworks for provision of safe work places and work practices
Local Government Regulations (Qld) 2005	Provides supporting framework to the <i>Local Government Act 1993</i>
Building Regulation (Qld) 2006	Provides a supporting framework for building related matters to support building legislation
Building Fire Safety Regulation 2009	Outlines processes for safe building evacuations and compliant fire safety installations in buildings
Body Corporate and Community Management Regulation (Qld) 2008	Outlines schedule of fees payable under Body Corporate and Community Management Act (Qld) 1997

### 3.3 Current Levels of Service

Sunshine Coast Council has defined service levels in two terms.

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

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

**Service Criteria**  
Condition  
Function

**Technical measures may relate to**  
Presentation of buildings  
Operational capacity and maintenance response

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



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**Table 3.2 Current Service Levels – Buildings**

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
<b>TECHNICAL LEVELS OF SERVICE</b>				
<b>CONDITION</b>	Buildings in fair/ good condition	Condition Appraisals undertaken every two years	70% in fair/ good condition	Refer Figure 3 – Asset Condition Profile
<b>FUNCTION</b>	Assets are fully operational	Consistent functionality of all building assets unless as a result of programmed works or failure as a result of unforeseen circumstances	95%	Not currently measured
	Maintenance response	Reported defects actioned within defined timeframes	80% compliance	Not currently measured
	Ensure facilities are safe	Legislative compliance	100%	100%
<b>SUSTAINABILITY</b>	Facilities are managed with respect to future generations	Building and Facility Services Branch Efficiency Management Plan	Implement actions in accordance with key drivers of Plan.  Sustainability principles are incorporated into the design of all new facilities	100% (within budgetary constraints)  Sustainability principles reviewed and analysed for all new facilities and implemented within budgetary constraints
		Council's Energy Transition Action Plan	100% implementation of Energy Transition Action Plan strategies in respect to buildings in accordance with timeframes	100% to date

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Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
<b>COMMUNITY LEVELS OF SERVICE</b>				
<b>QUALITY</b>	Provide facilities that encourage the community to participate and visit  Manage services and maintenance which maximises operational functionality of facilities	Annual Customer Service Utilisation figures	80% customer satisfaction  Benchmarking against other facilities and other local governments	Not currently measured
<b>SAFETY</b>	Provision of safe, suitable facilities  Management of risks	Legislative Compliance  Number of insurance claims  Number of reported incidents/ near miss  Design in accordance with Crime Prevention Through Environmental Design principles	100%  <5 per annum  Reduce annually  Annual inspections of all community facilities	Not currently measured  Not currently measured  Not currently measured  Not currently measured
<b>FUNCTION</b>	Services are delivered based on adopted strategic and operational plans	SCC Policies and Strategies  Departmental Strategies	Implementation of Strategies  Operational Plan targets	Underway  Underway
<b>SUSTAINABILITY</b>	Services and facilities are managed with respect to future generations	Council's Energy Transition Action Plan	100% implementation of Energy Transition Action Plan strategies in respect to buildings in accordance with timeframes	100% to date

## 3.4 Desired Levels of Service

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

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## 4. FUTURE DEMAND

### 4.1 Demand Forecast

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

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

**Table 4.1. Demand Factors, Projections and Impact on Services**

Demand factor	Present position		Projection		Impact on services
Population	317,858 (2012)		508,177 (2031)		Projected population increases will increase pressure on existing assets and increase demand for provision of new assets in high growth areas.
Demographics	Highest growth patterns occurring in Central area of region		High growth expectation within Southern area of region		Requirement for new services to facilitate the growth area and to ensure facilities within neighbouring developments will cater for overflow.
	16% over 65 years old 1.5% over 85 years old 24% under 18 years old		21.7% over 65 years old 3.2% over 85 years old 21% under 18 years old		Requirement for increased access and equity focus during design of buildings and facilities. Provision of suitable facilities to meet the needs of the ageing population.
	Migration patterns have seen net gains of young families and retirees from interstate and a net loss of young people to other parts of Queensland		Current patterns predicted to continue		Review of current and future buildings and facilities to ensure the community's changing requirements are met. Established buildings and facilities may require refurbishment to align current use with desired use/s.
Number persons/household	23%	1 person	23%	1 person	Greater demand for individual activity based recreation opportunities Less demand for group activity demand Less demand for active sports field type parks
	40%	2 person	40%	2 person	
	15%	3 person	15%	3 person	
	15%	4 person	15%	4 person	
	6%	5 person	6%	5 person	

## 4.2 Changes in Technology

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

**Table 4.2. Changes in Technology and Forecast effect on Service Delivery**

Technology Change	Effect on Service Delivery
Council's Asset Management System	Improved accuracy of asset data management and service contracts
Regional processes integration	Consistency in service provision region-wide
Building construction methods and materials	Potential to increase asset life or building components through reduced construction and/or maintenance requirements
Computerised building and security management systems	Increase in building performance, sustainability and real-time performance monitoring  Improved life cycle costs  Improved data capture with mobile devices (real-time data)

Historically changes in technology have had the effect of reducing Whole of Life (WOL) costs. Therefore, changes in technology will be embraced where possible to reduce future WOL costs.



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## 4.3 Demand Management Plan

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

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

**Table 4.3. Demand Management Plan Summary**

Service Activity	Demand Management Plan
Provision of new buildings and facilities	In accordance with: <ul style="list-style-type: none"> <li>• SCRC Corporate Plan 2009-14</li> <li>• SCC Operational Plan 2010/11</li> <li>• SCC Budget 2010/11</li> <li>• SCC Capital Works Program 2010/11 – 2014/15</li> <li>• Relevant Master Planning documents</li> </ul>
Renewal of buildings and facilities	In accordance with: <ul style="list-style-type: none"> <li>• SCRC Corporate Plan 2009-14</li> <li>• SCC Operational Plan 2010/11</li> <li>• SCC Budget 2010/11</li> <li>• SCC Capital Works Program 2010/11 – 2014/15</li> <li>• Relevant Master Planning documents</li> </ul>
Rehabilitation of buildings and facilities	In accordance with: <ul style="list-style-type: none"> <li>• SCRC Corporate Plan 2009-14</li> <li>• SCC Operational Plan 2010/11</li> <li>• SCC Budget 2010/11</li> <li>• SCC Capital Works Program 2010/11 – 2014/15</li> <li>• Relevant Master Planning documents</li> </ul>
Disposal of buildings and facilities	In accordance with: <ul style="list-style-type: none"> <li>• SCRC Corporate Plan 2009-14</li> <li>• SCC Operational Plan 2010/11</li> <li>• SCC Budget 2010/11</li> <li>• SCC Capital Works Program 2010/11 – 2014/15</li> <li>• Relevant Master Planning documents</li> </ul>



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## 4.4 New Assets from Growth

The new assets required to meet growth have been identified within the Social Infrastructure Strategy. Some of these will be acquired from land developments such as Caloundra South etc. It is currently estimated that Council acquires on average approx. \$2 m p/a of new assets through development, with the expectation that this will increase over the life of this plan. Uncertainty on the type and number of assets which may be contributed by developments such as Caloundra South, has the potential to greatly increase Council's Whole of Life (WOL) costs into the future.

### Caloundra South (as per Structure Plan)

SIS_Category	Facility Name	Timing
Aquatic Facility	Caloundra South Aquatic Centre	2011-2017
Community Facility	District community centre/youth space/community information	2011-2017
	Local community centre/youth space x 6	2011-2017
	Community meeting space x 11	2011-2017
Cultural Facility	Art development/performance space	Ongoing
	Art gallery/museum	Ongoing
	Environment and Culture Centre	Ongoing
Emergency Facility	State Emergency Service (SES) depot	2011-2017
Learning & Information Centre	Library (regional/central)	Ongoing
	Library (district/branch)	Ongoing
	Library shopfront/customer service counter/visitor information centre	Ongoing

### Maroochydore (as per Structure Plan)

SIS_Category	Facility Name	Timing
Community Facility	Local community centre x 2	2011-2017
Cultural Facility	Regional (major) performance space	2011-2017
	Regional Arts Centre	2011-2017
	District performance space (amphitheatre)	2011-2017
Learning & Information Centre	Regional library	2011-2017

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## Palmview (as per Structure Plan)

SIS_Category	Facility Name	Timing
Community Facility	District community centre	2011-2017
	Local community centre x 4	2011-2017
Learning & Information Centre	Local (branch) library	2011-2017
	Local community information centre	2011-2017

## Kawana Waters (as per Masterplan)

SIS_Category	Facility Name	Timing
Community Facility	Local Community Centre x 3	2011-2017
	Community meeting space x 2	2011-2017
Cultural Facility	Kawana Exhibition and Arts Development Space	2011-2017
Learning and Information Centre	Local (branch) library/learning centre	2011-2017
Emergency Service	Kawana SES	2011-2017

## Maleny (as per Community Precinct Masterplan and Community and Cultural Masterplan)

SIS_Category	Facility Name	Timing
Aquatic Centre	Maleny Aquatic Centre (long term)	2025-2031
Cultural Facility	Specific performance space	2011-2017

## Sippy Downs (as per Masterplan)

SIS_Category	Facility Name	Timing
Community Facility	Local Community Centre	2011-2017
Learning and Information Centre	Library (district/ branch)	2011-2017
	Local community information centre	2011-2017

Acquiring these new assets will commit council to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. These future costs have been identified but have not been considered in developing forecasts of future operational and maintenance costs. Further work needs to be undertaken to validate.

## 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 minimising life cycle costs.

### 5.1 Background Data

Lifecycle asset management takes account of the whole-of-life implications for acquiring, operating, maintaining and disposing of park assets. The objectives of lifecycle planning are to

- Establish the total cost of an asset over its useful life
- Establish a sound basis on which asset management decisions are made
- Plan for the impact of refurbishment, maintenance, and renewals.
- Increase the service delivery capacity for the asset.

The standard asset's lifecycle is depicted in the following diagram:



#### 5.1.1 Physical parameters

The physical assets covered by this asset management plan can be defined as those physical assets across all "sites". Sites, as totalled in Table 2.1 of this plan, are considered to be those areas which typically represent a number of co-located assets (e.g. Depots, Showgrounds etc). Further asset identification is currently underway.

Asset Category	Asset Quantity
Corporate Facilities	104
Community Facilities	211
Public Amenities	201
Aquatic Centres	105
Libraries	12

**Table 5.1.1 Assets covered by this Plan**

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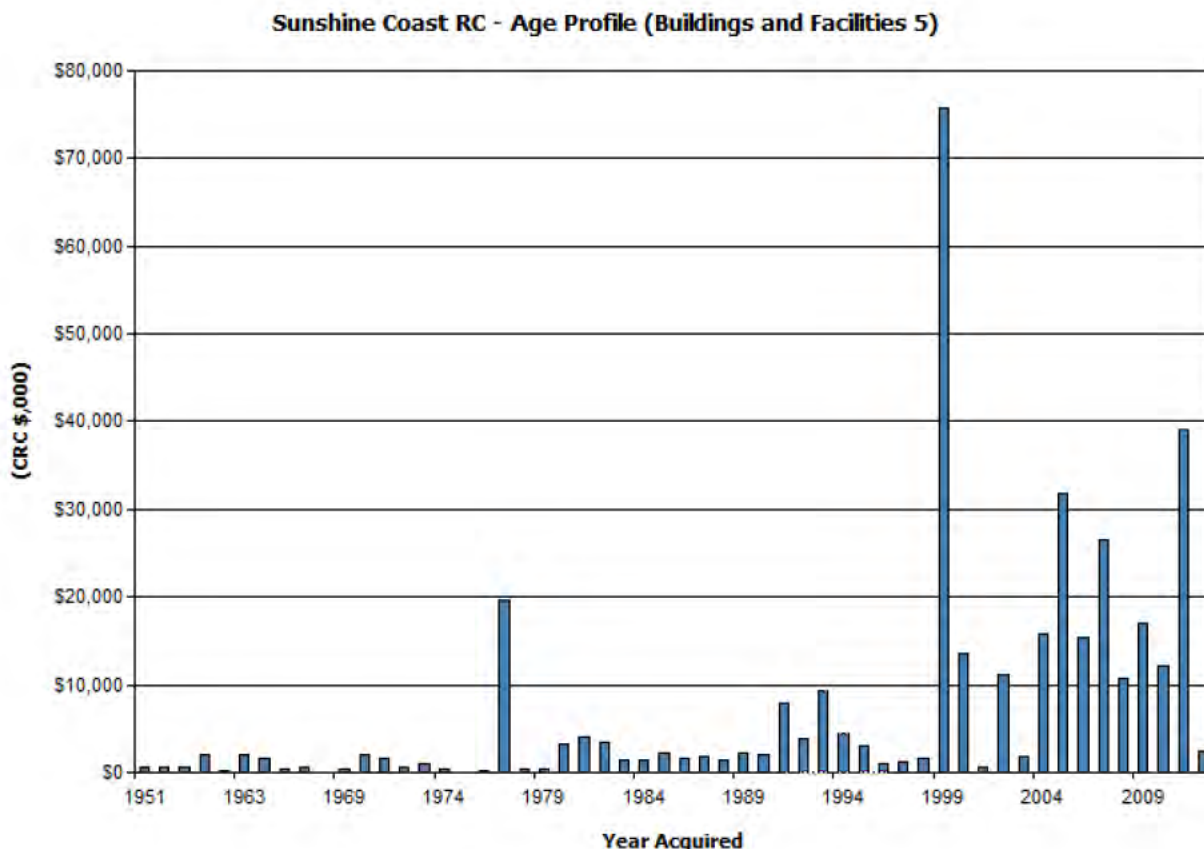
The typical asset life for each asset category are shown below:

Asset category	Typical Useful Life (Years)	Asset category	Typical Useful Life (Years)
Corporate Facilities	30-60	Aquatic Centres	Varied
Community Facilities	30-60	Libraries	30-60
Public Amenities	40		

**Table 5.1.2 Typical Useful Life**

Council's portfolio of assets extends across the region, servicing the diverse coastal and hinterland communities within its (approximately) 3127 square kilometre footprint. This plan covers the infrastructure assets identified in Appendix A to this plan.

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



**Fig 2. Asset Age Profile**

# Asset Management Plans App A Building & Facilities

## 5.1.2 Asset capacity and performance

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

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

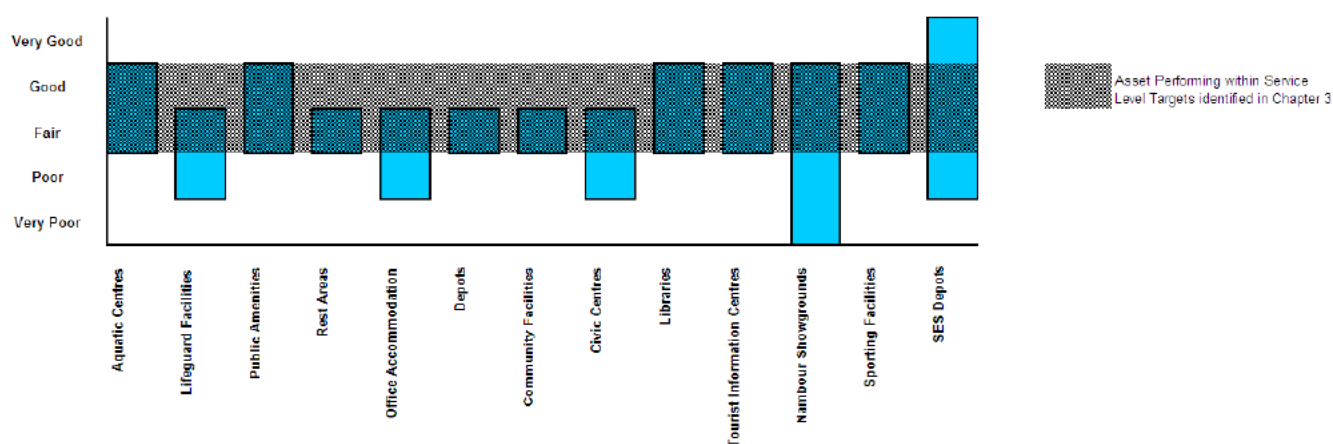
**Table 5.1.2. Known Service Performance Deficiencies**

Category	Service Deficiency
Corporate Facilities	Current portfolio of Corporate Facilities requires consideration of appropriateness of work space configuration and compliance with relevant legislation as it is enacted at present. Further, identification of each asset's remaining useful life is required in conjunction with a corresponding rehabilitation program.
Community Facilities, Aquatic Centres and Libraries	Current portfolio of Community Facilities requires consideration of appropriateness of location, configuration, compliance with relevant legislation as it is enacted at present and design and operational suitability. Further, identification of each asset's remaining useful life is required in conjunction with a corresponding rehabilitation program.
Public Amenities	Current portfolio of Public Amenities requires consideration of appropriateness of location, configuration and disability compliance. Further, identification of each asset's remaining useful life is required in conjunction with a corresponding rehabilitation program. The development of the Public Amenities Strategy aims to address some of these issues.

## 5.1.3 Asset condition

The condition profile of Council's assets is shown in Figure 3 below. Factors such as age, location, demand and use generally influence the assets conditions varying from Very Poor to Very Good in all measured asset sub categories.

**Fig 3. Asset Condition Profile**



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Condition is measured using a 1 – 5 rating system.<sup>2</sup>

Rating	Status	Definition of rating/condition of building asset
1	Very poor	<ul style="list-style-type: none"> <li>▪ building has failed</li> <li>▪ not operational</li> <li>▪ not viable</li> <li>▪ unfit for occupancy or normal use</li> <li>▪ environmental /contamination/pollution issues exist</li> </ul>
2	Poor	<ul style="list-style-type: none"> <li>▪ badly deteriorated</li> <li>▪ potential structural problems</li> <li>▪ inferior appearance</li> <li>▪ major defects</li> <li>▪ components fail frequently</li> </ul>
3	Fair	<ul style="list-style-type: none"> <li>▪ average condition</li> <li>▪ significant defects are evident</li> <li>▪ worn finishes require maintenance</li> <li>▪ services are functional but need attention</li> <li>▪ deferred maintenance work exists</li> </ul>
4	Good	<ul style="list-style-type: none"> <li>▪ minor defects</li> <li>▪ superficial wear and tear</li> <li>▪ some deterioration to finishes</li> <li>▪ major maintenance not required</li> </ul>
5	Excellent	<ul style="list-style-type: none"> <li>▪ no defects</li> <li>▪ as new condition and appearance</li> </ul>

## 5.1.4 Asset valuations

The value of assets as at 30 June 2012 covered by this asset management plan is summarised below. Assets were last revalued at 30 June 2012.

Current Replacement Cost	\$366,718,000
Residual Value	\$18,156,927
Depreciable Amount	\$348,561,073
Depreciated Replacement Cost	\$271,288,000
Annual Depreciation Expense	\$8,625,000

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

Asset Consumption	(4,819,344/59,346,980)	8.1%
Asset renewal	(7,178,000/59,346,980)	12.1%
Annual Upgrade/expansion	(4,158,000/59,346,980)	7.0%

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

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## 5.2 Risk Management Plan

The Sunshine Coast Council is committed to delivering quality outcomes to the community and it's work force through consideration of balanced risks and opportunities.

To achieve this objective, Council has established core categories of risks / opportunities which are collectively considered as integral decision making tools for strategic resolutions. These risk categories are:

- Economic
- Financial (Council)
- Legislative
- Environmental
- Community - Social
- Political
- Workplace and Public Safety
- Business Activities
- Reputation/ Public Image
- Asset (illustrated in Figure 4)

**Figure 4. Risk/ Opportunity Assessment Calculator - Asset**

		Consequences				
		Insignificant	Minor	Moderate	Major	Catastrophic
Asset		None or minimal impact on assets. Maybe dealt with routine maintenance	Minor impact on assets managed with minimal efforts. Some restrictions in capability	Some impact on assets managed with programmed response. Isolated loss of capability	Major impact on assets requiring a programmed repair/replacement response. Limited capability	Extensive impact on assets requiring a massive replacement or reconstruction effort. Total loss of capability
Likelihood	Almost Certain <i>is expected to occur at most times (eg several times a year)</i>	M-28	M-40	H-60	E-88	E-100
	Likely <i>will probably occur at most times(eg about once per year)</i>	L-16	M-36	H-56	E-84	E-96
	Possible <i>might occur at some time(eg once every 5 years)</i>	L-12	M-32	M-52	H-72	E-92
	Unlikely <i>could occur at some time(eg once every 5 to 15 years)</i>	L-8	L-24	M-48	H-68	H-80
	Rare <i>may occur in rare circumstances(eg unlikely during the next 15 years)</i>	L-4	L-20	M-44	H-64	H-76

Risks to Council's buildings and facilities are summarised in Table 5.2 highlighting primary risks identified as moderate to high.

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**Table 5.2. Critical Risks to Buildings and Facilities and Treatment Plans**

Risk Identified	Consequence	Likelihood	Risk Rating	Proposed Treatment	Responsibility	Completion Date
Ongoing Deterioration of Building Stock	Major	Possible	High	<ol style="list-style-type: none"> <li>1. Annual Condition Inspections</li> <li>2. Prioritise capital and maintenance works based on condition</li> <li>3. Annual allocation of appropriate funding and resources</li> <li>4. Ongoing improvement of Asset Management plan and practices</li> </ol>	Building and Facility Services Branch	<ol style="list-style-type: none"> <li>1. Annually</li> <li>2. Annually</li> <li>3. Annually</li> <li>4. Annual Review</li> </ol>
Significant asset loss from disaster (fire, flood, malicious damage etc)	Major	Possible	High	<ol style="list-style-type: none"> <li>1. Keep insurance current</li> <li>2. Complete a Business Continuity Plan for the function of buildings and facilities</li> </ol>	<ol style="list-style-type: none"> <li>1. Corporate Governance Branch</li> <li>2. Building and Facility Services Branch</li> </ol>	<ol style="list-style-type: none"> <li>1. Annually</li> <li>2. 2012/13</li> </ol>
Developer contributed buildings and facilities not meeting Council's desired standards (i.e. sustainability and fitness for purpose)	Moderate	Likely	High	Investigate the introduction of Planning Scheme amendments to ensure building and facility design guidelines are documented	<ol style="list-style-type: none"> <li>1. Building and Facility Services Branch</li> <li>2. Regional Strategy and Planning</li> </ol>	2011
Building non compliant with legislation or regulations	Moderate	Possible	Moderate	<ol style="list-style-type: none"> <li>1. Non-compliance works to be given priority</li> <li>2. Undertake regular inspections and maintenance regimes</li> </ol>	Building and Facility Services Branch	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Ongoing</li> </ol>
Facility users not aware of or complying with conditions of occupancy	Moderate	Possible	Moderate	Develop and implement policy that applies equally to all users	<ol style="list-style-type: none"> <li>1. Building and Facility Services Branch</li> <li>2. Workplace Health and Safety Branch</li> </ol>	2011



## 5.3 Maintenance Plan

Council's building assets must be properly maintained so that they continue to support the delivery of a wide range of Council services which fulfil the social, economic and environmental needs of the community.

For the purpose of this Plan, maintenance is defined as work on existing buildings undertaken with the intention of:

- Preventing further deterioration
- Restoring correct operation within specified parameters
- Making temporary repairs for immediate health, safety and security reasons
- Assessing buildings for maintenance requirements

### 5.3.1 Maintenance objectives

The maintenance of Council building assets should:

- Meet Council service delivery expectations reflected in the standards to which building assets are to be maintained
- Focus on the impact of the condition/s of an asset on service delivery and risk
- Minimise whole-of-life costs of building assets
- Make the best use of maintenance resources
- Facilitate maintaining relevant and up to date building information at whole-of-Council levels

The key outcomes to be achieved from undertaking maintenance are:

- The functional and operational needs are realised
- The physical condition of assets is kept up to a standard appropriate for their service function and value to the community
- All statutory and technical requirements to ensure health, safety, security and reliability are met.

Maintenance includes planned and unplanned maintenance work activities and is funded from Council's operating budget which is further discussed in Section 6.2.

### 5.3.2 Planned Maintenance

Planned maintenance refers to planned work at predetermined intervals to meet statutory, health and safety, technical or operational reliability considerations, and to preserve the asset and prolong its economic life.

Planned maintenance consists of preventative, statutory, and condition-based maintenance.

Preventative maintenance may be applied to building structures, building fabric, services and site improvements but is predominantly used for maintenance of building services. When preparing their maintenance management framework, Council should be aware of the benefits of preventative maintenance practices which minimise the likelihood of building asset failures, health and safety issues and disruptions to service delivery.

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Statutory maintenance is maintenance to meet requirements mandated in Acts, Regulations and other statutory instruments.

Condition-based maintenance is work driven by a condition assessment or inspection process. The maintenance work is carried out because the physical condition of a building structure, building components, service or site improvement is below acceptable standards.

## 5.3.2 Unplanned Maintenance

Unplanned (often referred to as reactive) maintenance occurs when failure of a building component requires immediate attention. It is usually limited to rectification for function, health, safety or security reasons. Assessment and prioritisation of reactive maintenance is undertaken by Council staff using experience and judgement.

## 5.3.3 Summary of future maintenance expenditures

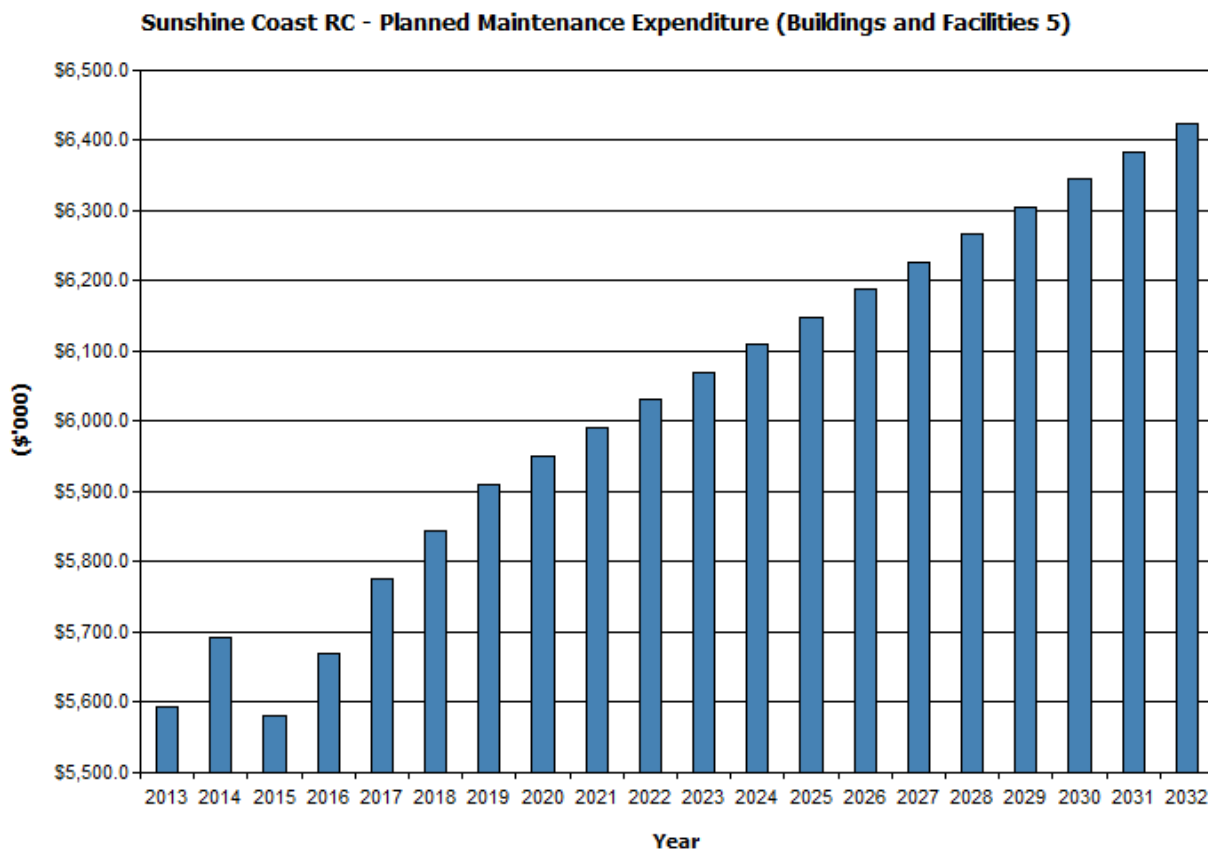
Maintenance expenditure levels are considered to be adequate to meet the current service level targets. Contributing factors to this assumption may have included:

- Limited availability of reliable data of asset conditions
- Varying levels of understanding of strategic asset management principles
- Limited availability of meaningful financial asset data
- Ongoing asset transitions through the implementation of the Asset Responsibility Matrix

Future revisions of this asset management plan are expected to more accurately report the proportion of maintenance and operational expenditure and measure its impact on the asset condition. It is anticipated maintenance expenditure is inadequate; however, the absence of an accurate asset register and thorough condition appraisals limit the ability to overlay current expenditure on all maintained assets. Furthermore, assets not owned by Council are maintained from the reported operating and maintenance expenditure budgets although their associated asset value is not reported as part of the overall current replacement cost.

Future maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Fig 3. Note that all costs are shown in current 2012/13 dollar values. Further validation of maintenance costs need to be undertaken once the impact from “type” and “number” of contributed assets from future developments are known.





**Fig 5. Planned Maintenance Expenditure**

#### 5.3.4 Standards and specifications

All materials used in the maintenance and repair of the buildings and facilities will comply with all relevant standards, legislation and guidelines. All maintenance work undertaken will be in accordance with:

- Appropriate development and planning regulations
- Australian Standards relating to buildings
- Other appropriate legislation and codes
- Documented occupational health and safety provisions.

#### 5.3.5 Importance of maintenance to strategic asset management

Deferred maintenance, i.e. ongoing deterioration of building stock, is included in the risk assessment process within this asset management plan.

Maintenance is a fundamental part of strategic asset management. Building assets must be well maintained in order to support service delivery. The long-term benefits of good maintenance are substantial, and can include: improved asset performance and useful life; reduced operating costs; and favourable user/ community perception of Council services.

Over an asset's life, maintenance costs represent a significant proportion of the total cost of owning an asset. In addition to the initial construction outlay, economical whole of life costs must also be recognised as a key driver during the design process. Evidence suggests that good design/construction may reduce long-term maintenance issues.

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Maintenance planning and expenditure should be guided by value-for-money principles. Council should ascertain whether it is more economical to upgrade, replace or refurbish buildings rather than continuing to make ongoing repairs.

## 5.4 Renewal/Replacement Plan

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

### 5.4.1 Renewal plan

Assets requiring renewal are identified from estimates of remaining life obtained from Councils financial asset register (FAIM). Renewal projects are expected to verify if the assets are still required, the accuracy of remaining life estimate, and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in for Councils 10 year Capital Works Program. The priority ranking criteria is detailed in Table 5.4.1 for Corporate Facilities and 5.4.2 for Community Facilities (including public amenities, aquatic centres and libraries).

**Table 5.4.1 Renewal - Corporate Facilities Priority Ranking Criteria**

Criteria	Weighting
Community / social benefit	10%
Corporate alignment	20%
Risk assessment	20%
Financial considerations	15%
Environmental impacts	10%
Economic benefits	10%
Demand	15%

**Table 5.4.2 Renewal - Community Facilities Priority Ranking Criteria**

Criteria	Weighting
Community / social benefit	10%
Corporate alignment	20%
Risk assessment	20%
Financial considerations	15%
Environmental impacts	10%
Economic benefits	10%
Demand	15%

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

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## 5.4.2 Renewal standards

The standards and specifications for renewal works will reflect the best current technologies, national standards and legislative requirements. All renewal work will be carried out in accordance with relevant Council policies and the Building Code of Australia.

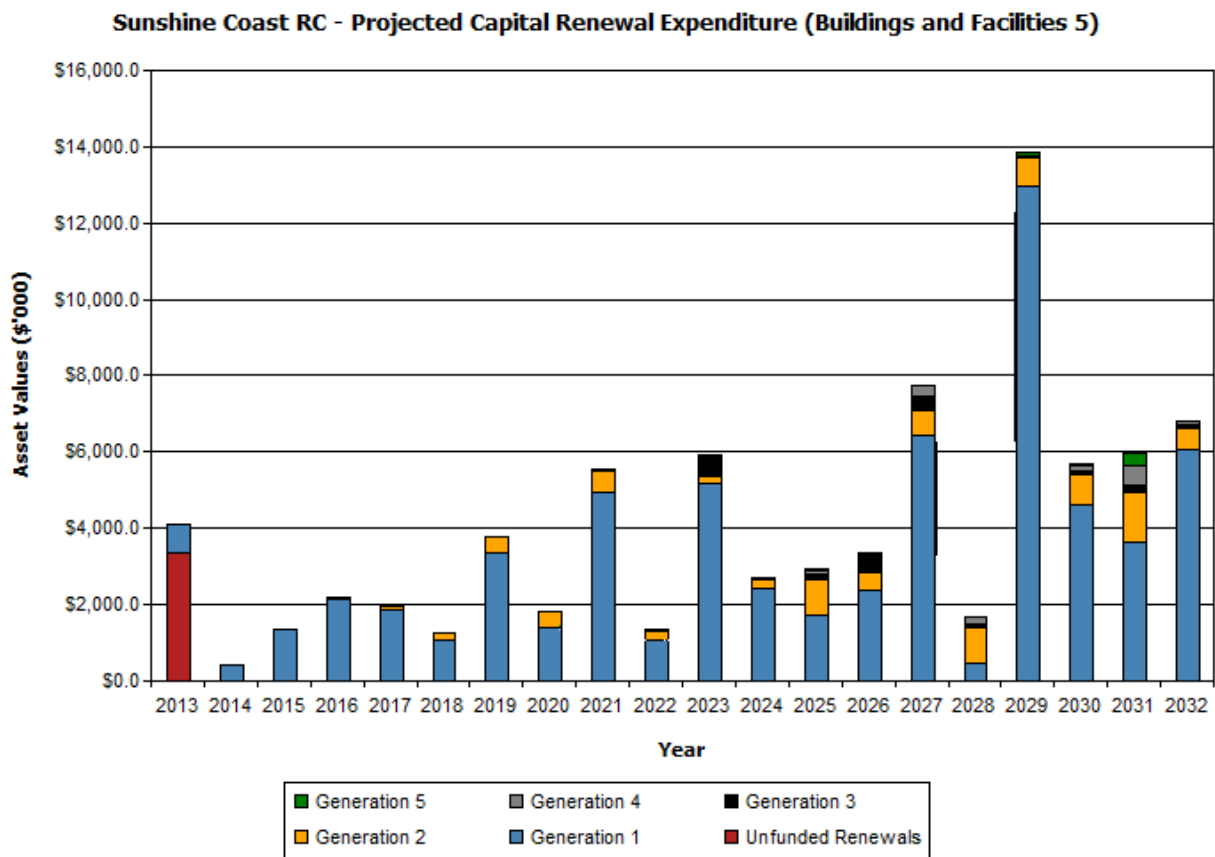
## 5.4.3 Summary of future renewal expenditure

Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Fig 6.

It is noted that buildings currently in use are past their theoretical useful life and therefore are not providing the required level of service (LOS). Furthermore, these figures do not account for predicted growth to the portfolio which will also increase required renewal expenditure within the reported 20 year horizon.

Note that all costs are shown in current 2012 dollar values.

The projected capital renewal program is shown in Appendix A.



**Fig 6. Projected Capital Renewal Expenditure**

Deferred renewal, i.e. ongoing deterioration of building stock, is included in the risk assessment process within this asset management plan.

Renewals are to be funded from Council's capital works program and grants where available.

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## 5.5 Creation/Acquisition/Upgrade Plan

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

### 5.5.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds then scheduled in Councils 10 year Capital Works Program. The priority ranking criteria is detailed below.

**Table 5.5.1 New Assets - Corporate Buildings Priority Ranking Criteria**

Criteria	Weighting
Community / social benefit	10%
Corporate alignment	20%
Risk assessment	20%
Financial considerations	15%
Environmental impacts	10%
Economic benefits	10%
Demand	15%
TOTAL	100%

**Table 5.5.2 New Assets - Community Facilities Priority Ranking Criteria**

Criteria	Weighting
Community / social benefit	10%
Corporate alignment	20%
Risk assessment	20%
Financial considerations	15%
Environmental impacts	10%
Economic benefits	10%
Demand	15%
TOTAL	100%

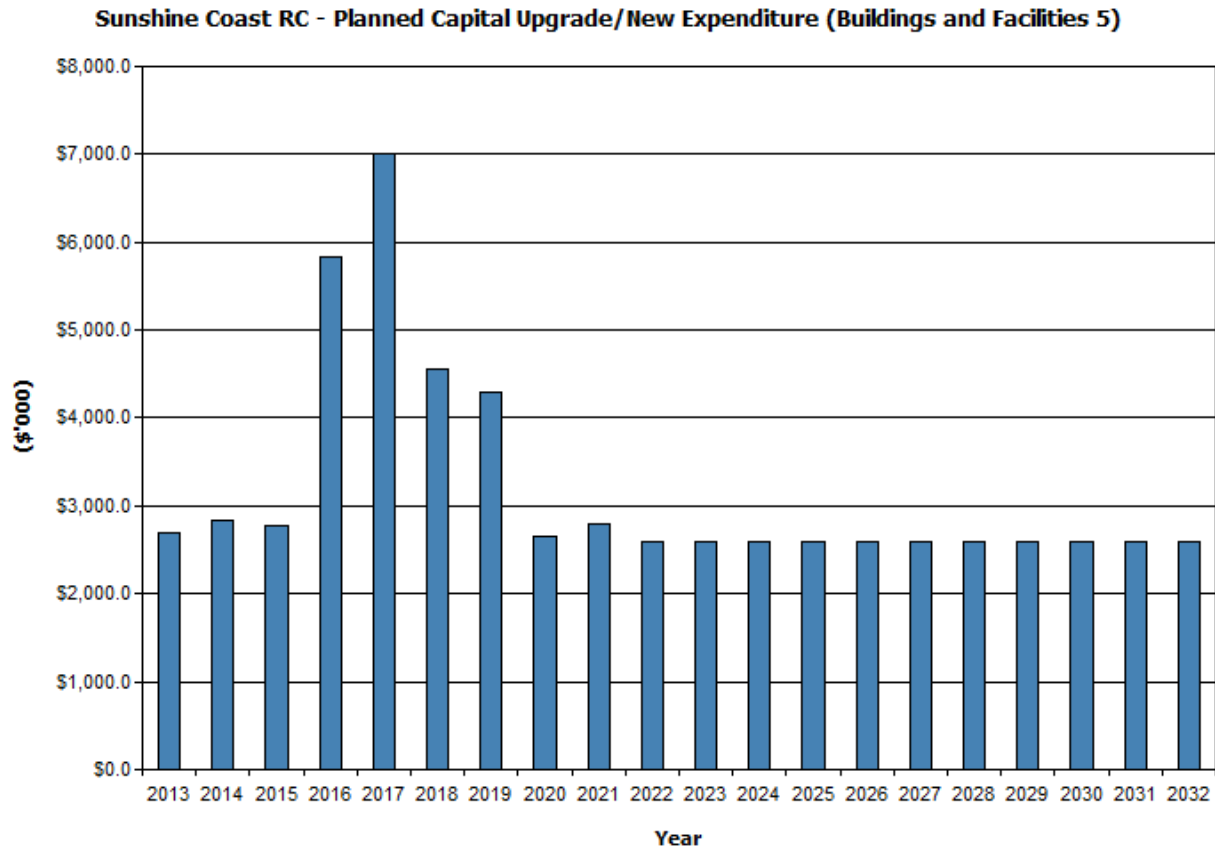
### 5.5.2 Standards and specifications

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

# Asset Management Plans App A Building & Facilities

## 5.5.3 Summary of future upgrade/new assets expenditure

Planned upgrade/new asset expenditures are summarised in Fig 6. The planned upgrade/new capital works program is shown in Appendix B. All costs are shown in current 2012/13 dollar values.



**Fig 7. Planned Capital Upgrade/New Asset Expenditure**

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

## 5.6 Disposal Plan

A quality portfolio of building and facility assets should efficiently, effectively and economically sustain delivery of services. Portfolio quality is sustained by the addition or retention of high-performing assets and, in general terms, the disposal or renewal of under-performing assets.

At various points throughout the life of an asset, decisions must be made regarding its future in Council's portfolio. Decisions about disposal or retention of building assets must be based on sound evaluations using performance indicators that fully reflect Council's service delivery goals.

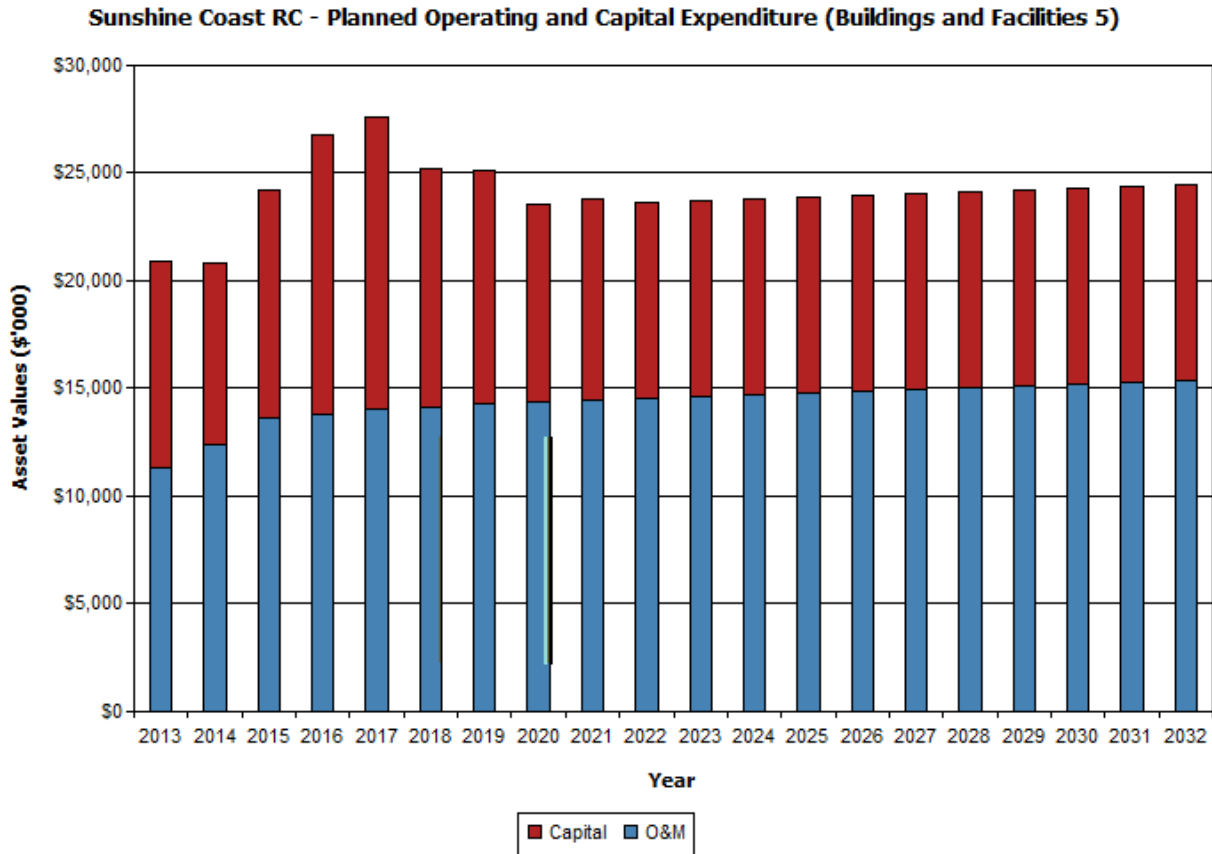
Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. An Asset Disposal Plan is currently being developed and will form part of future revisions of this asset management plan. Council needs to further develop a disposal plan for those assets which are no longer required to provide the service.

## 6. FINANCIAL SUMMARY

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

### 6.1 Financial Statements and Projections

The financial projections are shown in Fig 8 for planned operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets).



**Fig 8. Planned Operating and Capital Expenditure**

Note that all costs are shown in current 2012/13 dollar values, and are based on data available from Councils financial assets register. (FAIM)

#### 6.1.1 Sustainability of service delivery

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

##### Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include maintenance and asset consumption (depreciation expense).



# Asset Management Plans App A Building & Facilities

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

Medium term – 10 year financial planning period

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

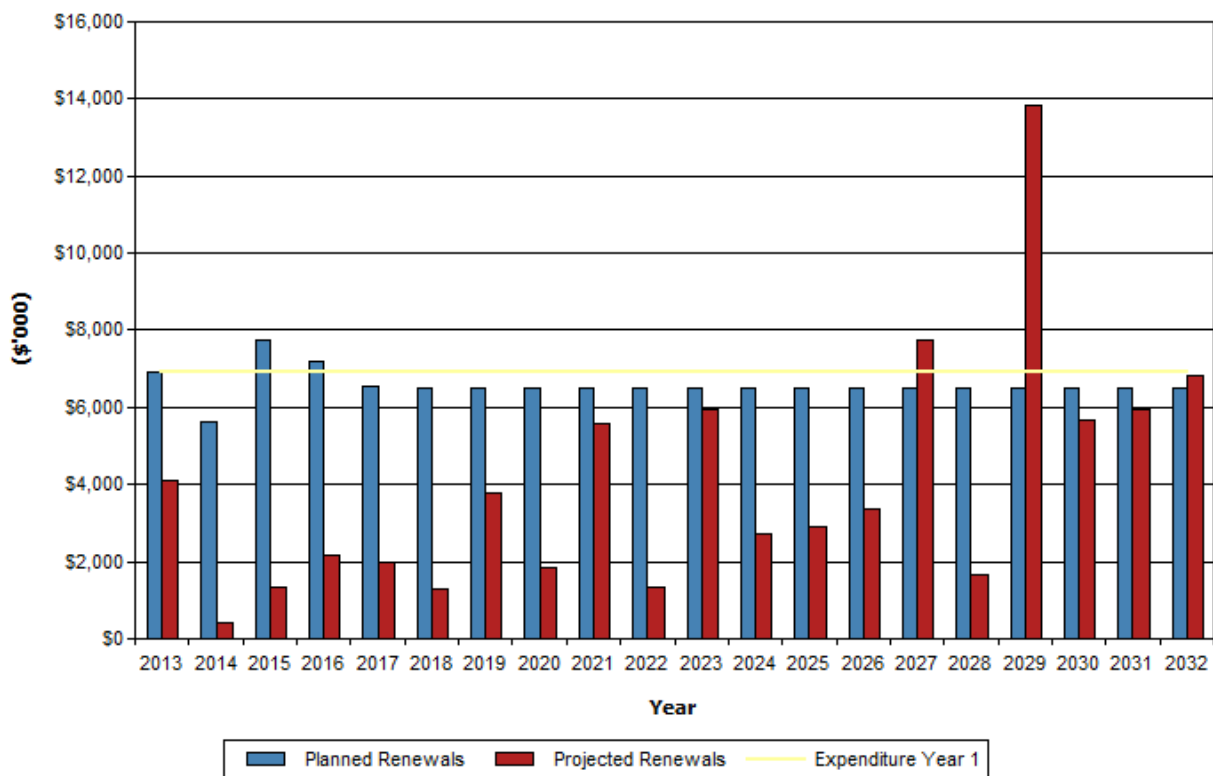
This may be compared to existing or planned expenditures in the 20 year period to identify any gap. In a core asset management plan, a gap is generally due to increasing asset renewals.

Fig 9 shows the projected asset renewals in the 20 year planning period from the asset register. The projected asset renewals are compared to planned renewal expenditure in the capital works program and capital renewal expenditure in year 1 of the planning period as shown in Fig 9. Table 6.1.1 shows the annual and cumulative funding gap between projected and planned renewals.

Current asset valuations on buildings and facilities are undertaken to the “building level” only. This disregards the life cycles of the components of buildings and facilities and incorrectly assumes all “parts” of the asset will have the same high-end useful life.

Future data is expected to report to the component level to reflect the differing life cycle of, for example, mechanical services (10-15 years) compared to a roof (30-50 years depending on material selection).

**Sunshine Coast RC - Projected & Planned Renewals and Current Renewal Expenditure (Buildings and Facilities 5)**



**Fig 9. Projected and Planned Renewals and Current Renewal Expenditure**

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Year End June 30	Total Operations Expenditure (\$'000)	Total Maintenance Expenditure (\$'000)	Projected Capital Renewal Expenditure (\$'000)	Planned Capital Upgrade/New Expenditure (\$'000)	Planned Disposals (\$'000)	Planned Capital Renewal Expenditure (\$'000)	Shortfall in Renewal Expenditure (Projected - Planned) (\$'000)	Cumulative Renewal Funding Shortfall (\$'000)
2013	\$5,715.64	\$5,594.76	\$4,114.99	\$2,691.00	\$0.00	\$6,918.00	-\$2,803.01	-\$2,803.01
2014	\$6,666.66	\$5,691.84	\$418.16	\$2,845.00	\$0.00	\$5,640.00	-\$5,221.84	-\$8,024.85
2015	\$8,050.67	\$5,580.95	\$1,347.83	\$2,780.00	\$0.00	\$7,765.00	-\$6,417.17	-\$14,442.02
2016	\$8,140.81	\$5,669.18	\$2,172.90	\$5,826.00	\$0.00	\$7,174.00	-\$5,001.10	-\$19,443.12
2017	\$8,249.30	\$5,775.38	\$1,963.46	\$7,012.00	\$0.00	\$6,550.00	-\$4,586.54	-\$24,029.67
2018	\$8,319.83	\$5,844.41	\$1,272.48	\$4,558.00	\$0.00	\$6,500.00	-\$5,227.52	-\$29,257.18
2019	\$8,386.36	\$5,909.54	\$3,797.64	\$4,300.00	\$0.00	\$6,500.00	-\$2,702.36	-\$31,959.54
2020	\$8,427.39	\$5,949.70	\$1,836.97	\$2,652.00	\$0.00	\$6,500.00	-\$4,663.03	-\$36,622.57
2021	\$8,470.71	\$5,992.11	\$5,563.48	\$2,800.00	\$0.00	\$6,500.00	-\$936.52	-\$37,559.09
2022	\$8,510.79	\$6,031.33	\$1,350.44	\$2,590.00	\$0.00	\$6,500.00	-\$5,149.56	-\$42,708.66
2023	\$8,550.86	\$6,070.56	\$5,934.12	\$2,590.00	\$0.00	\$6,500.00	-\$565.88	-\$43,274.53
2024	\$8,590.93	\$6,109.79	\$2,703.23	\$2,590.00	\$0.00	\$6,500.00	-\$3,796.77	-\$47,071.30
2025	\$8,631.01	\$6,149.01	\$2,921.88	\$2,590.00	\$0.00	\$6,500.00	-\$3,578.12	-\$50,649.42
2026	\$8,671.08	\$6,188.24	\$3,371.05	\$2,590.00	\$0.00	\$6,500.00	-\$3,128.95	-\$53,778.36
2027	\$8,711.15	\$6,227.46	\$7,758.44	\$2,590.00	\$0.00	\$6,500.00	\$1,258.44	-\$52,519.92
2028	\$8,751.23	\$6,266.69	\$1,679.89	\$2,590.00	\$0.00	\$6,500.00	-\$4,820.12	-\$57,340.03
2029	\$8,791.30	\$6,305.92	\$13,843.05	\$2,590.00	\$0.00	\$6,500.00	\$7,343.05	-\$49,996.99
2030	\$8,831.37	\$6,345.14	\$5,668.51	\$2,590.00	\$0.00	\$6,500.00	-\$831.49	-\$50,828.48
2031	\$8,871.45	\$6,384.37	\$5,957.62	\$2,590.00	\$0.00	\$6,500.00	-\$542.38	-\$51,370.86
2032	\$8,911.52	\$6,423.59	\$6,814.82	\$2,590.00	\$0.00	\$6,500.00	\$314.82	-\$51,056.03

**Table 6.1.1 Projected and Planned Renewals and Expenditure Gap**

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

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

Levels of Service Frameworks are currently being developed to determine agreed standards for major asset categories within the Buildings and Facilities portfolio. It is anticipated that pilot categories (Animal Pounds (within Community Facilities), Aquatic Centres, Libraries and Public Amenities) will be endorsed by end December 2012. Endorsement of these categories will determine the templates to continue Levels of Service Framework documentation for all other asset categories.

The life cycle cost to provide the Buildings and Facilities service is estimated at \$9.71m per annum. Council's planned life cycle expenditure for year 1 of the asset management plan is \$12.51m which gives a life cycle sustainability index of 1.29

The total maintenance and capital renewal expenditure required to provide the Buildings and Facilities service in the next 10 years is estimated at \$81.87m. This is an average of \$8.19m per annum.

## 6.2 Funding Strategy

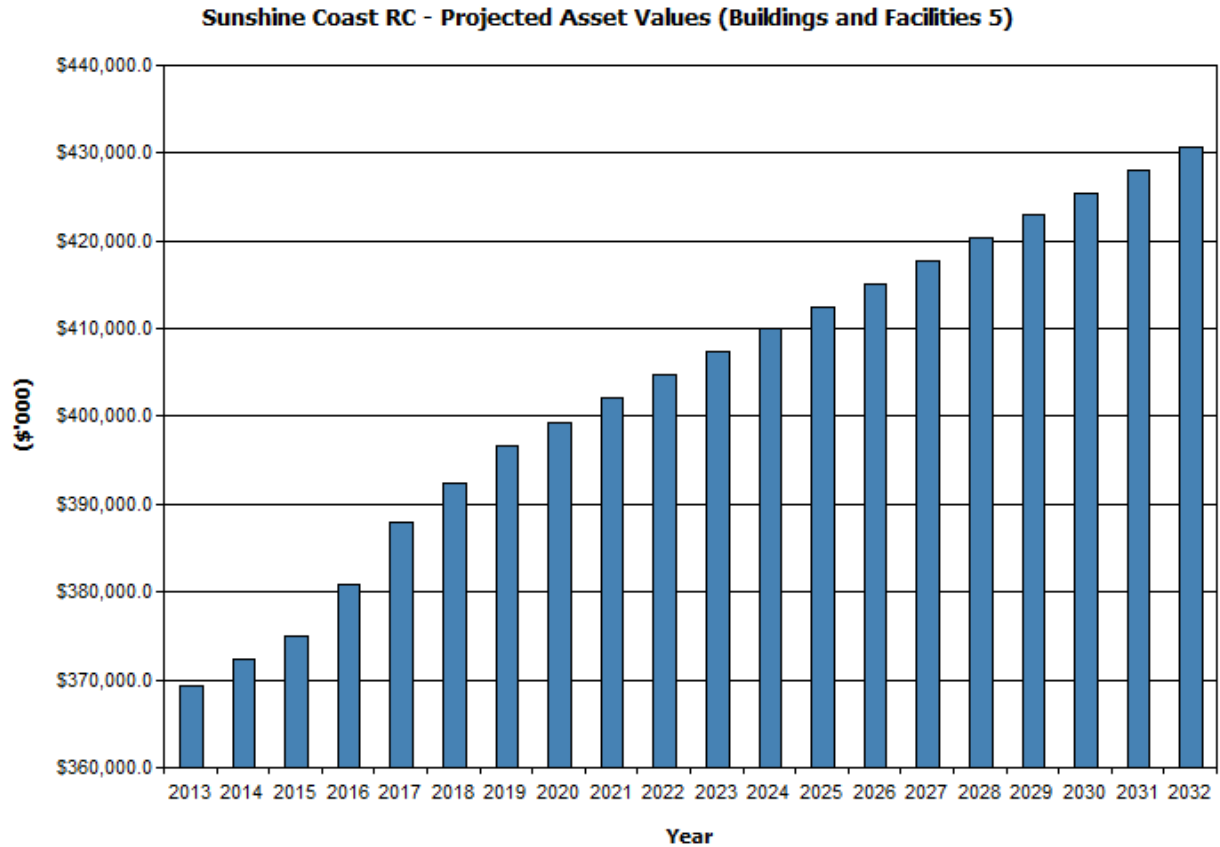
Projected expenditure identified in Section 6.1 is to be funded from Council's operating and capital budgets. The funding strategy is detailed in the Council's 10 year long term financial plan.

# Asset Management Plans App A Building & Facilities

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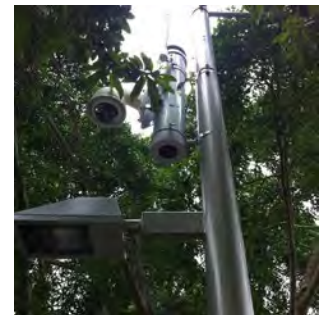
## 6.3 Valuation Forecasts

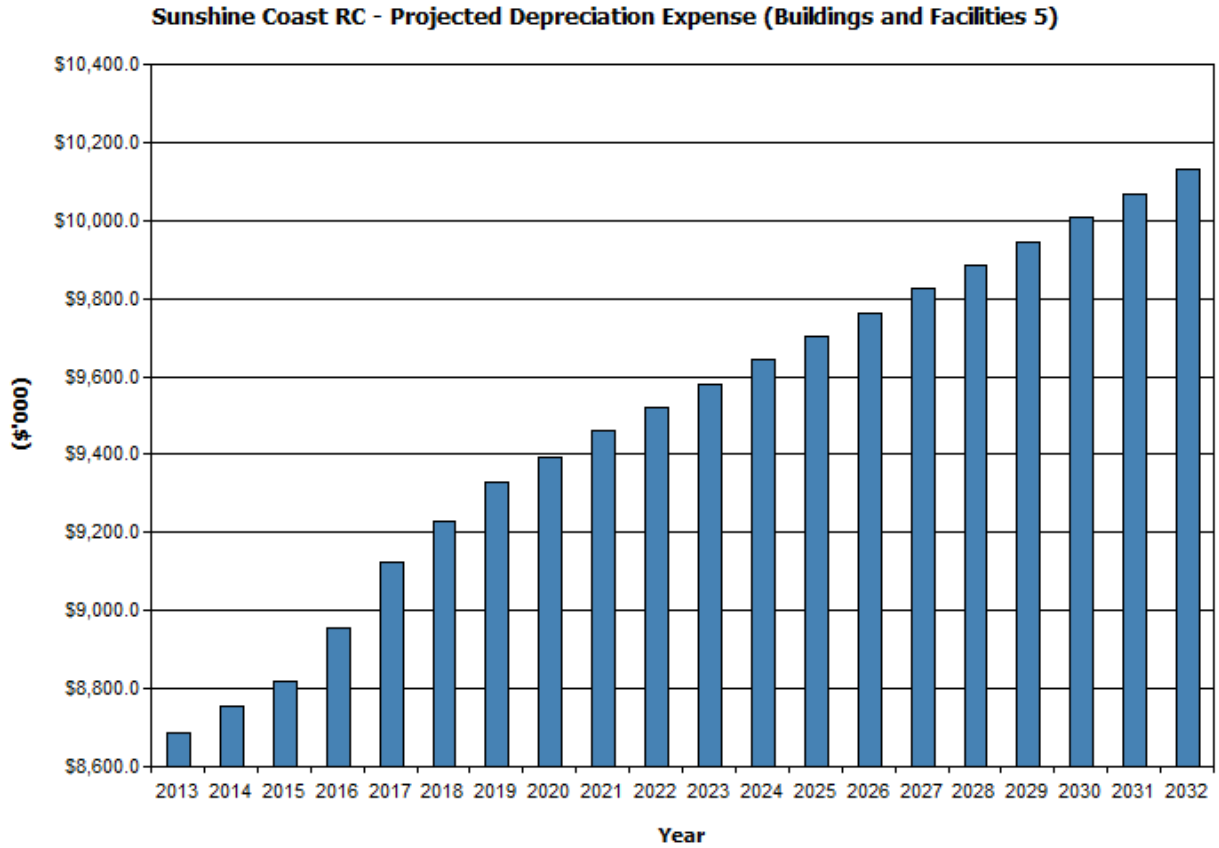
Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council. Fig 9 shows the projected replacement cost asset values over the planning period in current 2012 dollar values.



**Fig 10. Projected Asset Values**

Depreciation expense values are forecast in line with asset values as shown in Fig 10.





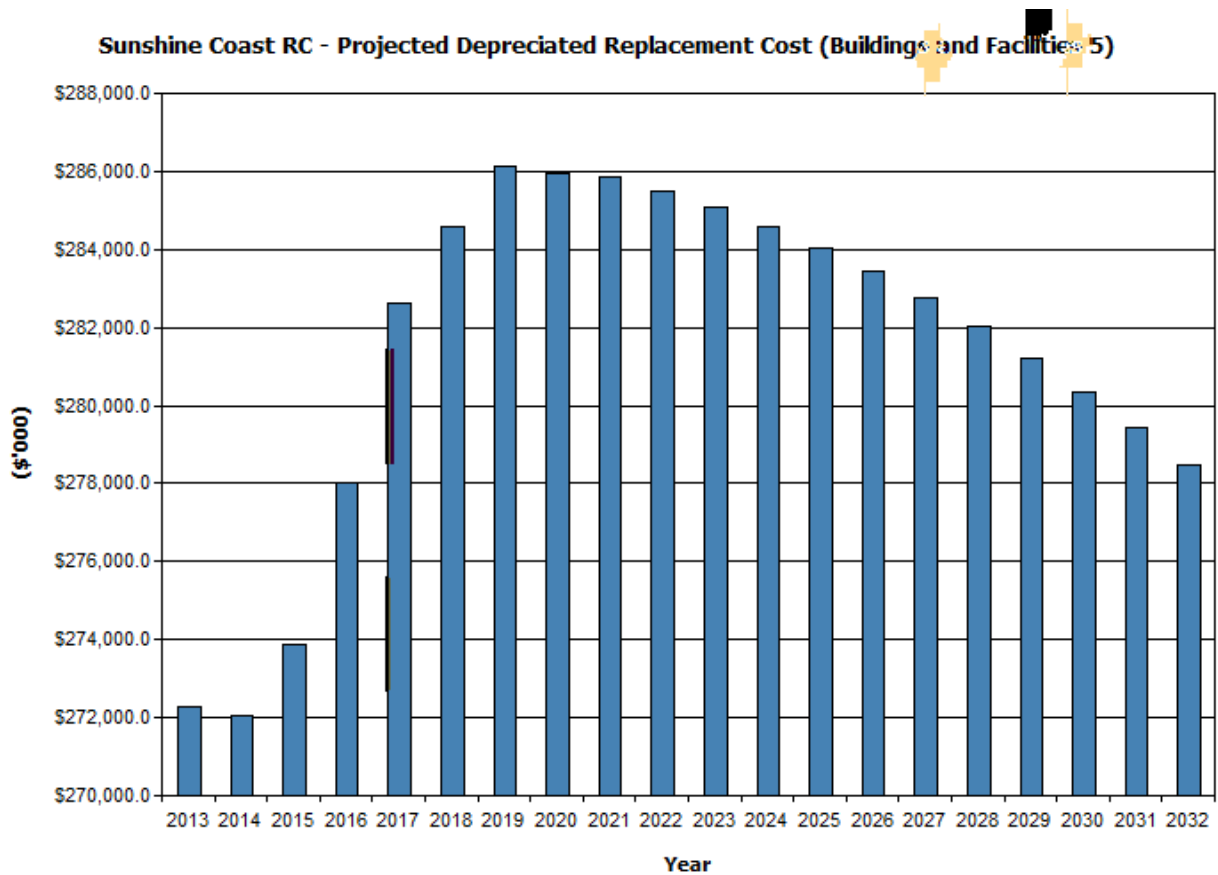
**Fig 11. Projected Depreciation Expense**

The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Fig 12.



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**Fig 12. Projected Depreciated Replacement Cost**

## 6.4 Key Assumptions made in Financial Forecasts

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

Key assumptions made in this asset management plan are:

- Building and facility assets will remain in Council ownership throughout the planning period
- All expenditure is stated in dollar values as at 2012/31 with no allowance made for inflation over the planning period
- The value of the assets were adopted from the Finance Asset Information Module
- Buildings and facilities were valued at “building level” and do not provide renewal profiles at component level

Accuracy of future financial forecasts may be improved in future revisions of this asset management plan by the following actions.

- Clarification of asset data including ownership and responsibilities over, in particular, community facilities
- Asset valuations undertaken to reflect life cycles at component level
- Undertaking condition assessments of assets

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- Componentisation of assets
- Knowledge of when assets are constructed.

The following are recognised as limitations experienced in capturing the financial asset data:

- Roll out of merged financial system (Technology One) as a result of local government amalgamation
- Review of Chart of Account structure
- Buildings and facilities were valued at “building level” and do not provide renewal profiles at component level
- Cost of new growth and renewal of new assets over the 20 year horizon has not been accounted for



## 7. ASSET MANAGEMENT PRACTICES

### 7.1 Accounting/Financial Systems

Sunshine Coast Regional Council operates the Technology One (Finance One) system for management of financial information. This system is managed by the Finance and Business Unit. Technology One is interfaced with the Asset Management System (see below) to enable the transfer of financial asset information between the two systems.

### 7.2 Asset Management Systems

Sunshine Coast Regional Council operates the Maximo V7 Asset Management System (AMS M7) for the management of asset information. The asset management system is linked to the finance system via a software interface. Asset managers are responsible for maintaining data pertaining to their asset area.

Asset managers are responsible for maintaining data pertaining to their asset area whilst geographical data is held on all assets within ArcGIS to display and edit geographical data. In conjunction with a focus on place making, council has a commitment to the integration of sustainable asset management across the organisation.

### 7.3 Information Flow Requirements and Processes

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

- The asset register data on size, age, value, remaining life of the network;
- The unit rates for categories of work/material;
- The adopted service levels;
- Projections of various factors affecting future demand for services;
- Correlations between maintenance and renewal, including decay models;
- Data on new assets acquired by council.

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

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

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



## 8. PLAN IMPROVEMENT AND MONITORING

### 8.1 Performance Measures

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

- The degree to which the required cashflows identified in this asset management plan are incorporated into council's long term financial plan and Strategic Management Plan;
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the asset management plan;
- Informed decisions on expenditure allocations with regard to levels of service

### 8.2 Improvement Plan

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

**Table 8.2 Improvement Plan**

Task No	Task	Responsibility	Resources Required	Timeline
1.	Review current asset management processes	Building and Facility Services Branch	Asset Management Team	Ongoing
2.	Review of data integrity	Building and Facility Services Branch	Asset Management Team	Ongoing
3.	Disposal Plan	Building and Facility Services Branch	Asset Management Team	2012/13
4.	Security Review	Building and Facility Services Branch	Asset Management Team	2012/13
5.	Review of Service Levels	Building and Facility Services Branch and Community Services Department	Asset Management Team	Stage 1: October 2012 Stage 2: December 2012 Stage 3: March 2013 Stage 4: Ongoing
6.	Public Amenities Strategy	Building and Facility Services Branch	Asset Management Team	2012/13
7.	Council Building Design Guidelines	Building and Facility Services Branch	Asset Management Team	2012/13
8.	Service and Engineering Contracts Review	Building and Facility Services Branch	Maintenance Services Team	2012/13
9.	Maintenance Management Framework	Building and Facility Services Branch	Maintenance Services Team	2012/13

### 8.3 Monitoring and Review Procedures

This asset management plan will be reviewed during annual budget preparation and amended to recognise any changes in service levels and/or resources available to provide those services as a result of the budget decision process. The plan has a life of 4 years and is due for revision and updating within 2 years of each Council election.



## REFERENCES

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IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au](http://www.ipwea.org.au)

Queensland Treasury, 2008, *Sunshine Coast*, Office of Economic and Statistical Research, Brisbane, Queensland

University of Maryland 2010, 'What is Sustainability?', *University of Maryland*, College Park, Maryland



## APPENDICES

### Appendix A Asset Register

#### Corporate Facilities

Coolum Depot  
Eumundi Depot  
Industrial Avenue Depot  
Kawana Depot  
Kenilworth Depot  
Landsborough Depot  
Maleny Depot  
Maroochydore Depot  
Nambour Depot  
Noosaville Depot  
Pomona Depot  
Woombye Depot  
Cadet Administration Buildings  
77 Bulcock Street, Caloundra  
Caloundra Administration Building  
144 Currie Street, Nambour  
Nambour Archive Building, Cooney Road  
Eddie De Vere Building, Nambour  
Fred Murray Building, Nambour  
Pelican Place, Tewantin  
Doonella House, Tewantin  
Tewantin Administration Building

#### Community Facilities

Eumundi Cemetery Buildings  
Kulangoor Cemetery Building  
Nambour Cemetery Buildings  
Yandina Cemetery Buildings  
Cooroy SES  
Kawana SES  
Pomona SES  
Tewantin SES  
Caloundra Tourist Information Centre  
Coolum Tourist Information Centre  
Glasshouse Mountains Visitor Information Centre  
Kawana Tourist Information Centre  
Kenilworth Tourist Information Centre  
Maroochydore Tourist Information Centre  
Montville Tourist Information Centre  
Mooloolaba Tourist Information Centre  
Noosa Tourist Information Centre  
Tewantin Tourist Information Centre  
Nambour Showgrounds  
Maleny Showgrounds  
Little Yabba Rest Area  
Buddina Lifeguards Tower  
Bulcock Beach Lifeguards Tower (Ithaca)

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Coolum Beach Lifeguards Tower (Hyatt)  
Coolum Beach Lifeguards Tower  
Currimundi Lifeguards Tower  
Dicky Beach Lifeguards Tower  
Dicky Beach Lifeguards Tower (Old)  
Dicky Beach Lifeguards Shed  
Dicky Beach Lifeguards First Aid Building  
Discovery Beach Lifeguards Tower  
Golden Beach Lifeguards Tower  
Kings Beach Lifeguards Tower (Nippers)  
Kings Beach Lifeguards Room  
Maroochydore Lifeguards Storage Facility (Pierce Park)  
Maroochydore Surf Club Lifeguards Tower  
Twin Waters Lifeguards Building (North Shore)  
Twin Waters Lifeguards Tower  
Wurtulla Lifeguards Tower  
Beerwah Sportsground  
Caloundra Indoor Stadium  
Cooroy Gymnastics Club  
Kin Kin Sport and Recreation Club  
Landsborough Sport and Recreation Club  
Maroochydore Multisports Complex  
Meridan Fields Sports Complex  
Quad Park  
Skippy Park  
Caloundra Bus Interchange  
Milwell Road Civic Centre  
Beerwah Community Hall  
Kawana Community Hall  
Noosa Leisure Centre  
Queen Street Community Hall  
Arthur Street Community Hall  
Bicentennial Hall  
Day Respite Care Centre  
Cooroy Butter Factory  
Peregian Beach Community Centre  
Landsborough Historical Museum  
Pomona Hall  
Caloundra Regional Art Gallery  
Wallace Historical House  
Cooran Memorial School of the Arts  
Pomona Community House  
Cooran Community Recreation Centre  
Bankfoot House  
Kin Kin School of Arts  
Pomona Historical Museum  
Mary Cairncross Park  
Mooloolah Pony Club  
Ridgewood Hall  
Tinbeerwah Hall  
Eumundi Amphitheatre and Stage  
Caloundra Lighthouse  
Old Witta School  
Federal Memorial Hall

# Asset Management Plans App A Building & Facilities

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Cooroy Woodworkers Building  
Mooloolah Coach House  
Old Landsborough Road Community Hall  
Cadet Nurseries and Workshops  
Arts Incubator Program Nambour  
Animal Shelter Sippy Creek  
Coolum Civic Centre  
The Events Centre, Caloundra  
Lake Kawana Community Centre  
The J Youth Centre  
Coolum Early Childhood Centre  
Kawana Family Care Centre  
Maroochy Occasional Childcare  
Mooloolaba Early Childhood  
Nambour Early Childhood Centre  
Pomona Kindergarten  
Tewantin Childcare Centre  
Tewantin Play Group Building



# Asset Management Plans App A Building & Facilities

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## Public Amenities

Alexandra Headland - Nelson Park, Katoa St  
Alexandra Headland - Wilks Family Park, Alexandra Parade  
Beerburrum - Mathew Flinders Park, Glass House Mountains Road  
Beerburrum - Pioneer Park (Parrot), Beerburrum Road  
Beerburrum - Pioneer Park, Beerburrum Road  
Beerwah - Simpson Street  
Beerwah - Turner Park, 25 Peachester Road  
Bli Bli - Muller Park, David Low Way  
Bli Bli - Wetlands Sanctuary, Bli Bli Sports Road  
Bokarina - Wyandra Park, Oceanic Drive  
Boreen Point - Boreen Parade  
Boreen Point - Boat Ramp, Uranga Parade  
Boreen Point - Uranga Parade  
Bridges - Endiandra Park, 111 Ben Williams Road (off Yandina Bli Bli Road)  
Buddina - Boat Ramp, Adaluma Avenue  
Buddina - Coopers Lookout, Pacific Boulevard  
Buddina - Lake Balsa Park, Harbour Parade  
Buddina - Point Cartwright, Pacific Boulevard  
Buddina - Point Cartwright, Pacific Boulevard  
Buddina - Walker Park, Pacific Boulevard  
Buderim - Buderim Forest Park 1, Harrys Lane  
Buderim - Buderim Forest Park 2, Quorn Close  
Buderim - Harry's Restaurant, Lindsay Road  
Buderim - Buderim Lions Park Lookout, Burnett Street  
Buderim - Buderim Lions Park, 2 Syd Lingard Drive  
Buderim - Foote Memorial Sanctuary, Eckersley Avenue  
Buderim - Wirreandah Park, Monomeeth Street  
Bulcock Beach - Happy Valley Esplanade  
Caloundra - Bus Interchange  
Caloundra - Ben Bennet Park, Queen Street  
Caloundra - Minchinton Street  
Caloundra - West\_Rotary Park, (off) Caloundra Road  
Cambroon - Little Yabba Rest Area, Maleny Kenilworth Road  
Castaways Beach - Castaways, David Low Way  
Conondale - Boyle Park, Maleny Kenilworth Road  
Cooloolabin - Cooloolabin Dam, Cooloolabin Rd  
Coolum Beach - Jack Morgan Park, Park Street  
Coolum Beach - Lions and Norrie Job\_David Low Way  
Coolum Beach - Tickle Park, David Low Way  
Coolum Beach - Wilkinson Park, David Low Way  
Cooran - Bridge St  
Cooran - James Mckane Memorial Lookout, Tablelands Road (Compost)  
Cooran - Pioneer Park, 12 King Street  
Cooroy - Johnson Park, Maple Lane, Cooroy  
Cooroy - Fish Hatchery, Lake MacDonald Drive  
Cooroy - Maple Street (22)  
Cotton Tree - Cotton Tree Park, The Esplanade  
Currimundi - Frank Mclvor Park, Lake Currimundi, Westaway Parade  
Currimundi - Grahame Stuart Park, Currimundi Road  
Currimundi - Tumbledown Park, Currimundi Market Place, Bellara Drive  
Dicky Beach - Bathing Reserve, Beerburrum Street  
Eumundi - Belli Creek Park, Eumundi Kenilworth Drive

# Asset Management Plans App A Building & Facilities

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Eumundi - Dick Caplick Park, Eumundi Memorial Drive  
Eumundi - Eumundi Market Square, Memorial Drive  
Eumundi - Eumundi Market Square 1, Eumundi Memorial Drive  
Eumundi - Eumundi Market Square, Napier Road Carpark  
Gheerula - Pioneer Park, Eumundi Kenilworth Road  
Glass House Mountains - Uniting Park, Cnr Bruce Parade and Ryan St  
Golden Beach - Ayliffe Park, Golden Beach Esplanade (Opp Earnshaw Street)  
Golden Beach - Jellicoe Park, Golden Beach Esplanade 2 (Opp Jellicoe Street)  
Golden Beach - Keith Hill Park, The Esplanade (Diamond Head)  
Golden Beach - Leach Park, The Esplanade/Short Street  
Golden Beach - Military Jetty, Raleigh Street  
Golden Beach - William Landsborough Park, 52 Landsborough Parade  
Golden Beach - Woorim Park, Lamerough Parade  
Kawana Island - Double Bay Beach  
Kawana Library  
Kenilworth - Town, Elizabeth Street  
Kenilworth - Water Reservoir, Alexandra Street  
Kin Kin - Kin Kin Recreation  
Kin Kin - Main Street  
Kin Kin - Wahpunga School Park, Kin Kin Road (Compost)  
Kings Beach - Levuka Ave  
Kings Beach - Pavillion, The Esplanade  
Kings Beach - Stage, Ormond Terrace  
Kureelpa - Arthur Roberts Park, Murray Grey Drive/Bradford Road  
Kureelpa - Kanyana Park, Mapleton Road  
Lake MacDonald - Botanical Gardens, Lake MacDonald Drive  
Lake MacDonald - Kookaburra Park, Lake MacDonald Drive  
Landsborough - Gowen Park, Old Landsborough Road  
Landsborough - Peace Memorial Park, Maleny Street  
Landsborough - Pioneer Park, Caloundra St/Glass House Mountain Road  
Little Mountain - Little Mountain Common, Raintree Boulevard  
Maleny - Gardners Falls, Obi Lane  
Maleny - Maple Street  
Maleny - Maple Street\_Kiosk  
Maleny - Mary Cairncross Park, Mountain View Road  
Maleny - Tesch Park, Coral Street  
Mapleton - Lilyponds Park, Warruga Road  
Mapleton - RSL Memorial Park, Obi Obi Drive  
Marcoola - Felix Parry Park, Marcoola Esplanade  
Marcoola - Finnish Memorial Park, Finland Road  
Marcoola - Keith Royal Park, Keith Royal Drive  
Maroochydore - Bradman Avenue  
Maroochydore - Chambers Island, Bradman Avenue  
Maroochydore - Cod Hole, 321 Bradman Avenue  
Maroochydore - Maroochy Lions Park, Fishermans Road  
Maroochydore - Maroochydore Surf Club, Alexandra Parade  
Maroochydore - Picnic Point, Picnic Point Esplanade  
Maroochydore - Pierce Park, Alexandra Parade and Melrose Parade  
Maroochy River - Dunethin Rock Recreation Reserve, Deunethin Rock Road  
Minyama - Jessica Park, Nicklin Way  
Minyama - Jessica Park, Nicklin Way  
Moffat Beach - Eleanor Shipley Park, Seaview Terrace/Bryce Street  
Montville - Main Street

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Montville - Village Green, Maleny Montville Road  
Mooloolaba - Alexander Bluff, Mooloolaba Esplanade  
Mooloolaba - Charles Clark Park, River Esplanade  
Mooloolaba - Cheese Block Park, Parkyn Parade  
Mooloolaba - Alexander Bluff, Mooloolaba Esplanade  
Mooloolaba - Charles Clark Park, River Esplanade  
Mooloolaba - Cheese Block Park, Parkyn Parade  
Mooloolaba - Loo with a View, Mooloolaba Esplanade  
Mooloolaba - Pilot Station Park, Pilot Station Road  
Mooloolaba - Surf Club, Parkyn Parade  
Mooloolaba - Urunga Esplanade, Parkyn Parade  
Mooloolah Valley - Martin Rungert Park, Bray Road  
Mooloolah Valley - Mooloolah Pony Club, Way Street  
Mooloolah Valley - Mooloolah Town Hall, 35 Bray Road  
Montville - Russell Family Park, Main St  
Mudjimba - Power Memorial Park, Mudjimba Esplanade  
Nambour - Cilento Park, Spring Myrtle Avenue  
Nambour - Con and Olive Daetz Park, 33 Isabella Avenue  
Nambour - Koala Park, Panorama Drive  
Nambour - Library and Chambers, Currie Street  
Nambour - Lions Park, Lammington Terrace  
Nambour - Moss Day Park, Washington Street  
Nambour - Petrie Park, Petrie Park Road  
Nambour - Quota Memorial Park, Matthew Street  
Nambour - Town Centre, Short Street  
Noosa - Noosa Heads Surf Life, Hastings Street  
Noosa Heads - Lions Park, Noosa Parade  
Noosa Heads - Noosa Fair Shopping Centre, Lanyana Way (Near Coles)  
Noosa Heads - Noosa Spit, Haul Road (Compost)  
Noosa Heads - Noosa Woods, Hastings Street  
Noosaville - O Boats, Gympie Terrace  
Noosaville - Chaplain Park, Gympie Terrace (near Yacht Club)  
Noosaville - Chaplain Park, Gympie Terrace (near Yacht Club)  
Noosaville - Reserve, Seacove Court  
Noosaville - T Boats, Gympie Terrace (Cnr Weyba Road)  
North Arm - North Arm Park, Monak Road  
Pacific Paradise - Eliza Peating Park, Gayome Street  
Palmwoods - Federation Park, 19 Primrose Court  
Palmwoods - Kolara Park, Woombye Montville Road  
Palmwoods - Lemon Grove Park, Woombye Montville Road  
Palmwoods - Memorial Hall Park, Main Street  
Palmwoods - Sir Francis Nicklin Park, Winston Road  
Peachester - Coochin Park, Coochin Street  
Pelican Waters - Judy Henzell Park, Agincourt Street  
Peregian Beach - Car Park, Peregian Esplanade North  
Peregian Beach - Stumers Creek, Stumers Creek Road  
Peregian Beach - Surf Club Reserve, Kingfisher Drive  
Peregian Beach - Victory Park, Lorikeet Drive  
Point Arkwright - Andrew Street  
Point Arkwright - Andrew Street  
Pomona - Pomona Reserve, Factory Street  
Pomona - Stan Topper Park, Reserve Park  
Ridgewood - Near Ridgewood Hall, Happy Jack Creek Road  
Shelly Beach

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Sippy Downs - Eaton Park, Fitzwilliam Drive  
Sippy Downs - Windmill Park, 20 Oxford Close  
SOUTH - Fraser Park  
SOUTH - Hargreaves Park  
Sunrise Beach - Tingira Crescent  
Sunshine Beach - Ed Webb Park, Webb Road  
Tanawha - Bushland Botanic Gardens, Palm Creek Rd  
Tanawha - Bushland Botanical Gardens  
Tewantin - Lake Street  
Tewantin - Read Park, Goodwin Street  
Tewantin - Moorindil St Ferry (200m from the Ferry)  
Tewantin - RSL Memorial Park, Dinyan Street  
Tinbeerwah - Tinbeerwah Hall, Cooroy Noosa Road  
Twin Waters - Mudjimba Skate Park, Mudjimba Esplanade  
Twin Waters - Nojoor Rd (Sporting Facility)  
Twin Waters - North Shore Park, North Shore Road (Septic)  
Warana - John Hotton Park, Oceanic Drive  
Warana - Paul Neisler Park, Oceanic Drive  
Witta - Old Witta School, Witta Road  
Witta - Witta Sports Ground, Cooke Road  
Woombye - Woombye CWA Park, 3 Park Street  
Woombye - Hill Street  
Wurtulla - Crumunda Park, Nicklin Way  
Wurtulla - Dorothy Anderson Park, Wurtulla Bathing Reserve, Opp 418 Oceanic Drive  
Wurtulla - Noel Burns Park, Mulloka Esplanade  
Yandina - Lions Club Park  
Yandina - Lions Park 1, Bruce Highway  
Yandina - Railway Street Park, Conn Street  
Yaroomba - Birrahl Park, Goongilla St

## Aquatic Centres and Community Pools

Beerwah Aquatic Centre  
Buderim Aquatic Centre  
Caloundra Aquatic Centre  
Coolum Aquatic Centre  
Cotton Tree Aquatic Centre  
Eumundi Aquatic Centre  
Kawana Aquatic Centre  
Nambour Aquatic Centre  
Noosa Aquatic Centre  
Palmwoods Aquatic Centre



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## Libraries

Beerwah Library  
Caloundra Library  
Caloundra Library Administration  
Caloundra Library Demountable  
Coolum Library  
Cooroy Library  
Kawana Library  
Kenilworth Library  
Maleny Library  
Maroochydore Library  
Nambour Library Building (including Administration)  
Noosa Library

