Buildings
Draft Asset Management Plan

CITY OF ADELAIDE

Victoria Park / Paupakanthi
Criterion Track

Contents

1	EXECUTIVE SUMMARY	5
2	INTRODUCTION	17
3	LEVELS OF SERVICE	25
4	FUTURE DEMAND	42
5	LIFECYCLE MANAGEMENT PLAN	47
6	RISK MANAGEMENT PLANNING	60
7	FINANCIAL SUMMARY	68
8	PLAN IMPROVEMENT AND MONITORING	74
9	REFEENCES	77
10	APPENDICES	78

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

The City of Adelaide is responsible for an extensive and diverse asset portfolio valued at more than $2 billion, which represents a significant investment made over multiple generations. These assets play a vital role in providing essential services to our community and it is critical to ensure these assets continue to be effectively managed to enable ongoing service provision and benefits for both current and future generations.

Under South Australia's *Local Government Act 1999*, we are required to develop Asset Management Plans for a period of at least 10 years, which includes information about the operation, maintenance, renewal, acquisition, expansion, upgrade and disposal for each infrastructure asset class under our care and control. The City of Adelaide has six Asset Management Plans, which include Buildings, Transportation, Park Lands & Open Space, Water Infrastructure, Lighting & Electrical and Urban Elements.

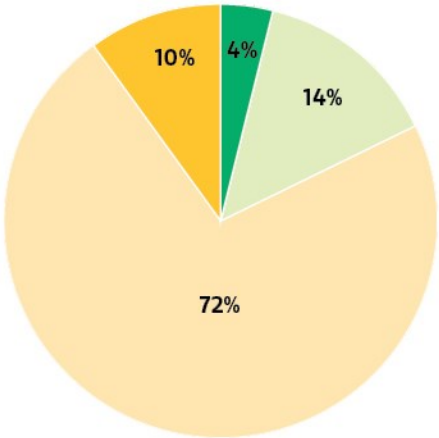
The fundamental purpose of this Buildings Asset Management Plan is to outline the Council's high-level asset management priorities for the operation, maintenance and renewal of our assets over the next 10 years. Additionally, it aims to improve the long-term strategic management of our building portfolio, to cater for the community's required levels of service both now and into the future.

The plan defines the current state of our $510 million building asset portfolio, as well as the asset management activities and associated funding requirements recommended for inclusion into the Long-Term Financial Plan to achieve our asset performance targets.

1.2 Our Building Assets

The City of Adelaide building portfolio is made up of 184 individual assets and is valued at approximately $510 million. These assets are vital to the health and wellbeing of our community and provide services for recreational activities through facilities including libraries, community centres, sporting clubs and public toilets. Our building portfolio also includes assets which provide accommodation for the civic, administrative and operational functions as well as a number of commercial (income generating) assets.

To monitor the performance of our building assets, we undertake regular condition audits (typically every 4 years). Asset condition information is analysed with respect to technical intervention criteria to inform our maintenance and renewal programs. The current condition of our building portfolio is rated in a good to fair condition, with an overall condition index rating of 2.9. 90% of our building assets are rated in a very good to fair condition and 10% of asset are rated in poor condition, which forms the general basis of our future renewal program priorities.



Condition Grading	Description of Condition
1	**Very Good:** free of defects, only planned and/ or routine maintenance required
2	**Good:** minor defects, increasing maintenance required plus planned maintenance
3	**Fair:** defects requiring regular and/or significant maintenance to reinstate service
4	**Poor:** significant defects, higher order cost intervention likely
5	**Very Poor:** physically unsound and/or beyond rehabilitation, immediate action required

1.3 Community Engagement & Customer Satisfaction

In June 2022, we undertook an engagement process with City residents and visitors to better understand and measure levels of customer satisfaction for the services provided by our building assets.
A summary of the responses is shown below.

Category	Average Score	Very Poor (<40%)	Poor (40-54%)	Average (55-69%)	Good (70-84%)	Excellent (>85%)
Town Hall Complex	97%					●
Colonel Light Centre	91%					●
London Road Depot	91%					●
Park 10 Nursery	67%			●		
Horticulture Hubs	69%			●		
Libraries & Community Halls	96%					●
Park Lands Sports Clubs	96%					●
Adelaide Aquatic Centre	95%					●
North Adelaide Golf Links	95%					●
Park Lands Businesses	97%					●
U-Park Buildings	90%					●
Central Market Precinct	97%					●
Public Conveniences	65%			●		

The overall feedback from building users confirmed appropriate levels of customer satisfaction for all buildings asset categories, with the exception of Public Conveniences, Park 10 Nursery and Horticulture Hubs. Additional consultation undertaken with key internal staff responsible for managing Park Lands Sports Club buildings and the North Adelaide Golf Course Building', identified consistent anecdotal feedback they receive from customers on a day-to-day basis. This feedback included that a number of Park Lands sporting clubs did not provide fit-for-purpose facilities to meet the current needs of sporting clubs and that the North Adelaide Golf Course Building' required general improvements to building accessibility and improvements to change rooms and toilets.

It is anticipated that the completion of the Park Lands Community Buildings Policy and the Public Toilet Strategy (both currently under development) and the subsequent initiation, funding and delivery of key upgrade/new projects will over time incrementally bridge the gap between customer expectations and service provisions. Additionally, concept design works are currently underway that aim to explore opportunities to improve the functionality of the North Adelaide Golf Links.

A Recommended Levels of Service Report was presented to Council, with the recommendations approved in October 2023. This report noted the community consultation undertaken and the associated benchmarking of current user satisfaction. Additionally, Council also approved the development of the Buildings Asset Management Plan based on the planning principles and recommended management strategies presented within the report and its attachments.

1.4 Current and Future Demands

It is anticipated that the City of Adelaide will be subject to considerable change over the next ten years. This will result in our building assets being subject to new demands that have the potential to impact future service delivery and the requirements of our assets.

Key demand drivers and future challenges will include:

- City growth
- Changing demographic & user groups
- Tourism & event growth
- Climate change and carbon neutrality
- Emerging technology
- Legislation & regulation

Demand for new services will be managed through a combination of managing existing assets, upgrading existing assets, providing new assets and demand management. Demand management practices can include non-asset solutions, such as educating the community around alternative options, which facilitates service provision without the need to invest in new or upgraded infrastructure.

Demand management will include:

- Continuing to engage with our community through annual City User Profile surveys.
- Finalising the Public Toilet Strategy and identifying priority locations for new facilities.
- Finalising the Park Lands Community Buildings Policy and identifying key Park Lands sporting club upgrade priorities.
- Delivering priority upgrade/new projects identified within the Strategic Plan and strategic documents.
- Ensuring projects prioritise accessibility for people of all ages and abilities.
- Ensuring climate risk mitigation and adaptation is a key focus for strategic planning, asset management and project delivery.
- Continuing to review and update design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes through increased usage of recycled materials and electrification.
- Continuing to partner with industry, to monitor and evaluate new and emerging technologies, with trials of new materials, approaches, and methodologies to inform appropriate changes to standards and practices.
- Continuing to monitor changes to legislation and ensure appropriate adaptation into asset management practices.

1.5 Strategic Planning

Under the *Local Government Act (SA) 1999*, we are legislatively required to establish a suite of Strategic Management Plans, which guide Council's future planning, asset management and financial sustainability. An overview of these strategic management plans are shown below:

Strategic Plan *Community*	Long term with a four year delivery focus. *Planning for the vision and aspirations of the Adelaide Capital City.*
Long-Term Financial Plan *Financial*	Ten year Plan, revised annually to ensure a ten year view is maintained. *Planning for the long-term financial sustainability of the City of Adelaide.*
Asset Management Plans *Infrastructure*	Suite of ten year Plans. *Planning for the sustainable renewal and maintenance of Council assets.*
City Plan *Development / Built Form*	Ten year Spatial Plan. *Planning for the future land uses and built form of the Adelaide Capital City.*

Through the City of Adelaide Strategic Plan 2024 – 2028, Council's vision is:

Our Adelaide. Bold. Aspirational. Innovative.

Achieving our vision for the future will be guided by our long term aspirations:

Our Community: Vibrant, connected and inclusive
Our Environment: Resilient, protected and sustainable
Our Economy: Growing, innovative and responsive
Our Places: Interesting, purposeful and safe
Our Corporation: High performing, customer-centric and bold

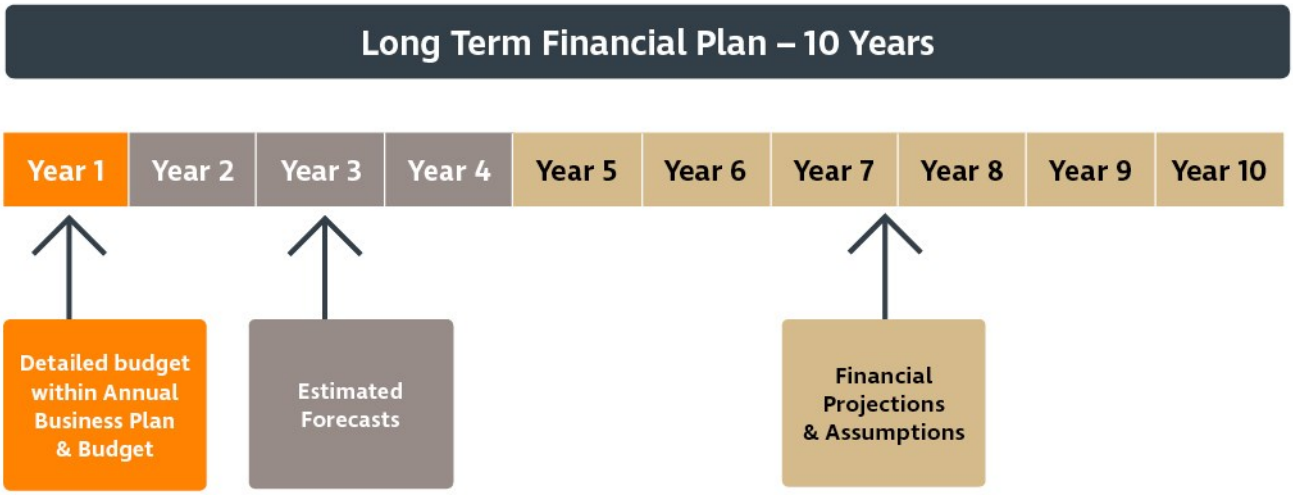
As Adelaide grows, we will need to consider economic vitality, social connectivity and wellbeing, distinctive precincts, environmental and financial sustainability, asset management and service delivery. To ensure we maintain our liveability and to support growth, these principles will underpin everything we do:

- Exceptional Amenity - Be bold and courageous in our pursuit of excellence for our city
- Quality Housing - Strive for liveability and affordability to attract and retain residents
- Community Connection - Strengthen connection, accessibility, diversity and inclusivity by putting people first
- Unique Experiences - Create interesting experiences for our residents, workers and visitors
- Climate Resilience - Embed climate resilience in all that we do
- Economic Growth - Encourage innovation, investment and development in current and emerging sectors
- Budget Repair - Provide quality services and ensure long-term financial sustainability

The Strategic Plan is supported by a suite of long and short-term strategies and action plans as well as a Resource Plan. The Resource Plan provides a four-year view of new and upgrade projects, resources, and budget requirements to deliver our Strategic Plan aspirations and objectives.

Integrated Delivery Planning ensures that prudent and efficient decisions are made, with line-of-sight between Council's Strategic Plan objectives and the major infrastructure projects we deliver. While this Asset Management Plan does not identify financial forecasts associated with new and upgrade projects, it does ensure required asset renewals are aligned (where practical) with key new and upgrade projects specified within the Resource Plan.

Each year our annual business plan and budget formalises funding allocations to continue providing services and progress new projects. It enables existing projects to move from one delivery stage to the next (e.g. progress concept design to detailed design and detailed design to construction) as well as consider emerging risks and opportunities that may result from Council decisions, community requests or other external factors.



1.6 Lifecycle Management

In order to effectively manage our assets, it is important to understand the relationship between all stages of the asset lifecycle. Effective asset management and sustainable financial planning requires a balance between the maintenance, renewal and disposal of existing assets and the delivery of new and upgraded assets.

Our goal is to provide assets that service the needs of the community, providing the agreed levels of service at the lowest lifecycle cost. To enable this, it is important to understand:

- How our assets are performing
- How our assets should be operated and maintained
- When our assets should be renewed
- When we should consider upgrading existing assets or constructing new assets
- How funding for new and upgraded assets is prioritised
- When we should consider disposing underperforming or underutilised assets

This Asset Management Plan's renewal strategy aims to minimise the number of assets that deteriorate into a poor condition and prohibit assets reaching a very poor condition. It is important to note that our heritage assets do have a different lifecycle management approach, where more frequent rehabilitation and conservation works are undertaken on a cyclic basis to ensure assets are maintained in accordance with conservation management plans. This renewal strategy ensures we can continue to provide services in line with the community's expectations, appropriately manage risk and optimise whole-of-life costs. Renewal requirements have been identified through a combination of condition audits, engineering recommendations and proactive maintenance inspections.

Proactive maintenance inspections are undertaken on all building assets, including critical components, and inform legislative maintenance, preventative maintenance and general maintenance programs. Currently, not all general maintenance activities can be accommodated within existing budget allocations, resulting in works being prioritised with respect to budget provisions within the Long-Term Financial Plan and Annual Business Plan and Budget. Following the completion of this Asset Management Plan, we will be reviewing operations and maintenance standards for building assets, to formalise intervention levels and response times for general maintenance and establish an acceptable balance between cost, risk, and customer expectations. The associated financial impacts will need to be further considered in future revisions of this Asset Management Plan and the Long-Term Financial Plan.

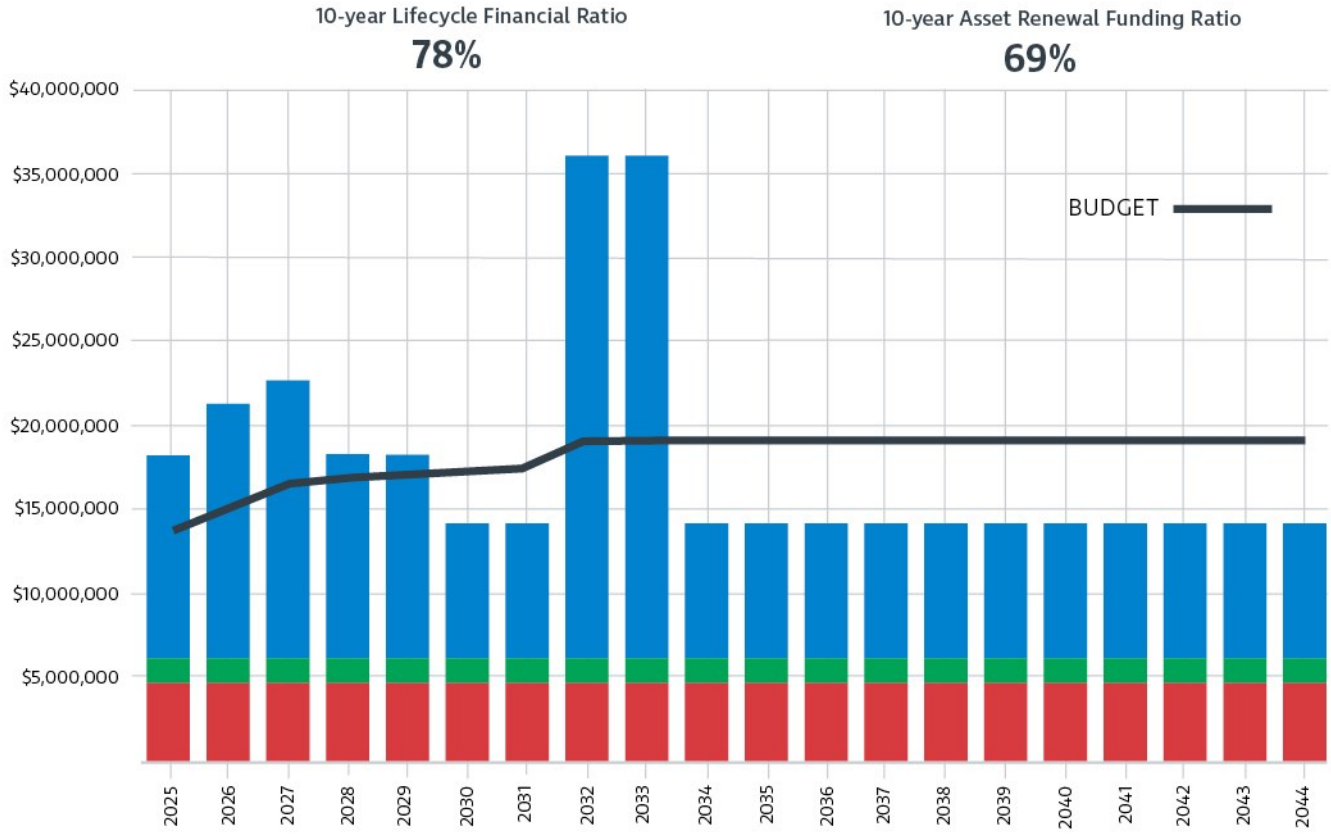
This Asset Management Plan does not identify financial forecasts associated with asset disposal, however where recommended, significant assets will be identified for decommissioning and disposal through Council Reports, to then be considered within the Long-Term Financial Plan and Business Plan and Budget.

1.7 Financial Summary

This Asset Management Plan defines the asset management activities and associated funding requirements recommended for inclusion into the Long-Term Financial Plan to achieve our asset performance targets. The lifecycle costs necessary to operate, maintain and renew our assets as outlined within this Asset Management Plan is approximately $21.36 million on average each year across the 10-year planning period. The associated 10-year annual average financial forecasts for renewal, maintenance and operation are presented below for each asset class.

Lifecycle Category	10-Year Annual Average Forecast
Renewal	**$15.24 M**
Maintenance	**$1.46 M**
Operation Cost	**$4.65 M**
Lifecycle Cost	**$21.36 M**

Currently, the lifecycle budget allocation within the Long-Term Financial Plan is only $16.84 million on average each year. This leaves a funding shortfall of $4.76 million on average each year and means we currently only have 79% of the costs (Lifecycle Financial Ratio) to deliver the required activities to sustain current levels of service.



LIFECYCLE SUMMARY
Annual Average first 10 years

Lifecycle Forecast	$21,353,080
Planned Budget	$16,597,479
Shortfall	-$ 4,755,600

MAINTENANCE
Annual Average first 10 years

Maintenance Forecast	$1,462,640
Planned Budget	$1,462,640

OPERATION
Annual Average first 10 years

Operation Forecast	$4,649,539
Planned Budget	$4,649,539

RENEWAL
Annual Average first 10 years

Renewal Forecast	$15,240,900
Planned Budget	$10,485,300

Noting that this Asset Management Plan has not forecast any additional operational and maintenance requirements, the identified lifecycle funding shortfall is associated with the revised asset renewal forecasting. The building portfolio requires additional renewal funding over the first four years to address an asset renewal backlog and forecast renewal requirements. Significant investment is forecast across years 8 and 9, accounting for the Rundle Street U-Park reaching the end of its useful life. For preliminary planning purposes, renewal forecasts have assumed the full replacement of the Rundle Street U-Park, however a strategic review will be undertaken in the coming years with an accompanying Council Report, to determine whether Council retain the asset, redevelop the asset, or dispose/sell the asset.

The Asset Renewal Funding Ratio indicates that over the next 10 years our current budget within the Long-Term Financial Plan accounts for 69% of the forecast funding required for the optimal renewal of our building assets. Contributing factors for the gap between the forecast renewal costs and current budgets within the Long-Term Financial Plan include:

- Not achieving our Asset Renewal Funding Ratio targets over the past 4 financial years as a result of covid-19 resourcing impacts and project delays associated with post-pandemic market saturation.
- Undertaking a comprehensive review of the current condition of our assets and re-forecasting asset renewal requirements within this Asset Management Plan to maintain service levels.
- Ensuring we accurately recognise asset replacement costs, utilising current unit rates that take into consideration increasing costs associated with inflation and industry escalations (We have experienced significant increases in project unit rates, noting that the Local Government Association (LGA) have indicated that costs and materials have increased up to 25% post pandemic).

Only what is funded within the Long-Term Financial Plan and approved through the Annual Business Plan and Budget can be delivered. Should the Long-Term Financial Plan be unable to accommodate the revised asset renewal forecasts recommended within this Asset Management Plan, there will be associated service and risk impacts.

Continuing to leverage off external funding opportunities will allow us to maintain and enhance the quality of the services we provide, while reducing financial pressures through the efficiencies in an increased revenue. We will continue to work in partnership with both State and Federal Governments to pursue these opportunities for both renewal and significant new and upgrade projects.

1.8 Potential Service and Risk Impacts

If the forecast activities outlined within this Asset Management Plan (operations, maintenance, renewal) are unable to be accommodated into the Long-Term Financial Plan, there will be potential service consequences for users. These service consequences include:

- Reduced levels of service for the building portfolio (maintenance and renewal backlog)
- Reduced customer satisfaction levels associated with the management of our existing assets
- Intergenerational inequity (burdening future generations).

These associated risk consequences include:

- Increased safety risks associated with assets deteriorating beyond recommended intervention levels
- Increased reputational risks associated with services not aligning with community expectations
- Increased financial risks associated with additional maintenance requirements that cannot be accommodated within existing budgets
- Increased financial risks associated with higher renewal and/or rehabilitation treatments as asset renewals are not funded at the optimal point in time
- Increased financial risk associated with loss of commercial revenue, resulting in significant impacts to Council's financial sustainability
- Legal risks associated with not being able to manage assets in accordance with leasing agreements and legislative requirements
- Intergenerational inequity (burdening future generations).

If the forecast activities outlined within this Asset Management Plan are unable to be accommodated into the Long-Term Financial Plan, we will endeavour to manage these risks within available funding by:

- Continuing to undertake regular asset condition and maintenance inspections
- Prioritising all asset renewal and maintenance activities with respect to available budget
- Revising our levels of service to establish an acceptable balance between cost, level of service and risk
- Developing a communication strategy to manage expectations and educate the community around affordable levels of service
- Continuing to seek out external funding opportunities
- Prioritisation of the delivery of key actions from the Improvement Plan.

1.9 Monitoring and Improvement Program

The next steps resulting from this Asset Management Plan to improve asset management practices are:

	Improvement Plan Actions
1	Finalise a 4-year Resource Plan to identify key upgrade/new projects to deliver Council's Strategic Plan objectives. Once key projects are recognised within the Long Term Financial Plan, Asset Management Plans will be updated to ensure associated acquisition costs (upgrade/new) and ongoing operational and maintenance costs are appropriately recognised, in conjunction with any scheduling adjustments required for asset renewal programs.
2	As part of the Strategic Property Review, determine whether the Rundle Street U-Park is retained, or alternatively redeveloped or disposed/sold. Revise asset renewal forecasts within the AM Plan, as soon as practical.
3	Finalise the Park Lands Community Building Policy and identify priority Sporting Club upgrade projects for inclusion into the Resource Plan. Review any significant impacts to existing asset renewal programs.
4	Finalise the Public Toilet Strategy and identify key priority projects for inclusions into the Resource Plan. Review any key impacts to existing asset renewal programs.
5	Continue to work in partnership with both the State and Federal Governments to pursue external funding opportunities for both renewal and significant upgrade/new projects.
6	Review and update operations and maintenance standards, to establish intervention levels and response times for general maintenance programs, finding an acceptable balance between cost, risk, and customer expectations. Include changes into future revisions of this Asset Management Plan and Long-Term Financial Plan.
7	Continue to undertake regular condition audits and revaluation for all our building assets within the nominated 4-year cycles, including regular review of asset useful lives.
8	Continue to review our technical standards and their application with respect to climate resilience, circular economy, recycled materials, durability and performance, whole-of-life cost, amenity, and heritage requirements.
9	Continue to monitor forecast climate change impacts to ensure we remain resilient through proactively implementing appropriate mitigation and adaptation controls.
10	Improve the capture of carbon emission data for technical standards and project procurement to support lower carbon decision making.
11	Review of corporate performance measure targets for customer satisfaction, to assist with performance gap analysis.
12	Review customer / building user service requests codes to better align with Level of Service reporting and operational and maintenance sub-activities.
13	Further develop processes to ensure asset data is updated following the completion of contracted maintenance work and emergency asset replacement.
14	Review how assets are recognised within the Asset Management System and update the asset data schema and hierarchy to better reflect the complex nature of the assets. This will enable more granular data collection and enhanced outcomes for predictive scenario modelling .

2.0 Introduction

2.1 Background

First shaped by the Kaurna People of the Adelaide Plains, then by Colonel William Light, Adelaide is a dynamic, accessible and safe city, that offers an enviable quality of life. The physical layout of the city enhances the attributes that make Adelaide unique. From the Nationally Heritage Listed Park Lands that surround our city, to the compact layout that makes the city walkable and cyclable, to our unique neighbourhoods and precincts, all these factors place Adelaide on the path to being one of the most liveable cities in the world. Despite our small footprint, the City of Adelaide is home to over 26,000 residents, 12,000 businesses and accommodates over 300,000 visitors daily, contributing close to 18% of the State's economic value.

The City of Adelaide's Buildings portfolio is valued at approximately $510 million and provides accommodation for the civic, administrative, and operational functions of Council as well as providing community services such as sporting and recreational activities including libraries, community centres, and public toilets. The building portfolio also includes a number of sites used for commercial (income generating) purposes.

With projected City and metropolitan growth, a diversifying community and a changing climate, it is anticipated that higher demand will be placed on our existing assets and there will be increasing requirements for new and upgraded infrastructure. With Council's strategic objectives to create a beautiful and diverse City that is welcoming, inclusive, and accessible to all, it is critical to ensure that our buildings continue to be appropriately managed, ensuring we provide appropriate services and benefits for both current and future generations.

This Buildings Asset Management Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period. The infrastructure assets covered by this Asset Management Plan, including their quantities and replacement costs are shown in Table 2.1 below.

Table-2.1: Infrastructure Assets covered by Buildings Asset Management Plan

Asset Category	Asset Sub-Category	Quantity	Replacement Value
Corporate	Town Hall Complex	3	$91.3 million
	Colonel Light Centre	1	$40.5 million
	London Road Depot	1	$13.3 million
	Park 10 Nursery	11	$0.8 million
	Garden Sheds & Horticulture Hubs	22	$1.4 million
Community	Libraries & Community Halls	2	$5.2 million
	Park Lands Sports Clubs & Grandstands	63	$37.5 million
	Adelaide Aquatic Centre	1	$39.6 million
	Park Lands Businesses	2	$0.4 million
Commercial	North Adelaide Golf Links	4	$4.2million
	U-Park Buildings	6	$186.8 million
	Central Market Precinct	2	$55.4 million
	Commercial Buildings	7	$13.2 million
	Investment Properties	5	$10.5 million
Facilities	Public Conveniences	41	$9.4 million
Leased	Leased Building	13	n/a
Total		184	$510 million

While our leased buildings do not hold any financial value, they are recognised as assets due to ongoing operational and maintenance costs required.

This Asset Management Plan is to be read in conjunction with the Asset Management Policy, Strategic Asset Management Plan and the following key Corporate planning documents:

- City of Adelaide Strategic Plan (2020-2024)
- Active City Strategy (2013-2023)
- Adelaide Park Lands Management Strategy (2014-2025)
- Carbon Neutral Strategy (2015-2025)
- Climate Change Risk Adaptation Action Plan (2021-2026)
- Community Land Management Plans
- Disability Access and Inclusion Plan (2019-2022)
- Heritage Strategy and Action Plan (2021-2036)
- Park Land and Precinct Master Plans
- Public Art Action Plan (2019-2022)
- Public Health and Wellbeing Plan (2020-2025)
- The 30-Year Plan for Greater Adelaide (2017) - State Government
- Integrated Transport and Land Use Plan for Greater Adelaide - State Government
- Park Lands Community Buildings Policy (Draft)
- City of Adelaide Property Strategy

As existing planning documents are updated and new planning documents are approved by Council, Asset Management Plans will be reviewed and updated as required.

2.2 Goals and Objectives of Asset Ownership

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

The key elements of infrastructure asset management are:

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

Key elements of the planning framework are:

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

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

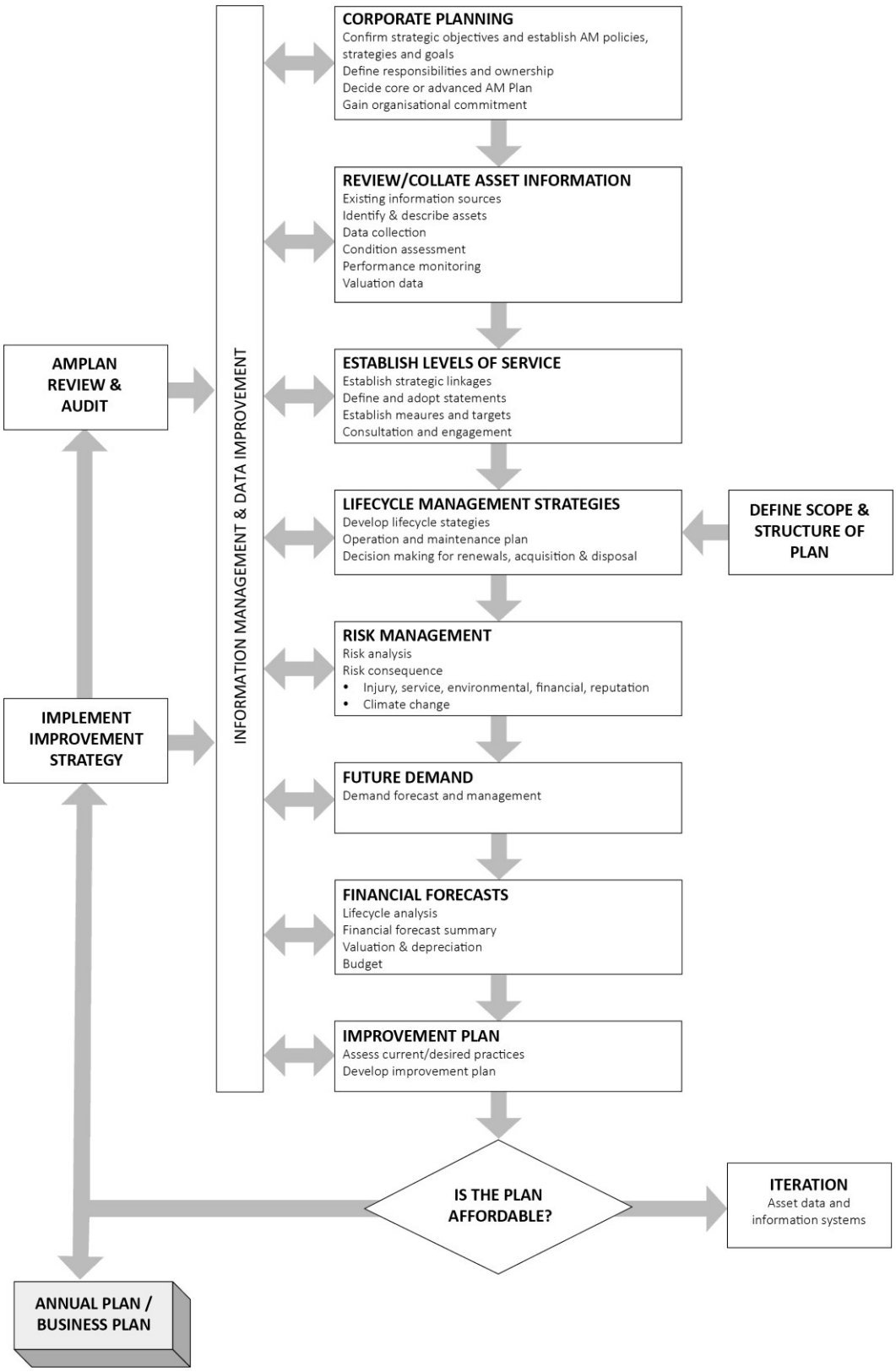
- International Infrastructure Management Manual 2015 [1]
- ISO 550002

[1] Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13
[2] ISO 55000 Overview, principles and terminology

A road map for preparing an Asset Management Plan is shown below:

Figure 2.2: Road Map for preparing an Asset Management Plan

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



2.3 Key Stakeholders & Organisational Responsibilities

Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 2.3.

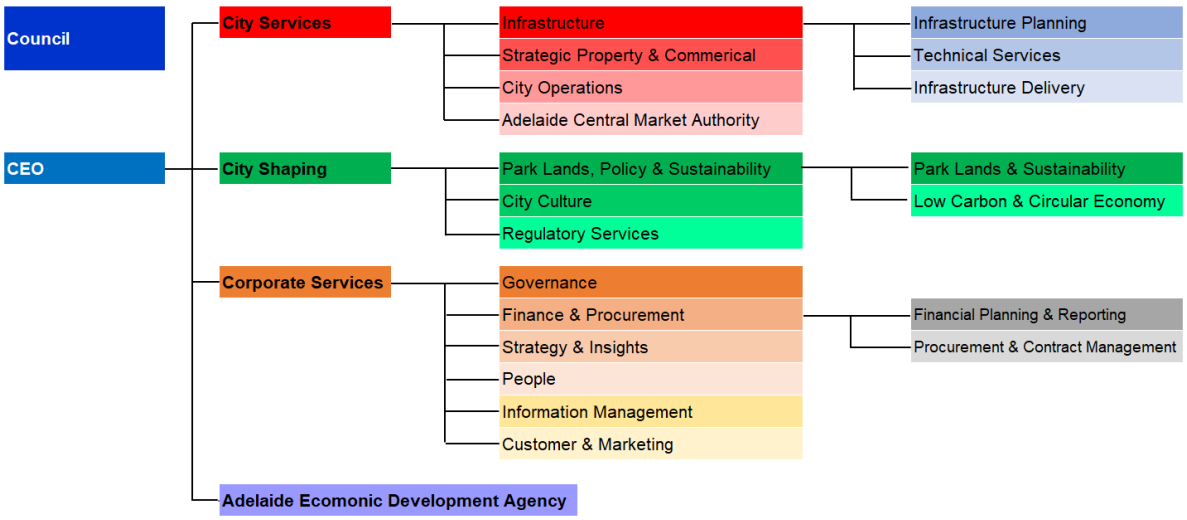
Table 2.3: Key Stakeholders in the Asset Management Plan

Key Stakeholder	Role in Asset Management Plan
Residents, Ratepayers & Businesses	Provide feedback on current and desired levels of service, which is considered in the development of Asset Management Plans.
Workers, Visitors, Tourists and Students	
Capital City Committee (CCC)	Intergovernmental body established under the City of Adelaide Act (1998) which initiates new projects to enhance and promote the development of the City of Adelaide as the capital city of the state.
Lord Mayor & Elected Members	Represent and advocate for the needs of the community and set high level direction through the development of asset management principles in the Strategic Plan. Approve the Asset Management Plan and Long-Term Financial Plan, to ensure the organisation maintains financial sustainability over the short, medium, and long terms, with consideration of community needs/expectations and corporate risk management requirements.
Chief Executive Officer & Executive Leadership Team	Responsible for the allocation of resources and development of sound asset management practice across the organisation as well as ensuring that all asset management activities are consistent with the objectives of Council's Strategic Plan, the Business Plan and Budget process and the Long-Term Financial Plan. Responsible for ensuring the financial projections in the adopted Asset Management Plans are reflected in the Long-Term Financial Planning and include sustainable maintenance, operations, renewal, and upgrade costs of current and future assets.
Associate Director Infrastructure	Responsible for providing leadership and direction for Council's Asset Management Framework and Project Delivery.
Infrastructure Planning	Responsible for the lifecycle management of Council's Infrastructure Assets and the development of Asset Management Plans, ensuring alignment with the Strategic Management Framework and principles and objectives outlined in the Strategic Plan and other relevant corporate planning documents.
Strategic Property	Responsible for providing strategic direction for Council's Building and Land Asset Portfolio, including coordinating property acquisitions, disposals, and redevelopments.
Commercial Property	Responsible for the day-to-day operation and management of Council's commercial businesses including, UParks, Golf Links and Commercial leases.

Key Stakeholder	Role in Asset Management Plan
Community Lifestyle	Responsible for the management of commercial and community leased and licensed facilities within the Adelaide Park Lands, development, implementation and evaluation of sport and recreation initiatives and projects that increase opportunities for formal and informal physical activity within the Park Lands.
Park Lands & Sustainability	Responsible for developing the Adelaide Park Lands Management Strategy, Park Lands and Square Master Plans and initiating priority Park Lands & Open Space upgrade/new project initiatives. Responsible for facilitating the identification of climate change risks and potential impacts to infrastructure assets.
Low Carbon & Circular Economy	Responsible for facilitating the identification of opportunities to improve circular economy outcomes within infrastructure standards and specifications.
Strategy & Insights	Responsible for the Strategic Management Framework, including the development of the Strategic Plan in consultation with the Executive Leadership Team, Elected Members and key strategic stakeholders.
Technical Services	Responsible for technical design documentation to facilitate construction of infrastructure projects, review and update infrastructure technical standards to ensure they are fit-for-purpose as well as the provision of general engineering and technical advice.
Infrastructure Delivery	Responsible for delivering Capital Works Projects identified in the Asset Management Plan and Annual Business Plan and Budget.
Financial Planning & Reporting	Responsible for the development and currency of the Asset Accounting Policy, Fixed Asset Guideline, as well as the preparation of asset sustainability and financial reports, which incorporate depreciation and asset revaluations in compliance with Australian accounting standards.
Procurement & Contract Management	Responsible for ensuring appropriate procedures are in place to enable efficient and effective procurement and contract management that demonstrates value for money and ensure public money is appropriately spent in accordance with the Local Government Act.
City Operations	Responsible for delivering day-to-day maintenance and operational activities, ensuring works are prioritised, planned and delivered consistently with operational and maintenance plans.
Regulatory Services	Responsible for issuing permits with conditions to enable external parties to undertake works on Council Infrastructure as well as enforcing rectification for works that are not compliant with CoA construction standards.
Service Authorities (e.g. SA Water, South Australian Power Networks)	Service authorities will continue to be consulted to coordinate any works planned by either Council or the service authority, so asset investment is not compromised.

Our organisational structure for service delivery associated with infrastructure assets is shown in Figure 2.4.

Figure 2.4: Organisational Structure



3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

In June 2022, the City of Adelaide undertook an engagement process with City residents and visitors to better understand and measure levels of customer satisfaction for users who utilise the services provided by our building assets. The engagement was advertised on signage in buildings as well as through the City of Adelaide's social media platforms.

The insights from the Survey are intended to be used to identify where current levels of service are not meeting the community's expectation. This will enable recommendations to be made to Council regarding future resourcing requirements for specific services.

The engagement process was primarily undertaken through questionnaire surveys (302 total respondents), where information was collected online using the YourSay platform (121 respondents), as well as through on street intercepts at various locations across the city (181 respondents).

The demographic distribution of respondents who provided feedback is presented across Figures 3.1-1 to 3.1-3 There were significantly more survey responses received from City visitors compared to residents and an even balance across genders.

Figure 3.1-1: Respondent distribution

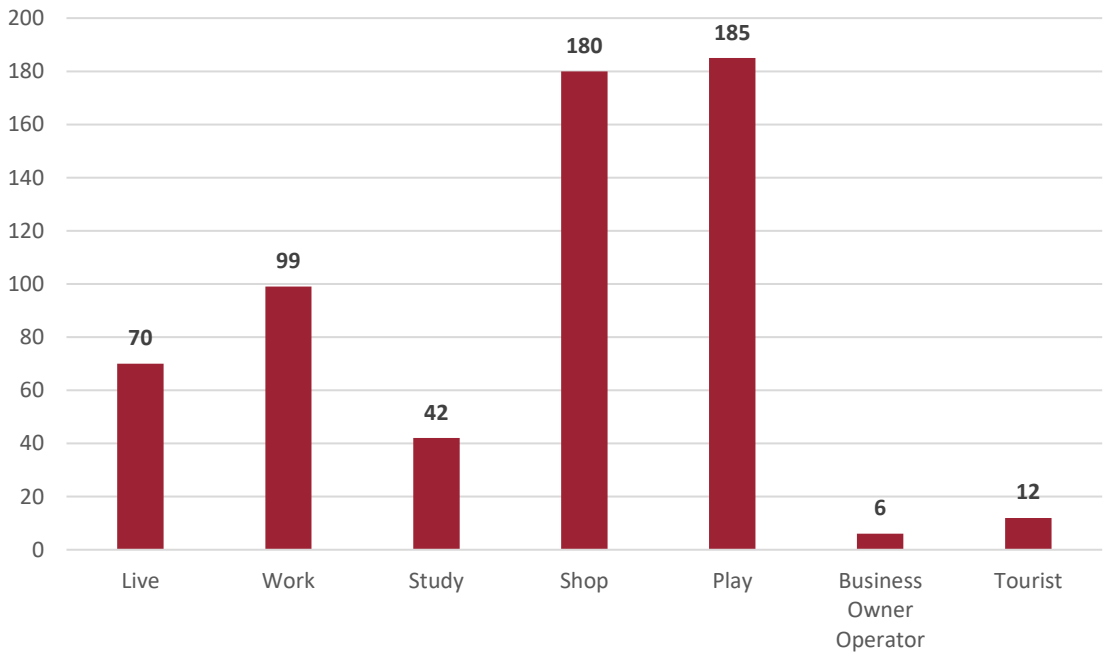


Figure 3.1-2: Respondent Distribution (Residents v Visitors)

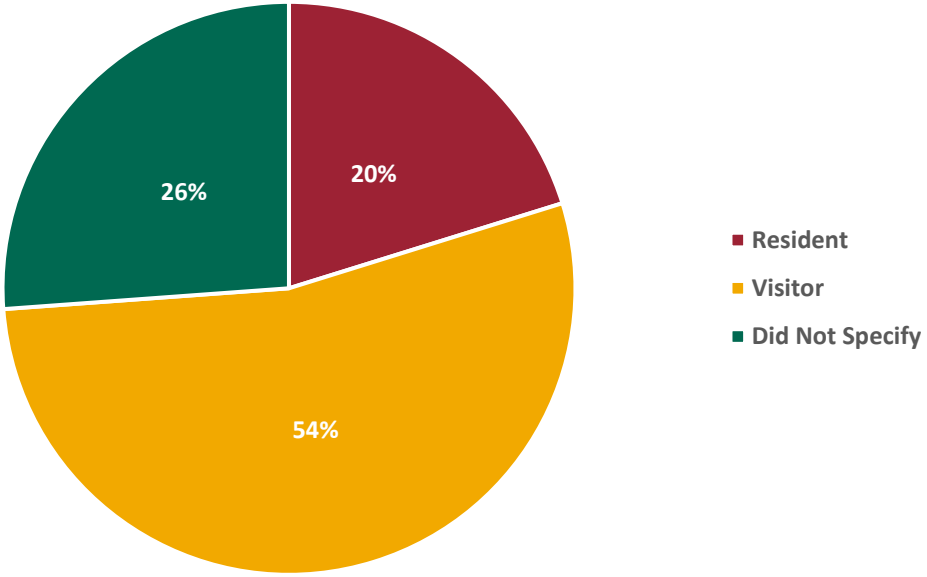
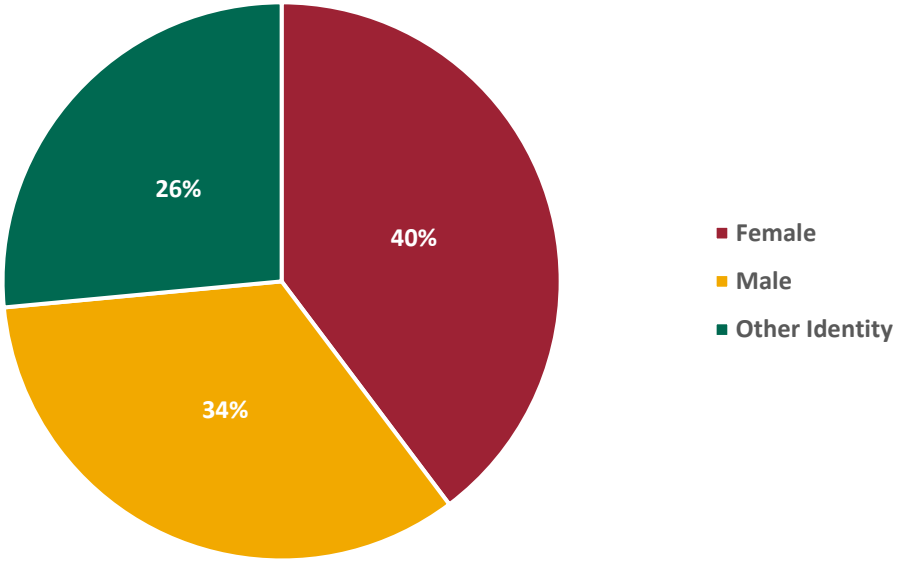


Figure 3.1-3: Respondent Distribution (Gender)



To ensure that data was collected to enable a clear line of sight for decision making purposes, the questionnaire was structured to differentiate responses received for different building categories.

For each performance measure, a customer satisfaction indicator was calculated which represents the percentage of respondents who were satisfied with the service. These figures can then be compared against CoA's organisation scorecard target of 70% satisfaction to identify where our services are not being delivered in line with community expectations.

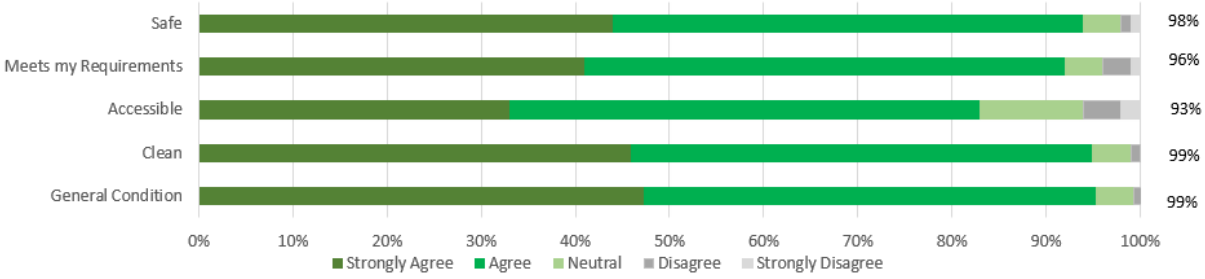
Additional consultation was also undertaken with key internal staff responsible for managing and operating specific building facilities including Libraries, Town Hall, UPark, Park Land Sporting Clubs and Leased Buildings to better understand anecdotal feedback they receive from customers on a day-to-day basis.

The results for each building category are presented and discussed below.

Libraries

Survey respondents were satisfied with the overall performance of our libraries, where each of the 5-performance measures had satisfaction indicators exceeding City of Adelaide's (CoA) 70% target, as shown below.

Figure 3.1.-4: Libraries

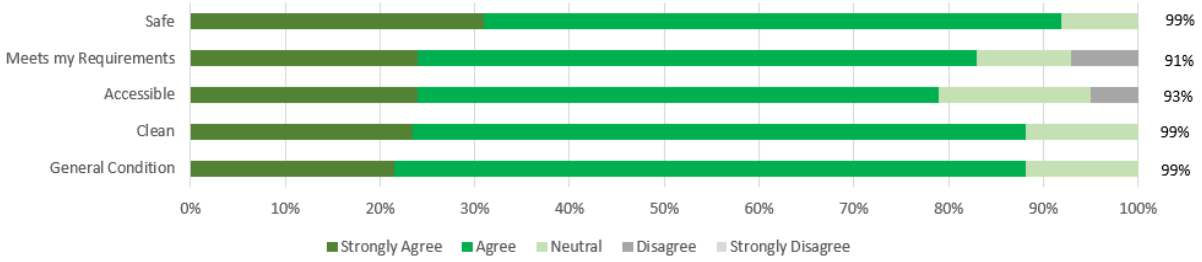


Consultation with our Access and Inclusion team has identified areas for minor improvement in our libraries that include improved wayfinding for all users. This feedback was aligned to the views of the users surveyed and the business unit leaders.

Community Centres

Survey respondents were satisfied with the overall performance of our Community Centres, where each of the 5-performance measures had satisfaction indicators exceeding CoA's 70% target, as shown below.

Figure 3.1-5: Community Centres

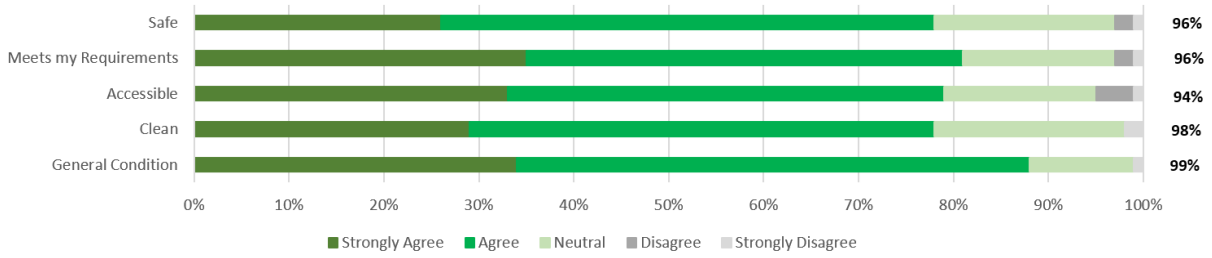


Following further conversations with City of Adelaide's Library and Community Centre teams, it was identified that there were opportunities to improve accessibility, lighting levels and create additional wayfinding to improve customer experience.

Park Lands Sports Clubs

Survey respondents were satisfied with the overall performance of our Park Lands Sports Club facilities, where each of the 5-performance measures had satisfaction indicators exceeding CoA's 70% target, as shown below.

Figure 3.1-6: Park Lands Sports Clubs



Following further conversations with City of Adelaide's City Lifestyle Team, it was identified that these engagement results do not align with feedback they receive directly from sporting clubs and that targeted conversations with Sporting Clubs have highlighted the following:

- A number of assets are considered to be old and tired, as well as not providing fit-for-purpose facilities to meet the current needs of sporting clubs, particularly with the emergence of new sports and increasing female and junior participation.

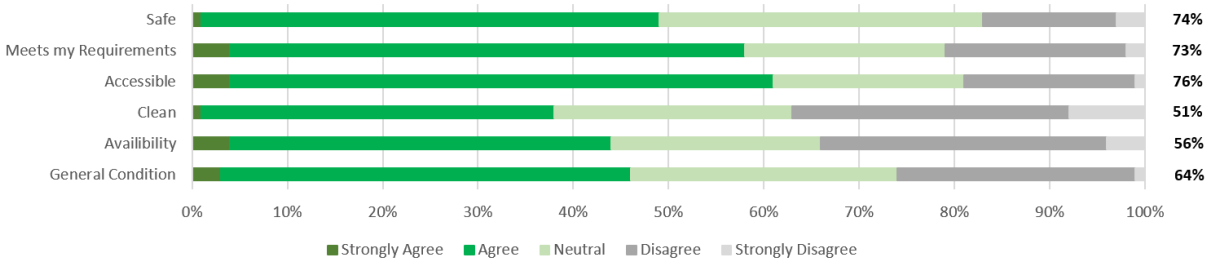
It is important to note that majority of these buildings have leasing obligations, where clubs have care and control responsibilities under the lease which include general upkeep and maintenance. CoA only having asset renewal obligations.

This Asset Management Plan proposes to consider building functionality in renewal planning (noting it will likely need to be supported by upgrade funding allocated with the Business Plan and Budget and Long-Term Financial Plan), to enable Park Lands sporting clubs to better service community needs.

Public Toilets

Survey respondents were generally not satisfied with the overall performance of our Public Toilet facilities, where 3 of the 6-performance measures had satisfaction indicators below CoA's 70% target, as shown below.

Figure 3.1-7: Public Toilets

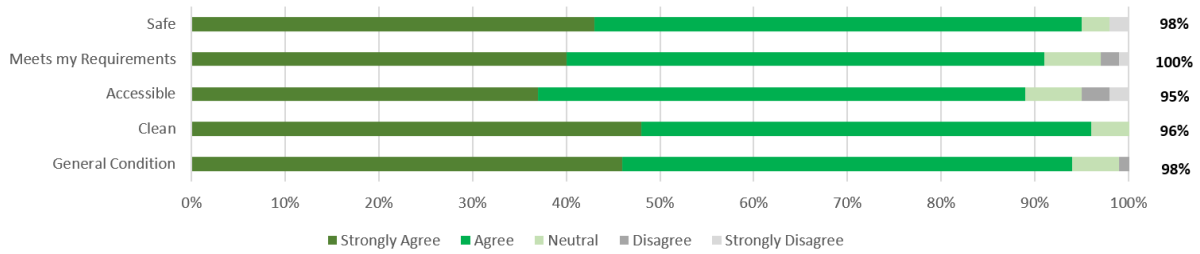


Responses received relating to Public Toilets facilities indicated that there was a perceived lack of facilities across the city and within the Park Lands and there was a requirement for further investment in new public conveniences. It is anticipated that the completion of a public toilet strategy (currently under development in FY23/24) and the subsequent initiation, funding, and delivery of new and upgraded public toilet projects will incrementally bridge the gap between customer expectations and service provisions over time. Outcomes of the public toilet strategy will be considered in future updates of this Asset Management Plan.

Town Hall

Survey respondents were generally satisfied with the overall performance of the Adelaide Town Hall Precinct, where all of the 5-performance measures had satisfaction indicators exceeding CoA's 70% target, as shown below.

Figure 3.1-8: Town Hall

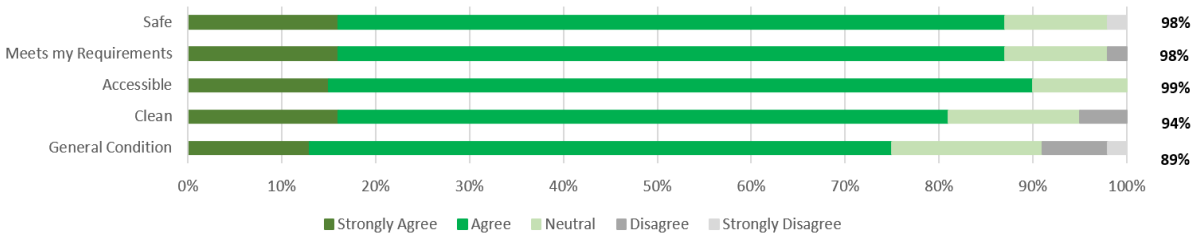


The Adelaide Town Hall precinct comprises 4 culturally significant heritage buildings, which include the Town Hall itself, Eagle Chamber, Queens Chambers and Gladstone Chambers. These buildings provide mixed use of services including accommodating CoA staff, leased tenants, civic, community and catered events and performances.

Aquatic Centre

Survey respondents were generally satisfied with the overall performance of the Adelaide Aquatic Centre, where each of the 5-performance measures had satisfaction indicators exceeding CoA's 70% target, as shown below.

Figure 3.1-9: Aquatic Centre

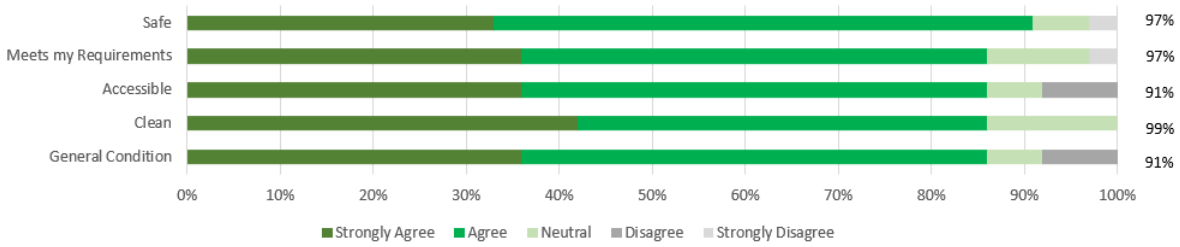


It is important to note that the State Government will be redeveloping this site in 2024, building a new facility at an adjacent location, which will operate under their care and control. This will result in the existing asset being disposed and returned to Park Lands.

North Adelaide Golf Course

Survey respondents were generally satisfied with the overall performance of the North Adelaide Golf Course Building, where each of the 5-performance measures had satisfaction indicators exceeding CoA's 70% target, as shown below.

Figure 3.1-10: North Adelaide Golf Course



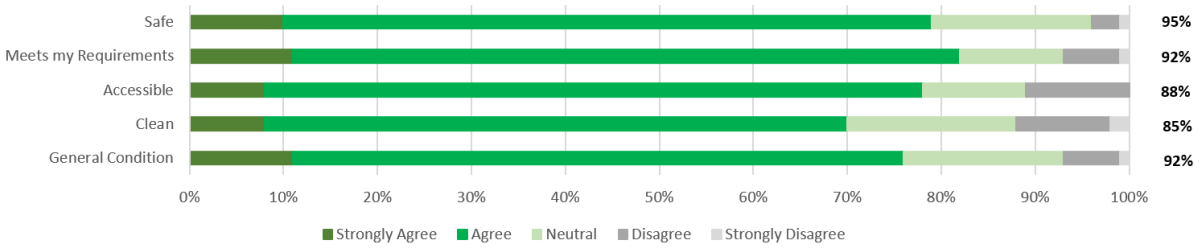
It is important to note that the number of responses received in our customer feedback survey was only 36. Given the average number of rounds of golf per year is over 100,000, further consultation was undertaken with City of Adelaide's Golf Business Operations Team, to better understand anecdotal feedback they receive from customers on a day-to-day basis. Key feedback included that the building accessibility needs to be improved, there was a lack of female facilities within the building and that change rooms and toilets required improvements.

This Asset Management Plan proposes to consider building functionality in renewal planning (noting it will likely need to be supported by upgrade funding allocated with the Business Plan and Budget and Long-Term Financial Plan), to enable the North Adelaide Golf Course to better service community needs.

U-Parks

Survey respondents were generally satisfied with the overall performance of the U-Park Buildings, where each of the 5-performance measures had satisfaction indicators exceeding CoA's 70% target, as shown below.

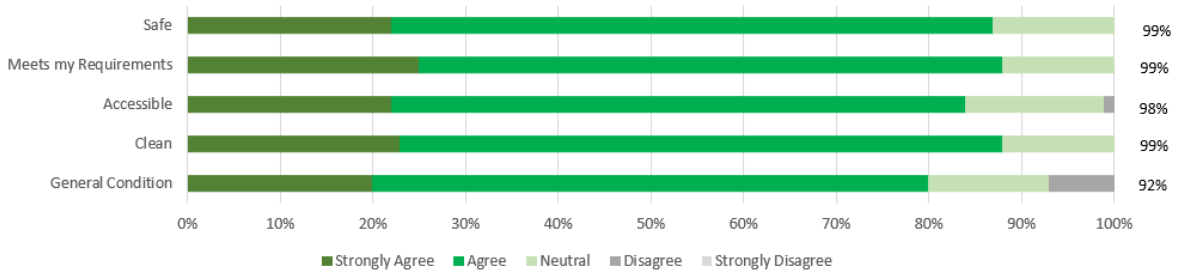
Figure 3.1-11: U-Parks



Park Land Businesses

Survey respondents were generally satisfied with the overall performance of the Park Land Businesses, where each of the 5-performance measure had satisfaction indicators exceeding CoA's 70% target, as shown below.

Figure 3.1-12: Park Land Businesses

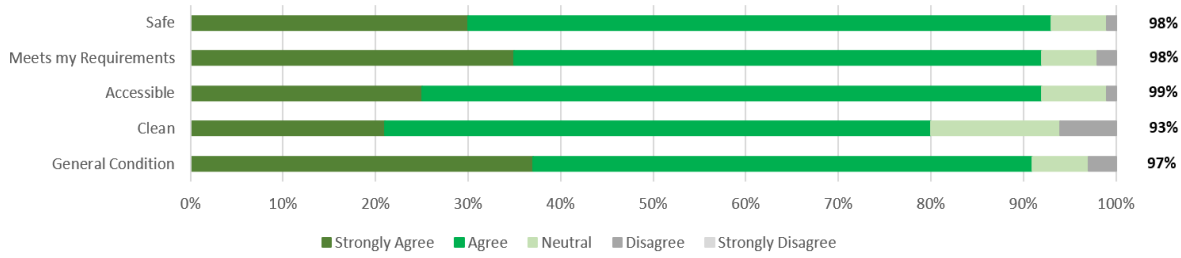


It is important to note that the majority of these buildings have leasing obligations, where businesses have care and control responsibilities which include general upkeep and maintenance. CoA only having asset renewal obligations.

Adelaide Central Markets

Survey respondents were generally satisfied with the overall performance of the Adelaide Central Markets, where each of the 5-performance measure had satisfaction indicators exceeding CoA's 70% target, as shown below.

Figure 3.1-13: Adelaide Central Markets

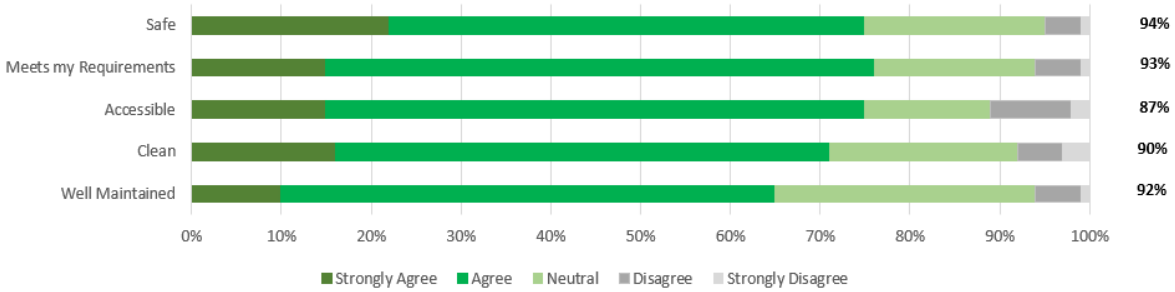


It should be noted that the Adelaide Central Market will further expand under the Market Square redevelopment project currently underway.

Colonel Light Centre

Survey respondents were generally satisfied with the overall performance of the Colonel Light Centre (CLC), where each of the 5-performance measure had satisfaction indicators exceeding CoA's 70% target, as shown below.

Figure 3.1-14: Colonel Light Centre

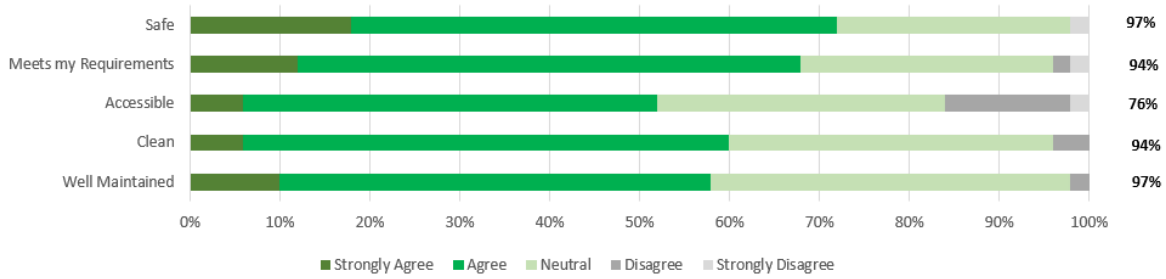


Where respondents stated they were not satisfied, general themes of the written feedback received included that toilets on some floors were considered outdated, parts of the building were considered to be congested and overpopulated by staff, general cleaning could be undertaken more frequently and that there was no dedicated DDA compliant meeting space for internal staff and visitors.

London Road Depot

Survey respondents were generally satisfied with the overall performance of the London Road Depot (LRD), where each of the 5-performance measure had satisfaction indicators exceeding CoA's 70% target, as shown below.

Figure 3.1-15: London Road Depot

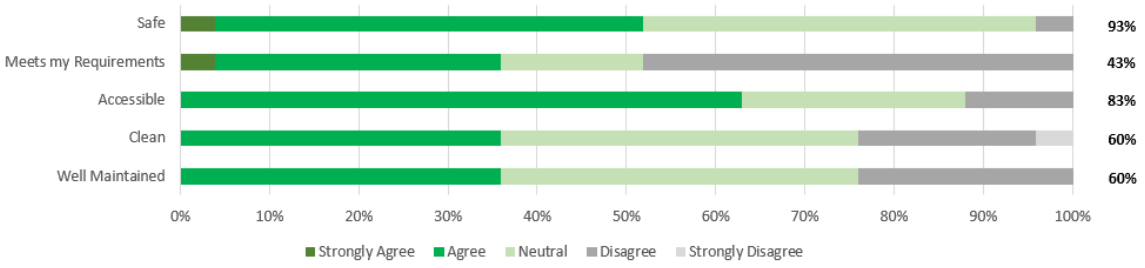


Where respondents stated they were not satisfied, general themes of the written feedback received included that toilets were considered outdated, the size of the lunchroom could be increased to accommodate more staff and there was an opportunity to install a lift within the building to make it more accessible.

Park 10 Nursery

Survey respondents were generally not satisfied with the overall performance of the Nursery, where 3 of the 5-performance measures had satisfaction indicators below CoA's 70% target, as shown below.

Figure 3.1-16: Nursery

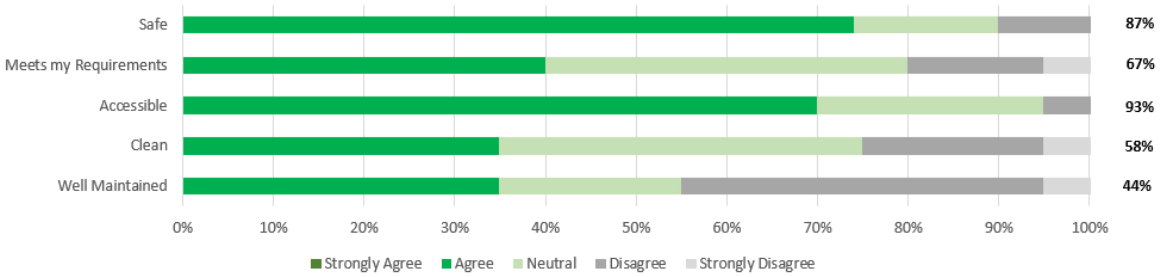


Where respondents stated they were not satisfied, general themes of the written feedback received were in relation to desired improvements of general facilities.

Park Lands Horticulture Hubs

Survey respondents were generally not satisfied with the overall performance of the Park Lands Horticulture Hubs, where 3 of the 5-performance measures had satisfaction indicators below CoA's 70% target, as shown below.

Figure 3.1-17: Horticulture Hubs



Where respondents stated they were not satisfied, general themes of the written feedback received were that the hubs were too small and the air conditioning was unreliable.

Summary

The individual satisfaction indicators calculated for each building category have been grouped, averaged and presented in Table 3.1 below to provide a high-level summary of the community's feedback with respect to our building assets.

Table 3.1: Consultation Summary Table

Asset Sub-Category	Average Score	Very Poor (<40%)	Poor (40-54%)	Average (55-69%)	Good (70-84%)	Excellent (>85%)
Town Hall Complex	97%					●
Colonel Light Centre	91%					●
London Road Depot	91%					●
Park 10 Nursery	67%			●		
Horticulture Hubs	69%			●		
Libraries & Community Halls	96%					●
Park Lands Sports Clubs	96%					●
Adelaide Aquatic Centre	95%					●
North Adelaide Golf Links	95%					●
Park Lands Businesses	97%					●
U-Park Buildings	90%					●
Central Market Precinct	97%					●
Public Conveniences	65%			●		

The overall feedback from building users confirmed appropriate levels of customer satisfaction for all buildings asset categories, with the exception of Public Conveniences, Park 10 Nursery and Horticulture Hubs. Additional consultation undertaken with key internal staff responsible for managing Park Lands Sports Club buildings and the North Adelaide Golf Course, identified consistent anecdotal feedback they receive from customers on a day-to-day basis. This feedback included that a number of Park Lands sporting clubs did not provide fit-for-purpose facilities to meet the current needs of sporting clubs and that the North Adelaide Golf Links Clubhouse required general improvements to building accessibility and improvements to change rooms and toilets.

It is anticipated that the completion of the Park Lands Community Buildings Policy and the Public Toilet Strategy (both currently under development) and the subsequent initiation, funding and delivery of key upgrade/new projects will over time incrementally bridge the gap between customer expectations and service provisions. Additionally, concept design works are currently underway that aim to explore opportunities to improve the functionality of the North Adelaide Golf Links.

A Recommended Levels of Service Report was presented to Council, with the recommendations approved in October 2023. This report noted the community consultation undertaken and the associated benchmarking of current user satisfaction. Additionally, Council also approved the development of the Buildings Asset Management Plan based on the planning principles and recommended management strategies presented within the report and its attachments.

3.2 Strategic Planning

Under the Local Government Act (SA) 1999, we are legislatively required to establish a suite of Strategic Management Plans, which guide Council's future planning, asset management and financial sustainability. An overview of these strategic management plans are shown below in Table 3.2-1:

Table 3.2-1: Strategic Management Documents

Strategic Plan Community	Long term with a four year delivery focus. Planning for the vision and aspirations of the Adelaide Capital City.
Long-Term Financial Plan Financial	Ten year Plan, revised annually to ensure a ten year view is maintained. Planning for the long-term financial sustainability of the City of Adelaide.
Asset Management Plans Infrastructure	Suite of ten year Plans. Planning for the sustainable renewal and maintenance of Council assets.
City Plan Development / Built Form	Ten year Spatial Plan. Planning for the future land uses and built form of the Adelaide Capital City.

Through the City of Adelaide Draft Strategic Plan 2024-2028, Council's vision is:

Our Adelaide. Bold. Aspirational. Innovative.

Achieving our vision for the future will be guided by our long term aspirations:

Our Community: **Vibrant, connected and inclusive**
Our Environment: **Resilient, protected and sustainable**
Our Economy: **Growing, innovative and responsive**
Our Places: **Interesting, purposeful and safe**
Our Corporation: **High performing, customer-centric and bold**

As Adelaide grows, we will need to consider economic vitality, social connectivity and wellbeing, distinctive precincts, environmental and financial sustainability, asset management and service delivery. To ensure we maintain our liveability and to support growth, these principles will underpin everything we do:

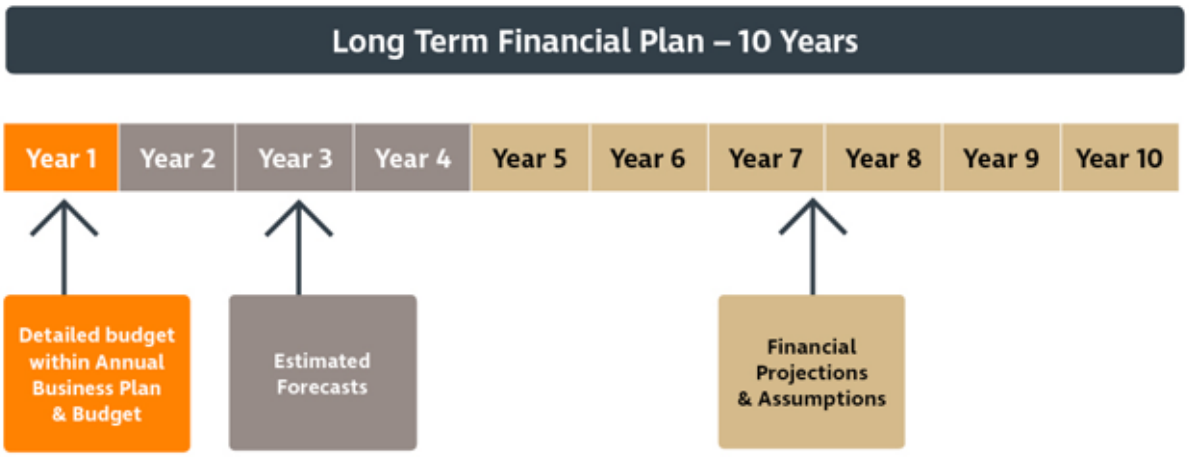
- Exceptional Amenity - Be bold and courageous in our pursuit of excellence for our city.
- Quality Housing - Strive for liveability and affordability to attract and retain residents.
- Community Connection - Strengthen connection, accessibility, diversity and inclusivity by putting people first.
- Unique Experiences - Create interesting experiences for our residents, workers and visitors.
- Climate Resilience - Embed climate resilience in all that we do.
- Economic Growth - Encourage innovation, investment and development in current and emerging sectors.
- Budget Repair - Provide quality services and ensure long-term financial sustainability

The Strategic Plan is supported by a suite of long and short-term strategies and action plans as well as a Resource Plan. The Resource Plan will provide a 4-year view of the projects, resources, and budgets required to deliver our Strategic Plan objectives. It informs the Long-Term Financial Plan (as shown in Figure 3.2) and acts as the key link between the Strategic Plan and Annual Business Plan & Budget, providing transparency between our vision and the key projects we deliver.

Integrated Delivery Planning ensures that prudent and efficient decisions are made, with line-of-sight between Council's Strategic Plan objectives and the major infrastructure projects we deliver. While this Asset Management Plan does not identify financial forecasts associated with new and upgrade projects, it does ensure required asset renewals are aligned (where practical) with key new and upgrade projects specified within the Resource Plan. Infrastructure projects will reference the Adelaide Design Manual for transformational projects supported by upgrade/new funding allocated with the Resource Plan and Long-Term Financial Plan.

Each year our annual business plan and budget formalises funding allocations to continue providing services and progress new projects. It enables existing projects to move from one delivery stage to the next (e.g. progress concept design to detailed design and detailed design to construction) as well as consider emerging risks and opportunities that may result from Council decisions, community requests or other external factors.

Figure 3.2: Long-Term Financial Plan



The relevant aspirations and objectives of the City of Adelaide Draft 2024-2028 Strategic Plan and how they are considered within this Asset Management Plan are summarised in Table 3.2-2.

Table 3.2-2: Strategic aspirations, objectives and outcomes and how these are considered in this Plan

Aspirations	Objectives	Outcomes	Asset Management Alignment
Our Communities *Vibrant, connected and inclusive*	Support our communities thrive Create fun, lively and interesting experiences Celebrate and honour community and cultures	Drive affordable, safe and quality housing outcomes that attract and retain residents in our city An interesting and engaging place to live, learn and visit An inclusive, equitable and welcoming community where people feel a sense of belonging	• Create welcoming civic infrastructure that enables City growth and fosters community connections through the adoption of universal and sustainable design principles • Review opportunities to redevelop and repurpose our existing building assets in line with the Strategic Property Action Plan, to create new mixed-use development with affordable housing and commercial opportunities. • Improve library and community centre facilities and/or services with a view to increase patronage • Improve Park Lands sporting club facilities to enable our community to participate in active leisure, recreation and sport • Support the development of new cultural and civic infrastructure • Deliver key infrastructure projects and programs outlined within the Disability Access and Inclusion Plan • Deliver asset renewal and asset maintenance programs to ensure our assets are safe for people of all ages and abilities
Our Environment *Resilient, protected and sustainable*	Protect, enhance, and activate our Park Lands and open space Be climate conscious and resilient Prioritise sustainability in our decisions for the future	Lead as a Low Carbon Emissions City A sustainable city where climate resilience is embedded in all that we do The status, attributes and character of our green spaces and the Park Lands are protected and strengthened	• Increase the use of recycled or sustainable materials • Support the adaptation of buildings to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and processes, including converting burning gas energy sources to electric where possible. • Implement sustainable, renewable and green systems, infrastructure, practices and materials in our projects and services • Adapt to climate change and enhancing our climate resilience through upgrading our existing assets and creating new assets • Ensure all asset investment (design, construct and maintenance) considers and embeds appropriate climate resilience measures • Ensure Park Lands building development is low impact
Our Economy *Growing, innovative and responsive*	Continue to grow our economy in alignment with the Community Support existing businesses to be agile and responsive to change Create strong skilled workforces	Adelaide's unique experiences and opportunities attract visitors to our city Achieve a critical mass of jobs and investment and attract and retain businesses by growing a dynamic, holistic economy Council is driving development opportunities for our community via diverse commercial activities	• Deliver infrastructure upgrade projects to attract increased visitation into the City and promote business development and economic growth • Explore project partnership opportunities with State Government, developers and other third-parties • Continue the support for the Adelaide Central Market Authority (ACMA) Subsidiary and the delivery of the ACMA Charter and Business Plans • Completion of the Market Square development • Review the Strategic Property Action Plan to manage opportunities including car parks and other commercial assets for our community
Our Places *Interesting, purposeful and safe*	Manage assets to meet the needs of our community Encourage bold, interesting and purposeful development Facilitate and activate our places in a safe and accessible way for our community	Community assets are adaptable and responsibly maintained Encourage bold, interesting and purposeful development that supports the changing needs of our community and city Create safe, inclusive and healthy places for our community	• Deliver asset renewal and asset maintenance programs to ensure our assets are safe for people of all ages and abilities • Ensure leased community buildings are appropriately and responsibility maintained through leasing agreements and conditions. • Ongoing review of asset management strategies and technical standards to optimise whole-of-life costs • Continue to undertake regular condition audits and revaluation for all our building assets within the nominated 4-year cycles, including regular review of asset useful lives • Create new assets to meet emerging community needs • Deliver conservation management plans for heritage buildings • Preserve and promote our heritage buildings • Maintain and improve disability access and inclusion

3.3 Legislative Requirements

There are many legislative requirements relating to the management of infrastructure assets including Australian Legislation, State Llegislation and State regulations. Legislative requirements relevant to the Transportation Asset Management Plan are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Aboriginal Heritage Act 1988	An Act to provide for the protection and preservation of the Aboriginal heritage
Adelaide Park Lands Act 2005	An Act and Framework that promotes the special status, attributes, and character of the Adelaide Park Lands; to provide for the protection of those Park Lands and their management as a world class asset to be preserved as an urban park for the benefit of present and future generations
Australian Accounting Standards	Standards that set out the financial reporting standards relating to the revaluation and depreciation of assets
Australian Standards	All of Council's infrastructure projects are undertaken in accordance with Australian Standards, or in the absence of, best practice guidelines
City of Adelaide Act 1998	An Act to establish mechanisms to enhance the role of the city of Adelaide as the capital city of South Australia; to make special provision in relation to the local governance of the city of Adelaide; and for other purposes
Development Act 1993	An Act to provide for planning and regulate development in the state; to regulate the use of management of land and building; and for other purposes
Disability Discrimination Act 1992	An Act to provide protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people
Environmental Protection Act 1993	An Act to provide for the protection of the environment: to establish the Environmental Protection Authority and define functions and powers and for other purposes
Food Act 2001	An Act to provide for the safety and suitability of food including standards for food handling; and for other purposes.
Heritage Act 1993 and Heritage Places Act 1993	These Acts set out the responsibilities of the land owner to identify, record, maintain and preserve the heritage significance and value of the buildings.
Local Government Act 1999	An Act to set out the role, purpose, responsibilities, and powers of local governments including the preparation of a LTFP supported by asset management plans for sustainable service delivery

National Construction Code	Meet requirements for occupation under the approved Building Class.
Planning, Development, and Infrastructure (PDI) Act 2016	An Act to provide for matters that are relevant to the use, development and management of land and buildings, including by providing a planning system to regulate development within the State, rules with respect to the design, construction and use of buildings, and other initiatives to facilitate the development of infrastructure, facilities and environments that will benefit the community
Public Health Act 2011	An Act to promote and to provide for the protection of the health of the public of South Australia and to reduce the incidence of preventable illness, injury and disability including maintenance of cooling towers.
State Records Act 1997	An Act to ensure Local Government's record and store all relevant information as set out by the State Government of South Australia
Work Health and Safety Act 2012	Provides minimum standards for health and safety of individuals performing works

3.4 Customer Levels of Service

Customer Levels of Service measure how the community receives a service and whether the organisation is providing community value. Levels of service are monitored and adjusted from the public consultation process, customer satisfaction surveys and customer service centre feedback.

The Customer Levels of Service are considered in terms of:

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

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

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

In Table 3.4 under each of the service measures types (Quality, Function, Capacity) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 3.4: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Current Budget
Quality	Condition – Buildings are free of hazards and are in a condition appropriate for use	Customer service requests relating to reported building defects or issues	General Building Repairs – 539 requests Electrical Repairs – 112 requests Plumbing Repairs – 202 requests HVAC Repairs – 65 requests Fire Compliance Repairs – 32 requests Glazing Repairs – 2 requests Painting Repairs – 15 requests	Customer service requests are expected to increase as buildings age and deteriorate
		Customer satisfaction ratings from survey results relating to building maintenance and condition	87% average across all building categories Building types below our 70% target included: Public conveniences – 64% Park 10 Nursery 60% Horticulture Hubs – 44%	Customer satisfaction ratings are expected to decrease as buildings age and deteriorate
	Confidence levels		**Medium**	**Medium**
	Amenity - Buildings are clean	Customer service requests relating to cleaning	18 requests	Expected to stay the same
		Customer satisfaction ratings from survey results relating to building cleanliness.	87% average across all building categories Building types below our 70% target included: Public conveniences – 51% Park 10 Nursery 60% Horticulture Hubs – 58%	Expected to stay the same
	Confidence levels		**Medium**	**Medium**
Function	Accessibility – Buildings are accessible to users of all ages and abilities	Customer satisfaction ratings from survey results relating to building accessibility	87% average across all building categories	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	Confidence levels		**Medium**	**Medium**
	Fit for Purpose – Buildings are fit-for purpose and provide services which meet user needs	Customer satisfaction ratings from survey results relating to buildings meeting user needs	88% average across all building categories Building types below our 70% target included: Park 10 Nursery 43% Horticulture Hubs – 67%	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	Confidence levels		**Low**	**Low**
Capacity	Capacity – We have enough public convenience facilities to service community needs.	Customer satisfaction ratings from survey results relating to availability of public conveniences	**56%**	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	Confidence levels		**Medium**	**Medium**

3.5 Technical Levels of Service

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

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

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a stormwater pipe with a larger size) or a new service that did not exist previously (e.g. a new library)
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs)
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, stormwater pipe replacement and building component replacement)
- **Disposal** – the activities to remove and/or dispose of an asset that may be considered as underperforming, underutilised or obsolete

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.[3]

Table 3.5 shows the activities expected to be provided under the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this Asset Management Plan.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

[3] IPWEA, 2015, IIMM, p 2|28.

Table 3.5: Technical Levels of Service

Lifecycle Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
Acquisition (upgrade/new)	Upgrade / New Projects	To upgrade and further develop the building portfolio to ensure they are safe, fit-for-purpose and meets the needs of the community	Delivery of key upgrade/new projects	Upgrade/new projects aligned to Strategic Plan objectives are initiated through the Business Plan and Budget process on an annual basis, where projects are evaluated and prioritised based on strategic alignment and financial capacity.	Upgrade/new projects aligned to Strategic Plan objectives are informed by City Plan, with financial requirements accommodated into the Long-Term Financial Plan. Initiatives are confirmed to proceed annually through the Business Plan and budget process.
	Strategic Acquisition	Acquisition of new building assets to leverage commercial opportunities through repurposing or redeveloping the asset.	Acquisition of new property	New assets identified for acquisition and approved through Council Decision, funded through Council's future fund.	New assets identified for acquisition and approved through Council Decision, funded through Council's future fund.
			Budget:	As adopted annually in BP&B	As adopted annually in BP&B
Operational	Condition Audits	To collect asset condition data to inform capital renewal planning and revaluation	Frequency of full condition audit of building portfolio	Every 4 years, with increased frequency for assets approaching end of serviceable life	Every 4 years, with increased frequency for assets approaching end of serviceable life
	Cleaning	To ensure buildings are clean	Cleaning Frequency	All buildings are inspected daily and cleaned	To be reviewed with planned updates to operations and maintenance standards
	Utility provisions	Ensure buildings remain operational and can appropriately service users through the provision of electricity, gas and water as well as manage sewer and trade waste.	Utility fees / invoicing	All building utility provision requirements are funded	All building utility provision requirements are funded
			Budget:	Condition Audits - $500,000 (every 4 years) Cleaning Contract - $1,064,000 / year Utility Costs - $3,461,000 / year Total - $4,650,000 / year	To be reviewed with planned updates to operations and maintenance standards

Lifecycle Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
Maintenance	Proactive Maintenance Inspection	To ensure critical building components (including electrical services, mechanical services, fire services and vertical transport) are proactively inspected to ensure they remain operational and compliant with Australian Standards, as well as inform preventative maintenance programs.	Inspection Frequency	Electrical - every 3, 6 or 12 months* Mechanical - every 3, 6 or 12 months* Fire Services - every 3, 6 or 12 months* Vertical Transport - every month *variable inspection frequencies are informed by asset and component specific requirements (i.e. different inspection types)	To be reviewed with planned updates to operations and maintenance standards
	Legislative Maintenance Activities	To ensure relevant building components are inspected and maintained in compliance with legislative requirements.	Completion of Essential Safety Provision (ESP) Form 3's	All inspections are undertaken in accordance with timeframes prescribed by legislation listed within Form 3's.	All inspections are undertaken in accordance with timeframes prescribed by legislation listed within Form 3's.
	Preventative Maintenance Activities	To ensure critical building components are serviced and repaired to ensure they remain safe and operative.	Completion of preventative maintenance activities for,	All preventative inspections and maintenance activities are complete in accordance with existing contracted KPI's.	To be reviewed with planned updates to operations and maintenance standards
	General Maintenance Activities	To ensure buildings are maintained to remain serviceable and meet user needs.	Completion of general maintenance activities	Works are delivered based on priority (location and severity) with consideration of available budget	To be reviewed with planned updates to operations and maintenance standards
			Budget:	Proactive Inspections - $200k Legislative Maintenance - $300k Preventative Maintenance - $460k General Maintenance – $500k Total - $1.46 million	To be reviewed with planned updates to operations and maintenance standards
Renewal	Renewal Projects	To ensure buildings are renewed, providing service in line with community expectations at lowest lifecycle costs	% assets in condition 4 & 5	Condition 4 - 10% Condition 5 - <1%	Condition 4 – less than 5% Condition 5 – 0%
			Asset renewal funding ratio	90% (existing Asset Management Plan)	100% (assuming budget is adopted)
			Budget	$10.4 million	$14.85 million (10 Year Average)
Disposal	Disposals Projects	To ensure that buildings that may be underperforming, underutilised or obsolete are consolidated or removed from service.	Disposal of assets	Major assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget	Major assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget
			Budget	As adopted annually in BP&B	As adopted annually in BP&B

4.0 FUTURE DEMAND

4.1 Demand Drivers

The drivers affecting demand on assets include population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, and environmental impacts.

4.2 Demand Forecasts

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

4.3 Demand Impact and Demand Management Plan

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

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can also include non-asset solutions with a focus on providing the required service without the need for the organisation to invest in new or upgraded infrastructure. Management actions could include reducing the demand for the service or educating users around alternative options. It is important to ensure that these strategies consider the associated risks and consequences.

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

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
City Growth	2021 Statistics: Residents - 25,551 Businesses – 11,519 Daily Visitors – 321,500	2041 Forecast: 46,000 residents 2036 Target: 50,000 residents Anticipated ongoing business growth in line with residential city growth and South Australian State growth projections Anticipated daily visitor growth in line with South Australian State growth projections	City growth will place increasing demands on our building portfolio, with growing volumes of residents, workers, and city visitors interacting with and utilising these assets. This will result in increased level of service expectations for our existing assets as well as demand for new assets, particularly with respect to community facilities (e.g. libraries, community centres, sports clubs) and public conveniences.	Delivery of prioritised upgrade/new projects identified in the Strategic Plan and key Corporate planning documents (referenced in Section 2.1) to enhance the building portfolio and accommodate city growth through upgrading existing assets and creating new assets to align service provision with the evolving needs of the community. This Asset Management Plan will ensure asset renewals will consider and align where practical with these key upgrade/new initiatives.
Changing Demographic	2021 Statistics 0 to 11 Years 1,246 (5%) 12 to 17 Years 587 (2%) 18 to 34 Years 12,117 (51%) 35 to 49 Years 4,409 (19%) 50 to 59 Years 2,281 (10%) 60 to 69 Years 2,233 (10%) 70 Years & Above 2,633 (3%)	2041 Forecast 0 to 11 Years 2,633 (6%) 12 to 17 Years 1,501 (3%) 18 to 34 Years 21,771 (47%) 35 to 49 Years 8,933 (19%) 50 to 59 Years 4,272 (9%) 60 to 69 Years 3,274 (7%) 70 Years & Above 4,175 (9%)	Changing expectations from a culturally and demographically diverse customer base will result in our building portfolio being subject to new demands. With a forecast aging population, there will be increasing demands for higher levels of service to ensure buildings are safe and accessible for people of all ages and abilities. Park Lands sports clubs will also need to adapt to changing user demographics. Trends are showing increased female participation in sports, with a demand for gender specific changing facilities and toilet provisions.	Ongoing engagement with city users through annual City User Profile surveys, and ensuring that Strategic Documents are updated on a cyclic basis to reflect changes with community expectations. Delivery of prioritised upgrade/new projects identified in the Strategic Plan and key Corporate planning documents (referenced in Section 2.1) to align service provision with the evolving needs of the community. This Asset Management Plan will ensure asset renewals will consider and align where practical with these key upgrade/new initiatives.
Tourism & Event Growth	A key objective in Council's 2023-24 Business Plan and Budget was to provide 'year-round' events that attract people to visit the City. Investment in public infrastructure has also been identified as part of the South Australian Tourism Plan (2020) and the SA Visitor Economy Sector Plan 2030. In 2020 annual tourism expenditure in Adelaide was estimated to be approximately $3.9 billion	Cultural and event infrastructure will be an ongoing and increasing priority for both the City of Adelaide and South Australian State Government. It is projected that annual tourism expenditure will continue to grow and it is estimated to be $7.7 billion/year by 2030.	Increasing demands on our building portfolio to accommodate and cater for tourism and event growth. The need for to relocate the City's visitor information centre closer to Rundle Mall has already been identified, to make the service more accessible and useful. Increased tourism visitation will also place additional demands on the City's public conveniences, with a need to ensure these services are accessible and within close proximity to key tourism and event areas.	Delivery of prioritised upgrade/new projects identified in the Strategic Plan and key corporate planning documents (referenced in Section 2.1) to support tourism and event growth. This Asset Management Plan will ensure asset renewals will be consider and align where practical with these key upgrade/new initiatives.

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Environmental Sustainability & Carbon Neutrality	Changes to the global climate (climate change) are clear. There are documented increases in the average air and ocean temperature, widespread melting of snow and ice, and rising average sea levels. City of Adelaide's 2020-2024 Strategic Plan has an objective to become one of the world's first carbon neutral cities by 2025. Additionally, a Climate Action Plan (2022-2025) has been developed to ensure we continue to drive down our carbon footprint and mitigate climate impacts for our residents and visitors. We are currently transitioning towards ensuring our building assets operate utilising renewable energy sources, with a key focus on electrification. Electrification works are undertaken at key renewal intervention points that are cost-effective with respect to the asset's lifecycle.	Inaction to climate change and climate risk will result in negative health impacts to our community and potentially impact to our businesses and economy. To effectively manage climate change and climate risk Council will need to continue to respond through substantial reductions in greenhouse gases (mitigation controls) and helping to prepare for and respond to the changing climate (adaptation controls).	There will be an increased demand to ensure we utilise more environmentally sustainable approaches, materials and construction techniques for building projects, with lower carbon footprint and improved circular economy outcomes. Additionally, there will also be increasing demand for community, corporate and commercial buildings to have improved end-of-trip facilities to support active modes of transport. With an increasing uptake in electric vehicle usage for private commuter vehicles, there will be growing demands for EV charging facilities within our U-Park buildings. With increasing temperatures and more intense heatwaves, community buildings may take on additional responsibilities in providing refuge and respite to vulnerable members of the community during extreme weather events.	Our Strategic Planning, Asset Management and Project Delivery (including design and procurement) will continue to focus on ensuring that climate risk mitigation and adaption is a key focus. Ongoing reviews and updates to our design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes, as well as ensure they are more resilient to withstand extreme weather events. Delivery of prioritised upgrade/new projects identified in the Strategic Plan and key corporate planning documents (referenced in Section 2.1), which support environmental sustainability and climate risk mitigation and adaptation. This Asset Management Plan will ensure asset renewals will consider and align where practical with these key upgrade/new initiatives.
Emerging Technology	Asset construction techniques and associated materials are currently undertaken in line with industry standards	Alternative construction techniques and materials with durability and sustainability benefits will continue to become more readily available and standardised.	Improvements in construction techniques and materials could result in improved asset durability, increased asset lifespans, reduced whole-of-life costs and improved environmental outcomes.	Continue to partner with industry, to monitor and evaluate new and emerging technologies, with trials of new materials, approaches, and methodologies to inform appropriate changes to standards and practices.
	Asset management systems and condition audit methodologies are in line with industry standards and best practice.	Asset management systems and technology will continue to evolve over time, particularly with respect to the collection of condition data and monitoring of asset deterioration over time.	Improved asset information and systems will enable improved decision making and efficiencies with respect to optimising whole-of-life-costs and managing asset risks.	
Legislation & Regulation	Legislation exists which outlines requirements for how Council's must manage infrastructure assets.	There is potential for future changes to legislation will influence how Council's infrastructure is managed.	New legislation may impose or require changes to asset management planning principles and activities. They may include requirements that have a financial and/or service level impact that must be met.	Continue to monitor changes to legislation and ensure appropriate adaptation into asset management practices. Any material impacts would be considered as part of the Annual Business Plan and Budget process and included in the next revision of the Asset Management Plan.

4.4 Asset Programs to meet Demand

The new assets required to meet demand will be acquired, donated or constructed. Additional assets are discussed in Section 5.5

Acquiring new assets will commit City of Adelaide to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs.

All upgrade/new projects responding to demand will involve developing business cases, cost estimates and facilitating decision making to integrate upgrade/new project initiatives with operational asset management planning and the Long-Term Financial Plan. This process will be facilitated with Council and the Community through the Annual Business Plan & Budget Process.

4.5 Climate Change Adaptation

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

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts. As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5

Table 4.5 Managing the Impact of Climate Change on Building Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Increasing temperatures and more frequent, long-running and intense heatwaves	The number of days over 40°C to double by 2050 Average temperatures to increase across all seasons by between 1.5°C and 2°C by 2050	Increased heat related damage to buildings Reduced lifespan of building assets Increased costs to provide the same level of service Premature obsolescence as functionality is not met Refuge buildings may be required to provide refuge spaces for vulnerable members of our community	Strategic Planning, Asset Management and Project Delivery (including design and procurement) will continue to focus on ensuring that climate risk mitigation and adaption is a key focus. Mitigation and adaptation measures will include: • Ongoing reviews and updates to our design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes as well as ensure they are more resilient to withstand extreme heat events . • Proactively reviewing our asset management strategies with respect to the impacts of climate change, to ensure we continue to provide the agreed level of service at the lowest lifecycle cost. • Reducing the impacts of heat through providing additional rest and refuge areas for the community
Less rain overall but more intense storms and flooding	Average annual rainfall to decrease by 7% by 2050 Intensity of heavy rainfall events to increase by at least 10% by 2050	Increased stormwater related damage to assets Reduced lifespan of building assets Increased costs to provide the same level of service Premature obsolescence as functionality is not met Standard building components like gutters may need to be replaced with increased capacity to withstand more intense rainfall events	Strategic Planning, Asset Management and Project Delivery (including design and procurement) will continue to focus on ensuring that climate risk mitigation and adaption is a key focus. Mitigation and adaptation measures will consider: • Ongoing reviews and updates to our design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes as well as ensure they are more resilient to increased flood risk and inundation. • Proactively reviewing our asset management strategies with respect to the impacts of climate change, to ensure we continue to provide the agreed level of service at the lowest lifecycle cost. • Developing a stormwater management plans to identify assets at risk.

The impact of climate change on assets is a new and complex discussion and further impacts and management strategies will considered and developed in future revisions of this Asset Management Plan. It is recommended to continue monitoring the impacts of climate conditions and associated cost implications as further investigation is undertaken and more data becomes available. This is included as a key action within this Asset Management Plan's Improvement Plan.

5.0 LIFECYCLE MANAGEMENT PLAN

5.1 Lifecycle Management Overview

In order to effectively manage our assets, it is important to understand the relationship between all stages of the asset lifecycle. Effective asset management and sustainable financial planning requires a balance between the maintenance, renewal and disposal of existing assets and the delivery of new and upgraded assets.

Our goal is to provide assets that service the needs of the community, providing the agreed levels of service at the lowest lifecycle cost. To enable this, it is important to understand:

- How our assets are performing
- How our assets should be operated and maintained
- When our assets should be renewed
- When we should consider upgrading existing assets or constructing new assets
- How funding for new and upgraded assets is prioritised
- When we should consider disposing underperforming or underutilised assets

An overview of the asset lifecycle is shown in Figure 5.1 below:

Figure 5.1: Asset Lifecycle Overview

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

5.2 Background Data

5.2.1 Physical parameters

The assets covered by this Asset Management Plan are shown in Table 5.2.1 and all figure values are shown in current day dollars.

Table 5.2.1: Assets covered by this Plan

Asset Category	Asset Sub-Category	Quantity	Replacement Value
Corporate	Town Hall Complex	3	$91.3 million
	Colonel Light Centre	1	$40.5 million
	London Road Depot	1	$13.3 million
	Park 10 Nursery	11	$0.8 million
	Garden Sheds & Horticulture Hubs	22	$1.4 million
Community	Libraries & Community Halls	2	$5.2 million
	Park Lands Sports Clubs & Grandstands	63	$37.5 million
	Adelaide Aquatic Centre	1	$39.6 million
	Park Lands Businesses	2	$0.4 million
Commercial	North Adelaide Golf Links	4	$4.2million
	U-Park Buildings	6	$186.8 million
	Central Market Precinct	2	$55.4 million
	Commercial Buildings	7	$13.2 million
	Investment Properties	5	$10.5 million
Facilities	Public Conveniences	41	$9.4 million
Leased*	Leased Building	13	n/a
Total		184	$510 million

While our leased buildings do not hold any financial value, they are recognised as assets due to ongoing operational and maintenance costs required.

5.2.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there are insufficient resources to address all known deficiencies and consideration to address is part of future strategic and asset planning. Locations where deficiencies in service performance are known are detailed in Table 5.2.2.

Table 5.2.2: Known Service Performance Deficiencies

Location	Service Deficiency
Park Lands Sports Clubs	User engagement and ongoing leaseholder feedback has identified that a number of Park Lands sports club buildings are not providing fit-for-purpose facilities to meet the current needs of sporting clubs, lacking gender specific changing facilities and toilets. This Asset Management Plan has been prepared in alignment with the draft Park Lands Community Buildings Policy (currently under development). It is anticipated that the approval and delivery of priority upgrades to specific Park Lands sports clubs (supported by asset renewal funding allocated within this Asset Management Plan), will address these functionality deficiencies.
Golf Links Clubhouse	User engagement has identified that parts of the North Adelaide Golf Links Clubhouse are not fit-for-purpose, requiring improvements to building accessibility, change rooms and toilets. A concept design is currently being prepared that will consider opportunities to improve the functionality and accessibility of the clubhouse. It is anticipated that the approval and delivery of upgrade works to support renewal funding allocated within this Asset Management Plan will address these functionality deficiencies.
Public Toilets	User engagement has identified that there was a perceived lack of facilities across the city and within the Park Lands and there was a requirement for further investment in new public conveniences. It is anticipated that the completion of a public toilet strategy (currently under development in FY23/24) and the subsequent initiation, funding, and delivery of new and upgraded public toilet projects will incrementally bridge the gap between customer expectations and service provisions over time.
Nursery Facility and Horticulture Hubs	The Nursery Facility (located in park 10) and Horticulture Hubs (located across the Park Lands) are all aging assets that are approaching their end of serviceable lives. User engagement has identified that the facilities and not considered fit-for-purpose, as they do not have adequate capacity to accommodate the field staff who utilise these buildings. A staffing accommodation review and development of concept design options for these building facilities will be proposed through the Business Plan and Budget. It is anticipated that the approval and delivery of upgrade works to support renewal funding allocated within this Asset Management Plan will address these functionality deficiencies.
Rundle Street U-Park	Rundle Street U-Park was originally constructed in 1977 and is approaching the end of its design life. The building is planned for redevelopment within the 10-year planning period of this Asset Management Plan, with the existing structure having a forecast remaining useful life of 8 years.

5.2.3 Asset condition

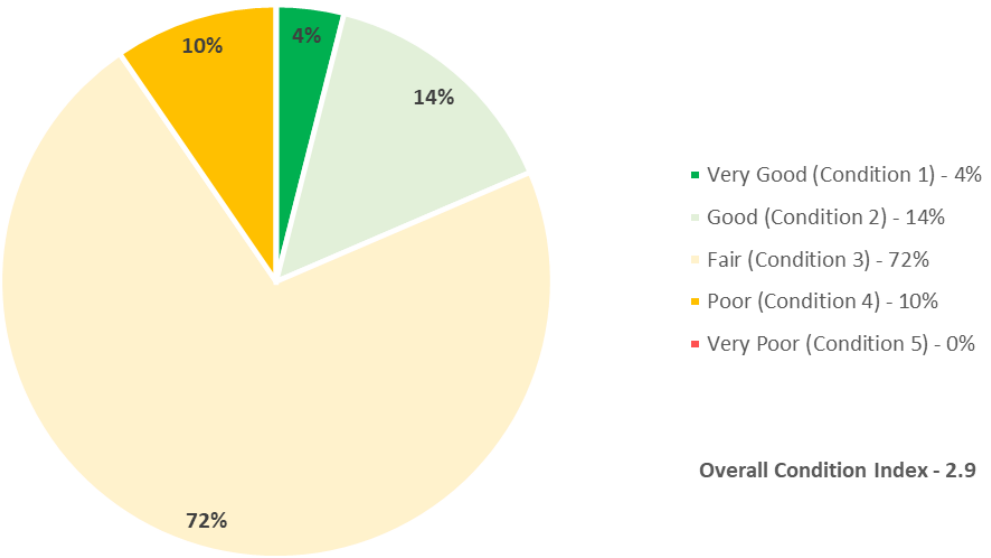
Condition is measured using a 1 - 5 grading system as detailed in Table 5.2.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the Asset Management plan results are translated to a 1 – 5 grading scale for ease of communication.

Table 5.2.3: Condition Grading System

Condition Grading	Description of Condition
1	**Very Good**: free of defects, only planned and/or routine maintenance required
2	**Good**: minor defects, increasing maintenance required plus planned maintenance
3	**Fair**: defects requiring regular and/or significant maintenance to reinstate service
4	**Poor**: significant defects, higher order cost intervention likely
5	**Very Poor**: physically unsound and/or beyond rehabilitation, immediate action required

Buildings are typically condition audited every 4 years, with the most recent audit undertaken in 2021. Figure 5.2.3 presents the predicted buildings network condition distribution as of November 2023. Overall, majority of the buildings portfolio is rated in a very good to fair condition (90%), with a small proportion of assets rated in poor condition (10%). It is important to note that a significant amount of building components are rated in a fair condition (72%) and ongoing investment will be required to ensure levels of service are maintained in conjunction with minimising whole-of-life costs (i.e. prevent increased maintenance and renewal costs from not renewing assets at the appropriate time).

Figure 5.2.3: Building Portfolio Condition Profile



5.3 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, asset inspection and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Requirements for maintenance works are informed by both proactive maintenance inspections as well as customer service requests. Typical examples of maintenance activities include cleaning gutters, painting ceilings and walls, servicing air conditioning units and minor structural repairs.

Proactive maintenance inspections are undertaken on critical building components including electrical services, mechanical services, fire services and vertical transport (i.e. elevators) to inform:

- Legislative Maintenance – corrective works to ensure assets are maintained in accordance with legislation (Planning, Development & Infrastructure Act)
- Preventative Maintenance – preventative works to ensure critical building components are regularly serviced and repaired to enable reliable service provision
- General Maintenance – corrective works to address general maintenance defects

Customer service requests generally inform general maintenance programs.

General maintenance activities are evaluated and prioritised with respect to annual budgets. This process is undertaken by experienced staff, where risk-based assessment and resource allocation considers the criticality of the defect. Any critical maintenance requirements that cannot be accommodated within existing budgets and assessed through regular budget reviews to ensure resources are appropriately re-allocated.

Following the completion of this Asset Management Plan, we will be reviewing operations and maintenance standards for the Buildings Portfolio, with a view to formalise response times for different types of general maintenance defects, and provide an acceptable balance between cost, risk, and customer expectations. This activity has been recognised as an action within the Improvement Plan of this Asset Management Plan (Chapter 8), where the associated financial impacts will need to be further considered in future revisions of this Asset Management Plan and the Long-Term Financial Plan.

Updated maintenance standards will document both intervention levels and response times. Intervention levels will document the criteria for actioning maintenance defects and response times will set targets that we aim to work within to repair defects. Typically, both of these elements will vary depending on the severity of the defect as well as its position/location within the asset hierarchy.

Monitoring whether maintenance activities are being delivered in accordance with the specified intervention levels and response times, will enable us to understand whether resourcing levels are sufficient. Where resourcing levels are identified as insufficient, additional budget requirements can be considered through the business plan and budget process, or intervention levels and response times can be adjusted with respect to budget constraints.

5.3.1 Maintenance Budget Trends

The trend in maintenance budgets for all buildings asset trade disciplines over the past 4 years is shown in Table 5.3.1.

Table 5.3.1: Maintenance Budget Trends

Year	General	Electrical	Plumbing	HVAC	Fire	Lift	Total
2020/21	$545,652	$160,492	$129,463	$68,475	$82,124	$17,077	$1,003,283
2021/22	$796,774	$121,120	$206,418	$95,110	$135,591	$18,081	$1,373,094
2022/23	$891,917	$79,633	$145,698	$195,050	$84,369	$5,108	$1,401,775
2023/24	$851,589	$123,027	$185,365	$159,300	$87,479	$6,580	$1,413,340

5.3.2 Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class, category and sub category used for asset planning and financial reporting and service level hierarchy used for service planning and delivery. The hierarchy for the Buildings asset class is shown in Table 5.3.2.

Table 5.3.2: Asset Category Hierarchy

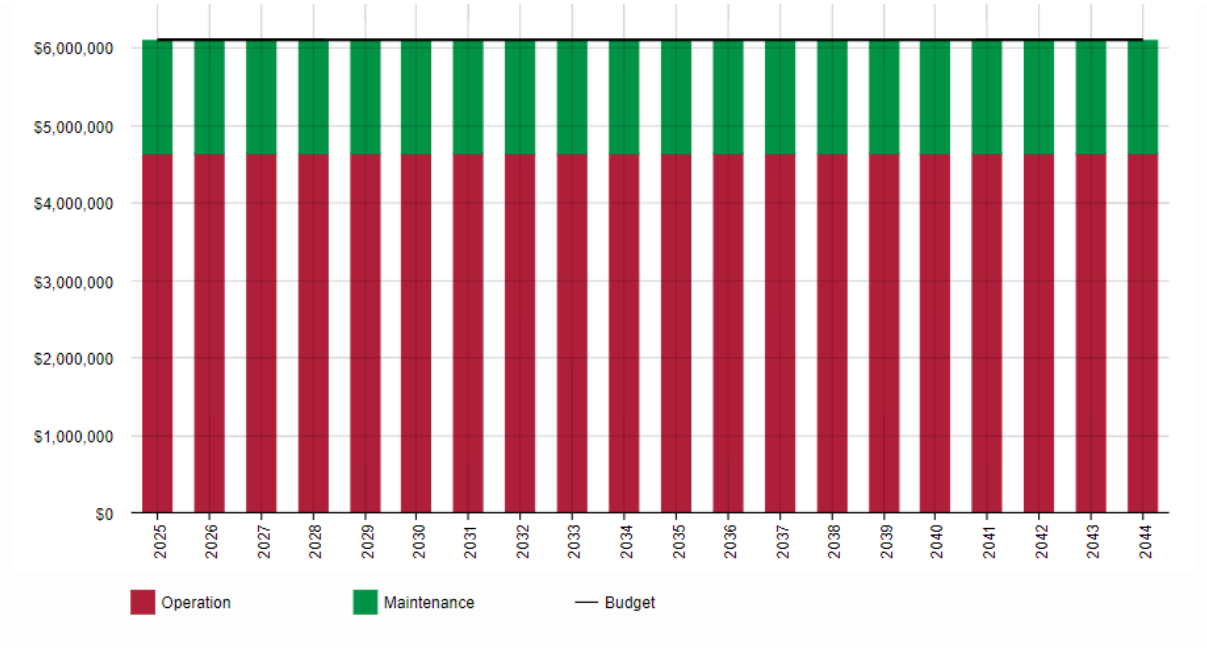
Asset Class	Asset Category	Asset Sub-Category
Buildings	Corporate	Town Hall Complex
		Colonel Light Centre
		London Road Depot
		Park 10 Nursery
		Garden Sheds & Horticulture Hubs
	Community	Libraries & Community Halls
		Park Lands Sports Clubs & Grandstands
		Adelaide Aquatic Centre
		Park Lands Businesses
	Commercial	North Adelaide Golf Links
		U-Park Buildings
		Central Market Precinct
		Commercial Buildings
		Investment Properties
	Facilities	Public Conveniences
	Leased*	Leased Building

5.3.3 Summary of future operations and maintenance costs

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

The forecast operations and maintenance costs relative to the proposed operations and maintenance budgets are shown in Figure 5.3.3 Future revisions of the Asset Management Plan review these forecast requirements based on updated operations and maintenance standards and acquired assets. All values are shown in current day dollars.

Figure 5.3.3: Operations and Maintenance Summary



5.4 Renewal Plan

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

Asset renewal is typically undertaken to:

- Ensure ongoing reliability of existing infrastructure to deliver the service it was constructed to facilitate
- Ensure infrastructure is of sufficient quality to meet the service requirements
- Optimise whole-of-life costs, when maintenance activities are no longer economical

This Asset Management Plan's renewal strategy aims to minimise the number of assets that deteriorate into a poor condition and prohibit assets reaching a very poor condition. Assets can generally be cost effectively maintained and provide appropriate levels of service up to a fair condition, however assets in poor and very poor condition have higher risk profiles and maintenance treatments are generally not economical. This strategy ensures we can continue to provide services in line with the community's expectations, appropriately manage risk and optimise whole-of-life costs.

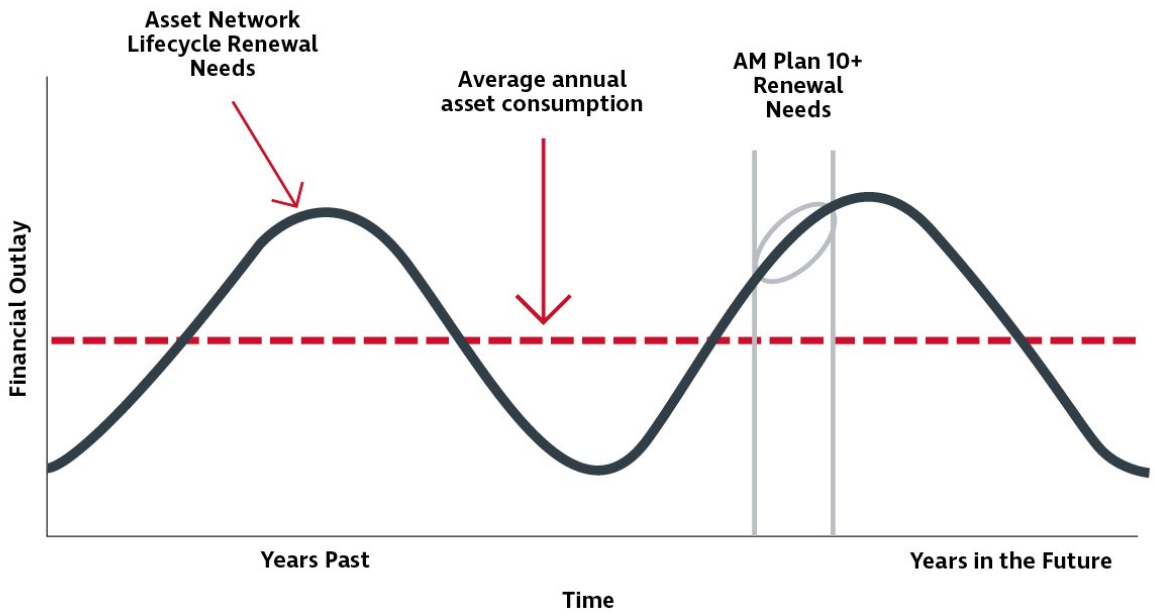
It is important to note that our heritage assets do have a different lifecycle management approach, where more frequent cyclic rehabilitation and conservation works are undertaken to ensure assets are maintained in accordance with conservation management plans.

Asset renewal planning is undertaken with a holistic and integrated approach, to ensure consideration is given to asset functionality, adjacent assets and Council's higher-level strategic objectives (e.g. new and upgrade requirements). This allows capital works programming to be optimised through the development of logical works packages, that provide value to the community and minimise disruption.

Within this Asset Management Plan, asset renewal requirements have been forecast for years 1-5 utilising replacement cost and remaining useful life estimates identified through a combination of condition audits, maintenance inspections and engineering recommendations. For years 6-20, the Plan recognises the replacement of full building structures at their forecast end of life, as well as provides an ongoing funding provision aligned with the average annual asset consumption, to fund anticipated minor component renewals and rehabilitation treatments. Recognising building assets at a more granular level, has been identified within this Asset Management Plan's improvement plan to enable more comprehensive condition auditing and more accurate predictive deterioration modelling, to improve renewal forecasting and overall asset management practices.

It is important to understand that infrastructure networks are comprised of assets with varying age profiles and different useful lives and replacement costs. This results in having to replace more assets in some periods when compared with others and means that it's very unlikely that asset renewal needs will be consistent over time. Figure 5.4 highlights a typical scenario of varying asset renewal expenditure requirements over the asset lifecycle.

Figure 5.4: Asset Network Lifecycle Renewal Needs



To account for fluctuations in asset lifecycle renewal needs and enable efficient resourcing planning, often there will be a need to smooth out expenditure requirements over multiple years through a combination of deferring renewal (where appropriate) and bringing scheduled works forward.

At times, this may result in a small number of assets exceeding prescribed renewal intervention criteria, requiring projects to be prioritised with respect to available budget. It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a higher consequence of failure
- Have higher usage and the subsequent impact on users would be more significant
- Have higher than expected operational and maintenance costs

Prioritisation criteria used to inform the renewal forecasts within this Asset Management Plan include:

- Compliance with current legislative requirements
- Asset condition
- Asset hierarchy and criticality
- Cost effectiveness of maintenance investment
- Alignment with Strategic Plan objectives and corporate strategies
- Financial capacity and sustainable financial management principles
- Council decisions
- Asset functionality deficiencies
- Community interest

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.4. Asset useful lives were last reviewed in 2023.

Table 5.4: Useful Lives of Assets

Asset Component	Useful life *
Electrical Services	30 years
Fire Services	30 years
Fitout and Fittings	20-80 years
Hydraulic Service	25 years
Mechanical Service	35 years
Roof Structure	40 years
Structure	80-250 years
Vertical Transport Services	30 years

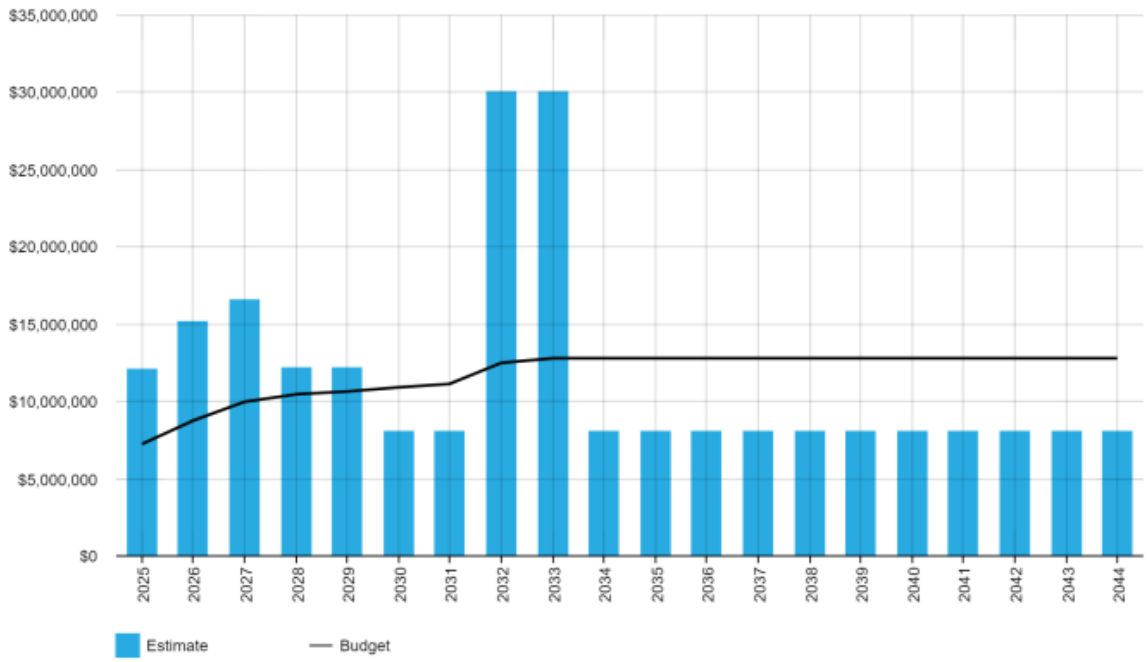
* A range in useful life represents varying management strategies across heritage and standard building components. Heritage assets are typically conserved (rather than replaced) through refurbishment and rehabilitation works delivered in accordance with conservation management plans. Therefore, they are recognised to have a longer useful life than standard building components.

5.4.1 Summary of Future Renewal Costs

The recommended asset renewal strategy aims to reduce the number of assets that deteriorate into condition 4 (target less than 5%) and prohibit assets reaching condition 5 (target 0%). To enable this, increased renewal funding of $12.1 million, $15.2million, $16.6 million, $12.2 million, and $12.1 million is required over the first five years to address the initial renewal backlog and forecast renewal requirements. $60 million is forecast across years 8 and 9, accounting for the Rundle Street U-Park reaching the end of its useful life. For preliminary planning purposes, renewal forecasts have assumed the full replacement of the Rundle Street U-Park, however a strategic review will be undertaken in the coming years with an accompanying Council Report, to determine whether Council retain the asset, redevelop the asset or dispose/sell the asset. Renewal forecasts reduce to $9.05 million from years 6 to 8 as well as years 10 to 20 to address the forecast medium to long term renewal requirements.

The projected 20-year renewal forecast compared against the current Long-Term Financial Plan budget allocation for the building portfolio is shown in Figure 5.4.1. below (note: all figure values are shown in current day dollars). When comparing the forecast renewal costs against the existing budget allocation (black line), it is evident that there is a funding shortfall in the first five years, as well as years 8 and 9 (Rundle U-Park replacement, not previously accounted for in LTFP). Not funding the shortfall will result in the health of the building portfolio steadily deteriorating over time, resulting in increased whole-of-life costs and risks of asset failure that cannot be rectified through maintenance resources. It is important to note that the renewal forecast does recognise surplus funding for specific years (5 to 7 and 10 to 20), when considered with respect to the Long-Term Financial.

Figure 5.4.1: Forecast Renewal Costs



5.5 Acquisition of Assets (New & Upgrade)

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the City of Adelaide.

Opportunities for acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, initiatives identified within strategic plans and corporate strategies as well as partnerships with third parties (e.g. State Government and Developers).

Potential new and upgrade works should be reviewed to verify that they are essential to City of Adelaide's needs and include analysis to understand ongoing operations, maintenance and renewal requirements to ensure that the services are sustainable over the longer term.

While this Asset Management Plan does not identify financial forecasts associated with new and upgrade projects, it does ensure required renewal scheduling is aligned (where practical) with key new and upgrade initiatives linked to our Strategic Plan through Integrated Delivery Planning.

Prioritisation and scheduling of new and upgrade works is currently undertaken on an annual basis through the business plan and budget process, where key prioritisation criteria include:

- Alignment with Strategic Plan objectives and corporate strategies
- Financial capacity and sustainable financial management principles
- Council decisions
- Asset functionality deficiencies
- Asset condition
- Compliance with current legislative requirements
- Community interest

The Resource Plan will provide a 4-year view of new and upgrade projects, resources, and budgets required to deliver our Strategic Plan objectives. It will inform the Long-Term Financial Plan and act as the key link between the Strategic Plan and Annual Business Plan & Budget.

Transformational new and upgrade projects will reference the Adelaide Design Manual that have allocated funding within the Resource Plan and Long-Term Financial Plan.

5.6 Disposal of Assets

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Disposal can be considered when an asset has been identified as underperforming, underutilised, or obsolete and does not provide value to the community.

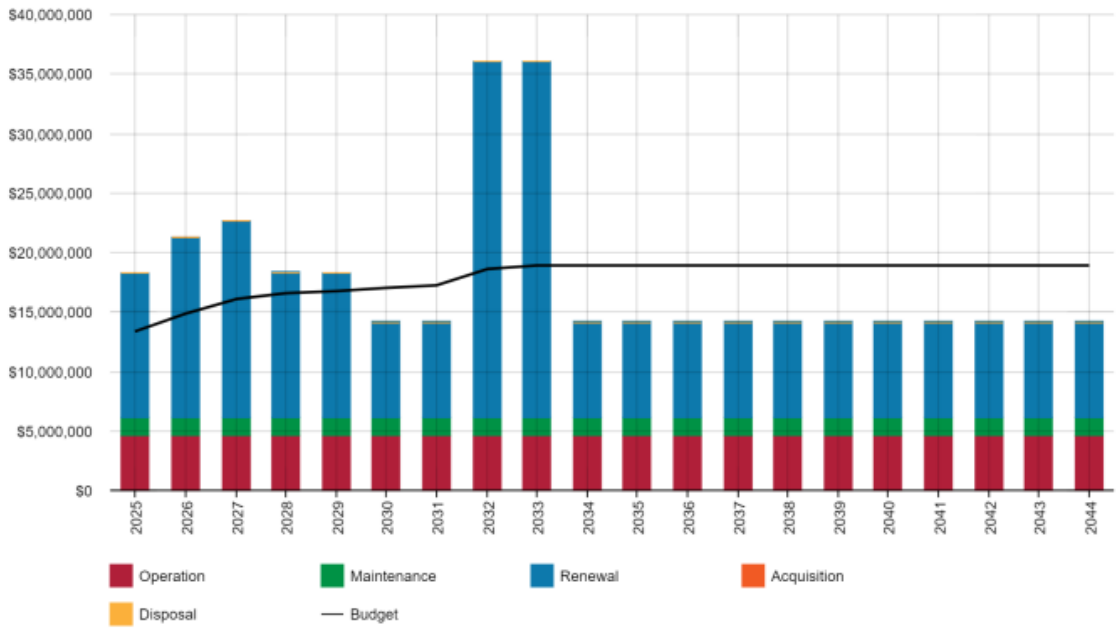
This Asset Management Plan does not identify financial forecasts associated with asset disposal, however where recommended, significant assets will be identified for decommissioning and disposal through Council Reports. To enable informed decision making, reports will include any anticipated impacts to service provision as well as financial impacts including disposal costs, revenue gained and estimated reductions in annual operations and maintenance expenditure that will be included into the Business Plan and Budget and Long-Term Financial Plan.

5.7 Summary of Asset Forecast Costs

The total financial projections from this Asset Management Plan are shown in Figure 5.7 below. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the budget as endorsed in the current LTFP.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The budget as endorsed in the current LTFP line indicates the estimate of available funding. The gap between the forecast work and the budget as endorsed in the current LTFP is discussed in detail within sections 5.3 and 5.4.

Figure 5.7: Lifecycle Summary



6.0 RISK MANAGEMENT PLANNING

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

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'[4].

An assessment of risks[5] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event `occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

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

Table 6.1 Critical Assets

Critical Asset/ Component	Failure Mode	Impact
Corporate Buildings	Failure of critical building components	Significant impact to Council operations and service provision
Commercial Buildings	Failure of critical building components	Loss of commercial revenue, resulting in significant risks to councils' financial sustainability
Structure	Structural deterioration or failure	Restricted access resulting in significant disruption or fatality as a result of collapse.
Fire Services	Non-conformance with National Construction Code and/or Ministers Specifications	Public safety risks associated with building not safe for occupation. Certificate of occupancy revoked by Building Fire Safety Committee.
Electrical Equipment	Failure of critical subcomponents and equipment	Public safety risks associated with loss of power resulting in building not being fit for occupation as essential safety provisions are compromised.
Vertical Transport	Failure of critical subcomponents and equipment	Failure results in significant building disruption and prohibits building accessibility for people of all ages and abilities.
Mechanical	Failure of critical subcomponents and equipment	Failure of critical mechanical components in complex structures (e.g. ventilation) will render the building unoccupiable.

[4] ISO 31000:2009, p 2

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

6.2 Risk Assessment

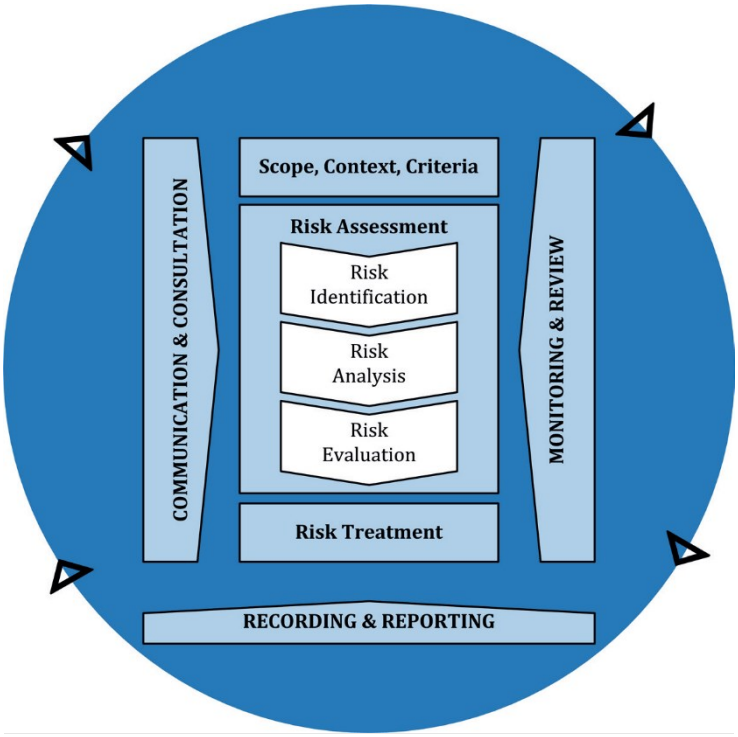
The risk management process used is shown in Figure 6.2 below.

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

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

Fig 6.2 Risk Management Process – Abridged

(Source: ISO 31000:2018, Figure 1, p9)



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

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

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

Table 6.2: Risks and Treatment Plans

Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk	Treatment Cost
All Buildings Assets	Renewal, maintenance and operational budgets are not adopted as recommended in Asset Management Plan, resulting in increased asset risk, reduced levels of service and increased whole of life costs	High	Reduce levels of service, to better align asset management activities with financial constraints. This will result in renewal and maintenance activities being prioritised, with respect to available budgets.	Medium	Within existing resources / budgets
	Increasing demands placed on the building portfolio with growing numbers of users, resulting in increased level of service expectations.	High	Delivery of prioritised upgrade/new projects identified within corporate strategies and action plans to enhance the building portfolio and accommodate city growth through upgrading existing assets and creating new assets to align service provision with the evolving needs of the community.	Medium	Upgrade/new projects are considered as part of the Annual Business Plan & Budget
	CoA do not have the financial capacity to undertake all recommended upgrades in conjunction with asset renewal projects to address functionality deficiencies and strategic objectives.	High	Upgrade opportunities associated with significant renewal projects are discussed with Council on an annual basis through the Business Plan and Budget Process. Prior to allocating resources to detailed design and construction activities, concept design options are developed with cost estimates and presented to CoA's Senior Leadership Team, to confirm project priority in conjunction with the recommended scope and timing of works.	Medium	Upgrade/new projects are considered as part of the Annual Business Plan & Budget
	Compromised decision making caused by insufficient asset information	High	Continue to regularly collect and update asset condition and financial information in our asset management system, to inform sound decision making.	Medium	Within existing resources / budgets
	Accelerated asset deterioration and technical obsolescence, resulting in assets requiring renewal earlier than scheduled within Asset Management Plan.	High	Undertake regular condition audits and routine maintenance inspections to understand asset deterioration trends. Review emerging renewal priorities on a regular basis and update the 4-year renewal plan through the business plan and budget process on an annual basis as required.	Medium	Within existing resources / budgets
	Increasing operational and maintenance requirements and costs	High	Undertake routine maintenance inspections and maintenance planning to proactively identify financial risks associated with maintenance requirements to provide the agreed level of service. Review and update maintenance standards, intervention levels and response times following adoption of Asset Management Plan. Utilise established processes through the annual business plan and budget to submit a business case to re-forecast additional operational and maintenance costs.	Medium	Within existing resources / budgets
	Gifted assets or major works undertaken by third-parties are not constructed in accordance with CoA standards and specifications, resulting in inheriting assets that are not fit-for-purpose and/or have significant and unreasonable ongoing operating and maintenance requirements.	High	Infrastructure agreements are established with third-parties to ensure proposed works are designed and constructed in accordance with CoA standards and requirements. Defects and omission inspections are undertaken following the completion of works to ensure compliance with CoA standards and/or infrastructure agreement.	Medium	Within existing resources / budgets

Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk	Treatment Cost
Leased Assets	Buildings that are leased to commercial businesses or community groups are not maintained, resulting in premature asset failure and unplanned rectification costs.	High	Lease agreements are established with third parties, with regular inspections to ensure buildings are appropriately maintained.	Medium	Within existing resources / budgets
Corporate Buildings	Failure of critical building component (listed below) resulting in a significant impact to council services and operations	Very High	Corporate buildings are monitored on a regular basis through regular condition audits, proactive maintenance inspections, legislative maintenance programs and preventative maintenance programs.	Medium	Within existing resources / budgets
Commercial Buildings	Failure of critical building component (listed below), resulting in loss of commercial revenue and significant risks to councils' financial sustainability	Very High	Commercial buildings are monitored on a regular basis through regular condition audits, proactive maintenance inspections, legislative maintenance programs and preventative maintenance programs.	Medium	Within existing resources / budgets
Building Structure	Structural failure of building assets as a result of lifecycle deterioration, resulting in catastrophic events, including death.	Very High	The condition of all building assets is monitored on a regular basis through condition inspections which are undertaken every 4 years, with more regular inspections undertaken for specific assets. Significant renewal and rehabilitation requirements identified are incorporated into renewal forecasting of asset management plans and essential maintenance requirements that are identified through inspections are considered through the Annual Business Plan and Budget process.	Medium	Inspections are funded within existing resources / budgets. Additional maintenance budget requirements are considered where required annually
Fire Services	Non-conformance with National Construction Code and Ministers Specifications, resulting in certificate of occupancy being revoked by Building Fire Safety Committee.	Very High	Proactive maintenance inspections are undertaken for all fire service equipment, to ensure assets are maintained in accordance with legislative requirements, with Form 3's submitted annually.	Medium	Within existing resources / budgets
Electrical Equipment	Failure of critical subcomponents and equipment, where a loss of power may result in a building becoming unoccupiable as essential safety provisions are compromised.	Very High	Proactive maintenance inspections are undertaken on electrical equipment, to inform both legislative and preventative maintenance programs to ensure equipment remains operative.	Medium	Within existing resources / budgets
Vertical Transport	Failure of critical subcomponents and equipment, resulting in significant building disruption and prohibiting building accessibility for people of all ages and abilities.	Very High	Proactive maintenance inspections and servicing is undertaken on all vertical transport assets, to ensure assets are maintained in accordance with Safe Work SA regulations and reman operative.	Medium	Within existing resources / budgets
Mechanical	Failure of critical mechanical components in complex structures (e.g. ventilation) will render the building unoccupiable.	Very High	Proactive maintenance inspections and servicing is undertaken on all mechanical building components, to ensure equipment remains operative.	Medium	Within existing resources / budgets

6.3 Infrastructure Resilience Approach

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

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

Ensuring we remain resilient to the impacts of projected future climate will require ongoing investigation, monitoring and adaption within future revisions of this Asset Management Plan. This has been recognised as a key action within the Improvement Plan (Chapter 8).

Table 6.3: Resilience Assessment

Threat / Hazard	Assessment Method	Current Resilience Approach
Increasing temperatures and more frequent, long-running and intense heatwaves	Data SA Climate Projections for South Australia Climate change modelling scenarios based on weather station data	Implementation key actions from the Climate Change Risk Adaptation Action Plan, which include: • Continuing to work with industry to identify new/superior products (or new applications) for application in CoA • Investigate methods to decrease heat load and improve thermal efficiency and ventilation in buildings
Less rain overall but more intense storms and flooding	Data SA Climate Projections for South Australia Climate change modelling scenarios based on weather station data	Implementation key actions from the Climate Change Risk Adaptation Action Plan, which include: • Development of flexible spatial flood modelling layers in GIS

6.4 Service and Risk Trade-Offs

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

6.4.1 What we cannot do

Based on our current Long-Term Financial Plan budgets, there are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years.

Maintenance & Operations

While all proactive maintenance inspections and legislative maintenance works are fully accommodated within existing funding, not all preventative and general maintenance works can be accommodated within existing budget allocations to meet user and community expectations. Currently, general maintenance activities are evaluated and prioritised with respect to available budgets. While make-safe treatments are always undertaken as soon practical (generally within 24 hours), we are currently unable to undertake all works within the timeframes aligned with user and community expectations.

Following the completion of this Asset Management Plan, we will be updating maintenance standards to formalise maintenance intervention levels and response times, with the objective of establishing an acceptable balance between cost, risk, and customer expectations. This activity has been recognised as an action within the Improvement Plan of this Asset Management Plan (Chapter 8), where the associated financial impacts will need to be further considered in future revisions of this Asset Management Plan and the Long-Term Financial Plan.

Renewal

There is an estimated $4.76 million renewal funding shortfall on average per year over the next 10 years, to continue to provide services in line with community expectations and reduce whole-of-life costs.

Acquisition (New & Upgrade)

It will not be possible to deliver all new and upgrade initiatives identified within corporate strategies and action plans within the 10-year planning period. New and upgrade initiatives will be prioritised and assessed against key criteria (see section 5.5) and considered with respect to available budgets. This process will be undertaken in consultation with the community through the annual business plan and budget process and the development of the Resource Plan.

6.4.2 Service trade-off

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

- Reduced levels of service for the building portfolio (maintenance and renewal backlog)
- Reduced customer satisfaction levels associated with the management of our existing assets.
- Intergenerational inequity (burdening future generations)

6.4.3 Risk trade-off

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

- Increased public safety risks associated with assets deteriorating beyond recommended intervention levels.
- Increased reputational risks associated with service provisions not aligning with community expectations.
- Increased financial risks associated with surplus maintenance requirements that cannot be accommodated within existing budgets.
- Increased financial risks associated with higher renewal and/or rehabilitation treatments as asset renewals are not funded at the optimal point in time.
- Increased financial risk associated with loss of commercial revenue, resulting in significant impacts to Council's financial sustainability.
- Legal risks associated with not being able to manage assets in accordance with leasing agreements and not achieving legislative compliance.
- Intergenerational inequity (burdening future generations)

7.0 FINANCIAL SUMMARY

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

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

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

- Asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years)
- Medium term forecast costs/current budget (over 10 years of the planning period)

Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio[6] is 69%. This is an important indicator and illustrates that over the next 10 years we expect to have 69% of the funds required for the optimal renewal of assets. The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix C.

Contributing factors for the gap between the forecast renewal costs and current budgets include:

- Not achieving our Asset Renewal Funding Ratio targets over the past 4 financial years as a result of covid-19 resourcing impacts and project delays associated with post-pandemic market saturation.
- Undertaking a comprehensive review of the current condition of our assets and re-forecasting asset renewal requirements to maintain service levels within this Asset Management Plan.
- Ensuring we accurately recognise asset replacement costs, utilising current unit rates that take into consideration increasing costs associated with inflation and industry escalations (We have experienced significant increases in project unit rates, noting that the Local Government Association (LGA) have indicated that costs and materials have increased up to 25% post pandemic).

Medium Term – 10 Year Financial Planning Period

This Asset Management Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner. This forecast work can be compared to the current budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs for the buildings portfolio over the 10 year planning period is approximately $21.35 million on average per year.

The current (budgeted) operations, maintenance and renewal funding is approximately $16.6 million on average per year giving a 10 year funding shortfall of approximately $4.76 million on average per year.

This indicates that 78% of the forecast costs needed to provide the services documented in this Asset Management Plan are accommodated in the current budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 100% for the first years of the Asset Management Plan and ideally over the 10 year life of the Long-Term Financial Plan.

[6] AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

7.1.2 Forecast Costs (outlays) for the Long-Term Financial Plan

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the Long-Term Financial Plan. A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the Asset Management Plan or revising the Long-Term Financial Plan.

The forecast costs (outlays) required for consideration in the 10 year Long-Term Financial Plan are shown below in Table 7.1.2, where forecast costs are shown in 2024/25 dollar values.

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

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2024/25	$0	$4,649,539	$1,462,640	$12,114,000	$0
2025/26	$0	$4,649,539	$1,462,640	$15,200,000	$0
2026/27	$0	$4,649,539	$1,462,640	$16,585,000	$0
2027/28	$0	$4,649,539	$1,462,640	$12,200,000	$0
2028/29	$0	$4,649,539	$1,462,640	$12,160,000	$0
2029/30	$0	$4,649,539	$1,462,640	$8,050,000	$0
2030/31	$0	$4,649,539	$1,462,640	$8,050,000	$0
2031/32	$0	$4,649,539	$1,462,640	$30,000,000	$0
2032/33	$0	$4,649,539	$1,462,640	$30,000,000	$0
2033/34	$0	$4,649,539	$1,462,640	$8,050,000	$0

For the next revision of this Asset Management Plan, it is recommended to include the acquisition costs (upgrade/new) that are specified within the Resource Plan and accommodated within the Long-Term Financial Plan. This has been recognised as an action within the Improvement Plan (Chapter 8). Costs associated with asset disposal, will continue to be identified through Council Reports and accommodated within the annual Business Plan and Budget and Long-Term Financial Plan as required.

7.2 Funding Strategy

The proposed funding for assets is outlined in the City of Adelaide Annual Business Plan and Budget and Long-Term Financial Plan.

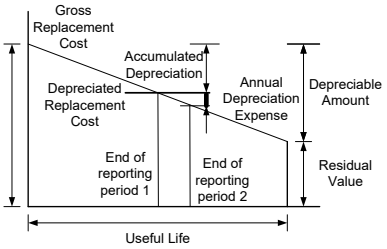
The financial strategy of the entity determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset Valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. The assets are valued at fair value cost to replace service capacity in accordance with Australian Accounting Standards.

Gross Replacement Cost	$509.4 million
Depreciable Amount	$509.4 million
Depreciated Replacement Cost[7]	$230.8 million
Depreciation	$9.38 million



7.3.2 Valuation Forecast

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

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

Increases to asset valuation are formally recognised through asset revaluations in conjunction with updates to Asset Management Plans, which are both typically undertaken every 4 years.

[7] Also reported as Written Down Value, Carrying or Net Book Value.

7.4 Key Assumptions Made in Financial Forecasts

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

Key assumptions made in this Asset Management Plan are:

- All current assets will remain within the organisation's ownership throughout the planning period
- Renewal forecasts associated with Rundle U-Park assume the full replacement of the existing structure. However a strategic review will be undertaken in the coming years with an accompanying Council Report, to determine whether Council retain the asset, redevelop the asset or dispose/sell the asset. Outcomes will be revised into this Asset Management Plan and Long-Term Financial Plan in the future as soon as practical
- Renewal forecasts are based on costs associated with like for like or modern equivalent replacement and are based off current design standards and any legislated requirements. They do not account for additional costs to upgrade assets or install new ancillary assets
- Asset renewal forecasts have been determined for years 1-5 utilising replacement cost and remaining useful life estimates identified through a combination of condition audits, maintenance inspections and engineering recommendations. For years 6-20, the Plan recognises the replacement of full building structures at their forecast end of life, as well as provides an ongoing funding provision aligned with the average annual asset consumption, to fund anticipated ongoing minor component renewals and rehabilitation treatments.
- Renewal forecasts have been escalated into FY24/25 dollars (based on historic and forecast inflation) and have been derived using asset valuation data for the full replacement of building assets and Rawlinson estimates for partial renewal or rehabilitation works within years 1-5 of the Plan.
- Renewal forecasts account for external design requirements, where costs are allocated within each FY of the Asset Management Plan as a "Design Program" (approximately 5% of annual construction costs)
- Renewal forecasts consider asset condition, asset functionality, legislative requirements and integrated planning principles.
- Renewal forecasts do not account for internal staff resourcing. These resources are to be allocated through a capital resource overhead and accommodated into the Long-Term Financial Plan separately
- Asset useful lives align with current levels of service and are based on the judgment and experience of internal staff
- Asset remaining useful life estimates have been determined based off asset condition data, engineering recommendations, renewal intervention levels aligned with current levels of service and judgement and experience of internal staff
- Asset useful life and remaining useful life estimates assume existing maintenance resourcing levels are continued
- Acquisition (upgrade/new) costs are not recognised within this Asset Management Plan. These costs will be recognised in the Resource Plan and incorporated into Long-Term Financial Plan separately
- Operations and maintenance forecasts are prioritised and delivered with respect to existing budget (standards to be reviewed and associated cost impacts to be incorporated into a future revision of this Asset Management Plan)
- Operations and maintenance forecasts do not currently account for the future acquisition of new assets through upgrade/new projects or gifted assets (to be considered through the annual business plan and budget and incorporated into future revisions of this Asset Management Plan)
- The Long-Term Financial Plan will appropriately escalate financial outlays communicated within this Asset Management Plan

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this Asset Management Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale[8] in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level for the reliability of data used in this Asset Management Plan is considered to be of a medium confidence level. Further, more granular assessment is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in Asset Management Plan

Data	Confidence Assessment	Comment
Demand drivers	High	Based off corporate planning documents and strategies
Growth projections	High	Based off State government projections and industry research and analysis
Acquisition forecast	Low	Not accommodated within this Asset Management Plan
Operation forecast	High	Based off known requirements and known costs for condition audits, utility costs and cleaning contracts

[8] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

Maintenance forecast	Medium	Proactive maintenance inspections, legislative maintenance activities and some preventative maintenance activities are accurately forecasts in line with contracted works. However general maintenance programs and some preventative maintenance activities are only forecast as budget allocations that are prioritised annually.
Asset values	Medium	Asset revaluation was last undertaken in 2020/21. Renewal forecast represent anticipated costs to deliver works in 2024/25 dollars
Asset useful lives	Medium	In line with industry standards with regular review
Condition modelling	Medium	Buildings condition audit was undertaken in 2021 and has been validated by internal staff to be of reliable quality. Further works are recognised in the improvement plan to define assets at amore granular level to improve condition auditing and deterioration modelling.
Disposal forecast	Low	Not accommodated within this Asset Management Plan

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices[9]

8.1.1 Accounting and financial data sources

This Asset Management Plan utilises accounting and financial data. The source of the data is from the accounting module of CoA's Asset Management System (Assetic).

8.1.2 Asset management data sources

This Asset Management Plan also utilises asset management data. The source of the data is from CoA's Asset Management System (Assetic).

8.2 Improvement Plan

It is important that an entity recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Finalise a 4-year Resource Plan to identify key upgrade/new projects to deliver Council's Strategic Plan objectives. Once key projects are recognised within the Long Term Financial Plan, Asset Management Plans will be updated to ensure associated acquisition costs (upgrade/new) and ongoing operational and maintenance costs are appropriately recognised, in conjunction with any scheduling adjustments required for asset renewal programs.	Strategy, Insights & Performance, with organisational support; Infrastructure Planning	Within existing resource allocations	2024-25
2	As part of the Strategic Property Review, determine whether the Rundle Street U-Park is retained, or alternatively redeveloped or disposed/sold. Revise asset renewal forecasts within the Asset Management Plan, as soon as practical.	Strategic Property, Infrastructure Planning, Financial Planning & Reporting	Within existing resource allocations	2024-25
3	Finalise the Park Lands Community Building Policy and identify priority Sporting Club upgrade projects for inclusion into the Resource Plan. Review any significant impacts to existing asset renewal programs.	Community Lifestyle, Infrastructure Planning	Within existing resource allocations	2024-25
4	Finalise the Public Toilet Strategy and identify key priority projects for inclusions into the Resource Plan. Review any key impacts to existing asset renewal programs.	Park Lands Planning, Infrastructure Planning	Within existing resource allocations	2024-25
5	Continue to work in partnership with both the State and Federal Governments to pursue external funding opportunities for both renewal and significant upgrade/new projects.	City Services and City Shaping Executive	Within existing resource allocations	Ongoing

6	Review and update operations and maintenance standards, to establish intervention levels and response times for general and preventative maintenance programs, finding an acceptable balance between cost, risk, and customer expectations. Include changes into future revisions of this Asset Management Plan and Long-Term Financial Plan.	Infrastructure Planning; City Operations	Within existing resource allocations	2024-25 2025-26
7	Continue to undertake regular condition audits and revaluation for all our building assets within the nominated 4-year cycles, including regular review of asset useful lives.	Infrastructure Planning	Within existing resource allocations	Ongoing
8	Continue to review our technical standards and their application with respect to climate resilience, circular economy, recycled materials, durability and performance, whole-of-life cost, amenity, and heritage requirements.	Infrastructure Planning; Technical Services	Within existing resource allocations	Ongoing
9	Continue to monitor forecast climate change impacts to ensure we remain resilient through proactively implementing appropriate mitigation and adaptation controls.	Sustainability; Infrastructure Planning	Within existing resource allocations	Ongoing
10	Improve the capture of carbon emission data for technical standards to support lower carbon decision making	Low Carbon & Circular Economy; Infrastructure Planning; Technical Services	Led by existing resources, with external support identified through the Business Plan and Budget	Ongoing
11	Improve the capture of carbon emission data for project procurement to support lower carbon decision making	Low Carbon & Circular Economy; Procurement; Infrastructure Delivery	Led by existing resources, with external support identified through the Business Plan and Budget	Ongoing
12	Review of corporate performance measure targets for customer satisfaction, to assist with performance gap analysis	Strategy, Insights & Performance; Infrastructure Planning	Within existing resource allocations	2024-25
13	Review and update building asset hierarchies, asset classes/subclasses and naming conventions	Infrastructure Planning; Spatial Systems	Within existing resource allocations	2024-25
14	Review customer / building user service requests codes to better align with Level of Service reporting and operational and maintenance sub-activities	Infrastructure Planning; City Operations; Customer Centre	Within existing resource allocations	2024-25
15	Further develop processes to ensure asset data is updated following the completion of contracted maintenance work and emergency asset replacement	Infrastructure Planning; City Operations	Within existing resource allocations	2024-25
16	Review how assets are recognised within the Asset Management System and update the asset data schema and hierarchy to better reflect the complex nature of the assets. This will enable more granular data collection and enhanced outcomes for predictive scenario modelling	Infrastructure Planning, Spatial Systems	Within existing resource allocations	2024-25 2025-26

8.3 Monitoring and Review Procedures

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

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

The Asset Management Plan has a maximum life of 4 years and is due for complete revision and updating within two years of a general Council election, pursuant to section 122 of the Local Government Act 1999 (SA).

8.4 Performance Measures

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

- The degree to which the required forecast costs identified in this Asset Management Plan are incorporated into the Long-Term Financial Plan
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the Asset Management Plan
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans
- The Asset Renewal Funding Ratio achieving the Organisational target (90-110%)
- Achieving Technical Level of Service objectives
- Reviewing changes to customer service request numbers and customer satisfactory surveys
- Progressing with the implementation of Improvement Actions identified in Table 8.2
- Reviewing and update of the Plan at minimum every four years

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012, Practice Note 6 Long-Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6
- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8
- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- City of Adelaide 2020-2024 Strategic Plan, https://www.cityofadelaide.com.au/about-council/plans-reporting/strategic-planning/

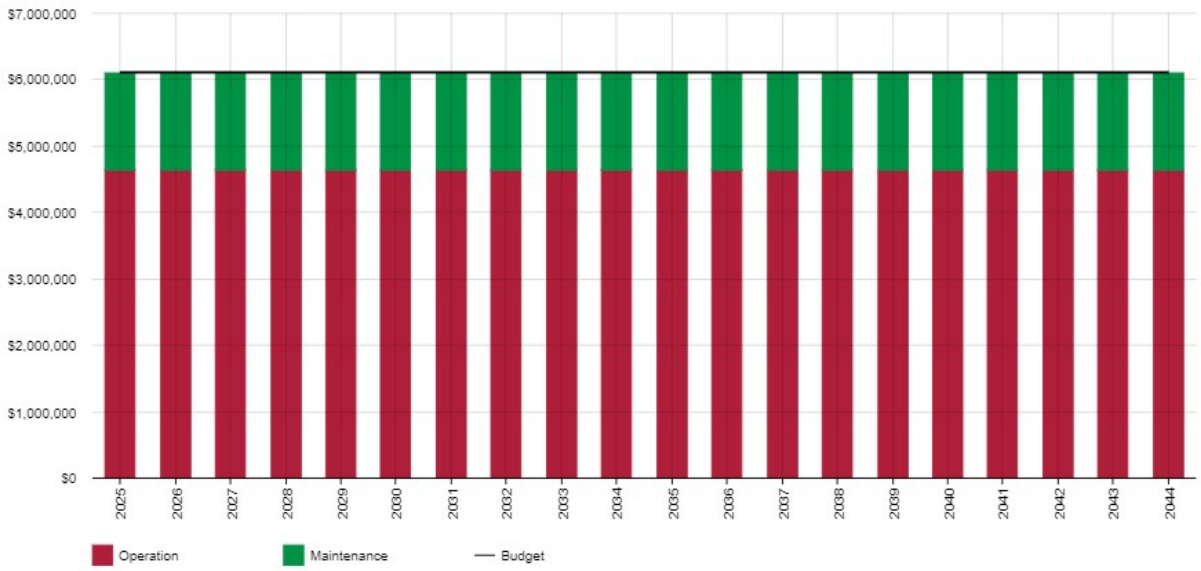
10. APPENDICES

Appendix A Operation Forecast

The forecast operational costs for the building portfolio are shown below. Future revisions of this Asset Management Plan will further review forecast requirements based on updated operations and maintenance standards. All values are shown in current day dollars.

Table A1 - Operation Forecast Summary

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2024-25	$4,649,539	$0	$4,649,539
2025-26	$4,649,539	$0	$4,649,539
2026-27	$4,649,539	$0	$4,649,539
2027-28	$4,649,539	$0	$4,649,539
2028-29	$4,649,539	$0	$4,649,539
2029-30	$4,649,539	$0	$4,649,539
2030-31	$4,649,539	$0	$4,649,539
2031-32	$4,649,539	$0	$4,649,539
2032-33	$4,649,539	$0	$4,649,539
2033-34	$4,649,539	$0	$4,649,539

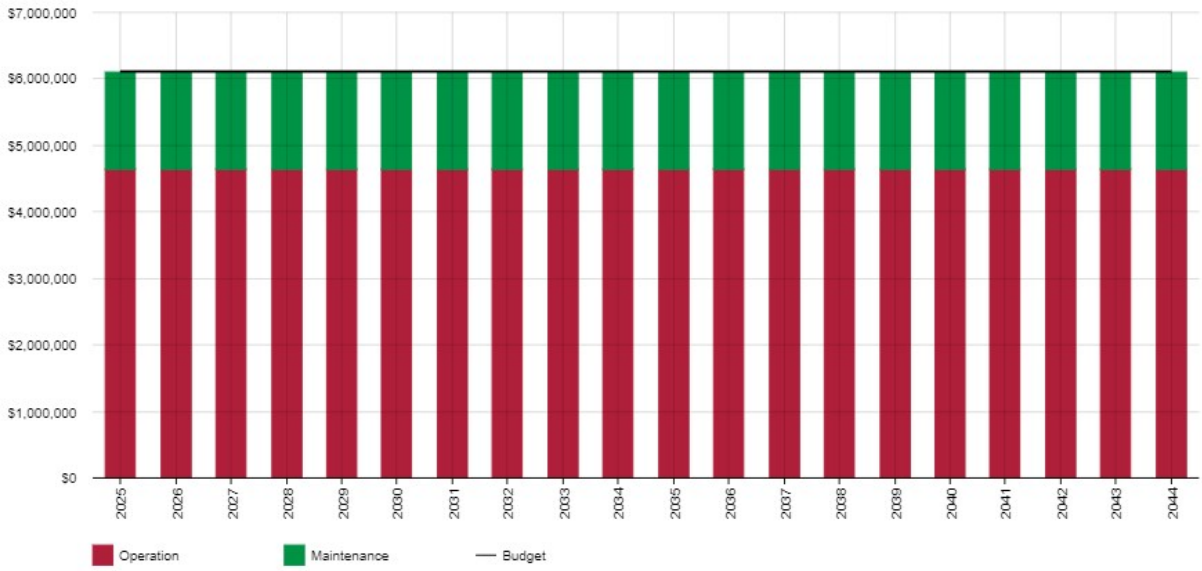


Appendix B Maintenance Forecast

The forecast maintenance costs for the buildings portfolio is shown below. Future revisions of this Asset Management Plan will further review forecast requirements based on updated operations and maintenance standards. All values are shown in current day dollars.

Table B1 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2024-25	$1,462,640	$0	$1,462,640
2025-26	$1,462,640	$0	$1,462,640
2026-27	$1,462,640	$0	$1,462,640
2027-28	$1,462,640	$0	$1,462,640
2028-29	$1,462,640	$0	$1,462,640
2029-30	$1,462,640	$0	$1,462,640
2030-31	$1,462,640	$0	$1,462,640
2031-32	$1,462,640	$0	$1,462,640
2032-33	$1,462,640	$0	$1,462,640
2033-34	$1,462,640	$0	$1,462,640



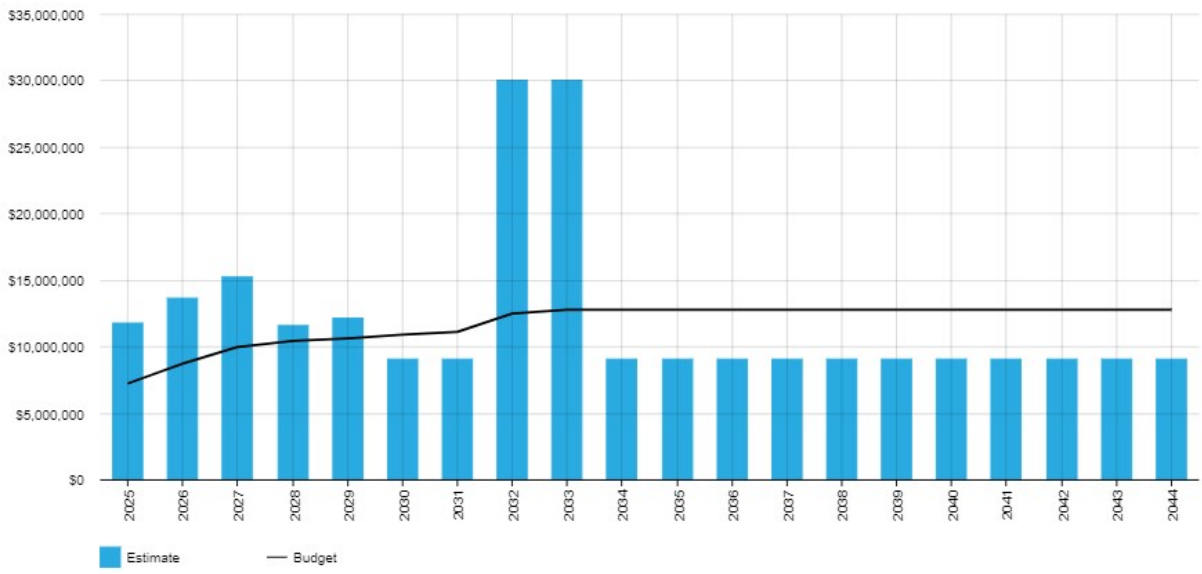
Appendix C Renewal Forecast Summary

The forecast renewal costs for the building portfolio, relative to current renewal budgets are shown below, in conjunction with the annual renewal budget shortfall and the cumulative budget shortfall over the 10-year planning period. All Forecast costs are shown in 2024-25 dollar values.

Table C1 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget	Annual Budget Shortfall	Cumulative Budget Shortfall
2024-25	$12,114,000	$7,248,000	-$4,866,000	-$4,866,000
2025-26	$15,200,000	$8,538,000	-$6,662,000	-$11,528,000
2026-27	$16,585,000	$9,737,000	-$6,848,000	-$18,376,000
2027-28	$12,200,000	$10,211,000	-$1,989,000	-$20,365,000
2028-29	$12,160,000	$10,349,000	-$1,811,000	-$22,176,000
2029-30	$8,050,000	$10,673,000	$2,623,000	-$19,553,000
2030-31	$8,050,000	$10,885,000	$2,835,000	-$16,718,000
2031-32	$30,000,000	$12,212,000	-$17,788,000	-$34,506,000
2032-33	$30,000,000	$12,500,000	-$17,500,000	-$52,006,000
2033-34	$8,050,000	$12,500,000	$4,450,000	-$47,556,000

Across the 10-year planning period, the forecast renewal costs are $152.4m, with a current budget allocation of $104.8m, resulting in a cumulative budget shortfall of -$47.6 m. This equates to an asset renewal funding ratio of 69%.



Appendix D Budget Summary by Lifecycle Activity

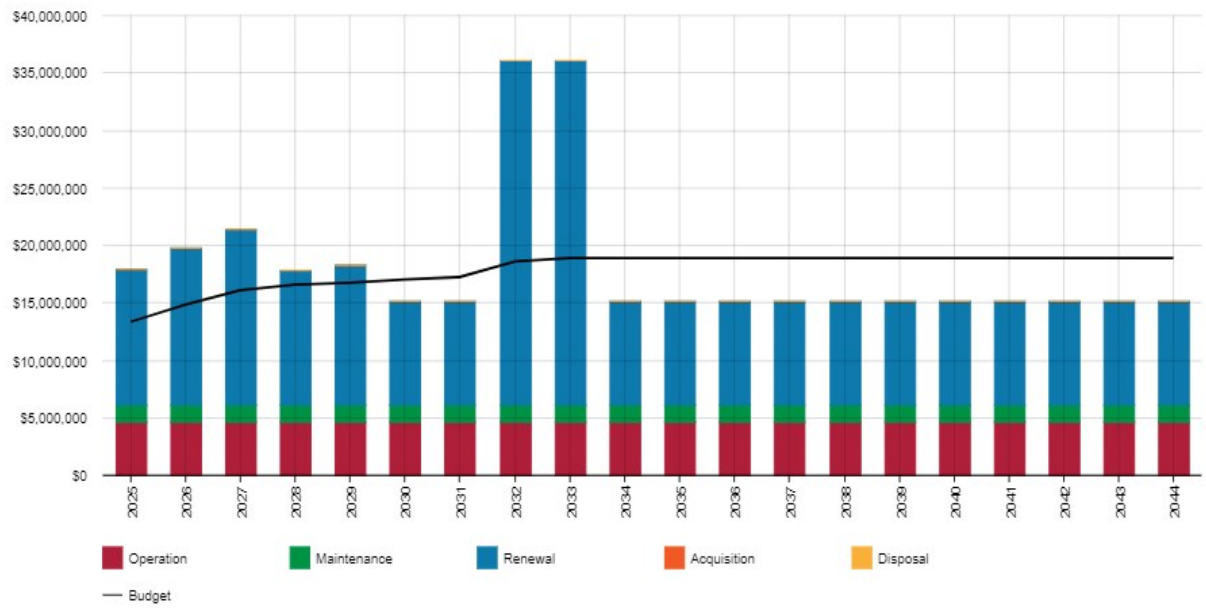
The forecast costs (outlays) required for consideration in the 10 year Long-Term Financial Plan are provided in shown below. These costs include renewal, maintenance, and operations of our existing assets. For the next revision of this Asset Management Plan, it is recommended to include the acquisition costs (upgrade/new) that are specified within the Resource Plan and are accommodated within the Long-Term Financial Plan. This has been recognised as an action within the Improvement Plan (Chapter 8). Costs associated with asset disposal, will continue to be identified through Council Reports and accommodated within the annual Business Plan and Budget and Long-Term Financial Plan as required. All forecast renewal costs are shown in 2024/25 dollar values and operations/maintenance costs are shown in 2023/24 dollar values.

Table D1 – Budget Summary by Lifecycle Activity

Year	Acquisition *	Operation	Maintenance	Renewal	Disposal
2024-25	$0	$4,649,539	$1,462,640	$12,114,000	$0
2025-26	$0	$4,649,539	$1,462,640	$15,200,000	$0
2026-27	$0	$4,649,539	$1,462,640	$16,585,000	$0
2027-28	$0	$4,649,539	$1,462,640	$12,200,000	$0
2028-29	$0	$4,649,539	$1,462,640	$12,160,000	$0
2029-30	$0	$4,649,539	$1,462,640	$8,050,000	$0
2030-31	$0	$4,649,539	$1,462,640	$8,050,000	$0
2031-32	$0	$4,649,539	$1,462,640	$30,000,000	$0
2032-33	$0	$4,649,539	$1,462,640	$30,000,000	$0
2033-34	$0	$4,649,539	$1,462,640	$8,050,000	$0

*Costs accounted for within the Resource Plan and incorporated into Long-Term Financial Plan separately (i.e. not through the Asset Management Plan)

Figure D1: Budget Summary by Lifecycle Activity



Appendix E Asset Condition State Overview & Renewal Intervention Levels

Table E1.1: Renewal Condition Intervention Levels

Asset Component	Useful life *
Electrical Services	30 years
Fire Services	30 years
Fitout and Fittings	20-80 years
Hydraulic Service	25 years
Mechanical Service	35 years
Roof Structure	40 years
Structure	80-250 years
Vertical Transport Services	30 years

* A range in useful life represents varying management strategies across heritage and standard building components. Heritage assets are typically conserved (rather than replaced) through refurbishment and rehabilitation works delivered in accordance with conservation management plans. Therefore, they are recognised to have a longer useful life than standard building components.

CITY OF
ADELAIDE