



Buildings Infrastructure Asset Management Plan 2012

Adopted
11 December 2012

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Thebarton Town Hall - Henley Beach Road, Thebarton

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With valuable assistance from:-

Joseph Ielasi
Bernadette Ward
Marco Pietrobon

Welcome to our Country

The City of West Torrens acknowledges the Kurna Aboriginal people and their descendants are still and will always be the first peoples of the land. The City of West Torrens commits to valuing and supporting the Kurna people's inherent relationship to the land.

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ABBREVIATIONS

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

GLOSSARY

Annual service cost (ASC)

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

Asset class

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

Asset condition assessment

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

Asset management

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

Assets

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

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

Average annual asset consumption (AAAC)*

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

Brownfield asset values**

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

Capital expansion expenditure

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

Capital expenditure

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

Capital funding

Funding to pay for capital expenditure.

Capital grants

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

Capital investment expenditure

See capital expenditure definition

Capital new expenditure

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

Capital renewal expenditure

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

Capital upgrade expenditure

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

expenditures, the total project cost needs to be allocated accordingly.

Carrying amount

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

Class of assets

See asset class definition

Component

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

Cost of an asset

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

Current replacement cost (CRC)

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

Current replacement cost "As New" (CRC)

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

Cyclic Maintenance**

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

Depreciable amount

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

Depreciated replacement cost (DRC)

The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated

on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset

Depreciation / amortisation

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

Economic life

See useful life definition.

Expenditure

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

Fair value

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

Greenfield asset values **

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

Heritage asset

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

Impairment Loss

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

Infrastructure assets

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

Investment property

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

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

Level of service

The defined service quality, for a particular service against which service performance may be measured.

Service levels usually relate to quality, quantity, reliability, responsiveness, environmental, acceptability and cost).

Life Cycle Cost **

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

Life Cycle Expenditure **

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

Loans / borrowings

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

Maintenance and renewal gap

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

Maintenance and renewal sustainability index

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

Maintenance expenditure

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

Materiality

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

Modern equivalent asset.

A structure similar to an existing structure and having the equivalent productive capacity, which could be built

using modern materials, techniques and design. Replacement cost is the basis used to estimate the cost of constructing a modern equivalent asset.

Non-revenue generating investments

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

Operating expenditure

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

Pavement management system

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

Planned Maintenance**

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

PMS Score

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

Rate of annual asset consumption*

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

Rate of annual asset renewal*

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

Rate of annual asset upgrade*

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

Reactive maintenance

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

Recoverable amount

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

Recurrent expenditure

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

Recurrent funding

Funding to pay for recurrent expenditure.

Rehabilitation

See capital renewal expenditure definition above.

Remaining life

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

Renewal

See capital renewal expenditure definition above.

Residual value

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

Revenue generating investments

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

Risk management

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

Section or segment

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

Service potential

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

Service potential remaining*

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

Strategic Management Plan (SA)**

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

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

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

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

Value in Use

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

Source: DVC 2006, Glossary

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

1. EXECUTIVE SUMMARY

The Council, as a responsible authority, needs to strive to provide services that are commensurate with the needs of the community and within the means of the community.

The Local Government (Financial Management and Rating) Amendment Act 2005 introduces accountability measures to strengthen provisions that require councils to give careful attention to strategic planning in consultation with their communities. They add new obligations to undertake long term infrastructure, asset management and financial planning and impose new requirements to conduct annual consultation with ratepayers regarding their budgets, rating strategies and business plans.

In meeting the above needs, the City of West Torrens has recognised the importance of asset management and subsequently has adopted on 7 November 2006 an Infrastructure Asset Management Policy. It also has committed to a process of real property management based on the principles of maximising community benefit, equity and accessibility. In order to ensure that the Council manages its building assets in a manner most appropriate for the community, the Council has committed to a property review process with the following objective:

“To identify, hold and develop real property assets that lead to the provision and maximisation of appropriate community benefit and service delivery and conversely identify real property assets that are surplus to Council’s requirements.”

This updated Building Infrastructure Asset Management Plan (IAMP) presents financial forecasts for two scenarios based on a detailed component level condition and compliance audit, undertaken by GHD Consultants in December 2005, of Councils 143 buildings/outbuildings. In total the buildings that have been considered in this Infrastructure Asset Management Plan have a total replacement value of **\$128,197,242** (July 2008).

Scenario one assumes the expenditure required by Council on maintaining all of its 143 buildings, while scenario two considers the development of four multi-purpose community facilities including the rationalisation of properties/buildings.

The condition and compliance audit of 2005 identified that over the next ten years that there is currently a backlog of maintenance works of approximately **\$1,315,925** and there is an urgent injection of approximately **\$2,831,994** required to fund compliance related works. Furthermore, In addition to this, Council should be undertaking approximately **\$10,604,008** of planned maintenance works and funding a renewal program of **\$21,227,428**. These costs totalling **\$35,979,355** over the next ten years are represented as Scenario 1 within this Plan and are based on 2012 dollar values.

The basis of costs associated with Scenario 2 have been derived from assumptions made by Council’s Executive Officers based on recommendations, made within “Asset Review, Council-Owned Properties Report, May 2006” that was considered by Council at a meeting held on 20th March 2007. The key objectives of the Report were to identify properties so that Council can: facilitate alternative use; facilitate redevelopment; facilitate disposal; consider and priorities future planning and infrastructure needs/opportunities; and ensure adequate provision is made in Council budgets annually to maintain the assets at a reasonable level and provide for their replacement.

Based on “Asset Review, Council-Owned Properties Report, May 2006” the existing properties were reviewed to quantify the current service delivery and identify opportunities for service improvement by assessing the current condition of buildings and the current mix, usage of properties and capital investment analysis. Through this updated review it has been recommended that 9 properties be disposed and 4 buildings be demolished. The review has also identified 3 properties that Council should consider attaining tenure. The updated recommendations are listed in Appendix C.

Since the adoption of the initial IAMP, October 2008, and in realising the strategic delivery of community services, Council has disposed by sale or by the demolishing of the following property properties/buildings:

Thebarton Senior Centre; 47 Mooringe Ave, Plympton; Deeds Road (part land holdings); 1/9 share of Ken Richards Retirement Village; SA Folk Federation Hall and Administration; Junction Theatre; Hindmarsh Bowling Club Toilet Block; Bocce/Petanque Club Rooms Sandringham Reserve Community building; Rex Jones Community Hall and West Adelaide Past Players building.

Council has also commenced the construction of the Thebarton Community Hub at Kings Reserve Torrensville, and in preparation for the disposal by sale has commenced the revocation of Community Land to the following properties: Star Theatre and Hilton RSL.

The impact of demographic change on social services needs to be assessed to determine the effect of the projected changes to the demography of the City that may impact the provision of social services and community facilities over the coming 15-20 years. This assessment will also assist Council to establish desired levels of service for its provision of community services.

The key issues highlighted by this IAMP are as follows:

- ❖ Growth in the city and the corresponding need for asset growth.
- ❖ Understanding the community requirements for levels of service.
- ❖ The change in service levels from those based on historic allocations to more condition-based models in order to cover backlog maintenance.
- ❖ The change in phasing increase scheduled and cyclic maintenance rather than reactive maintenance.
- ❖ The deficit in funding allocations required to support the levels of service according to community and legislative expectations.
- ❖ This IAMP includes recommendations that the following projects be undertaken:
 - Planning and implementing an operation and maintenance strategy:
 - Undertake an “Impacts of demographic change on social and community services in the City of West Torrens”.
 - Regularly reviewing and amending this IAMP.

It should be noted that Council is undertaking a recondition audit of its building stock during the 2012/2013 financial year and subsequently this Building IAMP will be updated.

2. INTRODUCTION

The City of West Torrens is located immediately west of the Central Business District (CBD). It is bounded by the River Torrens, City of Charles Sturt to the north and Cities of Holdfast Bay, Marion and Unley along its southern boundary. The eastern boundary is the western edge of the City of Adelaide Parklands. The western boundary includes a strip of coastal land which abuts the Gulf of St Vincent. The City covers an area of 36 square kilometres. It has a population of 56,960 (Census 2011).

The major land uses as a percentage of the total land area in the City are as follows:

- Residential - 40%
- Commercial/Industrial - 22.5%
- Adelaide Airport – 20%
- Other uses – 17.5%

The primary shopping centres are located in Kurralta Park, Torrensville and Hilton. Commercial developments are generally located along the main arterial footpaths. The areas experiencing greatest changes are the Adelaide Airport, the industrial zones in particular around Thebarton and Mile End, and in-fill residential developments. The West Torrens Community Profile identifies that overall there has been a general trend of decreasing dwelling approvals falling from 298 in 2010-11 to 243 in 2011-12. Approximately 64% of the City's housing stock is detached dwellings on individual allotments. This highlights the potential for a significant increase in housing stock through in-fill development, such as detached dwellings being replaced by two and sometimes three new dwellings.

2.1 Background

The purpose of this IAMP is to provide a strategic tool for Council to manage building assets, comply with regulatory requirements, and to determine funding allocations to provide the required levels of service expected by the community.

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

- Asset Management Policy, 7 November 2007
- Asset Management Strategy June 2005.
- 2004 – 2009 Community Plan
- Business Development Plan.
- Section 30 Development Plan Review, September 2008.
- Environmental Management Action Plan.
- Heritage Plan.
- Community Land Plan
- Asset Review, Council-Owned Properties Report, May 2006.
- City of West Torrens Multipurpose Community Facility and Neighbourhood Development Centres Concept Review, December 2006
- Adopted Budget and Annual Business Plan 2012/13.
- GHD, Condition Assessment Report December 2005

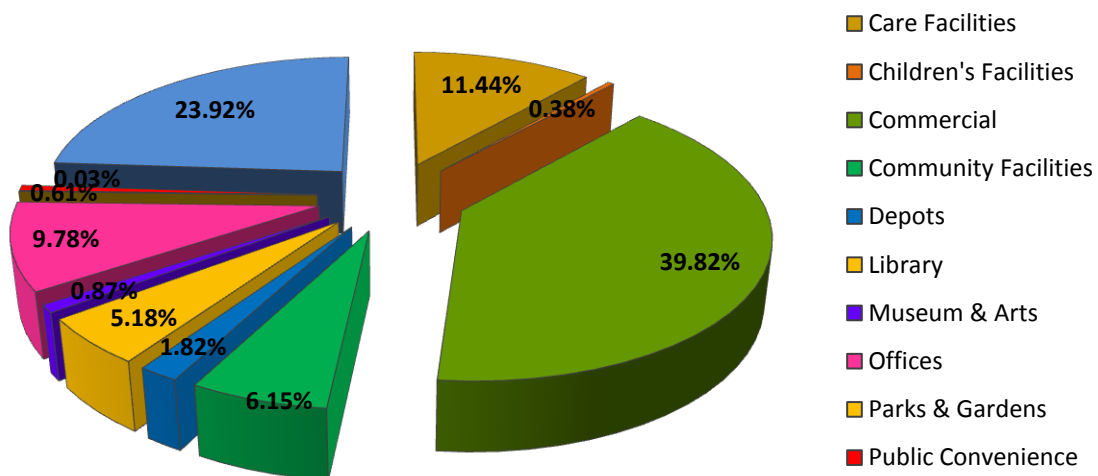
This IAMP encompasses all of Council's 143 Buildings as shown below in Table 2.1 and Chart 2.1:

Table 2.1 Assets Categories covered by this Plan

Asset Category	Number of Buildings	Replacement Value
Care Facilities	1	\$14,670,447
Children's Facilities	2	\$492,891
Commercial	30	\$51,043,648
Community Facilities	14	\$7,882,622
Depots	9	\$2,333,793
Library	1	\$6,635,953
Museum & Arts	3	\$1,117,830
Offices	5	\$12,532,366
Parks & Gardens	2	\$38,730
Public Convenience	7	\$780,243
Sports & Recreation Facilities	69	\$30,668,719
Total	143	\$128,197,242

Valuations as at 30 June 2012

Chart 2.1 Value Distributions of Building Assets Covered by this Plan



Key stakeholders in the preparation and implementation of this asset management plan are shown below in Tale 2.2:

Table 2.2 Key Stakeholders

Key Stakeholders	Function
Council Property Services Department	Programming of maintenance and capital works, preparation and revision of asset management plans.
Council City Assets Department	Programming of maintenance and capital works, preparation and revision of asset management plans.
Council Finance Department	Allocation of required funds for the implementation of this asset management plan.
Council Social Services Department	Provision of services to the community.
Council Strategic Planning Department	Recreation and Open Space Planning.
Community	Key facility users
Council Elected Members	Approval of the asset management plan.

2.2 Goals and Objectives of Asset Management

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

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

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

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

Council's vision is:

West Torrens – Between the City and the Sea.

Committed to being the best place to live, work and enjoy life.

Council's mission is:

To strive for excellence in serving our diverse community.

¹ IIMM 2006 Sec 1.1.3, p 1.3

Relevant Council goals and objectives and how these are addressed in this asset management plan are described below in Table 2.2.

Table 2.2 Council Values and how these are addressed in this Plan

Value	Value Statement	How Values and Value Statements are addressed in IAMP
Accountability	We act on behalf of the West Torrens community and are therefore accountable to them for our actions.	Accountability to the community is enhanced in the IAMP by the minimisation of monetary resources through the development and use of a least life cycle cost technique.
Advocacy	We will act as an advocate with other levels of government and the private sector to help achieve Council's Vision.	Legislation.
Inclusively	We will foster the development of an inclusive city; one that recognises the value of all people celebrates their diversity and treats them all with respect and dignity.	Consultation with the community occurs with community forums. The concerns of the community are taken into account in preparation of the forward works program.
Community Involvement	We will regularly consult with our community and seek to actively engage them in the operations, functions and activities of Council.	Consultation with the community occurs with community forums and customer satisfaction surveys by email or mail. The concerns of the community are taken into account in preparation of the forward works program.
Community Capacity	We will work with local communities to assist them to strengthen their support and problem solving resources, so that they may obtain more control over their relationships, resources, learning, information and decision-making.	Sustainability of community services is enhanced by targeted funding for specific infrastructure. Data on footpath assets is enhanced through the preparation of this IAMP. Data on forward works programs is available. Levels of Service.
Quality	We will provide quality services that are continuously improving, focused on customer service and accountable to the community.	The concerns of the community are taken into account in preparation of the forward works program. Additional financial accountability through long term financial planning leads to increased quality in the levels of service provided to the community. Future demand identification.
Healthy Communities	Work in partnerships with stakeholders to provide a safe, clean, healthy and sustainable environment, one that balances social, cultural, heritage, environmental and economic factors.	Ensuring environmental factors are considered when undertaking road activities.

2.3 Plan Framework

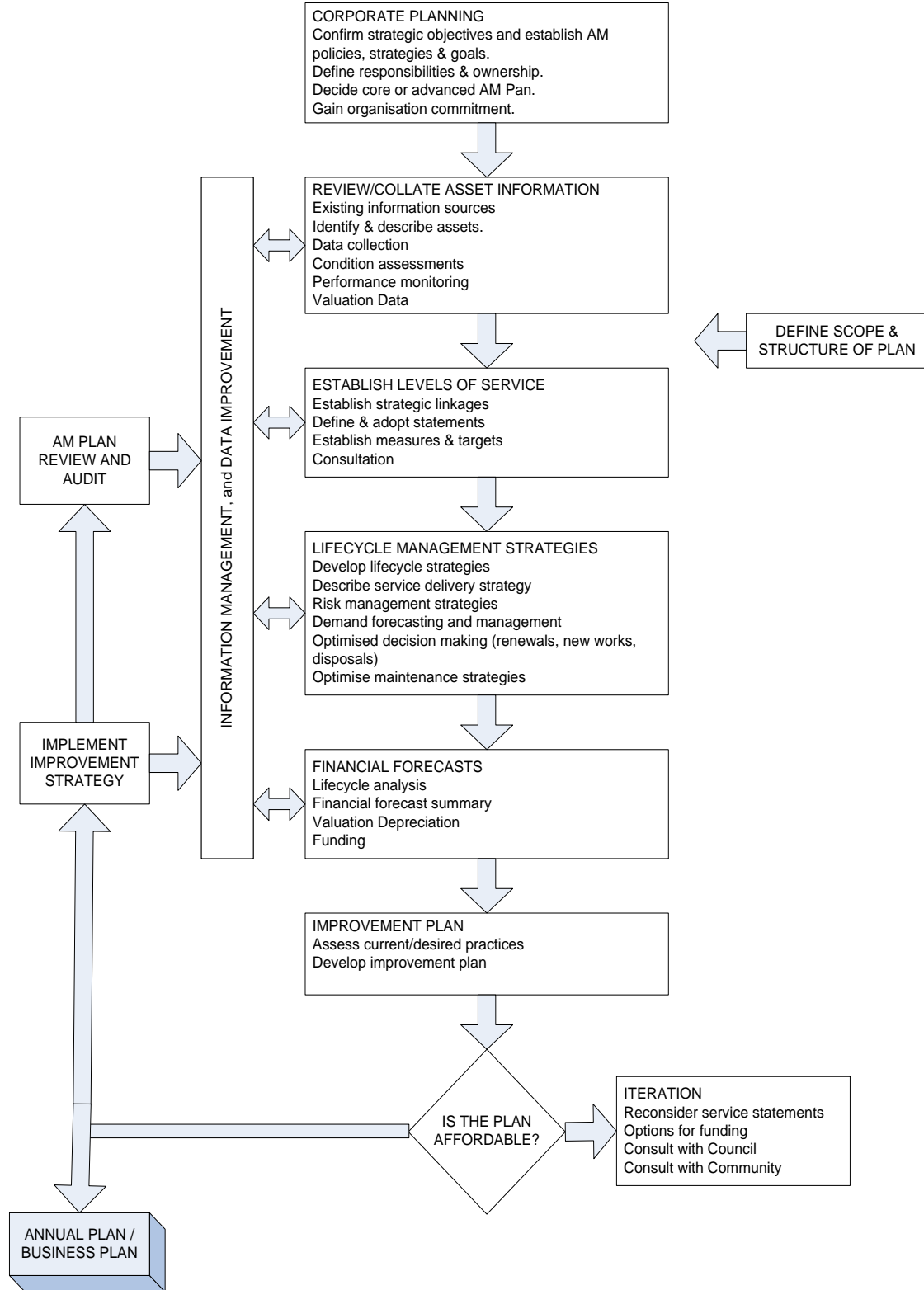
Key elements of the plan are

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

A road map for preparing an asset management plan is shown in Figure 2.3 on the next page.

Figure 2.3 Road Map for preparing an Asset Management Plan

Source: IIMM Fig 1.5.1, p 1.11



2.4 Core and Advanced Asset Management

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

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

3. LEVELS OF SERVICE

Levels of service dictate the targeted asset performance in relation to customer expectations, and associated legislative and technical provisions. They also provide achievable milestones for the continuous upgrading of the levels of service currently practised.

Understanding the level of service required of an asset is vital for its lifecycle management as this largely determines an asset's development, operation, maintenance, replacement and disposal. Levels of service are pivotal in asset management as they have a direct financial impact due to their importance in both operational and risk-based prioritisation.

When establishing Levels of Service they should be based on:

- Stakeholder Expectations – information gained from stakeholders on expected quality and price of services.
- Strategic and Corporate Goals – provides guidance for the scope of current and future services offered the manner of the services delivery and defines the specific levels of service, which Council wishes to achieve.
- Legislative Requirements – legislation, regulations, environmental standards and industry and Australian Standards that impact on the way these footpath assets are managed.

3.1 Customer Research and Expectations

The City of West Torrens Council has prepared this buildings asset management plan as an updated AMP. Council has undertaken a Community Satisfaction Survey in 2012 whereby the survey was emailed to the Council's Community Panel and further person to person surveys were used to complete the process of setting the levels of service.

Council's knowledge of customer expectations is based on feedback from elected members' analysis of customer services request and complaints and customer satisfaction measurement surveys. In particular, Council engaged the University of South Australia – Ehrenberg-Bass Institute for Marketing Science to undertake the Customer Satisfaction survey. In total, 135 members of the Panel participated and completed the survey, equating to a 53% response rate. In addition, the survey was undertaken by 229 non-panel members, primarily collected through intercept surveys. Therefore in total there were 364 responses were recorded.

The report detailed the findings of the community research undertaken by the Ehrenberg-Bass Institute for Marketing Science (the 'Institute') for the City of West Torrens, regarding community assets and infrastructure. The statistics provide from the survey assisted in determining the level of satisfaction with Council's services.

This most recent Customer Satisfaction Survey (September 2012) is shown in Table 3.1 on the next page.

Table 3.1 depicts the community's satisfaction with Council's provision and management of community halls, indoor sporting facilities and library buildings, which was calculated based on the percentage of the number of respondents from a total of 364 responses.

Respondents were asked to indicate the importance that Council provides and maintains community halls, indoor sporting facilities and library buildings and then asked about their satisfaction with Council's performance when providing and maintaining these community assets. An overwhelming majority of respondents believed that it is important for Council to provide and maintain community halls, indoor sporting facilities and library buildings and approximately half of the respondents indicated that they were satisfied.

Respondents were asked to indicate the importance that Council provides and maintains community halls, indoor sporting facilities and library buildings, then asked about their satisfaction with Council’s performance when providing and maintaining community halls, indoor sporting facilities and library buildings. Less than nine in ten respondents indicated that it was important for Council to provide and maintain community halls, indoor sporting facilities and library buildings and almost eight out of every ten respondents indicated that they were satisfied with the Council’s performance.

Table 3.1 Customer Satisfaction Survey Results

Community halls, indoor sporting facilities and library buildings		
Answer	Total Respondents	Total (%)
Important	315	89
Satisfied	248	70

Data source – University of South Australia – Ehrenberg-Bass Institute for Marketing Science – City of West Torrens Customer Satisfaction Survey 2012

The 2012 Community Satisfaction Survey results on the level of community satisfaction on Councils performance in maintaining community halls, indoor sporting facilities and library buildings is seen in Table 3.1.1 below.

Table 3.1.1 Community Satisfaction Survey Levels

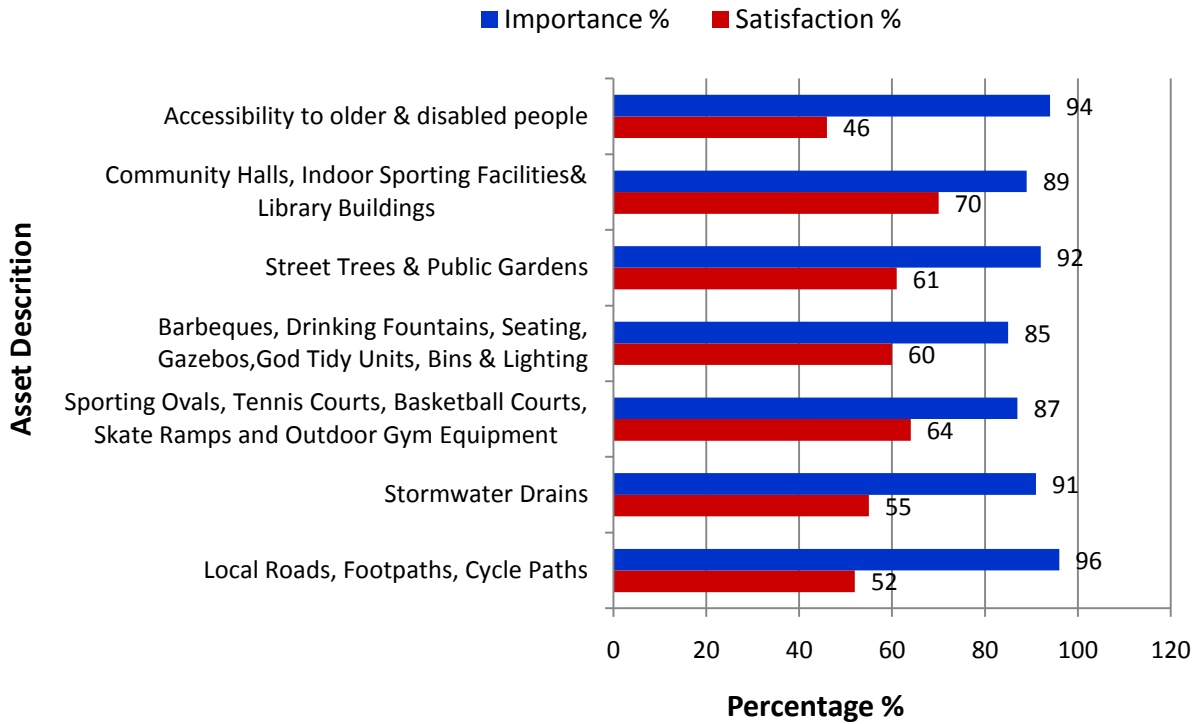
Performance Measure	Satisfaction Level				
	Very Satisfied	Fairly Satisfied	Satisfied	Somewhat satisfied	Not Satisfied
	100% – 80%	80% – 60%	60% – 40%	40% – 20%	20% – 0%
How has your council performed in providing and maintaining community halls, indoor sporting facilities and library buildings?		√			

Data source – University of South Australia – Ehrenberg-Bass Institute for Marketing Science – City of West Torrens Customer Satisfaction Survey 2012

Council utilises this information in developing the Council’s Strategic Management Plan and for the allocation of resources in the adopted budget and annual business plan.

Furthermore, the 2012 Community Satisfaction Survey results from the University of South Australia – Ehrenberg-Bass Institute for Marketing Science provided a comparison of data across all Council assets which has been summarised in Graph 3.1. on the next page.

Graph 3.1 Community Importance and Satisfaction Survey Results



It should be noted from this analysis that the community sees when providing and maintaining community halls, indoor sporting facilities and library buildings service that Council provides is very important 89% whereas the satisfaction level with this service is considered 70%. Accordingly this should be seen as assets that are widely used in the community and Council will be required to continually maintain and improve the management of them.

3.2 Legislative Requirements

Council has to meet many legislative requirements including Australian and State legislation and State regulations. The key pieces of applicable legislation are listed in Table 3.2 below and on the next page. These requirements form the minimum levels of service for Council's building assets.

Table 3.2 Legislative Requirements

Legislation	Requirement
Local Government Act 1993	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by IAMP for sustainable service delivery.
Development Act 1993	An Act to provide for planning and regulate development in the State; to regulate the use and management of land and buildings, and the design and construction of buildings; to make provision for the maintenance and conservation of land and buildings where appropriate.
Retail and Commercial Leases Act 1995	An Act regulating the leasing of certain retail shops; and for other purposes.
Public and Environmental Health Act 1987	An Act dealing with public and environmental health.
Heritage Act 1993	An Act to conserve places of heritage value.
Building Code of Australia	Sets the standard requirements for works on buildings.
Disability Discrimination Act 1992	The objectives of this act are to eliminate, as far as possible, discrimination against persons on the grounds of disability. It sets the standard for accessibility.
Australian Standard - AAS27	Financial Reporting.
Occupational Health, Safety and Welfare Act 1986	An Act to provide for the health, safety and welfare of persons at work; and for other purposes.
Land & Business (Sale & Conveyancing) Act 1994	An Act to regulate the sale of land and businesses and the preparation of conveyancing instruments; and for other purposes.
Community Titles Act 1996	An Act to provide for the division of land into lots and common property; to provide for the administration of the land by the owners of the lots; and for other purposes.
Liquor Licensing Act 1997	An Act to regulate the sale, supply and consumption of liquor; and for other purposes.
Food Act 2001	An Act to provide for the safety and suitability of food; and for other purposes.

Real Property Act 1886	An Act to consolidate and amend the Real Property Act 1861, the Real Property Act Amendment Act 1878 and the Rights – of – Way Act 1881, and for other purposes.
Law of Property Act 1936	An Act to consolidate and amend certain Acts relating to property and conveyancing.
Landlord and Tenant Act 1936	An Act to regulate the relationship of landlord and tenant under certain commercial tenancy agreements
Strata Titles Act 1988	An Act to provide for the division of land by strata plan; and for other purposes.
Residential tenancies Act 1997	An Act to regulate the relationship of landlord and tenant under residential tenancy agreements; and for other purposes.
Crown Lands Act 1928	An Act relating to Crown lands.

3.3 Current Levels of Service

Council has defined service levels in two terms.

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

Supporting the community service levels are operational or technical measures of performance developed to ensure that the minimum community levels of service are met. These technical measures relate to service criteria described below in Table 3.3.

Table 3.3 Technical measures relating to service criteria

Service Criteria	Technical measures may relate to
Quality	Condition audit
Availability	Distance of facility from residents
Safety	Condition audits of council buildings at year 5 and 10

The current levels of service are generally moving from reactive to planned and are based on the current understanding of the drivers against measurable performance indicators and works identified within the condition audit Dec 2005.

Council's current service levels are detailed below in Table 3.3.1

Table 3.4 Current Service Levels

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Quality **	Quality building facilities	User satisfaction measurement survey	Customer satisfaction survey score to be 90 or higher.	70% (2012)
Function **	Ensure the building meets user requirements	Assessment of Suitability for Purpose	90% of buildings to have a Suitability Score of 3 (Rating-Adequate) or higher.	79.6% (2005)
Safety **	Provide safe suitable facilities, free from hazards	Number of injury accidents	Less than 1 per annum	0 (2012)
TECHNICAL SERVICE LEVELS				
Accessibility	DDA Access to facility	Ongoing funding of DDA access program.	All council buildings to have approved DDA access within 10 years.	44% (2005) meet DDA
Safety	Provide safe suitable facilities, free from hazards	Number of injury accidents	Less than 1 per annum	0
Condition	Relative condition of the facility.	Condition audit of council buildings at year 5 and year 10.	All Council buildings to meet Required Asset Condition Standard	67%.(2012)

Note: Information provided based on 2012 financial year

*** As targets for levels of service provide the basis for lifecycle management strategies and works programs, the current levels of service will be reviewed to incorporate and satisfy the requirements of customers in subsequent versions of this plan.*

Council will attempt to measure levels of service using the following customer values:

- Accessibility – access for customers with various disabilities.
- Affordability / cost effectiveness – is the customer able to pay for the service level being delivered?
- Appearance – what is the customer’s perception of how the asset impacts on their visual senses?
- Safety – consider the level of security that customers experience when using the asset.
- Condition – what is the customer’s perception of the overall condition of the asset?
- Demand – does the asset or lack thereof meet the customers need?

3.4 Desired Levels of Service

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

Currently the technical levels of service have been determined using the criteria in Table 3.4.1 below.

Table 3.4.1 Required Building Asset Condition Standard

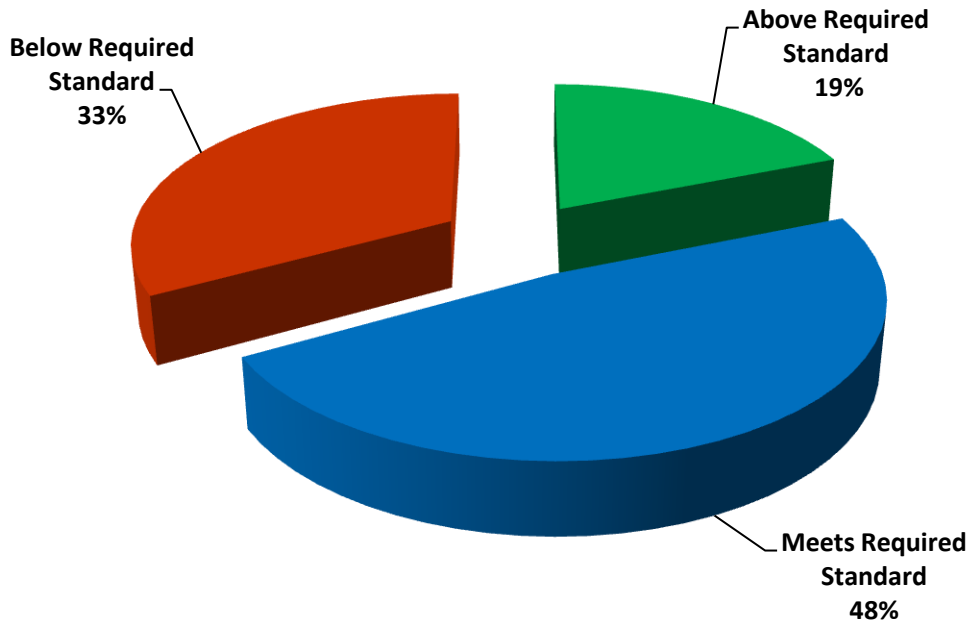
Performance Standard	Condition Standard	Rating	Example
High Standard Highly sensitive functions with critical results or high profile public.	A high standard applicable to key assets with major council significance, key heritage assets, and assets that must meet very rigorous standards. Asset to be in the best possible condition. Only minimal deterioration will be tolerated.	S1	Council Chambers Arts Centre
Better Standard Business operations requiring good public presentation and high quality working.	A standard above the typical, applicable to assets very important to council operations, including significant infrastructure and heritage assets, and assets needing to meet special requirements. Asset to be in good condition operationally and aesthetically.	S2	Heritage Assets Council Library Health Centres
Typical Standard Functionally focussed asset at utility level (eg lecture theatres, laboratories, libraries, workshops).	Asset to be in reasonable condition, fully meeting operational requirements. A typical standard that is the usual level expected by the community for non-critical assets. It is the lowest possible category for important infrastructure and heritage assets. It is applicable to most buildings supporting council service delivery.	S3	Leisure Centres Club Room
Low Standard Functions are ancillary only, with no critical operational role or asset has limited life.	Condition needs to meet minimum operational requirements only. The lowest standard for non-critical assets where purely functional performance is accepted to the public.	S4	Works Depot Workshops
Basic Standard Functions have ceased and asset is dormant pending disposal, demolition etc.	Condition can be allowed to deteriorate and marginally maintained to meet statutory requirements only. This is the lowest condition standard, and applies to assets that can reasonably be expected to operate in very basic conditions.	S5	Sheds

Chart 3.4.1 shows the status of Councils buildings as assessed by GHD against the required building asset condition standard criteria.

The required condition rating as shown in Chart 3.4.1 is the level of rating required to meet the service level. In identifying the works required within this plan, the condition standard was kept in mind when undertaking the assessment. For example, the internal repainting of a building with an S1 standard may be more frequent than a building with an S4 standard, or the next event for that works may occur in 5 years for an S5 standard building compared to within the next 2 years for an S2 standard building.

The aim is to maintain the elements at the agreed overall condition rating.

Chart 3.4.1 Required Asset Condition Standard (Percentage %)



Source: GHD Consultants Condition Audit Report, December 2005

4. FUTURE DEMAND

This section identifies the effect of expected growth and consequent demand on Council's footpath asset infrastructure. Although the future demand factors have been identified, the anticipated impact has not been quantified. This will be carried out in future revisions of the IAMP. Forecasting future demand is essential in determining life cycle management for assets.

4.1 Demand Forecast

Factors affecting demand include population change, changes in demographics, seasonal factors, consumer preferences (block paving instead of concrete) and expectations, economic factors, environmental awareness, Section 30 Development Plan Reviews, tourism growth, increased alternative transport modes/needs e.g. gophers.

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

Table 4.1 Demand Factors, Projections and Impact on Services

Demand factor	Present position	Projection	Impact on Services
Population	56,960	Population projections indicate that the City of West Torrens is likely to experience a slight increase in population in the medium to long term, should all other factors remain constant.	Little or no impact.
Demographics	<p>Age Structure</p> <ul style="list-style-type: none"> • Infants 0 to 4 years – 5.4 % • Children 5 to 17 years – 12.3 % • Adults 18 to 59 years – 59.5 % • Mature Adults 60 to 84 years – 19.3 % • Senior Citizens 85 years & over – 3.4 % <p>Population characteristics</p> <ul style="list-style-type: none"> • Indigenous population – 0.9% • Australian Born – 66.2 % • Overseas born – 29.3 % • Australian citizens – 82.7 % • Australian citizens aged 18+ – 67.4 % 	<p>Migration in and out of the area is expected to surpass its present high levels for the next decade and beyond and the median age of the population can be expected to reverse, with younger family units moving into the area.</p> <p>Percentage of over 60 year olds will increase.</p>	<p>Change of usage of facility and services provided.</p> <p>Increase demand for accessibility for mobility impaired.</p> <p>An ageing population will present more demand on safe, DDA compliant buildings with additional handrails and ramps.</p> <p>All defects to be managed proactively to prevent hazards, in particular for the disabled.</p> <p>High priority for disabled and public safety will demand a higher level of service.</p>
DDA	Various buildings have been upgraded to be DDA compliant.	Increase demand for accessibility for disabled and mobility impaired.	Additional funds required to upgrade buildings to provide free and unrestricted access.

Source: Australian Bureau of Statistics, Census of Population and Housing, 2011.

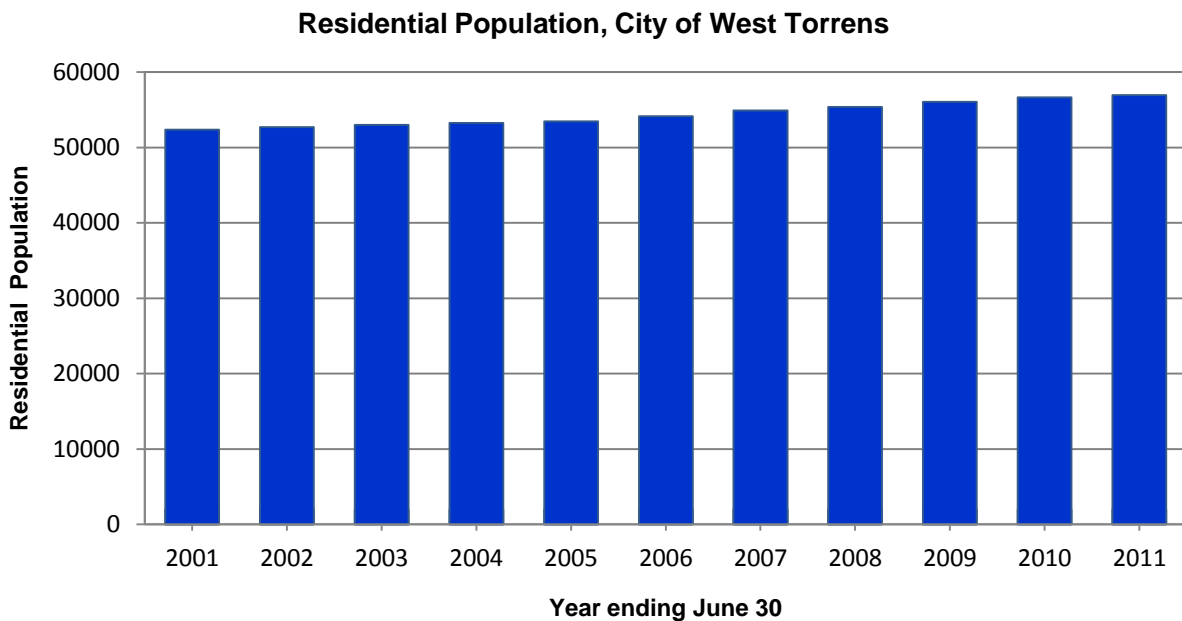
Table 4.2 below Graphs 4.1 & 4.2 below and on the next page present Estimated Resident Population (ERP) figures. The ERP figures are updated annually taking into account births, deaths, internal and overseas migration. In addition, after every Census, ERP figures for the 5 previous years are “back cast”, using information from the current Census, to ensure the most accurate figures are available.

Table 4.2 Estimated Resident Population (ERP)

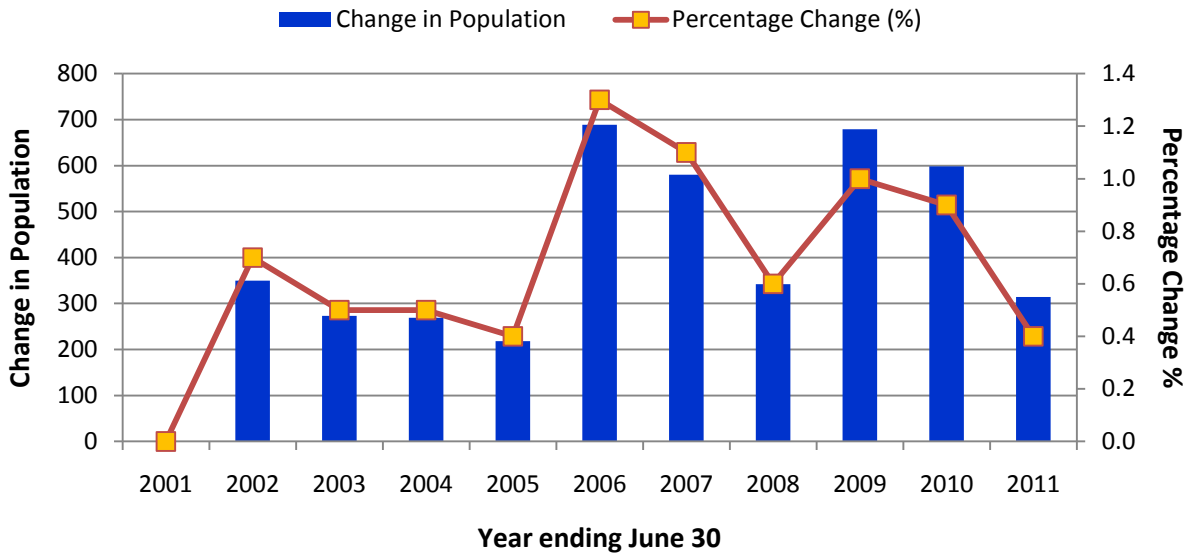
Estimated resident population (Revised estimates based on 2011 Census data)		Annual change	
Year (ending June 30)	Number	Number	Percent (%)
2011	56,960	314	0.4
2010	56,646	598	0.9
2009	56,048	679	1.0
2008	55,369	342	0.6
2007	54,896	580	1.1
2006	54,163	689	1.3
2005	53,474	218	0.4
2004	53,256	269	0.5
2003	52,987	273	0.5
2002	52,714	350	0.7
2001	52,364	-	-

Source: Australian Bureau of Statistics, *Regional Population Growth, Australia, (3218.0) - 2011*

Graph 4.1 Estimated Resident Population, City of West Torrens



Graph 4.2 Changes in Estimated Resident Population, City of West Torrens



Source: Australian Bureau of Statistics, *Regional Population Growth, Australia, (3218.0) - 2011*

Current trends indicate that there will be a minimal impact on services in the short term. However, over the next 10 – 20 years various trend changes may potentially impact on the demand for council community buildings and on the building facilities. In order to formulate strategies to modify particular demands, it is recommended that projections of future forecast of the City profile in all of its aspects be carried out based on the 2011 National Census.

Analysis of the age structure of the City of West Torrens in 2011 compared to Adelaide Statistical Area shows that there is a larger proportion of people in the older age groups (60+) and 19.4% were aged 65 years and over. This could see the demand for DDA compliant buildings to accommodate gophers as the trend for elderly people in maintaining their mobility independence is increasing together with requirements to upgrade more pram ramps to DDA complaint ramps.

In light of the current trends, it is anticipated that the Cities population will remain diverse in cultural background and a trend away from a population not born in Australia. However, the area is still likely to be used for short-term accommodation of migrants to South Australia.

Migration in and out of the area is expected to surpass its present high levels for the next decade and beyond and the median age of the population can be expected to reverse, with younger families moving into the area.

The emerging needs of the population and demand for community facilities suggests that urban design principles will be towards efficient, compact dwellings, in close proximity to employment, recreational and social facilities. Continued sub-division of older, industrial allotments and larger holdings will assist this growth trend.

Given the above, it is expected that the City could comfortably accommodate an increase in population from the current 56 460 to approximately 70,000.

It should be noted that the Australian Bureau of Statistics will be updating their information by the end of 2012, and subsequently this IAMP will be updated to reflect the new statistics.

Demand for community facilities will require capacity building of groups. Diversity of activities for both younger and older residents within a single locality is desirable, in place of the fast diminishing importance of extended family groups. Consistent with these demands, redundant single use facilities will need to give way to multi-user or model facilities.

4.2 Changes in Technology

Technology changes are forecast to affect the delivery of services covered by this plan in the areas described in Table 4.2 below.

Table 4.2 Changes in Technology and Forecast effect on Service Delivery

Technology Change	Effect on Service Delivery
Advanced Asset Management System	Improvement in extending the life of assets with greater ability to manage the assets through maintenance, capital works programming and modelling.
Financial Management System	Improved reporting on individual asset cost.
Mobile Data Units	Collection of required works and current completed work on the fly in the field (e.g. Depot staff will be able to log work that is required as they are driving around the city and will also be able to mark work as completed as they complete it in the field). This will lead to improved accuracy of asset data.
Building Management System	Better delivery of atmospheric / environmental factors within the civic centre.

4.3 Demand Management Plan

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

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

Table 4.3 Demand Management Plan Summary

Service Activity	Demand Management Plan
Community Services	Undertake an "Impacts of demographic change on social and community services in the City of West Torrens:" study
Community/Recreation Services	Encourage sharing of facilities to avoid duplication
Community/Recreation Services	Construct multi-purpose facilities
Property Services	Conservation Management Plan

Demand management strategies provide alternatives to the creation of new assets through modifying user demands. The alternatives could either defer or reduce the need for asset acquisitions. Strategies will also be proposed to maximise the utilisation of existing assets through consolidating services or divesting assets that are surplus to requirements. This will also help alleviate the demand on Council's limited resources and enable it to better focus energies on a smaller asset stock.

The development of strategies will be based on the following principles:

- A building asset should be retained where it supports the delivery of Council's core services. If Council has a particular asset that is more aligned to the responsibility (and means) of another tier of government, the private sector or a particular community group, then opportunities to transfer the responsibility (and/or the asset) to the relevant entity will be proposed.
- The use of existing facilities should be optimised to provide ratepayers with a value for money service. Options to dispose of certain assets or consolidate, co-locate services and/or user groups will be explored to reduce demand on Council's limited resources and funds.
- Assets that are in a poor condition and/or unsafe will be demolished and not replaced if there is no demonstrated ongoing need.
- Council buildings identified by the Heritage Adviser to be of local or state significance will not be disposed or significantly refurbished until a Conservation Management Plan is carried out. Such a plan will assist Council to make sound decisions about the future usage and maintenance of its heritage assets. It will also provide strong support in Council's quest to obtain heritage funding.

Prior to furthering management strategies it is recommended that Council undertake an "Impacts of demographic change on social and community services in the City of West Torrens:" study. This study would contribute to meeting the organisational objective being:

"To identify, hold and develop real property assets that lead to the provision and maximisation of appropriate community benefit and service delivery and conversely identify real property assets that are surplus to Council's requirements."

The aim of the study should assess the effects that the projected changes to the demography of West Torrens may have on the provision of social and community services over the coming 20 years. The outcomes of the study would guide advocacy for services and facilities for the community to be established and/or retained by other services providers in the area.

It is also recommended that a Conservation Management Plan be prepared prior to any disposal or significant refurbishment works are carried out. Such a Plan will assist Council to make sound decisions about the future usage and maintenance of its heritage assets.

4.4 New Assets from Growth

Development growth within the City is slowing as opportunities for new developments reduce. The City of West Torrens contains very limited parcels of land suitable for sub division. Future development is likely to be limited to infill housing on generally smaller allotments. As such, assets emanating from growth are likely to be minimal and not considered in this IAMP.

However, the ageing of the population and growth in aged care facilities will increase the needs on existing infrastructure. This needs to be considered in terms of the effects it places on both the condition and the capacity of the infrastructure.

Future revisions of this IAMP will also consider the impact of changes to the Development Plan arising from the Section 30 review.

5. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council manages and operates the assets at the agreed levels of service (defined in section 3) while optimising life cycle costs.

Assets are created and acquired to deliver the required services for Council. These assets are operated and maintained throughout their useful life and their performance and condition are monitored to ensure they deliver the necessary service.

The ability to meet the defined levels of service is determined, in part, by how the assets and resources are managed or utilised. When assets do not perform as required, they are rehabilitated, replaced or disposed of. The recurrent costs of operations and maintenance, the capital expenditure for rehabilitation and the one-off cost of replacement, all form part of the asset's life cycle costs.

The Lifecycle Management Plan outlines the management strategies, including operating strategies, maintenance strategies and capital investment strategies, for the entire life of footpath assets, through the development of the following plans:

- The Creation and Acquisition Plan;
- The Maintenance Plan;
- The Upgrade Plan;
- The Replacement Plan; and
- The Disposal Plan.

These plans have been developed taking relevant economic and physical implications into account to ensure that the desired levels of service are met throughout the assets' useful life.

The financial forecasts presented are based on two scenarios.

Scenario One: demonstrates the required expenditure needed for maintenance, renewal, and compliance works assuming Council retains its existing building stock assets. These costs have been derived from the work identified from the Condition Audit Report, December 2005 undertaken by GHD Consulting.

Scenario Two: demonstrates the expenditure required, from assumptions made by Council's Executive Officers based on the building stock assets retained from recommendations made within the "Asset Review, Council-Owned Properties Report, May 2006" that was considered by Council at a meeting held on the 20th March 2007.

The Asset Review, Council-Owned Properties Report, May 2006 reviewed the existing properties to quantify the current service delivery and identify opportunities for service improvement by assessing the current condition of buildings and the current mix, usage of properties and capital investment analysis.

The premise of the review and subsequent recommendation were based on a future vision for the provision of social services as summarised below:

"The creation of city-wide multipurpose community facilities with their location being strategically placed across the City".

It is proposed that four multi-purpose facilities be developed – one in the north-east part of the city (namely Thebarton Oval Complex and/or Thebarton Theatre Complex); one in the south-west part of the City (Camden Oval Site), one in the north-west of the city (Lockleys Oval) and one in the south-eastern quadrant of the City, (possibly Richmond Oval Complex), which requires further investigation. These multi-purpose facilities would provide a range of community services that are of a social, recreational, arts and cultural nature and would be able to accommodate both medium and large groups.

As mentioned previously, this concept was reviewed by Urban & Regional Planning Solutions, "City of West Torrens Multipurpose Community Facility and Neighbourhood Development Centres Concept Review, December 2006."

It is essential that the multi-purpose community facilities complexes be complimented by the provision of four Neighbourhood Development Centres, one in each of the four quadrants in order to ensure equitable access to services and activities. These Centres will provide specialised services and opportunities at the following locations:

- Thebarton Neighbourhood House at Mile End (Northern)
- Reedbeds Community Centre at Fulham (Western)
- Hayhurst Community Centre at Plympton (Southern)
- West Torrens Auditorium at Hilton (to be made for community use only – no commercial hirers, with the exception of special occasions) (Eastern)

Council currently records depreciation for buildings by the straight line method. The useful life of an asset is defined as the period which a depreciable asset is expected to be fully utilised, however, this period can be significantly impacted on by maintenance practices.

The useful lives currently adopted by Council for building assets are as shown in Table 5.1 below:

Table 5.1 Asset Useful Life

Asset Type	Standard Life (years)
Building Structure 50 yrs	50
Building Structure 60 yrs	60
Building Structure 80 yrs	80
Building Structure 100 yrs	100
Building Air Conditioning	15
Hot Water Services	12
Floor Coverings 10 yrs	10
Floor Coverings 15 yrs	15
Floor Coverings 30 yrs	30
Lift Plant & Equipment	30
Structure 15 yrs	15
Structure 20 yrs	20
Structure 25 yrs	25
Structure 30 yrs	30
Structure 35 yrs	35
Structure 40 yrs	40
structure 45 yrs	45
Structure 50 yrs	50
Structure 60 yrs	60
Structure 100 yrs	100

Note: Useful Life's based on Maloney's Valuation 2009

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this AMP are shown below in Table 5.1.1.

Table 5.1.1 Building Assets

Asset	Description	Replacement Value
Airport Senior Citizens Centre	Airport Senior Citizens Centre	\$1,463,474
Apex Park Complex	Apex Park Complex - Public Convenience	\$104,500
Apex Park Complex	Apex Park Complex - Scout Storage Shed	\$7,600
Apex Park Complex	Apex Park Complex - West Beach Scout Hall	\$280,088
Brickworks Market Complex	Brickworks Market Complex - 36 South Road	\$340,640
Brickworks Market Complex	Brickworks Market Complex - 38 South Road	\$413,600
Brickworks Market Complex	Brickworks Market Complex - Administration Office and Retail Building	\$1,012,490
Brickworks Market Complex	Brickworks Market Complex - Cottage 36B Storage Shed	\$34,000
Brickworks Market Complex	Brickworks Market Complex - Liquor Storage Facility	\$117,375
Brickworks Market Complex	Brickworks Market Complex - Main Market	\$7,831,950
Brickworks Market Complex	Brickworks Market Complex - Produce Market	\$2,795,320
Brickworks Market Complex	Brickworks Market Complex - Security Office/Toilet Block	\$163,800
Brickworks Market Complex	Brickworks Market Complex - South Road Store	\$72,135
Brickworks Market Complex	Brickworks Market Complex - Southern Retail Stores	\$876,537
Brickworks Market Complex	Brickworks Market Complex - Tavern	\$483,500
Brickworks Market Complex	Brickworks Market Complex - Valve House	\$8,623
Brickworks Market Complex	Brickworks Market Complex - West Stalls	\$1,914,600
Brickworks Market Complex	Brickworks Market Complex - Workshop	\$165,688

Camden Community Hall	Camden Community Hall	\$1,048,568
Camden Community Hall	Camden Community Hall - Storage Shed	\$9,030
Camden Community Hall	Camden Community Hall - Storage Shed 2	\$11,825
Camden Gymnasium Facility	Camden Gymnasium Facility	\$1,415,104
Camden Oval Complex	Camden Oval Complex - Novar Gardens Bowling Club Tool Shed	\$3,625
Camden Oval Complex	Camden Oval Complex - Birkalla Soccer Clubrooms	\$2,851
Camden Oval Complex	Camden Oval Complex - Camden Athletics Club Change Rooms	\$438,877
Camden Oval Complex	Camden Oval Complex - Glenlea Tennis Club Shed	\$4,700
Camden Oval Complex	Camden Oval Complex - Glenlea Tennis Clubrooms	\$350,580
Camden Oval Complex	Camden Oval Complex - Novar Gardens Bowling Club Shed	\$14,200
Camden Oval Complex	Camden Oval Complex - Novar Gardens Bowling Clubrooms	\$580,351
Camden Oval Complex	Camden Oval Complex - PHOS Camden Clubrooms	\$773,397
Camden Oval Complex	Camden Oval Complex - Tennis Shed	\$26,290
Chippendale Avenue Reserve Complex	Chippendale Avenue Reserve Complex - Pump House	\$27,000
Council Depot Complex	Council Depot Complex - Administration Building	\$1,364,483
Council Depot Complex	Council Depot Complex - Aviation and Railway Museum	\$1,093,400
Council Depot Complex	Council Depot Complex - Aviation Museum Shed	\$15,630
Council Depot Complex	Council Depot Complex - Central Canopy	\$143,990
Council Depot Complex	Council Depot Complex - Fuel Canopy	\$80,200
Council Depot Complex	Council Depot Complex - Main Workshop	\$456,800
Council Depot Complex	Council Depot Complex - Northern Canopy	\$88,540
Council Depot Complex	Council Depot Complex - Shed 3	\$36,500
Council Depot Complex	Council Depot Complex - Shed 4	\$21,200
Council Depot Complex	Council Depot Complex - Shed 5	\$44,640

Council Depot Complex	Council Depot Complex - Southern Canopy	\$97,440
Cowandilla Recreation Reserve	Cowandilla Recreation Reserve - Tennis Clubrooms	\$91,780
Cowandilla Recreation Reserve	Cowandilla Recreation Reserve - Western Youth Centre	\$1,274,277
Dove Street Reserve	Dove Street Reserve - Public Convenience	\$68,600
Golflands Reserve Complex	Golflands Reserve Complex - Golflands Hall	\$227,795
Grassmere Reserve Complex	Grassmere Reserve Complex - Kurralta Park Girl Guides Clubrooms	\$341,991
Hayhurst RSL	Hayhurst RSL	\$986,280
Hilton RSL	Hilton RSL	\$857,656
Hindmarsh Bowling Club	Hindmarsh Bowling Club - Shed	\$15,245
Hindmarsh Bowling Club	Hindmarsh Bowling Club - Storage and Garden Shed	\$50,300
Hindmarsh Bowling Club	Hindmarsh Bowling Clubrooms	\$656,040
Junction Theatre*	Junction Theatre	\$1,610,760*
Kesmond Reserve Complex	Kesmond Reserve Complex - Jaguar Drivers Clubrooms	\$125,600
Kesmond Reserve Complex	Kesmond Reserve Complex - Kesmond Tennis Clubrooms	\$152,300
Kesmond Reserve Complex	Kesmond Reserve Complex - National Servicemen's Association	\$912,027
Kesmond Reserve Complex	Kesmond Reserve Complex - Storage Shed	\$11,730
Kings Reserve	Kings Reserve - Change rooms and Public Toilets	\$380,143
Kurralta Park Kindergarten	Kurralta Park Kindergarten	\$480,011
Kurralta Park Kindergarten	Kurralta Park Kindergarten - Storage Shed	\$12,880
Lockleys Oval Complex	Lockleys Oval Complex - Toilet Block	\$68,500
Lockleys Oval Complex	Lockleys Oval Complex - Homing Pigeons Clubrooms	\$180,220
Lockleys Oval Complex	Lockleys Oval Complex - Lockleys Bowling Club Greenkeepers Shed	\$84,200
Lockleys Oval Complex	Lockleys Oval Complex - Lockleys Bowling Clubrooms	\$1,767,455

Lockleys Oval Complex	Lockleys Oval Complex - Lockleys Football Clubrooms	\$944,927
Lockleys Oval Complex	Lockleys Oval Complex - Lockleys Girl Guides Hall	\$359,528
Lockleys Oval Complex	Lockleys Oval Complex - St Richards Tennis Clubrooms	\$31,760
Lockleys Oval Complex	Lockleys Oval Complex - WA Slatterly Hall	\$1,619,818
Lockleys Oval Complex	Lockleys Oval Complex - West Torrens Baseball/Soccer Clubrooms	\$1,740,322
Lockleys Reserve Complex	Lockleys Reserve Complex - Lockleys Reserve Toilet Block	\$43,800
Lockleys Reserve Complex	Lockleys Reserve Complex - Lockleys Senior Citizens Clubrooms	\$493,760
Lockleys Reserve Complex	Lockleys Reserve Complex - Mellor Park Tennis Club Bar	\$99,860
Lockleys Reserve Complex	Lockleys Reserve Complex - Mellor Park Tennis Clubrooms	\$98,360
Lockleys Reserve Complex	Lockleys Reserve Complex - Windsor Theatre	\$2,675,460
Magicians Clubrooms (Air Raid Shelter)	Magicians Clubrooms (Air Raid Shelter)	\$319,200
Mile End Common	Mile End Common - Public Convenience	\$48,000
No. 10 Somerset Avenue	No. 10 Somerset Avenue	\$151,864
No. 14 Somerset Avenue	No. 14 Somerset Avenue	\$153,320
No. 164 South Rd	No. 164 South Rd	\$215,928
No. 18 Somerset Avenue	No. 18 Somerset Avenue	\$175,160
No. 6 Somerset Avenue	No. 6 Somerset Avenue	\$176,280
No. 77 Davenport Terrace	No. 77 Davenport Terrace	\$189,720
No. 79 Davenport Terrace	No. 79 Davenport Terrace	\$232,040
Peake Gardens Complex	Peake Gardens Complex - Peake Gardens Tennis Clubrooms	\$253,160
Peake Gardens Complex	Peake Gardens Complex - Riverside Tennis Clubrooms	\$116,880
Plympton Community Centre	Plympton Community Centre - Storage Shed (Previously called Hayhurst Senior Citizens Centre)	\$14,975
Plympton Community Centre	Plympton Community Centre (was called Hayhurst Senior Citizens Centre)	\$1,097,305

Council Depot Complex	Railway and Aviation Museum/ Council Depot - Aviation Museum Shed 2	\$8,800
Reedbeds Community Centre	Reedbeds Community Centre	\$1,939,787
Rex Jones Reserve Complex	Rex Jones Reserve Complex - Toilet Block	\$66,700
Richmond Oval Complex	Richmond Oval Complex - BBQ Kiosk	\$37,485
Richmond Oval Complex	Richmond Oval Complex - Cricket Clubrooms / Store	\$118,980
Richmond Oval Complex	Richmond Oval Complex - Eastern Toilet Block	\$136,294
Richmond Oval Complex	Richmond Oval Complex - Gardeners Shed	\$5,200
Richmond Oval Complex	Richmond Oval Complex - Grandstand	\$4,815,319
Richmond Oval Complex	Richmond Oval Complex - Kiosk 1	\$17,900
Richmond Oval Complex	Richmond Oval Complex - Kiosk 2	\$22,300
Richmond Oval Complex	Richmond Oval Complex - Kiosk 3	\$8,925
Richmond Oval Complex	Richmond Oval Complex - Ladies Toilet	\$101,300
Richmond Oval Complex	Richmond Oval Complex - Male Toilet	\$132,600
Richmond Oval Complex	Richmond Oval Complex - Mayoral Reception	\$842,454
Richmond Oval Complex	Richmond Oval Complex - Merchandise Shed	\$3,380
Richmond Oval Complex*	Richmond Oval Complex - Past Players Clubrooms	\$282,220*
Richmond Oval Complex	Richmond Oval Complex - Pavilion	\$383,827
Richmond Oval Complex	Richmond Oval Complex - Small Ticket Office (West)	\$3,610
Richmond Oval Complex	Richmond Oval Complex - Ticket Office A (West)	\$3,643
Richmond Oval Complex	Richmond Oval Complex - Ticket Office B (West)	\$3,643
Richmond Oval Complex	Richmond Oval Complex - Ticket Office C (West)	\$3,643
Richmond Oval Complex	Richmond Oval Complex - Ticket Office D (South)	\$14,410

Richmond Oval Complex	Richmond Oval Complex - Ticket Office E (East)	\$4,820
SA Folk Federation*	SA Folk Federation - SA Folk Federation Administration Building	\$444,500*
SA Folk Federation*	SA Folk Federation - SA Folk Federation Reception Building	\$707,752*
SES Depot	SES Depot	\$277,992
SES Depot	SES Depot Shed	\$57,800
St Martins Aged Care Facility	St Martins Aged Care Facility	\$14,670,447
Star Theatre Complex	Star Theatre Complex - Star Theatre	\$2,682,900
Steve Hamra Retirement Village Complex	Steve Hamra Retirement Village Complex - Kandahar Community Centre	\$780,219
Thebarton Neighbourhood House	Thebarton Neighbourhood House	\$394,000
Thebarton Oval Complex	Thebarton Oval Complex - Caretakers Shed	\$23,290
Thebarton Oval Complex	Thebarton Oval Complex - Female Toilet Block (South East)	\$101,832
Thebarton Oval Complex	Thebarton Oval Complex - Gatehouse NE1	\$49,000
Thebarton Oval Complex	Thebarton Oval Complex - Gatehouse NW2	\$42,000
Thebarton Oval Complex	Thebarton Oval Complex - Grandstand B	\$9,599,956
Thebarton Oval Complex	Thebarton Oval Complex - Ladies Toilet Block	\$105,292
Thebarton Oval Complex	Thebarton Oval Complex - Male Toilet Block	\$143,132
Thebarton Oval Complex	Thebarton Oval Complex - Male Toilet Block (South East)	\$101,832
Thebarton Oval Complex	Thebarton Oval Complex - Memorial Gatehouse	\$101,000
Thebarton Oval Complex	Thebarton Oval Complex - North Kiosk	\$15,550
Thebarton Oval Complex	Thebarton Oval Complex - Store M.A Hawks Clubrooms	\$64,325
Thebarton Oval Complex	Thebarton Oval Complex - Store Shed North West Corner	\$65,275
Thebarton Oval Complex	Thebarton Oval Complex - Time Keepers Box	\$39,640
Thebarton Theatre Complex	Thebarton Theatre Complex	\$19,464,148

Thebarton Theatre Complex	Thebarton Theatre Complex - Thebarton Library (Old Council Chambers)	\$2,083,323
Weigall Oval Complex	Weigall Oval Complex - Adelaide Baseball/Omonia Soccer Clubrooms	\$687,635
Weigall Oval Complex	Weigall Oval Complex - Baseball Storage Shed	\$28,075
Weigall Oval Complex	Weigall Oval Complex - Baseball Tool Shed	\$5,060
Weigall Oval Complex	Weigall Oval Complex - Plympton Tennis Clubrooms	\$120,460
Weigall Oval Complex	Weigall Oval Complex - Pump Shed	\$3,508
Weigall Oval Complex	Weigall Oval Complex - Truck Shed	\$26,006
West Torrens Council Civic Centre Complex	West Torrens Council Civic Centre Complex - Civic Centre	\$11,875,742
West Torrens Council Civic Centre Complex	West Torrens Council Civic Centre Complex - Hamra Centre (Library)	\$6,635,953
West Torrens Council Civic Centre Complex	West Torrens Council Civic Centre Complex - Auditorium	\$0**
Total Buildings 143	Total Value	\$128,197,242

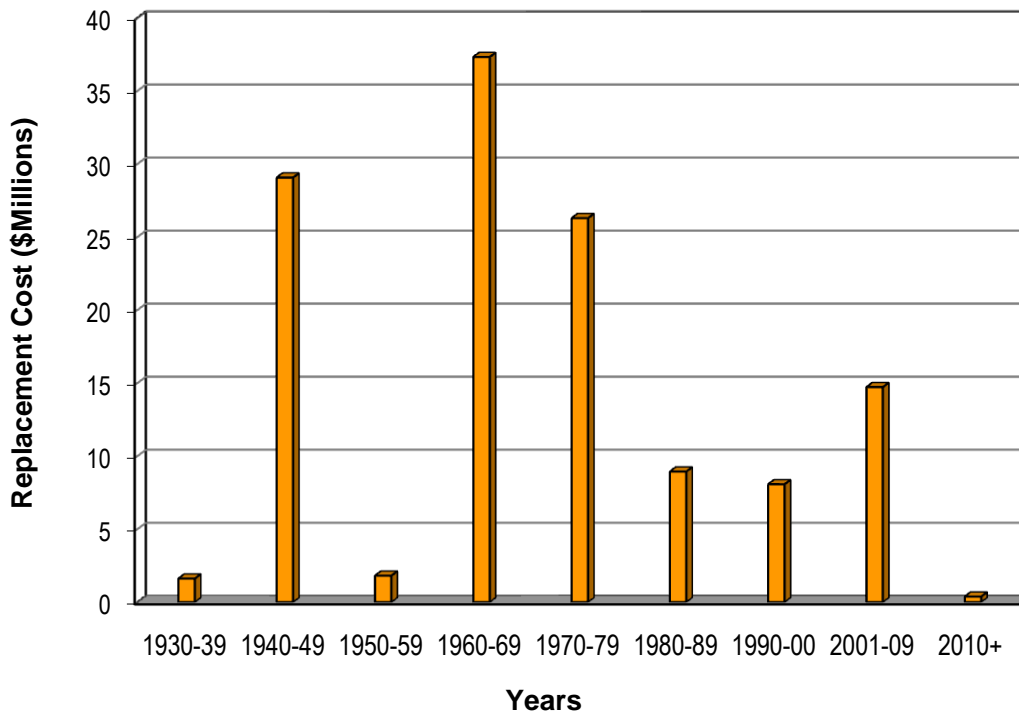
Note: Building Assets values as at 30 June 2012

(*) denotes. Disposal by sale or demolishon after 30 June 2012.

(**) Value included with Hamra Centre Library building.

The approximate age profile of Council's **143 building assets** is shown below in Graph 5.1.1.

Graph 5.1.1 Asset Age Profile



5.1.2 Asset Capacity and Performance

Council's services are generally designed to appropriate standards, where these standards are available.

The deficiencies noted in Table 5.1.2 below and their locations were identified by GHD Consultants who provided individual reports for each building.

Table 5.1.2 Known Service Performance Deficiencies

Location	Service Deficiency
Buildings	Refer to individual condition audit reports.
Asset Management System	Integration with Customer Request System.

5.1.3 Asset condition

5.1.3.1 Asset Collection Survey

The inspection for the building condition audit was undertaken by GHD staff over a period of time between 28/9/2005 and 11/11/2005. Generally the inspection audit comprised:

- Confirmation of facility description and use.
- Inspection of all visible components to ascertain overall condition and compliance
- Consideration and recommendations for 10 year cost.

The building report provided by GHD is based on visual inspections only, no concealed areas were entered and no equipment or plant was dismantled. Ceiling spaces were observed from a spot check perspective only to attain a general understanding of the services and structure within the ceiling space. Where safe to do so and access points were readily available, inspections of ceiling spaces and roofs were performed.

The report contains comment on areas, items and conditions and current use of the facility. Included in the report are indicative costs for some possible upgrading relevant to continued and future possible use of the facilities.

Defects may exist which are latent or not reasonably detectable during visual inspection and such defects are beyond the scope of this report. Performance tests of the structures and equipment or calculations to verify compliance with design criteria and requirements have not been carried out.

No detailed assessment has been made of the underground services to the facilities. All facilities inspected had basic services available in the general vicinity and it has been assumed that as long as there is no dramatic increase on the loads to these facilities then services should be adequate.

Budget cost estimates presented in this report have been developed based on extrapolation of recent similar project pricing, budget quotes for some equipment items, industry unit rates and GHD experience. The budget estimates are based on unit rates and not on detailed design. We expect therefore, that the accuracy of these estimates to be around $\pm 25\%$ for the scope of work described in this report. Further detailed analysis and design is recommended to provide a more reliable estimate.

Table 5.1.3 on the following page shows the criteria used to determine the building asset condition. Works based on these conditions (and also the required building asset condition standard) have been identified and the analysis of the cost implications will be identified later in this IAMP.

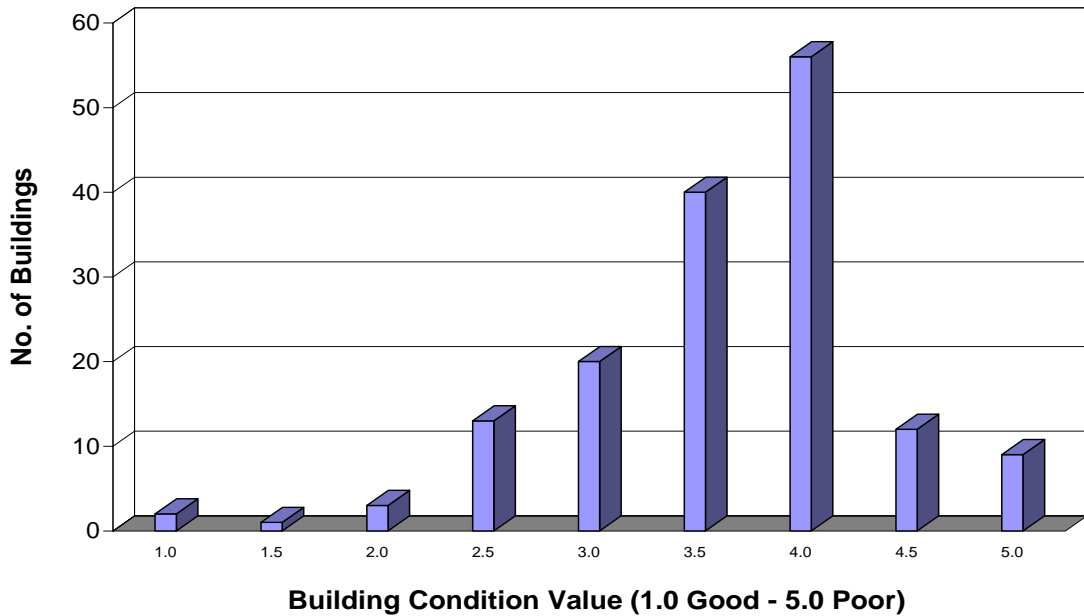
It should be noted that Council is undertaking a recondition audit of its building stock during the 12/13 financial year and subsequently this Building IAMP will be updated.

Table 5.1.3 Building Condition Rating

Condition Rating	Description
0.0	New Building
1.0	Excellent Sound modern components, all operable and well maintained. Only normal maintenance required.
2.0	Good Minor defects only. Sound modern components and well maintained, but showing superficial wear and tear. Unlikely to require major overhaul / replacement within 5 years. Efficiency undiminished. Protective coatings still intact. Minor maintenance required (5%).
3.0	Average Backlog maintenance required. All components functioning acceptably, but showing significant wear and tear. With minor failures and efficiency has diminished. Corrosion of metal components starting to become evident. Significant maintenance required (10-20%).
4.0	Poor Requires major renewal. Effective life exceeded but still functioning. Function and / or running costs affected significantly by failures or maintenance needs, or whole life cost excessive compared to replacement costs. Requires major overhaul / replacement within 1-2 years. Significant renewal / upgrade required (20-40%).
5.0	Very Poor

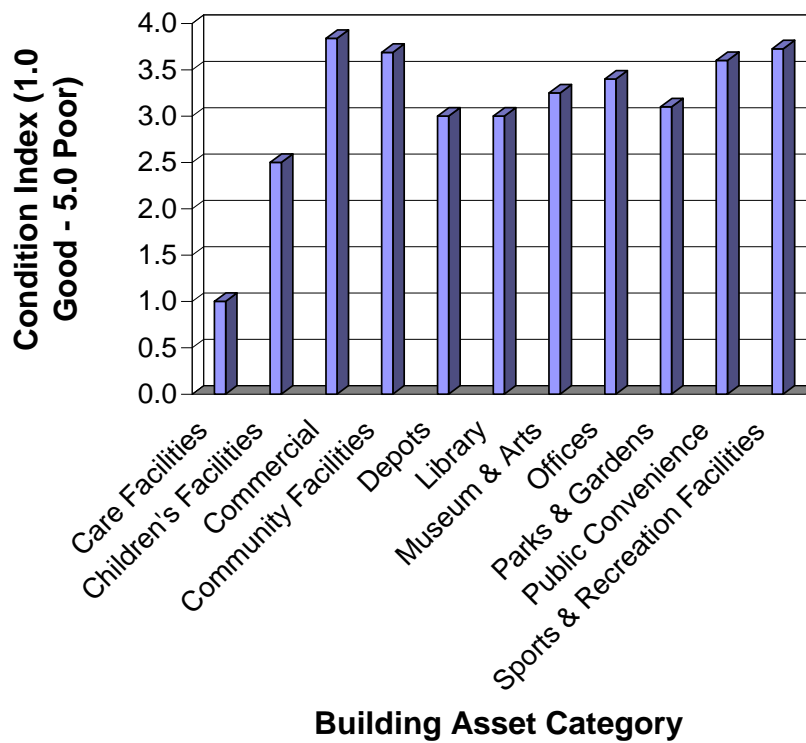
The condition profile of Council's assets is shown Graph 5.1.3.4 below.

Graph 5.1.3 Asset Condition Profile



Source: GHD Audit Condition Report, December 2005

Graph 5.1.3.1 Asset Condition Profile by Asset Category



Source: GHD Audit Condition Report, December 2005

5.1.4 Asset valuations

The value of assets as at June 2012 covered by this IAMP is summarised in table 5.1.4 below. Assets were last re-valued at June 2012 and were valued at Brownfield rates.

Table 5.1.4 Asset Valuations

Value Type	Value (as at June 2012)
Current Replacement Cost	\$128,197,242
Depreciable Amount	\$104,238,479
Depreciated Replacement Cost	\$70,484,877
Annual Depreciation Expense	\$1,949,562

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

- **Asset Consumption** **1.50%**
Rate of annual asset consumption*
 A measure of average annual consumption of assets (AAAC) expressed as a percentage of the depreciable amount AAAC/DA). Depreciation may be used for AAAC.

(Average annual asset consumption (AAAC)*
 The amount of a local government's asset base consumed during a year. This may be calculated by dividing the Depreciable Amount (DA) by the Useful Life and totalled for each and every asset.
- **Asset renewal** **1.70%**
Rate of annual asset renewal*
 A measure of the rate at which assets are being renewed per annum expressed as a percentage of depreciable amount (capital renewal expenditure/DA).
- **Annual Upgrade/expansion** **5.20%**
Rate of annual asset upgrade*
 (A measure of the rate at which assets are being upgraded and expanded per annum expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

5.2 Risk Management Plan

An assessment of risks² associated with service delivery from infrastructure assets has identified critical risks to Council. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action identified in the infrastructure risk management plan are summarised in Table 5.2 on the next page.

² City of West Torrens "Core" Footpaths Infrastructure Risk Management Plan. Version 052008

Table 5.2 Critical Risks and Treatment Plans

Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan
Buildings	Destroyed by fire	H	Develop planned inspections system for electrical testing.
Buildings	Loss of structural integrity	H	Develop planned inspection regime
Buildings	Degradation of asset management capability	H	Successions plans, Documented process
Buildings	Non compliance with legislation	VH	Upgrade to comply with legislation, dispose, demolish.

5.3 Routine Maintenance Plan

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

5.3.1 Maintenance Plan

Maintenance includes reactive, planned and cyclic maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

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

Cyclic maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, etc. This work generally falls below the capital/maintenance threshold.

Maintenance expenditure trends are shown below in Table 5.3.1.

Table 5.3.1 Maintenance Expenditure Trends

Year	Maintenance Expenditure		
	Reactive	Planned	Cyclic
2009/10	\$209,872	\$314,807	
2010/11	\$193,136	\$289,703	
2011/12	\$213,644	\$320,466	

Planned maintenance work for **Scenario 1 and 2** is generally **1%- 1.5%** of total maintenance expenditure.

Maintenance expenditure levels are considered to be adequate to meet required service levels. Future revision of this asset management plan will include linking required maintenance expenditures with required service levels.

Assessment and prioritisation of reactive maintenance works is undertaken by Council staff and consider the customer requests recorded in Council's customer service system.

The City of West Torrens is currently in the process of undertaking a building recondition audit to update determine the current condition and compliance of the buildings, including its fittings, associated services and a review of amenities.

The building inspection audit will comprise:

- Confirmation of facility description and use.
- Inspection of all visible components to ascertain overall condition & compliance.
- Consideration and recommendations for 10 year maintenance costs.

Upon completion of the building audit a further revision of this Buildings Asset Management Plan will be revised with new figures for expenditure forecasts.

5.3.2 Standards and specifications

Maintenance work is carried out in accordance with the following Standards and Specifications.

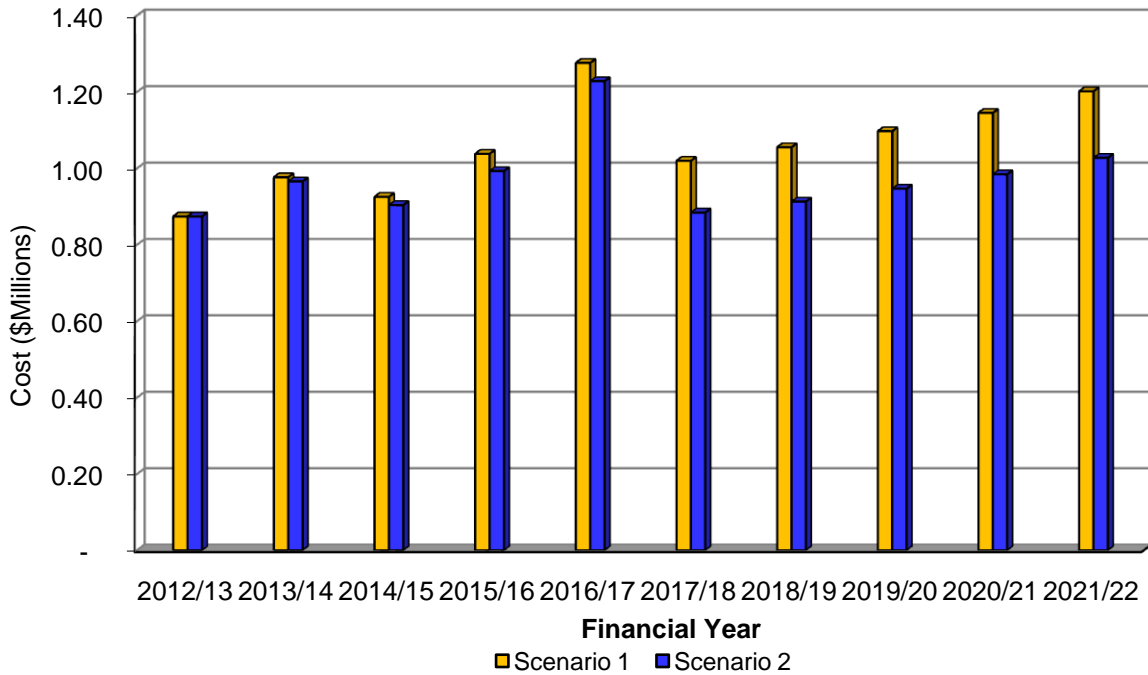
- Council's Standard Drawings
- Australian Standards
- Development Regulations 1993
- Minister's Specification SA 76
- Building Code of Australia
- Workplace Health and Safety Act
- Australian Standard AS 1428.1 & .2
- Code for Disabled – Design Access and Mobility

5.3.3 Summary of future maintenance expenditures

The definition of planned maintenance used in this IAMP is "The actions performed to retain an item/asset in its desired condition standard, by providing systematic inspection, detection & prevention of early failure. It is maintenance conducted on a regular basis to ensure reliability or to sustain the design life of the asset, and includes maintenance specified by regulatory requirements or Australian Standards."

Graph 5.3.3 on the next page shows the expenditure for **Scenario 1 & 2** to maintain elements at an agreed condition rating. Note that all costs are based on 2012 dollar values.

Graph 5.3.3 Planned Maintenance Expenditure



A planned maintenance expenditure line for each building has been included. This entry is to cover planned essential services maintenance and miscellaneous items that are undertaken on annual or biannual basis, as detailed in Table 5.3.3.1 on the following page. To determine the required amount of expenditure the total rate is multiplied by the floor area of the building.

The planned maintenance costs are constant over the analysed period which is a function of the costs and calculated on the floor area of the building. The 10 year average per annum expenditure (**Scenario 1**), for planned maintenance is **\$575,850** and this is based on Council's **existing maintenance budget** and this would see a further increase in maintenance backlog.

Maintenance is funded from Council's operating budget and grants where available. This is further discussed in Section 6.2 of this plan.

Table 5.3.3.1 Planned Maintenance Expenditure

Element	Service Standard				
Condition Level	S1	S2	S3	S4	S5
Building Maintenance General repairs to building elements General servicing of building elements	\$14.90/m²	\$14	\$12	\$11	\$10
Mechanical, Hydraulic, Security and Electrical Services Testing of equipment Service calls Programmed Maintenance Maintenance and running costs excluding energy costs	\$8.90/m²	\$8	\$6	\$4	\$3
Fire Protection Testing of equipment Service calls Sundry fees Maintenance and running costs excluding energy costs	\$2.20/m²	\$2	\$2	\$1.75	\$1.50
Maintenance/Sundry Contingency for miscellaneous items Sundry minor costs Pest control	\$3.60/m²	\$3	\$2.50	\$2	\$1.50
Total	\$29.60	\$27	\$22.50	\$18.75	\$16

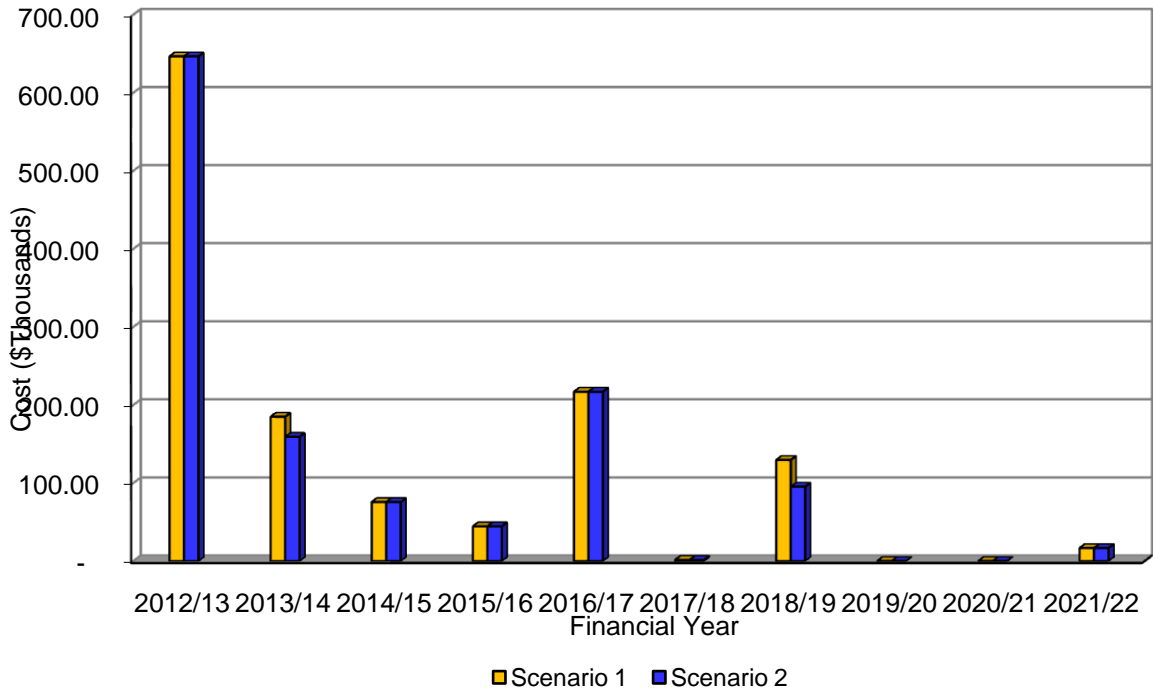
Note: Figures based on IAMP in 2008

5.3.3.1 Maintenance Backlog

The definition of maintenance (backlog) used in this IAMP is “Work undertaken to restore an asset or building element to its desired condition standard or intended function. This is work that should already have been done.”

Graph 5.3.3.1 on the next page shows identified maintenance expenditure for **Scenario 1 & 2**. Note that all costs are based on 2012 dollar values.

Graph 5.3.3.1 Projected Maintenance Expenditure (Backlog)



Projected maintenance backlog is defined as a “maintenance” cost, which represents a backlog of relatively minor works that should have already been undertaken, if the existing maintenance program was adequately funded.

Deferred maintenance, i.e. works that are identified for maintenance and were unable to be funded will be included in the risk assessment process for the buildings risk management plan.

Maintenance is funded from Council’s operating budget and grants where available. This is further discussed in Section 6.2.

5.4 Renewal/Replacement Plan

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

Also considered under the general heading of renewal are costs associated for compliance with legislation "Regulatory Compliance". This is further discussed in section 5.4.4 Regulatory Compliance.

5.4.1 Renewal plan

The definition of replacement used in this IAMP is "Extensive work to refurbish or replace an existing asset/element with an asset/element of similar capacity, standard and performance capability and includes replacement of major plant items".

All Council owned building assets requiring renewal have been identified from a previous audit undertaken by GHD Consultants in 2005. Works were prioritised based on risk over a ten year period based on the priority rating detailed below in Table 5.4.1.

Assets requiring renewal are identified from estimates of remaining life obtained from the asset register worksheets on the '*Planned Expenditure template*'. Candidate proposals are inspected to verify accuracy of remaining life estimate and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed below in Table 5.4.1.

Table 5.4.1 Renewal Priority Ranking Criteria

Priority Level	Risk Rating	Comments
1	Very High	Highest – Works needed immediately or as soon as possible to meet statutory requirements, avoid serious cost/revenue penalties, ensure the health and safety of building occupants and users, or redress/prevent serious disruption to building activities.
2	High	Works that redress/prevent operational deficiencies in the building, and those which will prevent serious deterioration and higher future cost of repair. As a minimum. This work should be completed within two years.
3	Medium	Works that redress/prevent minor operational deficiencies or restore the environmental quality of the building and its surroundings. As a minimum, this work should be completed within three years.
4	Low	Work that can be deferred beyond three years and re-assessed after that period.

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

5.4.2 Renewal standards

Renewal work is carried out in accordance with the following Standards and Specifications.

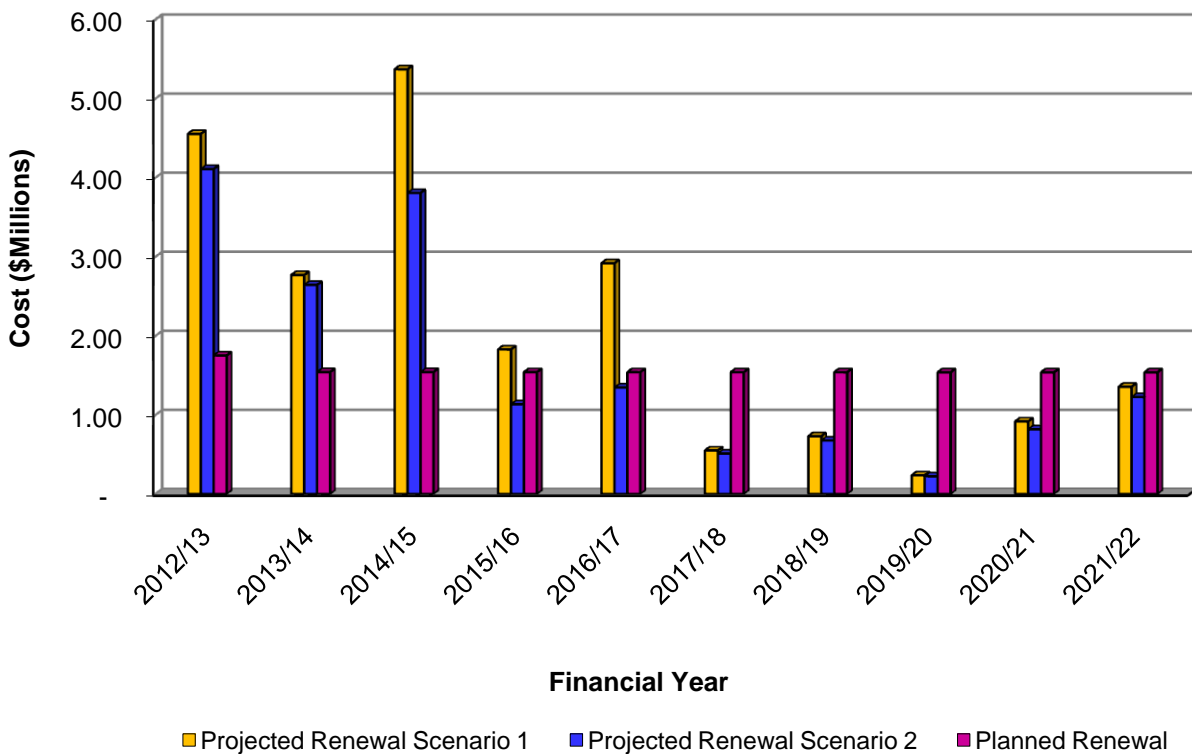
- Council’s Standard Drawings
- Council’s Work Specifications
- Development Regulations 1993
- Minister’s Specification SA 76
- Building Code of Australia
- Workplace Health and Safety Act
- Australian Standard AS 1428.1 & .2
- Code for Disabled – Design Access and Mobility

5.4.3 Summary of future renewal expenditure

Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs for **Scenario 1 & 2** are summarised below in Graph 5.4.3. Note that all costs are shown in current 2012 dollar values.

The projected capital renewal program is shown in **Appendix A**, with the condition data as the source. Note that only the renewals that do not meet current service levels have been included.

Graph 5.4.3 Projected Capital Renewal Expenditure (age based analysis)



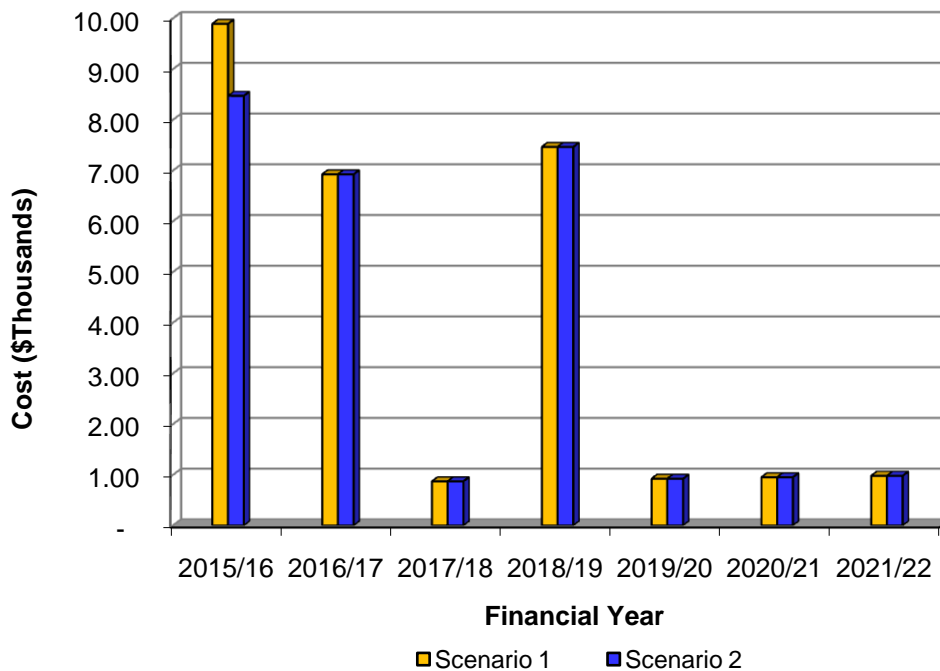
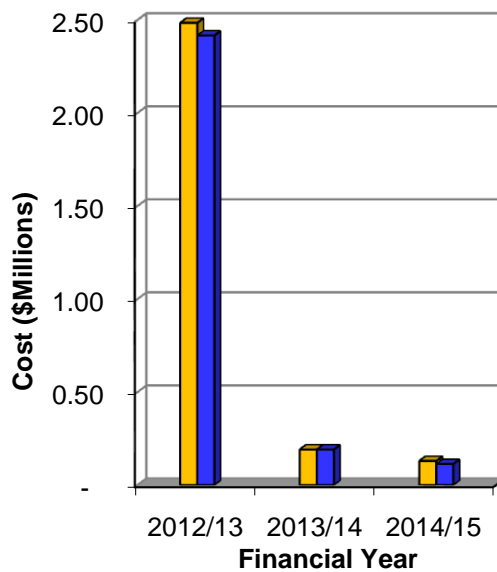
Deferred renewal, i.e. those assets identified for renewal and not scheduled for renewal in capital works programs are to be included in the risk assessment process in the risk management plan. Renewals are to be funded from Council’s capital works program and grants where available. This is further discussed in Section 6.2.

5.4.4 Regulatory compliance

The definition of regulatory compliance in this AMP is “Non-maintenance work necessary for an asset to comply with applicable legislation, or an Australian Standard. For example, work that is required to comply with the Building Code of Australia (BCA), work that is required to meet the Workplace Health and Safety Act, or an upgrade required to comply with an Australian Standard. The importance of the work should be reflected in the risk ratings assigned to it”

Graph 5.4.4 below shows the cost for **Scenario 1 & 2** for identified compliance. Note that all costs are based on 2012 dollar values.

Graph 5.4.4 Projected Compliance Expenditure



The graph indicates that the majority of the compliance works have been prioritised in the first year which reflects the urgency of them.

The buildings were assessed for conformance with the Building Code of Australia (BCA), and Australian Standards including AS1428.1 & AS1428.2: Code for Disabled – Design Access and Mobility. The inspections also reviewed conditions that may impact upon the Workplace Health and Safety Act Compliance.

There is currently no legal requirement to retrospectively upgrade buildings to comply with the latest BCA requirements. Buildings that predate the existing BCA are not required to comply unless significant changes (usually greater than 50% of the total building floor area over a 3-year period) are undertaken in them. Most pre-1990 buildings will have a number of BCA non-compliances, including those relating to fire safety and access and egress issues.

Under the BCA, there is a requirement for compliance with AS 1428. Disabled access to and mobility through buildings is required, as is the provision of disabled facilities within the building. Our auditors have endeavoured to identify non-compliances. Non-compliances that pose a risk have been recorded, together with the cost to rectify.

5.5 Creation/Acquisition/Upgrade Plan

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

5.5.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate.

Establishing a program for a Priority System with a rating assigned is being developed with the purpose to technically prioritise the order in which existing buildings are maintained.

5.5.2 Standards and specifications

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.4.2. All costs are based on 2012 dollar values.

5.5.3 Summary of future upgrade/new assets expenditure

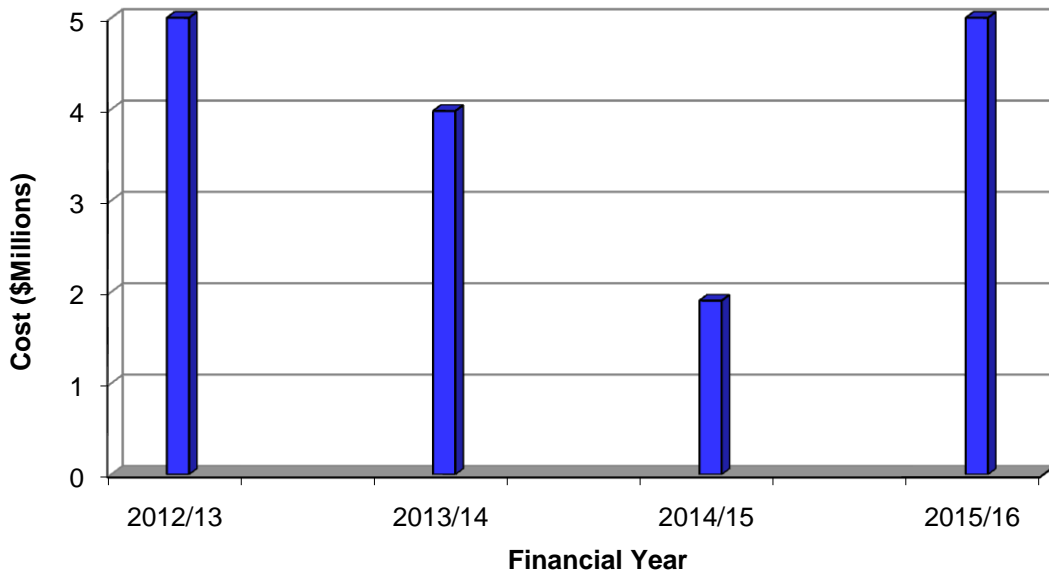
Planned Capital upgrade/new asset expenditures are summarised on the next page in Graph 5.5.3. The planned upgrade/new capital works program is shown in **Appendix A**. All costs are shown in current 2012 dollar values.

As described in Section 5, Councils current plan for upgrade/new asset expenditure is based on a previous feasibility study, the provision of social services from multipurpose community facilities i.e. Community Hubs, as outlined in "City of West Torrens Multipurpose Community Facility and Neighbourhood Development Centres Concept Review, December 2006". This involves building a new large facility or a cluster of facilities that caters for a population base made up of numerous community groups. These centres will have a large floor area and designed to accommodate numerous groups, which require varying floor area / space requirements, due to their needs. The design of the Centre will

be such that it will enable the use by sporting clubs, community groups and participants in Council events and programmes concurrently.

It is essential that the proposed multi-purpose community facilities complex be complimented by the provision of four Neighbourhood Development Centres, one in each of the four quadrants of the City in order to ensure equitable access to services and activities across the City of West Torrens. These Centres will provide specialised services and opportunities for the whole community.

Graph 5.5.3 Planned Capital Upgrade/New Asset Expenditure



New assets and services are to be funded from Council's Capital Works Program and grants where available. This is further discussed in Section 6.2.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in **Appendix C**. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any.

The buildings listed for disposal or demolition in Appendix C have been identified subsequent to a building review as detailed in Asset Review, Council-Owned Properties Report, May 2006

Following investigations relating to the potential rationalisation of Council owned properties, cost associated with the demolition and where cash flow projections from asset disposals are not available will be included in future revisions of this IAMP.

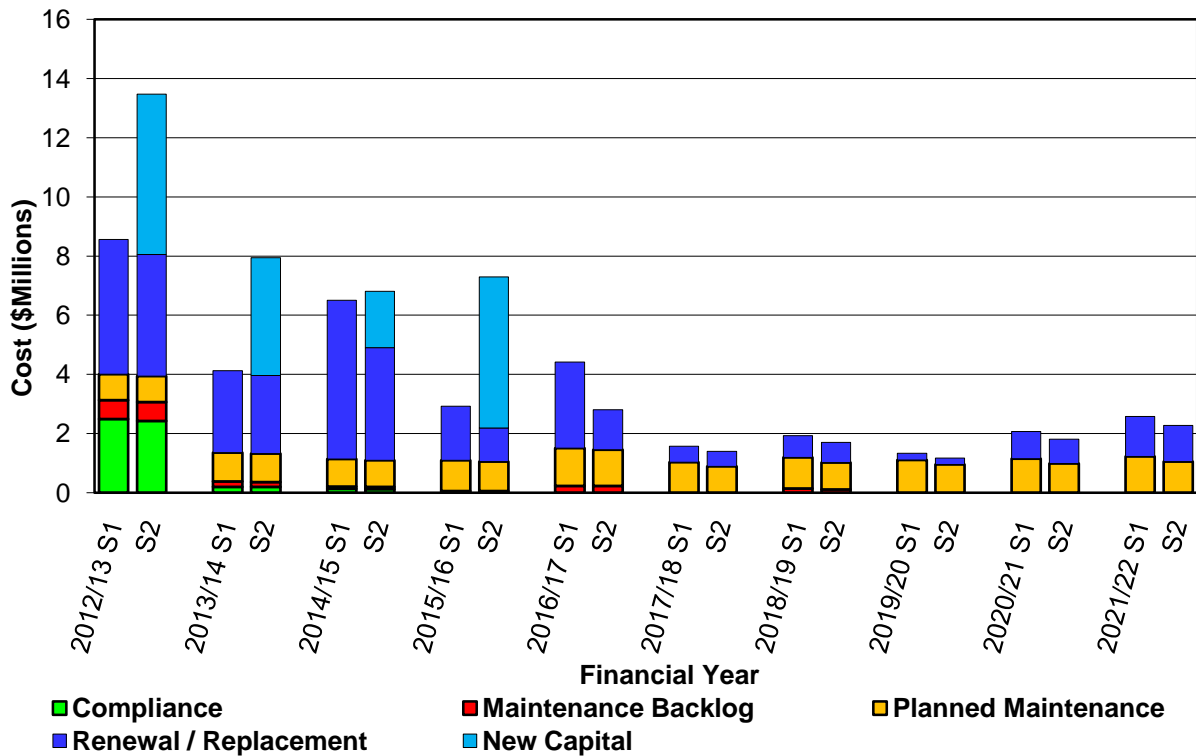
6. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance. It is anticipated that the financial summary will be reviewed annually and continue to be refined as planning studies, strategies, audits and updated financial analysis are completed.

6.1 Financial Statements and Projections

The financial projections are shown below in Graph 6.1 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets).

Graph 6.1 Planned Operating and Capital Expenditure (Scenario 1 & 2)



Note all costs are shown in 2012 dollar values.

The 10 year financial forecast for **Scenario 1 & 2** are based on the works identified through the Condition Audit Report, December 2005. The works identified in the condition audit were determined by assigning a required building condition standard criterion as listed under 3.4.1. Funding for **Scenario 2** was further derived by assumptions made by Executives Officers based on recommendations made within the “Asset Review, Council-Owned Properties Report, May 2006.

As mentioned previously due to limited funding in previous years, an increase in funding will be required to bring the building assets to the required condition standard.

Table 7 on the following page records the actual costs associated with Graph 6.1

Table 7 Maintenance / Renewal /New Expenditure Trends (Scenarios 1 & 2)

Scenario 1	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
Planned Maintenance	873,645.03	976,281.35	924,766.11	1,037,476.32	1,275,508.98	1,019,194.63	1,054,728.17	1,096,694.15	1,144,641.58	1,201,072.46	10,604,008.78
Maintenance Backlog	646,400.00	184,886.00	75,641.00	44,474.00	216,888.00	1,449.00	129,426.00	61.00	63.00	16,637.00	1,315,925.00
Renewal / Replacement	4,552,880.00	2,768,358.00	5,370,747.00	1,828,020.00	2,918,262.00	549,616.00	730,396.00	236,060.00	917,385.00	1,355,704.00	21,227,428.00
Compliance	2,483,750.00	191,014.00	129,235.00	9,890.00	6,922.00	869.00	7,463.00	922.00	950.00	979.00	2,831,994.00
Total	\$8,556,675.03	\$4,120,539.35	\$6,500,389.11	\$2,919,860.32	\$4,417,580.98	\$1,571,128.63	\$1,922,013.17	\$1,333,737.15	\$2,063,039.58	\$2,574,392.46	35,979,355.78

Scenario 2	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
Planned Maintenance	873,645.03	976,281.35	924,766.11	1,037,476.32	1,275,508.98	1,019,194.63	1,054,728.17	1,096,694.15	1,144,641.58	1,201,072.46	10,604,008.78
Maintenance Backlog	646,400.00	184,886.00	75,641.00	44,474.00	216,888.00	1,449.00	129,426.00	61.00	63.00	16,637.00	1,315,925.00
Renewal / Replacement	4,109,247.00	2,644,047.00	3,806,400.00	1,134,573.00	1,346,374.00	511,872.00	676,711.00	223,486.00	818,833.00	1,226,482.00	16,498,025.00
Compliance	2,483,750.00	191,014.00	129,235.00	9,890.00	6,922.00	869.00	7,463.00	922.00	950.00	979.00	2,831,994.00
New Capital	5,429,169.00	3,980,582.52	1,903,628.79	5,107,296.76	-	-	-	-	-	-	16,420,677.08
Total	\$13,542,211.03	\$7,976,810.87	\$6,839,670.91	\$7,333,710.08	\$2,845,692.98	\$1,533,384.63	\$1,868,328.17	\$1,321,163.15	\$1,964,487.58	\$2,445,170.46	47,670,629.86

6.1.1 Sustainability of service delivery

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

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include maintenance and asset consumption (depreciation expense). The **annual average life cycle cost** for the services covered in this asset management plan is **\$2,653,996**. This average life cycle cost is calculated by adding the maintenance expenditure and annual depreciation expense for the current year (prior to year 1 of the planning period).

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes maintenance plus capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals. The **life cycle expenditure at the start of the plan is \$2,128,042**. This life cycle expenditure is calculated by adding the maintenance expenditure and capital renewal expenditure for the current year (prior to year 1 of the planning period).

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

The life cycle gap for services covered by this asset management plan is **\$525,954 per annum**. This life cycle gap is calculated by subtracting life cycle expenditure from life cycle cost. The life cycle **sustainability index is 0.80**. This index is calculated by dividing life cycle expenditure by life cycle cost and expressed as a decimal.

Medium term – 10 year financial planning period

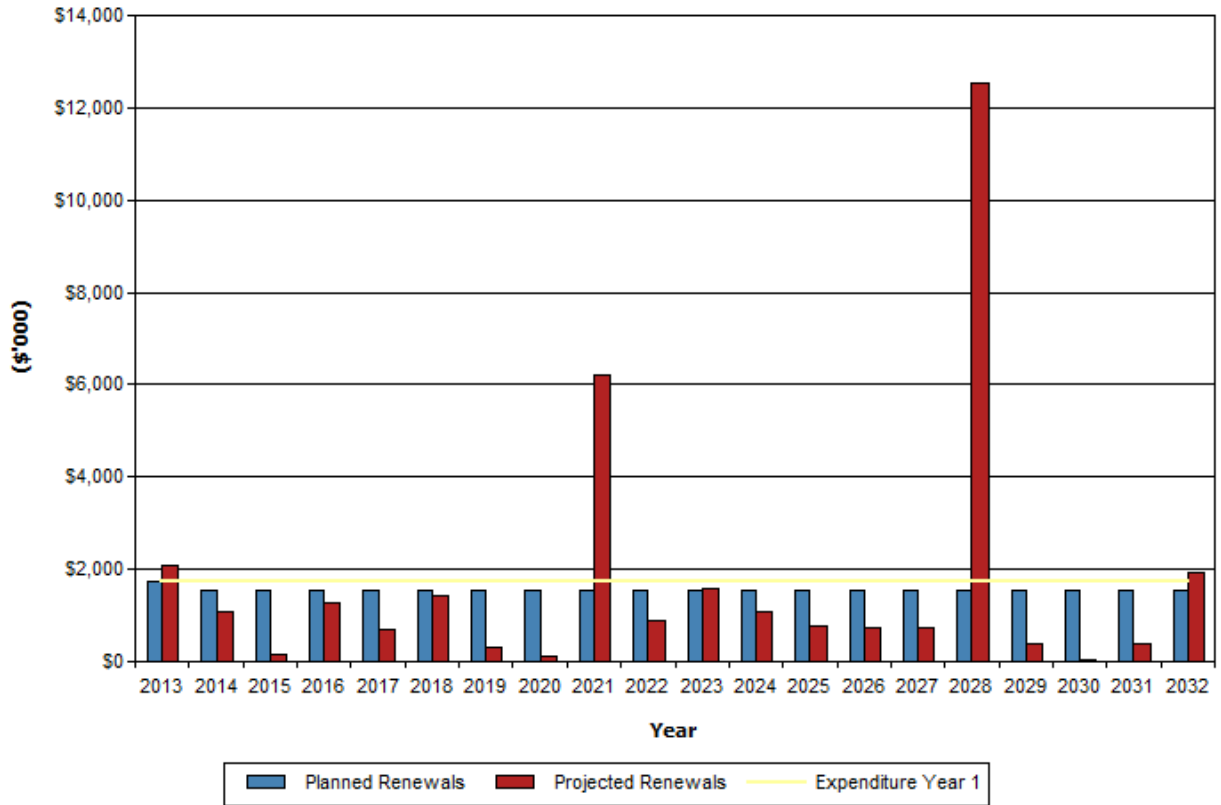
This asset management plan identifies the estimated maintenance and capital expenditures required to provide an agreed level of service to the community over a 20 year period for input into a 10 year financial plan and funding plan to provide the service in a sustainable manner.

This may be compared to existing or planned expenditures in the 10 year period to identify any gap. In a core asset management plan, a gap is generally due to increasing asset renewals.

Graph 6.1.1 on the next page shows the projected asset renewals in the 20 year planning period from the asset register (based on age). The projected asset renewals are compared to planned renewal expenditure in the capital works program and capital renewal expenditure in year 1 of the planning period as shown in Table 6.1.1 on the next page represents the annual and cumulative funding gap between projected and planned renewals for **Scenario 1 and 2** respectively.

Graph 6.1.1 Projected and Planned Renewals and Current Renewal Expenditure

West Torrens City - Projected & Planned Renewals and Current Renewal Expenditure (Buildings 2012 V3)



Note that all costs are based on 2012 dollar values.

Table 6.1.1 and Table 6.1.2 below show the gap between projected and planned renewals for **Scenario 1 and Scenario 2** respectively.

Table 6.1.1 Projected and Planned Renewals and Expenditure Gap (\$'000) (Scenario 1)

Year	Projected Renewals \$	Planned Renewals \$	Renewal Funding Gap \$	Cumulative Gap \$
2012/13	4,552,880	1,751,818	2,801,062	2,801,062
2013/14	2,768,358	1,541,111	1,227,247	4,028,308
2014/15	5,370,747	1,540,760	3,829,987	7,858,295
2015/16	1,828,020	1,540,408	287,612	8,145,907
2016/17	2,918,262	1,540,056	1,378,206	9,524,113
2017/18	549,616	1,539,705	-990,089	8,534,025
2018/19	730,396	1,539,353	-808,957	7,725,068
2019/20	236,060	1,539,002	-1,302,942	6,422,126
2020/21	917,385	1,538,650	-621,265	5,800,861
2021/22	1,355,704	1,538,299	-182,595	5,618,266
Total	21,227,428	15,609,162	5,618,266	

Note: These figures are in present value terms and are not indexed by inflation.

Table 6.1.2 Projected and Planned Renewals and Expenditure Gap (\$'000) (Scenario 2)

Year	Projected Renewals \$	Planned Renewals \$	Renewal Funding Gap \$	Cumulative Gap \$
2012/13	4,109,247	1,751,818	2,357,429	2,357,429
2013/14	2,644,047	1,541,111	1,102,936	3,460,364
2014/15	3,806,400	1,540,760	2,265,640	5,726,004
2015/16	1,134,573	1,540,408	-405,835	5,320,169
2016/17	1,346,374	1,540,056	-193,682	5,126,487
2017/18	511,872	1,539,705	-1,027,833	4,098,655
2018/19	676,711	1,539,353	-862,642	3,236,013
2019/20	223,486	1,539,002	-1,315,516	1,920,497
2020/21	818,833	1,538,650	-719,817	1,200,680
2021/22	1,226,482	1,538,299	-311,817	888,863
Total	16,498,025	15,609,162	888,863	

Note: These figures are in present value terms and are not indexed by inflation.

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

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

Council will manage the 'gap' by developing this IAMP to provide guidance on future service levels and resources required to provide these services, and will further progress the feasibility studies for establishing the multi – purpose community facilities.

Council's long term financial plan covers a 10 year planning period. The total maintenance and capital renewal expenditure for **Scenario 1 and 2** required over the 10 years is **\$35,979,356.78** and **47,670,629.86**, this is an average expenditure for **Scenario 1 and 2** of **\$3,597,936** and **\$4,767,063**

respectively. Estimated maintenance and capital renewal expenditure in year 1 for **Scenario 1** is **\$2,698,591** and for **Scenario 2** is **\$2,075,560** The 10 year sustainability index for **Scenario 1 and 2** is **0.80** and **0.80** respectively.

6.2 Funding Strategy

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

Achieving the financial strategy will require Council to commit to a loan program that will result in loan liabilities increasing from \$12.91 million to \$50.15 million which will incorporate all infrastructure assets. A significant but manageable increase is demonstrated in Table 6.2 below. Interest rate borrowings ranging from 6.25 to 6.75 per cent have been estimated, along with a 15 year borrowing term.

Loan repayments as a percentage of rates is the benchmark that is best used to assess a Council's relative indebtedness. The projected percentages for West Torrens based on the projected loan program are as follows:

Financial Year	Projected Loan Repayments	Loan % of Rates
2009/10	2,485,768	7.6
2010/11	2,280,570	6.1
2011/12	2,219,539	5.5
2012/13	2,219,539	5.2
2013/14	2,219,539	4.8
2014/15	2,864,981	5.8
2015/16	3,538,637	6.7
2016/17	4,105,045	7.3
2017/18	4,848,604	8.1
2018/19	4,734,718	7.4
2019/20	4,892,841	7.1
2020/21	5,580,316	7.6

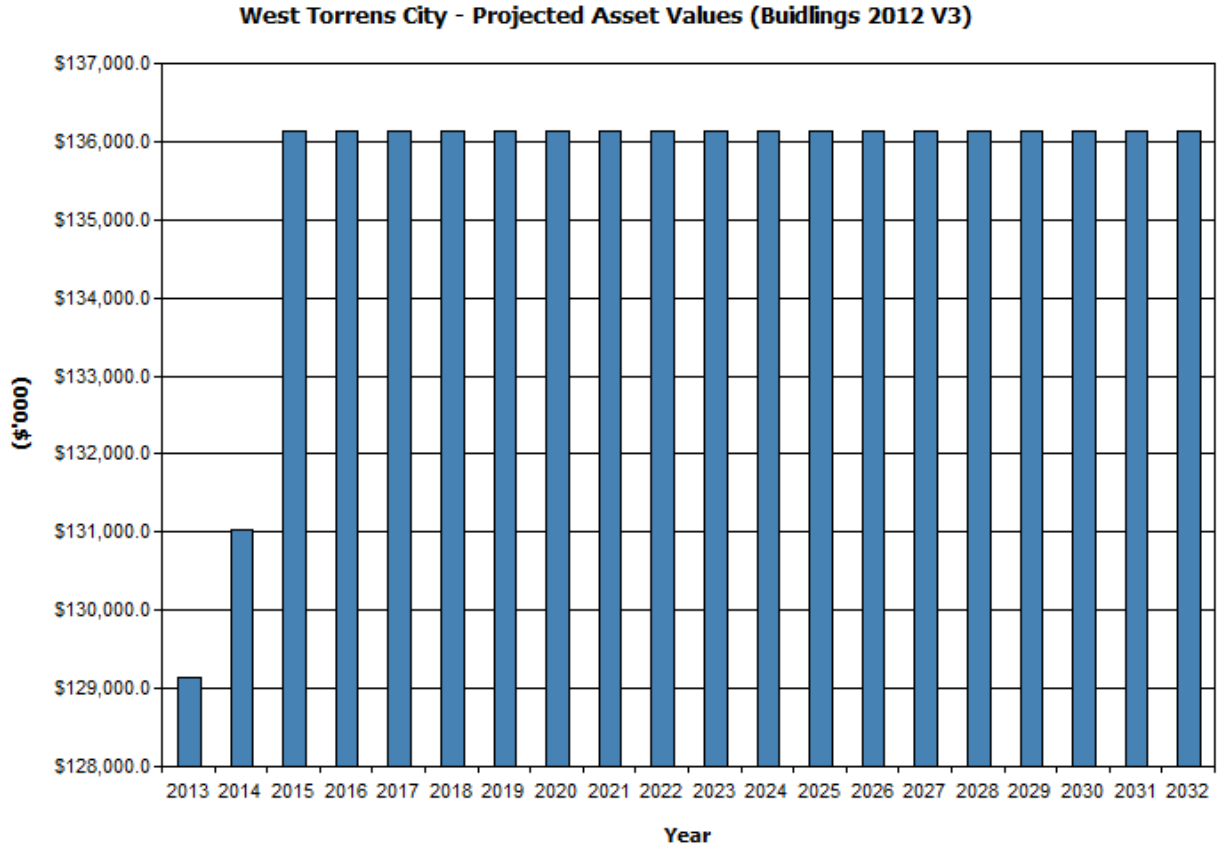
Data Source: Adopted budget and annual business plan 2012/13

A percentage between zero and 25 per cent would normally be considered as being reasonable. Metropolitan councils in South Australia ranged from 0.0 per cent to 24.1 per cent in 2008/2009.

6.3 Valuation Forecasts

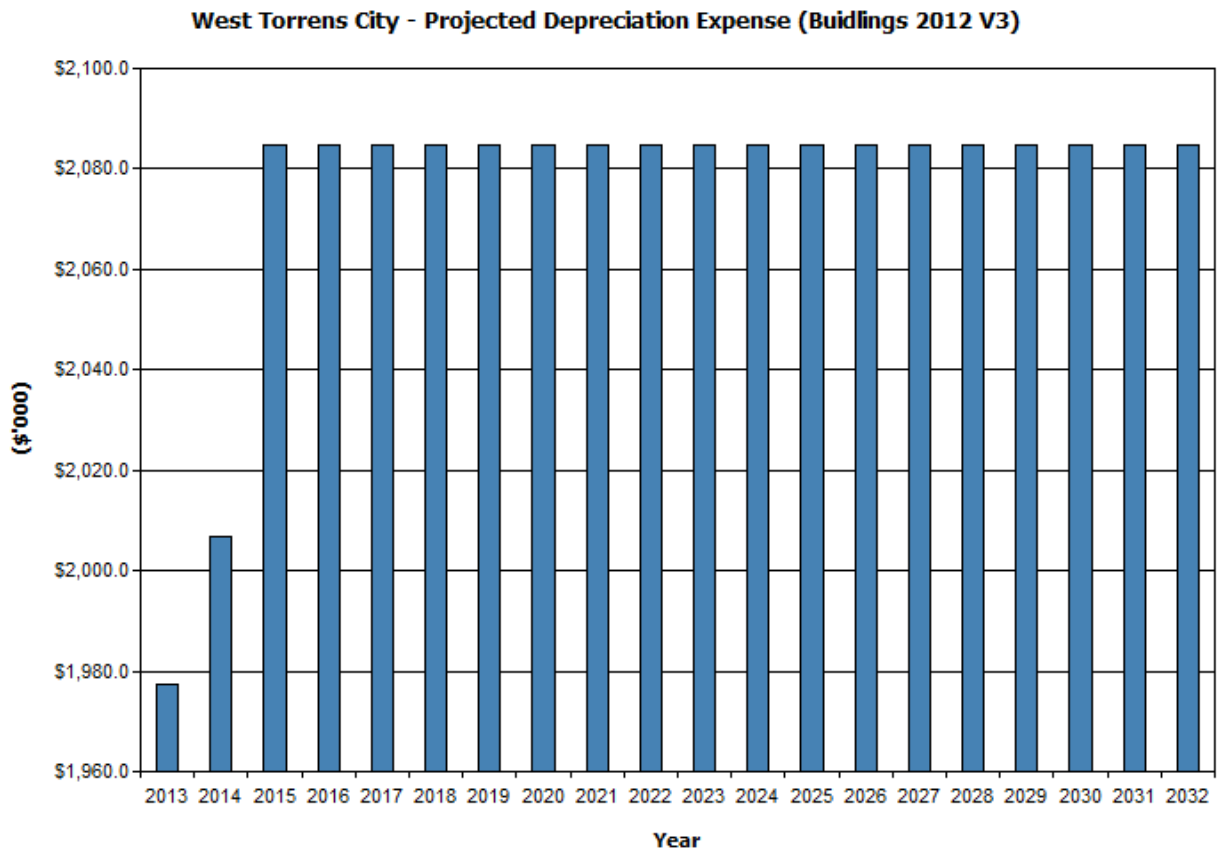
Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council. Graph 6.3.1 below shows the projected replacement cost asset values over the planning period in current 2012 dollar values.

Graph 6.3.1 Projected Asset Values



Depreciation expense values are forecast in line with asset values as shown below in Graph 6.3.2.

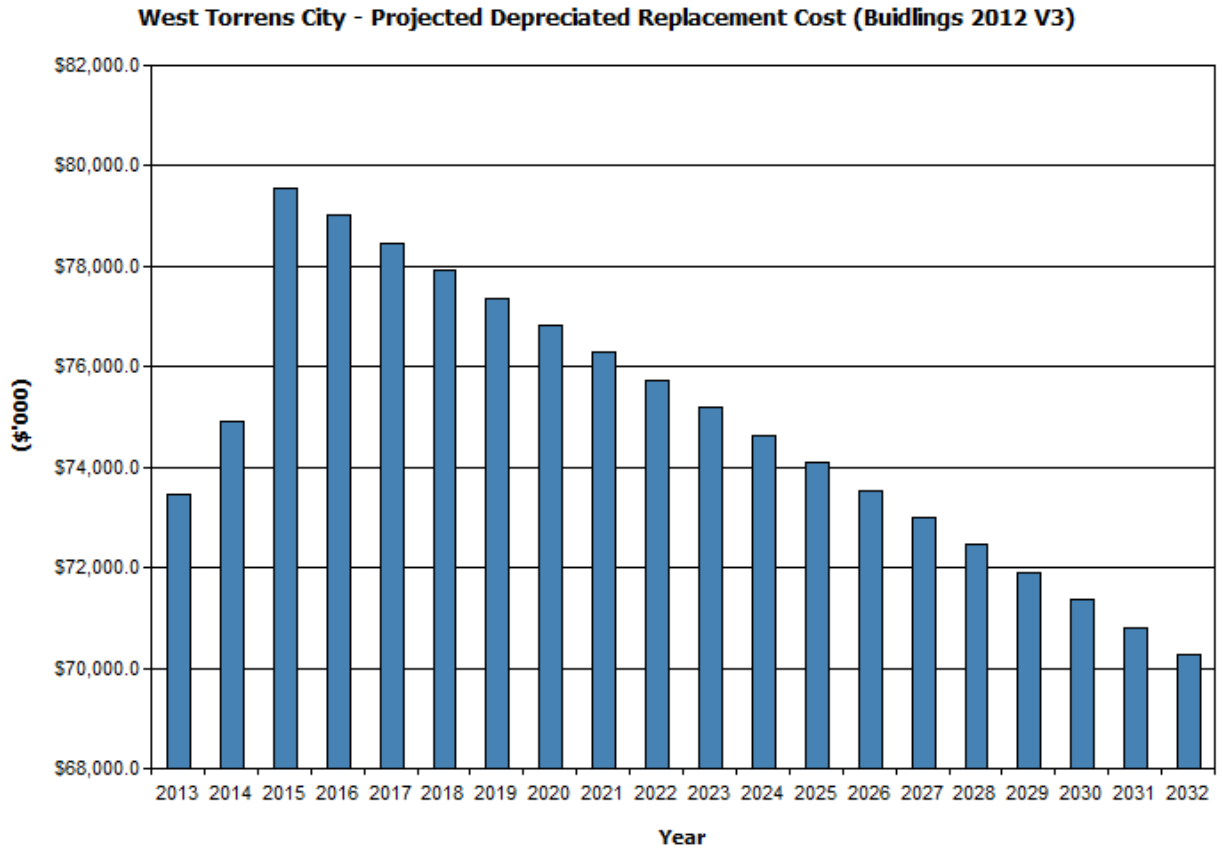
Graph 6.3.2 Projected Depreciation Expense



The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Graph 6.3.3 on the next page.

Council currently records depreciation for buildings by the straight line method. The useful life of an asset is defined as the period which a depreciable asset is expected to be fully utilised, however, this period can be significantly impacted on by maintenance practices.

Graph 6.3.3 Projected Depreciated Replacement Cost



6.4 Key Assumptions made in Financial Forecasts

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

Key assumptions made in this asset management plan are:

- The costs are based on industry standard estimated rates for maintenance and renewal and may not directly compare to Councils internal service provision actual costs.
- All figures are based on 2012 dollar values.
- All figures for **Scenario 2** are based on the presumption of disposal/demolition of identified properties as listed in **Appendix C**
- The figures compare to an annual reported depreciation figure of **\$2,075,560**.
- Asset sales of **\$2.6 million** and **\$3.7 million** will occur in the **2112/13** and **2014/15 financial years** respectively, and these proceeds, along with past sales, will be used to fund fully community hub developments that are planned.

Accuracy of future financial forecasts may be improved in future revisions of this IAMP by the following actions:

- Undertaking a benchmarking exercise between Councils actual costs and the estimated costs in this report.
- Re-visiting Councils depreciation figures which equate to an average asset life of 80 years including a reported residual. It has been noted from recent experience that a negative residual is more often the case at the end of a buildings life rather than a positive residual.
- Undertaking Building Re-condition Audit.
- Refining cost associated with **Scenario 2** forecast.

6.5 Confidence Levels

Confidence in the data used as the basis for these forecasts has been assessed using the grading system as seen below in Table 6.5:

Table 6.5 Data Confidence Grading System

Grade	Definition
A	Very reliable. Data based on sound records, procedures, investigations and analysis that is properly documented and recognised as the best method of assessment.
B	Reliable. Data based on sound records, procedures, investigations and analysis that is properly documented but has some minor shortcomings, such as age.
C	Uncertain. Data based on records, procedures, investigations and analysis which is incomplete, unsupported, or extrapolated from a limited sample.
D	Very uncertain. Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level has been based assessed as B

To improve confidence in the figures, the following steps could be undertaken:

- From 2012/13, separate outputs for expenditure will be available for the Program, Capital and Maintenance categories which will provide more accurate information.
- In order to keep track on works and ensure all data on assets is meaningful and reliable all works and activities associated with a particular asset should be consistently attributed to the asset listed in Conquest.

7. ASSET MANAGEMENT PRACTICES

7.1 Accounting/Financial Systems

Council uses 'Finance One' as its corporate finance system and is administered through the Finance Department.

Guidance in recognising and reporting on assets is provided by;

- Local Government Act 1999
- Local Government (Financial Management) Regulations 1999
- AASB Accounting Standards

Council adopted a Capitalisation of Assets Policy (CPP.48) on 4 November 2008. In summary, for footpath, assets will be capitalised when:

- It is probable that the future economic benefits embodied in an asset will eventuate; and
- The asset possesses a cost that can be measured reliably, and its value, at the time of Council gaining control over the asset, is in excess of:

Buildings	\$10,000
------------------	-----------------

Where the value of individual assets falls below the asset threshold for capitalisation, but the assets form part of a network or asset group, consideration will be given to capitalising the individual asset based on whether the aggregate value of those assets exceeds the capitalisation threshold. Assets to be considered will be referred to the Manager Financial Services for a determination.

Acquisition costs of assets with less than these values will be treated as operating expenses.

Changes to the financial system should be in the way of amending the chart of accounts to identify operational costs, maintenance cost and capital cost.

7.2 Asset Management Systems

Asset Management information systems are defined as the system that support asset management processes and manipulate the relevant data. This includes the following asset management functions:

- Asset registers
- Financial systems
- Maintenance management systems
- Capital works programming
- As constructed plans
- Geographical information systems
- Advanced applications such as deterioration modelling
- Future demand analysis

The City of West Torrens uses “Conquest” as its Asset Management System.

Currently there is no integration of Conquest with the ‘Finance One,’ Council’s corporate finance system. Capital expenditure is currently partially uploaded via CSV files and manually posted.

Conquest is administered through the City Assets business unit and has a full time coordinator responsible for its development and implementation together with one full time officer. In addition, the Asset Accountant, located within the Finance Department also has administrative responsibilities.

It is apparent through the development of this asset management plan that better integration is required with the finance system. Also, it is suggested that it would be appropriate to review the use of the Asset Management System to generate and report on proactive maintenance works programs.

7.3 Information Flow Requirements and Processes

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

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

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

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

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

All capitalised expenditures are to be recorded in Council’s asset register and shall be properly identified, recorded and classified. For each asset, a determination shall be made of its total life, remaining usefuls life, cost for accounting purposes and method of depreciation.

All asset recorded in the fixed asset register should be correctly allocated to their specific asset class, asset category and asset group.

Assets acquired by Council shall be recorded using the cost method of accounting which is the fair value given as consideration plus costs incidental to acquisition including architect’s fees, engineering fees and all other costs incurred in preparing the asset ready to use.

The cost of assets constructed by Council shall include the cost of all materials used in construction, direct labour employed, contractor cost and an appropriate allowance for Council overheads.

7.4 Standards and Guidelines

- City of West Torrens, Asset Management Policy, 7 November 2007
- City of West Torrens, Capitalisation of Assets Policy, 6 March 2012
- City of West Torrens, Impairment of Assets Policy, 6 March 2012
- City of West Torrens, Revaluation of Assets Policy, 6 March 2012
- City of West Torrens, Annual Budget Policy, 4 March 2008
- City of West Torrens, Treasury Policy, 6 March 2012
- Local Government Act 1999
- Local Government (Financial Management) Regulations 1999
- AASB Accounting Standards
- City of West Torrens, Asset Management Strategy Review, June 2005
- International Infrastructure Management Manual – 2006
- Disability Discrimination Act, 1992

8. PLAN IMPROVEMENT AND MONITORING

8.1 Performance Measures

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

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

8.2 Improvement Plan

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

Table 8.2 Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline
2.	Prepare Conservation Plans	City Assets	Budget	15/16
3.	Establish priority ranking criteria for the upgrade / expansion of existing building assets.	AM Unit/Property Services/Community Services	Operational	13/14
4.	Develop financial expenditure category identification	Finance Unit	Operational	14/15
6.	Develop a Data Management Executive Standard	GIS Coordinator	Operational	13/14
7.	Develop the use of Conquest for proactive/cyclic maintenance and renewal works, including recording all costs against each asset.	AM Unit	Operational	13/14
8.	Undertake consultation exercise with stakeholders to determine appropriate levels of service.	Communication Unit/Community Services	Budget	14/15
10.	Undertake compliance works program identified in the building condition audit report, December 2005.	City Works	Budget	Ongoing

8.3 Monitoring and Review Procedures

This asset management plan will be reviewed during annual budget preparation and amended to recognise any changes in service levels and/or resources available to provide those services as a result of the budget decision process.

The Plan has a life of 4 years and is due for revision and updating within 2 years of each Council election.

REFERENCES

City of West Torrens Community Plan, "Towards 2025", November 2011

City of West Torrens Adopted Budget and Annual Business Plan 2012/13

City of West Torrens Asset Management Strategy Review, June 2005

City of West Torrens Asset Review, Council-Owned Properties Report, May 2006

GHD Consultants, Building Condition Audit Report, December 2005

DVC, 2006, 'Asset Investment Guidelines', 'Glossary', Department for Victorian Communities, Local Government Victoria, Melbourne,

<http://www.dvc.vic.gov.au/web20/dvclgv.nsf/allDocs/RWP1C79EC4A7225CD2FCA257170003259F6?OpenDocument>

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au

APPENDICES

- Appendix A Projected Buildings Renewals 10 year Capital Works Programs (2013 – 2022)
– Scenario 1 and Scenario 2
- Appendix B Planned Upgrade/Expansion/New 10 year Capital Works Program
(2013 – 2022)
- Appendix C Assets Review Summary – GHD Consultants (2005)

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Appendix A - Projected Buildings Renewals 10 year Capital Works Programs (2013 – 2022) – Scenario 1

Projected Renewal 10 Year Capital Works Program (Scenario 1)										
Building Name	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
10 Somerset	\$5,000				\$45,020					
164 South Road	\$200	\$206			\$1,351		\$8,358		\$7,600	\$7,829
14 Somerset	\$1,533	\$1,533	\$1,533	\$1,533	\$1,533	\$1,533	\$1,533	\$1,533	\$1,533	\$1,533
18 Somerset	\$160,000	\$721			\$1,688					
6 Somerset	\$150		\$116,700							
77 Davenport	\$200									
79 Davenport		\$74,160								
Adelaide Baseball Club	\$800		\$111,395		\$5,627		\$7,761		\$3,800	\$27,400
Airport Senior Citizens Clubrooms	\$17,400		\$206,876		\$77,661		\$358			\$65,239
Aviation & Railway Museum	\$1,800	\$1,236			\$2,420		\$5,015			\$20,094
Brickworks Market	\$1,287,750	\$231,186	\$50,234	\$24,368	\$257,740	\$131,231	\$270,572		\$63,212	\$102,686
Camden Community Hall	\$3,400		\$275,834		\$57,739				\$33,190	
Camden Gymnasium		\$4,018	\$424	\$234,936	\$8,104				\$3,547	
Civic Centre Building	\$3,150	\$1,957		\$66,766	\$107,995				\$397,511	\$560,792
Council Depot	\$5,600	\$824	\$3,183		\$1,688		\$8,358		\$13,934	\$81,810
Glenlea Tennis Clubrooms	\$8,034		\$18,576	\$12,381						
Golflands	\$200	\$824	\$84,872		\$12,381					
Hayhurst RSL	\$4,500		\$206,876	\$27,318	\$394	\$2,436	\$6,925	\$6,764	\$6,967	\$16,244
Hilton RSL Club	\$3,250	\$155	\$16,551			\$2,436	\$5,970		\$37,240	\$58,714
Hindmarsh Bowling Clubrooms	\$70,000			\$174,836	\$2,702					
Jaguar Clubrooms		\$258	\$53,045							

Kandahar House	\$150	\$1,236	\$153,831		\$1,126					
Kesmond Tennis Clubrooms	\$2,200				\$50,648		\$5,015			
Kurralta Park Girl Guides	\$1,100	\$6,180	\$63,654			\$2,319				
Kurralta Park Kindergarten	\$750		\$212							\$20,877
Lockleys Cinema Complex	\$1,500	\$4,944	\$535,118		\$42,770	\$28,345	\$836		\$5,068	
Lockleys Oval Complex	\$69,650	\$721,532		\$342,023	\$16,265	\$17,739	\$29,850		\$53,206	\$54,148
Lockleys Senior Citizens	\$800			\$163,909	\$3,036	\$1,391				
Magicians Clubrooms (air raid shelter)	\$35,000	\$824					\$28,895			
Mellor Park Tennis Club Bar Facility	\$1,300		\$8,487							
Mellor Park Tennis Clubrooms	\$5,100	\$1,545					\$1,433			\$16,962
Mile End Neighbourhood House	\$100	\$10,300			\$3,377	\$8,115				\$15,657
Novar Gardens Bowling Clubrooms		\$155		\$158,445						
NSA Clubrooms		\$1,906			\$222,287				\$5,700	
Peake Gardens Tennis Clubrooms	\$1,800	\$824	\$100,786				\$5,970			
PHOS Camden Change Rooms	\$130,800				\$22,510	\$23,185			\$2,660	
PHOS Camden Oval Football Clubrooms	\$9,650	\$361	\$212,180	\$5,464	\$16,883				\$3,800	
Plympton Community Centre	\$150	\$258	\$42,436	\$30,596	\$218,545		\$8,358			
Plympton Tennis Clubrooms	\$1,400					\$1,855	\$33,434		\$8,234	\$1,174
Reedbeds Community Centre	\$17,000	\$1,545	\$404,628		\$20,260		\$1,791			\$1,304
Richmond Oval Complex	\$598,150	\$796,762	\$191,068	\$41,942	\$31,627	\$17,970	\$24,359	\$7,256	\$507	\$35,489
Riverside Tennis Clubrooms	\$500	\$56,650								

SES Depot	\$6,000				\$1,351					\$23,486
Star Theatre Complex		\$10,455	\$606,304		\$12,944	\$406			\$8,488	
St Martins Nursing Home	\$146,704	\$146,704	\$146,704	\$146,704	\$146,704	\$146,704	\$146,704	\$146,704	\$146,704	\$146,704
Thebarton Library	\$300	\$21,527			\$10,130	\$696	\$14,329			\$10,439
Thebarton Oval Complex	\$1,866,700	\$126,074	\$90,816		\$21,162	\$64,688	\$27,463		\$8,868	
Thebarton Senior Citizens	\$3,600	\$27,707	\$3,183	\$295,036	\$1,355,440	\$4,038	\$3,914	\$4,277	\$4,674	\$5,107
Thebarton Theatre		\$14,420	\$1,592,517		\$35,341	\$4,985	\$1,910		\$25,335	
West Beach Scout Hall	\$9,900			\$8,742				\$3,167		\$8,481
Western Youth Centre	\$3,200	\$432,600	\$6,365	\$1,311	\$35,454	\$23,185	\$14,926		\$9,248	
Western Youth Centre - Tennis Clubrooms	\$50	\$412		\$25,351						\$7,176
West Torrens Library	\$66,359	\$66,359	66359	\$66,359	66359	66359	66359	66359	66359	\$66,359
Totals	\$4,552,880	\$2,768,358	\$5,370,747	\$1,828,020	\$2,918,262	\$549,616	\$730,396	\$236,060	\$917,385	\$1,355,704

Appendix A - Projected Buildings Renewals 10 year Capital Works Programs (2013 – 2022) – Scenario 2

Projected Renewal 10 Year Capital Works Program (Scenario 2)										
Building Name	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
164 South Road	\$200	\$206			\$1,351		\$8,358		\$7,600	\$7,829
Adelaide Baseball Club	\$800		\$111,395		\$5,627		\$7,761		\$3,800	\$27,400
Airport Senior Citizens Clubrooms	\$17,400		\$206,876		\$77,661		\$358			\$65,239
Aviation & Railway Museum	\$1,800	\$1,236			\$2,420		\$5,015			\$20,094
Brickworks Market	\$1,287,750	\$231,186	\$50,234	\$24,368	\$257,740	\$131,231	\$270,572		\$63,212	\$102,686
Camden Gymnasium		\$4,018	\$424	\$234,936	\$8,104				\$3,547	
Civic Centre Building	\$3,150	\$1,957		\$66,766	\$107,995				\$397,511	\$560,792
Council Depot	\$5,600	\$824	\$3,183		\$1,688		\$8,358		\$13,934	\$81,810
Glenlea Tennis Clubrooms	\$8,034		\$18,576	\$12,381						
Golflands	\$200	\$824	\$84,872		\$12,381					
Kandahar House	\$150	\$1,236	\$153,831		\$1,126					
Kurralta Park Kindergarten	\$750		\$212							\$20,877
Lockleys Cinema Complex	\$1,500	\$4,944	\$535,118		\$42,770	\$28,345	\$836		\$5,068	
Lockleys Oval Complex	\$69,650	\$721,532		\$342,023	\$16,265	\$17,739	\$29,850		\$53,206	\$54,148
Mile End Neighbourhood House	\$100	\$10,300			\$3,377	\$8,115				\$15,657
Novar Gardens Bowling Clubrooms		\$155		\$158,445						
NSA Clubrooms		\$1,906			\$222,287				\$5,700	
Peake Gardens Tennis Clubrooms	\$1,800	\$824	\$100,786				\$5,970			
Plympton Community Centre	\$150	\$258	\$42,436	\$30,596	\$218,545		\$8,358			

Plympton Tennis Clubrooms	\$1,400					\$1,855	\$33,434		\$8,234	\$1,174
Reedbeds Community Centre	\$17,000	\$1,545	\$404,628		\$20,260		\$1,791			\$1,304
Richmond Oval Complex	\$598,150	\$796,762	\$191,068	\$41,942	\$31,627	\$17,970	\$24,359	\$7,256	\$507	\$35,489
Riverside Tennis Clubrooms	\$500	\$56,650								
St Martins Nursing Home	\$146,704	\$146,704	\$146,704	\$146,704	\$146,704	\$146,704	\$146,704	\$146,704	\$146,704	\$146,704
Thebarton Library	\$300	\$21,527			\$10,130	\$696	\$14,329			\$10,439
Thebarton Oval Complex	\$1,866,700	\$126,074	\$90,816		\$21,162	\$64,688	\$27,463		\$8,868	
Thebarton Theatre		\$14,420	\$1,592,517		\$35,341	\$4,985	\$1,910		\$25,335	
West Beach Scout Hall	\$9,900			\$8,742				\$3,167		\$8,481
Western Youth Centre	\$3,200	\$432,600	\$6,365	\$1,311	\$35,454	\$23,185	\$14,926		\$9,248	
West Torrens Library	\$66,359	\$66,359	\$66,359	\$66,359	\$66,359	\$66,359	\$66,359	66359	\$66,359	66359
Totals	\$4,109,247	\$2,644,047	\$3,806,400	\$1,134,573	\$1,346,374	\$511,872	\$676,711	\$223,486	\$818,833	\$1,226,482

Appendix B - Planned Upgrade/Expansion/New 10 year Capital Works Program (2013 – 2022)

Projected Upgrade/Exp/New 10 Year Capital Works Program										
Building Name	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Community Hub Developments	5,429,169.00	3,980,582.52	1,903,628.79	5,107,296.76						
Totals	\$5,429,169.00	\$3,980,582.52	\$1,903,628.79	\$5,107,296.76	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Appendix C- Assets Review Summary – GHD Consultants (2005)

Summary of Key Details and Recommendations - WTCC Building Assets																		
Asset Description1	Asset Description2	Land - Community or Excluded/ Revoked	Land Area (m2) L=L ease	Bldg Heritage Status	Bldg Cond (GHD)	Bldg Floor Area (m2)	Bldg Year Built (Approx)	Bldg Suitability Rating	Bldg Value (MV Jun05)	Bldg Value (Replac Cost)	Bldg 10 Yr Xtra Cost	Bldg Total Life (yrs)	Bldg RM Life (yrs)	Recommended Outcome	Category	Current Cash Inflow - Projected Over 10Yrs @ 3%pa Inflation Rate	Actual Annual Maintenance Costs	Required Annual Maintenance Costs @ 6% of Replacement Cost
Brickworks Market Complex	Total	Community Land	478 45						1,550,000	4,000,000	1,653,000	80	31	Negotiate Long Lease/Disposal	Commercial	1,031,749	-	240,000
Brickworks Market Complex	No. 36 South Road	Community Land	478 45	No	4 Poor	not available	1920s-1940s(est.)	3 Adequate	119,231	307,692	3,000	80	31	Negotiate Long Lease/Disposal	Commercial			
Brickworks Market Complex	No. 38 South Road	Community Land	478 45	No	3 Average	unknown	1920s-1940s(est.)	3 Adequate	119,231	307,692	44,000	80	31	Negotiate Long Lease/Disposal	Commercial			
Brickworks Market Complex	Administration Office and Retail Buildings	Community Land	478 45	No	3 Average	not available	1980s	3 Adequate	119,231	307,692	89,000	80	31	Negotiate Long Lease/Disposal	Commercial			
Brickworks Market Complex	Kiln	Community Land	478 45	Yes	4 Poor	not available	1800s(est.)	3 Adequate	119,231	307,692	254,000	80	31	Negotiate Long Lease/Disposal	Commercial			
Brickworks Market Complex	Main Market	Community Land	478 45	No	2 Good	3000	1980s-1990s(est.)	3 Adequate	119,231	307,692	39,000	80	31	Negotiate Long Lease/Disposal	Commercial			
Brickworks Market Complex	Produce Market	Community Land	478 45	No	3 Average	1200	1980s-1990s(est.)	3 Adequate	119,231	307,692	122,000	80	31	Negotiate Long Lease/Disposal	Commercial			
Brickworks Market Complex	Security Building / Toilet Block- (MFS 367)	Community Land	478 45	No	4 Poor	unknown	1960s-1970s(est.)	4 Poor	119,231	307,692	100,000	80	31	Negotiate Long Lease/Disposal	Commercial			
Brickworks Market Complex	South Road Store	Community Land	478 45	No	4 Poor	not available	1920s-1940s(est.)	3 Adequate	119,231	307,692	3,000	80	31	Negotiate Long Lease/Disposal	Commercial			
Brickworks Market Complex	Southern Retail Stores	Community Land	478 45	No	3 Average	not available	1970s-1980s(est.)	3 Adequate	119,231	307,692	23,000	80	31	Negotiate Long Lease/Disposal	Commercial			
Brickworks Market Complex	Liquor Storage Facility	Community Land	478 45	No	4 Poor	not available	1980s(est.)	3 Adequate	119,231	307,692	35,000	80	31	Negotiate Long Lease/Disposal	Commercial			
Brickworks Market Complex	Tavern	Community Land	478 45	No	3 Average	not available	1970s-1980s(est.)	3 Adequate	119,231	307,692	27,000	80	31	Negotiate Long Lease/Disposal	Commercial			

Brickworks Market Complex	West Stalls	Community Land	478 45	No	4 Poor	unknown	1960s(est.)	4 Poor	119,231	307,692	906,000	80	31	Negotiate Long Lease/Disposal	Commercial			
Brickworks Market Complex	Workshop	Community Land	478 45	No	3 Average	not available	1960s(est.)	4 Poor	119,231	307,692	8,000	80	31	Negotiate Long Lease/Disposal	Commercial			
Thebarton Oval Complex	Total	Community Land	536 50						1,276,863	4,576,285	1,140,000			Negotiate Long Lease/Multipurpose Facility	Sport & Recreation	86,208	50,500	274,577
Thebarton Oval Complex	Caretakers Shed	Community Land	536 50	No	4 Poor	not available	1980s(est.)	3 Adequate	7,135	19,211	2,000	35	13	Negotiate Long Lease/Multipurpose Facility	Sport & Recreation	-	1,000	1,153
Thebarton Oval Complex	M.A Hawks Clubrooms	Community Land	536 50	No	3 Average	100	1960s-1970s(est.)	3 Adequate	9,740	37,880	3,000	35	9	Negotiate Long Lease/Multipurpose Facility	Sport & Recreation	-	1,000	2,273
Thebarton Oval Complex	Gatehouse NE1 & Gatehouse NE2	Community Land	536 50	No	3 Average	30	1960s-1970s(est.)	2 Good	2,808	23,400	7,000	50	6	Negotiate Long Lease/Multipurpose Facility	Sport & Recreation	-	7,000	1,404
Thebarton Oval Complex	Grandstand A & B, Club Hall	Community Land	536 50	Yes	4 Poor	not available	1921	3 Adequate	1,148,922	4,177,900	951,000	80	22	Negotiate Long Lease/Multipurpose Facility	Sport & Recreation	-	35,000	250,674
Thebarton Oval Complex	Ladies Toilet Block	Community Land	536 50	No	4 Poor	40	1960s-1970s(est.)	3 Adequate	2,436	60,900	45,000	50	2	Negotiate Long Lease/Multipurpose Facility	Sport & Recreation	-	1,000	3,654
Thebarton Oval Complex	Male Toilet Block	Community Land	536 50	No	2 Good	80	1990s(est.)	3 Adequate	60,840	84,500	20,350	50	36	Negotiate Long Lease/Multipurpose Facility	Sport & Recreation	-	1,000	5,070
Thebarton Oval Complex	Memorial Gatehouse	Community Land	536 50	Yes	3 Average	35	1800s(est.)	4 Poor	16,016	61,600	1,050	50	13	Negotiate Long Lease/Multipurpose Facility	Sport & Recreation	-	1,000	3,696
Thebarton Oval Complex	North Kiosk	Community Land	536 50	No	4 Poor	15	1980s(est.)	4 Poor	1,324	5,150	43,100	35	9	Negotiate Long Lease/Multipurpose Facility	Sport & Recreation	-	1,000	309
Thebarton Oval Complex	Gatehouse NW1 & Gatehouse NW2	Community Land	536 50	No	3 Average	not available	1960s-1970s(est.)	4 Poor	6,084	23,400	18,800	50	13	Negotiate Long Lease/Multipurpose Facility	Sport & Recreation	-	1,000	1,404
Thebarton Oval Complex	South Kiosk	Community Land	536 50	No	4 Poor	15	1980s(est.)	4 Poor	1,324	5,150	3,600	35	9	Negotiate Long Lease/Multipurpose Facility	Sport & Recreation	-	500	309
Thebarton Oval Complex	Store	Community Land	536 50	No	3 Average	50	1980s(est.)	3 Adequate	19,164	50,434	400	50	19	Negotiate Long Lease/Multipurpose Facility	Sport & Recreation	-	500	3,026
Thebarton Oval Complex	Time Keepers Box	Community Land	536 50	No	4 Poor	30	1980s(est.)	4 Poor	1,070	26,760	44,700	50	2	Negotiate Long Lease/Multipurpose Facility	Sport & Recreation	-	500	1,606
Hindmarsh Bowling Club		Community Land	L 570	No	3 Average	360	1950	2 Good	134,228	350,16	250,80	60	23	Retain and Integrate into	Sport & Recreation	1,146	2,500	21,010

			0		age				0	0				multipurpose facility.				
Magicians Clubrooms		Community Land	720	Yes	3 Average	180	1942	4 Poor	46,529	178,960	31,750	50	13	Review lease/usage	Sport & Recreation		1,000	10,738
164 South Road		Excluded/ Revoked Land	1650	No	3 Average	135	1920s-1940s(est.)	3 Adequate	54,194	141,376	57,300	60	23	Retain/Explore Redevelopment.	Commercial	189,154	3,500	8,483
Thebarton Library		Community Land	820	Yes	2 Good	678	1927	2 Good	836,650	1,673,300	58,000	80	40	Retain/Explore Redevelopment.	Offices		15,000	100,398
Thebarton Theatre Complex		Community Land	2552	Yes	3 Average	2397	1926	4 Poor	1,535,352	5,583,100	1,732,590	80	22	Retain/Explore Redevelopment.	Commercial	458,555	35,982	334,986
Thebarton Neighbourhood House		Community Land	2250	No	3 Average	279	1930s-1950s(est.)	3 Adequate	119,500	239,000	36,950	60	30	Possible Disposal	Community Services	-	8,500	14,340
Lockleys Reserve Complex (Mellor Park)	Total	Community Land	17010						540,265	1,475,776	869,850			Retain/Explore Redevelopment.	Sport & Recreation	195,803	20,000	88,547
Lockleys Reserve Complex (Mellor Park)	Windsor Theatre	Community Land	17010	No	3 Average	639	1925	2 Good	416,308	1,086,020	569,750	60	23	Retain/Explore Redevelopment.	Sport & Recreation		7,000	65,161
Lockleys Reserve Complex (Mellor Park)	Lockleys RSL - not council owned								-	-	-			Attain Tenure/Relocate Service	Sport & Recreation		-	-
Lockleys Reserve Complex (Mellor Park)	Lockleys Senior Citizens Club	Community Land	17000	No	3 Average	235	1970s(est.)	3 Adequate	93,679	244,380	186,900	60	23	Retain/Explore Redevelopment.	Sport & Recreation		10,000	14,663
Lockleys Reserve Complex (Mellor Park)	Mellor Park Tennis Clubrooms	Community Land	17010	No	4 Poor	61	1960s-1970s(est.)	4 Poor	14,645	54,920	36,400	60	16	Retain/Explore Redevelopment.	Sport & Recreation		1,000	3,295
Lockleys Reserve Complex (Mellor Park)	Mellor Park Tennis Club Bar Facility	Community Land	17010	No	3 Average	59	1950s-1960s(est.)	3 Adequate	6,419	55,016	76,800	60	7	Retain/Explore Redevelopment.	Sport & Recreation		1,000	3,301
Lockleys Reserve Complex (Mellor Park)	Lockleys Reserve Toilet Block	Community Land	17010	No	3 Average	not available	not available	not available	9,214	35,440	-	50	13	Retain/Explore Redevelopment.	Sport & Recreation		1,000	2,126
Lockleys Kindergarten		Community Land	1600	No	3 Average	294	1980s	3 Adequate	124,052	248,104	45,800	60	30	Dispose	Children's Services	6,878	2,000	14,886
Cowandilla Recreation Reserve	Western Youth Centre	Community Land	16675	No	3 Average	1100	1960s-1970s(est.)	2 Good	498,750	997,500	507,650	60	30	Retain & Develop	Sport & Recreation	1,146	12,400	59,850
West Beach Scout Hall		Community Land	59400	No	3 Average	206	1978	3 Adequate	67,607	176,368	32,000	60	23	Retain	Community Services	573	1,000	10,582
Reedbeds		Community	511	No	4	910	1970s	3				60	23	Retain & Increase	Community			62,923

Community Centre		Land	9		Poor			Adequate	402,009	1,048,720	462,000			Usage	Services		12,000	
Airport Senior Citizens Centre		Community Land	12800	No	3 Average	812	1982	4 Poor	410,400	820,800	266,000	60	30	Retain & Increase Usage	Seniors Services		10,000	49,248
Lockleys Oval Complex	Total	Community Land	58400						1,373,991	3,754,140	1,304,000			Retain, Develop multipurpose facility	Sport & Recreation	106,545	18,000	225,248
Lockleys Oval Complex	Lockleys Girl Guides Hall	Community Land	58400	No	3 Average	221	1970s(est.)	3 Adequate	40,669	152,512	71,000	60	16	Retain, Develop multipurpose facility	Sport & Recreation		1,000	9,151
Lockleys Oval Complex	Lockleys Bowling Clubrooms	Community Land	58400	No	3 Average	812	1970s	4 Poor	329,666	860,000	318,000	60	23	Retain, Develop multipurpose facility	Sport & Recreation		4,000	51,600
Lockleys Oval Complex	Homing Pigeon Clubrooms	Community Land	58400	No	4 Poor	110	Opened 1972	2 Good	29,363	76,600	77,000	60	23	Demolish	Sport & Recreation		1,000	4,596
Lockleys Oval Complex	Lockleys Football Clubrooms	Community Land	58400	No	3 Average	408	1970s	3 Adequate	169,033	440,956	223,000	60	23	Retain, Develop multipurpose facility	Sport & Recreation		3,000	26,457
Lockleys Oval Complex	West Torrens Baseball/Soccer Clubrooms	Community Land	58400	No	3 Average	408	1970s	3 Adequate	454,662	909,324	243,000	60	30	Retain, Develop multipurpose facility	Sport & Recreation		3,000	54,559
Lockleys Oval Complex	WA Slatterly Hall	Community Land	58400	No	3 Average	1267	1957	2 Good	346,988	1,301,208	341,000	60	16	Retain, Develop multipurpose facility	Sport & Recreation		5,000	78,072
Lockleys Oval Complex	St. Richards Tennis Club building	Community Land	58400	No	3 Average	19	1970s(est.)	4 Poor	3,610	13,540	31,000	60	16	Demolish	Sport & Recreation		1,000	812
Golflands Community Hall		Community Land	15476	No	3 Average	not available	1960	3 Adequate	35,920	134,700	50,000	60	16	Retain & Increase Usage	Community Services	3,668	6,000	8,082
Camden Oval Complex	Total	Community Land	87400						995,653	1,882,616	617,000			Multi Purpose Facility/Purchase Property.	Sport & Recreation	54,580	9,000	112,957
Camden Athletics Club Change rooms		Community Land	87400	No	4 Poor	not available	1970s	3 Adequate	74,439	194,190	157,000	60	23	Multi Purpose Facility/Purchase Property.	Sport & Recreation	-	-	11,651
PHOS Camden Clubrooms		Community Land	87400	No	3 Average	not available	1970s(est.)	2 Good	162,487	423,880	229,000	60	23	Multi Purpose Facility/Purchase Property.	Sport & Recreation	-	4,000	25,433
Glenlea Tennis Clubrooms		Community Land	87400	No	2 Good	150	1980s	3 Adequate	103,974	173,290	31,000	60	36	Multi Purpose Facility/Purchase Property.	Sport & Recreation	-	1,000	10,397
Novar Gardens Bowling Clubrooms		Community Land	87400	No	3 Average	310	1980s(est.)	3 Adequate	213,825	356,370	170,000	60	36	Multi Purpose Facility/Purchase	Sport & Recreation	-	3,000	21,383

					age			ate		6	0			Property.				
Cummins House	Officially under the Care & Control of the Minister of Works	Community Land	13199	Yes	3 Average	1050	1870s-1890s(est.)	3 Adequate	913,400	1,826,800	94,000	60	30	Attain Tenure	Museum & Arts	-	30,000	109,608
West Torrens Civic Centre	Total	Excluded/Revoked Land	15844						8,068,189	14,165,737	146,000			Retain	Multiple	-	100,000	849,944
West Torrens Council Civic Centre	Library	Excluded/Revoked Land	15844	No	2 Good	not available	not available	not available	2,703,669	5,407,337	-	60	30	Retain	Library	-	-	324,440
West Torrens Council Civic Centre	Council	Excluded/Revoked Land	15844	Yes	2 Good	5407	1935 & 1992	2 Good	5,364,520	8,758,400	146,000	80	49	Retain	Offices	-	100,000	525,504
Council Depot Complex	Total	Excluded/Revoked Land	4000						686,595	1,549,950	338,000			Retain	Depots	-	200,000	92,997
Council Depot Complex	Administration/Workshop Facility	Excluded/Revoked Land	4000	No	3 Average	not available	1888 & 1970s-1980s	3 Adequate	557,555	1,250,354	38,000	60	23	Retain	Depots	-	25,000	75,021
Council Depot Complex	Fuel Canopy	Excluded/Revoked Land	4000	No	3 Average	not available	1980s-1990s	3 Adequate	15,814	61,500	135,000	35	9	Retain	Depots	-	25,000	3,690
Council Depot Complex	Northern Canopy	Excluded/Revoked Land	4000	No	3 Average	not available	1980s-1990s(est.)	3 Adequate	20,599	54,932	10,000	40	15	Retain	Depots	-	25,000	3,296
Council Depot Complex	Central Canopy	Excluded/Revoked Land	4000	No	3 Average	not available	1980s-1990s(est.)	3 Adequate	45,121	90,242	10,000	40	20	Retain	Depots	-	25,000	5,415
Council Depot Complex	Southern Canopy	Excluded/Revoked Land	4000	No	3 Average	not available	1980s-1990s(est.)	3 Adequate	29,676	59,352	10,000	40	20	Retain	Depots	-	25,000	3,561
Council Depot Complex	Shed 3	Excluded/Revoked Land	4000	No	3 Average	not available	1980s-1990s(est.)	3 Adequate	10,168	20,800	135,000	45	22	Retain	Depots	-	25,000	1,248
Council Depot Complex	Shed 4	Excluded/Revoked Land	4000	No	3 Average	not available	1980s-1990s(est.)	3 Adequate	7,662	12,770	-	35	21	Retain	Depots	-	25,000	766
Council Depot Complex	Wash down	Excluded/Revoked Land	4000	No	3 Average	not available	1980s-1990s(est.)	3 Adequate	-	-	-	not found	not found	Retain	Depots	-	25,000	-
Aviation and Railway Museum		Excluded/Revoked Land	4000	No	3 Average	425	1888	4 Poor	171,273	446,800	43,000	60	23	Relocate, Expand Depot	Museum & Arts	-	6,000	26,808
SES Depot		Excluded/Revoked Land	684	No	3 Average	192	1950s-1960s(est.)	3 Adequate	45,085	169,072	54,000	60	16	Relocate, Expand Depot	Community Services	-	1,000	10,144
Netley Kindergarten		Community	278	No	3	202	1970s(est.)	3				60	23	Dispose	Children's			12,730

		Land	7		Average			Adequate	81,328	212,160	170,000				Services	6,878	5,000	
Kandahar Community Centre		Excluded/ Revoked Land	2012	No	4 Poor	300	Early 19th Century(est.)	3 Adequate	164,833	430,000	169,000			Retain Review Usage	Community Services	-	5,000	25,800
Camden Gymnasium Facility		Community Land	3100	No	3 Average	1060	1970s-1980s(est.)	3 Adequate	282,754	1,060,328	267,000	60	16	Retain	Community Services	4,012	2,000	63,620
Camden Community Hall		Community Land	1191	No	4 Poor	500	1921	3 Adequate	156,518	586,944	306,000	60	16	Dispose	Community Services	3,439	2,000	35,217
Plympton Community Centre		Community Land	2267	No	3 Average	470	1975	2 Good	243,048	634,040	269,000	60	23	Retain & Develop	Seniors Services	-	8,000	38,042
Hayhurst RSL		Community Land	555	No	4 Poor	376	1902	2 Good	131,143	491,788	235,000	60	16	Dispose plus Lot 210	Community Services	11	1,000	29,507
Weigall Oval Complex	Total	Community Land	46290						165,908	411,920	145,000			Retain	Sport & Recreation	8,942	6,000	24,715
Weigall Oval Complex	Adelaide Baseball/ Omonia Soccer Clubrooms	Community Land	46290	No	3 Average	342	1978	2 Good	131,598	343,300	140,000	60	23	Retain	Sport & Recreation	-	5,000	20,598
Weigall Oval Complex	Plympton Tennis Clubrooms	Community Land	46290	No	3 Average	79	1970s(est.)	4 Poor	34,310	68,620	5,000	60	30	Retain	Sport & Recreation	-	1,000	4,117
Glandore Kindergarten		Community Land	4583	No	3 Average	257	1970s-1980s(est.)	3 Adequate	113,390	295,800	33,000	60	23	Dispose	Children's Services	6,878	5,000	17,748
Rex Jones Community Hall		Community Land	11360	No	4 Poor	146	1960s-1970s(est.)	3 Adequate	13,760	117,950	182,000	60	7	Demolish	Community Services	22,928	1,500	7,077
Kurralt Park Girl Guides Clubrooms		Community Land	6824	No	3 Average	200	1968	3 Adequate	84,640	220,800	82,000	60	23	Retain & increase usage	Community Services	2,866	1,000	13,248
Peake Gardens Complex	Total	Community Land	12341						58,452	192,720	211,000			Retain	Sport & Recreation	23,845	4,000	11,563
Peake Gardens Complex	Peake Gardens Tennis Clubrooms	Community Land	12341	No	3 Average	79	1950s-1960s(est.)	3 Adequate	35,253	132,200	125,000	60	16	Retain	Sport & Recreation	-	3,000	7,932
Peake Gardens Complex	Riverside Tennis Clubrooms	Community Land	12341	No	3 Average	79	1950s-1960s(est.)	3 Adequate	23,199	60,520	86,000	60	23	Retain	Sport & Recreation	-	1,000	3,631
Kurralt Park Kindergarten		Community Land	692	No	2 Good	345	1994	2 Good	191,928	319,880	8,000	60	36	Dispose	Sport & Recreation	6,878	5,000	19,193
Kesmond Reserve	Total	Community	764											Retain	Sport &			31,437

Complex		Land	0						187,886	523,942	355,000				Recreation	29,806	2,000	
Kesmond Reserve Complex	Jaguar Drivers Clubrooms	Community Land	7640	No	3 Average	61	1945	2 Good	5,669	48,592	81,000	60	7	Demolish & Relocate	Sport & Recreation		1,000	2,916
Kesmond Reserve Complex	Kesmond Tennis Clubrooms	Community Land	7640	No	3 Average	85	1970s(est.)	3 Adequate	28,232	73,650	49,000	60	23	Explore consolidation	Sport & Recreation		1,000	4,419
Kesmond Reserve Complex	National Servicemen's Association	Community Land	7640	No	3 Average	378	1964	3 Adequate	153,985	401,700	225,000	60	23	Retain & Increase Usage	Sport & Recreation		-	24,102
Richmond Oval Complex	Total	Community Land	54880						1,990,639	4,138,733	1,579,000			Multi Purpose Facility	Sport & Recreation	209,216	8,000	248,324
Richmond Oval Complex	BBQ Kiosk	Community Land	54880	No	3 Average	not available	1980s	3 Adequate	9,226	24,280	5,000	50	19	Retain	Sport & Recreation		-	1,457
Richmond Oval Complex	Grandstand	Community Land	54880	No	4 Poor	576	1960s-1970s(est.)	3 Adequate	1,598,375	3,196,750	756,000	80	40	Retain	Sport & Recreation		5,000	191,805
Richmond Oval Complex	Kiosk	Community Land	54880	No	3 Average	not available	1970s(est.)	3 Adequate	4,183	11,010	12,000	50	19	Retain	Sport & Recreation		-	661
Richmond Oval Complex	Kiosk	Community Land	54880	No	3 Average	not available	1970s(est.)	3 Adequate	3,606	13,870	12,000	50	13	Retain	Sport & Recreation		-	832
Richmond Oval Complex	Kiosk	Community Land	54880	No	3 Average	not available	1970s(est.)	3 Adequate	460	4,031	12,000	35	4	Retain	Sport & Recreation		-	242
Richmond Oval Complex	Ladies Toilet	Community Land	54880	No	4 Poor	not available	1960s	2 Good	19,656	75,600	50,000	50	13	Retain	Sport & Recreation		-	4,536
Richmond Oval Complex	Male Toilet	Community Land	54880	No	4 Poor	not available	1960s(est.)	2 Good	25,792	99,200	85,000	50	13	Retain	Sport & Recreation		-	5,952
Richmond Oval Complex	Mayoral Reception	Community Land	54880	No	3 Average	not available	1980s	3 Adequate	250,099	416,832	41,000	60	36	Retain	Sport & Recreation		-	25,010
Richmond Oval Complex	Pavilion	Community Land	54880	No	4 Poor	not available	1970s	3 Adequate	40,680	152,550	316,000	60	16	Retain	Sport & Recreation		-	9,153
Star Theatre Complex		Community Land	905	No	3 Average	813	1872 & 1928	3 Adequate	358,381	1,343,930	631,000	60	16	Dispose	Commercial	114,639	8,000	80,636
Hilton RSL		Community Land	1200	No	2 Good	416	1970s(est.)	2 Good	137,869	517,012	27,000	60	16	Dispose & Relocate	Community Services		4,000	31,021

No. 6 Somerset Avenue	Excluded-Revoked Land	483	No	3 Average	135	1920s-1930s(est.)	3 Adequate	47,625	124,240	140,000	60	23	Retain	Offices		4,000	7,454
No. 10 Somerset Avenue	Excluded - Revoked Land	483	No	3 Average	110	1920s-1930s(est.)	3 Adequate	42,172	110,016	77,000	60	23	Retain	Offices		-	6,601
No. 14 Somerset Avenue	Excluded-Revoked Land	483	No	3 Average	110	1920s-1930s(est.)	3 Adequate	42,580	111,080	21,000	60	23	Retain	Commercial	178,837	-	6,665
No. 18 Somerset Avenue	Excluded-Revoked Land	483	No	4 Poor	110	not available	3 Adequate	33,210	124,540	171,000	60	16	Retain	Commercial	98,360	2,000	7,472
No. 77 Davenport Terrace	Excluded - Revoked Land	586	No	2 Good	120	1920s-1940s(est.)	3 Adequate	81,576	135,960	10,000	60	36	Retain	Commercial	181,817	1,000	8,158
No. 79 Davenport Terrace	Excluded - Revoked Land	588	No	4 Poor	not available	1930s-1940s(est.)	3 Adequate	60,704	158,360	52,500	60	23	Retain	Commercial	134,127	1,000	9,502
TOTAL				100				24,243,267	57,233,837	14,755,190					3,169,487	621,882	3,434,030