

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

Climate Change Indicator	Potential Impact on Transport assets and Services	Management Actions
		filling subsided and cracked soils.
Drought	Drier conditions resulting in road surface cracking and deterioration.	Plan for additional maintenance requirements and costs as a result of the impacts of drier condition on our road network (increased degradation). Increase use of native hardy trees for shading along footpaths/cycle paths/shared pathways.
Bushfires	Destruction of road signs and line makings. Damage and loss of trees within the road reserve, risk of trees falling onto road.	Use climate risk modelling to identify when and where Transport assets are most likely to be exposed to bushfire. Use improved quality of bitumen alternative to ensure that road have a longer useful life and require less maintenance over their life. Plan for rapid assessment of fire impacted assets to ensure that drainage and road structures have maintained integrity post event. Train staff for assessment tasks particularly for priority asset classes.
Extreme wind	Trees and debris falling on to road surfaces, blocking road and damaging vehicles.	Identify when and where Transport assets are most likely to be exposed to increased frequency and intensity of extreme wind through asset risk modelling. Where possible initiate ongoing management of vegetation to reduce risk of trees and debris impacting on the road surface. Initiate regular inspection of drains to ensure structures remain clear of debris and can continue.
Higher Carbon Emissions	Legislative requirements to reduce emissions.	Use low embodied energy materials for road repairs. Adopt circular economy principles where appropriate, in the management and rehabilitation of road, footpath and cycleways.

Table 20: Managing the Impact of Climate Change on Transport Assets

7.4 Building Resilience into New and Upgraded Assets

Additionally, the way in which we construct new assets should recognise that there is opportunity to design and build in resilience to climate change impacts. Building resilience in our Transport assets will have the following benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained.
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.
- Potentially increasing asset life and protecting financial investment returns.

As a minimum, we need to consider both how to manage existing assets given the potential impacts of climate change and how to create resilience to climate change in any new works or acquisitions.

The table below summarises Transport asset climate change resilience opportunities.

New Asset Description	Climate Change Risk Event	Transport Asset Resilience Opportunities
Road Infrastructure	Accelerated degradation and structural damage due to climate change	<ul style="list-style-type: none"> ▪ Review engineering standards to ensure more robust climate resilient structures. ▪ Use improved bitumen alternative. ▪ Factor in coefficient of thermal expansion for materials used in road and footpaths infrastructure (increased movement allowances). ▪ Use trenchless technologies when installing new services within the road reserve to ensure that the integrity of the road and footpath pavements are not compromised.
	High rainfall and storm events	<ul style="list-style-type: none"> ▪ Use materials that will weather and withstand future conditions, that is materials that are stronger, can withstand longer periods of wetting, are more resistant to thermal expansion and contraction, and are more durable in acid and saline conditions. ▪ Plan for vegetated swales and bioretention swales to convey stormwater from road reserves and provide removal of coarse and medium sediment.
	Increased frequency and intensity of flooding/storm	<ul style="list-style-type: none"> ▪ Design road above flood levels or outside of flood zones, low-lying areas, and areas vulnerable to rising water table. i.e., design road for future predicted flooding (not historical) using a high emission scenario flood level. ▪ Consider balance between faster deterioration of unsealed road against lower cost of repair than a sealed road after flooding events. ▪ Use higher specification materials during the construction of road to increase tolerance to waterlogging. ▪ Elevate essential road surfaces above flood levels as a last resort (high fail cost).
	Drought	<ul style="list-style-type: none"> ▪ Favour higher quality construction materials and methods to minimise cracking. ▪ Ensure reactive soils (particularly acid sulphate soils) are identified during design and design is altered accordingly.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

New Asset Description	Climate Change Risk Event	Transport Asset Resilience Opportunities
	Bushfires	<ul style="list-style-type: none"> ▪ Design road with bushfire risk in mind (for evacuation / emergency access), coordinating with emergency management planning. ▪ Design road structures and assets that are cheap and replaceable in localities that are likely to experience multiple and frequent climate risks. ▪ Design at risk road with thicker bitumen using best practice road standards. Review engineering standards to ensure more robust climate resilient structures.
	Heatwaves	<ul style="list-style-type: none"> ▪ Investigate using lighter colour road materials to absorb less heat (than dark bitumen). ▪ Use low coefficient of expansion aggregates. ▪ Consider using improved bitumen standards, alternatives or increase thickness to prevent melting. Selection of binders suited to hotter conditions. ▪ Use rut resistant surfacing (road surfacing material selection to minimise surface melting and / or structural damage). ▪ Increase use of trees for shading along footpaths/cycle paths/shared pathways.
	Reduced carbon emissions	<ul style="list-style-type: none"> ▪ Use low embodied energy materials for new road. ▪ Adopt circular economy principles where appropriate, in the planning of road infrastructure
Footpaths and Cycleways	Reduced carbon emissions	<ul style="list-style-type: none"> ▪ Establish more on-road and off-road bicycle paths and shared paths to increase use of sustainable road modes and minimise impact on environment where possible. ▪ Adopt circular economy principles where appropriate, in the planning of bike path, shared paths and footpath related infrastructure.

Table 21: Climate Change Resilience Opportunities – Transport Assets

8. FINANCIAL SUMMARY

Our Long-Term Financial Plan provides a view of the resources that we expect to be available to us and how these will be allocated and prioritised over the next ten (10) years. Our Financial Plan identifies our current and projected financial capacity to continue delivering high quality services, facilities, and infrastructure while identifying critical new capital investment to support our community’s prosperity and to respond to our future challenges. This Transport Asset Management Plan will inform the budgets and projections outlined in our Financial Plan for Transport asset management. Ongoing affordability and financial sustainability are our key objectives and the Long-Term Financial Plan in combination with Asset Management Plans support in achieving these objectives.

This section contains the financial information resulting from all the information presented in the previous sections of this Asset Management Plan. The financial forecasts made will be refined as we improve our understanding of future asset performance and required levels of service.

8.1 Financial Statements and Projections

8.1.1 Asset Valuations

The value of Transport assets covered by this Asset Management Plan is as recorded in our Moloney Transport Asset Register are shown below.

2023 Replacement Cost	\$114,159,296
Accumulated Depreciation	\$39,840,614
Depreciated Replacement Cost (Fair Value)	\$74,318,682
Annual Average Asset Consumption	\$1,396,525

8.1.2 Asset Sustainability

We use the following indicators to measure asset sustainability:

- Asset Sustainability Ratio (Asset replacement expenditure/Depreciation),
- Asset Consumption Ratio (Written down value of assets/Current replacement cost of assets), and
- Asset renewal funding ratio (Current value of projected capital renewals /Current value of the required capital expenditure on renewals over the same period)

Asset Sustainability Ratio	117%
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If the asset sustainability ratio is greater than 90%, the council is likely to be sufficiently maintaining, replacing, and/or renewing its assets as they reach the end of their useful lives. It is likely that Council is sufficiently maintaining, replacing, and/or renewing its Transport assets as they reach the end of their useful lives.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

As per Council's Financial Strategy, The aim and the target for the Asset Sustainability Ratio is 100% and 85% respectively, indicating that the Council is exceeding both the Aim and the Target for this indicator.



The average proportion of as new value remaining in the Transport assets is 65% indicating a relatively young asset base.

As per Council's Financial Strategy, The aim and the target for the Asset Consumption Ratio is greater than 60% and 70% respectively, indicating that the Council is meeting the Aim and but not meeting the intended Target for this indicator.



The Asset Renewal Funding Ratio is the most important indicator and shows that over the next ten (10) years we are intending to invest 98% of the funds required for the renewal of assets.

As per Council's Financial Strategy, The aim and the target for the Asset Renewal Funding Ratio is 100% and 90% respectively, indicating that the Council is meeting the Target and does not meet the Aim for this indicator. This is based on Level 7 Intervention.

8.1.3 Projected Expenditure for Long Term Financial Plan

Our Asset Management Plans and Long-Term Financial Plan are the foundation of our long-term resource planning. These plans work together to ensure that expectations are achievable and sustainable. We are working to improve the integration between our Asset Management Plans and Long-Term Financial Plan. The Asset Management Plans inform the Long-Term Financial Plan by identifying the amounts that are required to renew, maintain, and improve our assets over their lifecycle. The Long-Term Financial Plan determines how much funding is available to support our assets. It incorporates knowledge of the condition of our assets, and risk assessment issues, as well as the impact of reviewing and setting intervention and service levels for our infrastructure.

The financial projections from this Asset Management Plan are shown in Figure 22 and Table 2222. This covers the full lifecycle costs over the next ten (10) years to sustain current levels of service.

The bars in the graphs represent the anticipated budget needs required to achieve lowest lifecycle costs, the budget line indicates the funding that is forecast to be available.

These amounts need to be verified against affordable levels of expenditure as determined through our Long-Term Financial Plan and cyclic condition assessment of Transport assets. The gap between

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

these informs the discussion on achieving the balance between services, costs, and risk to achieve best value outcomes.

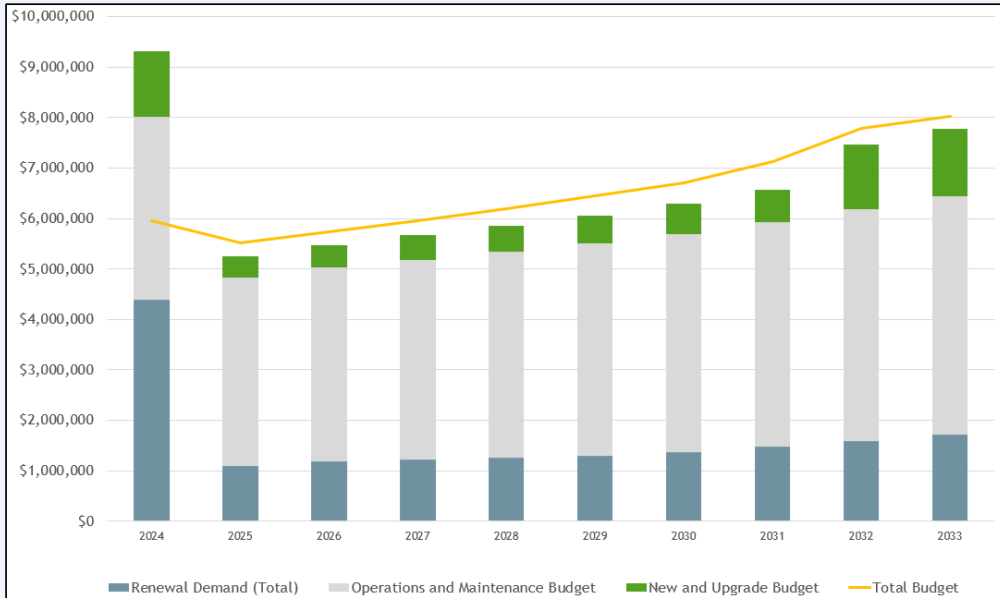


Figure 22: Total Lifecycle Budget and Demand – Transport Assets (Intervention Level - Condition 7)

Year	Renewal Demand	Renewal Budget	New and Upgrade	Operation & Maintenance*	Total Lifecycle Cost - Budget	Total Lifecycle Cost - Demand
2024	\$4,394,623	\$1,039,000	\$1,289,000	\$3,623,591	\$5,951,591	\$9,307,213
2025	\$1,097,247	\$1,366,000	\$415,000	\$3,732,298	\$5,513,298	\$5,244,545
2026	\$1,180,868	\$1,441,000	\$448,000	\$3,844,267	\$5,733,267	\$5,473,135
2027	\$1,222,481	\$1,519,000	\$483,000	\$3,959,595	\$5,961,595	\$5,665,077
2028	\$1,253,819	\$1,602,000	\$521,000	\$4,078,383	\$6,201,383	\$5,853,202
2029	\$1,297,377	\$1,691,000	\$561,000	\$4,200,735	\$6,452,735	\$6,059,112
2030	\$1,368,930	\$1,783,000	\$604,000	\$4,326,757	\$6,713,757	\$6,299,687
2031	\$1,469,115	\$2,022,000	\$640,000	\$4,456,559	\$7,118,559	\$6,565,674
2032	\$1,588,004	\$1,904,000	\$1,290,000	\$4,590,256	\$7,784,256	\$7,468,260
2033	\$1,712,936	\$1,964,000	\$1,332,000	\$4,727,964	\$8,023,964	\$7,772,900
Total	\$16,585,399	\$16,331,000	\$7,583,000	\$41,540,406	\$65,454,406	\$65,708,805

Table 22: 10 Year Renewal Forecast and Current Capital Budget - Transport Assets (Intervention Level - Condition 7)

* Note: 2022/23 OPEX from 2022/23 Annual Report has been indexed to forecast 10-year O&M costs.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

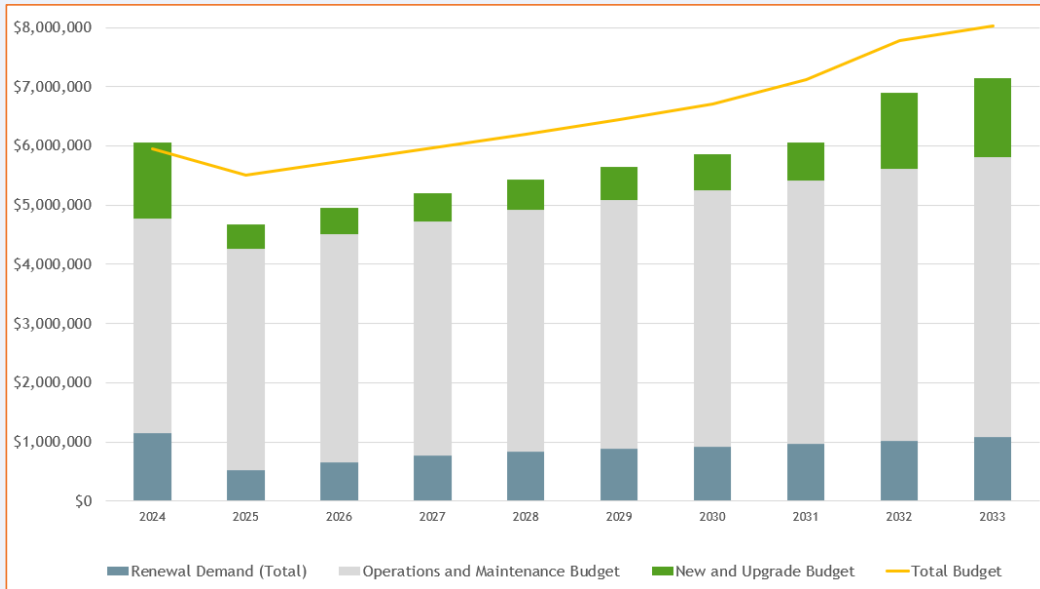


Figure 23: Total Lifecycle Budget and Demand – Transport Assets (Intervention Level - Condition 8)

Whilst Fig. 23 shows the LTFP allowances are higher than require (Intervention level 8) , review and validation of all Transport asset data is crucial prior to any changes to the renewal effort.

Year	Renewal Demand	Renewal Budget	New and Upgrade	Operation & Maintenance	Total Lifecycle Cost - Budget	Total Lifecycle Cost - Demand
2024	\$1,144,986	\$1,039,000	\$1,289,000	\$3,623,591	\$5,951,591	\$6,057,576
2025	\$527,940	\$1,366,000	\$415,000	\$3,732,298	\$5,513,298	\$4,675,239
2026	\$659,201	\$1,441,000	\$448,000	\$3,844,267	\$5,733,267	\$4,951,469
2027	\$763,976	\$1,519,000	\$483,000	\$3,959,595	\$5,961,595	\$5,206,571
2028	\$837,390	\$1,602,000	\$521,000	\$4,078,383	\$6,201,383	\$5,436,773
2029	\$886,864	\$1,691,000	\$561,000	\$4,200,735	\$6,452,735	\$5,648,598
2030	\$924,968	\$1,783,000	\$604,000	\$4,326,757	\$6,713,757	\$5,855,725
2031	\$965,312	\$2,022,000	\$640,000	\$4,456,559	\$7,118,559	\$6,061,871
2032	\$1,016,145	\$1,904,000	\$1,290,000	\$4,590,256	\$7,784,256	\$6,896,401
2033	\$1,079,002	\$1,964,000	\$1,332,000	\$4,727,964	\$8,023,964	\$7,138,966
Total	\$8,805,783	\$16,331,000	\$7,583,000	\$41,540,406	\$65,454,406	\$57,929,189

Table 23: 10 Year Renewal Forecast and Current Capital Budget - Transport Assets (Intervention Level - Condition 8)

8.2 Funding Sources

Funding for assets is provided from our annual budget and Financial Plan. Our financial management strategy determines how funding will be provided, whereas the Asset Management Plan communicates how and when this needs to be spent, particularly in the area of renewal investments.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

Major funding sources to maintain, renewal and improve our Transport assets are shown in the table below.

Activity	Funding Source
Operations	<ul style="list-style-type: none"> ▪ Council's own source funds ▪ Government Grant Schemes
Operations	<ul style="list-style-type: none"> ▪ Council's own source funds ▪ Government Grant Schemes
Renewal	<ul style="list-style-type: none"> ▪ Council's own source funds ▪ Government Grant Schemes ▪ Road to Recovery (R2R) ▪
Capital Improvement (i.e., new, upgrade, and expansion)	<ul style="list-style-type: none"> ▪ Council's own source funds ▪ Government grants ▪ Road to Recovery (R2R) ▪ Loans

Table 24: Funding Sources

8.3 Key Assumptions Made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this Asset Management Plan. 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,

- Current levels of service reflect community needs.
- Future funding levels are derived from the Council LTFP.
- No known legislative changes or other influences that will impact on or demand a change in level of service and associated funding throughout the period of the plan.
- Adequate funds to maintain Transport assets are provided to maintain the current level of service.
- 2023 valuation data including the age-based condition of assets are accurate and valid for current year.

9. IMPROVEMENT PLAN

Number of improvements for overall asset management at George Town Council have been identified in this Transport Asset Management Plan. It is important that these improvement actions are prioritised based on the business needs/ongoing projects and sufficiently resourced.

9.1 Improvement Plan

The asset management improvement plan generated from this Asset Management Plan is shown in Table below.

Item No.	Task	Responsibility	Priority
1	Collect and maintain car park asset information including condition data.	Asset Management	TBC
2	Incorporate Asset Management Policy, Strategic Asset Management Plan (SAMP), Asset Management Plans, and Long-Term Financial Plan (LTFP) into the Integrated Planning Framework.	General Manager/Director Infrastructure & Development	TBC
3	Develop a list of strategic actions and that will enable achievement of desired outcomes of the Council Strategic Plan 2020-2030.	General Manager/Director Infrastructure & Development	TBC
4	Identify responsible Council Departments/Officers for implementation of strategic actions and allocate these actions as KPI.	General Manager/Director Infrastructure & Development	TBC
5	Undertake a community satisfaction survey on Transport assets to understand current customer satisfaction levels.	Community Engagement	TBC
6	Review, develop, and adopt agreed customer levels of service for Transport assets. Include community engagement feedback into the adopted LOS.	Infrastructure Management & Operations	TBC
7	Develop and adopt agreed technical levels of service for Transport assets. Include community engagement feedback into the adopted LOS.	Infrastructure Management & Operations	TBC
8	Develop and adopt a Transport Strategy to cater for future demand.	Engineering Services	TBC
9	Rollout OpenOffice asset management module to manage asset data.	General Manager/Director Infrastructure & Development/Asset Management	TBC
10	Review Transport asset register for completeness and accuracy prior to migration to the OpenOffice information system.	Asset Management	TBC
11	Undertake cyclic condition assessment program (every 4-5 years) for Transport assets.	Asset Management	TBC
12	Implement a scheduled maintenance program for all Transport assets.	Infrastructure Management & Operations	TBC
13	Implement a scheduled inspection program for all Transport assets.	Infrastructure Management & Operations	TBC

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

14	Develop and adopt intervention levels for unplanned works.	Infrastructure Management & Operations	TBC
15	Review current funding allocations allocated to Transport asset operations and maintenance to ensure that they are sufficient to deliver current levels of service and compare against cost of delivery of desired levels of service.	Manager - Capital Works Delivery	TBC
16	Develop, document, and adopt a clear Capitalisation threshold for Transport assets to ensure Maintenance and Capital Renewals are separated in the financial accounting reports.	Asset Management/Financial Services	TBC
17	Develop and adopt process and procedures for disaster management work.	Engineering Services	TBC
18	Ensure maintenance history of assets are recorded and used to supplement renewal program development.	Infrastructure Management & Operations/Asset Management	TBC
19	Develop and document a capital work prioritisation framework and include renewal ranking criteria.	Capital Works & Project Management	TBC
20	Identify overlapping capital projects across Transport, stormwater, open space, water, and wastewater capital programs and consider them when renewal programs are prioritised.	Capital Works & Project Management/Asset Management	TBC
21	Coordinate with Water and Wastewater supply authorities to implement a coordinated approach to deliver interdependent projects.	Capital Works & Project Management	TBC
22	Verify and validate useful lives, unit rates, and intervention levels in Moloney Transport asset register and valuations.	Asset Management/Financial Services	TBC
23	Use observed asset condition (results from cyclic condition audits) to develop road asset renewal program and inform 10-year capital program.	Asset Management	TBC
24	Review 10-year capital program to ensure it is derived from a Capital Works Prioritisation Framework and meets current requirements and funding levels.	Capital Works & Project Management/Financial Services	TBC
25	Develop a Project Management Framework and include framework for Acquisition (New), Upgrade, and Expansion of assets.	Capital Works & Project Management	TBC
26	Review current 10-year capital program and resource allocations to support capital works delivery.	Capital Works & Project Management	TBC
27	Develop an Asset Disposal Policy and identify a mechanism to streamline the asset disposal process.	Asset Management/Financial Services	TBC

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

28	Establish an Asset management Steering Committee.	Director Infrastructure & Development	TBC
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Table 25: Transport Asset Management Improvement Plan

9.2 Monitoring and Review – Improvement Actions

Prioritisation and Implementation of the improvement plan of this Transport Asset Management Plan will be the responsibility of the Manager Assets with the support and guidance from the Executive Management Team via Asset Management Steering Committee.

Improvement Opportunity

- Establish an Asset management Steering Committee.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda



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ASSET MANAGEMENT PLAN BRIDGES & MAJOR CULVERTS

JUNE 2024



Prepared for George Town Council by:

Ref: Bridge and Major Culverts LTSAMP - George Town Council



George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

DOCUMENT CONTROL

CT Management Group P/L PO Box 1374 GEELONG VIC 3220 Mobile : [Insert Contact Mobile] Email : admin@ctman.com.au Web : www.ctman.com.au	Document: Bridge and Major Culverts AMP
	Project Manager: Alfonso Della Monica
	Author: Ruwan Jayarathne
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	Synopsis: This AMP Documents information that specifies the life cycle management of Bridge and Major Culverts Assets to achieve the organisation's asset management objectives.

CONSULTANTS DISTRIBUTION SCHEDULE

Version No.	Date	Distribution	Reference
1.0	24/05/2024	Initial draft for client review	
2.0	03/06/2024	Final Document	

SCHEDULE OF ADOPTION

Version No.	Date	Comment	Reference

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TABLE OF CONTENTS

1.	EXECUTIVE SUMMARY	5
1.1	Purpose of the Plan	5
1.2	Asset Description.....	5
1.3	Levels of Service	5
1.4	Future Demand.....	6
1.5	Lifecycle Management Plan	6
1.6	Financial Summary	6
1.7	Our priority	7
1.8	Risk Management.....	7
1.9	Improvement Plan.....	8
2.	INTRODUCTION.....	9
2.1	Background.....	9
2.2	Purpose of the Plan	9
2.3	Asset Management Plan Structure	9
2.4	Our Bridge and Major Culverts Assets	10
3.	STRATEGIC ALIGNMENT	11
3.1	Strategic Goals and Objectives	12
3.1.1	George Town Strategic Plan 2020-2030 Objectives – Bridge and Major Culverts Assets	13
3.2	George Town Strategic Plan 2020-2030 Alignment to Council Services– Bridge and Major Culverts Assets.....	15
3.3	Council Policies, Strategies and Plans Relevant to Bridge and Major Culverts Assets	19
3.4	Goals and Objectives of Asset Ownership	19
3.4.1	Ownership and Stakeholder Arrangements	20
4.	LEVELS OF SERVICE.....	21
4.1	Customer Research and Expectations – 2015 Survey	21
4.1.1	Community Satisfaction	21
4.2	Legislative Requirements	22
4.3	Industry Standards and Guidelines	22
4.4	Level of Service	22
4.4.1	Community Level of Service	23
4.5	Technical Levels of Service.....	24
5.	FUTURE DEMAND	25
5.1	Demand Forecasts and Impact on Assets	25
5.2	Demand Management Strategy	26
6.	LIFECYCLE MANAGEMENT PLAN	28
6.1	Asset Data.....	28
6.1.1	Asset Data Confidence.....	28
6.2	Asset Condition	30
6.3	Bridge and Major Culverts Asset Maintenance and Inspections	31
6.3.1	Bridge and Major Culverts Inspections	31

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

6.3.2	Level 1 and Level 2 Inspections – April 2023.....	32
6.3.3	Asset Maintenance Activities	33
6.3.4	Future Operation and Maintenance Costs	34
6.3.5	Disaster Recovery Maintenance Works	34
6.4	Bridge and Major Culverts Asset Renewal	35
6.4.1	Renewal Strategy	35
6.4.2	Renewal Ranking Criteria	36
6.4.3	Overall Renewal Forecast and Budget – Bridge and Major Culverts Assets.....	37
6.5	Acquisition/Upgrade/Expansion Plan	38
6.6	Deliverability of the Capital Program.....	38
6.7	Disposal Plan	39
6.8	Summary of Asset Expenditure Requirements	39
7.	RISK MANAGEMENT	41
7.1	Risk Management Process	41
7.1.1	Risk Assessment.....	42
7.1.2	Risk Control	42
7.2	Critical Assets	43
7.3	Climate Change Risk	43
7.4	Building Resilience into New and Upgraded Assets	45
8.	FINANCIAL SUMMARY.....	47
8.1	Financial Statements and Projections	47
8.1.1	Asset Valuations	47
8.1.2	Asset Sustainability	47
8.1.3	Projected Expenditure for Long Term Financial Plan	48
8.2	Funding Sources.....	50
8.3	Key Assumptions Made in Financial Forecasts	50
9.	IMPROVEMENT PLAN	51
9.1	Improvement Plan.....	51
9.2	Monitoring and Review – Improvement Actions	53
	Appendix A.....	54
	Urgent Repairs and Renewals	54
	Renewals and Monitoring for Year 1 and Year 2	57
	Design Assessment of Traffic Barriers	58
	Flood Damage Rectification.	60
	Advisory Signage.....	61

LIST OF TABLES

Table 1: Summary of Bridge and Major Culverts	10
Table 2: Strategic Community Objectives – Bridge and Major Culverts Assets	14
Table 3: Strategic Priorities, Performance Indicators, and Stakeholders - Bridge and Major Culverts	17
Table 4: Key Levels of Service Drivers	21
Table 5: Legislations Relevant to Bridge and Major Culverts Assets	22
Table 6: Customer Levels of Service	23
Table 7: Technical Levels of Service	24
Table 8: Demand Drivers, Projections, and Impact on Bridge and Major Culverts Assets	26
Table 9: Demand Management Strategies	27

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

Table 10: Summary of Bridge and Major Culverts Asset Financial Information	28
Table 11: Data Confidence Level Descriptions	29
Table 12: Summary of Data Confidence - Transport Assets	29
Table 13: Condition Rating System	30
Table 14: 10 Year Repair, Upgrade, and Renewal Costs	33
Table 15: Planned and Unplanned Maintenance Activities	33
Table 16: Summary of Expenditure - Budget and Forecast	39
Table 17: Risk Register	43
Table 18: Managing the Impact of Climate Change on Bridge and Major Culverts Assets	45
Table 19: Climate Change Resilience Opportunities – Bridge and Major Culverts Assets	46
Table 20: 10 Year Renewal Forecast and Current Capital Budget - Bridge and Major Culverts	49
Table 21: Funding Sources	50
Table 22: Bridge and Major Culverts Asset Management Improvement Plan	53

LIST OF FIGURES

Figure 1: Integrated Planning Framework – George Town Council	11
Figure 2: Condition Profile – Bridge and Major Culverts	31
Figure 3 - Projected Operations and Maintenance Expenditure – Bridge and Major Culverts	34
Figure 4: Renewal Forecast Vs Renewal Budget	37
Figure 5: Total Lifecycle Budget and Demand – Bridge and Major Culverts	49

1. EXECUTIVE SUMMARY

1.1 Purpose of the Plan

This Asset Management Plan documents how well we are managing George Town Council's Bridge and Major Culverts. It has been developed in accordance with our Asset Management Policy and principles of the Strategic Asset Management Plan (SAMP).

This Asset Management Plan details information about our Bridge and Major Culverts assets. The plan outlines the management approach to:

- Describing and aligning delivery objectives of Bridge and Major Culverts assets to George Town Council's Community Strategic Plan 2020-2030.
- Managing the future demand for assets to achieve and maintain financial sustainability.
- Optimising the lifecycle management of assets (achieving service demand at lowest lifecycle cost).
- Identifying and managing risks associated with Bridge and Major Culverts assets.
- Funds required to operate the Bridge and Major Culverts assets.
- Continual improvement in the management of the assets and performance monitoring.

1.2 Asset Description

Our Bridge and Major Culverts assets contribute to the community through:

- Facilitating the safe and equitable movement of people and goods within and through the George Towns by both motorised and non-motorised modes,
- Providing accessibility for the community to key activity areas and facilities.

This Asset Management Plan has a focus on Bridge and Major Culverts services provided to the community.

Our Bridge and Major Culverts asset portfolio has an estimated replacement cost of **\$16.30million** (as at 30 June 2023).

The Bridge and Major Culverts asset portfolio includes 27 concrete/concrete overlay bridges, 4 timber bridges, 4 pontoons, 3 modular bridges, 13 pipe culverts, and 3 box culverts.

1.3 Levels of Service

We are continuing to develop comprehensive levels of service for our Bridge and Major Culverts assets to meet community expectations whilst maintaining financial sustainability. At present, management of Bridge and Major Culverts assets, including intervention points and chosen treatment methods, is based upon:

- Available budget and resource allocations.
- Feedback from the community.
- Performance of the Bridge and Major Culverts asset portfolio.

It should be noted that Bridge and Major Culverts were not part of 2015 community satisfaction survey

and community satisfaction in relation to these assets are currently not available.

However, it is necessary to provide sufficient funding in the long-term to achieve,

- Improved community satisfaction with the provision of Bridge and Major Culverts services,
- Improve asset condition,
- Better access throughout the George Town.

This plan, and future revisions, will inform the long-term financial planning to fund the future renewal and upgrades necessary to meet the demand and levels of service.

1.4 Future Demand

The future demand for services is impacted by:

- Aging infrastructure
- Population and demographic change
- Changing design standards
- Climate change impacts
- Council financial sustainability
- Community satisfaction

These will be managed through a combination of managing existing assets, upgrading of existing assets, minimising climate change impact on assets and better management of customer expectations whilst maintaining financial sustainability.

1.5 Lifecycle Management Plan

Lifecycle planning describes the approach to maintaining an asset from construction to disposal. It involves the prediction of future performance of an asset, or a group of assets, based on investment scenarios and maintenance strategies.

Our current approach to managing and operating our Bridge and Major Culverts assets is based on the 2-year inspection program and information recorded within AusSpan Bridge Management System.

We are always striving to improve our approach to lifecycle management to make sure that we deliver on our service commitments in the most cost effective and efficient manner.

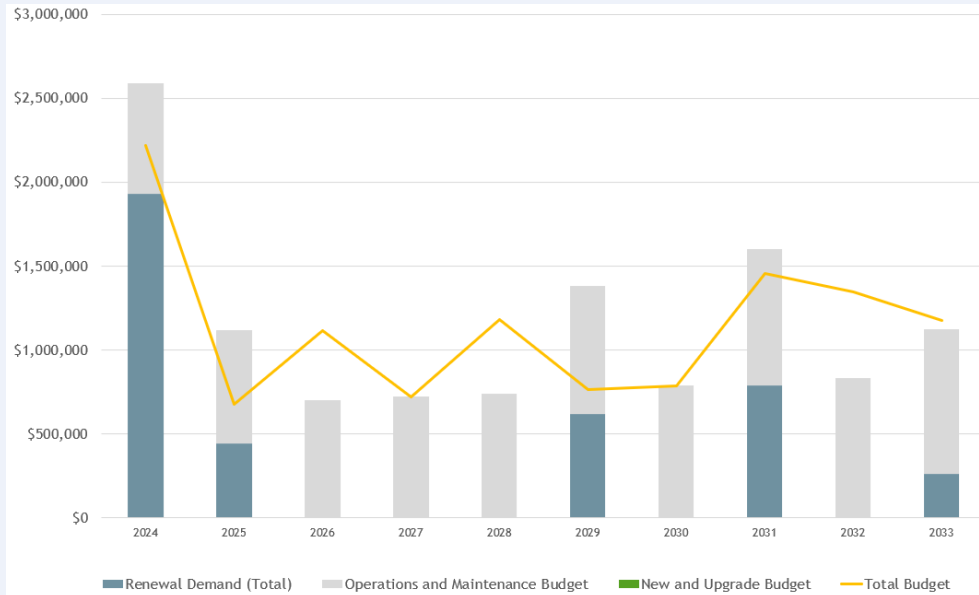
1.6 Financial Summary

Based on our current forecasting, the renewal of existing Bridge and Major Culverts assets over the next ten (10) years starting from 2023/24 is **\$4.05 million** or \$405K on average per year.

Council has currently allocated **\$3.9 million** which means we fund only 96% of our required renewals over the next 10 years.

**George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda**

The following graph shows the financial summary of Bridge and Major Culverts assets.



1.7 Our priority

We will continue to inspect and maintain our Bridge and Major Culverts assets to ensure they are safe and functional within the current levels of service. We also need to prioritise renewals, upgrades, expansion and adding new Bridge and Major Culverts assets according to priorities and annual budget allocations and ensure Bridge and Major Culverts assets comply with all relevant statutory requirements and Australian Standards.

We will continue to work with local community, industries, businesses, and both state and federal government to press for more funding to ensure George Town can continue to grow.

1.8 Risk Management

There are number of risks that need to be carefully managed in order to maintain our asset base to the expected standards and continue to provide the current level of service. The main risks are,

- Absence of criticality information of Bridge and Major Culverts
- No information on community satisfaction to enable informed decision making

We will endeavour to manage these risks within available funding by:

- Proactively inspecting our Bridge and Major Culverts assets and carry out maintenance to ensure public safety
- Work with our community and user groups to receive information about service levels and our performance

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

- Continue to implement Community Strategic Plan and supporting strategies to guide development and enhancement of Bridge and Major Culverts assets
- Designing our assets to achieve more economical lives

1.9 Improvement Plan

This Asset Management plan has identified a number of actions to improve overall management of Bridge and Major Culverts assets. Some of these actions include,

- Development of customer and technical levels of service
- Identifying relevant KPIs in Community Strategic Plan 2020-2030
- Rollout OpenOffice asset management module to manage asset data.
- Establishment of an Asset Management Steering Committee.

2. INTRODUCTION

2.1 Background

The George Town municipal area is located in Northern Tasmania on the eastern side of the Tamar River estuary. It has an area of 653 square kilometres which includes Tamar River frontages, Bass Strait coastline and rural agricultural areas. The main township is George Town and there are a number of settlements including Low Head, Hillwood, Mount Direction, Pipers River, Pipers Brook, Weymouth, Lulworth, Bellingham, Beechford and Lefroy.

We have 27 concrete/concrete overlay bridges, 4 timber bridges, 4 pontoons, 3 modular bridges, 13 pipe culverts, and 3 box culverts within Bridge and Major Culverts asset class. These assets are central to an effective transport network and provide the community, users and pedestrians with a safe, functional, and fit for purpose and drainage networks. They help to connect the community, providing accessibility and linkages for efficient movement throughout George Town.

2.2 Purpose of the Plan

This Asset Management Plan covers a 10-year horizon and is intended to demonstrate how we will support its vision in the provision of community assets to plan, develop and maintain infrastructure that is sustainable. This is achieved by applying the principles of responsible asset management planning, the objective of which is to deliver the required level of service to existing and future customers in the most cost-effective way.

The purpose of the Asset Management Plan is to ensure our Bridge and Major Culverts assets fulfil their intended purpose and life expectancy at the most economical cost to the community. It balances financial, design, landscape, architectural and technical practices with community expectations to achieve this purpose.

The key objectives of this plan are to.

- Provide a plan to convey the long-term planning and strategy for the management of our Bridge and Major Culverts assets.
- Improve understanding of service level standards and options, while improving customer satisfaction and organisational image.
- Identify optimal whole of lifecycle costs to provide target levels of service.
- Provide the basis for improved understanding and forecasting of asset related management options and costs to meet funding demands.
- Clearly justify long term works programmes and evidence of future funding requirements.
- Manage the environmental and financial risks of asset failure.

2.3 Asset Management Plan Structure

This Asset Management Plan has been prepared using good practice guidance from the ISO55000 Series - Asset Management standards and the IPWEA International Infrastructure Management Manual (IIMM). It has been developed based on existing processes, practices, data, and standards. We are committed to striving towards best appropriate asset management practices and it is recognised that this Asset Management Plan will need to be updated periodically to reflect changes to management of our assets.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

It is intended that our Asset Management Plans should always reflect as closely as practicable actual practices used in managing its assets. Only in this way will we be best able to ascertain our long-term financial needs for delivering sustainable assets and services.

2.4 Our Bridge and Major Culverts Assets

The following table shows the summary of our Bridge and Major Culverts assets covered in this Asset Management Plan based on the information in AusSpan Bridge Management System.

Asset Class	Asset Type	Quantity	Replacement Cost
Bridge and Major Culverts	Concrete bridges	24	\$1,115,585
	Concrete overlay bridges	3	\$10,681,618
	Timber bridges	4	\$781,092
	Pontoons	4	\$897,254
	Modular bridges	3	\$829,667
	Pipe culverts	13	\$1,248,000
	Box culverts	3	\$781,665
Total		54	\$16,334,881

Table 1: Summary of Bridge and Major Culverts

3. STRATEGIC ALIGNMENT

This Asset Management Plan is aligned with Asset Management Policy, Strategic Asset Management Plan (SAMP) and George Town Strategic Plan 2020-2030. The objective of this asset management plan is to support George Town Strategic Plan 2020-2030.

The diagram below sets out the integrated planning framework. It describes how the Community Strategic Plan can influence the delivery of actions from organisations and groups across the communities of George Town.



Figure 1: Integrated Planning Framework – George Town Council

It should be noted that the Asset Management Policy, Strategic Asset Management Plan (SAMP), Asset Management Plans, and Long-Term Financial Plan (LTFP) are currently absent from the Integrated Planning Framework. It is proposed that these documents be incorporated into the Integrated Planning Framework and clearly identified in the IPF shown in Figure 1.

Improvement Opportunity

- Incorporate Asset Management Policy, Strategic Asset Management Plan (SAMP), Asset Management Plans, and Long-Term Financial Plan (LTFP) into the Integrated Planning Framework.

3.1 Strategic Goals and Objectives

Strategic Plan 2020-2030 is George Town's current Community Strategic Plan. It outlines the community's aspirations and long-term vision for George Town. The vision of the community strategic plan is,

"Our Communities Progressive, Prosperous, Proud!"

This vision will be achieved through the implementation of the strategies based on the four future directions of George Town Strategic Plan 2020-2030.

The future directions are:

- Community pride
- Prosperity for all in all aspects of life
- Progressive well- resourced communities
- Leadership and accountable governance

Within each future direction are a number of community desired outcomes. The strategic priorities describe what should be the focus of future efforts to achieve the desired outcome or the "means" to achieve the "end" results.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

3.1.1 George Town Strategic Plan 2020-2030 Objectives – Bridge and Major Culverts Assets

The following table shows relevant strategic objectives for Bridge and Major Culverts assets to achieve Strategic Plan 2020-2030 vision.

Future Direction	Desired Outcomes	Strategic Priorities
Community Pride	Responsive emergency services	<ul style="list-style-type: none"> • Having enough professional, para-professional and volunteer emergency services personnel and equipment. • Maintaining equipment. • Working together with all other agencies for prevention and if necessary co-ordinated responses.
Prosperity for all in all aspects of life	Strengths-based reputation building	<ul style="list-style-type: none"> • Focusing population attraction on the area’s advantages of well-connected and supportive communities.
Progressive well-resourced communities	Public infrastructure relevant to needs	<ul style="list-style-type: none"> • Making sure the place works well through good design, safety standards asset management and ongoing maintenance. • Understanding priorities and scheduling responses.
Leadership and accountable governance	A culture of engagement and participation	<ul style="list-style-type: none"> • Trusted, transparent and inclusive community engagement processes. • Engaging over things that matter to the community. • Understanding processes and participating in decision making. • Engaging with others to ensure no duplication or scheduling clashes.
	Positive and productive working relationship with all levels of government and their agencies	<ul style="list-style-type: none"> • Ensuring the area’s needs and priorities are understood. • Understanding the outcomes and directions sought by all levels of government.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

Future Direction	Desired Outcomes	Strategic Priorities
		<ul style="list-style-type: none"> • Building skills in attracting funding and investment.
	Collaborative working relationships with neighbouring Councils in the region and regional organisations	<ul style="list-style-type: none"> • Playing an active role in regional development. • Responding collaboratively to regional initiatives.
	Difficult issues are managed in an open manner without conflict	<ul style="list-style-type: none"> • Building capacity in change management, understanding, and responding to complexity. • Fostering courage, kindness, and determination in working through challenges and opportunities. • Communicating well.

Table 2: Strategic Community Objectives – Bridge and Major Culverts Assets

**George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda**

3.2 George Town Strategic Plan 2020-2030 Alignment to Council Services– Bridge and Major Culverts Assets

The following table presents the performance indicators and stakeholders in achieving relevant strategic objectives of Council Strategic Plan 2020-2030.

Strategic Priorities	Performance Indicators	Stakeholders
<p><u>Responsive emergency services</u></p> <ul style="list-style-type: none"> • Having enough professional, para-professional and volunteer emergency services personnel and equipment. • Maintaining equipment. • Working together with all other agencies for prevention and if necessary co-ordinated responses. 	<ul style="list-style-type: none"> • Community satisfaction survey • Crime statistics, emergency response data 	<ul style="list-style-type: none"> • Police and Emergency Service Providers • George Town Council Councils • Place Making Committee and Safety Committee • Education Providers • Community Groups Industry Business and Producers • Not-for-profits • Members of the Future Impact Group
<p><u>Strengths-based reputation building</u></p> <ul style="list-style-type: none"> • Focusing population attraction on the area’s advantages of well-connected and supportive communities. 	<ul style="list-style-type: none"> • Industry start-ups and production data • Local sales data statistics • Population changes data and age mix Visitor numbers and yield, Attendance at attractions • Health and co-morbidity data Participation in recreation events 	<ul style="list-style-type: none"> • Bell Bay Advanced Manufacturing Zone • Local Industries and Businesses • George Town Chamber of Commerce • Department of State Growth • Future Impact Group • Tourism operators • Museum

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

Strategic Priorities	Performance Indicators	Stakeholders
		<ul style="list-style-type: none"> • Health organisations and medical providers • Natural resource management groups • Recycling groups Australian Maritime College (AMC)
<p><u>Public infrastructure relevant to needs</u></p> <ul style="list-style-type: none"> • Making sure the place works well through good design, safety standards asset management and ongoing maintenance. • Understanding priorities and scheduling responses. 	<ul style="list-style-type: none"> • Community satisfaction surveys 	<ul style="list-style-type: none"> • George Town Council • State Agencies • Progress Associations • Recreation and Sporting Groups • Historical, Cultural and Arts group • NDIS and health provider • Local advocates for people with special needs Volunteer Groups • Event Organisers
<p><u>A culture of engagement and participation</u></p> <ul style="list-style-type: none"> • Trusted, transparent and inclusive community engagement processes. • Engaging over things that matter to the community. • Including young people in all engagement. • Understanding processes and participating in decision making. 	<ul style="list-style-type: none"> • Grant funding attained • Planning approvals and appeals data Community participation in engagement activities • Community satisfaction • Compliance outcomes 	<ul style="list-style-type: none"> • George Town Council • Australian and State Government agencies • Regional Development Australia • Northern Tasmania Development • Tourism Northern Tasmania • Neighbouring Councils • George Town Chamber of Commerce

**George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda**

Strategic Priorities	Performance Indicators	Stakeholders
<ul style="list-style-type: none"> • Engaging with others to ensure no duplication or scheduling clashes. <p><u>Positive and productive working relationship with all levels of government and their agencies</u></p> <ul style="list-style-type: none"> • Ensuring the area’s needs and priorities are understood. • Understanding the outcomes and directions sought by all levels of government. • Building skills in attracting funding and investment. <p><u>Collaborative working relationships with neighbouring Councils in the region and regional organisations</u></p> <ul style="list-style-type: none"> • Playing an active role in regional development. • Responding collaboratively to regional initiatives. <p><u>Difficult issues are managed in an open manner without conflict</u></p> <ul style="list-style-type: none"> • Building capacity in change management, understanding, and responding to complexity. • Fostering courage, kindness, and determination in working through challenges and opportunities. • Communicating well. 		<ul style="list-style-type: none"> • Future Impact Leadership Table

Table 3: Strategic Priorities, Performance Indicators, and Stakeholders - Bridge and Major Culverts

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

Improvement Opportunity

- Develop a list of strategic actions, relevant to this asset management Plan, that will enable achievement of desired outcomes of the Council Strategic Plan 2020-2030.
- Identify responsible Council Departments/Officers for implementation of strategic actions and allocate these actions as KPI.

3.3 Council Policies, Strategies and Plans Relevant to Bridge and Major Culverts Assets

The following table shows various Council policies, strategies and plans that are relevant to and support management of Bridge and Major Culverts assets.

Policy/Strategy/Plan
<ul style="list-style-type: none">• Asset Management Policy• Strategic Asset Management Plan• Annual Report• Annual Plan• Financial Management Strategy• Long Term Financial Plan• George Town Council Valuation Methodology Manual• Rates and Charges Policy• Procurement Policy• Risk Management Policy• Risk Management Procedure• Risk Management Framework• Work, Health and Safety Policy• Diversity, Equitable Access Inclusion Policy• Community Safety Plan 2020-2030• Customer Service Charter• Communication Strategic Plan• George Town Sport and Recreation Strategy

3.4 Goals and Objectives of Asset Ownership

Asset Management is defined as the “Coordinated activity of an organization to realize value from its assets”. Our goal in managing and realizing value from our infrastructure assets is to meet the defined range and levels of service in the most cost-effective manner for present and future consumers. By achieving the most cost-effective approach, we will contribute to affordability and liveability contributing to a vibrant, growing, and connected community.

The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance.
- Managing the impact of growth through demand management and infrastructure investment.
- Taking a lifecycle approach to developing cost-effective management strategies that meet the defined levels of service.
- Identifying, assessing, and appropriately controlling risks.
- Linking to a long-term financial plan that identifies required expenditure and how it will be allocated.

3.4.1 Ownership and Stakeholder Arrangements

The ownership and management of Bridge and Major Culverts assets within George Town area can take various forms and involves various public entities. The number of stakeholders (See Table 3) involved in the provision of Bridge and Major Culverts services within the George Town indicates why engagement and co-ordinated decision making is vital for successful planning and delivery.

4. LEVELS OF SERVICE

Levels of Service is the defined quality, function, and capacity of service of an asset. Understanding the required level of service is vital for lifecycle management, as this largely determines an asset’s development, operation, maintenance, replacement, and ultimate disposal. In developing the levels of service outlined in this Asset Management Plan, we have given due regard to the following:

Community Requirements (Customer Expectations)	These are the expectations of the customers/community. These expectations must be balanced with the community’s ability and desire to pay (balancing risk, cost, and performance).
Strategic Goals and Objectives (Strategic Drivers)	The lifecycle management of assets (service offered by assets, service delivery mechanism and specific levels of service that Council wishes to achieve) will be consistent with goals and objectives stated in the Community Vision and Council Strategic Plan.
Legislative Requirements (Mandatory Requirements)	These are the objectives and standards that must be met, set by legislation, regulations, Codes or Practice, etc that impact the way assets are managed.
Industry Standards and Guidelines (Operating Requirements)	Design and construction standards and guidelines that provide the principles and minimum standards for an asset.

Table 4: Key Levels of Service Drivers

4.1 Customer Research and Expectations – 2015 Survey

1,240 residents were surveyed as part of Community Satisfaction Survey across all 29 Local Councils in 2015 to measure the satisfaction residents have with local Councils across Tasmania, and to produce a Statewide benchmark against which Councils may wish to measure the satisfaction of their residents with respect to the services they each provide.

This Community Satisfaction Survey Research Report 2015 presented the results of the separate survey commissioned by George Town Council using Local Government Association Tasmania’s (LGAT) survey instrument. In the George Town municipality, 300 residents were surveyed to measure their satisfaction with Council. Results for George Town Council were presented in the report alongside the statewide LGAT benchmark to allow comparisons to be made, while also identifying any significant demographic variances within the 2015 data.

4.1.1 Community Satisfaction

It should be noted that Bridge and Major Culverts were not part of 2015 community satisfaction survey and community satisfaction data in relation to these assets are currently not available.

Improvement Opportunity

- Include Bridge and Major Culverts assets in future community satisfaction surveys to understand customer satisfaction levels.

4.2 Legislative Requirements

There are many legislative requirements relating to the management of assets. The following table shows a list of legislations applicable to Bridge and Major Culverts assets.

Legislation	Requirement
Local Government Act 1993	Sets out roles, purpose, responsibilities, and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
Roads and Jetties Act 1935	Sets out legislation for state roads in Tasmania.
Local Government (Highways) Act 1982	Provides for the appointment of a Commissioner of Highways and provision for the construction and maintenance of roads and associated assets.
Highways Act 1951	Consolidates certain enactments relating to functions of Council in respect of highways.
Work Health and Safety Regulation 2022	Sets out roles and responsibilities to secure the health, safety, and welfare of persons at work and covering injury management, emphasising rehabilitation of workers particularly for return to work. Organisations are to provide a safe working environment and supply equipment to ensure safety.
Environmental Protection Act 1994	Sets out guidelines for land use planning and promotes sharing of responsibilities between various levels of government in the state.
Civil Liability Act 2002	To manage negligence, elements of a claim, duty of care, standard of care and causation.

Table 5: Legislations Relevant to Bridge and Major Culverts Assets

4.3 Industry Standards and Guidelines

The majority of standards applicable to Bridge and Major Culverts infrastructure are covered by Council Standard Drawings, guidelines or design standards, along with other industry standards and guidelines that may influence service delivery including Commonwealth Disability Standards.

4.4 Level of Service

Levels of service are generally set based on legislative and compliance obligations, and historical standards that we have used in the past. We need to prepare performance measures to monitor the effectiveness of its service delivery for community and technical levels of service. In future, we also need to undertake deliberative community engagement to validate our levels of service.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

4.4.1 Community Level of Service

Service levels are defined service levels in two terms, community levels of service and technical levels of service. These are supplemented by organisational measures. Community Levels of Service measure how the customer receives the service and whether value to the customer is provided. Community levels of service measures used in the Asset Management Plan are:

Quality	How good is the service ... what is the condition or quality of the service?
Function	Is it suitable for its intended purpose is it the right service?
Capacity/Use	Is the service over or under used ... do we need more or less of these assets?

George Town Community Safety Plan 2020-2023 sets out following objectives for road safety within the municipality which are also relevant to Bridge and Major Culverts.

- To work with the community, Council, and Government to promote and improve travel safety by
 - Improved pedestrian access throughout the municipality,
 - Improved bridge marking and posting throughout the municipality.
- Road Safety Strategy
 - To advocate for safety through the Council to Government Agencies.

The George Town Council Customer Service Charter Policy also sets out Council’s service standards and explains what customers can do if the Council have not delivered a service to that standard.

Some of the key performance measures relevant to customer levels of service is shown in Table below.

Key Performance Measure	Activity	Performance Measure	Target Performance
Quality	Provide a well-maintained bridge network.	The number of customer requests related to bridge asset faults	No target – Quarterly Council agenda report
Function	Provide a bridge network that facilitates access to properties, businesses, and facilities	The number of customer requests related to bridge faults	No target – Quarterly Council agenda report
Capacity and Use	To provide a bridge and culverts that has adequate capacity, fit for purpose and is safe for users	Customer complaints and incident/accident report	No Target - Review when Customer request highlight safety and capacity issues and action

Table 6: Customer Levels of Service

It is proposed that the Council consolidate levels of service from various Council policies, strategies, and plans and develop its Customer Levels of Service.

Improvement Opportunity

- Review, develop, and adopt agreed customer levels of service for Bridge and Major Culverts assets.
- Include community engagement feedback into the adopted LOS.

4.5 Technical Levels of Service

Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance. Technical service measures are linked to the activities and annual budgets covering:

Operations (Reliability, Safety, and Responsiveness)	The regular activities to provide services.
Maintenance (Reliability, Safety, and Responsiveness)	The activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life.
Renewal (Condition and Cost)	The activities that return the service capability of an asset up to that which it had originally.
Asset Improvements (Availability, Function, Sustainability and Capacity)	The activities to provide a higher level of service or a new service that did not exist previously.

Some of the key performance measures relevant to technical levels of service is shown in Table below.

Key Performance Measure	Activity	Performance Measure	Target Performance
Operations	Ensure bridges are safe and meet service/user needs	Twice yearly bridge inspection undertaken by AusSpan.	Acceptance of AusSpan BMS report.
Maintenance	Ensure that bridges are well maintained.	Undertake works to maintain bridge in a condition to maintain service and provide optimum life span.	Undertake AusSpan BMS recommended works program. Customer requests completed.
Renewal	Provide bridge structures that complement transport network	Bridges are replaced when service and safety level decline.	Bridges are identified in BMS reports for replacement. Council prioritises replacement based on risk and service levels. All vehicle bridges replaced in concrete.
Upgrade/New	Provide fit for purpose bridges	Bridge structure upgraded from single to dual lane due to capacity or safety issues.	Bridges capacity and safety reviewed.

Table 7: Technical Levels of Service

Improvement Opportunity

- Develop and adopt agreed technical levels of service for Bridge and Major Culverts assets. Include community engagement feedback into the adopted LOS.

5. FUTURE DEMAND

The objective of asset management is to create, operate, maintain, rehabilitate, and replace assets at the required level of service for present and future customers in a cost effective and environmentally sustainable manner. The Asset Management Plan must therefore forecast the needs and demands of the community in the future and outline strategies to develop the assets to meet these needs.

5.1 Demand Forecasts and Impact on Assets

The present position, demand drivers, and their potential impacts on future service delivery and use of assets are presented in table below.

Demand Drivers	Present Position	Projection	Impact
Aging Infrastructure	Our assets have been built and developed in the past. Many years on, this period of development has created a large peak in the need to invest in asset maintenance and renewal.	Asset maintenance and renewal demand will continue to increase.	Increasing cost of renewing our ageing infrastructure.
Population Change	The population estimate for George Town Council area as of the 30th of June 2023 is 7,330.	Possible significant increase in population (40% by 2030) due to increased subdivisions.	Future population growth will generate additional demand for infrastructure. However, demand will not be greatly impacted by the growth.
Increase in Level of Service	Evolving design standards for Bridge and Major Culverts assets	Further improvements to design standards to bring Bridge and Major Culverts assets to current standards	Increased level of service and economical assets
Climate Change	The Bureau of Meteorology and CSIRO 2022 State of the Climate report outlines the following impacts of climate change in Australia: Australia's climate has warmed by an average of 1.47 ± 0.24 °C since national records began in 1910. Sea surface temperatures have increased by an average of 1.05 °C since 1900. This has led to an increase in the frequency of extreme	Bridge and Major Culverts assets are impacted by a range of changing climate conditions: <ul style="list-style-type: none"> - More intense and frequent rainfall, wind, hail, and storms - Changes to ground water levels - Sea level rise 	Higher levels of deterioration may result in increased asset maintenance requirements and changed schedules to maintain asset in a serviceable condition, resulting in increased maintenance costs. Use and reuse of sustainable materials for asset renewal/ construction incorporating materials with low carbon emissions.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

Demand Drivers	Present Position	Projection	Impact
	heat events over land and sea.		
Council Financial Sustainability	Council is required to provide its projects, programs, and services within an environment of constrained revenue control resulting from rate capping.	Rate capping, has the potential to affect effective asset management if sufficient funds are unable to be secured to manage existing assets to agreed levels of service, or to upgrade Bridge and Major Culverts assets desired by the community	Achieving equitable distribution of resources. Ensure community receives maximum benefit from the investment in infrastructure.
Community Satisfaction	Not known	Increased expectations from the community	Council will be expected to revisit asset intervention levels to meet community expectations. Need for management of community expectations.

Table 8: Demand Drivers, Projections, and Impact on Bridge and Major Culverts Assets

5.2 Demand Management Strategy

The table below presents the strategies to meet the current projected demands on Bridge and Major Culverts assets.

Demand	Demand Management Activities
Aging Infrastructure	Undertake condition assessment of Bridge and Major Culverts assets and develop renewal programs based on the condition of assets. Implement scheduled maintenance and inspection programs.
Increased Community Expectations	Prepare long term Bridge and Major Culverts asset maintenance and renewal programs according to priorities and funding availability.
Achieve Financial Sustainability	Review asset criticality, inspection programs and maintenance programs to identify improvements. Conduct level of service analysis including community desired level of service and review affordability and risks. Ensure that the Financial Plan and Asset Plan are integrated and reflect future asset needs.
Adapting to climate change	Undertake impact analysis of climate change on Bridge and Major Culverts assets. Undertake flood studies to identify impact on Bridge and Major Culverts assets.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

Demand	Demand Management Activities
Design Standards	Ensure design standards take into consideration of the aging population, climate change, local conditions, increasing number of heavy vehicles using our assets, whole of life costings and accessibility requirements.

Table 9: Demand Management Strategies

Improvement Opportunity

- Address strategic direction for Bridge and Major Culverts as part of the Transport Strategy.

6. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how we plan to manage and operate the assets at the agreed levels of service while managing life cycle costs.

We are the custodian of a portfolio of Bridge and Major Culverts assets with a replacement value of \$16.3 million as reported in our financial statements as at 30 June 2023. These assets require significant and ongoing planning and management to meet both stakeholder and legislative requirements within the financial resources available to us. Our Bridge and Major Culverts portfolio is summarised in the table below:

Asset Class	Asset Type	Useful Life	Quantity	Replacement Cost	Written Down Value	Accumulated Depreciation	Annual Depreciation
Bridge and Major Culverts	Concrete bridges	80	24	\$1,115,585	\$85,882	\$1,029,703	\$9,301
	Concrete overlay bridges	80	3	\$10,681,618	\$7,221,057	\$3,460,561	\$132,107
	Timber bridges	80	4	\$781,092	\$364,728	\$416,364	\$15,637
	Pontoons	80	4	\$897,254	\$276,121	\$621,133	\$24,845
	Modules bridges	80	3	\$829,667	\$452,418	\$377,248	\$10,371
	Pipe culverts	80	13	\$1,248,000	\$505,575	\$742,425	\$15,600
	Box culverts	80	3	\$781,665	\$177,827	\$603,838	\$19,388
Total			54	\$16,334,881	\$9,083,607	\$7,251,274	\$227,248

Table 10: Summary of Bridge and Major Culverts Asset Financial Information

6.1 Asset Data

Our systems to manage Bridge and Major Culverts assets include:

- AusSpan - Inspections & reports,
- MapInfo – Desk top mapping.

Council currently do not have an asset management information system to hold and maintain bridge and major culvert asset data. It is important that Council consider rolling out recently acquired OpenOffice asset management module to manage bridge and major culverts asset data.

6.1.1 Asset Data Confidence

Data is important in underpinning our approach to consistent levels of service, asset management, and investment decision making. It is therefore important for us to understand the data we have available on our assets, the level of confidence there is in that data, and any data gaps that may exist. Descriptions of each of the confidence levels are provided in the table below. The data confidence assessment structure is based on the International Infrastructure Management Manual and the thresholds used are those that are considered to be the foundation for enabling good practice asset management.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

Confidence Level	Description
High	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings. Dataset is complete and estimated to be accurate ±10%.
Medium	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ±25%.
Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ±40%.

Table 11: Data Confidence Level Descriptions

Table 12 summarises the level of confidence in the current data held for our Transport assets.

Asset Sub Class	Completeness of Records	Attribute Details	Asset Hierarchies	Spatial Data	Condition Information	Maintenance History
Bridges	High	High	High	Not known	High	Low
Major Culverts	High	High	High	Not known	High	Low

Table 12: Summary of Data Confidence - Transport Assets

As shown in the table above the confidence of bridge and major culvert data is relatively high. however, it is important that Council implement projects/programs to maintain and further improve the confidence of Bridge and Major Culvert asset data.

Improvement Opportunity

- Rollout OpenOffice asset management module to manage asset data.
- Review Bridge and Major Culverts asset register for completeness and accuracy prior to migration to the OpenOffice information system.

6.2 Asset Condition

Asset condition is a measure of the health of an asset and is a key consideration in determining remaining useful life, as well as predicting how long it will be before an asset needs to be repaired, renewed, or replaced. Asset condition is also an indicator of how well it can perform its function. Condition data is valuable for developing long term funding scenarios for strategic planning of our budgets.

We need to use a consistent condition grading system that follows good practice guidance as provided by various industry standards including the *International Infrastructure Management* as described in table below.

Score	Condition Rating	Characteristics
1	Very Good	Asset is new or very close to as new.
2	Good	Asset is no longer in new condition. Only minor maintenance may be required.
3	Fair/ Average	The asset is serviceable and in a satisfactory condition however some maintenance may be required to address aesthetic, safety, or functional issues.
4	Poor	Asset requires significant maintenance or replacement of the asset is required
5	Very Poor	Asset is physically unsound, and replacement is required

Table 13: Condition Rating System

Condition data for our Bridge and Major Culverts assets is recorded in valuation registers as at June 2023 have been used for renewal modelling. The following sections provide an overview of the current condition of our Bridge and Major Culverts assets.

Current Condition – Bridge and Major Culverts

Based on the condition assessment undertaken in 2023, majority of Bridge and Major Culverts assets are in “very good” to “fair” condition, except for 42 % of culvert pipes, 37% of box culverts, and 11% of concrete bridges which are in “poor” to “very poor” condition.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

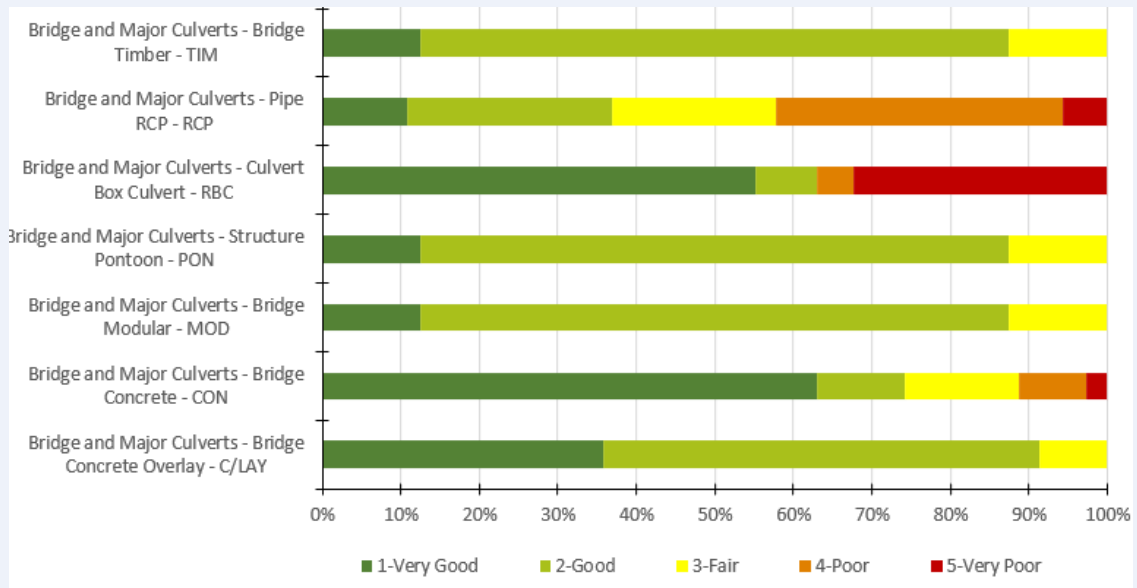


Figure 2: Condition Profile – Bridge and Major Culverts

Improvement Opportunity

- Undertake cyclic condition assessment (2-5 years) of Bridge and Major Culverts assets.

6.3 Bridge and Major Culverts Asset Maintenance and Inspections

Maintenance and inspection programs are necessary to meet service standards, achieve target standards and prevent premature asset failure or deterioration. This is achieved by providing the optimum level of maintenance and care in a financially and environmentally sustainable manner.

Our objectives in maintaining and operating Bridge and Major Culverts assets are to:

- To maintain safety, amenity, and aesthetics of Bridge and Major Culverts assets to the satisfaction of Council and the community.
- To maintain and preserve the functionality and value of the existing assets.
- To provide and maintain a safe environment for the community within the constraints of our financial capacity and resource capability, while displaying a reasonable ‘duty of care’.
- To ensure the provision of excellent customer service and that customer requests are responded to quickly and efficiently.

6.3.1 Bridge and Major Culverts Inspections

For effective planning and competent management of our Bridge and Major Culverts assets, it is essential that maintenance and performance related information is collected through disciplined and regular inspections of the whole portfolio. Bridge and Major Culverts asset inspections consist of:

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

Level 1:

Level 1 inspections are visual inspections carried out by a bridge inspector. These inspections are typically conducted every year or two and involve a walkthrough of the bridge to identify any visible defects or issues. During a level 1 inspection, the inspector will:

- Inspect the bridge deck, piers, abutments, and other key components for visible damage.
- Check for any signs of corrosion, cracking, or other forms of deterioration.
- Review maintenance records and check that any necessary repairs have been carried out.

Level 2:

Level 2 inspections are more detailed than level 1 inspections and involve a more thorough examination of the bridge. These inspections are usually carried out every five years and involve both visual and non-destructive testing techniques for bridge preservation. During a level 2 inspection, the inspector will:

- Use specialized equipment such as ultrasonic testing to identify hidden defects.
- Measure the thickness of structural elements to identify potential weaknesses.
- Inspect the bridge substructure, bearings, and other key components for signs of damage or deterioration.

Level 3:

Level 3 inspections are the most comprehensive of the three levels and involve a detailed analysis of the bridge's structure and materials. These inspections are typically carried out every ten years and involve a combination of non-destructive testing and laboratory analysis. During a level 3 inspection, the inspector will:

- Use advanced testing techniques such as ground-penetrating radar to identify hidden defects.
- Conduct laboratory analysis on samples of materials such as concrete and steel to assess their condition.
- Assess the bridge's capacity to carry current and future loads.

Improvement Opportunity

- Document, adopt and continue to undertake an inspection program for all Bridge and Major Culverts assets.
- Develop works program for Bridge and Major Culverts assets based on Level 1,2, and 3 inspections.

6.3.2 Level 1 and Level 2 Inspections – April 2023

Level 1 and Level 2 inspection were undertaken in April 2023. This inspection has identified the following works/assessments.

- Urgent repairs and renewals
- Renewals and Monitoring for year 1 and year 2
- Design assessment of traffic barriers
- Flood damage rectification.
- Advisory signage

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

The following yearly costs have been identified based on these inspections.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	23\24	24\25	25\26	26\27	27\28	28\29	29\30	30\31	31\32	32\33	
Annual Costs	\$1,932,756	\$441,840	\$0	\$0	\$0	\$618,000	\$0	\$791,694	\$0	\$263,861	\$4,048,151
10 Year Average Cost	\$404,815	\$404,815	\$404,815	\$404,815	\$404,815	\$404,815	\$404,815	\$404,815	\$404,815	\$404,815	

Table 14: 10 Year Repair, Upgrade, and Renewal Costs

The work programs identified during these inspections are presented in **Appendix A**.

6.3.3 Asset Maintenance Activities

A broad overview of maintenance activities for associated with asset management is detailed in the table below.

Activity Category	Description
Planned Maintenance	Maintenance works that are required to be undertaken at regular intervals to maintain service levels and minimises ongoing lifecycle costs.
Unplanned Maintenance	Response to service requests or unforeseen asset failures or system interruptions.
Cyclic Maintenance	Response to service requests or unforeseen asset failures or system interruptions.

Table 15: Planned and Unplanned Maintenance Activities

It is currently not clear whether Council follows adopted intervention levels when actioning reactive works. The intervention levels of reactive works need to be adopted and documented for service level evaluation and audit purposes.

Improvement Opportunity

- Document all planned and unplanned maintenance activities of Bridge and Major Culvert assets.
- Develop and adopt intervention levels for unplanned works.

6.3.4 Future Operation and Maintenance Costs

Figure 3 outlines the forecast operations and maintenance budgets based on the understanding of the current levels of service delivered for our Bridge and Major Culverts assets (source: Annual Report 2022/23).

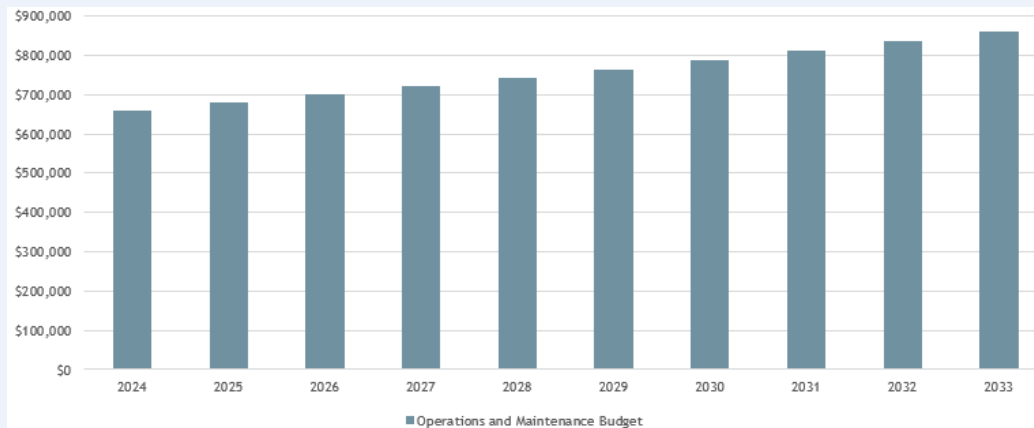


Figure 3 - Projected Operations and Maintenance Expenditure – Bridge and Major Culverts

The total operations and maintenance budget over the next 10-years starting from 2024/25 is **\$7.56 million**. This is the required operations and maintenance budget to continue to deliver present service standards over the long term. An annual indexation rate of 3% has been applied to 2023 budget figure (Annual report 2022/23) to derive the long-term forecast.

Detailed analysis of the current levels of service compared to desired levels of service has not yet been undertaken. We will need to review the budget allocations we set aside for maintenance and operations within our Financial Plan. This is to make sure that they are adequate for us to continue to maintain the desired levels of service and the maintain safe and serviceable Bridge and Major Culverts assets. Depending on funding availability, we may also need to review our levels of service to ensure that they are affordable, and we continue to be a financially sustainable organisation.

Improvement Opportunity

- Review current funding allocations allocated to Bridge and Major Culverts asset operations and maintenance to ensure that they are sufficient to deliver current levels of service and compare against cost of delivery of desired levels of service.
- Develop, document, and adopt a clear Capitalisation threshold for Bridges & Major Culverts to ensure Maintenance and Capital Renewal are separated in the financial accounting reports.

6.3.5 Disaster Recovery Maintenance Works

Disaster management works need to be carefully identified, recorded, and actioned as a separate activity so that they can be reported appropriately and ensure disaster funding recovery arrangements are covered as part of the process. Necessary information required and the process to support effective reporting for disaster recovery works (including information to support applications for disaster recovery funding) are:

- Assessment of the initial state of assets and infrastructure. This includes “before” photos and or video of assets and infrastructure affected and can sourced from cyclic asset condition assessment reports and associated photos/ images linked to assets in Council’s Asset Information Systems.
- Defects and damage identified following a disaster event including location, photos and details of assets affected.
- Estimated cost and scope of works to repair damaged assets.
- Effective reporting within Council asset information systems of works and costs against the damaged assets and infrastructure. This necessitates the coding of works orders raised in Council’s system to be tagged or identified as disaster recovery works and all costs attributed to these works orders.
- Photos of completed works and condition of assets.

Improvement Opportunity

- Develop and adopt process and procedures for disaster management work.

6.4 Bridge and Major Culverts Asset Renewal

Renewal is major work that does not increase the design capacity of an asset but restores, rehabilitates, replaces, or renews the asset to its original service potential. Work over and above restoring an asset to original service potential is an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs. Assets requiring renewal are identified using a combination of an analysis of the long-term financial needs at a portfolio level and other information that identifies specific assets that require renewal at a project level.

6.4.1 Renewal Strategy

Renewal strategies are based on assessing a range of factors to ensure the appropriate level of investment is targeted at the optimum time to ensure assets remain fit for purpose and that renewal plans are efficient and effective. The factors considered include the following:

- Criticality.
- Maintenance and/or failure history
- Age
- Expected life
- Remaining useful life
- Condition (where known)
- Condition prediction
- Climate change factors and impacts affecting assets
- Geographical grouping
- Demand and use patterns
- Timing in relation to linked asset renewal plans

As a general principle the number and cost of maintenance repairs will determine the optimum timing to invest in the renewal of assets. Every time an asset is repaired it provides information about its performance, rate of deterioration, and a prediction of the optimum time to renew.

As the rate of repairs increase a prediction can be made about the best time to renew an asset to keep the cost of ownership at the lowest possible levels.

Renewal work is carried out in accordance with the current standards and specifications. Councils Financial Management Strategy recognises the importance of maintaining appropriate levels of renewal investment with an asset sustainability ratio target of annual renewal investment being greater than 90% of annual asset depreciation levels. The most relevant ratio to accurately assess the renewal effort is the 'Asset Renewal Funding Ratio'.

Improvement Opportunity

- Ensure maintenance history of assets are recorded and used to supplement renewal program development and prioritisation.

6.4.2 Renewal Ranking Criteria

In general, renewal works are prioritised and planned by assessing the following considerations:

- Traffic volume and type
- Public perception
- Safety issues.
- Physical condition.
- Risk and asset criticality.
- Location and use type and patterns.

Following indicators are generally used to determine the criticality of an asset:

- Have a high consequence of failure.
- Have high use and subsequent impact on users would be greatest.
- Have a total value representing the greatest net value.
- Have the highest average age relative to their expected lives.
- Are identified in the Asset Management Plan as key cost factors.
- Have high operational or maintenance costs.
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.

It is also important to ensure work programs are aligned with the transport, drainage, water, and wastewater capital programs. The overlapping capital projects across Bridge and Major Culverts, transport, drainage, other authorities' water, and wastewater capital programs should be considered in Bridge and Major Culverts asset renewal prioritisation process.

Improvement Opportunity

- Develop a capital work prioritisation framework and include renewal ranking criteria.
- Identify overlapping capital projects across Bridge and Major Culverts, transport, stormwater, water, and wastewater capital programs and consider them when renewal programs are prioritised.
- Coordinate with Water and Wastewater supply authorities to implement a coordinated approach to deliver interdependent projects.

6.4.3 Overall Renewal Forecast and Budget – Bridge and Major Culverts Assets

The following graph shows a comparison between the:

- Level of funding required to renew Bridge and Major Culverts assets to achieve our service level objectives; and
- The amount of funding which we are projected to commit to renewing these assets from our current Long Term Financial Plan.

The renewal forecasts show Council’s renewal program is does not adequately fund required renewals over the next 10 years. These forecasts are based on the condition assessment that was undertaken in April 2023 as recorded in AusSpan bridge management system. Condition based renewal program such as this will allow for the distribution of renewal funding across all Bridge and Major Culverts assets based on the actual renewal requirements.

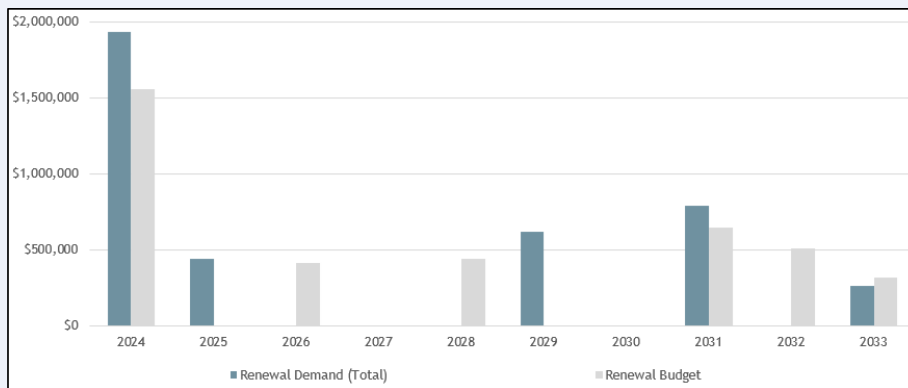


Figure 4: Renewal Forecast Vs Renewal Budget

Based on this renewal forecast the renewal demand over the next 10 years is **\$4.05 million** and funding for the same period is **\$2.84 million** as shown in the graph above. Proactive condition inspections highlighted urgent renewal works needed to be undertaken on Security Road & Baxter Street Bridges, as well as on pontoons, totalling around \$1.6 million. This work is expected to be completed in the 2024/25 Financial year. It should be noted that this budgeted amount, whilst not listed in the current LTFP has been incorporated as part of the renewal budget in Fig.4 above.

Improvement Opportunity

- Review the 10-year capital funding program for Bridges & Major Culverts to ensure adequate funding is available for identified and prioritised works in accordance with the adopted levels of service.

6.5 Acquisition/Upgrade/Expansion Plan

Decisions pertaining to the acquisition, upgrade, and expansion of an asset is carried out taking into account of full lifecycle costing of the planned asset. Generally, the following criteria is followed when budget proposal is prepared.

- Traffic Volume and Type
- Load Limits
- Public Perception
- Condition Assessment
- Risk Assessment
- Current or proposed Developments
- Social and economic drivers
- Connectivity and land usage
- Deficiencies and maintenance requirements
- Long term strategic road linkage requirements
- Funding opportunities
- Current standards

And,

- Capital cost of the asset,
- Expected annualised maintenance & operational costs associated with the asset,
- Expected reduction in any existing annualised maintenance & operational costs via efficiency gains or asset rationalisations,
- Expected annualised renewal costs associated with the asset,
- Total annualised lifecycle cost (sum of the above annualised costs),
- Total lifecycle cost (total annualised cost times useful life),
- Forecasted net position after acquisition, and consequences of not acquiring the asset.

Council currently has not allocated funding for new/upgrade works of Bridge and Major Culvert assets within its LTFP. Therefore, it is necessary to identify future new/upgrade works and required funding is allocated from the LTFP.

Improvement Opportunities

- Develop a Project Management Framework and include framework for Acquisition (New), Upgrade, and Expansion of assets.
- Identify future new/upgrade works and allocate necessary funding from LTFP.

6.6 Deliverability of the Capital Program

Council's capital program is delivered by Council staff and council appointed contractors. A significant amount of capital works is planned to be delivered within the next 10 years. These projects need to be properly managed to ensure effective and efficient delivery of projects and asset information handover. Therefore, it is important to review current resourcing strategy for contracts management and ensure adequate resources are allocated.

Improvement Opportunities

- Review current 10-year capital program and resource allocations for the planning, design, and delivery of Bridge and Major Culverts work.

6.7 Disposal Plan

The strategy for the development of an asset disposal plan is to first identify those Bridge and Major Culverts assets, or parts thereof, that are either:

- Surplus to requirements,
- Technologically obsolete,
- No-longer meeting community needs, or
- Have reached the end of their useful life and there is no demand for renewal or replacement.

Where appropriate, such assets should also be considered for consolidation and rationalisation based on service needs and community benefit prior to being placed in the Disposal Plan. When disposal does occur, recognition needs to be made in the recurrent/operating budget of the reduction of associated operating or maintenance costs of the decommissioned assets, as well as any disposal costs. Costs associated with the sale, demolition or relocation of decommissioned assets and any associated works are to be included as part of the Disposal Plan. Associated works could include any necessary site remediation or rehabilitation.

Improvement Opportunity

- Develop an Asset Disposal Policy and identify a mechanism to streamline the asset disposal process.

6.8 Summary of Asset Expenditure Requirements

We are projecting a Deficit in capital and operational funding when compared to the level of funding that we predict will be required over the forthcoming 10-year period.

Key Financial Performance Indicators for Current Projected Funding	
Total Lifecycle Costs over next 10 years (projected demand)	\$11,610,026
Total Lifecycle Budget over next 10 years (from LTFP, Annual report 2022/23)	\$11,448,980
Total 10 Year Funding Deficit	\$161,047
Average 10 Year Funding Deficit per annum	\$16,105
Percentage 10 Year Funding Being Met	99%

Table 16: Summary of Expenditure - Budget and Forecast

However, we need to ensure that our forecasts are correct and need to put effort into reviewing our asset register and related condition where appropriate and the funding we are proposing to set aside in our long-term plans.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

It should also be noted that the deficit identified in the above table is deficit in renewal budget based on renewal demand identified in AusSpan bridge management system.

Improvement Opportunity

- Determine adequate renewal funds for Bridge and Major Culverts (determined from this AMP once validated) and include them in the Long-Term Financial Plan.

7. RISK MANAGEMENT

The purpose of this section is to describe the basis of our strategic risk and investment policies and the way it will manage risk associated with our Bridge and Major Culverts assets.

7.1 Risk Management Process

Our risk management framework and processes are in accordance with AS/NZS ISO 31000:2018 – Risk Management – Principles and Guidelines. The Framework is designed to provide the architecture for a common platform for all risk management activities undertaken by Council and is used to identify specific risks associated with our delivery of services and management of assets. The objective of the risk management process with regards to our assets is to ensure that:

- All significant operational and organisational risks are understood and identified.
- The highest risks that need to be addressed in the short to medium term are identified.
- Strategies and treatments to address risks are identified and applied.

George Town Council is committed to building a flourishing community through effective partnerships, engagement, and equitable and efficient delivery of services. We aim to create an organisation and a community that is resilient to risk and is prompt to recover in the event of adversity.

To achieve our goals, we are prepared to take on measured risk and will do so with informed decision-making practices. We will address uncertainty through open and frank discussions to identify and manage risk and avoid personal perceptions and biases from hindering our objectivity.

Council's operational and organisational risks at the corporate level is identified in "Risk Appetite Statement 2023-2025" (RAS). The RAS deals is a set of statements that describes Council's attitude towards risk taking. The RAS focuses on two aspects: risk appetite and risk tolerance. Risk appetite sets the tone for risk taking in general, whilst tolerance informs:

- Expectations for mitigating, accepting, and pursuing specific types of risk,
- Boundaries and thresholds of acceptable risk taking,
- Actions to be taken or consequence for acting beyond approved tolerances.

An assessment of risks associated with service delivery from infrastructure assets has identifies the most critical risks we face in relation to our Bridge and Major Culverts asset portfolio. The risk assessment process identifies and assesses risks, develops a risk rating, and develops a risk treatment plan for non-acceptable risks.

This process help determine the risks associated with Bridge and Major Culverts assets by identifying the use, priority, and timeframes to be considered. The principal objectives of this risk management process in relation to Bridge and Major Culverts assets include:

- To provide safe traffic movement for the public,
- To enable a system of proactive maintenance (where possible),
- To identify areas that require maintenance through a systematic and prioritised inspection system,
- To facilitate scheduling and resource allocation where required, and
- To establish a priority system for carrying out maintenance works.

7.1.1 Risk Assessment

There are four (4) types of inspections with respect to risk identification and assessment. They are,

- Routine Inspections
- Supplementary Inspection
- External Inspection Request
- Internal Inspection Request

Routine Inspections are the primary type of inspection represent a proactive method of risk identification.

The supplementary inspections are performed in addition to routine inspections. These inspections may be performed for the following reasons:

- Following a storm event, flood, bushfire
- Review/audit of previously completed Routine Inspections
- Inspection seeking a specific defect type
- Criticality of asset

External inspection requests are the requests from the public on condition and risks associated with our Bridge and Major Culverts assets. These inspection requests are registered by Council’s Customer Request Management (CRM) system and assigned to the appropriate council officer for action.

Internal inspection requests are generated by councillors, council staff & other council representatives. These requests are handled in the same manner as an External Inspection Requests.

7.1.2 Risk Control

During Inspections Control of “risk exposure” requires control measures to be implemented. Some of the control measures that Council will be able to use to lessen our exposure to risk are,

- Use of warning signs, warning paint, and lights to alert pedestrians of potential hazard.
- Erection of temporary barriers or barricades and lights around the area until the risk is eliminated.
- Planning and allocating resources for the long-term replacement.
- Eliminate the risk by asset repair.

Risk Event and Cause	Risk Rating	Possible Risk Mitigation Practice	Residual Risk*
Increase in Heavy Vehicles	High	Design, upgrade/build infrastructure suitable for heavy vehicles	Medium
Inadequate resourcing for Maintenance and inspection programs Inability to proactively identify asset failures and intervene proactively	High	Identify resource requirements to implement scheduled maintenance and inspection programs.	Low
Inadequate investment in Asset Renewals	High	Develop renewal programs based on 2 yearly AusSpan assessment report and fund the program from non-discretionary funds.	Low

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

Risk Event and Cause	Risk Rating	Possible Risk Mitigation Practice	Residual Risk*
Impact of Climate change Council has a low appetite for asset management and renewal that does not consider resilience to increased frequency and severity of extreme events and future climate change impacts.	High	Continue to consider climate change impacts (higher rainfall events, frequent bushfires, rising temperatures, etc.) in planning, design, creation, and renewal of assets.	Medium
Environmental Impact Council has a moderate appetite for the investigation and implementation of circular economy and asset renewal initiatives incorporating sustainability initiatives.	High	Continue to implement circular economy in asset renewals and sustainability initiatives.	Medium

Table 17: Risk Register

7.2 Critical Assets

Assets which have a high consequence of failure are identified as critical assets. Generally, criticality frameworks assess assets against the following areas outlined in Risk Management Framework:

- Service interruption
- Public safety
- Environmental impact
- Environmental Incident impact
- Financial Impact
- Reputation/ Complaints and Legal Action Impact
- Political Impact
- Obligation/ Legislative/ Standard Compliance Impact

Improvement Opportunities

- Undertake a criticality assessment of Bridge and Major Culvert assets to enable work prioritisation based on criticality of individual assets.

7.3 Climate Change Risk

The impacts of climate change have the potential to have a significant impact on the assets that we manage and the services that are provided. In the context of the asset management planning process, climate change can be considered as both a future demand and a risk. How climate change will impact on assets can vary significantly depending on the location and the type of asset and services provided, as will how we respond and manage these impacts.

Adaption and mitigation strategies for our Bridge and Major Culverts assets are developing as we understand the climate change impacts in greater detail. As a minimum we consider how to manage our existing assets given potential climate change impacts for our region. Climate change indicators, potential impacts as they relate to Bridge and Major Culverts assets and suitable management actions have been identified in the table below:

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

Climate Change Indicator	Potential Impact on Bridge and Major Culverts assets and Services	Management Actions
Heatwaves	Thermal expansion causing melting and cracking of materials	<p>Use climate risk modelling to identify when and where Bridge and Major Culverts assets are most likely to be exposed to heat stress.</p> <p>Repair cracking and remediate assets to allow for more thermal expansion at identified stress points.</p>
Extreme rainfall (riverine flooding and pluvial flooding)	<p>Accelerated degradation of Bridge and Major Culverts infrastructure, reduced life expectancy, increased lifecycle costs and road safety being compromised.</p> <p>Accelerated material degradation.</p> <p>Failure of drainage systems.</p>	<p>Identify when and where Bridge and Major Culverts assets are most likely to be exposed to increased frequency and intensity of riverine and pluvial flooding through asset risk modelling. Undertake flood mapping of bridges and major culverts / road levels to identify hot spots.</p> <p>Prioritise those assets for review, including projected hydrological changes specifically to that site and identify condition and type of materials used in construction.</p> <p>Reactive and proactive maintenance – to identify and initiate repairs where needed to maintain/improve asset integrity now.</p> <p>Plan for alternative routes and easy deployment of signage advising on safe routes or other safety measures (e.g., lower speed in conditions of flooding, flood water height, etc).</p> <p>Assess the condition of critical assets, following a flooding or storm event and undertake any remedial works deemed necessary.</p> <p>Factor future flooding impacts into design and maintenance program.</p> <p>Construct and maintain WSUD assets to manage and slow stormwater runoff where possible.</p>
Soil Subsidence	Soil expansion and contraction causing damage to foundations.	<p>Use climate risk modelling to identify when and where Bridge and Major Culverts assets are most likely to be exposed to soil subsidence.</p> <p>Understand the prevalence of clay soils and changes to the wetting and drying climate cycles.</p> <p>Inspection of the site, treat the site through reinforcing structures, improving site drainage and/or filling subsided and cracked soils.</p>
Bushfires	<p>Destruction of signs and line markings.</p> <p>Damage and risk of</p>	<p>Use climate risk modelling to identify when and where Bridge and Major Culverts assets are most likely to be exposed to bushfire.</p> <p>Plan for rapid assessment of fire impacted assets to ensure that assets have maintained integrity post event.</p>

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

Climate Change Indicator	Potential Impact on Bridge and Major Culverts assets and Services	Management Actions
	trees falling onto assets.	Train staff for assessment tasks particularly for priority asset classes.
Extreme wind	Trees and debris falling on to assets, blocking movement and damaging vehicles.	Identify when and where Bridge and Major Culverts assets are most likely to be exposed to increased frequency and intensity of extreme wind through asset risk modelling. Where possible initiate ongoing management of vegetation to reduce risk of trees and debris. Initiate regular inspection to ensure structures remain clear of debris and can continue.
Higher Carbon Emissions	Legislative requirements to reduce emissions.	Use low embodied energy materials for repairs where possible.

Table 18: Managing the Impact of Climate Change on Bridge and Major Culverts Assets

7.4 Building Resilience into New and Upgraded Assets

Additionally, the way in which we construct new assets should recognise that there is opportunity to design and build in resilience to climate change impacts. Building resilience in our Bridge and Major Culverts assets will have the following benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained.
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.
- Potentially increasing asset life and protecting financial investment returns.

As a minimum, we need to consider both how to manage existing assets given the potential impacts of climate change and how to create resilience to climate change in any new works or acquisitions.

The table below summarises Bridge and Major Culverts asset climate change resilience opportunities.

Climate Change Risk Event	Bridge and Major Culverts Asset Resilience Opportunities
Accelerated degradation and structural damage due to climate change	<ul style="list-style-type: none"> ▪ Review engineering standards to ensure more robust climate resilient structures. ▪ Factor in coefficient of thermal expansion for materials used (increased movement allowances).

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

Climate Change Risk Event	Bridge and Major Culverts Asset Resilience Opportunities
High rainfall and storm events	<ul style="list-style-type: none"> ▪ Use materials that will weather and withstand future conditions, that is materials that are stronger, can withstand longer periods of wetting, are more resistant to thermal expansion and contraction, and are more durable in acid and saline conditions.
Increased frequency and intensity of flooding/storm	<ul style="list-style-type: none"> ▪ Design assets above flood levels or outside of flood zones, low-lying areas, and areas vulnerable to rising water table. i.e., design for future predicted flooding (not historical) using a high emission scenario flood level.
Bushfires	<ul style="list-style-type: none"> ▪ Design assets with bushfire risk in mind (for evacuation / emergency access), coordinating with emergency management planning. ▪ Design structures that are cheap and replaceable in localities that are likely to experience multiple and frequent climate risks. ▪ Review and adopt engineering standards to ensure more robust climate resilient structures.
Heatwaves	<ul style="list-style-type: none"> ▪ Use low coefficient of expansion aggregates. ▪ Consider using improved bitumen standards, alternatives or increase thickness to prevent melting. Selection of binders suited to hotter conditions.
Reduced carbon emissions	<ul style="list-style-type: none"> ▪ Use low embodied energy materials. ▪ Adopt circular economy principles where appropriate, in the planning of infrastructure

Table 19: Climate Change Resilience Opportunities – Bridge and Major Culverts Assets

8. FINANCIAL SUMMARY

Our Long-Term Financial Plan provides a view of the resources that we expect to be available to us and how these will be allocated and prioritised over the next ten (10) years. Our Financial Plan identifies our current and projected financial capacity to continue delivering high quality services, facilities, and infrastructure while identifying critical new capital investment to support our community’s prosperity and to respond to our future challenges. This Bridge and Major Culverts Asset Management Plan will inform the budgets and projections outlined in our Financial Plan for Bridge and Major Culverts asset management. Ongoing affordability and financial sustainability are our key objectives and the Long-Term Financial Plan in combination with Asset Management Plans support in achieving these objectives.

This section contains the financial information resulting from all the information presented in the previous sections of this Asset Management Plan. The financial forecasts made will be refined as we improve our understanding of future asset performance and required levels of service.

8.1 Financial Statements and Projections

8.1.1 Asset Valuations

The value of Bridge and Major Culverts assets covered by this Asset Management Plan is as recorded in our AusSpan Bridge Management System is shown below.

2023 Replacement Cost	\$16,334,881
Accumulated Depreciation	\$7,251,274
Depreciated Replacement Cost (Fair Value)	\$9,083,607
Annual Average Asset Consumption	\$227,248

8.1.2 Asset Sustainability

We use the following indicators to measure asset sustainability:

- Asset Sustainability Ratio (Asset replacement expenditure/Depreciation),
- Asset Consumption Ratio (Written down value of assets/Current replacement cost of assets), and
- Asset renewal funding ratio (Current value of projected capital renewals /Current value of the required capital expenditure on renewals over the same period)

Asset Sustainability Ratio	171%
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If the asset sustainability ratio is greater than 90%, the council is likely to be sufficiently maintaining, replacing, and/or renewing its assets as they reach the end of their useful lives. It is likely that Council is sufficiently maintaining, replacing, and/or renewing its Bridge and major Culvert assets as they reach the end of their useful lives.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

As per Council's Financial Strategy, The aim and the target for the Asset Sustainability Ratio is 100% and 85% respectively, indicating that the Council is exceeding both the Aim and the Target for this indicator.



The average proportion of as new value remaining in the Bridge & Major Culverts assets is 56% indicating a relatively young asset base.

As per Council's Financial Strategy, The aim and the target for the Asset Consumption Ratio is greater than 60% and 70% respectively, indicating that the Council is not meeting the intended Aim and the Target for this indicator.



The Asset Renewal Funding Ratio is the most important indicator and shows that over the next ten (10) years we are expected to have **96%** of the funds required for the optimal renewal and replacement of assets indicating a shortfall of renewal funding.

As per Council's Financial Strategy, The aim, and the target for the Asset Renewal Funding Ratio is 100% and 90% respectively, indicating that the Council is not meeting the intended Aim but meets the Target for this indicator.

8.1.3 Projected Expenditure for Long Term Financial Plan

Our Asset Management Plans and Long-Term Financial Plan are the foundation of our long-term resource planning. These plans work together to ensure that expectations are achievable and sustainable. We are working to improve the integration between our Asset Management Plans and Long-Term Financial Plan. The Asset Management Plans inform the Long-Term Financial Plan by identifying the amounts that are required to renew, maintain, and improve our assets over their lifecycle. The Long-Term Financial Plan determines how much funding is available to support our assets. It incorporates knowledge of the condition of our assets, and risk assessment issues, as well as the impact of reviewing and setting intervention and service levels for our infrastructure.

The financial projections from this Asset Management Plan are shown in Figure 5 and Table 20. This covers the lifecycle costs over the next ten (10) years to sustain current levels of service

The bars in the graphs represent the anticipated budget needs required to achieve lowest lifecycle costs, the budget line indicates the funding that is forecast to be available.

These amounts need to be verified against affordable levels of expenditure as determined through our Long-Term Financial Plan and cyclic condition assessment of Bridge and Major Culverts assets. The gap between these informs the discussion on achieving the balance between services, costs, and risk to achieve best value outcomes.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

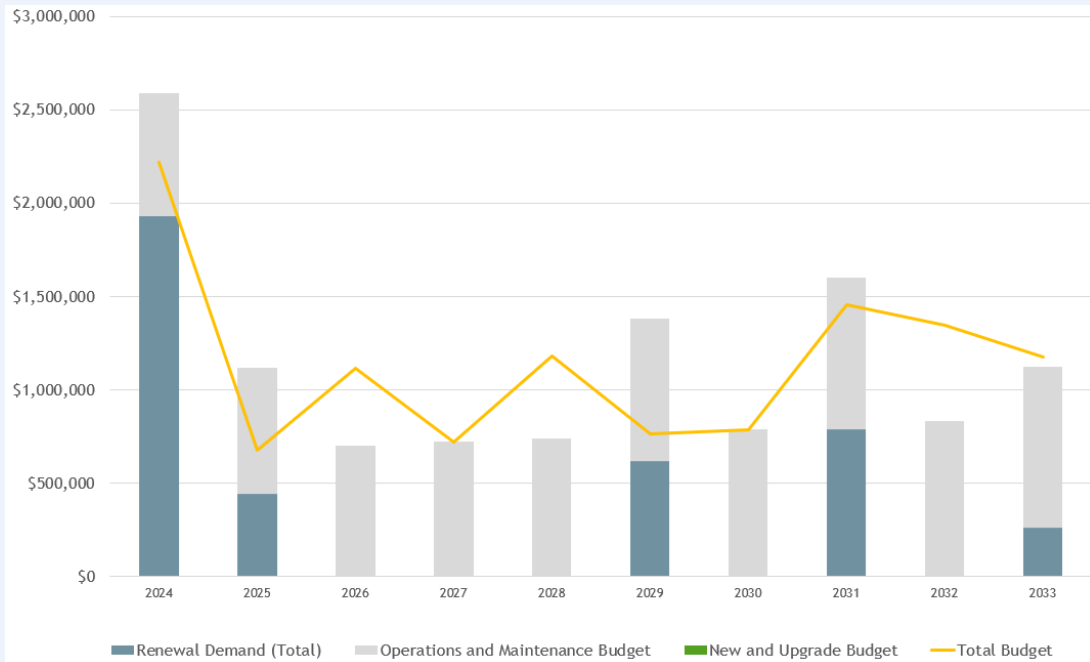


Figure 5: Total Lifecycle Budget and Demand – Bridge and Major Culverts

Year	Renewal Demand-Based on AusSpan System	Renewal Budget	New and Upgrade	Operation & Maintenance	Total Lifecycle Cost - Budget	Total Lifecycle Cost - Demand
2024	\$1,932,756	\$1,558,104	\$0	\$659,626	\$2,217,730	\$2,592,382
2025	\$441,840	\$0	\$0	\$679,415	\$679,415	\$1,121,255
2026	\$0	\$414,000	\$0	\$699,797	\$1,113,797	\$699,797
2027	\$0	\$0	\$0	\$720,791	\$720,791	\$720,791
2028	\$0	\$442,000	\$0	\$742,415	\$1,184,415	\$742,415
2029	\$618,000	\$0	\$0	\$764,688	\$764,688	\$1,382,687
2030	\$0	\$0	\$0	\$787,628	\$787,628	\$787,628
2031	\$791,694	\$645,000	\$0	\$811,257	\$1,456,257	\$1,602,951
2032	\$0	\$511,000	\$0	\$835,595	\$1,346,595	\$835,595
2033	\$263,861	\$317,000	\$0	\$860,663	\$1,177,663	\$1,124,523
Total	\$4,048,151	\$3,887,104	\$0	\$7,561,876	\$11,448,980	\$11,610,026

Table 20: 10 Year Renewal Forecast and Current Capital Budget - Bridge and Major Culverts

* Note: 2022/23 OPEX from 2022/23 Annual Report has been indexed to forecast 10-year O&M costs.

8.2 Funding Sources

Funding for assets is provided from our annual budget and Financial Plan. Our financial management strategy determines how funding will be provided, whereas the Asset Management Plan communicates how and when this needs to be spent, particularly in the area of renewal investments. Major funding sources to maintain, renewal and improve our Bridge and Major Culverts assets are shown in the table below.

Activity	Funding Source
Operations	<ul style="list-style-type: none"> ▪ Council's own source funds ▪ Government Grant Schemes ▪
Maintenance	<ul style="list-style-type: none"> ▪ Council's own source funds ▪ Government Grant Schemes
Renewal	<ul style="list-style-type: none"> ▪ Council's own source funds ▪ Government Grant Schemes ▪ Road to Recovery (R2R) ▪
Capital Improvement (i.e., new, upgrade, and expansion)	<ul style="list-style-type: none"> ▪ Council's own source funds ▪ Government grants ▪ Road to Recovery (R2R)

Table 21: Funding Sources

8.3 Key Assumptions Made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this Asset Management Plan. 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,

- Current levels of service reflect community needs.
- Future funding requirements are derived from the AusSpan Management System.
- Future funding levels are derived from the Council LTFP.
- No known legislative changes or other influences that will impact on or demand a change in level of service and associated funding throughout the period of the plan.
- Adequate funds to maintain assets are provided to maintain the current level of service.
- 2023 valuation data including the condition of assets are accurate and valid for current year.

9. IMPROVEMENT PLAN

Number of improvements for overall asset management at George Town Council have been identified in this Bridge and Major Culverts Asset Management Plan. It is important that these improvement actions are prioritised based on the business needs/ongoing projects and sufficiently resourced.

9.1 Improvement Plan

The asset management improvement plan generated from this Asset Management Plan is shown in Table below.

Item No.	Task	Responsibility	Priority
1	Incorporate Asset Management Policy, Strategic Asset Management Plan (SAMP), Asset Management Plans, and Long-Term Financial Plan (LTFP) into the Integrated Planning Framework.	General Manager/Director Infrastructure & Development	TBC
2	Develop a list of strategic actions, relevant to this asset management Plan, that will enable achievement of desired outcomes of the Council Strategic Plan 2020-2030.	General Manager/Director Infrastructure & Development	TBC
3	Identify responsible Council Departments/Officers for implementation of strategic actions and allocate these actions as KPI.	General Manager/Director Infrastructure & Development	TBC
4	Include Bridge and Major Culverts assets in future community satisfaction surveys to understand customer satisfaction levels	Community Engagement	TBC
5	Review, develop, and adopt agreed customer levels of service for Bridge and Major Culverts assets. Include community engagement feedback into the adopted LOS.	Infrastructure Management & Operations	TBC
6	Develop and adopt agreed technical levels of service for Bridge and Major Culverts assets. Include community engagement feedback into the adopted LOS.	Infrastructure Management & Operations	TBC
7	Address strategic direction for Bridge and Major Culverts as a part of Transport Strategy.	Engineering Services	TBC
8	Rollout OpenOffice asset management module to manage asset data.	General Manager/Director Infrastructure & Development/Asset Management	TBC
9	Review Bridge and Major Culverts asset register for completeness and accuracy prior to migration to the OpenOffice information system.	Asset Management	TBC
10	Undertake cyclic condition assessment program (every 2-5 years) for Bridge and Major Culverts assets.	Asset Management	TBC

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

11	Document, adopt and continue to undertake an inspection program for all Bridge and Major Culverts assets.	Infrastructure Management & Operations	TBC
12	Develop works program for Bridge and Major Culverts assets based on Level 1,2, and 3 inspections.	Infrastructure Management & Operations	TBC
13	Document all planned and unplanned maintenance activities of Bridge and Major Culvert assets.	Infrastructure Management & Operations	TBC
14	Develop and adopt intervention levels for unplanned works.	Infrastructure Management & Operations	TBC
15	Review current funding allocations allocated to Bridge and Major Culverts asset operations and maintenance to ensure that they are sufficient to deliver current levels of service and compare against any desired levels of service.	Manager - Capital Works Delivery	TBC
16	Develop, document, and adopt a clear Capitalisation threshold for Bridges & Major Culverts to ensure Maintenance and Capital Renewal are separated in the financial accounting reports.	Financial Services	TBC
17	Develop and adopt process and procedures for disaster management work.	Engineering Services	TBC
18	Ensure maintenance history of assets are recorded and used to supplement renewal program development.	Infrastructure Management & Operations/Asset Management	TBC
19	Develop a capital work prioritisation framework and include renewal ranking criteria.	Capital Works & Project Management	TBC
20	Identify overlapping capital projects across Bridge and Major Culverts, transport, stormwater, water, and wastewater capital programs and consider them when renewal programs are prioritised.	Capital Works & Project Management/Asset Management	TBC
21	Coordinate with Water and Wastewater supply authorities to implement a coordinated approach to deliver interdependent projects.	Capital Works & Project Management	TBC
22	Review the 10-year capital funding program for Bridges & Major Culverts to ensure adequate funding is available for identified and prioritised works in accordance with the adopted levels of service	Capital Works & Project Management/Financial Services	TBC
23	Develop a Project Management Framework and include framework for Acquisition (New), Upgrade, and Expansion of assets.	Capital Works & Project Management	TBC

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

24	Identify future new/upgrade works and allocate necessary funding from LTFP.	Engineering Services	TBC
25	Review current 10-year capital program and resource allocations for the planning, design, and delivery of Bridge and Major Culverts work.	Capital Works & Project Management	TBC
26	Develop an Asset Disposal Policy and identify a mechanism to streamline the asset disposal process.	Asset Management/Financial Services	TBC
27	Undertake a criticality assessment of Bridge and Major Culvert assets to enable work prioritisation based on criticality of individual assets.	Asset Management	TBC
28	Establish an Asset management Steering Committee.	Director Infrastructure & Development	TBC

Table 22: Bridge and Major Culverts Asset Management Improvement Plan

9.2 Monitoring and Review – Improvement Actions

Prioritisation and Implementation of the improvement plan of this Asset Management Plan will be the responsibility of the Manager Assets with the support and guidance from the Executive Management Team via Asset Management Steering Committee.

Improvement Opportunity

- Establish an Asset management Steering Committee.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

APPENDIX A

Urgent Repairs and Renewals

List No	Reg Date	Bridge No	River Name	Road Name	Order of Cost	Month	Time Priority Scale 7 to 3	Description and Comments of Works Category Current
1	08/02/22	125	Egg Island Creek	Jetty Rd	6,650	ASAP	5	(RPM-15) Repair areas of failed coating system along bridge barrier rails with approved coating repair system. Rec: Coating Inspection by coating specialist prior to works. Note: Increase rates of isolated areas of coating flaking off on railing.
1	21/03/23	125	Egg Island Creek	Jetty Rd	3,850	Mar 24	4	(M13) Place asphalt to correct vertical alignment Abutment B approach (approx. 1.5 tonnes).
1	21/03/23	125	Egg Island Creek	Jetty Rd	300	ASAP	5	(M15) Replace missing nut on wire stop on end terminal Abutment B approach D/S.
2	11/02/22	377	Currie Rv Trib	Beechford Rd	3,600	ASAP	5	(M07) Remove vegetation from inverts & around wingwalls to improve both water flow during floods & access to underside for inspection.
2	20/05/14	377	Currie Rv Trib	Beechford Rd	4,000	ASAP	5	Rec: Design check on point loading of new headstocks set back from original designed bearing area of the existing Humes deck units & assessment on Residual Life of new steel piled abutments. Note: Abutment Renewal in concrete now required.
2	02/11/15	377	Currie Rv Trib	Beechford Rd	141,576	Mar 24	4	Renew Abutments. Monitor: Existing timber piled abutments - still in place retaining road fill. Note: Humes pre-cast deck units on steel piled abutments installed in front of original timber abutments. Monitor: Subsidence on both road approaches.
3	24/03/23	620	Pipers Brook	Hall Rd	300	ASAP	5	(M16) Replace missing timber safety end terminal Abutment A D/S.
5	01/09/09	1111	Pipers River	Security Rd	4,650	Mar 24	4	(M12) Clean out & re-shape table drain to direct water & gravel away from deck Abutment B approach. Clean gravel/debris off deck. Note: Bridge Renewal brought forward to Financial Year 2023/24.
5	09/02/22	1111	Pipers River	Security Rd	766,920	ASAP	6	Renew (Conc). Rec: Implementation of 1 Monthly Inspection Program. Note: Renewal brought forward due to rapid increase of decay rates in Beam 4 Span 1. Load Limit may be required prior to Renewal. 10t Load Limit installed 31/03/23.
6	06/12/16	1141	Pipers River	Baxters Rd	9,650	Mar 24	4	(RPM35) Repair flood damaged flashing on outside beams Span 2 U/S & D/S. (RPM09) Repair damaged concrete overlay Span 2 D/S - reinforcement exposed. Note: Renewal currently required in Financial Year 2024/25.
6	24/03/23	1141	Pipers River	Baxters Rd	4,800	ASAP	6	Rec: 'Close Bridge' immediately prior to any future major flood events. Note: Potential Abutment B failure - D/S Wingwall failure in Oct'22 floods. Rec: Level 2 Inspection to be completed prior to re-opening.
6	29/12/20	1141	Pipers River	Baxters Rd	751,260	ASAP	6	Renew (Conc/ single lane). Monitor: Cracking in Beams Span 1. Beam No.3 Spans 1/2 & Beam No.4 Span 2 centre Pier - decayed.
7	17/02/09	1277	Currie Rv	Beechford Rd	9,600	Mar 24	4	(RPM09) Treat exposed reinforcement & repair damaged concrete to Abutment A using low cover approved material.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

12	21/03/23	2019	Fourteen Mile Crk	The Glen	4,000	Mar 24	4	(M20/ 21) Rec: Engineering Design for permanent repair of scour protection to both abutments. Note: Appears existing rock scour protection damaged in Oct'22 floods.
13	21/03/23	2040	Fourteen Mile Crk	Industry Rd	4,750	Mar 24	4	(M12) Repair erosion to gravel road shoulder Abutment A approach D/S. Note: End terminal post soil plate now exposed.
15	11/02/22	2508	York Rivulet	William St	2,800	ASAP	5	(M07) Remove vegetation from invert & around wingwalls to improve both water flow during floods & access to underside for Inspection.
16	31/08/09	2635	Cimitere Crk	Old Aerodrome	22,500	Mar 24	4	(M21) Replace failing concrete wingwalls Abutments A & B D/S.
17	17/02/09	3188	Pipers Rv Floodway	Colgraves Rd	4,500	ASAP	5	(M17) Rec: Design check/ Re-design of bridge post base plates & bolt impact load restraint standards (posts 2.0m centres). Design check to include extending approach traffic barriers to Standard.
19	06/10/10	3537	Blanket Crk	Lefroy Rd	3,950	Mar 24	4	(M11) Clean out & re-apply hot melt megaprene or similar to longitudinal deck joint (7 lm). Note: Critical maintenance to prevent water ingress to timber beams on underside.
20	31/03/23	3569	Pipers Rv	Colgraves Rd	4,000	ASAP	5	(M21) Rec: Engineering Design for permanent repair of abutment sheeting Abutment A. Note: Old timber sheeting left in place now failed/ failing at toe. AWC currenting on-site constructing new 'Rocla' block Wingwall D/S.
20	21/12/18	3569	Pipers Rv	Colgraves Rd	6,800	ASAP	5	(RPM09) Repair edge of damaged deck unit & replace dislodged concrete kerb at Abutment B D/S. (M17) Re-align bridge barrier posts. Option: Upgrade bridge barriers to Standard (refer Works 3).
22	05/03/08	3749	Back Crk	Weymouth Rd	4,650	Mar 24	4	(RPM11) Re-grout deck hold down bolts (x14).
22	24/03/23	3749	Back Crk	Weymouth Rd	5,000	Mar 24	4	(M20/ 21) Rec: Engineering Design for permanent repair scoured Abutment B footing U/S. Note: Appears to have occurred in Oct'22 floods.
26	17/02/09	5153	Back Crk	Parry Rd	4,000	ASAP	5	(M17) Rec: Design check/ Re-design of bridge post base plates & bolt impact load restraint standards.
27	11/02/22	5449	Blanket Crk	Douglas Rd	600	ASAP	5	(M01) Clean gravel off bridge deck & clean scuppers to prevent ponding of water on deck.
27	11/02/22	5449	Blanket Crk	Douglas Rd	1,800	ASAP	5	(M07) Remove vegetation from both invert & around wingwalls to improve both water flow during floods & access to underside for Inspection.
28	31/03/23	2922	York Rvlt	George Town Main Rd	5,450	ASAP	5	(RPM09 & 12) Break out concrete, treat corroded reinforcement & repair spalled area with approved material Abutment A.
28	31/03/23	2922	York Rvlt	George Town Main Rd	200	ASAP	5	Replace missing/ damaged delineators on bridge barriers (x4).
30	05/03/08	5046	Dans Crk	Murphys Rd	20,000	Mar 24	4	(M21) Replace U/S sandbag/ timber log headwall with concrete (7.50m x 1.80m x 200mm). Note: Culvert extended D/S with new concrete headwall 2020. Refer Works 4.
33	21/03/23	955	Fourteen Mile Trib	Dalrymple Rd	250	ASAP	5	Replace missing/ damaged delineators both approaches (x6).
34	29/12/20	1140	Eggshell Crk	Hillwood Main	3,800	ASAP	5	(M07) Remove vegetation from both invert & build-up of silt from inside cells. Note: Starting to encroach on Culvert opening & access now difficult for Inspection.
35	21/03/23	2387	Fourteen Mile Crk	Dalrymple Rd	500	ASAP	5	Remove formwork from underside between Beams 2 & 3 at both abutments (covering up blowholes). Recommend install bridge number, year of manufacturer & design loading.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

36	30/12/20	4138	York Rvlt	Agnes St	500	ASAP	5	Rec: Risk Assessment on new pedestrian barrier to Standard U/S. Note: No kickrails or safety infill mesh installed. Previous barrier had safety infill mesh installed.
36	04/04/23	4138	York Rvlt	Agnes St	3,600	Mar 24	4	(M07) Rec: Clean out invert upstream. Note: build-up of silt & weeds are now blocking waterflow into cells.
37	21/03/23		Fourteen Mile Crk Trib	East Arm Road	1,500	ASAP	5	(M20) Rec: Investigation to raise existing Culvert Headwalls. Note: Evidence of traffic wheel paths passing in close proximity of drop off. Order of Cost for Investigation only.
39	01/09/09		Pipers River FO	Lewis Rd	350	Mar 24	4	Install guideposts on Abutment A & B approaches (x4). Note: Will be required to be bolted to concrete.
40	11/02/22		Land OCakes Crk	Big Hill Rd	2,800	ASAP	5	(M07) Remove vegetation from both inverts to improve water flow during floods. Note: Currently not able to complete internal inspection of Culvert.
47	31/03/23		York Cove Reserve	Roundabout Walkway	1,600	ASAP	5	Replace missing nut (M12) on bolted connection on 3rd Pier from southern side of footpath. Hammer down protruding galv. nails in timber deck. Rec: Replace loose nails with bugle screws.
49	06/06/19		York Cove Rvlt Bay 1	Elizabeth St	950	ASAP	5	Replace vandalised safety rope to outside edge board of Pontoon.
49	04/04/23		York Cove Rvlt Bay 1	Elizabeth St	4,000	Mar 24	4	Rec: Underwater Diving Inspection on Pontoon including moorings. Note: Pontoon now listing noticeably at end. Rec: Inspect other Pontoon at same time.
49	04/03/08		York Cove Rvlt Bay 1	Elizabeth St	9,850	Mar 24	4	Grit blast & re-coat turntable at Abutment A. Option: Renew Turntable (\$16,500).
50	20/05/14		Pilot Station Bay	Pilot Station	8,800	ASAP	5	Install no diving sign & safety access ladder to Pontoon to Standard. Replace safety rope to outside of Pontoon platform.
50	30/12/20		Pilot Station Bay	Pilot Station	8,650	ASAP	5	Replace curved laminated marine ply nose cone to end of Pontoon (1/ 100x500mm@5.40m) & rubber fender (now failed). Rec: Replace all outside timber barge boards at the same time.
50	04/04/23		Pilot Station Bay	Pilot Station	500	IMED	7	Rec: Closure due to failed aluminium access ramp at abutment (pins sheared off). Note: Appears damage from traffic driving over ramp along access road adjacent shoreline. Note: Naresh Bista at George Town Council contacted 8:05am 04/04/23.
50	02/06/16		Pilot Station Bay	Pilot Station	16,500	ASAP	5	Renew steel turntable at Abutment A to Standard. Note: Severe corrosion now causing loss of section on turntable. Option: Grit blast & re-coat turntable with approved coating system.
50	04/04/23		Pilot Station Bay	Pilot Station	500	ASAP	5	Rec: Install anti-slip material on ramp to Pontoon. Note: Steep gradient is slippery when wet. Original anti-slip material on aluminium ramp now not adequate.
50	04/04/23		Pilot Station Bay	Pilot Station	4,000	Mar 24	4	Repair erosion to RHS of Abutment A.
51	02/06/16		York Cove Rvlt Bay 2	Elizabeth St	16,500	Mar 24	4	Renew steel turntable at Abutment A to Standard. Note: Severe corrosion now causing loss of section. Option: Grit blast & re-coat turntable with approved coating system. Note: Turntable on Pontoon re-coated during upgrade works in 2017.
51	04/04/23		York Cove Rvlt Bay 2	Elizabeth St	4,000	ASAP	5	Rec. replace safety rope around entire length of pontoon.
51	04/04/23		York Cove Rvlt Bay 2	Elizabeth St	200	ASAP	5	Re-fasten loose deck screws in top of Pontoon timber barge boards. Note: Several now protruding out.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

52	08/08/05		Tamar Rv	Jetty Rd	3,250	ASAP	5	Replace safety rope to outside edge board of Pontoon. Note: All rope now missing - rope not replaced during Pontoon upgrade works in 2017.
52	25/01/06		Tamar Rv	Jetty Rd	5,200	ASAP	5	Repair erosion to both sides of footpath approach to Gangway.
52	21/03/23		Tamar Rv	Jetty Rd	25,000	ASAP	5	Renewal steel turntables at Abutment & Pontoon to Standard. Monitor: Increase rates of corrosion & loss of section now evident. Option: Grit blast & re-coat turntable with approved coating system. Note: Turntables refurbished in 2017.
52	21/03/23		Tamar Rv	Jetty Rd	4,000	Mar 24	4	Rec: Underwater Diving Inspection on Pontoon including moorings.
52	21/03/23		Tamar Rv	Jetty Rd	750	ASAP	5	Replace missing chain connecting Pontoon to Gangway U/S. Rec: Replace corroded chain D/S at same time.
52	21/03/23		Tamar Rv	Jetty Rd	2,850	Mar 24	4	Rec: Program for replacement of all HD bolts securing bollards. Note: Increase rates of corrosion now showing early signs of loss of section. Option: Full refurbishment of bollards.
54	04/04/23		Unknown	Low Head Walking Track Footbridge 1	200	ASAP	5	Re-fasten loose rail end terminal on Southern approach LHS.

Renewals and Monitoring for Year 1 and Year 2

List No	Reg Date	Bridge No	River Name	Road Name	Order of Cost	Year	Time Priority Scale 2 to 0	Description and Comments of Works Category Future
2	24/03/23	377	Currie Rv Trib	Beechford Rd	0		0	Monitor: Subsidence in both road approaches. Note: Failing timber piled abutments.
3	11/02/04	620	Pipers Brook	Hall Rd	0		0	Monitor: Erosion D/S Pier 1 & U/S Pier 2. Split in Corbel 3 Pier 1 - has anti-split bolts.
3	12/02/20	620	Pipers Brook	Hall Rd	441,840	24/25	2	Renew Superstructure. Note: Existing concrete abutments & piers - certified for re-use Pitt & Sherry March 2017 Assessment Report (refer Drawings folder).
3	24/03/23	620	Pipers Brook	Hall Rd	0		0	Monitor: Beams 2, 3 & 4 at Abutment B - early signs of increase rates of decay. Large split in Beam 3 at Abutment A.
5	05/03/08	1111	Pipers River	Security Rd	0		0	Monitor: Cracks in corbels. Beam No.4 Span 1 centre Pier - Decayed/ failed. Corbel 1 & Beam 1 Span 2 - increase rates of decay 31/03/23.
6	01/09/09	1141	Pipers River	Baxters Rd	0		0	Monitor: Cracks in Beams 1, 2 & 4 Span 1. Note: Stitching bolts installed 27/10/22.
7	17/02/09	1277	Currie Rv	Beechford Rd	0		0	Monitor: Units 1 & 3 for movement as they only have 1 hold down bolt at each Abutment.
13	21/03/23	2040	Fourteen Mile Crk	Industry Rd	0		0	Monitor: Undermining to Abutment A U/S. Note: Located at section of abutment widened 2019.
16	17/12/18	2635	Cimitere Crk	Old Aerodrome	0		0	Monitor: Rotation of both concrete wingwalls D/S (refer Works 1).
19	11/02/22	3537	Blanket Crk	Lefroy Rd	0		0	Monitor: Beam No.1 Abutment A - now showing early signs of decay from detailed coring (120mm of solid wood remaining). Note: Beams No.2, 3 & 4 currently good condition.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

20	08/02/22	3569	Pipers Rv	Colgraves Rd	0	0	Monitor: Old timber piled abutment & wingwall U/S left in place for scour protection Abutment A. Note: Pre-cast concrete panels installed in front of old timber piled abutment at Abutment B & wingwall U/S 2021.
21	06/12/16	3571	York Rvlt	Franklin St	0	0	Monitor: Timber beams scorched by car fires on underside of Bridge - No structural damage to beams. Beams scorched further by another car fire May '17 - car still in place.
23	24/03/2023	3902	Back Crk	Weymouth Farm Rd	0	0	Monitor: Blowholes in bridge deck. Note: Metal cover plates installed over blowholes (advise Council removed by AusSpan).
28	31/08/09	2922	York Rvlt	George Town Main Rd	0	0	Monitor: Medium to heavy crack in Abutment B.
28	31/03/23	2922	York Rvlt	George Town Main Rd	0	0	Monitor: Steep gradient on concrete footpath ramp on West approach to Pedestrian Underpass. Note: Potentially extremely slippery when 'Wet or Icy'.
36	04/04/23	4138	York Rvlt	Agnes St	0	0	Monitor: Loading of unknown number of people causing deflection in grating. Appears to be inadequate attachment to concrete pit wall. Note: Significant fall height in event of failure of grating.
37	21/03/23		Fourteen Mile Crk Trib	East Arm Road	0	0	Monitor: Repaired areas of spalling Cell 1 at location of joint of Culvert. Note: Repaired area showing signs of early deterioration.
38	21/03/23		Den Crk	Industry Rd	0	0	Monitor: Displacement of pipe extensions at location of joints both ends.
40	24/03/23		Land OCakes Crk	Big Hill Rd	0	0	Monitor: Minor undermining of apron slab U/S.
51	04/04/23		York Cove Rvlt Bay 2	Elizabeth St	0	0	Monitor: Edge beams & damaged rubber fenders around Pontoon. Note: Increase rates of deterioration at ends of edge beams now evident.
52	13/02/07		Tamar Rv	Jetty Rd	0	0	Monitor: Main housing connection gangway to Abutment & Pontoon. Steel turntable Abutment A - coating system breakdown & corrosion. Note: Turntable on Pontoon re-coated during upgrade works in 2017.
52	21/03/23		Tamar Rv	Jetty Rd	0	0	Monitor: Marine ply laminated nose cones - now showing early signs of increase rates of deterioration.
55	18/05/17		Unknown	Low Head Walking Track Footbridge 2	0	0	Monitor: Erosion to Pier No.1 U/S. Note: Footing exposed - repairs may be required if further damage occurs.

Design Assessment of Traffic Barriers

List No	Reg Date	Bridge No	River Name	Road Name	Order of Cost	Month	Year	Time Priority Scale 7 to 3	Description and Comments of Works Category Current
2	29/08/06	377	Currie Rv Trib	Beechford Rd	1	ASAP		5	Rec: Design check on existing traffic barriers to Standard (posts connections). Design check to include assessment to extend existing approach traffic barriers to Standard. Note: No end terminals in barrier ends (fixed posts with bullnoses).
3	28/08/06	620	Pipers Brook	Hall Rd	1	ASAP		5	Rec: Design & install traffic barriers to bridge & approaches to Standard.
3	11/08/00	620	Pipers Brook	Hall Rd	4,200	ASAP		5	Rec: Design & install signage N/B (x2), N/O/P (x2) & Hazard Markers (x4) to Standard.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

4	02/06/15	809	Back Crk	Back Crk Rd	1	ASAP		5	Rec: Design check on existing traffic barriers to Standard (insufficient approach traffic barriers). Note: No end terminals in barrier ends (fixed posts with bullnoses).
7	31/08/09	1277	Currie Rv	Beechford Rd	1	ASAP		5	Rec: Design check on existing traffic barriers to Std (posts 2.0m crs/ connections). Design check to include assessment to extend existing approach traffic barriers on approaches to Std. Note: No end terminals in barrier ends (fixed posts/ bullnoses).
14	29/10/14	2500	Fourteen Mile Floodway	Youngs Rd	1	ASAP	23\24	5	Rec: Risk Assessment for traffic barriers to bridge & approaches to Standard (ferrules in beams@1.0m crs). Note: Invert 1.50m & 250mm high concrete kerbs installed.
16	26/07/04	2635	Cimiterie Crk	Old Aerodrome	1	ASAP		5	Rec: Design check on existing traffic barrier to bridge to Standard (posts 2m centres/ posts connections non-standard). Note: Traffic barriers upgraded 2021 - original non-standard post connections on Bridge re-used.
18	28/10/14	3274	Pipers River	Lewis Rd	1	ASAP		5	Rec: Design check on existing approach & departure traffic barriers to Standard. Note: No end terminals in barrier ends (fixed posts with slotted rail/ bullnoses).
19	26/04/10	3537	Blanket Crk	Lefroy Rd	34,650	ASAP	23\24	5	Rec: Design assessment for traffic barriers to bridge and approaches to current VicRoads Standards (approx. 66 lm @ \$525 lm). Note: Existing timber fences.
20	28/07/04	3569	Pipers Rv	Colgraves Rd	1	ASAP		5	Rec: Design check on existing traffic barrier to bridge to Std (posts 2m crs/ connections non-std). Design check to include assessment to extend existing approach traffic barriers to Std. Note: No end terminals in barrier ends (fixed posts/ bullnoses).
21	31/08/09	3571	York Rvlt	Franklin St	1	ASAP		5	Rec: Design assessment for traffic barrier to bridge and approaches to current VicRoads Standards.
22	09/02/05	3749	Back Crk	Weymouth Rd	1	ASAP		5	Rec: Design check on existing bridge barriers to Standard (posts 2m centres/ posts connections non-standard). Note: New approach traffic barriers installed 2016 - discuss Client if design check was completed on bridge barriers.
23	29/12/20	3902	Back Crk	Weymouth Farm Rd	1	ASAP		5	Rec: Design assessment for traffic barriers to bridge & approaches to current VicRoads Standards. Note: 250mm pre-cast concrete kerbs installed.
26	01/09/09	5153	Back Crk	Parry Rd	1	ASAP		5	Rec: Design check on existing traffic barrier to Standard (posts 2m centres). Design check to include assessment to extend existing approach traffic barriers to Standard (refer Works 1).
27	26/04/10	5449	Blanket Crk	Douglas Rd	34,650	ASAP	23\24	5	Rec: Design assessment for traffic barriers to culverts and approaches to current VicRoads Standards (approx. 66 lm @ \$525 lm). Note: Existing timber fence & low volume road.
28	28/04/10	2922	York Rvlt	George Town Main Rd	1	ASAP		5	Rec: Design assessment to extend existing approach traffic barriers to current VicRoads Standards.
29	01/09/09	3903	Back Crk FO	Weymouth Farm Rd	1	ASAP		5	Rec: Design assessment for traffic barrier to culvert & approaches to Standard.
30	29/04/10	5046	Dans Crk	Murphys Rd	1	ASAP		5	Rec: Design assessment for traffic barriers to culverts & approaches to current VicRoads Standard.
31	21/03/2023	826	Dans Crk	Dalrymple Rd	500	ASAP		5	Rec: Design check on existing approach traffic barrier to Standard Abutment B approach U/S. Note: Currently W beam post fixed with bullnose
34	30/08/06	1140	Eggshell Crk	Hillwood Main Rd	1	ASAP	23\24	5	Rec: Design check on existing approach traffic barriers to Standard. Note: No end terminals in barrier ends (fixed posts with bullnoses). 70 kmh sign posted.
37	06/10/97		Fourteen Mile Crk Trib	East Arm Rd	1	ASAP		5	Rec: Design assessment for traffic barriers to culverts & approaches to current VicRoads Standard.
38	21/12/18		Den Crk	Industry Rd	1	ASAP		5	Rec: Design assessment for traffic barriers to culverts & approaches to current VicRoads Standards. Note: Culvert widened with new concrete headwalls during "Road Upgrade Works" 2019. Note: Culvert headwalls potential vehicle impact hazard.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

40	06/10/97		Land O'Cakes Crk	Big Hill Rd	1	ASAP		5	Rec: Design assessment for traffic barriers to culverts & approaches to current VicRoads Standard.
43	01/09/09		Sludge Crk	Beechford Rd	1	ASAP		5	Rec: Design check on existing traffic barrier post connections to Standard (D/S only 2/ 10mm bolts, posts 2m centres). Design check to include assessment for approach traffic barriers to Standard.
45	14/02/05		Cimitero Crk F/O	Old Aerodrome Rd	1	ASAP		5	Rec: Design check on existing traffic barriers to Standard (posts 2.0m crs/ post connections non-standard). Note: Traffic barriers upgraded 2021 - original non-standard post connections on Culvert re-used.

Flood Damage Rectification.

List No	Reg Date	Bridge No	River Name	Road Name	Order of Cost	Month	Year	Time Priority Scale 7 to 3	Description and Comments of Works Category Future
3	17/10/22	620	Pipers Brook	Hall Rd	4,200	ASAP	23/24	5	Remove logs/ debris from Pier 1 upstream.
5	17/10/22	1111	Pipers River	Security Rd	4,800	ASAP	23/24	6	Remove logs/ debris from centre Pier 1 upstream.
17	17/10/22	3188	Pipers Rv Floodway	Colgraves Rd	1,850	ASAP	23/24	5	Rec: Inspection of Box Culvert footings for undermining over Summer during low water levels. Note: Farmer advised that footings appear to be undermined.
20	17/10/22	3569	Pipers Rv	Colgraves Rd	65,000	ASAP	23/24	5	Rec: Design & install permanent repair of erosion to river embankment Abutment B downstream adjacent 'Rocla' block wingwall. Note: Further major erosion will encroach into road embankment on Abutment B approach.
30	04/11/22	5046	Dans Crk	Murphys Rd	40,000	ASAP	23/24	5	Renew Headwall & install Wingwalls to Standard U/S. Rock binded with concrete placed between Culverts damaged in recent floods. Note: Rock scour protection installed around creek embankment now non-existent after recent floods.
30	04/11/22	5046	Dans Crk	Murphys Rd	7,600	ASAP	23/24	5	Repair erosion damage from floods to rock scour protection & creek embankment Abutment A D/S . Note: Existing rock scour protection damaged in recent floods & erosion on creek embankment now evident.
30	04/11/22	5046	Dans Crk	Murphys Rd	5,000	ASAP	23/24	5	Rec: Engineering Hydrology Assessment of Culvert. Note: Appears inadequate opening capacity for peak flows during major flood events. Culvert has overtopped in recent floods damaging gravel road down to the intersection with Old Bangor Tram Road.
33	04/11/22	955	Fourteen Mile Trib	Dairymple Rd	9,600	ASAP	23/24	5	Repair erosion with armour rock behind wingwalls both abutments U/S & D/S (approx. 6 tonne of rock & bind with concrete). Note: Stabilise armour rock with concrete for future floods scour protection.
35	04/11/22	2387	Fourteen Mile Crk	Dairymple Rd	4,000	ASAP	23/24	5	Rec: Design for Repair of undermining to Abutment B U/S. Note: Steel pile now exposed. Order of Cost for Design only - cost dependant design methodology.
35	04/11/22	2387	Fourteen Mile Crk	Dairymple Rd	6,400	ASAP	23/24	5	Repair erosion with armour rock behind wingwalls both abutments U/S (approx. 3 tonne of rock & bind with concrete). Note: Stabilise armour rock with concrete for future floods scour protection.
39	17/10/22		Pipers River FO	Lewis Rd	5,000	ASAP	23/24	5	Engineering Hydrology Assessment to increase Culvert capacity. Note: Culvert appears to provide inadequate capacity as a flood opening during major flood events.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

39	17/10/22		Pipers River FO	Lewis Rd	28,500	Mar 24	23 24	4	Rec: Design for permanent scour protection U/S & repair of open rock lined drain D/S to Bridge including deflection wall to direct water flow away from property. Note: Major damage to road approaches may be due to inadequate opening capacity of Culvert.
41	27/10/22		Cimitere Crk	Soldier Settlement	7,800	ASAP	23 24	5	Place gravel to repair erosion to road shoulder Abutment A approach D/S (approx. 3.0 tonnes). Note: Directly under approach traffic barrier.

Advisory Signage

List No	Reg Date	Bridge No	River Name	Road Name	Order of Cost	Month	Year	Time Priority Scale 2 to 0	Description and Comments of Works Category Future
5	01/09/09	1111	Pipers River	Security Rd	0			0	10 tonne Load Limit signage installed Abutment A approach 31/03/23.
6	31/03/23	1141	Pipers River	Baxters Rd	0			0	15 tonne Load Limit signage installed Abutment A approach 31/03/23.
49	04/04/23		York Cove Rvlt Bay 1	Elizabeth St	0			0	Advisory signage in place as at 04/04/2023.
52	02/06/16		Tamar Rv	Jetty Rd	0			0	Advisory signage in place as at 02/06/16.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda



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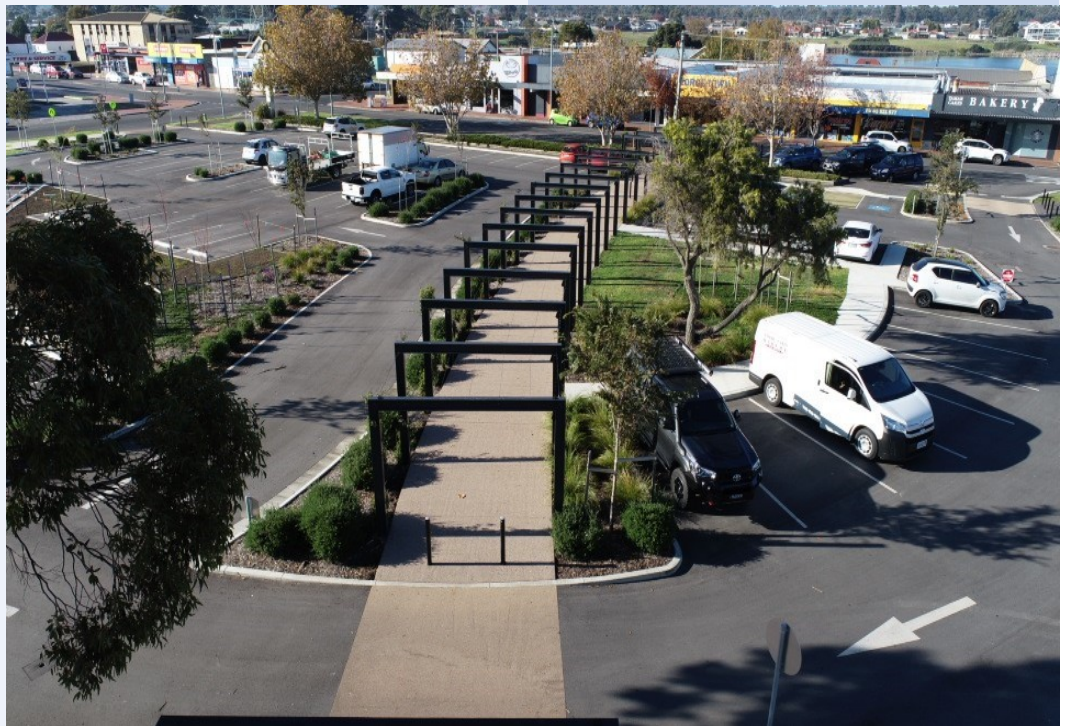
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ASSET MANAGEMENT PLAN BUILDINGS

JUNE 2024



Prepared for George Town Council by:



George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

DOCUMENT CONTROL

CT Management Group P/L PO Box 1374 GEELONG VIC 3220 Mobile : [Insert Contact Mobile] Email : admin@ctman.com.au Web : www.ctman.com.au	Document: Buildings AMP
	Project Manager: Alfonso Della Monica
	Author: Ruwan Jayarathne
	Date: June 2024
	Synopsis: This AMP Documents information that specifies the life cycle management of Building Assets to achieve the organisation's asset management objectives.

CONSULTANTS DISTRIBUTION SCHEDULE

Version No.	Date	Distribution	Reference
1.0	24/05/2024	Initial draft for client review	
2.0	03/06/2024	Final Document	

SCHEDULE OF ADOPTION

Version No.	Date	Comment	Reference

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George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

TABLE OF CONTENTS

1.	EXECUTIVE SUMMARY	6
1.1	Purpose of the Plan	6
1.2	Asset Description.....	6
1.3	Levels of Service	6
1.4	Future Demand.....	7
1.5	Lifecycle Management Plan	7
1.6	Financial Summary	7
1.7	Our priority	8
1.8	Risk Management.....	8
1.9	Improvement Plan.....	9
2.	INTRODUCTION.....	10
2.1	Background.....	10
2.2	Purpose of the Plan	10
2.3	Asset Management Plan Structure	10
2.4	Our Buildings Assets.....	11
3.	STRATEGIC ALIGNMENT	13
3.1	Strategic Goals and Objectives	14
3.1.1	George Town Strategic Plan 2020-2030 Objectives – Buildings Assets	15
3.2	George Town Strategic Plan 2020-2030 Alignment to Council Services– Buildings Assets	17
3.3	Council Policies, Strategies and Plans Relevant to Buildings Assets	20
3.4	Goals and Objectives of Asset Ownership	20
3.4.1	Ownership and Stakeholder Arrangements	21
4.	LEVELS OF SERVICE.....	22
4.1	Customer Research and Expectations – 2015 Survey	22
4.1.1	Community Satisfaction 2015 – Buildings.....	22
4.2	Legislative Requirements	23
4.3	Industry Standards and Guidelines	24
4.4	Level of Service.....	25
4.4.1	Community Level of Service	25
4.5	Technical Levels of Service.....	25
5.	FUTURE DEMAND	27
5.1	Demand Forecasts and Impact on Assets	27
5.2	Demand Management Strategy	28
6.	LIFECYCLE MANAGEMENT PLAN	30
6.1	Asset Data.....	31
6.1.1	Asset Data Confidence.....	31
6.2	Asset Condition	33
6.2.1	Current Condition of Building Asset Components	34
6.3	Building Asset Maintenance and Inspections	36
6.3.1	Future Operation and Maintenance Costs	37

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

6.4	Buildings Asset Renewal.....	38
6.4.1	Renewal Strategy.....	38
6.4.2	Renewal Ranking Criteria.....	38
6.4.3	Summary of 10-Year Buildings Asset Renewal, Upgrade, and New Program.....	40
6.4.4	Renewal Modelling Assumptions.....	40
6.4.5	Asset Useful Lives and Unit Rates.....	41
6.4.6	Buildings - Renewal Forecast.....	42
6.4.7	Overall Renewal Forecast and Budget – Buildings Assets.....	43
6.5	Acquisition/Upgrade/Expansion Plan.....	44
6.6	Disposal Plan.....	45
6.7	Summary of Asset Expenditure Requirements.....	46
7.	RISK MANAGEMENT.....	47
7.1	Risk Management Process.....	47
7.1.1	Risk Assessment.....	48
7.1.2	Risk Control.....	48
7.2	Critical Assets.....	49
7.3	Climate Change Risk.....	50
8.	FINANCIAL SUMMARY.....	52
8.1	Financial Statements and Projections.....	52
8.1.1	Asset Valuations.....	52
8.1.1	Asset Sustainability.....	52
8.1.2	Projected Expenditure for Long Term Financial Plan.....	54
8.2	Funding Sources.....	55
8.3	Key Assumptions Made in Financial Forecasts.....	56
9.	IMPROVEMENT PLAN.....	57
9.1	Improvement Plan.....	57
9.2	Monitoring and Review – Improvement Actions.....	59

LIST OF TABLES

Table 1:	Summary of Buildings Assets.....	12
Table 2:	Strategic Community Objectives – Buildings Assets.....	16
Table 3:	Strategic Priorities, Performance Indicators, and Stakeholders - Buildings Assets.....	19
Table 4:	Key Levels of Service Drivers.....	22
Table 5:	Legislations Relevant to Buildings Assets.....	24
Table 6:	Demand Drivers, Projections, and Impact on Buildings Assets.....	28
Table 7:	Demand Management Strategies.....	29
Table 8:	Summary of Buildings Asset Financial Information.....	31
Table 9:	Data Confidence Level Descriptions.....	32
Table 10:	Summary of Data Confidence - Transport Assets.....	32
Table 11:	Condition Rating System.....	33
Table 12:	Useful Lives – Buildings Asset Components.....	41
Table 13:	Upgrade Project Prioritization Criteria.....	44
Table 14:	Summary of Expenditure - Budget and Forecast.....	46
Table 15:	Risk Register.....	49
Table 16:	Managing the Impact of Climate Change on Buildings Assets.....	51
Table 17:	10 Year Renewal Forecast and Current Capital Budget - Buildings Assets.....	55
Table 18:	Funding Sources.....	55
Table 19:	Buildings Asset Management Improvement Plan.....	58

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

LIST OF FIGURES

Figure 1: Integrated Planning Framework – George Town Council.....	13
Figure 2: Community Satisfaction – Buildings – 2015 Survey	23
Figure 3: Condition Profile - Sub Structure and Structure	34
Figure 4: Condition Profile - Roof	34
Figure 5: Condition Profile – Service.....	35
Figure 6: Condition Profile - Fit Out and Floor Coverings.....	35
Figure 7: Condition Profile - Courts and Pools	36
Figure 8 - Projected Operations and Maintenance Expenditure – Buildings Assets.....	37
Figure 9: Renewal Forecast and Assets above Intervention level – Building Components	42
Figure 10 : Condition of Building Components by Value Over 10 Years	43
Figure 11: Renewal Forecast Vs Renewal Budget	43
Figure 12: New & Upgrade Budget	45
Figure 13: Total Lifecycle Budget and Demand – Buildings Assets	54

1. EXECUTIVE SUMMARY

1.1 Purpose of the Plan

This Asset Management Plan documents how well we are managing George Town Council's Building assets. It has been developed in accordance with our Asset Management Policy and principles of the Strategic Asset Management Plan (SAMP).

This Asset Management Plan details information about our Buildings assets. The plan outlines the management approach to:

- Describing and aligning delivery objectives of Buildings assets to George Town Council's Community Strategic Plan 2020-2030.
- Managing the future demand for assets to achieve and maintain financial sustainability.
- Optimising the lifecycle management of assets (achieving service demand at lowest lifecycle cost).
- Identifying and managing risks associated with Buildings assets.
- Funds required to operate the Buildings assets.
- Continual improvement in the management of the assets and performance monitoring.

1.2 Asset Description

Our Buildings assets contribute to the community by providing various services and amenities to the community.

Our Buildings asset portfolio has an estimated replacement cost of **\$35 million** (as at 30 June 2023).

The Building asset portfolio includes an administration building, 29 civic buildings, a demountable building, 4 industrial buildings, 4 pools and associated assets, 38 recreation buildings, 2 residential buildings, 11 sheds, and 6 special buildings.

1.3 Levels of Service

We need to develop comprehensive levels of service for our Building assets to meet community expectations whilst maintaining financial sustainability. At present, management of Buildings assets, including intervention points and chosen treatment methods, is based upon:

- Available budget and resource allocations.
- Feedback from the community.
- Performance of the Buildings asset portfolio.

In 2015 community survey, all respondents were asked to give a satisfaction score on three elements relating to buildings, being:

- Community and cultural facilities like halls, museums, and galleries,
- Sportsgrounds and recreational facilities in area, and
- Hygiene standards of food outlets, restaurants, and public facilities.

All these areas scored acceptable satisfaction ratings. However, it is important that we undertake surveys regularly to gauge satisfaction ratings of the community of our building assets.

This plan, and future revisions, will inform the long-term financial planning to fund the future actions necessary to meet the demand and levels of service.

1.4 Future Demand

The future demand for services is impacted by:

- Aging infrastructure
- Population and demographic change
- Changing design standards
- Climate change impacts
- Council financial sustainability
- Community satisfaction

These will be managed through a combination of managing existing assets, upgrading of existing assets, minimising climate change impact on assets and better management of customer expectations whilst maintaining financial sustainability.

1.5 Lifecycle Management Plan

Lifecycle planning describes the approach to maintaining an asset from construction to disposal. It involves the prediction of future performance of an asset, or a group of assets, based on investment scenarios and maintenance strategies.

Our current approach to managing and operating our Buildings assets is transitioning to a more proactive approach as we are continually improving our knowledge on performance, changing requirements, and service demands.

We are always striving to improve our approach to lifecycle management to make sure that we deliver on our service commitments in the most cost effective and efficient manner.

1.6 Financial Summary

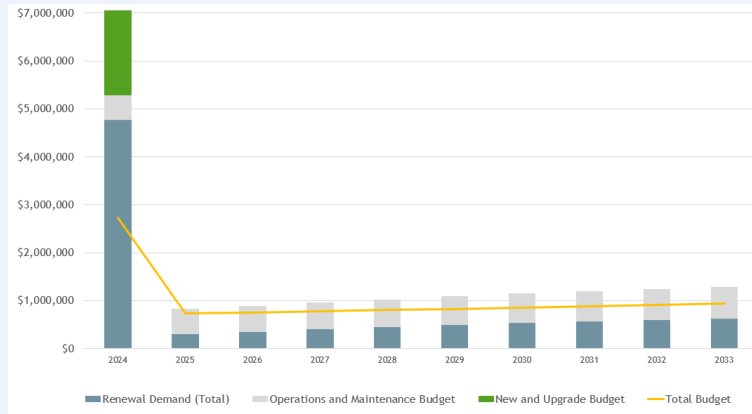
Based on our current forecasting, the renewal of existing Buildings assets over the next ten (10) years is **\$9.1 million** or \$910K on average per year.

The renewal and upgrade/new funding levels from our Long-Term Financial Plan is **\$2.55 million** and \$1.78 million over the next 10-year period.

It should be noted that 2022 valuation condition data has been used for renewal modelling. Therefore, it is important that Council undertake further condition assessment of all Buildings assets on a regular basis to validate these forecasts.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

The following graph shows the financial summary of Buildings assets.



1.7 Our priority

We will continue to inspect and maintain our Buildings assets to ensure they are safe and functional within the current levels of service. We also need to prioritise renewals, upgrades, expansion and adding new Buildings assets to our Buildings asset base according to priorities and annual budget allocations and ensure Buildings assets comply with all relevant statutory requirements and Australian Standards.

We will continue to work with local community, industries, businesses, and both state and federal government to press for more funding to ensure George Town can continue to grow.

1.8 Risk Management

There are number of risks that need to be carefully managed in order to maintain our asset base to the expected standards and continue to provide the current level of service. The main risks are,

- Absence of a planned maintenance program leading to potential asset failure
- DDA and BCA Non-Compliance.

We will endeavour to manage these risks within available funding by:

- Implementing a proactive Maintenance and Inspection Program
- Undertaking DDA and BCA compliance audits
- Continue to implement Community Strategic Plan 2020-2030 and supporting strategies to guide development and enhancement of Building Assets
- Implementing Building asset audit and condition assessment program

1.9 Improvement Plan

This Building Asset Management plan has identified a number of actions to improve overall management of Land & Facilities assets. Some of these actions include,

- Undertaking DDA and BCA compliance audit,
- Implementation of planned Building Maintenance and Capital Renewal / Upgrade Inspection Program,
- Regular update of Building asset database,
- Implementation of cyclic condition assessment programs,
- Development of renewal programs based on asset condition.
- Acquiring an asset management information system.
- Establishment of an Asset Management Steering Committee.

2. INTRODUCTION

2.1 Background

The George Town municipal area is located in Northern Tasmania on the eastern side of the Tamar River estuary. It has an area of 653 square kilometres which includes Tamar River frontages, Bass Strait coastline and rural agricultural areas. The main township is George Town and there are a number of settlements including Low Head, Hillwood, Mount Direction, Pipers River, Pipers Brook, Weymouth, Lulworth, Bellingham, Beechford and Lefroy.

The Building asset portfolio includes an administration building, 29 civic buildings, a demountable building, 4 industrial buildings, 4 pools and associated assets, 38 recreation buildings, 2 residential buildings, 11 sheds, and 6 special buildings.

2.2 Purpose of the Plan

This Asset Management Plan covers a 10-year horizon and is intended to demonstrate how we will support its vision in the provision of community assets to plan, develop and maintain infrastructure that is sustainable. This is achieved by applying the principles of responsible asset management planning, the objective of which is to deliver the required level of service to existing and future customers in the most cost-effective way.

The purpose of this Asset Management Plan is to ensure our Buildings assets fulfil their intended purpose and life expectancy at the most economical cost to the community. It balances financial, design, landscape, architectural and technical practices with community expectations to achieve this purpose.

The key objectives of this plan are to.

- Provide a plan to convey the long-term planning and strategy for the management of our Buildings assets.
- Improve understanding of service level standards and options, while improving customer satisfaction and organisational image.
- Identify optimal whole of lifecycle costs to provide target levels of service.
- Provide the basis for improved understanding and forecasting of asset related management options and costs to meet funding demands.
- Clearly justify long term works programmes and evidence of future funding requirements.
- Manage the environmental and financial risks of asset failure.

2.3 Asset Management Plan Structure

This Asset Management Plan has been prepared using good practice guidance from the ISO55000 Series - Asset Management standards and the IPWEA International Infrastructure Management Manual (IIMM). It has been developed based on existing processes, practices, data, and standards. We are committed to striving towards best appropriate asset management practices and it is recognised that this Asset Management Plan will need to be updated periodically to reflect changes to management of our assets.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

It is intended that our Asset Management Plans should always reflect as closely as practicable actual practices used in managing its assets. Only in this way will we be best able to ascertain its long-term financial needs for delivering sustainable assets and services.

2.4 Our Buildings Assets

The following table shows the summary of our Buildings assets as recorded in the APV valuation registers as at June 2022.

Asset Component	Component Type	Quantity	Replacement Cost
Sub-Structure	Concrete	72	\$1,650,691
	Concrete/timber	11	\$935,133
	Fibre Cement	1	\$4,800
	Timber	2	\$32,040
Structure	Brick	23	\$4,666,128
	Conc Block	18	\$1,935,010
	Fibre Cement	1	\$197,620
	Metal Cladding	36	\$1,524,819
	Timber	8	\$18,696
Floor Coverings	Carpet	11	\$642,340
	Ceramic Tiles	1	\$8,554
	Epoxy Coated	9	\$112,421
	Polished	8	\$865,543
	Vinyl	6	\$167,425
Fit-Out	Fibre Cement	7	\$532,241
	Plaster Board/Gyproc	8	\$1,689,388
	Timber Panels/Hardboard	14	\$1,398,068
Roof	Clay Tile	1	\$43,731
	Concrete - Tile	1	\$83,653
	Metal Decking	82	\$5,725,145
	Timber	1	\$3,780
Metre Swimming Pool	Standard	1	\$1,300,000
Service - Mechanical	Air Con (Ducted)	5	\$880,528
	Air Con (Split)	9	\$192,350
	Air Con (Wall)	2	\$2,793
Service - Fire	Incorporated Fire Services	17	\$442,929
	Non-Incorporated Fire Service	2	\$6,728
Service - Electrical	Electrical	68	\$2,928,375
Service - Hydraulic	Hydraulic System	57	\$3,885,795
Service- Security	Security	9	\$159,318
Service - Transport	Lifts/Escalators	1	\$68,255
Freeform Swimming Pool	Standard	2	\$202,000

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

Netball Court	Standard	1	\$120,000
Tennis Court	Standard	5	\$435,000
Wading / Domestic Pool	Standard	1	\$250,000
		501	\$33,111,297

Table 1: Summary of Buildings Assets

3. STRATEGIC ALIGNMENT

This Asset Management Plan is aligned with Asset Management Policy, Strategic Asset Management Plan (SAMP) and George Town Strategic Plan 2020-2030. The objective of this asset management plan is to support George Town Strategic Plan 2020-2030.

The diagram below sets out the integrated planning framework. It describes how the Community Strategic Plan can influence the delivery of actions from organisations and groups across the communities of George Town.



Figure 1: Integrated Planning Framework – George Town Council

It should be noted that the Asset Management Policy, Strategic Asset Management Plan (SAMP), Asset Management Plans, and Long-Term Financial Plan (LTFP) are currently absent from the Integrated Planning Framework. It is proposed that these documents be incorporated into the Integrated Planning Framework and clearly identified in the IPF shown in Figure 1.

Improvement Opportunity

- Incorporate Asset Management Policy, Strategic Asset Management Plan (SAMP), Asset Management Plans, and Long-Term Financial Plan (LTFP) into the Integrated Planning Framework.

3.1 Strategic Goals and Objectives

Strategic Plan 2020-2030 is George Town's current Community Strategic Plan. It outlines the community's aspirations and long-term vision for George Town. The vision of the community strategic plan is,

"Our Communities Progressive, Prosperous, Proud!"

This vision will be achieved through the implementation of the strategies based on the four future directions of George Town Strategic Plan 2020-2030.

The future directions are:

- Community pride
- Prosperity for all in all aspects of life
- Progressive well- resourced communities
- Leadership and accountable governance

Within each future direction are a number of community desired outcomes. The strategic priorities describe what should be the focus of future efforts to achieve the desired outcome or the "means" to achieve the "end" results.

George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda

3.1.1 George Town Strategic Plan 2020-2030 Objectives – Buildings Assets

The following table shows relevant strategic objectives for Buildings service and assets to achieve Strategic Plan 2020-2030 vision.

Future Direction	Desired Outcomes	Strategic Priorities
Community Pride	Community groups work together on common goals	<ul style="list-style-type: none"> • Working together on common goals • Communicating proposed projects and programs to leverage opportunities, avoid duplication and keep up with what is going on
Progressive well-resourced communities	Social infrastructure meets community needs	<ul style="list-style-type: none"> • Developing and maintaining social infrastructure that meets the community’s changing needs.
	Persons with special needs have local access to needed services	<ul style="list-style-type: none"> • Understanding local needs and service gaps
	Public infrastructure relevant to needs	<ul style="list-style-type: none"> • Making sure the place works well through good design, safety standards asset management and ongoing maintenance. • Understanding priorities and scheduling responses. • All ability amenities to meet the needs of residents and visitors.
	A culture of engagement and participation	<ul style="list-style-type: none"> • Trusted, transparent and inclusive community engagement processes. • Engaging over things that matter to the community. • Including young people in all engagement. • Understanding processes and participating in decision making. • Engaging with others to ensure no duplication or scheduling clashes.

**George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda**

Future Direction	Desired Outcomes	Strategic Priorities
<p style="text-align: center;">Leadership and accountable governance</p>	<p>Positive and productive working relationship with all levels of government and their agencies</p>	<ul style="list-style-type: none"> • Ensuring the area’s needs and priorities are understood. • Understanding the outcomes and directions sought by all levels of government. • Building skills in attracting funding and investment.
	<p>Collaborative working relationships with neighbouring Councils in the region and regional organisations</p>	<ul style="list-style-type: none"> • Playing an active role in regional development. • Responding collaboratively to regional initiatives.
	<p>Difficult issues are managed in an open manner without conflict</p>	<ul style="list-style-type: none"> • Building capacity in change management, understanding and responding to complexity. • Fostering courage, kindness, and determination in working through challenges and opportunities. • Communicating well.

Table 2: Strategic Community Objectives – Buildings Assets

**George Town Council
2024 06 25 ORDINARY COUNCIL MEETING ATTACHMENTS
Agenda**

3.2 George Town Strategic Plan 2020-2030 Alignment to Council Services– Buildings Assets

The following table presents the activities involved in achieving relevant strategic objectives of Council Strategic Plan 2020-2030.

Strategic Priorities	Performance Indicators	Stakeholders
<p><u>Community groups work together on common goals</u></p> <ul style="list-style-type: none"> Working together on common goals Communicating proposed projects and programs to leverage opportunities, avoid duplication and keep up with what is going on 	<ul style="list-style-type: none"> Community satisfaction survey Feelings of inclusion and sense of belonging Population growth across all age groups 	<ul style="list-style-type: none"> Police and Emergency Service Providers George Town Council Councils Place Making Committee and Safety Committee Education Providers Community Groups Industry Business and Producers Not-for-profits Members of the Future Impact Group
<p><u>Social infrastructure meets community needs</u></p> <ul style="list-style-type: none"> Developing and maintaining social infrastructure that meets the community’s changing needs. <p><u>Persons with special needs have local access to needed services</u></p> <ul style="list-style-type: none"> Understanding local needs and service gaps. <p><u>Public infrastructure relevant to needs</u></p> <ul style="list-style-type: none"> Making sure the place works well through good design, safety standards asset management and ongoing maintenance. 	<ul style="list-style-type: none"> Community satisfaction surveys Sports participation and club memberships Event attendance Volunteer numbers 	<ul style="list-style-type: none"> George Town Council State Agencies Progress Associations Recreation and Sporting Groups Historical, Cultural and Arts group